



Licensing Committee

Date: FRIDAY, 28 APRIL 2023

Time: 1.45 pm

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:	Brendan Barns	Jason Pritchard
	James Bromiley-Davis	Ceri Wilkins
	Deputy Peter Dunphy	Vacancy*
	Mary Durcan	Vacancy*
	Anthony David Fitzpatrick	Vacancy*
	Deputy Marianne Fredericks	Vacancy*
	Deputy Shравan Joshi	Vacancy*
	Deputy Graham Packham	

***MEMBERSHIP SUBJECT TO ELECTION AT THE COURT OF COMMON COUNCIL ON THURSDAY 27 APRIL 2023.**

Enquiries: Polly Dunn
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Ian Thomas
Town Clerk and Chief Executive

AGENDA

NB: Certain matters for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These information items have been collated in a supplementary agenda pack and circulated separately.

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 from Thursday, 27th April 2023.

For Information
(To Follow)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order 29.

For Decision

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order 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 for the ensuing year.

To be considered in conjunction with item 11 on the agenda.

For Decision

7. **PUBLIC MINUTES**

To agree the public minutes of the meeting held on 2 February 2023.

For Decision
(Pages 5 - 10)

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

a) *Boxpark Trading Limited – 9 February 2023

To receive the public minutes of the licensing hearing in respect of the premises Boxpark Trading Limited, Boxhall Metropolitan Arcade, Liverpool Street, EC2M 7PD on 9th February 2023.

b) *Fit Kitchen – 27 February 2023

To receive the public minutes of the licensing hearing in respect of the premises Fit Kitchen, Basement & ground floor, 43-45 Eastcheap, London EC3M 1JA on 27th February 2023.

For Information

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

The Comptroller and City Solicitor to be heard.

For Information

10. ***DELEGATED DECISIONS OF THE EXECUTIVE DIRECTOR ENVIRONMENT PERTAINING TO PREMISES LICENCES**

Report of the Executive Director, Environment.

For Information

11. **DELEGATION OF FUNCTIONS**

Report of the Executive Director, Environment.

For Decision
(Pages 11 - 16)

12. **GAMBLING ACT - ANNUAL REVIEW OF FEES 2023-24**

Report of the Executive Director, Environment.

For Decision
(Pages 17 - 24)

13. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - ENVIRONMENT DEPARTMENT**

Report of the Executive Director, Environment.

For Decision
(Pages 25 - 38)

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

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

16. **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.

17. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 2 February 2023.

For Decision
(Pages 39 - 40)

18. ***Q1 - CITY OF LONDON POLICE LICENSING REPORT**
Report of the City of London Police.

For Information

19. ***OPERATION REFRAME - LATEST UPDATE**
Report of the City of London Police.

For Information

20. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE COMMITTEE**

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

LICENSING COMMITTEE

Thursday, 2 February 2023

Minutes of the meeting of the Licensing Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 2 February 2023 at 1.45 pm

Present

Members:

Sophie Anne Fernandes (Deputy
Chairman)
Brendan Barns
James Bromiley-Davis
Deputy Peter Dunphy
Mary Durcan
Anthony David Fitzpatrick

Deputy John Fletcher
Deputy Marianne Fredericks
Deputy Shравan Joshi
Jason Pritchard
David Sales

In Attendance

James Tumbridge (Chair)

Officers:

Chloe Ainsworth	- Town Clerk's Department
Andrew Buckingham	- Town Clerk's Department
Joanne Hill	- Environment Department
Frank Marchione	- Comptroller & City Solicitor's Department
Aggie Minas	- Environment Department
Jenny Pitcairn	- Chamberlain's Department
Rachel Pye	- Environment Department

1. APOLOGIES

Apologies were received from Deputy Graham Packham, James Tumbridge (the Chair) and Ceri Wilkins.

The Chair was unable to attend the meeting in person and joined the meeting virtually. In the absence of the Chair, the Deputy Chair chaired the meeting under Standing Order 30.

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

There were no declarations.

3. PUBLIC MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 12 October 2022 be approved as a correct record.

4. **MINUTES OF LICENSING (HEARING) SUB-COMMITTEES**

4.1 **Sisi's - 4 November 2022**

The Committee received the public minutes of the licensing hearing in respect of the premises of Sisi's, 7-9 Saint Bride Street, London, EC4A 4AS held on 4 November 2022.

RESOLVED – That the minutes be noted.

4.2 **Sisi's - 22 November 2022**

The Committee received the public minutes of the licensing hearing in respect of the premises Sisi's, 7-9 Saint Bride Street, London, EC4A 4AS held on 22 November 2022.

The Chair of the Licensing (Hearing) Sub-Committee outlined two factors which complicated this licensing hearing. First, the presentation of the application by the applicant's representative. Secondly, that the complaints of the objectors were of private nuisance rather than public nuisance.

The Chair of the Licensing Committee informed the Committee that Officers would be reviewing the model conditions and that this would provide an opportunity for Members to refresh their knowledge.

A Member stated that the model conditions should reflect the City Corporation's leisure programme, Destination City.

RESOLVED – That the minutes be noted.

