



## Licensing Committee

**Date:** WEDNESDAY, 27 APRIL 2016  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**\*\* MEMBERSHIP SUBJECT TO APPROVAL AT THE COURT OF  
COMMON COUNCIL ON THURSDAY, 21 APRIL 2016 \*\***

**Members:**

Alex Bain-Stewart	Michael Hudson
Deputy John Barker	Deputy Jamie Ingham Clark
Peter Dunphy	Graham Packham
Emma Edhem	Judith Pleasance
Deputy Kevin Everett	Chris Punter
Sophie Anne Fernandes	James Tumbridge
Marianne Fredericks	Vacancy
Christopher Hayward	

**Enquiries:** Gemma Stokley  
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**Lunch will be served for Members in the Guildhall Club at 1pm  
NB: Part of this meeting could be the subject of audio or video recording**

**John Barradell  
Town Clerk and Chief Executive**

## AGENDA

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council, 21 April 2016, appointing the Committee and approving its Terms of Reference (TO FOLLOW).

**For Information**

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order no. 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order no. 30.

**For Decision**

6. **APPOINTMENT OF SUB COMMITTEE CHAIRMEN AND REFERENCE SUB COMMITTEE**

To appoint four Members, in addition to the Chairman, Deputy Chairman and Past Grand Committee Chairmen, to chair Licensing (Hearing) Sub Committee meetings and serve on the Reference Sub Committee, for the ensuing year.

**For Decision**

7. **PUBLIC MINUTES**

To agree the public minutes of the meeting held on 3 February 2016.

**For Decision**  
(Pages 1 - 8)

8. **MINUTES OF LICENSING HEARING (SUB)**

To receive the public minutes of the meeting regarding 'WeWork', 1 Fore Street, London EC2Y 5EJ' held on 9 February 2016.

**For Information**  
(Pages 9 - 16)

9. **APPEALS AGAINST LICENSING (HEARING) SUB COMMITTEE DECISIONS**

The Comptroller and City Solicitor to be heard.

**For Information**

10. **DELEGATED DECISIONS OF THE DIRECTOR OF MARKETS AND CONSUMER PROTECTION PERTAINING TO PREMISES LICENCES**

Report of the Director of Markets and Consumer Protection.

**N.B. This Item is to be read in conjunction with the appendix at Item No. 21.**

**For Information**  
(Pages 17 - 30)

11. **'NUDGING PUBS' - CITY INVOLVEMENT**

Presentation from Laura Willoughby MBE, Co-founder, Club Soda.

**For Information**

12. **DEPARTMENT OF MARKETS & CONSUMER PROTECTION BUSINESS PLAN 2016-2019**

Report of the Director of Markets and Consumer Protection.

**For Decision**  
(Pages 31 - 62)

13. **GAMBLING - REVIEW OF ANNUAL FEES FOR 2016/17**

Report of the Director of Markets and Consumer Protection.

**For Decision**  
(Pages 63 - 72)

14. **LATE NIGHT LEVY - VERBAL UPDATE**

The Licensing Manager to be heard.

**For Information**

15. **SAFETY THIRST - VERBAL UPDATE**

The Licensing Manager to be heard.

**For Information**

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

18. **EXCLUSION OF THE PUBLIC**

**MOTION** - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

19. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 3 February 2016.

**For Decision**  
(Pages 73 - 74)

20. **ASSUMPTIONS USED IN CALCULATING SEV FEES**

Report of the Director of Markets and Consumer Protection.

**For Information**  
(Pages 75 - 76)

21. **DELEGATED DECISIONS OF THE DIRECTOR OF MARKETS AND CONSUMER PROTECTION PERTAINING TO PREMISES LICENCES - NON-PUBLIC APPENDIX**

**Non-public appendix to be read in conjunction with Item No.10.**

**For Information**  
(Pages 77 - 78)

22. **NON PUBLIC QUESTIONS RELATING TO THE WORK OF THE COMMITTEE**

23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## LICENSING COMMITTEE

Wednesday, 3 February 2016

Minutes of the meeting of the Licensing Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Wednesday, 3 February 2016 at 1.45 pm

### Present

#### Members:

Marianne Fredericks (Chairman)	Deputy Jamie Ingham Clark
Peter Dunphy (Deputy Chairman)	Graham Packham
Deputy John Barker	Judith Pleasance
Christopher Hayward	James Tumbridge
Michael Hudson	

#### Officers:

Gemma Stokley	- Town Clerk's Department
Jenny Pitcairn	- Chamberlain's Department
Simon Douglas	- City of London Police
Helen Isaac	- City of London Police
Paul Chadha	- Comptroller & City Solicitor's Department
Olajumoke Williams	- Comptroller & City Solicitor's Department
Vincent Dignam	- Department of the Built Environment
David Smith	- Director of Markets & Consumer Protection
Jon Avern	- Port Health & Public Protection Director
Steve Blake	- Assistant Director Environmental Health & Public Protection

#### 1. APOLOGIES

Apologies for absence were received from Alex Bain-Stewart, Kevin Everett, Sophie Fernandes, Edward Lord and Chris Punter.

#### 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

#### 3. PUBLIC MINUTES

The public minutes of the meeting held on 21 October 2016 were considered and approved as a correct record.

#### MATTERS ARISING

**Delegated Decisions of the Director of Markets and Consumer Protection Pertaining to Premises Licences (page 2)** – In response to a question, the Comptroller and City Solicitor reported that the peanut seller referred to within the last set of minutes had now been prosecuted for a second time and had received a fine of £750. His cart had also been seized once again.

In response to a further question regarding raves taking place inside derelict buildings in the City, the City of London Police were pleased to inform the Committee that no further incidents had occurred since October 2015. Members were informed that the Police were very pro-active in terms of evicting squatters from premises.

**Safety Thirst Update (page 3)** – The Assistant Director Environmental Health & Public Protection reported that invitations to premises to sign up for the Safety Thirst Scheme were likely to go out after Easter. At this stage, Members would also be sent information as to those premises within their Ward who had not signed up for the Scheme so that they could assist in contacting these premises and outlining the benefits of the Scheme.

**Gambling Act 2005: Review of Statement of Licensing Principles (page 4)** – The Assistant Director Environmental Health & Public Protection informed the Committee that the Statement had been approved by the Court of Common Council in January 2016. He reminded Members that this was a holding report and that a further review would be prepared for approval by the end of the year.

#### 4. **MINUTES OF LICENSING HEARING (SUB)**

##### 4 a) **Caravaggio, 107-112 Leadenhall Street, EC3A 4AF**

The Committee received the minutes of the Summary Review Hearing meeting regarding 'Caravaggio' held on 9 December 2015 and the minutes of the Full Review Hearing regarding the same premises held on 4 January 2016.

The City of London Police confirmed that there were currently no issues with the premises which was now operating solely as a restaurant with no monthly promoted events. The premises now closed at 23.30 with all staff off of the premises by midnight.

The City of London Police briefly outlined the fatality which had occurred close to the premises on 6<sup>th</sup> December 2015. Members were informed that the court case around this would be held in June 2016.

The Chairman commented that the licensee had been very helpful at the Full Hearing in agreeing to all of the conditions requested by the City of London Police.

**RECEIVED.**

##### 4 b) **Humble Grape Limited, 1 St Bride's Passage, London, EC4Y 8EJ**

The Committee received the minutes of the Licensing Hearing meeting for 'Humble Grape Limited' held on 21 December 2015.

In response to a question, the Assistant Director Environmental Health & Public Protection confirmed that no further application regarding outdoor use at the premises had been received to date.

**RECEIVED.**

5. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

The Committee considered a report of the Town Clerk requiring it to review its terms of reference and frequency of meetings.

A Member questioned the paragraph within the Committee's terms of reference regarding the appointment of the Director of Markets and Consumer Protection. He suggested that the same term was included within the Markets Committee's but was worded differently. He therefore sought some clarification as to which of the three Committees referred to would take precedence over any future appointments.

The Director of Markets and Consumer Protection stated that, in reality, it was the Chairmen of the three Committees mentioned who would sit on an appointment panel as opposed to the full Committee.

A Member commented that he believed that, historically, this had been a Markets Committee appointment with both the Licensing and Port Health and Environmental Services Committees consulted on the matter.

The Committee requested that the Town Clerk clarify this matter ahead of the April 2016 Court of Common Council meeting.

**RESOLVED – That:**

- a) the terms of reference of the Committee be approved for submission to the Court, subject to further clarification from the Town Clerk around paragraph (b); and
- b) Members agree that the Committee continue to meet four times per annum.

6. **APPEALS AGAINST LICENSING (HEARING) SUB COMMITTEE DECISIONS**

The Comptroller and City Solicitor reported that there had been no appeals since the Committee's last meeting in October 2015. He clarified that there had been no such appeal for a period of approximately two years now.

7. **DELEGATED DECISIONS OF THE DIRECTOR OF MARKETS AND CONSUMER PROTECTION PERTAINING TO PREMISES LICENCES**

The Committee received a report of the Director of Markets and Consumer Protection detailing the premises licences and variations to premises licenses granted under the Licensing Act 2003 by the Licensing Service from 1 October 2015 to 31 December 2015.

The Assistant Director Environmental Health & Public Protection reported that there had been four minor variations to licences issued by way of delegated authority in the period October-December 2015. As a result of two of these variations, two additional premises would now be liable to pay fees under the Late Night Levy.

**RECEIVED.**

**8. SEX ESTABLISHMENTS – ANNUAL REVIEW OF FEES**

The Committee considered a report of the Director of Markets and Consumer Protection regarding an annual review of fees for Sex Establishments.

In response to a question around the proposed reduction of fees for 2016/1, the Assistant Director Environmental Health & Public Protection stated that, as there were currently no Sexual Entertainment Venues (SEVs) in the City and the Policy was not to allow any, a theoretical charge could not be put down for enforcement. He went on to state that the proposed fee reductions were minimal and that the City would be in a robust position if asked to defend these. He reassured Members that the fees would continue to be reviewed annually.

In response to further questions, the Assistant Director Environmental Health & Public Protection confirmed that the fees were calculated according to an estimation of the work that would be required in this area. He added that Officers did not anticipate that these fees would continue to reduce each year and that they could be adjusted upwards in the future if required. The Chamberlain confirmed that the proposed reduction in fees for 2016/17 was as a result of a re-assessment of the time involved in 'policing' this area.

A Member commented that it would be useful for the Committee to have sight of the assumptions made in calculating these proposed fees. The Chamberlain undertook to provide this information in the form of a non-public report to the next meeting of the Licensing Committee.

Finally, the Deputy Chairman highlighted that the City Corporation would be precluded from setting fees for the purpose of deterring future applications.

**RESOLVED** – That, Members agree the proposed fees for 2016/17 as set out at Appendix 1.

**9. LATE NIGHT LEVY - 12 MONTH REPORT**

The Committee considered a report of the Director of Markets and Consumer Protection looking at the first year of operation of the Late Night Levy.

The Assistant Director Environmental Health & Public Protection highlighted that the report clearly set out what the Late Night Levy Finds were currently being used for. He added that not all of the funds had been fully spent this year and that officers were now looking with all parties, including those paying the Late Night Levy, at where the funds might be spent in future.

The Assistant Director Environmental Health & Public Protection reported that the forecast for income from the Late Night Levy for 2015/16 was currently £430,000. He went on to state that there had been very few applications for licence variations made in order to avoid the Late Night Levy and there was also no evidence to suggest that the Levy was acting as a disincentive for new licence applications that would be subject to this.



The City of London Police reported that, from their point of view, funds from the Late Night Levy had made a significant impact on resources and had contributed towards the 2014 and 2015 Christmas campaigns as well as the funding of additional officers. They added that they saw future funds being spent in a very similar way to this year as it was felt that this had had the maximum benefit.

The Department of Built Environment commented that funds utilised from the Late Night Levy had led to a marked improvement in terms of street cleansing which, in turn, had led to a reduction in the number of complaints received.

A Member commented that he was surprised that, of the £445,000 received from the Late Night Levy in the first year, just £255,000 had been spent to date. The Chamberlain confirmed that the money received did not have to be spent in the same year and that it was ring fenced for future years for this purpose.

In response to questions, the Assistant Director Environmental Health & Public Protection confirmed that charges for the Late Night Levy were according to a set formula nationally.

The Chairman commented that she felt that it was prudent for the City Corporation and the Police not to spend all of the funds received in one year, particularly given that the funds were received in 'drips and drabs' and that a final amount was therefore difficult to predict with any certainty. She went on to remind Members that this was the first year that the funds had been assigned to various different areas and that officers would now have scope to look into further potentially beneficial areas to spend the monies received.

In response to further questions, the Assistant Director Environmental Health & Public Protection reported that 70% was the statutory minimum of fees that had to be apportioned to the Police. This amount could, however, be increased in future years. He went on to confirm that a discount of 30% was available to those premises who applied to join the City's Safety Thirst Scheme. Members were informed that the City Corporation had, in the past, suggested to the Home Office that greater flexibility around the Late Night Levy charges would be useful and the Assistant Director, Environmental Health & Public Protection stated that they would continue to lobby on this if given future opportunities to do so.

A Member commented that he believed that the legislation provided a formula on fees but not a specific percentage. The Assistant Director Environmental Health & Public Protection stated that it was important to view the accompanying guidance alongside the legislation but that he was happy to look again at this.

The City of London police concluded by stating that, as this had been the first year in which funds had been available, they had exercised a degree of caution in terms of spending these. There was, however, a comprehensive plan being produced detailing how the monies would be best spent going forward.

The Chairman, on behalf of the Committee, thanked the City of London Police, Cleansing and Licensing Officers for using the funds apportioned to them wisely and making a tangible difference.

