



# Appendix C: Licensing Business Plan 2013-2014

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## Key Achievements 2012 - 2013

- Revised the Statement of Licensing Policy under the Licensing Act 2003 and the Statement of Licensing principles under the Gambling Act 2005.
- Devised a 'Code of Good Practice for Licenced Premises' in the City of London together with a traffic light system for measuring compliance.
- Configured the Northgate M3 database for recording all Licensing and Smithfield Enforcement data.

## Service Objectives 2013 - 2014

- Consult upon and introduce a Late Night Levy for licensed premises in the City.
- Introduce a Traffic Light Scheme for the management and targeted enforcement of licensed premises.
- Introduce changes to Street Trading in the City as a result of Government changes to legislation and the enactment of the City of London (Various Powers) Bill.
- Gain authorisation for the new fee structure for all licences administered by the Licensing Team.
- Reduce filed paperwork within the Licensing Team by 50%.
- Ensure licensing staff are fully conversant with new amendments to the Licensing Act 2003.

## Performance Indicators 2013 - 2014

- PI 1** To ensure that, within 12 months, 75% of premises entering the red or amber zone are brought back to the amber or green zone respectively.
- PI 2** To inspect 100% of premises falling into either the amber or red zones.
- PI 3** To ensure all necessary paperwork is submitted to Town Clerks prior to a hearing/review in accordance with agreed timescales on 100% of occasions.

# Objectives 2013-2014 (1 April 2013 – 31 March 2014)

Perspective 1 – Customer and Stakeholder Focus			
To create and maintain a strong positive relationship with our stakeholders by delivering high quality services which meet the needs of our customers.			
Objective	Actions	Outcome	Responsibilities
Consult upon and introduce a Late Night Levy for licensed premises in the City and introduce the Levy if it is approved by Members.	<ul style="list-style-type: none"> <li>• Consult on criteria for the introduction of a Late Night Levy.</li> <li>• Seek Member authorisation for implementation.</li> <li>• Establish system of collection of Levy with Chamberlain’s Department.</li> <li>• Inform Licence holders.</li> <li>• Recruit staff to administer system.</li> </ul>	<ul style="list-style-type: none"> <li>• Levy introduced resulting in increased enforcement of the night time economy.</li> <li>• Reduction in the number of complaints concerning public nuisance.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director Public Protection (PP)</li> <li>• Licensing Team Manager</li> </ul>
Introduce a Traffic Light Scheme for the management and targeted enforcement of licensed premises. <i>Linked to PI 1 &amp; PI 2</i>	<ul style="list-style-type: none"> <li>• Establish a system for ensuring data is collected and input on M3.</li> <li>• Analyse data monthly and liaise with all parties when premises move into amber or red zones.</li> <li>• Put plans in place to move premises back into the green zone.</li> <li>• Report to Licensing Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• System introduced and premises in amber or red zones identified.</li> <li>• Premises have problems dealt with by early intervention.</li> <li>• Fewer complaints concerning public nuisance.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Licensing Manager</li> </ul>
Respond to any further legislative changes affecting deregulation of the Licensing Act 2003 and Street Trading.	<ul style="list-style-type: none"> <li>• Make necessary changes to policies and procedures.</li> <li>• Notify stakeholders as necessary.</li> <li>• Introduce new scheme for temporary licences.</li> <li>• Resolve issues relating to peddlers and street trading.</li> <li>• Devise a Trading Policy for Middlesex Street Market.</li> </ul>	<ul style="list-style-type: none"> <li>• City of London meets its statutory obligations.</li> <li>• Stakeholders receive a high quality service.</li> <li>• Market Traders have clear guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director</li> <li>• Licensing Manager</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Meet the legal requirements of relevant legislation and achieve value for money</b>			
<b>Objective</b>	<b>Actions</b>	<b>Outcome</b>	<b>Responsibilities</b>
Gain authorisation for new fee structure for all licences administered by the Licensing Team.	<ul style="list-style-type: none"> <li>• Ensure all proposed fees comply with the EU Services Directive.</li> <li>• Submit necessary reports to the Licensing, Port Health &amp; Environmental Services and Planning Committees.</li> <li>• Establish 'recharge' figures with other services within Port Health and Public Protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Fees charged in line with statutory requirements.</li> <li>• Monies identified towards savings target.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Licensing Manager</li> </ul>

