

Licensing Service Plan 2024/25

Licensing
Partnership



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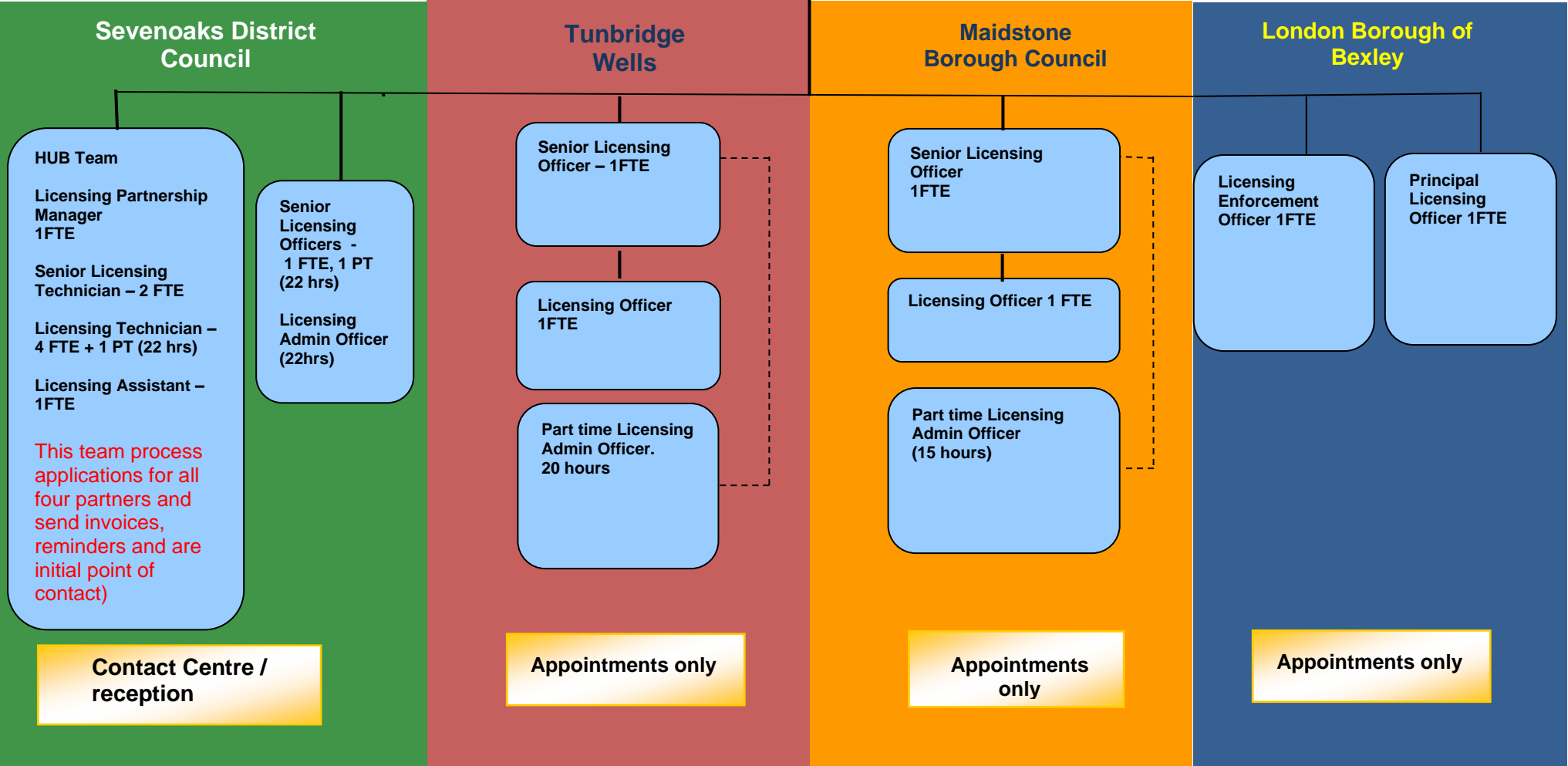
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1. Who we are

Team	Licensing Partnership comprising London Borough of Bexley, Maidstone Borough Council, Sevenoaks District Council and Tunbridge Wells Borough Council
Head of Service	Sharon Bamborough
Chief Officers	Gary Stevenson (Tunbridge Wells), John Littlemore (Maidstone), Richard Morris (Sevenoaks) and Jane Richardson (LB of Bexley)

