

# Licensing Service Plan 2023/24

Licensing  
Partnership



# Contents

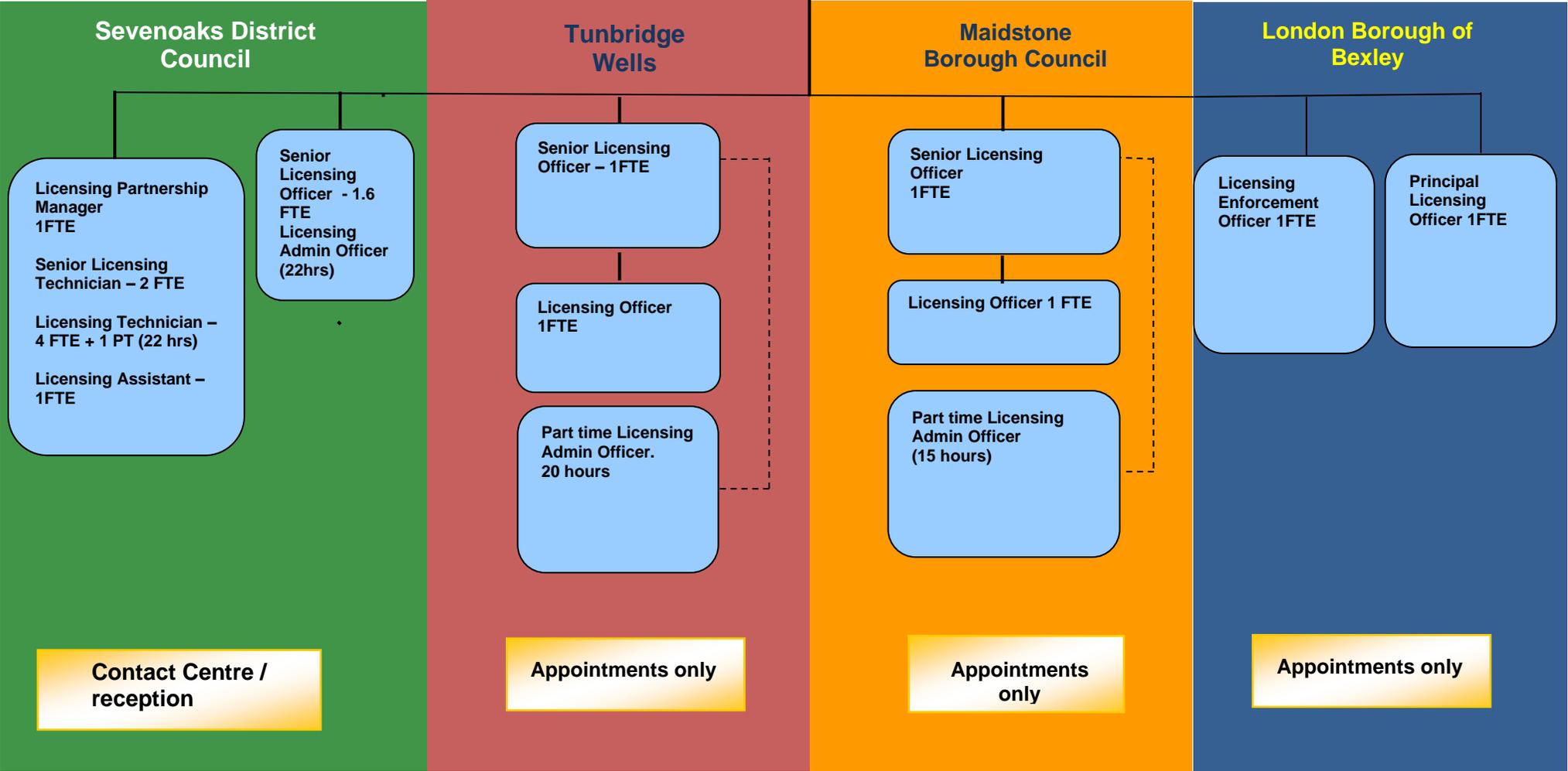
Section		Page Number
1	Who we are	3
2	What we do	5
3	2023/24 Service Objectives	6 - 12
4	Performance indicators and targets	13 - 15