<b>Perspective 3 – Sustainability and Site Optimisation</b>			
<b>Increase the sustainability of our operations, working to reduce our energy usage to reduce costs and our carbon footprint.</b>			
<b>Objective</b>	<b>Actions</b>	<b>Outcome</b>	<b>Responsibilities</b>
Reduce filed paperwork within the Licensing Team by 50%.	<ul style="list-style-type: none"> <li>• Extract extraneous paperwork from files.</li> <li>• Scan in remaining documents to worksheets within M3.</li> <li>• Destroy unwanted paper files.</li> <li>• Establish/maintain system which does not necessitate filing paper.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of filing cabinets reduced by 50%.</li> <li>• Established culture for storing information electronically.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director</li> <li>• Licensing Manager</li> </ul>

<b>Perspective 4 – People and Innovation</b>			
<b>To improve the quality of leadership and management throughout the service and ensure that all staff maintain their required level of professional competence, maximise their potential and achieve job satisfaction.</b>			
<b>Objective</b>	<b>Actions</b>	<b>Outcome</b>	<b>Responsibilities</b>
Ensure licensing staff are fully conversant with new amendments to the Licensing Act 2003.	<ul style="list-style-type: none"> <li>• Monitor amendments to current legislation for commencement.</li> <li>• Ensure systems are developed/ updated in order to meet new requirements.</li> <li>• Train staff in new requirements.</li> <li>• Ensure external-facing media sources are amended accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully trained professional staff able to deliver the statutory requirements of the Licensing Act 2003.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Director (PP)</li> <li>• Licensing Manager</li> </ul>

## Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.

The department is committed to producing timely monthly budget information and to proactively monitor our key cost drivers and any external factors that could impact on our ability to remain within budget. This will allow projected outturn information to be calculated and agreed with the Senior Management Group, in order to meet any future efficiency reviews and help plan the future direction of front line service provision.

### Financial Information - Markets & Consumer Protection (Licensing Committee)

	2011/12	2012/13	2012/13	2012/13		2013/14	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast	Outturn	Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	254	265	295	298	101.0%	353	
Premises	46	45	53	53	100.0%	49	
Transport	0	1	0	0	0.0%	0	
Supplies & Services	4	21	10	8	80.0%	10	
Third Party Payments	0	0	0	0	0.0%	0	
Transfer to Reserve	0	0	0	0	100.0%	0	
Contingencies	0	2	2	0	0.0%	2	
Unidentified Savings	0	0	0	0	0.0%	0	
<b>Total Expenditure</b>	<b>304</b>	<b>334</b>	<b>360</b>	<b>359</b>	<b>99.7%</b>	<b>414</b>	
<b>Total Income</b>	<b>(534)</b>	<b>(495)</b>	<b>(492)</b>	<b>(544)</b>	<b>110.6%</b>	<b>(518)</b>	
<b>Total Local Risk</b>	<b>-230</b>	<b>-161</b>	<b>-132</b>	<b>-185</b>	<b>140.2%</b>	<b>-104</b>	
Central Risk	0	0	0	0	0.0%	0	
Recharges	173	176	163	163	100.0%	165	
<b>Total Expenditure (All Risk)</b>	<b>(57)</b>	<b>15</b>	<b>31</b>	<b>-22</b>	<b>-71.0%</b>	<b>61</b>	<b>1</b>

N.B.

1. Forecast outturn 2012/13 based on monitoring at period 10 (31/01/2013).