4.3 **The University of Chicago Booth School of Business - 4 January 2023**

The Committee received the public minutes of the adjourned licensing hearing in respect of the premises the University of Chicago Booth School of Business, One Bartholomew Close, Barts Square, City of London, EC1A 7BL held on 4 January 2023.

The Licensing (Hearing) Sub-Committee informed the Committee that the end times initially proposed for licensable activities were not appropriate for the area of the business and that it was unfortunate that the applicant did not utilise the pre-application process, which would have highlighted this.

RESOLVED – That the minutes be noted.

5. **APPEALS AGAINST LICENSING (HEARING) SUB-COMMITTEE DECISIONS**

The Comptroller & City Solicitor advised the Committee that there had been no appeals against Licensing (Hearing) Sub-Committee decisions.

RESOLVED – That the update be noted.

6. DELEGATED DECISIONS OF THE EXECUTIVE DIRECTOR ENVIRONMENT PERTAINING TO PREMISES LICENCES

The Committee received a report of the Executive Director Environment detailing the premises licences, and variations to premises licences, granted under the Licensing Act 2003 and administered by the Licensing Service from 1 October 2022 to 31 December 2022.

RESOLVED – That the report be noted.

7. REVENUE ESTIMATES 2023/24

The Committee considered a joint report of the Chamberlain and the Executive Director Environment presenting for approval the revenue budgets for the Licensing Committee for 2023/24.

Members noted that the Executive Director Environment was still identifying savings and were concerned that the Committee was being asked to approve an incomplete report. The Committee was informed that it was not unusual for committees to receive financial reports with savings yet to be identified. It was noted that Members could approve the report and request updates at future committee meetings to scrutinise any additional savings proposals.

The Committee remained concerned that Officers were not able to provide assurances that future savings would not be sourced from licensing services. As such, the Committee decided not to approve the recommendations in the report due to a lack of information about the savings proposals.

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair of the Licensing Committee, to consider the report when further clarity on the unidentified savings was provided.

8. DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24

The Committee considered a report of the Executive Director Environment setting out the high-level business plan for the Environment Department for 2023/24.

The Committee expressed its discomfort at approving the business plan for areas of the Environment Department outside of licensing.

Members discussed the importance of striking the right balance between providing too much or too little licensing information within the high-level business plan. A Member stated that the plan was useful in ensuring that the disparate areas of the Environment Department were working towards the same goals. Members agreed that the plan in its current form did not contain enough information about how licensing contributes to the overall Environment Department strategy.

The Committee requested that an annex or sub-section focusing on licensing be added to the report and brought to a future meeting.

The Chair informed the Committee that he, the Deputy Chair and Officers in the Environment Department would explore how the Licensing Committee could be more involved in setting the licensing strategy in the future.

RESOLVED, that Members –

- Note the factors taken into consideration in compiling the Environment Department Business Plan; and
- Approve, subject to the incorporation of any changes sought by this Committee, the elements of the departmental high-level Business Plan 2023/24 which fall within the remit of the Licensing Committee.

9. **LATE NIGHT LEVY - 12 MONTH REPORT (1 OCT 2021 - 30 SEPT 2022)**

The Committee received a report of the Executive Director Environment examining the eighth year of operation of the late-night levy.

The Chair informed the Committee that Officers would explore how to utilise any underspend from the late-night levy.

RESOLVED – That the report be noted.

10. **GAMBLING ACT ANNUAL REVIEW OF FEES 2023-24**

The Committee considered a report of the Executive Director Environment proposing the annual fees for premises requiring a licence under the Gambling Act 2005 for the period of 2023 to 24.

Members were informed that the incorrect appendix to the report had been included within the agenda pack. As Members had therefore not had adequate opportunity to review the proposed fees, it was decided that the report would be considered at the next meeting.

RESOLVED – That the Committee would consider the report at the next Licensing Committee meeting.

11. **SEX ESTABLISHMENTS - ANNUAL REVIEW OF FEES 2023/24**

The Committee considered a report of the Executive Director Environment proposing the annual fees for those premises requiring a licence under the Local Government (Miscellaneous Provisions) Act 1982 as a sex establishment for the period of 2023 to 24.

The Deputy Chair reminded the Committee that there was a 0 number limit of sexual entertainment venues within the City. It was confirmed that there were no applications in progress.

RESOLVED - That Members agree the proposed fees for 2023/24 as set out in Appendix 1 of the report.

12. QUARTERLY LICENSING REPORT Q4 2022

The Committee received a report of the Commissioner of the City of London Police providing the Quarter 4 update for 2022.

RESOLVED – That the report be noted.

13. OPERATION REFRAME UPDATE

The Committee received a report of the Commissioner of the City of London Police providing an update on the Operation Reframe event, which took place on 3 December.

Members were informed that the next Operation Reframe was planned for 24 February and that the City of London Police were working with Transport for London (TfL) on the theme of getting home safely after a night out.

In response to a query from a Member, the Committee was informed that drink spiking has been witnessed on CCTV.

RESOLVED – That the report be noted.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

15. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no urgent business.

16. 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 Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

17. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 12 October 2022 be approved as a correct record.

18. NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE COMMITTEE

One questions was raised.

19. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no urgent business.

The meeting ended at 2.51 pm

Chairman

Contact Officer: Chloe Ainsworth
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Committee(s)	Dated:
Licensing	28/04/23
Subject: Delegation of functions	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,4,5
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Juliemma Mcloughlin Executive Director Environment	For Decision
Report author: Aggie Minas – Licensing Manager	

Summary

A licensing committee may arrange for the discharge of any of its functions as the licensing authority under the Licensing Act 2003 (the 2003 Act) and the Gambling Act 2005 (the 2005 Act), to a sub-committee established by it and, in some circumstances, the functions may be discharged to an officer of the licensing authority. The licensing committee may also discharge functions of the licensing authority under schedule 3 of the Local Government Act (Miscellaneous Provisions) Act 1982 (the 1982 Act). This report outlines the legislative provisions and statutory guidance in respect of delegating those functions.

Recommendation(s)

Members are asked to:

1. Agree the recommendations in paragraph 12 and the proposed scheme for delegation of functions and powers as set out in Appendix 1.
2. Delegate the officer function to the Executive Director for Environment.

Main Report

Background

Licensing Act 2003

1. Section 10 of the 2003 Act provides that a licensing committee may arrange for the discharge of any of its functions under that Act to a sub-committee established by it or, subject to certain exemptions, to an officer of the licensing authority.

2. Statutory guidance to the 2003 Act (S182 guidance) recommends that ‘where, under the provisions of the 2003 Act, there are no relevant representations on an application for the grant of a premises licence or club premises certificate or police objection to an application for a personal licence or to an activity taking place under the authority of a temporary event notice, these matters should be dealt with by officers in order to speed matters through the system.’
3. Table 1 of Appendix 1 sets out a list of matters to be dealt with and the circumstances in which they would normally be dealt with by a Sub-Committee or Officers. This table is based upon the recommended delegation of functions in accordance with Section 10 of the 2003 Act and S182 guidance.

Gambling Act 2005

4. Section 154 of the 2005 Act provides that a licensing committee may arrange for the discharge of any of its functions under that Act to a sub-committee established by it or, subject to certain exemptions, to an officer of the licensing authority.
5. Table 2 of Appendix 1 sets out a list of matters to be dealt with and the circumstances in which they would normally be dealt with by a Sub-Committee or Officers. This table is based upon statutory guidance to the 2005 Act (Gambling Commission guidance) which sets out a recommended delegation of functions.

Local Government Act (Miscellaneous Provisions) Act 1982 (schedule 3)

6. The 1982 Act does not make any recommendations on how a licensing committee may discharge its functions under that Act.
7. Table 3 of Appendix 1. sets out a list of matters to be dealt with and the circumstances in which they would normally be dealt with by a Sub-Committee or Officers. This table is based upon the same principle for delegating functions under the 2003 Act and the 2005 Act

Proposals/Options

8. In respect of the three Acts of Parliament listed above it is proposed that all functions and powers to enable the relevant sub-committee and officer to deal with the matters listed in column 1 of the relevant table in the circumstances listed in columns 2 and 3 as appropriate are delegated to the relevant sub-committee and officer.
9. Notwithstanding delegation by the Licensing Committee to sub-committee or to an officer, the Licensing Committee or licensing sub-committee can determine any matters within their remit. The Executive Director for Environment may refer any matter which she considers appropriate back to a licensing sub-committee for consideration. Similarly, a licensing sub-committee may refer any matter it considers appropriate back to Licensing Committee for consideration.

Corporate & Strategic Implications

10. The proposals within this report meet the statutory requirements to delegate functions under the Licensing Act 2003, the Gambling Act 2005, and the Local Government (Miscellaneous Provisions) Act 1982.

Implications

11. An approved scheme of delegation will reduce the risk of judicial review challenge to the Corporation's decisions under the above Acts.

Recommendations

12. It is recommended that Members approve the following:
 - (a) In so far as not already delegated, to delegate the requisite functions and powers to enable the matters to be dealt with listed in column 1 of Table 1 at Appendix 1 to any licensing sub-committee or the officer in the circumstances as set out in columns 2 and 3 of Table 1 (where no circumstances are mentioned in column 2 or 3 of Table 1 there is no delegation).
 - (b) In so far as not already delegated, to delegate the requisite functions and powers to enable the matters to be dealt with (listed in column 1 of Table 2 at Appendix 1 to any licensing sub-committee or the officer in the circumstances as set out in columns 2 and 3 of Table 2 (where no circumstances are mentioned in column 2 or 3 of Table 2 there is no delegation)..
 - (c) In so far as not already delegated, to delegate the requisite functions and powers to enable the matters to be dealt with (listed in column 1 of Table 3 at Appendix 1 to any licensing sub-committee or the officer in the circumstances as set out in columns 2 and 3 of Table 3 (where no circumstances are mentioned in column 2 or 3 of Table 3 there is no delegation).
 - (d) The reference to the officer at (a), (b) and (c) above is the Executive Director for Environment.