**RESOLVED** – That Members:

1. Confirm that expenditure of the Levy continue in the three areas set out at paragraphs 19, 20 and 29 of the report with continued exploration of areas where the night time economy may benefit from use of Levy income;
2. Agree that the final allocation of the Levy, apportioned for use by the City Corporation, to be decided by the Chairman and Deputy Chairman of the Licensing Committee in consultation with the Director of Markets and Consumer Protection; and
3. Require officers to prepare an annual account of the operation and effect of the Levy which is to be reported to the Licensing Committee.

**10. CITY OF LONDON POLICE LICENSING ACTIVITY- BRIEFING TO THE LICENSING COMMITTEE**

The Committee received a written briefing from the City of London Police regarding their Christmas 2015 Campaign – ‘Operation Tinsel’.

The City of London police reported that significant resources had been deployed over the Christmas period and that significant deployments were also planned for Christmas 2016.

In response to a question regarding the two incidents referred to on New Year’s Eve, the City of London Police reported that they had met with the owner/manager of one of the premises who had agreed to vary his licence with immediate effect so that no future promoted events were permissible. The second premises referred to had met with the City of London Police and had agreed to certain concessions as they continued to work towards a different business model. The premises was currently under close watch. Members were informed that neither of the premises referred to would be suitable for a licence review unless they had declined the opportunity to work with the City of London Police.

In response to concerns raised over promoted events in the City per se, the Chairman reported that Officers carried out intelligence checks on promoters. She added that many promoted events took place in the City each week without issue.

**RECEIVED.**

**11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

**Temporary Event Notices**

The Assistant Director Environmental Health & Public Protection informed the Committee that guidance around Temporary Event Notices had now changed so that a single premises could now apply for up to fifteen Temporary Event Notices in one year. It had previously been just twelve.

**Camden Council – Late Night Levy**

The Assistant Director Environmental Health & Public Protection reported that Camden Council were the latest Local Authority to adopt the Late Night Levy which they would be introducing as of April 2016.

**Debate – 10 year anniversary of the Licensing Act**

The Chairman commented on the success of the debate held at Mansion House to mark the 10 year anniversary of the Licensing Act on 25 November 2015. The Chairman reported that the Panel had been formed of four excellent speakers with the debate attended by over 100 guests from the licensing trade and from neighbouring boroughs.

The Chairman went on to thank the Licensing Department for their assistance in organising and overseeing the event. She added that she had since received lots of positive feedback on the event from across London.

**London Licensing Forum**

The Chairman reported that the City Corporation were facilitating the London licensing Forum whose first meeting would take place on 6 April 2016. The Forum would be attended by Chairmen, Deputy Chairmen, and Principal Licensing Officers from across London. The Forum was designed to enable authorities across London to share best practice and to discuss common issues. It was also envisaged that it would encourage better communication and engagement across boroughs.

The Chairman reported that local licensing fees would be the main ‘headline’ for the first meeting.

**Institute of Licensing – Jeremy Allen Award**

The Assistant Director Environmental Health & Public Protection reported that the Chairman of the Licensing Committee had recently been one of three finalists nominated to receive the Institute of Licensing’s Jeremy Allen Award for special recognition/excellence in licensing. The Chairman reported that, whilst she had not won the award on the night, it had been a fantastic evening. She had been extremely surprised but grateful to be nominated by the City’s Licensing Department.

13. **EXCLUSION OF THE PUBLIC**

**RESOLVED** - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 21 October 2015 were considered and agreed as a correct record.

15. **DELEGATED DECISIONS OF THE DIRECTOR OF MARKETS AND CONSUMER PROTECTION PERTAINING TO PREMISES LICENCES - NON-PUBLIC APPENDIX**

The Committee received a non-public appendix to Item 7 on the agenda providing Members with details of those premises obtaining significant points on the Risk Scheme to reach red or amber for the period June 2015 – November 2015.

**RECEIVED.**

16. **NON PUBLIC QUESTIONS RELATING TO THE WORK OF THE COMMITTEE**

Members questioned the names of the venues referred to within the City of London Police's report at Item 10 on the agenda as having created issues on New Year's Eve.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no additional, urgent items of business for consideration in the non-public session.

**The meeting ended at 3.00 pm**

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Chairman

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## MINUTES OF THE LICENSING REVIEW (HEARING) SUB COMMITTEE

HELD ON TUESDAY 9 FEBRUARY 2016

**APPLICANT:** W W MOOR PLACE LIMITED  
**PREMISES:** WEWORK, 1 FORE STREET, LONDON EC2Y 5EJ

### **PRESENT**

#### **Sub Committee:**

Jamie Ingham Clark (Chairman)  
Revd. Dr. Martin Dudley  
Peter Dunphy

#### **Applicant:**

Craig Baylis, Counsel representing the Premises  
Mr Shelford Cupid, Facilities Manager for WeWork Limited

#### **Responsible Authorities and Other Persons:**

Ms Rachel Sambells, City of London Environmental Health Officer  
Robert Barker, resident  
Nancy & Geoff Chessum, residents  
Elizabeth Hirst, resident  
Helen Kay, resident  
Vivienne Littlechild, Common Councilman for the Ward of Cripplegate and resident  
Tim Macer, resident  
Natalie Robinson, resident  
Hilary Sunman, resident  
Geoff Tuffs, resident

#### **In Attendance:**

Marianne Fredericks, Chairman of the Licensing Committee  
Mr Paul Chadha, Comptroller and City Solicitor's Department  
Ms Ola Williams, Comptroller and City Solicitor's Department  
Mr Steve Blake, Department of Markets and Consumer Protection  
Mr Stephen Aznar, Department of Markets and Consumer Protection  
Mrs Gemma Stokley, Town Clerk's Department

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### **Licensing Act 2003 (Hearings) Regulations 2005**

A Review Hearing was held at 11:00am in Committee Room 1, Guildhall, London, EC2, to consider and determine, through review, measures regarding the premises licence for '1 Fore Street, London EC2Y 5EJ.'

The Sub Committee had before them the following documents:-

Appendix 1 – Report of the Director of Markets and Consumer Protection:  
Copy of Application  
Amendment to Application

Appendix 2 – Conditions Consistent with the Operating Schedule

Appendix 3 – Representations from Responsible Authorities:  
Environmental Health

Appendix 4 – Representations from Other Persons  
Residents

Appendix 5 – Map of subject premises together with other licenced premises in the  
area and their latest terminal time for alcohol sales

Appendix 6 - Plan of Premises

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- 1) The Hearing commenced at 11:00am.
- 2) The Chairman introduced the Sub-Committee members and confirmed that all papers had been considered by the Sub-Committee in advance of the hearing. The Chairman asked all of those present to introduce themselves and state in what capacity they were attending the Sub-Committee.
- 3) The Chairman opened the hearing by underlining that the Sub-Committee must be made with a view to promoting one or more of the four licensing objectives and that these could only be promoted during licensed hours.
- 4) The Chairman invited the applicant to outline precisely how the business/licence would work.
- 5) Mr Bayliss, on behalf of the applicant, drew attendees attention to the amended application which stated that there would be no consumption of alcohol on the external terraces and that the supply of alcohol would be limited to 14:00 to 20:00 he further clarified that, following discussions with residents, this would now be for Monday-Friday only, excluding Public Holidays. The Applicant confirmed that all of these points were now formally offered as conditions.
- 6) With regard to the premises, Mr Bayliss commented that this was located within a very large building and covered seven floors in total. He commented that there were currently eight WeWorks in operation across London, including two others already situated within the City. The company had been running for some time now and the building in question had also been open for some time. Mr Bayliss advised that WeWork was, effectively, serviced offices with a mixture of users – some long and some short term – all of whom paid to use the space. In return for their payment, users were given use of dedicated space and access to a number of amenities. All of the seven floors within the premises had ‘Pantry’ areas where users could help themselves to tea, coffee,

soft drinks and beer/cider via zip taps that could be controlled by WeWork and switched on/off as necessary.

- 7) Mr Bayliss went on to state that WeWork had previously been unaware that a licence was required but, following advice from the City's Licensing Officers, it was made clear that in paying for membership, users were also effectively paying for the alcohol provided hence the licence application. Mr Bayliss highlighted that workers in any office could bring their own alcohol in to their place of work – as there was no sale on site, no licence was required. Offices were also permitted to hold celebratory events. WeWork were now simply seeking to licence the zip taps on each floor between the hours of 14:00 – 20:00 on weekdays only, excluding public holidays.
- 8) Mr Baylis recognised that it was fair to say that, to date, WeWork had not done their best to control those promotional/celebratory events held on the premises. However, the Facilities Manager had recently met with residents at the premises in an attempt to reach out to them and had also drafted a Management Policy offering a number modifications/conditions to try and allay their concerns. WeWork were taking concerns raised around their non-licensable activities very seriously and, via the Management Plan, were proposing that the external terraces be closed at certain times, qualified door staff be present and that events were only to be held on the ground floor.
- 9) In response to a question from the Chairman of the Sub-Committee as to how staff planned to supervise the use of the zip taps dispensing alcohol, Mr Cupid reported that there was now a member of staff managing the Pantry areas on each floor and that the zip taps/'kegerators' could be locked by staff if there were any concerns that these were being abused.
- 10) In response to a question regarding how under-age drinking would be prevented at the premises, Mr Cupid reported that all staff were currently undertaking 'Challenge 25' training.
- 11) The Chairman invited those representing the responsible authorities to address the Sub-Committee. The Sub-Committee heard from Ms Sambells of the Environmental Health Office who stated that, whilst the amendments proposed by the applicant were very welcome, some concerns around how drinking and use of the external terraces would be properly controlled given the history of the premises still remained. Mr Cupid reported that the doors to the external terraces would be locked at 18:00 hours. Previously, there had been no security presence on site outside of that provided by the landlord. There would now be two qualified door/security staff present – one of whom would stand at the exit to WeWork to prevent drinks from leaving the premises. The 7<sup>th</sup> floor would also have its own reception and member of security staff with a clear line of sight to the external terrace.
- 12) Ms Sambells went on to state that she was concerned that the Management Policy put together by the applicant had not previously been shared with Environmental Health.

- 13) The Chairman invited those who had made representations as 'other persons' to address the Sub Committee.
- 14) Mr Barker stated that residents' particular objection to this licence was on the grounds of prevention of public nuisance. He referred to previous issues with and complaints lodged about the premises which were detailed within the representation from Environmental Health. Mr Barker underlined the proximity of the two WeWork external terraces to bedrooms in Willoughby House which was as close as 24metres in places. He appreciated that the external terraces had therefore now been excluded from the amended licence application. He stated that he was content that the problems outlined were now closer to resolution but that concerns remained around those accessing the building given that members could also invite guests onto the premises who could also partake of the unlimited alcohol on offer. Finally, he reiterated concerns around events hosted at the premises some of which had been very large events in the past and could, feasibly, involve in excess of 200 people going forward.
- 15) Mr Macer addressed the Sub-Committee and drew their attention to the written representation from the Willoughby House Group. Mr Macer stated that, whilst it was easy to view WeWork as a normal office operation, it was, in fact, very different with a 'club-like' atmosphere and alcohol an integral part of the culture which was the company's unique selling point. Mr Macer reiterated the point that the external terraces were just 24m from residents' bedrooms in places – including the bedrooms of children. He stated that he was grateful for the recent co-operation from WeWork on this matter and that he welcomed the open dialogue that had now been established. Mr Macer concluded by stating that his concern moving forward was how to ensure that there was no repeat of past issues for residents and who they should contact if this were the case. He added that a further concern remained around children on the premises given that there would be no under 18 door policy.
- 16) Natalie Robinson stated that many of her issues had been resolved in the dialogue earlier in the hearing but that she shared Mr Macer's concerns going forward. She questioned how things would be managed in future and what the residents' 'voice' in this might be.
- 17) The Chairman invited any other persons with new points to make on the application to address the Sub Committee.
- 18) Mrs Littlechild clarified that she was speaking as both a Common Councilman and a resident. She stated that she was yet to have sight of the proposed Management Plan referred to and that she would like to see a telephone number provided to residents so that any future grievances could be reported directly and without delay.
- 19) Helen Kay stated that she felt that clear, strict and enforceable conditions were required in this case. She reported that, on 15 December 2015, WeWork had been instructed to stop the supply of alcohol pending the outcome of their licence application. This instruction was disregarded as alcohol was clearly still available when residents were taken on a tour of the facilities after this date.



- 20) Elizabeth Hirst stated that she was a resident of Willoughby House and had seen photographs of her daughter's bedroom posted online by those using the external terraces. She reported that there was evidence of a lack of management control from the premises in the past and that she believed that the strongest possible conditions were therefore required. She stated that this was far from an ordinary office building and referred to a past, ad-hoc, event held on one of the external terraces which had involved a DJ, marquee and dry ice. She went on to state that she believed that a licenced door supervisor should be present at the doors to the external terraces and that a 1:75 qualified security staff to attendee ratio should be agreed to. Finally, she asked that consideration be given to limiting those on the 7<sup>th</sup> floor to 100 people, including on the external terraces.
- 21) In response to a question, the Chairman clarified that any conditions attached to the licence must be enforceable. Mr Barker reported that the Barbican Association would like to see any agreed Management Plan with the premises lodged with Licensing Officers and Environmental Health to demonstrate a 'benchmark' against which any subsequent issues might be measured. He asked the Panel to give consideration to this point.
- 22) The Chairman, for the benefit of all present, underlined that any licensing conditions only applied during the hours for which a licence was granted – in this case until 20:00 hours Mon-Fri only.
- 23) The Chairman invited the Applicant to sum up and respond to any outstanding queries. Mr Bayliss, on behalf of the applicant stated that they would be happy to offer a condition regarding a contact number for residents to report any future problems. He added that the capacity limit of 100 on the seventh floor was, however disproportionate and would prove difficult to manage. He requested that the Panel look at proportionality when looking at what conditions to impose on the licence.
- 24) Mr Bayliss concluded by stating that his client sincerely wanted to work alongside its neighbours and did not dispute the past issues referred to within the representations. He responded to final questions by clarifying that bona fide guests were those who accompanied paying members and that the minimum membership period available was one month.
- 25) The Chairman thanked all parties and explained that the Sub-Committee would now retire to deliberate on the application. The Chairman explained that it was expected that the Sub-Committee would come to a decision that day and therefore invited all present to remain in the meeting room while the Sub-Committee considered its decision.
- 26) The Sub-Committee retired at 11.55am.
- 27) At 12.35am the Sub-Committee returned from their deliberations and explained that they had reached a decision. The Chairman thanked those who had remained to hear the decision of the Sub-Committee.

