

AGENDA

LICENSING COMMITTEE MEETING



Date: Thursday 31 March 2016

Time: 6.30 pm

Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Mrs Blackmore, Greer, Mrs Grigg,
Mrs Hinder (Chairman), Mrs Joy (Vice-
Chairman), McLoughlin, B Mortimer,
Naghi, Newton, Mrs Parvin,
Mrs Robertson and Springett

Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of Lobbying

Continued Over/:

Issued on Monday 21 March 2016

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Poppy Collier on 01622 602242**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

6. To consider whether any items should be taken in private because of the possible disclosure of exempt information.
7. Minutes of the Meeting held on 28 January 2016 1 - 4
8. Report of the Head of Housing and Community Services - Licensing Partnership: London Borough of Bexley 5 - 20

MAIDSTONE BOROUGH COUNCIL

Licensing Committee

MINUTES OF THE MEETING HELD ON THURSDAY 28 JANUARY 2016

**Present: Councillor Mrs Hinder (Chairman), and
Councillors Mrs Blackmore, Greer, Mrs Grigg, Mrs Joy,
Naghi, Newton, Mrs Parvin, Mrs Ring, Mrs Robertson,
Springett and Vizzard**

78. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillors McLoughlin and Mortimer.

79. NOTIFICATION OF SUBSTITUTE MEMBERS

The following Substitute Members were noted:

- Councillor Ring for Councillor McLoughlin
- Councillor Vizzard for Councillor Mortimer

80. URGENT ITEM

The Chairman, in her opinion, agreed to take the following report as an urgent item as the figures used in the report could not be calculated until the policy was in place:

Report of the Head of Housing and Community Services – Hackney Carriage and Private Hire Licensing: Licence Fees and Chargs Fees 2016/17

81. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

82. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

83. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

84. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE
BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION.

RESOLVED: That all items on the agenda be taken in public as proposed.

85. MINUTES OF THE MEETING HELD ON 26 NOVEMBER 2015

RESOLVED: That the minutes of the Meeting held on 26 November 2016 be approved as a correct record and signed.

86. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - SCRAP METAL DEALER: LICENCE FEES 2016/2017

Claire Perry, Licensing Partnership Manager, introduced the report.

The Committee was told that the act came into force three years ago, and the fees now recommended were founded on an evidence based examination of the cost of the process.

In response to questions it was explained that:

The Council is legally obliged to set licensing fees on a cost recovery basis, and cannot make a profit from the service.

Each authority will have different costs due to differences between processes.

It was proposed by Councillor Greer, seconded by Councillor Parvin and

RESOLVED:

- 1) That more freedom in the setting of licensing fees and charges be sought from central Government by the Council.

Voting:

For: 12 Against: 0 Abstain: 0

- 2) That the fees levels as set out in paragraph 2.23 of the report of the Head of Housing and Community Services be approved for implementation on 1 April 2016.

Voting:

For: 12 Against: 0 Abstain: 0

87. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - SEXUAL ENTERTAINMENT VENUES: LICENCE FEES 2016/17

The Licensing Partnership Manager, Claire Perry, presented the report detailing the cost of processing licence fees for sexual entertainment venues.

Members were advised that the fee for licence renewals has increased as the process cost as much as a new application to process.

RESOLVED: That the fee levels as set out in paragraph 2.4 of the report of the Head of Housing and Community Services be approved for implementation on 1 April 2016.

Voting:

For: 12 Against: 0 Abstain: 0

88. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - GAMBLING ACT 2005: LICENCE FEES 2016/17

Claire Perry, Licensing Partnership Manager, presented the report which set out proposed fees and charges for licences under the gambling act.

It was explained that some of the fees had reached the maximum that could be charged.

RESOLVED: That the fee levels as set out in Appendix A of the report of the Head of Housing and Community Services be approved for implementation on 1 April 2016.

For: 12 Against: 0 Abstain: 0

89. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - HACKNEY CARRIAGE AND PRIVATE HIRE LICENSING: LICENCE FEES AND CHARGES FEES 2016/17

The Licensing Partnership Manager, Claire Perry, spoke to the report proposing fees for Hackney Carriage and Private Hire licensing.