Appendices

- Appendix 1 – Proposed Delegation of Functions

Background Papers

- Licensing Act 2003 and associated regulations and guidance
- Gambling Act 2005 and associated regulations and guidance
- Local Government (Miscellaneous Provisions) Act 1982.

Aggie Minas

Licensing Manager

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Table 1: Licensing Act 2003 - Delegation of Functions

Matters to be dealt with	Sub-Committee	Officers
Application for personal licence	If an objection is made	If no objection made
Application for personal licence with unspent convictions	If an objection is made	If no objection made
Consider suspension or revocation of personal licence where holder is convicted after grant	All cases	
Application for premises licence/club premises certificate	If a relevant representation made and not withdrawn	If no relevant representation made or has been withdrawn
Application for provisional statement	If a relevant representation made and not withdrawn	If no relevant representation made or has been withdrawn
Application to vary premises licence/club premises certificate	If a relevant representation made and not withdrawn	If no relevant representation made or has been withdrawn
Application to vary designated premises supervisor	If an objection is made	All other cases
Request to be removed as designated premises supervisor		All cases
Application for transfer of premises licence	If an objection is made	All other cases
Applications for interim authorities	If an objection is made	All other cases
Application to review premises licence/club premises certificate including interim steps pending summary review	All cases	
Decision on whether a representation is irrelevant frivolous vexatious etc		All cases
Decision to object when local authority is a consultee and not the relevant authority considering the application		All cases
Determination of an objection to a temporary event notice	All cases	
Determination of application to vary premises licence at community premises to include alternative licence condition	If an objection is made	All other cases
Decision whether to consult other responsible authorities on minor variation application		All cases
Determination of minor variation application		All cases
Dispense of hearing, extend time limits, adjourn a hearing	All cases	

Table 2: Gambling Act 2005 - Delegation of Functions

Matters to be dealt with	Sub-Committee	Officers
Application for premises licence	Where representations have been made and not withdrawn	Where no representations have been made or have been withdrawn
Application for a variation to a licence	Where representations have been made and not withdrawn	Where no representations have been made or have been withdrawn
Application for a transfer of licence	Where representations have been made and not withdrawn	Where no representations have been made or have been withdrawn
Application for provisional statement	Where representations have been made and not withdrawn	Where no representations have been made or have been withdrawn
Application to review of a premises licence	All cases	
Application for a club gaming/club machine permit	Where objections have been received and not withdrawn	Where no objections have been made or have been withdrawn
Cancellation of club gaming/club machine permit	All cases	
Applications for other permits		All cases
Cancellation of licensed premises gaming machine permits		All cases
Consideration of temporary use notice	Where representations have been made and not withdrawn	Where no objections have been made or have been withdrawn

Table 3: Local Government Act (Miscellaneous Provisions) Act 1982 (schedule 3) – Delegation of Functions

Matters to be dealt with	Sub-Committee	Officers
Application for sex establishment licence	All cases	
Application for renewal of licence	Where objections have been made and not withdrawn	Where no objections have been made or have been withdrawn
Application for transfer of licence	Where objections have been made and not withdrawn	Where no objections have been made or have been withdrawn

Committee(s)	Dated:
Licensing	28/04/23
Subject: Gambling Act – Annual Review of Fees 2023-24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,4,5
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Juliemma Mcloughlin Executive Director Environment	For Decision
Report author: Aggie Minas – Licensing Manager	

Summary

The City of London Corporation must 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 providing that service.

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 slightly less income compared with previous years due primarily to a reduction in the forecast for the number of gambling premises in the City of London.

Recommendation(s)

Members are asked to:

- Agree the proposed fees for 2023/24 as set out in Appendix 1 (column 6, ‘Proposed Fee’).

Main Report

Background

1. The Gambling (Premises Licence Fees) (England and Wales) Regulations 2007 (the 'Regulations') set 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. The maximum fees permissible can be seen in Appendix 1 (column 4, 'Maximum permitted fee').
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.
6. Successive appeals/decisions in the Court of Appeal, The Supreme Court and the European Court of Justice decided that the fee can include administrative costs involved, the costs of vetting the applicants (in the case of applications for a licence) and the costs of investigating/enforcing the licensing scheme including costs involved in enforcement against those premises that are not licensed.

Calculation of Fees for 2023/24

7. 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 to administer the licence application/renewal and the costs of investigating compliance with any licence condition.
8. 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
- Time spent on the compilation of a new 'Statement of Licensing Principles'.

An example of those factors considered in the calculation of fees can be seen as Appendix 2.

9. Gambling fees for 2023/24 have been calculated on the above basis for each of a number of different types of licence. Some of the proposed fees have increased due to a combination of inflationary price increases and a reduction in the number of gambling premises in the City, meaning the costs of maintaining the statutory Statement of Licensing Principles is split amongst fewer premises. Proposed fees for 2023/24 can be seen in Appendix 1, column 6. Where the cost of processing the licence is higher than the statutory maximum, the fee has been reduced.
10. The forecast number of applications for each main type of gambling licence can be seen in the table below along with the number of licences/registrations that were granted in previous years.