- 28) In determining the application, the Sub-Committee first and foremost put the promotion of the licensing objectives at the heart of their decision; in this instance the most relevant of those objectives being the prevention of public nuisance.
- 29) In reaching its decision the Sub Committee took into account the character of the area and the proposed business operations of the applicant. The Sub Committee concluded that, in discharging its duty to promote the licensing objectives, it was not necessary to reject the application.
- 30) The Chairman reported that it was the Sub-Committee's decision to grant the premises licence as offered by the applicant as follows:

<u>Activity</u>	<u>Current Licence</u>	<u>Proposed</u>
Supply of Alcohol	N/A	Mon – Fri 14:00 – 20:00 excluding Public Holidays

- 31) The Chairman went on to explain that the conditions to the grant of the licence were as follows:
- The sale of alcohol by retail is limited to beer and cider dispensed from zip taps (kegerators) situated on each floor of the licensed premises.
  - The Licence holder shall make available a contact telephone number to nearby residents and the City of London Licensing Team to be used in the event of complaints arising (MC19)
  - All zip taps (kegerators) to be locked in the “off” position at the terminal hour of permitted licensable activities and may only be unlocked at the commencement of the permitted licensable activities the next day.
  - The external terraces are excluded from the licensed premises.
- 32) Whilst the Sub Committee did not consider it to be necessary or appropriate to impose a condition to such effect, the Sub Committee would expect the licensee to ensure that its staff are aware of and implement a “Challenge 25” policy.
- 33) The Sub Committee noted that a Management Plan was in the course of being agreed. The Chairman stated that he would expect all parties to abide by the terms of any such agreed Plan.
- 34) The Chairman thanked all parties for their attendance and explained that written confirmation of the decision would be circulated to all within five working days.

**The meeting closed at 12.40pm**

---

Chairman

**Contact Officer: Gemma Stokley**

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<b>Committee(s)</b>	<b>Dated:</b>
Licensing	27 04 2016
<b>Subject:</b> Delegated decisions of the Director of Markets and Consumer Protection pertaining to premises licences.	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Peter Davenport - Licensing	

## Summary

This report details the premises licences, and variations to premises licences, granted under the Licensing Act 2003 by the Licensing Service from 1 January 2016 to 31 March 2016. It does not include any premises where Members have been involved in the decision making process i.e. decisions made at licensing sub-committee hearings.

The report gives a summary of the enforcement action taken under the Licensing Act 2003 between 1 January 2016 and 31 March 2016. This report also presents data from the 'traffic light' risk scheme introduced within the City of London on 1 April 2013. The data covers the period 1 August 2015 to 31 January 2016.

## Recommendation(s)

Members are asked to:

Note the report

## Main Report

1. Pursuant to the instructions from your committee, I attach for your information a list detailing 'premises licence' applications (Appendix I) and variations (Appendix II) granted by the Licensing Service between 1 January 2016 and 31 March 2016. Each of these appendices contain details of any conditions attached to the premises licences.
2. The report also contains information appertaining to the number of personal licences issued. This information is also contained in Appendix II.
3. Any questions of detail concerning premises licences can be obtained from the Corporation's public register which can be found on:

<http://www.cityoflondon.gov.uk/business/licensing/alcohol-and-entertainment/Pages/Search-the-public-register.aspx>.

or by contacting Peter Davenport, Licensing Manager, on extension 3227 or by email to the Licensing Team at [licensing@cityoflondon.gov.uk](mailto:licensing@cityoflondon.gov.uk).

4. This report also outlines the enforcement activity of the Licensing Service in relation to premises with a licence granted under the Licensing Act 2003 (Appendix III). The table in Appendix III shows the number of visits undertaken, number of complaints received and the number of enforcement actions taken. Enforcement actions include warning letters, notices, simple cautions, legal proceedings etc.
5. Appendix III provides data from 1 January 2016 to 31 March 2016.
6. Licensing Officers undertake routine enforcement visits checking on premises licence conditions where there are concerns, e.g. closing times, compliance with Temporary Event Notices and managing numbers of people consuming alcohol outside venues, and also in response to complaints. The Departmental Policy Statement on Enforcement is followed prior to escalating action and taking legal proceedings.
7. The Departmental Policy Statement on Enforcement conforms to the Regulators' Compliance Code and the regulatory principles required under the Legislative and Regulatory Reform Act 2006. It sets out the general principles and approach which Officers are expected to follow and addresses issues of proportionality, consistency, targeting, transparency and accountability.
8. More widely, enforcement arrangements are currently coordinated at the Licensing Liaison Partnership meetings that are held monthly and are attended by representatives from all enforcement agencies. Joint visits are organised via this forum and subsequent reports are used to add to the top level premises list that comprises those premises that have accrued the most points under the 'traffic light' risk scheme. These are then targeted by relevant enforcement officers.
9. This report details data produced from the 'traffic light' risk scheme for the period of 1 August 2015 to 31 January 2016. Two premises have a sufficient number of points to be classified as 'red' and eight premises have a sufficient number of points to be classified as 'Amber'. Further details can be seen in Appendix IV.
10. There is a very good working relationship between the Port Health & Public Protection (PH&PP) Licensing Team, The City of London Police Licensing Team and the PH&PP Pollution Control Team, all of whom are based at Walbrook Wharf.
11. The Memorandum of Understanding (MoU) between the City of London Police and the Markets and Consumer Protection Department agreed in November 2011 outlines specific arrangements for cooperation between the Licensing Teams.
12. The other City Corporation Department that is routinely involved in enforcement is the Department of the Built Environment (DoBE). Where it appears that a

material change of use has occurred, or there is a failure to comply with any condition attached to a planning permission or a breach of planning controls, when it is expedient to do so, officers from this Department seek authorisation to take the appropriate enforcement action.

13. Any complaints about licensed premises are dealt with by the relevant agency/team, e.g. crime and disorder – Police, fire safety – London Fire Brigade. As far as PH&PP are concerned, complaints relating to the conditions on a licence will be dealt with in the first instance by the Licensing Team, but if there are noise issues the Pollution Team will also be involved.
14. Investigations are undertaken and if there are grounds for a review of the licence in relation to the licensing objectives, then the responsible authorities can apply accordingly. In practice, potential applications are considered at the Licensing Liaison Partnership meetings, and agencies/authorities support one another in providing evidence and making applications.

### **Implications**

15. There are no financial, legal or strategic implications that arise from this report.

### **Appendices**

- Appendix 1 – New Licence Applications issued between 1 January 2016 and 31 March 2016
- Appendix 2 – Applications to vary a licence issued between 1 January 2016 and 31 March 2016
- Appendix 3 - Enforcement Action carried out between 1 January 2016 and 31 March 2016 (Including complaints received)
- Appendix 4(Non-Public) – Premises reaching red and amber on the risk scheme between 1 August 2015 and 31 January 2016.

### **Background Papers**

None

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## Appendix I

### New Licence Applications Issued by way of Delegated Authority (Jan-Mar 2016)

Name	Address	Ward	Details	
WH Smith	107-111 Fleet Street	Castle Baynard	A	21:00
Benugo Espresso Bar	Liverpool St Station	Bishopsgate	A	22:30
Ground Floor Café	326-328 High Holborn	Farringdon W/out	A, L, (f)	00:00
London Fast Food Dev	129 Cannon Street	Candlewick	L	04:00
FTI Consultancy	200 Aldersgate Street	Aldersgate	A	23:00
Royal Bank of Scotland	1 Prince's Street	Walbrook	A, L	00:00
Devonshire Club	5 Devonshire Square	Bishopsgate	A, L, (b), (e), (f)	03:00
Brit Insurance	122 Leadenhall Street	Lime Street	A	23:00
Burger King	Fenchurch St Station	Tower	A, L	02:00
Wework	199 Bishopsgate	Bishopsgate	A	23:00
Wework	9 Devonshire Square	Bishopsgate	A	23:00
The Pregnant Man	40 Chancery Lane	Farringdon W/out	A, L, (f)	00:30
Mi Casa Burritos	Liverpool Street Station	Bishopsgate	A, L, (f)	02:00
Garlick Hill Hotel	19-20 Garlick Hill	Vintry	A, L, (b), (f)	02:00
Honest Burgers	67 Lombard Street	Langbourn	A, L, (f)	02:00
Bacari	115 Newgate Street	Farringdon W/in	A	00:00
Notes Gherkin	30 St Mary Axe	Aldgate	A	23:00

Total Licences Issued = 17

Key to Details:

- |                            |                           |
|----------------------------|---------------------------|
| A Sale of Alcohol          | (e) Live Music            |
| L Late Night Refreshment   | (f) Recorded Music        |
| (a) Plays                  | (g) Performances of Dance |
| (b) Films                  | (h) Making Music          |
| (c) Indoor Sporting Events |                           |
| (d) Boxing or Wrestling    |                           |

Times stated are the latest terminal hour for at least one of the licensable activities.

#### Number of Licences by Ward

WARD	No.		
Aldersgate	1	Farringdon w/out	2
Aldgate	1	Langbourn	1
Bishopsgate	5	Lime Street	1
Candlewick	1	Tower	1
Castle Baynard	1	Vintry	1
Farringdon w/in	1	Walbrook	1

## Conditions Applied to Licences Granted by way of Delegated Authority

### WH Smith

1. The premises shall install and maintain a comprehensive digital colour CCTV system. The CCTV cameras shall continually record whilst the premises are open to the public and recordings shall be kept available for a minimum of 31 days. A staff member shall be able to show the police or the Licensing Authority recordings of the preceding two days immediately when requested.

2. A Challenge 25 Scheme shall operate to ensure that any person attempting to purchase alcohol who appears to be under the age of 25 shall provide documented proof that he/she is over 25 years of age. Proof of age shall only comprise a passport, a photo card driving licence, an EU/EEA national ID card or similar document, or an industry approved proof of age identity card.

### Benygo Espresso Bar

1. The premises shall install and maintain a CCTV system. Recordings shall be kept available for a minimum of 31 days. A staff member who is conversant with the operation of the CCTV system shall be present on the premises at all times when they are open to the public. This staff member shall be able to show the police or the Licensing Authority recordings of the preceding two days immediately when requested.

### Ground Floor Cafe

None

### London Fast Food Developments

None

### FTI Consultancy

1. The general public shall not be admitted to the premises. Licensable activities will be provided for employees of the premises licence holder, subsidiary companies, agents, servants, and invited guests.

### Royal Bank of Scotland

1. The general public shall not be admitted to the premises to partake in any licensable activities.

### Devonshire Club

1. The premises shall install and maintain a comprehensive digital colour CCTV system. All public areas of the licensed premises, including all public entry and exit points and the street environment, will be covered enabling facial identification of every person entering in any light condition. The CCTV cameras shall continually record whilst the premises are open to the public and recordings shall be kept available for a minimum of 31 days with date and time stamping. A staff member who is conversant with the operation of the CCTV system shall be present on the premises at all times when they are open to the public. This staff member shall be able to show the police or the Licensing Authority recordings of the preceding two days immediately when requested.

2. Promoted events will not be held at the premises. A promoted event is an event involving music and dancing where the musical entertainment is provided at any time between 23.00

and 07.00 by a disc jockey or disc jockeys one or some of whom are not employees of the licensee (premises licence holder) and the event is promoted to the general public.

3. A written dispersal policy shall be in place and implemented at the premises to move customers from the premises and the immediate vicinity in such a way as to cause minimum disturbance or nuisance to neighbours.

4. Prominent signage shall be displayed at all exits from the premises requesting that customers leave quietly.

5. The garden and external seating area shall not be used after 23.00 from Monday to Saturday and after 17.00 on Sundays and Bank Holidays.

6. There shall be no live or recorded music played within the garden area.

7. All doors and windows on the Harrow Place elevation shall remain closed at all times.

8. The Licence holder shall make available a contact telephone number to nearby residents and the City of London Licensing Team to be used in the event of complaints arising.

#### **Brit Insurance**

1. Alcohol shall not be sold or supplied otherwise than to: Directors, Partners, Agents, Officers, and employees of Brit Insurance (and any successor) and the licensee (and subsidiaries and affiliated companies thereof) and the bona fide guests of any of the same.

#### **Burger King**

1. The premises shall install and maintain a comprehensive digital colour CCTV system. All public areas of the licensed premises, including all public entry and exit points will be covered enabling frontal identification of every person entering in any light condition. The CCTV cameras shall continually record whilst the premises are open for licensable activities and during all times customers remain on the premises. All recordings shall be kept available for a minimum of 31 days with date and time stamping. A staff member who is conversant with the operation of the CCTV system shall be present on the premises at all times when they are open to the public. This staff member shall be able to show the police or the Licensing Authority recordings of the preceding two days immediately when requested.

2. No drinks of any sort are to be supplied to customers in glass containers.

#### **WeWork (Bishopsgate)**

1. The supply of alcohol shall only be to members of the WeWork group of companies or employees of member companies, or their bona fide guests.