## 1. Who we are

<b>Team</b>	Licensing Partnership comprising London Borough of Bexley, Maidstone Borough Council, Sevenoaks District Council and Tunbridge Wells Borough Council
<b>Head of Service</b>	Sharon Bamborough
<b>Chief Officers</b>	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

<b>Key Tasks</b>	<ul style="list-style-type: none"><li>■ Manage and oversee the Licensing Partnership.</li><li>■ Seek to promote the licensing objectives of the relevant legislation.</li><li>■ Our aim is to protect the public but also allow legitimate businesses within the area to prosper.</li><li>■ 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.</li><li>■ Compliance – ensure compliance of licensed premises, activities and events following grant of respective licences, permits and / or notices.</li><li>■ To ensure that unlicensed premises, taxis/private hire and activities are investigated and appropriate action is taken.</li><li>■ To enhance customer service while ensuring compliance with legislation.</li><li>■ Fulfilling statutory duty whilst optimising cost savings and maintaining individual client's Council sovereignty.</li><li>■ Take advantage of economies of scale to buy services and optimise the collaborative working between partners</li></ul>
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### 3. 2023/24 Service Objectives

<b>Objective 1</b>	To oversee and lead the Licensing Partnership to achieve performance targets		<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>		<b>2023/24 Target or Outcome (to be achieved by 31.03.2024)</b>	
<b>Action</b>	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	
<b>Link to Sevenoaks Corporate Plan</b>	Providing value for money	<b>Link to Sevenoaks Community Plan</b>	Safe Communities	
<b>Link to Maidstone Statagic Plan</b>	Keeping Maidstone an attractive place for all - Ensuring there are good leisure and cultural attractions			
<b>Link to Tunbridge Wells Key Objectives in the Vision</b>	Providing Value	<b>Link to Strategic Compass</b>	To ensure we operate in a business-like way	
<b>Link to Bexley Corporate Plan (Shaping our Future Together)</b>	Innovation and self sufficiency			

<b>Objective 2</b>	Be open and proactive about undertaking of licensing functions for other local authorities.	<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>	<b>2023/24 Target or Outcome</b>	
<b>Action</b>	Approach at least one other local authority to explore the potential for partnership service delivery	Further functions carried out for other partners which would lead to an overall drop in costs for all.	
<b>Action</b>	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.	
<b>Link to Sevenoaks Corporate Plan</b>	Providing value for money	<b>Link to Sevenoaks Community Plan</b>	Safe Communities
<b>Link to Maidstone Corporate Priorities</b>	Securing a successful economy for Maidstone Borough		
<b>Link to Bexley corporate plan</b>	Innovation and self sufficiency – a commercial approach		
<b>Link to Tunbridge Wells Corporate Priorities</b>	To support a prosperous borough	<b>Link to Strategic Compass</b>	Providing value

<b>Objective 3</b>	Seek further efficiency savings		<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>		<b>2023/24 Target or Outcome</b>	
<b>Action</b>	<ul style="list-style-type: none"> <li>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"> <li>(i) TENS</li> <li>(ii) Personal licences</li> <li>(iii) Transfer of premises licence</li> <li>(iv) DPS variations</li> <li>(v) Taxis - temporary replacement vehicle</li> <li>(vi) Taxis – drivers</li> <li>(vii) Taxis – Vehicles</li> <li>(viii) Taxis - Operators</li> </ul> </li> <li>Review of online facilities including continued development of online application forms</li> <li>Review of back office system database and assess against other alternative providers (MM &amp; SB)</li> </ul>		To be done by 31.3.24 – More efficient working or meeting new legal requirements	
<b>Link to Sevenoaks Corporate Plan</b>	Supporting and developing the local economy	<b>Link to Sevenoaks Community Plan</b>	Safe Communities	
<b>Link to Bexley corporate plan</b>	Innovation and self sufficiency – a commercial approach	<b>Link to Maidstone Corporate Priorities</b>	Securing a successful economy for Maidstone Borough	
<b>Link to Tunbridge Wells Corporate Priorities</b>	To support a prosperous borough	<b>Link to Strategic Compass</b>	Providing value	