	2021/22		2022/23		2023/24
	Forecast	Actual	Forecast	Actual	Forecast
New Betting Shop	0	0	0	0	0
Annual fee (renewal)	17	15	15	12	12
Variation Betting Shop	0	0	0	0	0
New/Annual Fee Bingo	1	1	1	1	1
Temporary Use notice	1	0	0	0	0
Gaming machine permits	17	12	12	13	13
Small Society Lotteries (New)	5	2	2	2	2
Small Society Lotteries (Renewal)	20	20	20	15	15

Proposals/Options

11. If fees are set lower than those recommended the result will be an increased deficit for 2023/24 as costs of administering the licence will not be fully met from income received.
12. Fees set higher than those recommended, where permissible, will result in a surplus i.e. an income which exceeds the cost of providing the service.
13. Any such under or over recovery of costs from 2023/24 will be calculated after the end of that financial year and will be carried forward to be taken into consideration in setting fees for 2025/26, except in cases where costs are higher than the statutory maximum fee and there is therefore no prospect of offsetting the under recovery through future fee increases. Ignoring a surplus or deficit could result in the City Corporation being subject to legal challenge.

Corporate & Strategic Implications

14. 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 an estimated income from Gambling licence fees for 2023/24 of £9,160, against a budgeted income of £12,000.
18. Setting fees above or below those recommended will have the implications as set out in paragraphs 11- 13 above.

Appendices

- Appendix 1 – Proposed Fees for 2023/24
- Appendix 2 – Factors taken into account when calculating Fees

Background Papers

None

Aggie Minas

Licensing Manager

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Proposed Fee Structure 2023 – 2024

Application Type	Estimated No	Current fee	Maximum permitted fee	Predicted cost of licence/ permit	Proposed Fee	Income Forecast
New Betting Shop	0	£910	£3,000	£953	£950	£0
New Casino (small) *	0	£3,140	£8,000	£3,351	£3,350	£0
New Bingo	0	£940	£3,500	£1,168	£1,170	£0
New AGC	0	£940	£2,000	£1,168	£1,170	£0
New FEC	0	£940	£2,000	£1,168	£1,170	£0
Annual fee Betting Shop	12	£580	£600	£792	£600 ¹	£7,200
Annual fee Casino (small) *	0	£1,420	£5,000	£1,665	£1,670	£0
Annual fee Bingo	1	£710	£1,000	£934	£930	£930
Annual fee AGC	0	£710	£1,000	£934	£930	£0
Annual fee FEC	0	£710	£750	£934	£750 ¹	£0
Variation betting shop	0	£390	£1,500	£394	£390	£0
Variation Casino (small) *	0	£2,550	£4,000	£2,539	£2,550	£0
Variation Bingo	0	£390	£1,750	£394	£390	£0
Variation AGC	0	£390	£1,000	£394	£390	£0
Variation FEC	0	£390	£1,000	£394	£390	£0
Transfer/reinstatement betting shop	0	£280	£1,200	£284	£280	£0
Transfer/reinstatement Casino (Sm)	0	£370	£1,800	£377	£380	£0
Transfer/reinstatement Bingo	0	£280	£1,200	£284	£280	£0
Transfer/reinstatement AGC	0	£280	£1,200	£284	£280	£0
Transfer/reinstatement FEC	0	£280	£950	£284	£280	£0
Provisional statement Betting Shop	0	£910	£3,000	£1,135	£1,140	£0
Provisional statement Casino (Sm)	0	£3,140	£8,000	£3,351	£3,350	£0
Provisional statement Bingo	0	£940	£3,500	£1,168	£1,170	£0
Provisional statement AGC	0	£940	£2,000	£1,168	£1,170	£0
Provisional statement FEC	0	£940	£2,000	£1,168	£1,170	£0
New app with prov statement Bet Shop	0	£930	£1,200	£1,151	£930	£0
New app with prov statement Casino (sm)	0	£3,000 ¹	£3,000	£3,315	£3,000 ¹	£0
New app with prov statement Bingo	0	£930	£1,200	£1,151	£930	£0
new app with prov statement AGC	0	£930	£1,200	£1,151	£930	£0
New app with prov statement FEC	0	£930	£950	£1,151	£950 ¹	£0
Change of circumstances	0	£50	£50	£50	£50	£0
Copy of licence	0	£25	£25	£25	£25	£0
Temporary use notice (TUN)	0	£500 ¹	£500	£889	£500 ¹	£0
Replacement TUN (copy)	0	£25	£25	£25	£25	£0
Prize Gaming Permit	0	£300	£300	£300	£300	£0
Gaming machine permit (2 or less)	0	£50	£50	£50	£50	£0
Gaming machine permit (3 or more)	0	£150	£150	£150	£150	£0
Annual gaming machine permit (3 or more)	13	£50	£50	£50	£50	£650
Variation to gaming machine permit (3 or more)	0	£100	£100	£100	£100	£0
Transfer of gaming machine permit (3 or more)	0	£25	£25	£25	£25	£0
Small society lotteries (new)	2	£40	£40	£40	£40	£80
Small society lotteries (renewal)	15	£20	£20	£20	£20	£300
Total						£9,160

¹ Reduced fee as necessary where actual costs exceed statutory maximum

* CoL is not at present identified as an authority permitted to issue large or small casino premises licences in its area.