2. Prominent signage shall be displayed at all exits from the premises requesting that customers leave quietly.

#### **WeWork (Devonshire Square)**

1. The supply of alcohol shall only be to members of the WeWork group of companies or employees of member companies, or their bona fide guests.

2. Prominent signage shall be displayed at all exits from the premises requesting that customers leave quietly.

### **The Pregnant Man**

1. The premises shall install and maintain a comprehensive digital colour CCTV system. All public areas of the licensed premises, including all public entry and exit points, will be covered enabling facial identification of every person entering in any light condition. The CCTV cameras shall continually record whilst the premises are open to the public and recordings shall be kept available for a minimum of 31 days with date and time stamping. A staff member or member of the security team or the building who is conversant with the operation of the CCTV system shall be present on the premises at all times when they are open to the public. This staff member shall be able to show the police or the Licensing Authority recordings of the preceding two days immediately when requested subject to data protection act requirements.

2. Promoted events will not be held at the premises. A promoted event is an event involving music and dancing and which is promoted to the general public by an external promoter who is not the DPS or an employee of the premises licence holder.

3. Prominent signage shall be displayed at all exits from the premises requesting that customers leave quietly.

4. The entrance/exit door on Chancery Lane is to remain closed other than for access and egress whenever there is regulated entertainment provided after 11pm.

### **Mi Casa Burritos**

1. The premises shall install and maintain a comprehensive digital colour CCTV system. The CCTV cameras shall continually record whilst the premises are open to the public and recordings shall be kept available for a minimum of 31 days with date and time stamping. A staff member who is conversant with the operation of the CCTV system shall be present on the premises at all times when they are open to the public. This staff member shall be able to show the police or the Licensing Authority recordings of the preceding two days immediately when requested.

### **Garlick Hill Hotel**

1. The premises shall install and maintain a comprehensive digital CCTV system. The CCTV cameras shall continually record whilst the premises are open for licensable activities, and recordings shall be kept available for a minimum of 31 days with date and time stamping. Sufficient staff shall be trained to use the system as a recorded image must be available for inspection and downloading immediately upon request to the Police and Licensing authority.

2. There shall be no promoted events on the premises unless agreed with the Police Licensing Officer and upon submission of a satisfactory risk assessment form. A promoted event is an event involving music and/or dancing where the musical entertainment is provided at any time between 23.00 and 07.00 by a disc jockey or disc jockeys one or some of whom are not employees of the licensee (premises licence holder) and/or the event is (independent of the licensee) promoted to the general public.

3. An incident log shall be kept at the premises and made available on request to the Police or an authorised officer of the City of London Corporation. The log will record the following:

- (a) all crimes reported to the venue
- (b) all ejections of customers
- (c) any incidents of disorder
- (d) any faults in the CCTV system or searching equipment or scanning equipment
- (e) any refusal of the sale of alcohol during the hours the premises is licensed to sell it

4. The premises shall maintain a written dispersal policy, which shall be made available to the Police or an authorised officer of the council upon request.

5. The roof terrace will only be open for customers between 07:00 hours and 23.00 hours.

6. There shall be no regulated entertainment in the form of recorded music played on the roof terrace outside the following times: 08.00 hours to 22.00 hours.

### **Honest Burgers**

1. The premises shall install and maintain a comprehensive digital colour CCTV system. All public areas of the licensed premises, including all public entry and exit points and the street environment, will be covered enabling facial identification of every person entering in any light condition. The CCTV cameras shall continually record whilst the premises are open to the public and recordings shall be kept available for a minimum of 31 days with date and time stamping. A staff member who is conversant with the operation of the CCTV system shall be present on the premises at all times when they are open to the public. This staff member shall be able to show the police or the Licensing Authority recordings of the preceding two days immediately when requested.

2. Promoted events will not be held at the premises. A promoted event is an event involving music and/or dancing where the musical entertainment is provided at any time by a disc jockey or disc jockeys one or some of whom are not employees of the licensee (premises licence holder) and/or the event is (independent of the licensee) promoted to the general public.

### **Bacari**

1. Prominent signage shall be displayed at all exits from the premises requesting that customers leave quietly.

### **Notes Gherkin**

None

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## Appendix II

### Licence Variations Issued by way of Delegated Authority (Jan-Mar 2016).

Name	Address	Ward	Variation
Hub by Premier Inn	28 Great Tower Street	Tower	<ul style="list-style-type: none"> <li>• Changes to internal layout</li> </ul>
Farmer J Food	107-112 Leadenhall Street	Aldgate	<ul style="list-style-type: none"> <li>• Changes to floor plans</li> </ul>
Vivat Bacchus	47 Farringdon Street	Farringdon W/out	<ul style="list-style-type: none"> <li>• Alcohol sales and recorded music now from 07:00 (previously 12:00)</li> <li>• All activities now licensed for a Sunday (previously Mon-Sat)</li> </ul>
Z City	23-28 Fleet Street	Farringdon W/out	<ul style="list-style-type: none"> <li>• Licence altered to permit off sales.</li> </ul>
Merchant House	13 Well Court	Cordwainer	<ul style="list-style-type: none"> <li>• Extension of terminal hour from 00:00 to 01:00</li> </ul>

Total Number of Variations = 5

#### Number of Licences by Ward

WARD	No.		
Aldgate	1	Farringdon Without	2
Cordwainer	1	Tower	1

#### Conditions Applied to Licences Granted by way of Delegated Authority

##### **Hub by Premier Inn**

None

##### **Farmer J food**

None

##### **Vivat Bacchus**

None

##### **Z City**

None

##### **Merchant House**

None

#### **Personal Licences Issued by way of Delegated Authority**

01 January 2016 – 31 March 2016

1

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**Enforcement Action Carried out Under the Licensing Act 2003  
1 January 2016 - 31 March 2016**

Total Number of Inspections	32
Number of Warning Letters	2
Number of Premises advised	13
Number of simple cautions	0
Number of suspension notices	15
Licence lapsed*	0
'Dead' Suspensions**	3
'Live' Suspensions***	12
Still to be determined	0

\*Licences are deemed lapsed in circumstances where the licence holder no longer exists e.g. a company has gone into liquidation.

\*\*A 'dead' suspension is where the premises is closed but there is no evidence to suggest that the licence holder is still in existence. If the licence holder returns to the premises the outstanding fee will have to be paid in order for the licence to be resurrected.

\*\*\*A 'Live' suspension is where the premises is still trading and can now no longer carry on licensable activities until the licence fee has been paid.

**Number of Complaints received between 1 January 2016 and 31 March 2016**

**Outcome Code**

**No action possible** - Complaint unjustified or unsubstantiated

**Resolved Informally** - Complaint justified but not statutorily actionable - informal action taken results in satisfactory outcome.

**Resolved / Compliance** - Complaint justified and statutorily actionable; formal or informal action taken results in satisfactory outcome.

**Unresolved** - Noise not reduced or controlled, nor have preventive measures to prevent recurrence been implemented.

Total number of complaints: 14

Details	Date	Outcome	Ward
Ask for Janice, Retail Unit, 50-52 Long Lane, London, EC1A 9EJ			
Complaint of loud music and people noise	30/01/2016	Resolved informally	Farringdon Within
Bengal Tiger, Retail Unit, 62-66 Carter Lane, London, EC4V 5EA			
Music noise	20/03/2016	Resolved informally	Farringdon Within
Bird of Smithfield, 26 Smithfield Street, London, EC1A 9LB			
Complaint of loud music from Bird of Smithfield restaurant in Smithfield St	11/03/2016	No action possible	Farringdon Without
Camino Restaurant Bar, 33 Black Friars Lane, London, EC4V 6EP			
Music and people noise from Caminos Restaurant	24/01/2016	No action possible	Farringdon Within
Kings Stores Public House, Kings Stores Public House, 14 Widegate Street, London, E1 7HP			
Alleged noise from the Kings Stores pub music.	19/02/2016	No action possible	Bishopsgate
Complaint of loud music coming from Kings Store pub in Widegate Street	30/01/2016	Case still in progress	Bishopsgate
Motel One UK Ltd, 24-26 Minorities, London, EC3N 1BQ			
Complaint of noise	25/01/2016	No action possible	Tower
Salotto 31, Retail Unit, 31 Lovat Lane, London, EC3R 8EB			
Allegedly complaint of loud party noise from nearby premises on Lovat Lane.	06/02/2016	No action possible	Billingsgate
The Butcher's Hook and Cleaver, The Butcher's Hook And Cleaver Public House, 61 West Smithfield, London, EC1A 9DY			
Complaint of loud music coming from the Butchers Hook & Cleaver Pub in West Smithfield	13/02/2016	Resolved informally	Farringdon Within
The Duke and Duchess, 2-3 Creed Lane, London, EC4V 5BR			
Alleged noise from a party somewhere near the Grange Hotel	20/03/2016	Resolved informally	Farringdon Within
The Magpie, The Magpie Public House, 12 New Street, London, EC2M 4TP			
Music noise from a party in the Magpie Pub 12 New St	09/01/2016	Resolved informally	Bishopsgate
The Pepys, Samuel Pepys Public House, Stew Lane, London, EC4V 3PT			
Calling to complain about the noise from the pub. Loud music & people shouting up until 2am last night. She advised this is now a regular occurrence.	05/02/2016	No action possible	Queenhithe
Complaint of noise from patrons leaving via Licensing	05/02/2016	Resolved informally	Queenhithe
Threadneedles Hotel, 5 Threadneedle Street, London, EC2R 8AY			
Noise in Newmans Court - Threadneedles Hotel bin Store	25/01/2016	Resolved informally	Cornhill

<b>Committee(s)</b>	<b>Dated:</b>
Licensing Committee	27 April 2016
<b>Subject:</b> Licensing Business Plan 2016-2019	<b>Public</b>
<b>Report of:</b> The Director of Markets & Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Don Perry	

## Summary

This report seeks your Committee's approval of the 2016-2019 Business Plan of the City of London's Licensing Service, which is part of the Department of Markets & Consumer Protection.

As the Department reports to three separate Committees (Licensing Committee; Markets Committee; Port Health and Environmental Services Committee) for discrete aspects of its work, separate plans have been produced for each. This plan contains specific key information relating to the Licensing Service.

The Business Plan sets out what the Service aims to achieve this year, the standards it will attain, and where this fits within the wider Departmental and Corporate strategic aims and objectives.

## Recommendation(s)

Members are asked to:

- Approve the Licensing Business Plan 2016-2019 and its appendices.

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# Licensing Business Plan 2016- 2019

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## Director's Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 252 staff with a combined local and central risk gross expenditure of £21,626,000 and an overall net local risk budget of £3,412,000 giving a total net budget including central risk and recharges of £2,229,000 for 2016-17. Spread across ten locations the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury and London Gateway Ports on the North side of the Thames and Denton on the South side.

As the department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee) for discrete aspects of its work, separate plans have been produced for each. This plan contains specific key information relating to the Licensing Service.

The City has in recent years been going through a programme of unprecedented transformational change in the way we work, which is likely to continue for the foreseeable future. In delivering the business plan this year we need to ensure that the services we provide, and the way in which we provide them, are Relevant; Responsible; Reliable; and Radical.

As part of the Service Based Review (SBR), we have continued the process of maximising income generation from our assets, and we need to exploit the benefits of modern technology. This will become increasingly important as we endeavour to deliver the high standards that our customers expect with pride, pace, passion and professionalism. To ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on pages 9 to 13, our version of the Balanced Scorecard<sup>1</sup>, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

Implementing the SBR measures, and the associated work-streams, was a key element of our activities in 2015/16. The departments' planned SBR savings have been accomplished so far, and new, flexible ways of working are underpinning progress in this area.

As the City continues to transform the way it delivers its services, we recognise the vital importance of having a skilled and highly motivated workforce in order to support this change, and the role good leadership plays. We have shown our commitment to providing this through the inaugural Markets and Consumer Protection Leadership Development Programme which is being rolled out this year. It is hoped that this pilot programme will form the basis of future courses, perhaps across the Corporation.

**David A H McG Smith CBE, Director of Markets and Consumer Protection**

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<sup>1</sup> Kaplan R. S. and Norton D. P. (1992). "The Balanced Scorecard: measures that drive performance", *Harvard Business Review*, Jan – Feb pp. 71–80

## Overview of our Services

The **Licensing Service** is part of the **Port Health and Public Protection Division** which is sub-divided into three service areas: Port Health, Public Protection and Animal Health & Welfare. Public Protection provides a comprehensive and effective environmental health and trading standards service for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare. As London Port Health Authority, the Port Health Service provides imported food control and the Animal Health & Welfare service provides the animal health service for London, including the Animal Reception Centre at Heathrow, and undertakes animal health work for 29 London and two Berkshire local authorities.

### Licensing Service

- The **Licensing Service** is responsible for ensuring that all city businesses hold the appropriate licences and registrations and comply with the rules and conditions appertaining to those licences.

### Port Health

As the London Port Health Authority (LPHA), the **Port Health Service** is responsible for a district extending for 151 kilometres along the River Thames from Teddington to the outer Estuary. The area includes the new London Gateway port as well as the ports of Tilbury, Thamesport and Sheerness. The area also includes London City Airport as well as the various docks and dockland areas which have now been redeveloped. The Service aims to deliver a high quality, accessible and responsive service to protect, enhance, and improve public, environmental, and animal health by controlling: food and feed imports; food standards, food safety and water quality; infectious disease control; civil contingencies; ship sanitation; environmental protection and shellfish control. The control of imported food and animal feed is an important requirement as the checks take place at ports that are first point of entry into the European Union (EU). The Service is responsible for compliance checks for all food and feed imports from outside the EU that enter via the Border Control Posts at London Gateway, Tilbury, Thamesport, Sheerness and London City Airport.