It was explained that:

- The Deregulation Act stated that local authorities must issue licenses for up to five year terms.
- Conversations with the taxi trade had raised the issue that five year terms may be considered prohibitive by new drivers.
- To ensure flexibility and affordability there would be options of one year, three year and five year terms. This would bring Maidstone BC in line with the other licensing partnership authorities.

In response to questions the Committee was advised that:

- The Hackney Carriage trade had requested replacement of the monitor and would contribute to the cost of this. This has been included in the vehicle costs.

- The monitor was not part of Maidstone town centre's CCTV and so the Council were not in a position to replace this.

RESOLVED: That the fee levels as set out in Appendix A of the report of the Head of Housing and Community Services be approved for implementation on 1 April 2016.

Voting:

For: 12 Against: 0 Abstain: 0

90. DURATION OF MEETING

6.31 p.m. to 7.04 p.m.

Licensing Committee

31 March 2016

Is the final decision on the recommendations in this report to be made at this meeting?

No

Licensing Partnership – London Borough of Bexley

Final Decision-Maker	Communities, Housing and Environment Committee
Lead Head of Service	John Littlemore, Head of Housing and Community Services
Lead Officer/Report Author	Claire Perry, Licensing Partnership Manager
Classification	Non-exempt
Wards affected	All

This report makes the following recommendation:

1. That the Licensing Committee recommends to the Communities, Housing and Environment Committee the enlargement of the Licensing Partnership to include the London Borough of Bexley's Licensing Team functions as a fourth and equal partner.

This report relates to the following Five Year Plan Key Objectives:

- A Great Place

It is proposed to provide savings to the cost of the Licensing Partnership.

Timetable

<i>Meeting</i>	<i>Date</i>
Licensing Committee	31 March 2016
Communities, Housing and Environment Committee	12 April 2016

Licensing Partnership – London Borough of Bexley

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To outline a proposal for the London Borough of Bexley to join the Licensing Partnership as a fourth and equal partner.

2. INTRODUCTION AND BACKGROUND

- 2.1 The Licensing Partnership is now in its seventh year of running successfully managing three Licensing Teams, carrying out the administration of all processes and issuing of licences, permits and notices for Maidstone Borough Council, Sevenoaks District Council and Tunbridge Wells Borough Council.
- 2.2 One of the Partnership's service plan objectives since 2013/14 has been to reduce the overall operating costs by expanding the Partnership through introducing another partner onto the group in order to share costs and reduce each local authorities' contributions to the operation.
- 2.3 Towards the end of 2015 Officers from the London Borough of Bexley approached the Chief Officer Environmental & Operational Services for Sevenoaks District Council and Licensing Partnership Manager to hold an exploratory meeting regarding the future of Bexley's Licensing functions, which exclude taxis and private hire as these are licensed by Transport for London.
- 2.4 The London Borough of Bexley is undertaking a procurement exercise of its regulatory and associated services as part of the Bexley Council's Strategic Commissioning agenda. As part of this exercise, officers at Bexley were asked to explore the Licensing Partnership as an alternative to totally outsourcing the Council's Licensing Service.
- 2.5 Following meetings to explore the extent of the services currently undertaken by the London Borough of Bexley and their team structure a proposal was submitted to the London Borough of Bexley, attached as Appendix A.

3. THE PROPOSAL

- 3.1 The current structure of the Licensing Partnership would continue in that the Licensing Partnership Manager would manage the four teams of Licensing Officers based at the partner authorities and the single Administration Team which is based at the Sevenoaks offices.
- 3.2 The staff within the Administration Team will process applications, permits and notices on behalf of all the Licensing Authorities. The posts of the

Administration Team, the Licensing Partnership Manager and half of the post of the Senior Licensing Officer and Administration Team Leader are directly employed by Sevenoaks District Council but their salaries are paid for by the partners of the Licensing Partnership.