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

2023/24 (Proposed fee is maximum permitted £600)

Task	Predicted cost £
General queries <ul style="list-style-type: none"> • Time spent answering queries including emails and telephone calls 	12.94
Collection of annual payment <ul style="list-style-type: none"> • Preparation of data for finance • Update M3 database and public register 	19.41
Compliance <ul style="list-style-type: none"> • Inspections for compliance with licence conditions • Update information on database • Correspondence with licence holder 	65.78
Post-renewal <ul style="list-style-type: none"> • Member queries • Maintain website • Quarterly return to Gambling Commission 	36.68
Policy <ul style="list-style-type: none"> • Policy development • Committee work • Consultation with final report to Court of Common Council • Legislative updates • Training 	657.77
Total predicted cost	792.58

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Committee: Licensing Committee	Date: 28 April 2023
Subject: Draft High-Level Business Plan 2023/24 – Environment Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report author: Joanne Hill, Environment Department	

Summary

The draft high-level Business Plan for the Environment Department for 2023/24 was presented to your committee in January 2023 for approval in so far as it applies to the Licensing Service. The high-level Business Plan provides a strategic overview of activity of all service areas which fall with the remit of both the Port Health & Environmental Services Committee and the Licensing Committee. As such, the proportion of content that relates to directly to the Licensing Committee is minimal. For that reason, your Committee did not approve the Business Plan and asked that it be re-presented to a later meeting with additional Licensing-specific information which would enable Members to make an informed decision.

This report re-presents for approval the draft high-level Environment Department Business Plan 2023/24 (Appendix A); information which does not directly relate to the Licensing Service has been ‘greyed-out’. Also presented, at Appendix B, is a supplementary document which lists the priority workstreams that will be undertaken by the Licensing Service during 2023/24. These workstreams support those set out in the high-level Business Plan which, in turn, supports delivery of the City of London’s Corporate Plan and other key corporate strategies, programmes and policies.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Environment Department Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee (and with reference to the Licensing Service priority workstreams at Appendix B), the elements of the high-level Environment Department Business Plan 2023/24 which fall within the remit of the Licensing Committee.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-side Business Plans for the first time in 2017 for the 2018/19

year. Members generally welcomed these high-level plans as being brief, concise, focused and consistent statements of the key ambitions and objectives for each department.

2. For 2023/24, the high-level Business Plan has further evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the strategic overview of departmental activity, trends where applicable, and direction of travel.

Draft final high-level Business Plan for 2023/24

3. This report presents, at Appendix A, the draft high-level Business Plan for 2023/24 for the services of the Environment Department which fall within the remit of the Port Health & Environmental Services Committee and the Licensing Committee, ie:
 - Public Protection, including the Licensing Service
 - Port Health
 - Animal Health
 - Cemetery and Crematorium
 - Cleansing and Waste.
4. This high-level plan includes an overview of the key areas of work that will be undertaken during 2023/24, all of which are focused on the need to continue to deliver statutory regulatory services in an efficient and compliant manner, while maximising opportunities to reduce expenditure and generate income.
5. The majority of the service areas covered by the plan report to the Port Health & Environmental Services Committee and, therefore, information specific to the Licensing Committee is minimal. For the sake of clarity, therefore, content which does not relate to the Licensing Service has been 'greyed out'. Additionally, Appendix B presents a supplementary list of priority workstreams which will be undertaken by the Licensing Service during 2023/24.
6. The high-level plan was developed in consultation with the department's Senior Leadership Team, Assistant Directors, and colleagues from across the wider City Corporation. The involvement of colleagues from Town Clerk's Department and the Chamberlain's Department has been instrumental in refining deliverables and priorities.
7. During the year, the Environment Department reports to Committees on progress made against the workstreams and performance indicators set out in its Business Plan. This gives Members the opportunity to scrutinise the department's progress towards achieving its objectives.
8. Members have further opportunity to scrutinise departmental performance through the Bilateral process, which most recently occurred in autumn 2022. In addition, the Audit and Risk Management Committee scrutinise the risk management process and ensure top risks are reviewed through regular risk updates and deep dives of corporate risks.

Corporate & Strategic Implications - The Corporate Plan outcomes we have a direct impact upon are listed in the Business Plan. The Plan also shows other key City of London strategies we are helping to deliver. Officers will actively engage with colleagues in the Corporate Strategy and Performance Team as they develop the new Corporate Plan.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income in order to make necessary savings.

Public sector equality duty (PSED) - The Department has established an Equality, Diversity and Inclusion (EDI) Working Group which is working on an EDI Action Plan. Members of the group will lead on a range of EDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Security implications - None

Conclusion

This report presents the draft high-level Business Plan for 2023/24 for the services of the Environment Department which fall within the remit of the Port Health & Environmental Services Committee and the Licensing Committee. Members are asked to approve, with reference to the separate list of Licensing Service priorities for 2023/24, the elements of the plan for which the Licensing Committee is responsible.