### Animal Health & Welfare

- The service is the Animal Health Authority for Greater London and also provides **animal health services** across London on an agency basis for 29 London Boroughs and also Unitary Authorities in the Home Counties. Officers carry out inspections of pet shops, zoos, dog breeding and riding establishments, and offer advice on the keeping of dangerous wild animals. The division deals with complaints from the public and welfare matters involving circuses, animal shows, studio work with animals and other cases where animals are used to perform. The team also deal with the increasing number of non-compliant imported dogs and cats which are reported to them.
- The **Heathrow Animal Reception Centre (HARC)** has established itself as a world leader in the care of animals during transport. Open 24 hours a day, 365 days a year, the centre receives and cares for hundreds of thousands of animals of all types - from cats and dogs to baby elephants, horses, reptiles and spiders. The centre has seen a range of unusual animals including a mongoose, a sun bear, a



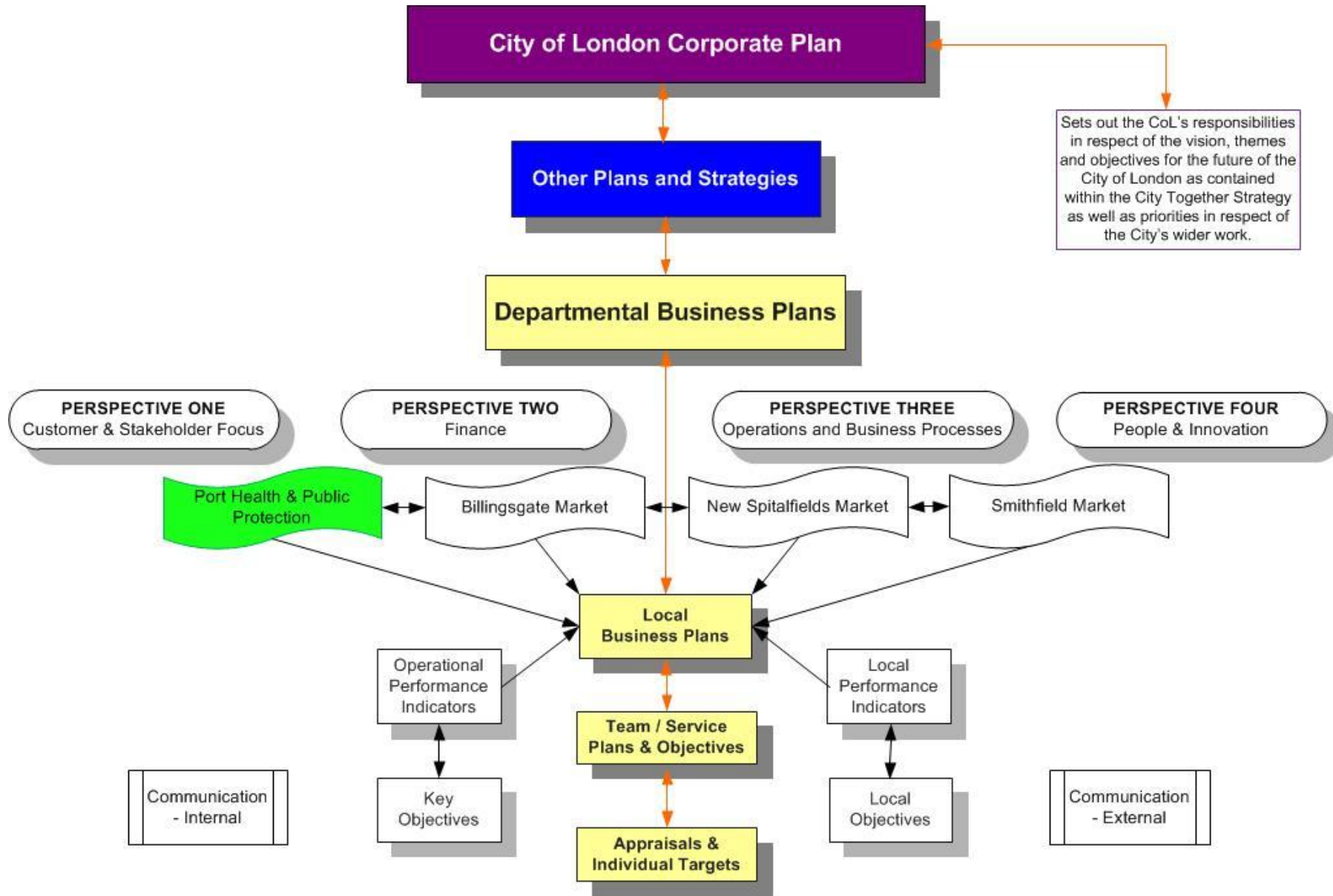
white lion cub, cheetahs and sloths. HARC also has a statutory duty to enforce the legislation as it pertains to animals passing through Heathrow Airport in transit.

### **Public Protection**

This part of the division is primarily based in the City and teams carry out the following wide range of regulatory work:

- **The two *Commercial Teams*** are responsible for enforcing a range of legal requirements relating to food safety (standards and hygiene), occupational health and safety, statutory nuisances (other than noise) arising from commercial businesses' activities and the investigation of infectious diseases. Duties include:
  - Undertaking a range of food hygiene, food standards and health and safety interventions across all City food businesses including the provision of advice and information.
  - Enforcing health and safety legislation in all relevant City businesses including the provision of advice and information.
  - Carrying out infectious disease investigations and sampling work and enforcing odour nuisance legislation.
  - At Smithfield Market, enforcing health and safety legislation, food standards and hygiene controls in vehicles that visit the market and investigating any food complaints.
- ***Operational Support*** are responsible for providing a range of administrative and IT support services to the department including system administration of the Northgate M3 database and the Timemaster time management system.
- ***Pollution Control*** are responsible for enforcing all noise and nuisance legislation, private sector housing, air quality management and contaminated land legislation across the Square Mile.
- ***Trading Standards*** are responsible for enforcing a wide range of legislation to protect consumers and to maintain a level playing field for businesses. They review and prioritise thousands of complaints that are received every year on their behalf by the Citizens Advice Consumer Service and take action where appropriate. This includes working with businesses to bring them into compliance with the law and project based work looking at investment fraud in the City. The team is actively involved with the National Trading Standards Scambuster Team which targets criminals involved with doorstep crime, counterfeiting, consumer and business fraud and other related crime

# Business Planning Process



## Departmental Vision

The overall vision of the Department of Markets and Consumer Protection is to support the Corporate Plan through the provision of high quality, efficient services to our customers and stakeholders.

## Strategic Aims

This vision is reflected in the Department's strategic aims which relate to the Port Health and Public Protection Division:

- To advise, educate, influence, regulate and protect all communities for which we have responsibility in the fields of Environmental Health, Port Health, Trading Standards, Licensing and Animal Health.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

## Measuring Performance

We will measure our performance against twelve Key Improvement Objectives and five Operational Performance Indicators, as detailed on the following pages. Progress against these measures will be reported to the Licensing Committee as part of the quarterly report on 'Delegated decisions of the Director of Markets and Consumer Protection pertaining to premises licences'.

The matrix at Appendix A maps the links between our objectives and performance indicators and the wider Departmental and Corporate strategic aims and objectives.

## Data Quality

We are satisfied that data collected for the monitoring and reporting of improvement objectives and performance indicators is accurate. Effective systems and procedures are in place to produce relevant and reliable information to support management decision-making and to manage performance.

The Department complies with the Corporate Data Quality Policy and Protocol and has its own Departmental Data Quality Policy (available upon request).

## Key Improvement Objectives 2016-2017

The twelve **Key Improvement Objectives** for the Licensing Team for 2016-2017 are listed here under the broad perspectives, or themes, which run across the whole of the Department of Markets and Consumer Protection.

<b>Customer and Stakeholder Focus</b>			
Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.			
<b>Action</b>	<b>Outcome</b>	<b>Measure</b>	<b>Responsibility</b>
Produce and publish a revised Statement of Licensing Policy under the Licensing Act 2003.	The statutory requirement to have an up to date Statement of Licensing Policy in place under the Licensing Act 2003 will be met. The revised Policy will accurately reflect legislative changes and corporate policy on licensing matters.	Redraft the Statement of Licensing Policy by 30 April 2016. Carry out a public consultation on the draft Policy during Spring/Summer 2016. Gain Committee approval and publish the revised version by October 2016.	Assistant Director, Public Protection  Licensing Team Manager
Produce and publish a revised Statement of Licensing Principles under the Gambling Act 2005.	The statutory requirement to have an up to date Statement of Licensing Principles in place under the Gambling Act 2005 will be met. The revised Principles will accurately reflect legislative changes and corporate policy on licensing matters.	Redraft the Statement of Licensing Principles by July 2016. Carry out a public consultation on the draft Principles during August and September 2016. Gain Committee approval and publish the revised version by December 2016.	Assistant Director, Public Protection  Licensing Team Manager
Ensure provisions relating to the further amendment of the Licensing Act 2003 and other relevant legislation are complied with.	The Team will be in compliance with relevant legislation, fulfilling its statutory functions.	Monitor amendments (particularly those contained within the Police Reform Bill and Immigration Bill) and ensure all team members are aware. All policies/procedures to be updated as necessary. Monitor other legislation for amendments including that relating to Street Trading.	Assistant Director, Public Protection  Licensing Team Manager

**Customer and Stakeholder Focus**

Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.

<b>Action</b>	<b>Outcome</b>	<b>Measure</b>	<b>Responsibility</b>
Introduce a Policy, and associated procedures, for the issue of permits for charitable street collections and related street activities.	The requirements of the relevant legislation will be met. The Licensing Service will be able to provide a consistent, high quality service to applicants for charitable collection permits and to those involved in related activities (e.g. street performers).	By September 2016 a decision will be obtained from the City of London Police as to whether they are able to grant the Licensing Service the authority to change discretionary aspects of the relevant legislation. Approval for the new Policy will be obtained from the October 2016 Licensing Committee. The new Policy will be implemented by December 2016.	Licensing Team Manager

### Operations and Business Processes

Actively manage both operational and health & safety risks in all aspects of our operations.

Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.

Introduce improvements in our processes, supported by the delivery to us of Information Services, including the implementation of Mobile Working Technology.

Action	Outcome	Measure	Responsibility
Introduce a draft policy/procedure for tackling problems associated with drinking outside licensed premises within the City.	The policy will contribute to achieving a balance between a vibrant successful City supporting business and the four licensing objectives identified in the Licensing Act 2013.	A permanent internal policy and associated procedure is to be circulated within the Department of the Built Environment by May 2016. This will be referred to in the update of the Statement of Licensing Policy	Assistant Director, Public Protection  Licensing Team Manager
Develop the London Licensing Forum for Members and Practitioners.	There will be more effective communication between the City and its neighbours on licensing matters, enabling the sharing of best practice and local feedback.	Consult with the Chairman and Deputy Chairman of the Licensing Committee on the best way forward for this Forum subsequent to the initial meeting with all neighbouring Local Authority Licensing Chairmen/Licensing Lead Members and Licensing Managers to be held on 6 April 2016.	Assistant Director, Public Protection  Licensing Team Manager
<u>Risk Management</u> Complete transition of all M&CP business risks on to the Covalent database	All risks, both departmental and local, to be migrated on to the system and Risk and Action Owners to be able to update the system as necessary.	Migration to be complete by October 2016.  Risk owners to have been trained in updating risks and actions on the system, and have appropriate system access no later than June 2016.	Assistant Director, Public Protection  Head of Business Performance  Technical Officer
Populate the Covalent system with M&CP Top X risks	Top X risks to be migrated on to the system and Risk Owners to be able to update the system as necessary.	All Top X risk migrated by the end of March 2017	

## People and Innovation

Enhance the quality of our leadership and people-management in line with the corporate values of "Lead, Empower, Trust". Instil a greater sense of responsibility in our middle management cadre.

Action	Outcome	Measure	Responsibility
Enhance the M3 database to enable all remaining paper files to be disposed of and data relating to all licensing activities to be accessed electronically.	Paper records will no longer be required. Faster and more efficient assessment of licensing activities.	Anomalies in data entry within M3 will be eradicated. Data for small lotteries will be entered onto M3. Paper files for small lotteries and charity collections will be eliminated. M3 will contain full data in relation to Table and Chairs licences. All licences will be produced directly from M3. All above measures to be in place by February 2017.	Licensing Manager
Enhance systems to permit members of the public to apply for licences online.	Members of the public will be able to make online applications without the need to go through the Gov.UK website. The process of applying for a licence will be clearer and more efficient for applicants. The software will reduce the workload of officers within the Licensing Team.	Develop links with a greater number of application forms for use by customers of the Licensing Service and investigate the possibility of loading direct to the service database. Assist in the testing of 'ngage' software and its forms for direct entry. Decide whether to proceed with 'ngage' or Victoria Forms software. Put systems in place to deal with public online application data by January 2017. Ensure no clash with other online systems.	Licensing Manager M&CP IS Business Manager
Implement the priorities outlined in the Departmental Workforce Plan.	Our workforce will have both the capability and resources to meet the Division's business objectives.	The Departmental Workforce Planning Group will have made demonstrable progress in addressing the key priorities of the Workforce Plan by March 2017, which include: <ul style="list-style-type: none"> <li>• Leadership development at all levels of management and staff learning and development needs</li> <li>• Mobile working</li> <li>• Succession planning</li> <li>• Development of a Skills Matrix for the department.</li> </ul>	Chief Officer Departmental Workforce Planning Group HR Business Partner



## People and Innovation

Enhance the quality of our leadership and people-management in line with the corporate values of "Lead, Empower, Trust". Instil a greater sense of responsibility in our middle management cadre.