Our Structure Chart

**Head of Licensing Partnership
1 FTE**



2. What we do

Key Tasks	<ul style="list-style-type: none">■ Manage and oversee the Licensing Partnership.■ Seek to promote the licensing objectives of the relevant legislation.■ Our aim is to protect the public but also allow legitimate businesses within the area to prosper.■ To ensure that the legitimate taxis and private hire trade are able to provide a safe mode of transport to the residents and users within the Partnership's area.■ Compliance – ensure compliance of licensed premises, activities and events following grant of respective licences, permits and / or notices.■ To ensure that unlicensed premises, taxis/private hire and activities are investigated and appropriate action is taken.■ To enhance customer service while ensuring compliance with legislation.■ Fulfilling statutory duty whilst optimising cost savings and maintaining individual client's Council sovereignty.■ Take advantage of economies of scale to buy services and optimise the collaborative working between partners
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3. 2024/25 Service Objectives

Objective 1	To oversee and lead the Licensing Partnership to achieve performance targets		Responsible Officer	Sharon Bamborough
Performance Measure	Description		2024/25 Target or Outcome (to be achieved by 31.03.2025)	
Action	To ensure Key Performance Indicators, as set in Section 4, are monitored and input monthly to the monitoring system (currently Pentana) with any queries or areas on concern raised monthly with relevant team		On-going; to optimize performance and ensure targets are consistently being met	
Link to Sevenoaks Corporate Plan	Providing value for money	Link to Sevenoaks Community Plan	Safe Communities	
Link to Maidstone Statagic Plan	Keeping Maidstone an attractive place for all - Ensuring there are good leisure and cultural attractions			
Link to Tunbridge Wells Key Objectives in the Vision	Providing Value	Link to Strategic Compass	To ensure we operate in a business-like way	
Link to Bexley Corporate Plan (Shaping our Future Together)	Innovation and self sufficiency			

Objective 2	Be open and proactive about undertaking of licensing functions for other local authorities.	Responsible Officer	Sharon Bamborough
Performance Measure	Description	2024/25 Target or Outcome	
Action	Upon receipt of any expression of interest or request for more information about potentially joining the partnership , engage with and respond to within one month of request	Further functions carried out for other partners which would lead to an overall drop in costs for all.	
Link to Sevenoaks Corporate Plan	Providing value for money	Link to Sevenoaks Community Plan	Safe Communities
Link to Maidstone Corporate Priorities	Securing a successful economy for Maidstone Borough		
Link to Bexley corporate plan	Innovation and self sufficiency – a commercial approach		
Link to Tunbridge Wells Corporate Priorities	To support a prosperous borough	Link to Strategic Compass	Providing value

Objective 3	Seek further efficiency savings		Responsible Officer	Sharon Bamborough
Performance Measure	Description		2024/25 Target or Outcome	
Action	<ul style="list-style-type: none"> Continuous review of processes and procedures of Hub team officers and streamline / change as and when requested by partner officers. This year the following processes will be reviewed: <ul style="list-style-type: none"> (i) Pavement licences (ii) Scrap Metal Site (iii) Scrap Metal collector (iv) Small lotteries (v) Gaming permits Review of online facilities including continued development of online application forms back office system database further research/work (MM & SB) 		To be done by 31.3.25 – More efficient working or meeting new legal requirements	
Link to Sevenoaks Corporate Plan	Supporting and developing the local economy	Link to Sevenoaks Community Plan	Safe Communities	
Link to Bexley corporate plan	Innovation and self sufficiency – a commercial approach	Link to Maidstone Corporate Priorities	Securing a successful economy for Maidstone Borough	
Link to Tunbridge Wells Corporate Priorities	To support a prosperous borough	Link to Strategic Compass	Providing value	