Appendices

Appendix A – Draft high-level Environment Department Business Plan 2023/24 (PH&ES and Licensing Committees)

Appendix B – Licensing Service Priorities 2023/24

Joanne Hill

Business Planning & Compliance Manager

Environment Department

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The Environment Department

Shaping sustainable future environments

The Environment Department is the largest in the organisation and provides a diverse range of services to London and the South East.

Within the ‘square mile’ we deliver many local authority and regulatory functions including planning and development; building control; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

Further afield, we manage over 4,500 hectares of green spaces; run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London’s ports. The Department’s aims, activities and vision are presented.

Due to the complexity and scope of the department, three separate High-Level Business Plans have been produced to reflect our three key Committee ‘clusters’. This plan covers the service areas which fall within the remit of the Port Health & Environmental Services Committee and the Licensing Committee.



Services within the remit of the Port Health & Environmental Services and Licensing Committees:

Port Health, Animal Health, Public Protection, Licensing, Cleansing and Waste

Looking back: what we achieved in 2022/23...

- The **new Environment Department** came into existence on 1 April 2022, bringing together two and a half former departments.
- The Senior Leadership Team began to embed **consistent working practices** across the new department and identify synergies and opportunities for collaboration and partnership working.
- All service areas continued to work in partnership with relevant **internal and external partners** to fulfil their statutory duties and deliver high-quality regulatory services to the public and City businesses.

Cleansing Service

- Played a **key role in the City's delivery of major events** including the Queens Jubilee and those related to passing of HM The Queen and the accession of King Charles III.
- Contended with a number of pressures, adapting services and invoking contingencies to deal with issues such as **rail and tube strikes** and a record **heatwave** resulting in a hosepipe ban.

Covid recovery

- As business and tourists returned to the city post-Covid, the Public Protection (incl. the Licensing Service) and Cleansing teams adapted their services to deal with the changing patterns of footfall and to support City businesses to recover from the pandemic.

Port Health and Animal Health

- Officers engaged with the UK Government on plans for **new Border controls** to advise and help shape policy.
- Port Health and Heathrow Animal Reception Centre (HARC) continued to deal with **high volumes of trade** through their facilities.
- The Animal Health Team carried out post-import checks for **Ukraine pets** arriving in London, supporting APHA with a new approach to managing quarantine.
- HARC secured use of a **new Border Control Post (BCP)** facility for dogs and cats, through collaboration with a commercial partner.

City Teams (including the Licensing Service)

- Continued development of the Safer City Partnership and Operation Broadway raised the profile of the work of the teams and their successful collaboration with City of London Police and other agencies.
- Continued to drive forward the actions set out in the Environmental Strategies: Air Quality, Noise and Contaminated Land.
- The Licensing Service implemented the transformational **AI Fresco Eating and Drinking Policy** in support of the hospitality sector, providing the City with vibrant spaces.

Cemetery and Crematorium

- The Cemetery and Crematorium retained its **Green Flag and Green Heritage Awards**.
- The Cemetery and Crematorium's new burial area, known as the Haywood Lawn, became operational in Autumn 2022.

How we plan to develop our capabilities in 2023/24

1. Develop our **people**, creating aspirational roles with genuine career progression and job satisfaction that retain and attract **talent**.
2. Invest in individuals' **professional and personal development** and build a sustainable, inclusive, resilient and agile workforce.
3. Improve **staff engagement and collaboration** with enhanced cross-departmental working to share knowledge, expertise and experience.
4. Develop effective, collaborative, **business partner relationships** with other departments, particularly HR and City Surveyors.
5. Review existing working practices and procedures to ensure **effective and efficient service delivery**; establish who does what and why, and consider alternatives.
6. Develop our use of **information**, digital information systems and dissemination, to support delivery of services that are intelligence led, data-driven and evidence based.
7. Identify further opportunities to work with external agencies to **deliver impactful results**.
8. Conduct stakeholder analysis and engagement to ensure each service area **maximises its full influencing potential**.
9. Address significant budget pressures; review our potential for delivery of commercial services and construct mechanisms to **enable and facilitate successful delivery**.

Our major workstreams this year will be...

- Assess and implement requirements for meeting new **air quality** statutory obligations following the introduction of the Environment Act 2021.
- Influence, prepare for and adapt to embed a new **Border Operating Model** for import controls at the end of 2023, by influencing policy and guidance, and designing resilient services that are flexible and dynamic to changing risks.
- Embed the **Climate Action Strategy** and Climate Resilience mitigations into resource planning and decision making - balance reduction of energy use against cost of investment to achieve savings. Identify appropriate vehicles and equipment savings, building retrofits etc.
- Develop a combined services strategy for the **Cleansing and City Gardens** teams, outlining service standards and public engagement plans.
- Support the drafting of a revised **Corporate Transport Policy**.
- Deliver the **Biodiversity Action Plan**.
- Public Protection Teams (incl. the Licensing Service) will continue to assess and adapt services in reaction to the **Night Time Economy** and Anti-Social Behaviour.
- The Licensing Service will develop a long term (10 year) strategy for the City of London on **AI Fresco dining** for the City's Streets.
- Implement and embed the new **Planning and Regulatory Services casework management system (CMS)** to provide a modern and intelligent way of working for the future.
- At the **Cemetery and Crematorium**, monitor funeral trends and adapt to provide a variety of options relevant to the needs and preferences of customers.
- Review the **Port Health accommodation** along the Thames to ensure that it is cost effective and meets future service demands.
- Develop a strategic approach for the future of **Walbrook Wharf** and how this will affect service delivery and contracts.