Action	Outcome	Measure	Responsibility
Senior managers will review and implement all relevant actions in the M&CP liP Business Improvement Plan and work towards providing evidence for the relevant indicators to achieve the Gold liP Standard.	The Division will contribute towards the corporate stretch target of attaining the Gold liP Standard in 2016.	The department will contribute all necessary information and evidence to the corporate liP coordinator in time for the City's September 2016 assessment for the Gold liP award.	Chief Officer  Port Health & Public Protection Management Team  HR Business Partner
Deliver a Leadership Development Programme for a cohort of 10-12 current and future managers. (Linked to the fourth Equalities priority within the Corporate 'Equalities and Inclusion Action Plan 2016')	Delegates will be able to: <ul style="list-style-type: none"> <li>• Lead effectively in times of constant change.</li> <li>• Think strategically and see how strategies can be actioned through effective planning and implementation.</li> <li>• Develop their skills as flexible, agile and resilient managers.</li> <li>• Recognise issues key to the City and adapt team priorities and performance to address them.</li> </ul>	Six one-day sessions will be held over a six to eight month period.	Chief Officer  Port Health & Public Protection Management Team

## Operational Performance Indicators 2016-2017

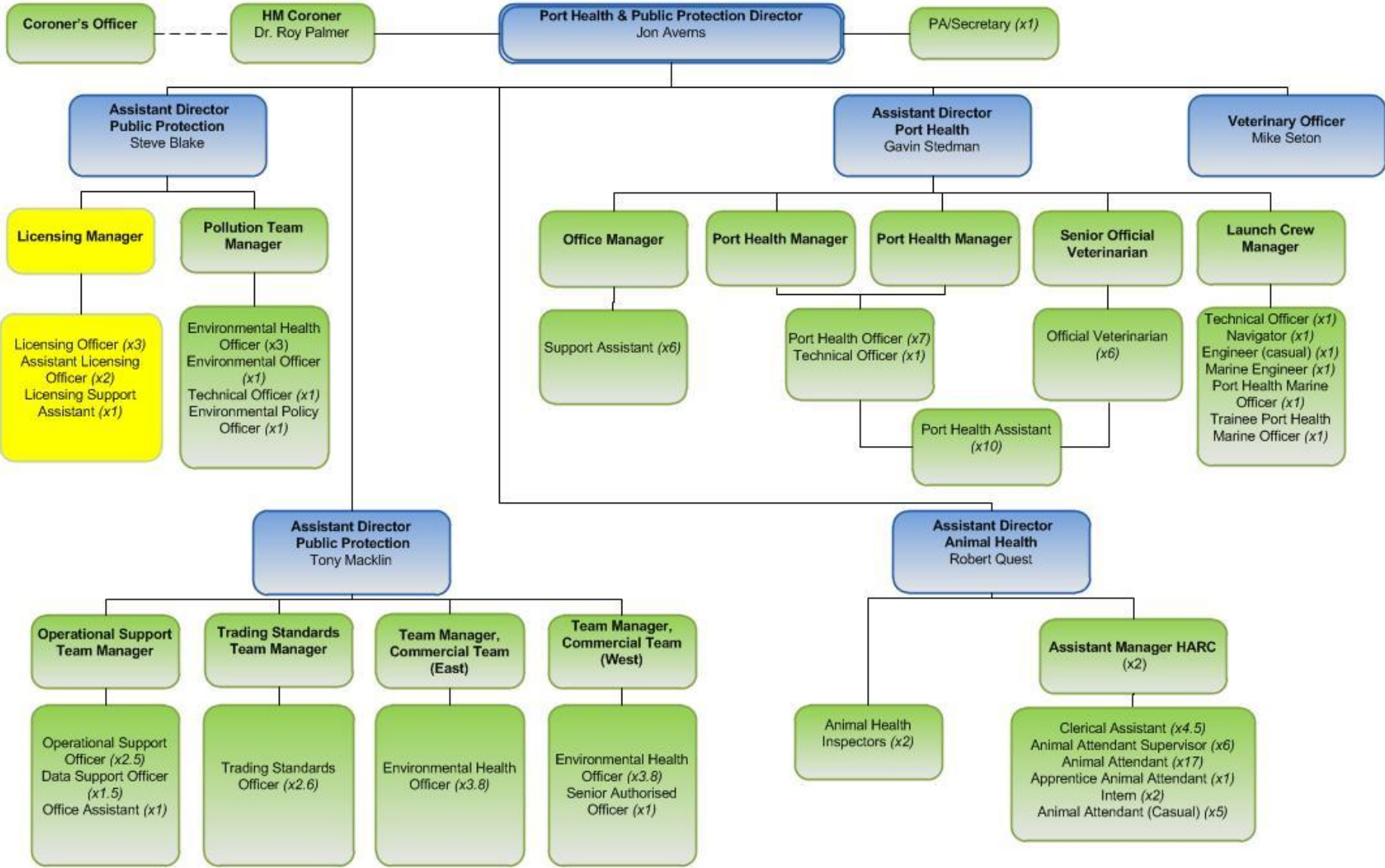
The five **Operational Performance Indicators** for the Licensing Team for 2016-2017 are shown here.

- PI 1.** Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2017, and a total of no more than 42 days.<sup>2</sup>
- PI 2.** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.
- PI 3.** Ensure that, within 12 months, 90% of premises entering the red or amber zone of the Traffic Light Scheme are brought back to the amber or green zone respectively.
- PI 4.** 100% of licences to either be renewed or appropriate legal action taken (in accordance with the PH&PP Enforcement Policy) within one month of the licence renewal date.
- PI 5.** Receive more than 39 applications for the annual Safety Thirst Award Scheme from licensed premises, by the deadline of 31 May 2015 (i.e. an increase on the number received in 2015/16).

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<sup>2</sup>. Target based upon Full Time Equivalent (FTE) members of Licensing Team staff at 31 December 2015 (no. 7).

**Department of Markets and Consumer Protection**  
**Port Health and Public Protection Division**  
 Management Structure



# Workforce Capability

## Workforce planning

The Departmental Workforce Planning Group was established in 2015 to address the need for succession planning and ensuring the Department of Markets and Consumer Protection is capable of meeting future demands and needs.

The Group was responsible for writing the Workforce Plan which is now in use and outlines some of the key workforce planning issues. The emerging priorities identified in the plan are:

- Leadership development at all levels of management and staff learning and development needs
- Mobile working
- Succession planning
- Development of a Skills Matrix for the department

As a department we have had very positive experiences of the City's Apprenticeship Scheme, which we continue to take part in. Over the past few years, we have taken on a number of excellent young apprentices, some of whom have subsequently been successful in gaining permanent employment with us. The scheme has been particularly valuable at the Heathrow Animal Reception Centre where the current apprentices are proving to be as good as their predecessors.

A Career Progression Scheme is currently being developed at Port Health, the basic principles of which could possibly be extended to other parts of the department in the future.

## Learning and Development

Learning and Development is a priority for the department as a whole. The Port Health & Public Protection Division's budget for learning and development for 2016/17 is £102,000.

In addition to mandatory training, the individual development needs of all members of staff are identified at performance appraisals and progress is monitored at review stages. Appropriate in house and external training courses are utilised, along with informal learning and development methods such as coaching, shadowing and mentoring.

In order to demonstrate a professional and competent workforce, the requirements for continuous professional development (CPD) for regulatory officers need to be met. In addition to externally provided CPD training events, regular in house CPD sessions are held for Officers to cascade recent learning. The inclusion of all staff ensures that consistent messages are disseminated throughout the division.

The competencies and training needs of all staff are assessed in relation to appropriate local business plans and capacity building. The professional field is continuously reviewed for examples of best practice, new ideas and innovations. Appropriate external events are attended, including Institute of Licensing training days and conferences; Licensing Managers' Liaison Meetings; Local Government Association conferences; and Licensing Lawyers best practice training forums.

Leadership and effective management was identified as a Departmental aim for 2015/16. Markets and Consumer Protection have now initiated a Leadership Development Programme within the department as a pilot project for 2016/17.

### Investors in People

In December 2013 the City of London Corporation decided to continue to work within the framework provided by Investors in People (IiP). This is a three stage process taking place during 2014-2016 with the corporate aim being to achieve recognition as a Gold Investor in People by the end of 2016.

At its second annual assessment in September 2015, the City of London Corporation met 118 evidence requirements and achieved recognition as a SILVER Investor in People.

The Corporate IiP Report was viewed and approved by the Summit Group on 7 December 2015. The M&CP Senior Management Group (SMG) has tasked the Departmental Workforce Planning Group to develop an M&CP IiP Business Improvement Plan and implement relevant actions to address gaps identified in the report.

In 2016 the IiP focus will be on skills of managers in evaluating the outcomes from learning and development activities: the Department's learning and development strategy, performance measurement and continuous improvement will be looked at. The Workforce Planning Group will also look at all outstanding IiP evidence requirements which were not met during the September 2015 assessment.

### Equalities and Diversity

The Public Sector Equality Duty (PSED) requires public authorities to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

We have named 'Departmental Equalities Representatives' who represent the Department and provide support and advice to colleagues on equality and diversity issues. Tests of relevance and Equalities Impact Assessments are carried out for any new or significantly amended policies/procedures which may affect service users or our own employees.

We continue to liaise with the Corporate Project and Equality Manager on emerging guidance and legislation. To ensure compliance with corporate equalities requirements we publish the Public Sector Equality Duty (under The Equality Act 2010) each January.

# Risk Management

## Business Continuity and Emergency Planning

The City has an overarching Business Continuity Strategy and Framework, as well as a Corporate Business Continuity Plan for large scale disruptions that affect more than one business area or location. The Department also has its own business continuity arrangements aimed at dealing with localised disruptions.

Both corporate and departmental arrangements are regularly reviewed to ensure they align with the relevant risk registers and business objectives. The Department's Technical Officer shares best practice and attends the Corporate Emergency Planning and Business Continuity Steering Group, which meets on a quarterly basis.

## Business Risks

The Department's key business risks are actively managed in line with corporate policies and procedures. Risks are identified, analysed, assessed and addressed on an ongoing basis by named representatives across the department.

The Departmental Risk Tracker is regularly updated and reported to the relevant Committees.

## Health and Safety Risks

The Department's Top X Register comprises a list of our main Health and Safety risks. The Register is monitored, regularly updated and presented to the Corporate Health and Safety Committee annually.

The Department complies with the Corporate Health and Safety Policy, including having its own Departmental Health and Safety Policy Statement. There is a Departmental Health & Safety Committee with the Port Health & Public Protection Management Team acting as a service-level health & safety sub-Committee. Named individuals throughout the department have specific health and safety responsibilities including carrying out risk assessments and accident/incident reporting.

A copy of the Summary Risk Register is at Appendix B along with a diagram showing the structure of health and safety management and reporting within the Department.

## Financial summary

We will continue to build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's department. To make effective use of Oracle Business Intelligence, will require close co-operation between Chamberlains and budget managers to develop budget profiling and forecasting to improve management and control of the revenue budgets and empower budget managers to have more control of their budgets. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will continue to implement our Service Based Review savings identified for various service provisions agreed by Members in support of the organisation's drive for efficiency and budget reductions in order to meet the projected shortfall in City Resources of £13m by 2017/18. Additionally, we will liaise closely with the Chamberlain on reviewing the licensing fees to ensure these meet the latest CIPFA rules on cost neutrality.

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

	2014/15	2015/16	2015/16	2015/16		2016/17	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast	Outturn	Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	411	420	417	408	97.8%	447	
Premises	45	45	45	45	100.0%	45	
Transport	0	0	0	0	0	0	
Supplies & Services	15	15	17	17	100.0%	18	
Third Party Payments	0	0	0	42	0	0	
Transfer to Reserve	0	0	0	0	100.0%	0	
Contingencies	0	70	100	56	56.0%	99	
Unidentified Savings	0	0	0	0	0	0	
Total Expenditure	471	550	579	568	<b>98.1%</b>	609	
Total Income	(529)	(632)	(699)	(697)	99.7%	(689)	
<b>Total Local Risk</b>	<b>(58)</b>	<b>(82)</b>	<b>(120)</b>	<b>(129)</b>	<b>107.5%</b>	<b>(80)</b>	<b>1.</b>
Central Risk	0	0	0	0	0	0	
Recharges	154	203	163	163	100.0%	161	
<b>Total Expenditure (All Risk)</b>	<b>96</b>	<b>121</b>	<b>43</b>	<b>34</b>	<b>79.1%</b>	<b>81</b>	<b>2.</b>

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor
2. Projected outturn 2015/16 based on monitoring at period 9 (31/12/2015)

## Consultation

The following Corporate contacts have been consulted in the preparation of this plan:

- Town Clerk's Department – Human Resources Business Partner
- Chamberlain's Department – Finance Business Partner
- Chamberlain's Department – Information Systems Business Partner
- Corporate Project and Equality Manager
- City Surveyor's Department
- Corporate Programme Office
- Town Clerk's Policy Officer
- Corporate Risk Manager

In addition, members of staff in the Licensing Team have been invited, via local team meetings and briefings, to make suggestions and comments as to the content of the plan, including the identification of Service Improvement Objectives and Operational Performance Indicators.

The final version of the Plan will be made available to all members of staff on the Department's intranet page.