- 3.3 The Licensing Officers at each authority are responsible for their own policies, interaction regarding compliance with the legislation, compliance and enforcement, validation of new and variation applications for premises licences, hearings and direct reports.
- 3.4 The Licensing Partnership Manager has responsibility for the direct reports, management of the Licensing Partnership as a whole, budget setting, performance indicator setting and monitoring, co-ordination of Licensing Policies, FOI request responses, reporting to the Licensing Partnership Board and the individual Licensing Committees, service planning, liaison with Finance, HR, IT, Legal, Democratic Services and process engineering.
- 3.5 Each authority's data is held on a central database which is administered and maintained by the IT staff at Sevenoaks District Council. Officers at the partners' offices access the database via a portal and have access to their records and all the documentation for applications. All documentation is scanned in to a document management system (IDOX) on receipt in the post and is therefore available to all officers.
- 3.6 The Licensing Partnership has been through a Digital First programme that has seen significant increases in online applications and streamlining of processes. We expect the existing Hub resources to be able to cope with the additional workload created by an extra partner, but during the first year an additional 1x fte admin support will be provided to assist the London Borough of Bexley with administrative support and the transfer of documentation onto the Licensing Partnership's central database and document management system it is proposed to ring fence the three administrative officer posts at Bexley and interview them with a view to TUPE transfer of the successful applicant.
- 3.7 The London Borough of Bexley will retain the equivalent of two Licensing Officers to carry out the licensing functions with customers such as complaint investigation, visiting premises, hearing report preparation, mediation with applicants, policy preparation etc.
- 3.8 The existing performance indicators will remain as agreed, as it is recognised that the work involved in welcoming a new partner will be significant. The key focus for the whole team will be to maintain the existing excellent performance, carefully monitor and manage the performance to ensure that it continues to provide first class service to the customer.
- 3.9 The Licensing Partnership team is an experienced team that has the capacity, knowledge and skills to re-engineer London Borough of Bexley procedures in to the Partnership's processes whilst keeping the customer at the focus of what they achieve.

- 3.10 At the heart of the Partnership is a financial model that is used to calculate individual partner's annual contributions based on the weighted throughput of licence transactions, averaged over a three year period.
- 3.11 The model used to calculate each existing partner's contribution to the cost of the Licensing Partnership was employed to calculate the cost for the London Borough of Bexley to join.
- 3.12 Using the data supplied by the London Borough of Bexley it is calculated that Bexley's work will amount to 17.3% of the expanded Licensing Partnership work. This equates to a cost to the London Borough of Bexley of £75,221 per annum.
- 3.13 There are some one off costs to cover IT set up and importing the address gazetteer. These are yet to be finalised but are thought to be just under £5,000 and will be borne by the London Borough of Bexley.
- 3.14 As a result of the London Borough of Bexley joining the Licensing Partnership each of the existing partners are calculated to save at least £15,000 each per annum in their contributions to the Licensing Partnership.
- 3.15 In addition to the savings to the Licensing Partnership it is anticipated that a new partner will increase the resilience of the Licensing Partnership by introducing new skills and areas of expertise. It is still a desire of the Licensing Partnership to authorise officers to work across authority areas and once this is achieved officers will be able to be deployed more effectively.
- 3.16 The option of a transfer of Bexley's Licensing Service to a shared service arrangement with other local authorities is expressly recognised by Regulation 12 of the Public Contracts Regulations 2015. There is no requirement for a procurement exercise before entering into such an arrangement. Should such an arrangement proceed, the existing legal agreement will be revised to recognise the addition of a fourth partner to formalise the arrangements.
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4. AVAILABLE OPTIONS

- 4.1 To recommend the Communities, Housing & Environment Committee to approve the inclusion of a fourth Licensing Authority into the Licensing Partnership.
- 4.2 To recommend no changes to the existing Licensing Partnership.
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5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 5.1 To recommend to the Communities, Housing & Environment Committee to approve the London Borough of Bexley's Licensing Team functions joining the Licensing Partnership as a fourth and equal partner. This would ensure further

savings are realised for the running of Licensing Service and additional resilience is achieved.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