<b>Objective 4</b>	Undertake necessary projects which deliver or enhance the service provision		<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>		<b>2023/24 Target or Outcome</b>	
<b>Action</b>	Action emails from Companies House which advise on changes to company status etc		Faster action taken on licences which lapse which minimises lost income - On-going	
<b>Action</b>	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: 31.03.2024	
<b>Action</b>	HUB team –re Premises licences issued under Licensing Act 2003, carry out the review of new rateable values (RVs) from Valuation Office Agency and update the database with any changed RVs before invoices are raised (this review from VOA happens every 5 years)		Ensure the correct amount of annual fee is invoiced for – minimising any refunds or additional work in asking for more money/raising amended invoices (affects MBC, TWBC & SDC) - 31.03.2024	
<b>Action</b>	<ul style="list-style-type: none"> <li>(i) New procedure for pre-application advice to be agreed and introduced (SB)</li> <li>(ii) New procedure for recording of complaints / investigations – to be recorded on the database going forward once introduced (SB)</li> <li>(iii) Have the current partnership agreement reviewed and brought up to date in terms of format (SB / legal)</li> </ul>		<ul style="list-style-type: none"> <li>(i) Aim is to lead to better take up of service and more income</li> <li>(ii) Aim is to lead to greater transparency and reporting</li> <li>(iii) Ensure our agreement serves its purpose</li> </ul>	
<b>Link to Sevenoaks Corporate Plan</b>	Supporting and developing the local economy	<b>Link to Sevenoaks Community Plan</b>	Safe Communities	
<b>Link to Bexley corporate plan</b>	Innovation and self sufficiency – a commercial approach	<b>Link to Maidstone Corporate Priorities</b>	Securing a successful economy for Maidstone Borough	
<b>Link to Tunbridge Wells Corporate Priorities</b>	To support a prosperous borough	<b>Link to Strategic Compass</b>	Providing value	

<b>Objective 5</b>	Undertake a programme of training for Members <b>and</b> officers. Ensure all new Members on each Licensing Committee receive appropriate training.		<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>		<b>2023/24 Target or Outcome</b>	
<b>Action</b>	Members: <ul style="list-style-type: none"> <li>Train any new members to Licensing committee and provide ad hoc training to any other new members appointed for all partners</li> </ul>		To be achieved before any new member sits on LSC, otherwise, ongoing throughout year	
<b>Action</b>	Officers: <ol style="list-style-type: none"> <li>Ensure any new staff member has a training plan and regular monitoring of development</li> <li>Deliver/facilitate training on required topics for officers as needed</li> </ol> This year looking at: <ul style="list-style-type: none"> <li>Surveillance training (including use of social media to gather intel)</li> </ul>		To be achieved by 31/03/2024	
<b>Link to Sevenoaks Corporate Plan</b>	Keeping the district safe	<b>Link to Sevenoaks Community Plan</b>	Safe Communities	
<b>Link to Bexley corporate plan</b>	Growth that benefits all – the right skills for jobs of today and tomorrow	<b>Link to Maidstone Corporate Priorities</b>	Securing a successful economy for Maidstone Borough – range of Employment Skills and opportunities across the Borough	
<b>Link to Tunbridge Wells Corporate Priorities</b>	Our People	<b>Link to Strategic Compass</b>	To have relevant skills	