## Licensing Service Strategic Links Matrix

		M&CP Strategic Aims		Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.	To provide valued services, such as education, employment, culture and leisure, to London and the nation.
N.B. Some Licensing Service Key Objectives and Performance Indicators have been abridged in this table.						
<b>Licensing Service Key Improvement Objectives 2016-2017</b>	Produce and publish a revised Statement of Licensing Policy under the Licensing Act 2003.	✓			✓	
	Produce and publish a revised Statement of Licensing Principles under the Gambling Act 2005.	✓			✓	
	Ensure provisions relating to the further amendment of the Licensing Act 2003 and other relevant legislation are complied with.	✓			✓	
	Introduce a Policy, and associated procedures, for the issue of permits for charitable street collections and related street activities.	✓			✓	
	Introduce a draft policy/procedure for tackling problems associated with drinking outside licensed premises within the City.	✓			✓	
	Consider how the London Licensing Forum for Members and Practitioners should best be developed.	✓			✓	
	Complete transition of all M&CP business risks on to the Covalent database Populate the Covalent system with M&CP Top X risks.	✓			✓	

		M&CP Strategic Aims		Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.	To provide valued services, such as education, employment, culture and leisure, to London and the nation.
N.B. Some Licensing Service Key Objectives and Performance Indicators have been abridged in this table.						
<b>Licensing Service Key Improvement Objectives 2016-2017</b>	Enhance the M3 database to enable all remaining paper files to be disposed of and data relating to all licensing activities to be accessed electronically.	✓	✓		✓	
	Enhance systems to permit members of the public to apply for licences online.	✓	✓		✓	
	Implement the priorities outlined in the Departmental Workforce Plan.	✓	✓		✓	
	Senior managers will review and implement all relevant actions in the M&CP IIP Business Improvement Plan.	✓			✓	
	Deliver a Leadership Development Programme for current and future managers.		✓		✓	

		M&CP Strategic Aims		Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.	To provide valued services, such as education, employment, culture and leisure, to London and the nation.
N.B. Some Licensing Service Key Objectives and Performance Indicators have been abridged in this table.						
Licensing Service Operational Performance Indicators 2016-2017	PI 1. Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2017.		✓		✓	
	PI 2. 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.		✓		✓	
	PI 3. Ensure that, within 12 months, 90% of premises entering the red or amber zone of the Traffic Light Scheme are brought back to the amber or green zone respectively.	✓			✓	
	PI 4. 100% of licences to either be renewed or appropriate legal action taken (in accordance with the PH&PP Enforcement Policy) within one month of the licence renewal date.	✓			✓	
	PI 5. Receive more than 39 applications for the annual Safety Thirst Award Scheme from licensed premises, by the deadline of 31 May 2015 (i.e. an increase on the number received in 2015/16).	✓			✓	

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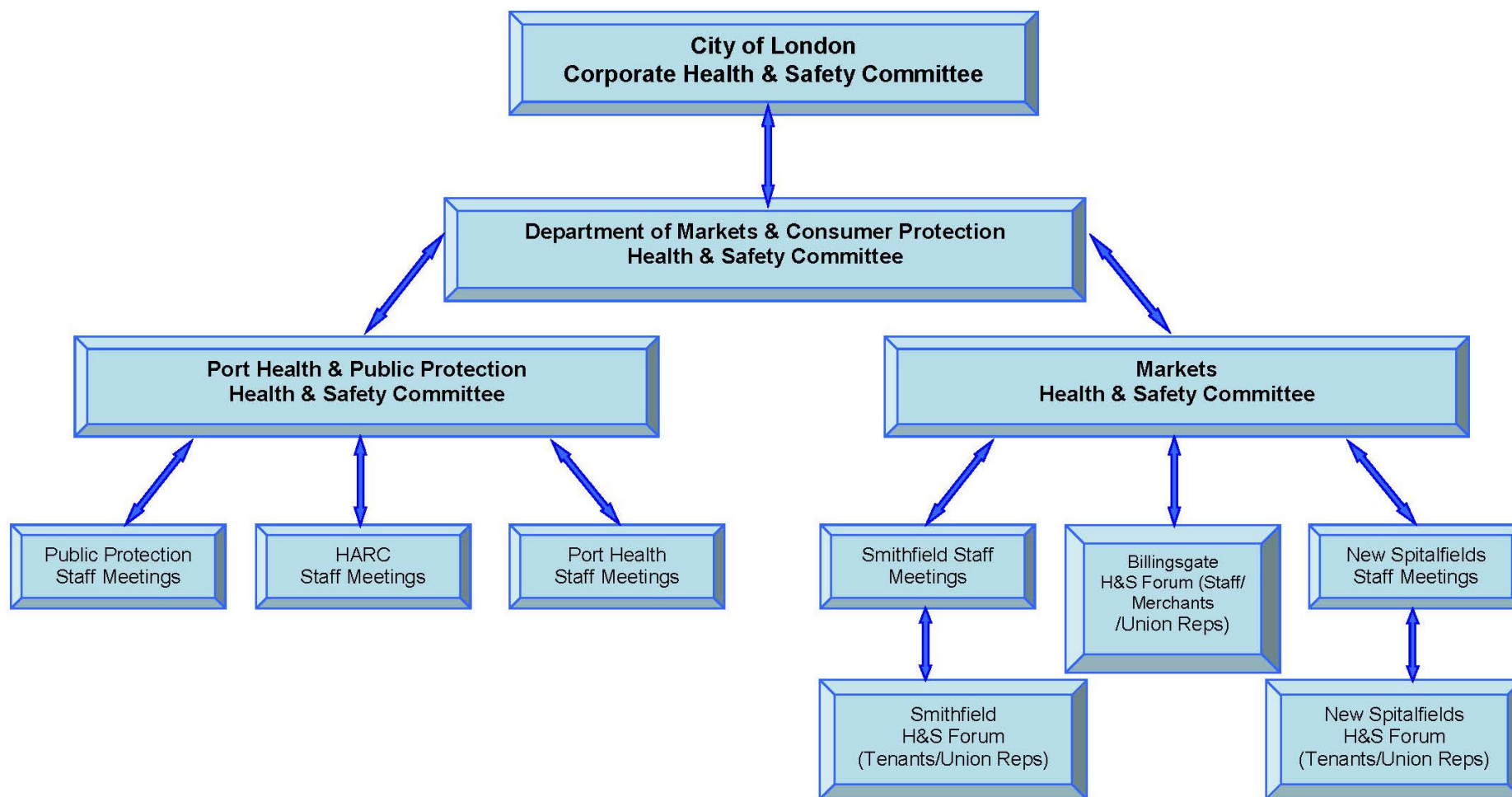
# Licensing Risk Register Summary

Generated on: 12 April 2016

## Risk Traffic Light: Green 2

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update and risk update date	Target Risk Score	Target date	Current Risk score indicator
MCP-PP 002 <b>Incorrect legal advice</b> Department of Markets and Consumer Protection Creation Date 05-Jan-2016	<b>Cause:</b> Incorrect legal process/advice followed for environmental health (excluding commercial teams) and licensing matters. <b>Event:</b> That a major prosecution case fails with costs not being awarded back to the CoLC/Judicial Review/civil claim associated with adverse publicity in the general and professional / technical media. <b>Effect:</b> Reputational and financial loss.	 Likelihood Impact	4		The following controls are in place: 1. Enforcement Policy in accordance with current legislation and guidance 2. Officers trained in enforcement 3. Pre-decision consultation with C&CS including counsel's opinion if necessary. 4. Legal "fighting fund" established.  <b>05 Jan 2016</b>	1 29-Apr-2016	 No change
MCP-PP 003 <b>Incorrect licensing advice.</b> Department of Markets and Consumer Protection Creation Date 05-Jan-2016	<b>Cause:</b> Incorrect legal process/advice followed for licensing matters. <b>Event:</b> Incorrect suspension of Premises Licence resulting in civil claim for loss of business. <b>Effect:</b> Reputational loss.	 Likelihood Impact	4	Jon Avern	The following controls are in place: 1. Enforcement Policy in accordance with current legislation and guidance 2. Officers trained in enforcement 3. Pre-decision consultation with C&CS including counsel's opinion if necessary. 4. Legal "fighting fund" established.  <b>05 Jan 2016</b>	2 29-Apr-2016	 No change

# Departmental Health and Safety Management Structure



## Port Health and Public Protection: Summary Business Plan 2016-2019

### Our **Departmental Vision** is:

The overall vision of the Department of Markets and Consumer Protection is to support the Corporate Plan through the provision of high quality, efficient services to our customers and stakeholders.

### Our **Strategic Aims** are:

- To advise, educate, influence, regulate and protect all communities for which we have responsibility in the fields of Environmental Health, Port Health, Trading Standards, Licensing and Animal Health.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

### Our two cross-departmental **Key Performance Indicators** are:

<b>Description:</b>	<b>2015/16 performance (where comparable)</b>	<b>2016/17 target</b>
Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2017, and a total of no more than 696 days across all PH&PP Service areas. (N.B. Target based upon Full Time Equivalent (FTE) members of PH&PP staff at 31 December 2015 (no. 116))	2015/16 data will be available following the end of the 2015/16 financial year	<b>&lt;=696 days</b>
90% of debts to be settled within 60 days and 100% of debts settled within 120 days.	2015/16 data will be available following the end of the 2015/16 financial year	<b>90%</b> (60 days) <b>100%</b> (120 days)

## Port Health and Public Protection: Summary Business Plan 2016-2019

### Our Financial Information:

	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget (latest approved)	2015/16 Forecast Outturn		2016/17 Original Budget	N.B.
	£'000	£'000	£'000	£'000	%	£'000	
Employees	5,396	5,450	5,931	5,882	99.2%	5,839	
Premises	615	510	730	746	102.2%	429	
Transport	210	186	184	182	98.9%	174	
Supplies & Services	1,017	803	1,163	1,143	98.3%	825	
Third Party Payments	47	52	28	27	96.4%	29	
Transfer to Reserve	0	0	0	0	0	0	
Contingencies	0	1	1	1	100.0%	1	
Unidentified Savings	0	0	0	0	100.0%	0	
Total Expenditure	7,285	7,002	8,037	7,981	99.3%	7,297	
Total Income	(5,113)	(4,866)	(5,378)	(5,570)	103.6%	(5,311)	
<b>Total Local Risk</b>	<b>2,172</b>	<b>2,136</b>	<b>2,659</b>	<b>2,411</b>	<b>90.7%</b>	<b>1,986</b>	<b>1.</b>
Central Risk	0	8	8	0	0.0%	8	
Recharges	2,224	2,211	1,770	1,770	100.0%	1,658	
<b>Total Expenditure (All Risk)</b>	<b>4,396</b>	<b>4,355</b>	<b>4,437</b>	<b>4,181</b>	<b>94.2%</b>	<b>3,652</b>	<b>2.</b>

### Notes on Financial Information:

1. Excludes Local Risk amounts spent by the City Surveyor
2. Projected outturn 2015/16 based on monitoring at period 9 (31/12/2015)



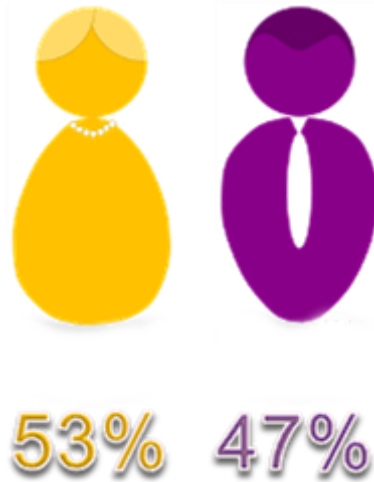
## Port Health and Public Protection: Summary Business Plan 2016-2019

### Our People\*:

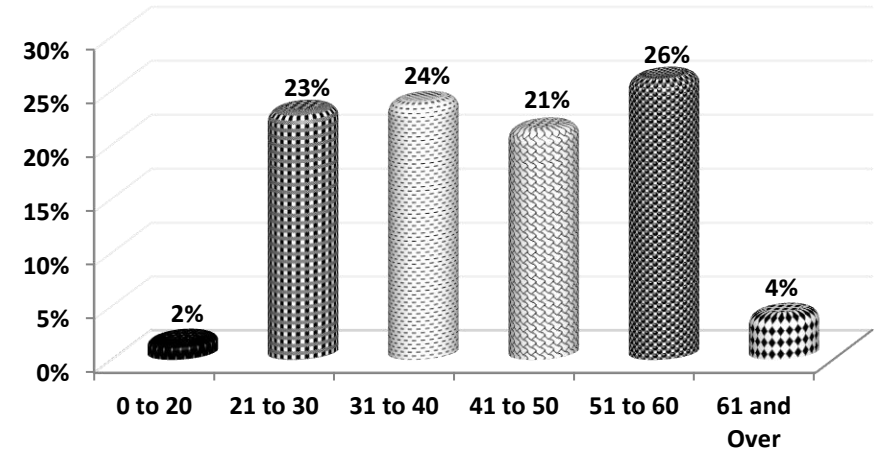
The Port Health and Public Protection Division has **122** employees 53% of whom are female and 47% male. Our employees are fairly evenly distributed across the age range. However, the fact that almost one third are aged over 50 emphasises the importance of succession planning over the coming years. The Departmental Workforce Planning Group will look at developing and implementing measures to mitigate the impact of the potential loss of experienced staff along with their skills and knowledge. There is a high proportion of male staff at senior management grades (Grade G – J) and strategies to recruit and develop female employees to higher level positions will be researched by the Workforce Planning Group.

**Sickness absence:** The overall average number of **working days lost per FTE** (full time equivalent) employee in the division during the year ending 31 December 2015 was **5.55**, against a corporate result of 6.20 and a corporate and local target of 6.00 days per FTE. There was a reduction in sickness absence throughout the year, with the average number of working days lost per FTE in December 2015 (.35 days) representing a 50% reduction in comparison with December 2014 (.71 days). All cases of sickness absence are rigorously managed in line with corporate procedures.