Subject to the decision being taken to expand the Licensing Partnership:

- 6.1 A report is submitted to the Communities, Housing & Environment Committee to obtain approval to the enlargement of the Licensing Partnership to include the London Borough of Bexley.
- 6.2 Chairman of the relevant committees at all four Licensing Authorities would meet to discuss the proposal.
- 6.3 Officers from the Licensing Partnership would begin the process of communicating with affected customers at the London Borough of Bexley.
- 6.4 Officers from the Licensing Partnership would start on preparations to integrate a fourth new partner.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
Impact on Corporate Priorities	No implications have been identified	[Head of Service or Manager]
Risk Management	<p>There may be a risk that the enlargement does not achieve the desired outcomes such as savings or creates an unmanageable workload.</p> <p>The savings are a conservative estimate and it is anticipated these will be achieved.</p> <p>Should the workload become unmanageable it will be possible to pick these up as a result of the monitoring that is in place. A temporary resource can be employed to assist in this case.</p>	[Head of Service or Manager]
Finance and other resources	Financial implications are set out in the body of the report.	[Section 151 Officer & Finance Team]
Staffing	Staffing implications are set out in the body of the report.	[Head of Service]
Legal	Legal implications are set out in the body of the report. There will be no	Jayne Bolas, Solicitor

	increase in requirements for legal services as each authority will deal with their own legal requirements.	Team Leader(Contentious)
Equality Impact Needs Assessment	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.	[Policy & Information Manager]
Environmental/Sustainable Development	No implications have been identified	[Head of Service or Manager]
Community Safety	No implications have been identified	[Head of Service or Manager]
Human Rights Act	No implications have been identified	[Head of Service or Manager]
Procurement	Procurement implications are set out in the body of the report.	[Head of Service & Section 151 Officer]

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

Appendix A: Proposal for the London Borough of Bexley – v3

9. BACKGROUND PAPERS

None

All invoicing for annual fees is carried out via the Administration Team and suspension notices are issued from the Administration Team on behalf of the Licensing Partnership. We have agreed service level agreements to process applications depending on the statutory timeframes or agreements with the trade.

The Licensing Officers at each authority are responsible for their own policies, interaction regarding compliance with the legislation, compliance and enforcement, validation of new and variation applications for premises licences, hearings and direct reports.

The Licensing Partnership Manager has responsibility for the direct reports, management of the Licensing Partnership as a whole, budget setting, performance indicator setting and monitoring, co-ordination of Licensing Policies, FOI request responses, reporting to the Licensing Partnership Board and the individual Licensing Committees, service planning, liaison with Finance, HR, IT, Legal, Democratic Services and process engineering.

Each authority's data is held on a central database which is administered and maintained by the IT staff at Sevenoaks District Council. Officers at the partners' offices access the database via a portal and have access to their records and all the documentation for that application. All documentation is scanned in to a document management system (IDOX) on receipt in the post and is therefore available to all officers.

Update following the meeting on 11th February 2016 - the cost of joining the Licensing Partnership to London Borough of Bexley

At this meeting it was identified that Bexley will require administration support in the form of a full time administration officer.

- The proposal is that the London Borough of Bexley would interview the three potential employees for the post with Claire Perry involved in the interviews.
- The Licensing Partnership would TUPE the successful candidate to join the Administration Team of the Licensing Partnership. Initially, at least for the first year they would be based at the Bexley offices. However, time would need to be spent at Sevenoaks training on the new systems and there may be a requirement to work permanently at the Sevenoaks offices in the future.
- The role would be to support the Licensing Officers at Bexley, assist with the transference of the documentation from Bexley's system to that of the Licensing Partnership, carry out some of the processes and tasks on behalf of the Licensing Partnership and would be managed by the Licensing Partnership.

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- This would leave the London Borough of Bexley to resolve the future of the remaining two Licensing Assistants.
- The cost has been adjusted to include the additional processes and licences which were excluded from the initial proposal. For example, Regulated Stands, Explosives, Firework and Special Treatment Licences.
- It was also learnt at the meeting that the finance team send out invoices for annual fees for Licensing Act 2003 premises, Gambling Act 2005 premises, Gambling Act 2005 permits and Gambling Act 2005 lottery registrations. Therefore the transactional log spread sheet has been adjusted to only include the sending out of suspension notices for Licensing Act 2003 and chase up calls/contact with the other annual fees.

