

# APPENDIX B

## Licensing Service Plan 2019/20

Licensing  
Partnership

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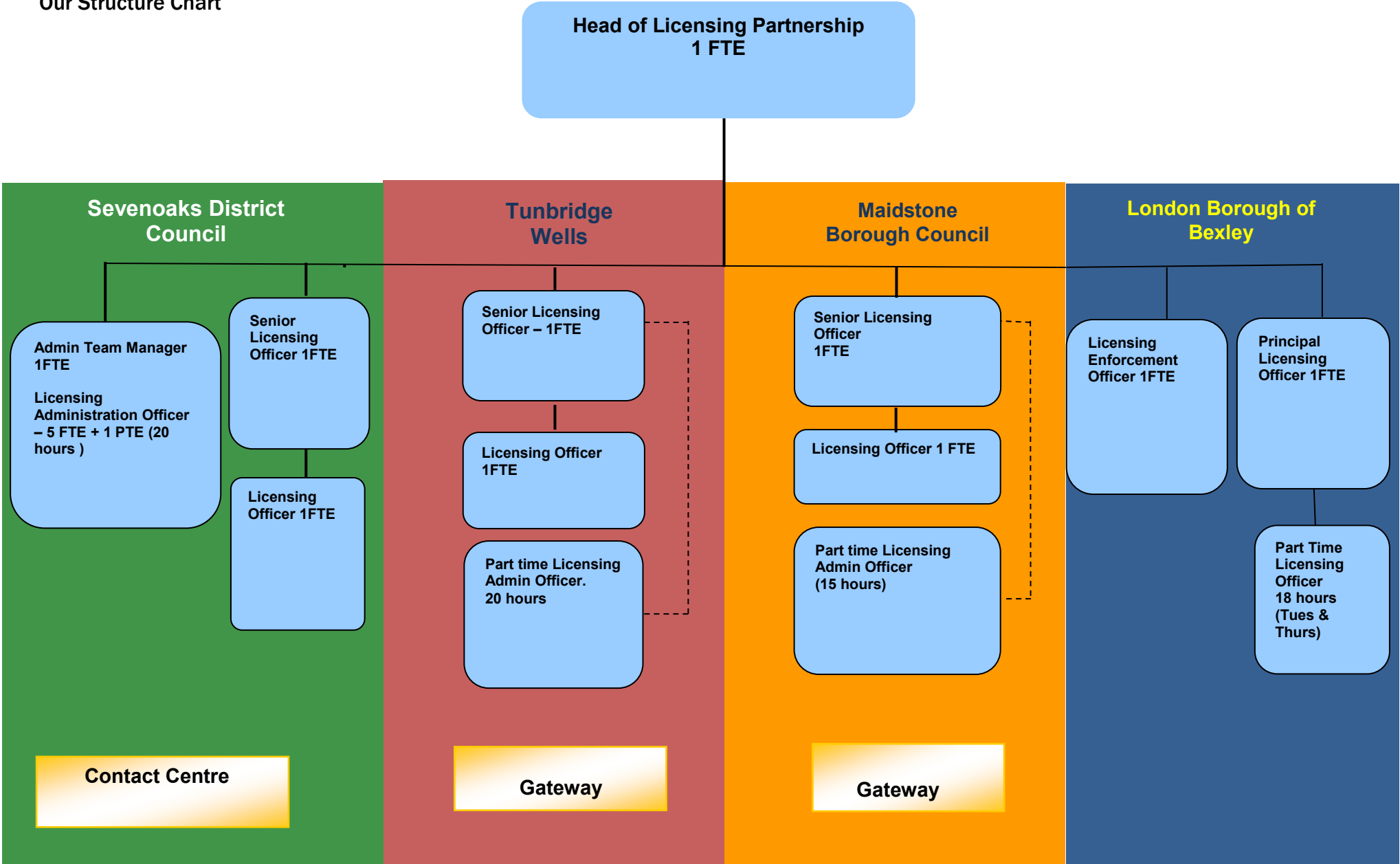
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## 1. Who we are

<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 Wilson (Sevenoaks) and David Bryce-Smith (LB of Bexley)