Objective 4	Undertake necessary projects which deliver or enhance the service provision		Responsible Officer	Sharon Bamborough
Performance Measure	Description		2024/25 Target or Outcome	
Action	H2H & Street Charity Collection Booking System: This would be developed with SDC Development Team (none of the authorities get any income from this and therefore we want to find a better way to deliver this service with minimal impact on Hub resources).		Increased efficiency / automation	
Action	MBC only – complete the transfer of electronic data from old software system to Idox/Uniform so that records are complete and historic data is available to all		Increased efficiency and monitoring tools, with enhanced reporting options: 31.03.2025	
Action	Review of Data Retention Policy and Privacy Notice (DBS & HMRC): This would bring these documents up-to-date and then implement the changes accordingly.		Compliance with internal policies	
Action	<ul style="list-style-type: none"> (i) New procedure for pre-application advice to be agreed and introduced (SB) (ii) New procedure for recording of complaints / investigations – to be recorded on the database going forward once introduced (SB) (iii) Have the current partnership agreement reviewed and brought up to date in terms of format (SB / legal) 		<ul style="list-style-type: none"> (i) Aim is to lead to better take up of service and more income (ii) Aim is to lead to greater transparency and reporting (iii) Ensure our agreement serves its purpose 	
Link to Sevenoaks Corporate Plan	Supporting and developing the local economy	Link to Sevenoaks Community Plan	Safe Communities	
Link to Bexley corporate plan	Innovation and self sufficiency – a commercial approach	Link to Maidstone Corporate Priorities	Securing a successful economy for Maidstone Borough	
Link to Tunbridge Wells Corporate Priorities	To support a prosperous borough	Link to Strategic Compass	Providing value	

Objective 5	Undertake a programme of training for Members and officers. Ensure all new Members on each Licensing Committee receive appropriate training.		Responsible Officer	Sharon Bamborough
Performance Measure	Description		2024/25 Target or Outcome	
Action	Members: <ul style="list-style-type: none"> Train any new members to Licensing committee and provide ad hoc training to any other new members appointed for all partners 		To be achieved before any new member sits on LSC, otherwise, ongoing throughout year	
Action	Officers: <ol style="list-style-type: none"> Ensure any new staff member has a training plan and regular monitoring of development Deliver/facilitate training on required topics for officers as needed This year looking at: <ul style="list-style-type: none"> Using senior licensing officers to deliver refresher training on taxis, premise licensing 		To be achieved by 31/03/2025	
Link to Sevenoaks Corporate Plan	Keeping the district safe	Link to Sevenoaks Community Plan	Safe Communities	
Link to Bexley corporate plan	Growth that benefits all – the right skills for jobs of today and tomorrow	Link to Maidstone Corporate Priorities	Securing a successful economy for Maidstone Borough – range of Employment Skills and opportunities across the Borough	
Link to Tunbridge Wells Corporate Priorities	Our People	Link to Strategic Compass	To have relevant skills	

Objective 6	Revision of Policies & annual fee reviews		Responsible Officer	Sharon Bamborough/Lorraine Neale/Sharon Degiorgio/Samantha Laing
Performance Measure	Description		2024/25 Target or Outcome	
Action	Annual review of fees (taken to licensing committees) will be centralised and carried out by/under the direction of the Head of the Licensing Partnership - this will achieve better alignment in fees and services charged (SB)		Achieve statutory obligations. To be achieved by 31.01.2025	
Action	To review gambling policies in line with the statutory requirement to review every 3 years (SB/SD/LN/SL)		Achieve statutory obligations 31.01.25	
Action	To review taxi policies in Maidstone, Tunbridge Wells and Sevenoaks as and when needed. (Senior Licensing Officers)		To respond to changing needs of public and trade and to keep in line with corporate objectives - On-going	
Action	To continue to take part in the Kent and Medway Energy and Low Emissions Implementation Plan lead by KCC (for SDC/MBC/TWBC only) (SB and Senior Licensing Officers) which may lead to revision of taxi policies re green vehicles		To contribute to net zero aspirations (new) On-going	
Link to Sevenoaks Corporate Plan	Supporting and developing the local economy	Link to Sevenoaks Community Plan	Safe Communities	
Link to Bexley corporate plan	Innovation and self sufficiency – a commercial approach	Link to Maidstone Corporate Priorities	Securing a successful economy for Maidstone Borough	
Link to Tunbridge Wells Corporate Priorities	To support a prosperous borough	Link to Strategic Compass	Providing value	

