



*Appendix C:
Licensing Business Plan 2012-
2013*

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Key Performance Indicators 2012-2013

- To ensure 100% compliance with the statutory response times for holding hearings and handling other Licensing service requests
- To fully implement the requirements of any new legislation pertinent to the Licensing service, incorporating requirements within service policies and procedures and the 2011 Licensing Policy

Licensing Service Objectives 2012 – 2013

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Port Health & Public Protection Director	
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
Review the Statement of Licensing Policy	<ul style="list-style-type: none"> Review 2011 policy in light of recent changes to legislation. Review 2011 policy in light of recent changes to Corporation policy. Consult relevant stakeholders. Gain approval by the Court of Common Council. 	<ul style="list-style-type: none"> Provide information to all stakeholders that is current. Involve stakeholders in influencing how the City of London Corporation, as Licensing Authority, will approach its functions under the Licensing Act 2003. 	<ul style="list-style-type: none"> Licensing Manager
Ensure all information appertaining to the Licensing Service is transferred/re-written for the new web site.	<ul style="list-style-type: none"> Re-write all current 'licensing' web pages in a format suitable for the new web site. Check, and update where necessary, all online documents. 	<ul style="list-style-type: none"> Policies and procedures in place. Current information available for all stakeholders. 	<ul style="list-style-type: none"> Licensing Manager
Produce guidance notes for licence applicants.	<ul style="list-style-type: none"> Write guidance notes and incorporate in new web pages. Produce leaflet incorporating guidance on web. 	<ul style="list-style-type: none"> Ensure the process of applying for a premises licence is correct every time. Information available to make the process of application as easy as possible. 	<ul style="list-style-type: none"> Licensing Manager
Produce code of practice for premises licence holders.	<ul style="list-style-type: none"> Discuss options for scheme with other stakeholders. Produce draft scheme for consultation. Look at feasibility of reduced fees for compliance with code. 	<ul style="list-style-type: none"> All applicants to be fully aware of what is expected of the City of London from its 'licensed' premises. 	<ul style="list-style-type: none"> Licensing Manager

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Port Health & Public Protection Director	
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
Ensure service meets the requirements of all relevant 'Olympic regulations' and how they relate to the Licensing Team.	<ul style="list-style-type: none"> • Keep updated on new legislative requirements relating to the Olympic Games. • Work with other Corporation services to ensure unauthorised 'Olympic' goods are not sold in the City of London. • Ensure goods are not illegally sold in the street during the Olympic period, particularly on marathon days. • Be prepared to meet any applications for TENs at short notice. 	<ul style="list-style-type: none"> • Statutory requirements met. 	<ul style="list-style-type: none"> • Licensing Manager

Perspective 2 – Operations and Finance		Co-ordinator: Port Health & Public Protection Director	
Meet the legal requirements of relevant legislation and achieve value for money			
Objective	Actions	Outcome	Responsibilities
Ensure the provisions of the Police Reform and Social Responsibility Act, to commence in April 2012, are complied with.	<ul style="list-style-type: none"> • Amend procedures to facilitate the Licensing Authority to act as a Responsible Authority. • Amend procedures to allow licensing service to meet statutory requirement of issuing suspension notices for non-payment of fees. • Amend procedures to incorporate changes to the receipt/acknowledgement of TENS. • Ensure all necessary amendments are made to licensing documentation and website information. 	<ul style="list-style-type: none"> • Service adheres fully to the legal requirements of the Licensing Act 2003 and any other relevant legislation. 	<ul style="list-style-type: none"> • Licensing Manager
Produce fee structure for licensing premises applying to sell alcohol and/or provide regulated entertainment (in line with the requirements of new legislation).	<ul style="list-style-type: none"> • Become conversant with new legislation. • Develop fee structure which meets the requirements of all relevant legislation and is fair to all types of applicant. • Seek approval from the appropriate committee(s). 	<ul style="list-style-type: none"> • Meet statutory requirements. • Process of the receipt, granting and enforcement appertaining to premises licences is carried out on the basis of full cost recovery. 	<ul style="list-style-type: none"> • Licensing Manager

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Port Health & Public Protection Director	
Increase the sustainability of our operations, working to reduce our energy usage to reduce costs and our carbon footprint.			
Objective	Actions	Outcome	Responsibilities
Ensure all aspects of the MST (Massage and Special Treatments) Licensing system is incorporated onto M3.	<ul style="list-style-type: none"> • Change M3 to allow for MST procedures to be added. • Scan in documents from current MST folders. • Set up required reports for statistics and monitoring. • Remove paper system for MSTs. 	<ul style="list-style-type: none"> • M3 system being used for the receipt and issue of all licenses relevant to the Licensing Team. • Free up physical filing space. 	<ul style="list-style-type: none"> • Licensing Manager

Perspective 4 – People and Innovation		Co-ordinator: Port Health & Public Protection Director	
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.			
Objective	Actions	Outcome	Responsibilities
Ensure all staff are fully trained in the new policies/procedures and the M3 system.	<ul style="list-style-type: none"> • Monitor amendments to current legislation for commencement. • Ensure systems are developed/ updated in order to meet new requirements. • Train staff in new requirements. • Ensure out-facing media sources are amended accordingly. 	<ul style="list-style-type: none"> • All licensing staff can fully use all aspects of the licensing modules on the M3 system. • All licensing staff able to retrieve any data from the system they, and others, may require 	<ul style="list-style-type: none"> • Licensing Manager

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.

Department of Markets and Consumer Protection (Licensing Committee) – Finance Information

	2010/11 Actual	2011/12 Original Budget	2011/12 Revised Budget	2011/12 Projected Outturn		2012/13 Original Budget	N.B.
	£'000	£'000	£'000	£'000	%	£000	
Employees	234	255	258	257	99.6	265	
Premises	46	44	45	51	113.3	45	
Transport	0	1	1	0	0.0	1	
Supplies & Services	48	21	10	1	10.0	21	
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	
Total Expenditure	328	323	316	309	97.8	334	
Total Income	(490)	(484)	(495)	(553)	111.7	(495)	
Total Local Risk	-162	-161	-179	-244	136.3	-161	1
Central Risk	0	0	0	0	0.0	0	
Recharges	242	232	179	179	100.0	176	
Total Expenditure (All Risk)	80	71	0	-65	0	15	

Notes:

1. Excludes Local Risk amounts spent by the City Surveyor.