<b>Objective 6</b>	Revision of Policies		<b>Responsible Officer</b>	Sharon Bamborough/Lorraine Neale/Sharon Degiorgio/Samantha Laing
<b>Performance Measure</b>	<b>Description</b>		<b>2023/24 Target or Outcome</b>	
<b>Action</b>	In 2023, SB to review Cumulative Impact Area policy for LBB		Achieve statutory obligations. To be achieved by 31/12/2023	
<b>New Action</b>	In 2023, SB to review the Pavement licensing policy once confirmation is received that the scheme will be made permanent and in line with new legislation		To respond the changing legislation and review our approach 31.3.24	
<b>Action</b>	To review taxi policies in Maidstone, Tunbridge Wells and Sevenoaks <b>as and when needed.</b> (Senior Licensing Officers)		To respond to changing needs of public and trade and to keep in line with corporate objectives - On-going	
<b>Action</b>	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	
<b>Link to Sevenoaks Corporate Plan</b>	Supporting and developing the local economy	<b>Link to Sevenoaks Community Plan</b>	Safe Communities	
<b>Link to Bexley corporate plan</b>	Innovation and self sufficiency – a commercial approach	<b>Link to Maidstone Corporate Priorities</b>	Securing a successful economy for Maidstone Borough	
<b>Link to Tunbridge Wells Corporate Priorities</b>	To support a prosperous borough	<b>Link to Strategic Compass</b>	Providing value	

<b>Objective 7</b>	Health, Safety and Well Being of Staff		<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>		<b>2023/24 Target or Outcome</b>	
<b>Action</b>	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 31/03/2024	
<b>Action</b>	Ensure 1:1 meetings are carried out on a regular basis.		All Senior Licensing Officers and Licensing Partnership Manager to ensure meetings take place.	
<b>Action</b>	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	
<b>Link to Sevenoaks Corporate Plan</b>	Supporting and developing the local economy	<b>Link to Sevenoaks Community Plan</b>	Safe Communities	
<b>Link to Bexley corporate plan</b>	Innovation and self sufficiency – a commercial approach	<b>Link to Maidstone Corporate Priorities</b>	Securing a successful economy for Maidstone Borough	
<b>Link to Tunbridge Wells Corporate Priorities</b>	To support a prosperous borough	<b>Link to Strategic Compass</b>	Providing value	

## 4. Measuring our Performance

### Performance Indicators and Target Setting

Code	Description	Collection period	2023/24 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	2023/24 target
MPI LIC 05c	Percentage of Private Hire Operator licences issued within 10 working days of validation ( <b>Hub team</b> )	Monthly	90%
MPI LIC 012	Length of time from validation to issue of HC vehicle licence (MPI) - target 10 working days ( <b>Hub team</b> )	Monthly	90%
MPI LIC 013	Length of time from validation to issue of PH vehicle licence (MPI) - target 10 working days ( <b>Hub team</b> )	Monthly	90%
MPI LIC 017	<p>Taxi Compliance (<b>licensing officers at Sevenoaks, Tunbridge Wells and Maidstone</b>):-</p> <ul style="list-style-type: none"> <li>start action/investigation on receipt of complaints/intelligence within 5 working days (includes visits/letters/interviews etc)</li> <li>reactive/proactive enforcement investigations ongoing/completed</li> <li>warnings / penalty points issued</li> <li>vehicle compliance checks</li> </ul>	Monthly	<b>Non London partners only: 180 each</b> (equates to 15 actions per month per authority)
MPI LIC 018	<p>Premises compliance (<b>all licensing officers throughout partnership</b>)</p> <ul style="list-style-type: none"> <li>notice checks to be carried out within one week of initial display</li> <li>start action/investigation on receipt of complaints/intelligence within 5 working days (includes visits/letters/interviews etc)</li> <li>carry out proactive visits in accordance with risk rating system</li> </ul>	Monthly	<b>Non London partners – 180 each</b> (equates to 15 actions per month per authority) <b>Bexley – 360</b> (equates to 30 actions per month)

	<ul style="list-style-type: none"> <li>attend enforcement meetings/briefings/collaborate with partners on multi-agency approach</li> </ul>		
Code	Description	Collection period	2023/24 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. <b>(Hub Team)</b></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 <b>(all licensing officers throughout partnership except Bexley)</b></p>	Annual	95%
BPI LIC 021	<p>Percentage of <i>unopposed</i> applications for new and variation of Special treatments licences processed within 2 calendar months (from date of validation to issue date) <b>[LBB &amp; Hub]</b></p>	Monthly	<b>95%</b>
LPI 22 (new)	<p>Percentage of (valid) applications for pavement licences validated within 2 working days of receipt (HUB, SDC, MBC &amp; TWBC)</p>	Monthly	<b>95%</b>