Objective 7	Health, Safety and Well Being of Staff		Responsible Officer	Sharon Bamborough
Performance Measure	Description		2024/25 Target or Outcome	
Action	Ensure risk assessments are carried out and reviewed as appropriate and at least once a year.		Risk assessments are in place and are reviewed. To be achieved by 31/03/2025	
Action	Ensure 1:1 meetings are carried out on a regular basis.		All Senior Licensing Officers and Licensing Partnership Manager to ensure meetings take place.	
Action	Ensure staff have complied with any employer requirements in terms of completing workstation assessments both in office and at home if working from home occurs		All Senior Licensing Officers and Licensing Partnership Manager to ensure their staff have completed assessments, HoLP to ensure seniors /LPM have done so	
Link to Sevenoaks Corporate Plan	Supporting and developing the local economy	Link to Sevenoaks Community Plan	Safe Communities	
Link to Bexley corporate plan	Innovation and self sufficiency – a commercial approach	Link to Maidstone Corporate Priorities	Securing a successful economy for Maidstone Borough	
Link to Tunbridge Wells Corporate Priorities	To support a prosperous borough	Link to Strategic Compass	Providing value	

4. Measuring our Performance

Performance Indicators and Target Setting

Code	Description	Collection period	2024/25 target
LPI LIC 001	Send out renewal invitations for all licences/permits etc. 2 months (or 4 months for animal licensing) before the expiry date of the licence and if a valid renewal application is not received before the expiry of a licence send a failure to renew letter out within agreed timescales of the licence expiring and advise the appropriate Authorities accordingly. (Hub Team)	Monthly	95%
LPI LIC 002	The percentage of valid personal licences processed within 14 working days (Hub Team)	Monthly	95%
LPI LIC 003	Percentage of <i>unopposed</i> applications for new and variation of premises licences processed within 2 calendar months (from date of validation to issue date) [All]	Monthly	95%
LPI LIC 004	The percentage of valid temporary event notices served on Responsible Authorities within one working day of receipt (Hub Team)	Monthly	95%
LPI LIC 005	The percentage of driver and operator licences issued within 10 working days of validation (Hub team)	Monthly	90%
MPI LIC 05a	Percentage of Hackney Carriage driver licences issued within 10 working days of validation (Hub team)	Monthly	90%
MPI LIC 05b	Percentage of Private Hire driver licences issued within 10 working days of validation (Hub team)	Monthly	90%

Code	Description	Collection period	2024/25 target
MPI LIC 05c	Percentage of Private Hire Operator licences issued within 10 working days of validation (Hub team)	Monthly	90%
MPI LIC 012	Length of time from validation to issue of HC vehicle licence (MPI) - target 10 working days (Hub team)	Monthly	90%
MPI LIC 013	Length of time from validation to issue of PH vehicle licence (MPI) - target 10 working days (Hub team)	Monthly	90%
MPI LIC 017	<p>Taxi Compliance (licensing officers at Sevenoaks, Tunbridge Wells and Maidstone):-</p> <ul style="list-style-type: none"> • start action/investigation on receipt of complaints/intelligence within 5 working days (includes visits/letters/interviews etc) • reactive/proactive enforcement investigations ongoing/completed • warnings / penalty points issued • vehicle compliance checks • knowledge tests/safeguarding training (compliance with policy) 	Monthly	Non London partners only: 360 each (equates to 30 actions per month per authority)
MPI LIC 018	<p>Premises compliance (all licensing officers throughout partnership)</p> <ul style="list-style-type: none"> • notice checks to be carried out within one week of initial display • start action/investigation on receipt of complaints/intelligence within 5 working days (includes visits/letters/interviews etc) 	Monthly	Non London partners – 180 each (equates to 15 actions per month per authority) Bexley – 360 (equates to 30 actions per month)

	<ul style="list-style-type: none"> carry out proactive visits in accordance with risk rating system attend enforcement meetings/briefings/collaborate with partners on multi-agency approach 		
Code	Description	Collection period	2024/25 target
MPI LIC 019	<p>(for partners where Hub team arrange annual fee collection)</p> <p>Send out invoices for continuation fees for licences/permits issued under the Licensing Act 2003 and Gambling Act 2005 at least 1 month in advance of the fee being due and where those fees are not received by the due date to take action to suspend/revoke licence/permit within 1 month of the fee being due. (Hub Team)</p>	Monthly	95%
MPI LIC 020	<p>Action after suspension - Licensing officers to visit /establish trading status within one month and start/take any necessary action (all licensing officers throughout partnership except Bexley)</p>	Annual	95%
BPI LIC 021	<p>Percentage of <i>unopposed</i> applications for Special treatments licences processed within 2 calendar months (from date of validation to issue date) [LBB & Hub]</p>	Monthly	95%