Therefore based on the above amendments the proportion of the work carried out on behalf of the London Borough of Bexley would be 17.3%.

The total cost of the Licensing Partnership for 2016/17 is £408,506 + £26,398 (cost of Licensing Administration Officer plus on costs). This equates to a cost for Bexley of **£75,221** however Bexley will also have the income for these additional processes.

There would be an additional cost of **£1,500** to migrate the address gazetteer into the partnership module and an estimated cost of **£3,000**.

Please note that the cost for each partner is calculated annually based on the number of transactions undertaken on average over the previous 3 full years. This current cost may go up as well as down. The calculations are outlined on a separate spreadsheet.

This cost would include:

- ▶ Managing of the Licensing Partnership and line management responsibilities of the staff at Bexley
- ▶ Administration (not inspection) of all Licensing Act 2003 applications
- ▶ Administration (not inspection) of all Gambling Act 2005 applications
- ▶ Administration (not inspection) of all Animal Establishment applications
- ▶ Administration (not inspection) of all Scrap Metal Dealer applications
- ▶ Administration (not inspection) of all Animal establishment applications
- ▶ Administration (not inspection) of all Sexual Entertainment Venue applications
- ▶ Administration (not inspection) of all Regulated Stands applications
- ▶ Administration (not inspection) of all Explosive applications
- ▶ Administration (not inspection) of all Firework applications
- ▶ Administration (not inspection) of all Special Treatment applications
- ▶ Sending out suspension notices for annual fees that have not been received after 21 days. - The Licensing Officers at each authority are sent an updated

list each month of those premises where suspension notices have been served and the payment is still outstanding. Officers then carry out visits and take the appropriate action. Further debt recovery then falls to the authority to which the debt is owed.

- ▶ Processing of all income and reconciliation to ensure income is correctly attributed to the authority.
- ▶ Public Access via link for residents
- ▶ Consultee Access via link for consultees
- ▶ Weekly Excel spreadsheet sent to Councillors and interested parties
- ▶ Weekly Excel spreadsheets sent to Licensing Officers with updates of applications received in the past week
- ▶ FOI requests where data is required from the records
- ▶ Transferring data from the existing system to FRED UNI-form
- ▶ Online forms - access for customers to our bespoke online forms via web links and the annual retention fee and additional cost for adding a 4th partner
- ▶ Retention of documentation electronically
- ▶ Any upgrade and annual licence cost for IDOX UNI-form system - this year the Licensing Partnership will be paying approximately £5,000 for the latest upgrade
- ▶ Any upgrade and annual licence cost for Public/Consultee Access
- ▶ Any upgrades and annual licence cost for Victoria Forms (online forms)

The current services provided to existing partners

- ▶ All applications for Licensing Act 2003
- ▶ All applications for Gambling Act 2005
- ▶ All Hackney Carriage and Private Hire applications
- ▶ All Charity applications
- ▶ All Sexual Entertainment Venue applications
- ▶ All Scrap Metal Dealer applications
- ▶ All Animal Establishment applications for Maidstone Borough Council and we are developing a similar process for Sevenoaks District Council
- ▶ All Special Treatment applications for Maidstone Borough Council (moving in April 2016)
- ▶ All Boatman/Pleasure Boat applications for Maidstone Borough Council
- ▶ All Street Trading applications for Maidstone Borough Council and Tunbridge Wells Borough Council

IT

All authorities use the IDOX UNIFORM 9.1 (we will be upgrading to 10.1 in 2016) and IDOX DMS and Public and Consultee Access. The system is managed, on behalf of the Licensing Partnership, by the IT team at Sevenoaks and they maintain the security of the data. The UNIFORM module used (FRED) is a stand alone package that only the members of the Licensing Partnership can access. However, all of our

consultees (internal and external) have access to the documentation and can view this electronically.