Our Structure Chart



## 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. 2019/20 Service Objectives

<b>Objective 1</b>	To oversee and lead the Licensing Partnership to deliver efficiency savings and achieve performance targets	<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>	<b>2019/20 Target or Outcome (to be achieved by 31.03.2020)</b>	
LPI LIC 001	Send out renewal invitations for all licences/permits etc. 2 months 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 1 week of the licence expiring and advise the appropriate Authorities accordingly. (Hub Team)	95%	
LPI LIC 002	The percentage of valid personal licences processed within 2 weeks (Hub Team)	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]	95%	
LPI LIC 004	The percentage of valid temporary event notices served on Responsible Authorities within one working day of receipt (Hub Team)	95%	
LPI LIC 005	The percentage of driver and operator licences issued within 10 days of validation (Hub team)	90%	
MPI LIC 05a	Percentage of Hackney Carriage driver licences issued within 10 days of validation (Hub team)	90%	
MPI LIC 05b	Percentage of Private Hire driver licences issued within 10 days of validations	90%	
MPI LIC 05c	Percentage of Private Hire Operator licences issued within 10 days of validations	90%	

MPI LIC 017	<p>Taxi Compliance (licensing officers at Sevenoaks, Tunbridge Wells and Maidstone):-</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>	<p><b>Non London partners only:</b> 15 actions per month per authority</p>	
MPI LIC 018	<p>Premises compliance (all licensing officers throughout partnership) :-</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> <li>• attend enforcement meetings/briefings/collaborate with partners on multi-agency approach</li> </ul>	<p>Non London partners – 15 actions per month per authority</p> <p>Bexley – 30 actions per month</p>	
MPI LIC 019	<p>(for partners where Hub team arrange annual fee collection -does not apply to Bexley)</p> <p>(i) 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</p> <p>(ii) Where those fees are not received by the due date, take action to suspend/revoke licence/permit within 1 month of the fee being due.</p> <p>(Hub Team)</p>	<p><b>95%</b></p>	
MPI LIC 020	<p>Action after suspension - Licensing officers to visit /establish status and resolve by 31 March each year</p> <p>(all licensing officers throughout partnership)</p>	<p><b>95%</b></p>	
<a href="#">Link to Sevenoaks Corporate Plan</a>	Providing value for money	<a href="#">Link to Sevenoaks Community Plan</a>	Safe Communities