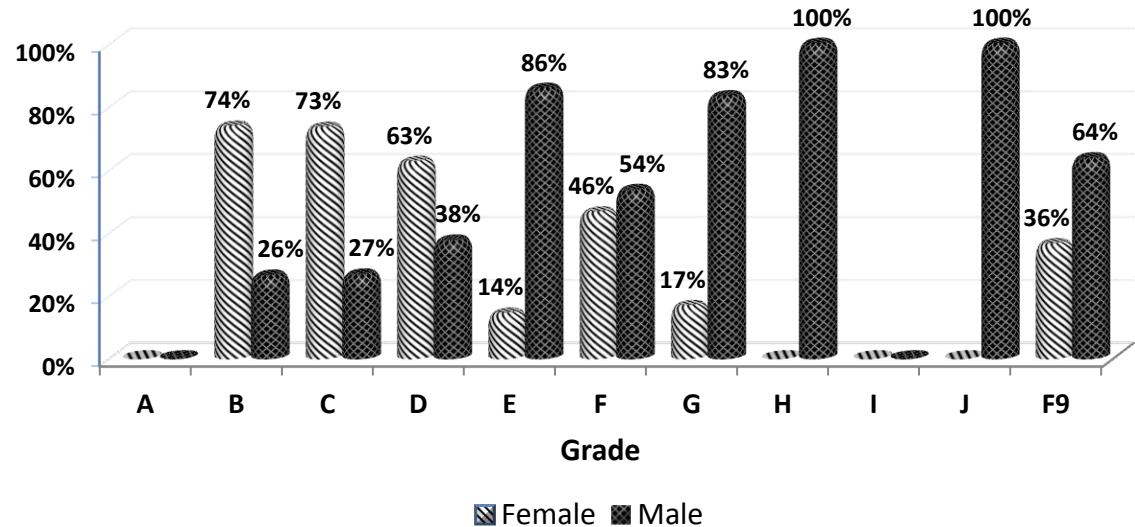
\*Statistics are those of 31 December 2015.



### Age Profile



### Gender by Grade



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<b>Committee(s)</b>	<b>Dated:</b>
Licensing	27 04 2016
<b>Subject:</b> Gambling Act – Annual Review of Fees 2016/17	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Peter Davenport - Licensing	

## Summary

The City of London Corporation has to set annual fees for those premises requiring a licence under the Gambling Act 2005. The report outlines current case law which has indicated that the process for setting the fees must be robust and that income received through the licensing process cannot exceed the cost of obtaining that income.

The matters considered by the licensing service in setting the proposed fees are discussed and include all aspects within the licensing process.

The proposed fees will result in a similar income compared with previous years. Some particular fees have been reduced where in previous years an assumption has been made that at least one application of the type in question will go to a hearing/review. This has not happened in the past five years and so the assumption has been removed.

## Recommendation(s)

Members are asked to:

- Agree the proposed fees for 2016/17 as set out in Appendix 2 (column four).

## Main Report

### Background

1. The Gambling (Premises Licence Fees) (England and Wales) Regulations 2007 (the 'Regulations') sets out the statutory provisions and limitations for setting gambling fees.
2. The City of London Licensing Authority must determine the appropriate fees subject to a maximum as set out in the schedule to the regulations. The fee structure allows for various types of applications associated with varying classes

of premises licence, many of which do not currently apply within the City of London e.g. Casinos, bingo Halls. A copy of the 'Table of Maximum Fees' can be seen as Appendix 1.

3. Licences are valid for life from the date of grant unless surrendered or revoked. An annual fee is due for payment within thirty days of the licence issue (effective date) and then annually thereafter.
4. Section 212 of the Gambling Act 2005 states that the licensing authority, '...shall aim to ensure that the income from fees of that kind [*determined by the licensing authority*] as nearly as possible equates to the costs of providing the service to which the fee relates...'.
5. A High Court case held on 16 May 2012 (*R (Hemming and Others) v Westminster City Council*) concluded that the amount of the fee is required to be determined every year and further that a local authority was precluded from making a profit from the licensing regime. A full account of the fee income and expenditure would therefore need to be considered to ensure a surplus is not being made. The decision was subsequently upheld by the Court of Appeal.
6. Mr Justice Keith stated in the case '... [*in relation to*] the steps which an applicant for a licence has to take if he wishes to be granted a licence or to have his licence renewed. And when you talk about the cost of those procedures, you are talking about the administrative costs involved, and the costs of vetting the applicants (in the case of applications for a licence) and the costs of investigating their compliance with the terms of their licence (in the case of applications for the renewal of a licence). There is simply no room for the costs of the 'authorisation procedures' to include costs which are significantly in excess of those costs.' Therefore enforcement costs, particularly against unlicensed operators, cannot be recouped.
7. The Supreme Court heard an appeal on 29 April 2015 and decided that licensing schemes which required the applicant to pay a fee covering the administrative costs of the application at the time the application is made and, in the event that the application is granted, a further fee to cover the costs of enforcing the licensing scheme did not fall foul of the Provision of Services Regulations 2009. Furthermore, the Supreme Court rejected Mr Justice Keith's view that enforcement costs cannot be recouped. In delivering the judgement of the Supreme Court, Lord Mance stated ... " there is no reason why it (*the fee*) should not be set at a level enabling the authority to recover from licensed operators the full cost of running and enforcing the licensing scheme, including the costs of enforcement and proceedings against those operating ... establishments without licences."
8. However, a decision regarding licensing schemes which required a fee that covered both the administrative costs and the costs of enforcing the scheme to be paid at the time the application was made, with the enforcement element being refunded should the application be rejected, was referred to the European Court of Justice for determination.

## Calculation of Fees for 2016/17

9. In order to avoid possible complications arising from non-compliance with the Hemming decision, the licensing service has carried out an in-depth examination of the processes that are undertaken in order to administer the licence application/renewal and the costs of investigating compliance with any licence conditions.
10. In determining the proposed fee structure for gambling premises licences the following factors have been taken into account:
  - Officer time spent on processing applications including site inspections and the issue of any licence
  - Officer time spent on the development and maintenance of processes and guidance notes
  - Training of staff as necessary
  - A proportion of the service costs such as accommodation, equipment and central recharges
  - Officer time spent on inspections of licensed premises to ensure compliance with terms and conditions of any licence

A further breakdown of those factors taken into account in the calculation of fees can be seen as Appendix 3.

11. Gambling fees for 2016/17 have been calculated on the above basis for each of a number of different types of licence. The majority of proposed fees have decreased or stayed the same. The primary reason for the decrease is that in previous years an assumption has been made that one, or more, of the gambling applications/licences of these types will go to a hearing/review, and the associated costs included in the fee calculation. As there have been no hearings/reviews for at least the previous six years this assumption has been revised to zero hearings/reviews in a typical year reducing the cost to be recovered through fees. Where there are increases in proposed fees these relate primarily to revised assumptions for costs of policy development, training and committee support. Proposed fees can be seen as Appendix 2.
12. The forecast number of applications for each type can be seen in the table below along with the number of licences/registrations that were actually granted.

	2014/15		2015/16		2016/17
	Forecast	Actual	Forecast	Actual	Forecast
New Betting Shop	1	0	1	0	1
Annual fee (renewal)	39	38	39	39	39

Variation	0	2	0	1	1
Gaming machine	20	19	20	19	19

### Proposals/Options

13. If fees are set lower than those recommended the result will be a deficit for 2016/17 as costs of administering the licence will not be fully met from income received.
14. Fees set higher than those recommended will result in a surplus i.e. an income which exceeds the cost of providing the service.
15. Any such under or over recovery of costs from 2016/17 will be calculated after the end of that financial year and will be carried forward to be taken into consideration in setting fees for 2018/19. The surplus or deficit on each fee type from 2014/15 has been taken into account when setting the fees for 2016/17. Ignoring a surplus or deficit could result in the City Corporation being subject to legal challenge.

### Corporate & Strategic Implications

16. The proposals within this report meet the statutory requirement to set fees for the licensing of activities within the Gambling Act 2005, as they apply to the City of London Corporation.

### Implications

17. Setting the recommended fees will result in Gambling licence estimated income for 2016/17 of £24,550, against a budgeted income of £22,000.
18. Setting fees above or below those recommended will have the implications as set out in paragraph 16 above.

### Appendices

- Appendix 1 – Statutory Maximum Fees
- Appendix 2 – Proposed Fees for 2016/17
- Appendix 3 – (Non-Public) Factors taken into account when calculating Fees.

### Background Papers

Transcript of (*R (Hemming and Others) v Westminster City Council*)

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**Table of statutory maximum fees**

Column (1)	Column (2)	Column (3)	Column (4)	Column (5)	Column (6)	Column (7)	Column (8)	Column (9)
Classes of premises licence	Maximum conversion application fee for non-fast track application	Maximum non-conversion application fee in respect of provisional statement premises	Maximum non-conversion application fee in respect of other premises	Maximum annual fee	Maximum fee for application to vary licence	Maximum fee for application to transfer a licence	Maximum fee for application for reinstatement of a licence	Maximum fee for application for provisional statement
Regional casino premises licence		£8,000	£15,000	£15,000	£7,500	£6,500	£6,500	£15,000
Large casino premises licence		£5,000	£10,000	£10,000	£5,000	£2,150	£2,150	£10,000
Small casino premises licence		£3,000	£8,000	£5,000	£4,000	£1,800	£1,800	£8,000
Converted casino premises licence	£2,000			£3,000	£2,000	£1,350	£1,350	
Bingo premises licence	£1,750	£1,200	£3,500	£1,000	£1,750	£1,200	£1,200	£3,500
Adult gaming centre premises licence	£1,000	£1,200	£2,000	£1,000	£1,000	£1,200	£1,200	£2,000
Betting premises (track) licence	£1,250	£950	£2,500	£1,000	£1,250	£950	£950	£2,500
Family entertainment centre premises licence	£1,000	£950	£2,000	£750	£1,000	£950	£950	£2,000
Betting premises (other) licence	£1,500	£1,200	£3,000	£600	£1,500	£1,200	£1,200	£3,000

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# Proposed Fee Structure

# APPENDIX 2

Application Type	Estimated number	Current fee	Proposed Fee	Increase/D decrease	Income Forecast	Adjustment for 2014/15*
New Betting Shop	1	£860	£680	-£180	£680	-£25.70
New Casino (small) *	0	£2,920	£2,710	-£210	£0	£0
New Bingo	0	£860	£710	-£150	£0	£0
New AGC	0	£860	£710	-£150	£0	£0
New FEC	0	£860	£710	-£150	£0	£0
Annual fee Betting Shop	39	£520	£580	£60	£22,620	£4.46
Annual fee Casino (small) *	0	£930	£1,050	£120	£0	£0
Annual fee Bingo	0	£520	£570	£50	£0	£0
Annual fee AGC	0	£520	£570	£50	£0	£0
Annual fee FEC	0	£520	£570	£50	£0	£0
Variation betting shop	1	£600	£300	-£300	£300	£0
Variation Casino (small) *	0	£2,660	£2,300	-£360	£0	£0
Variation Bingo	0	£600	£300	-£300	£0	£0
Variation AGC	0	£600	£300	-£300	£0	£0
Variation FEC	0	£600	£300	-£300	£0	£0
Transfer/reinstatement betting shop	0	£250	£200	-£50	£0	£0
Transfer/reinstatement Casino (small) *	0	£320	£270	-£50	£0	£0
Transfer/reinstatement Bingo	0	£250	£200	-£50	£0	£0
Transfer/reinstatement AGC	0	£250	£200	-£50	£0	£0
Transfer/reinstatement FEC	0	£250	£200	-£50	£0	£0
Provisional statement Betting Shop	0	£860	£710	-£150	£0	£0
Provisional statement Casino (small) *	0	£2,920	£2,710	-£210	£0	£0
Provisional statement Bingo	0	£860	£710	-£150	£0	£0
Provisional statement AGC	0	£860	£710	-£150	£0	£0
Provisional statement FEC	0	£860	£710	-£150	£0	£0
New app with prov statement Bet Shop	0	£610	£710	£100	£0	£0
New app with prov statement Casino (sm)	0	£730	£2,710	£1,980	£0	£0
New app with pro statement Bingo	0	£610	£710	£100	£0	£0
new app with prov statement AGC	0	£610	£710	£100	£0	£0
New app with prov statement FEC	0	£610	£710	£100	£0	£0
Change of circumstances	0	£50	£50	£0	£0	£0
Copy of licence	0	£25	£25	£0	£0	£0
Temporary use notice (TUN)	0	£450	£500	£50	£0	£0
Replacement TUN (copy)	0	£25	£25	£0	£0	£0
Gaming machine permit (2 or less) (one off fee & no annual fee)	0	£50	£50	£0	£0	£0
Gaming machine permit (3 or more)	0	£150	£150	£0	£0	£0
Annual fee gaming machine permit (3 or more)	19	£50	£50	£0	£950	£0
Variation to gaming machine permit (3 or more)	0	£100	£100	£0	£0	£0
Transfer of gaming machine permit (3 or more)	0	£25	£25	£0	£0	£0
<b>Total</b>					<b>£24,550</b>	

\* The adjustment has already been taken into account in the proposed fees.

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Example of factors taken into account when calculating  
fee for a renewal of a gambling (betting shop) licence.

2016/17

<u>General queries:</u> Includes time spent answering emails and telephone calls	£ 18.06
<u>Collection of Annual Payment:</u> Preparation of data for finance and update M3 database and public register	13.55
<u>Compliance Costs:</u> Includes inspections for checking compliance with licence conditions. Update information on database. Correspondence with licence holder	141.47
<u>Post renewal costs:</u> Member queries. Maintaining website. Quarterly return to Gambling Commission	41.39
<u>Policy:</u> Policy development. Committee work. Consultation with final report to Court of Common Council. Legislative updates. Training	356.97
<u>Surplus/deficit from two years previous:</u>	4.46
	<hr/> 575.88

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