Our Consultees respond to consultations via the Consultee portal and their responses insert directly into the back office system without the need for duplicate keystroke entry. It doesn't matter if the consultees are internal or external they have the ability to make their responses and view all the documentation concerning an application.

The vast majority of the letters, licences, permits and notices are created using templates within UNiform which reduces error levels and also allows for this documentation to be inserted into the Documentation Management System electronically without the need for the operator to save the document.

During the past 5 years we have put in place

- a Legal Agreement between the existing partners,
- an IT System Support and Maintenance Agreement for Members of the Licensing Partnership,
- a Document Retention Policy to reduce the amount of paper in the office,
- the ability for Consultees e.g. Police, Fire Service, Environmental Health etc. to respond electronically via Consultee Access negating the need for Officers to double key in this information,
- Public Access which allows residents and any other persons to view applications open for consultation online and make a comment should they wish to do so (Public Access will also be upgraded in 2016)
- Online forms which allow the customer 24/7 access to the Licensing Service, improving our levels of customer service and providing service efficiencies as the customer entered information is downloaded directly to the back office database, thereby reducing the need for double key entry which is required with the gov.uk online forms. The following forms are currently available online:
 - TENS
 - Personal licence - new
 - Personal licence - change of details - this one is a pdf and doesn't drop info into Uniform
 - Personal licence - renewal (now obsolete)
 - Scrap Metal dealers - site & collector
 - Premises licence - change of details - this one is a pdf and doesn't drop info into Uniform
 - Variation of DPS - this one is a pdf and doesn't drop info into Uniform
 - Taxi driver (HC & PH)
 - Taxi vehicle (HC & PH)
 - Taxi operator (PH)
 - Transfer of premises licence form

- New lottery form
- Lottery returns form (new lottery form has already been used)
- Premises licence (new)
- Animal establishment forms - boarding,
- Animal establishment forms - breeding,
- Animal establishment forms - riding establishments,
- Animal establishment forms - pet shops,
- Animal establishment forms - dangerous wild animals
- Notification of gaming permit

Future developments and projects

Online forms

We are continuing to implement online forms until all of our forms are available online.

Sending invoices via email

During the next 12 months we will seek to implement the sending out of invoices electronically realising further savings to the Licensing Partnership.

Key Benefits of the Licensing Partnership

- ▶ Five years of experience running a high performing Licensing Partnership.
- ▶ A proven, flexible model that is adaptable to the needs of individual partners.
- ▶ Consultee Access which allows Consultees anywhere to respond online - would not be a barrier to cross County working.
- ▶ Best working practice for processing applications.
- ▶ Greater resilience and flexibility.
- ▶ Greater purchasing power for all commodities e.g. external vehicle plates where we saved more than £7,000 across the Partnership.
- ▶ Efficiency - one Licensing Officer/Senior Licensing Officer will do the first draft of new/revised policies or consultation responses which are then used as written by the other authorities or are tailored to achieve the sovereignty for that authority.

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- ▶ Proven ability to constantly review and improve processes to meet customer need and deliver efficiencies and savings e.g. electronic invoicing across the partnership for annual fee payments.
- ▶ Innovative use of online forms that increases the availability of the service outside of normal working hours, provides increased options for customers and creates efficiency, enhances accuracy and improves processing times.

Current service plan objectives (due to be reviewed in the New Year for 2016/17)

Objective 1	To manage the Licensing Partnership to deliver efficiency savings and achieve performance targets
Objective 2	Investigate further undertaking of licensing functions for other local authorities.
Objective 3	Utilise customer insight and bench marking information to inform service improvements as appropriate
Objective 4	Ensure all online forms are implemented and in use by customers
Objective 5	Undertake a programme of training for Members and officers, especially in light of the legislative changes and elections taking place in 2015
Objective 6	Transfer remaining licences that are being processed by MBC and TWBC so that they can be managed on FRED Uniform e.g. street trading, special treatments
Objective 7	Officers and Licensing Committees to consider opportunities for greater harmonisation of policies

Measuring our Performance

Performance Indicators and Target Setting

It has been agreed by the Licensing Partnership Board that for 2016 - 17 these targets will not change as it is anticipated that our performance may dip as we integrate the London Borough of Bexley in the Licensing Partnership.