<b>Link to Maidstone Strategic 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>	Investigate further undertaking of licensing functions for other local authorities.	<b>Responsible Officer</b>	Licensing Partnership Board
<b>Performance Measure</b>	<b>Description</b>	<b>2019/20 Target or Outcome</b>	
<b>Action</b>	Make enquiries with potential partners to undertake licensing functions for a 5 <sup>th</sup> partner.	Further functions carried out for other partners. To be achieved by 31/03/2020	
<b>Action</b>	Implement the required processes/changes to ensure an additional partner is integrated within the Licensing Partnership	A smooth integration of any additional partners	
<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 in processes and use of online facilities	<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>	<b>2019/20 Target or Outcome</b>	
<b>Action</b>	Review (ongoing) processes and procedures of Hub team officers and streamline / change to save time on unnecessary record keeping	A reduction in time spent by Hub Team staff completing basic processing which should allow for better target achievement To be achieved by 31/03/2020	
<b>Action</b>	Consider current practices re face to face meetings (taxis) and pick up of plates – move over to sending by post where appropriate.	A reduction in the time spent by Hub Team staff attending reception and by admin staff at partner sites seeing applicants in person To be achieved by 31/03/2020.	
<b>Action</b>	Explore feasibility of online solutions for document checks for taxi applications to reduce face to face visits	If achievable, will lead to a reduction in time spent for Licensing Partnership staff in reception, Town Hall & Gateway. To be achieved by 31/03/2020	
<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>	Ensure all online forms are implemented and in use by customers and explore other software solutions	<b>Responsible Officer</b>	Sharon Bamborough
<b>Performance Measure</b>	<b>Description</b>	<b>2019/20 Target or Outcome</b>	
<b>Action</b>	The library of on line forms should implemented across the four partners – to include new forms for Bexley (Special Treatments) and any updates needed for existing ones (eg animal licensing)	Complete the introduction/update of all online forms. To be achieved by 31/12/2019	
<b>Action</b>	Arrange for purchase and installation of electronic record management system, Enterprise (from Idox)	Increased efficiency and monitoring tools, with enhanced reporting options To be achieved by 31/12/2019	
<b>Action</b>	Arrange for purchase and installation of electronic enforcement software for use out and about, called Mobile App (from Idox)	Increased efficiency and monitoring tools, with enhanced reporting options To be achieved by 31/12/2019	
<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 and 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>2019/20 Target or Outcome</b>	
<b>Action</b>	Deliver a programme of training to the Members and officers.	Train any new members to Licensing committee following local elections in May 2019 (Sevenoaks) and ad hoc training to any other new members appointed for all partners To be achieved by 31/08/2019	
<b>Action</b>	Hold morning/afternoon sessions where new Members can visit the Licensing Partnership's Administration Team.	To be achieved by 30/09/2020	
<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 & Procedures	<b>Responsible Officer</b>	Sharon Bamborough/Lorraine Neale/Sharon Degiorgio/Samantha Laing/Janet Lockie
Performance Measure	Description	2019/20 Target or Outcome	
<b>Action</b>	Start the review LA03 Policies across the Partnership in readiness for January 2021 when they must come into force	Achieve statutory obligations. To be achieved by 31/03/2020	
<b>Action</b>	Review Street trading policy at Maidstone regarding designation of street trading pitches	To reduce the cost burden of processing each request and/or reduce the number of requests To be achieved by 31/03/2020	
<b>Action</b>	Re-visit (with Legal Services) the approach to street trading in Sevenoaks with a view to assessing what would need to be done to implement such a policy, and report back to Chief Officer (this comes from a discussion at Health Board as to whether anything can be done to stop fast food vans etc parking up near schools, which contributes to childhood obesity)	A up to date view will be taken on feasibility and desire as to whether street trading should be controlled within Sevenoaks and whether it could be used to promote wider health benefits To be achieved by 31/03/2020	
<b>Action</b>	Implement, the charging for pre-application advice to licence applicants where not already introduced	To reduce the cost burden of processing each request and/or reduce the number of requests To be achieved by 31/12/2019	
<b>Action</b>	Review outcome of Street trading farmers market consultation at Tunbridge Wells regarding designation of a farmers market, and take to committee with appropriate recommendations	To deliver the political desire to accommodate this market To be achieved by 31/12/2019	
<b>Action</b>	A review of the Hub Team Admin procedures and update where necessary	To improve efficiency, reduce mistakes and	

			speed up processing To be achieved by 31/03/2020
<b>Action</b>	To review taxi policies in Maidstone, Tunbridge Wells and Sevenoaks as needed. To deliver the implementation of the ULEV taxi charging points in conjunction with Kent CC following successful bid for funding		To improve efficiency, reduce mistakes and speed up processing To link into and support proactive action regarding air quality To be achieved by 31/03/2020
<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>2019/20 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 31/03/2020	
<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 and are documented.	
<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	2019/20 target
LPI LIC 001	Send out renewal invitations for all licences/permits etc. 2 months 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 1 week 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 2 weeks (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 days of validation (Hub team)	Monthly	90%
MPI LIC 05a	Percentage of Hackney Carriage driver licences issued within 10 days of validation (Hub team)	Monthly	90%
MPI LIC 05b	Percentage of Private Hire driver licences issued within 10 days of validation (Hub team)	Monthly	90%



Code	Description	Collection period	2019/20 target
MPI LIC 05c	Percentage of Private Hire Operator licences issued within 10 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	average number of days
MPI LIC 013	Length of time from validation to issue of PH vehicle licence (MPI) - target 10 working days ( <b>Hub team</b> )	Monthly	average number of days
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	Non London partners only: 180 each (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> <li>• attend enforcement meetings/briefings/collaborate with</li> </ul>	Monthly	<p>Non London partners – 180 each (equates to 15 actions per month per authority)</p> <p>Bexley – 360 (equates to 30 actions per month)</p>

partners on multi-agency approach			
Code	Description	Collection period	2019/20 target
MPI LIC 019	(for partners where Hub team arrange annual fee collection) 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>	Monthly	95%
MPI LIC 020	Action after suspension - Licensing officers to visit /establish status and resolve by 31 March each year <b>(all licensing officers throughout partnership)</b>	Annual	95%