It is part of this proposal that the London Borough of Bexley will accept these indicators and that they will not be review until 2017 - 18.

Code	Description	Collection period	2014 - 15 Target	2015 -16 Target
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LPI LIC 001	Percentage of all applications outstanding for more than one month	Monthly	<10%	<10%
LPI LIC 002	The percentage of valid personal licences processed within 2 weeks	Monthly	95%	95%
LPI LIC 003	Percentage of applications for new and variation of premises licences processed within 2 calendar months (from date of validation to issue date)	Monthly	95%	95%
LPI LIC 004	The percentage of valid temporary event notices processed within 72 hours	Monthly	90%	95%
LPI LIC 005	The percentage of driver and operator licenses issued within 10 days of validation	Monthly	90%	90%
MPI LIC 05a	Percentage of Hackney Carriage driver licenses issued within 10 days of validation	Monthly	90%	90%
MPI LIC 05b	Percentage of Private Hire driver licenses issued within 10 days of validations	Monthly	90%	90%
MPI LIC 05c	Percentage of Private Hire Operator licenses issued within 10 days of validations	Monthly	90%	90%
MPI LIC 012	Length of time from validation to issue of HC vehicle licence (MPI) - target 5 working days	Monthly	90%	90%
MPI LIC 013	Length of time from validation to issue of PH vehicle licence (MPI) - target 5 working days	Monthly	90%	90%
MPI LIC 017	The number of taxi enforcement checks completed (one per taxi vehicle)	Monthly	Maidstone 180 Sevenoaks 84 Tunbridge Wells 120	Maidstone 180 Sevenoaks 120 Tunbridge Wells 120

Data LIC 001	Total number of Hackney Carriage vehicle licences issued	Monthly		
Data LIC 002	Total number of Private Hire vehicle licences issued	Monthly		
Data LIC 003	Number of monthly premises licensing enforcement visits due that were undertaken	Monthly	Maidstone 180 Sevenoaks 238 Tunbridge Wells 120	Maidstone 180 Sevenoaks 230 Tunbridge Wells 180

Next steps:

- ▶ Arrange a meeting to include all relevant Members from the four Licensing Authorities and members of the Licensing Partnership Board.
- ▶ Submit reports to the relevant committees at each Local Authority seeking agreement to proceed with the partnership.
- ▶ Agree a Communication Plan for Bexley's licensees and manage the flow of correspondence.
- ▶ Set up meetings with Officers from the authorities to re-engineer the processes for the Licensing Partnership and the London Borough of Bexley.

Work to be covered by the Officers: -

Processes

- Annual fees - licensed premises, gambling annual fees, gaming permit annual fees & lottery annual fees.
- Confirming of Performance indicators
- Processes and documentation for Licensing Act 2003:
 - New premises licences
 - Variation premises licence
 - Personal licence
 - Temporary Event Notices
 - Change of details for premises licence
 - Change of details for personal licence
 - New Club Premises Certificate
 - Variation Club Premises Certificate

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- Review of Premises licence
- Transfer of premises licence
- DPS for premises licence
- Interim authority notice
- Section 178 notification
- Minor variation of premises licence/club premises certificate

Processes and documentation for Gambling Act 2005:

- New Premises licence
- Gaming machine permits
- Occasional use notice
- Lottery - new
- Lottery - return

Processes and documentation for

- Sexual Entertainment Venues
- Street collections
- House to house collections
- Street trading
- Animal boarding
- Dog breeding
- Pet Shops
- Riding Establishments
- Performing animals
- Dangerous Wild Animals
- Scrap metal dealer - site
- Scrap metal dealer - collectors
- Special treatments
- Explosives Storage Licence
- Fireworks Licence - sale all year
- Regulated Stands

Training officers at Bexley and within the Licensing Partnership.

Purchases of consumables etc.