Our Key Performance Indicators	2023-24 Target
Cleansing: Percentage of City land with unacceptable levels of litter, graffiti etc.	<5%
Cleansing: Percentage of household waste sent for reuse, recycling or composting.	Increase
Cleansing: The number of members in the Community Toilet Scheme.	Increase
Air Quality: Increase the percentage of the City's area that meets the health-based Limit Values and WHO Guidelines for nitrogen dioxide levels by 31 March 2023. (Ultimate target is 90% by 31 March 2025).	Increase
Port Health: 85% of imported food and feed consignments that satisfy the checking requirements are cleared within 5 days: a) Products of Animal Origin (POAO) b) High Risk Products of Non-Animal Origin.	85% 85%
Port Health: 85% of imported food and feed consignments (Products of Non-Animal Origin) are subjected to mandatory documentary controls within 5 days.	85%
HARC: Acceptance of at least 90% of airline bookings for pets.	90%
HARC: 95% of flight collections attended within 30 minutes of the flight offloading.	95%
Animal Health: All operators meet the required standards when inspected for animal activities licences: a) 80% meet minimum standards b) 20% meet higher standards	80% 20%
Pollution control: 90% of justifiable noise complaints investigated result in a satisfactory outcome.	90%
Food safety: Sustain improvement in the proportion of food establishments that are at least 'broadly compliant' (i.e. Food Hygiene Rating Scheme score of 3 or above).	Sustain/ Increase
Health & Safety: Sustain improvement in the proportion of premises with notifiable evaporative cooling devices found to be 'broadly compliant' for legionella control (equivalent to health & safety inspection rating of B2 to C).	Sustain/ Increase
Licensing: Ensure that, within 12 months, 90% of licensed premises entering the red or amber zone of the Traffic Light Scheme are brought back to the amber or green zone, respectively.	90%
Cemetery & Crematorium: Number of burials and cremations.	Maintain

Our strategic commitments

Climate Action Strategy

- Embed climate resilience as a key component in decision making.
- Develop a plan to protect public health from urban heat effects.
- Reduce pollution and increase the resilience of the Square Mile.
- Develop service-based Climate Adaptation Plans.

Circular Economy Strategy

- Promote and enforce a policy of eliminating unnecessary single use items and lead by example.
- Deliver a successful programme of City-wide Circular Economy events.
- Work across departments to embed Circular Economy principles in all aspects of our work. Explore income streams to offset the increase in expenditure.

Destination City

- Support City businesses and residents with the impact this initiative will have on the City: increasing footfall and changing the dynamic of the City to a 7-day a week venue and cultural destination.
- Balance the needs of the business against the concerns of residents to manage the change effectively.
- Maximise the potential increase in income while managing greater numbers of complaints and the corresponding impact on delivery of enforcement services.

Air Quality Strategy

- Ensure that the City complies with the statutory requirements for London Local Air Quality Management.
- Demonstrate leadership for London by implementing the actions identified in the Air Quality Strategy 2019-2024 and further obligations outlined in the Environment Act 2021.

Noise Strategy and Contaminated Land Strategy

- Continue to develop, and implement the actions identified within, the Noise Strategy 2016-2026 and Contaminated Land Strategy 2021-2030.

Apprenticeship Strategy

- Promote and prioritise apprenticeships to build our capacity and provide the skills that we need both now and for the future.
- Utilise apprenticeships as a staff development tool by offering them to existing employees to upskill our workforce whilst they remain in employment, contributing to the department.

Safer City Partnership Strategy

- Actively participate in the Safer City Partnership, particularly in respect of the Anti-Social Behaviour and Night-time Economy workstreams.

We will actively work to deliver, and provide advice on, other relevant Corporate strategies, policies and programmes, including (but not limited to):

- Transport Strategy
- Licensing Policy
- City of London Code of Good Practice for Licensed Premises
- Street Trading Policy
- Secure City Programme
- The Recovery Taskforce
- Housing Strategy
- Lighting Strategy
- The Local Plan
- The City Plan 2040
- Health, Safety and Wellbeing Strategy
- Social Mobility Strategy
- Responsible Business Strategy
- Corporate Volunteering Strategy

The Corporate Plan outcomes we have a direct impact on are...

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
4. Communities are cohesive and have the facilities they need.

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal framework and access to global markets.

Shape outstanding environments

11. We have clear air, land and water and a thriving sustainable natural environment.
12. Our spaces are secure resilient and well maintained.

Our Corporate and Departmental business risks *

Risk Title	Score
Air Quality (Corporate Risk)	AMBER, 12
Brexit – Impact on Port Health and Animal Health	RED, 24
Road traffic collision caused by City of London staff or contractor who is unfit to drive while on City business	RED, 16

* Risk details were correct at January 2023 but are subject to continual review and change.

Operational Property requirements

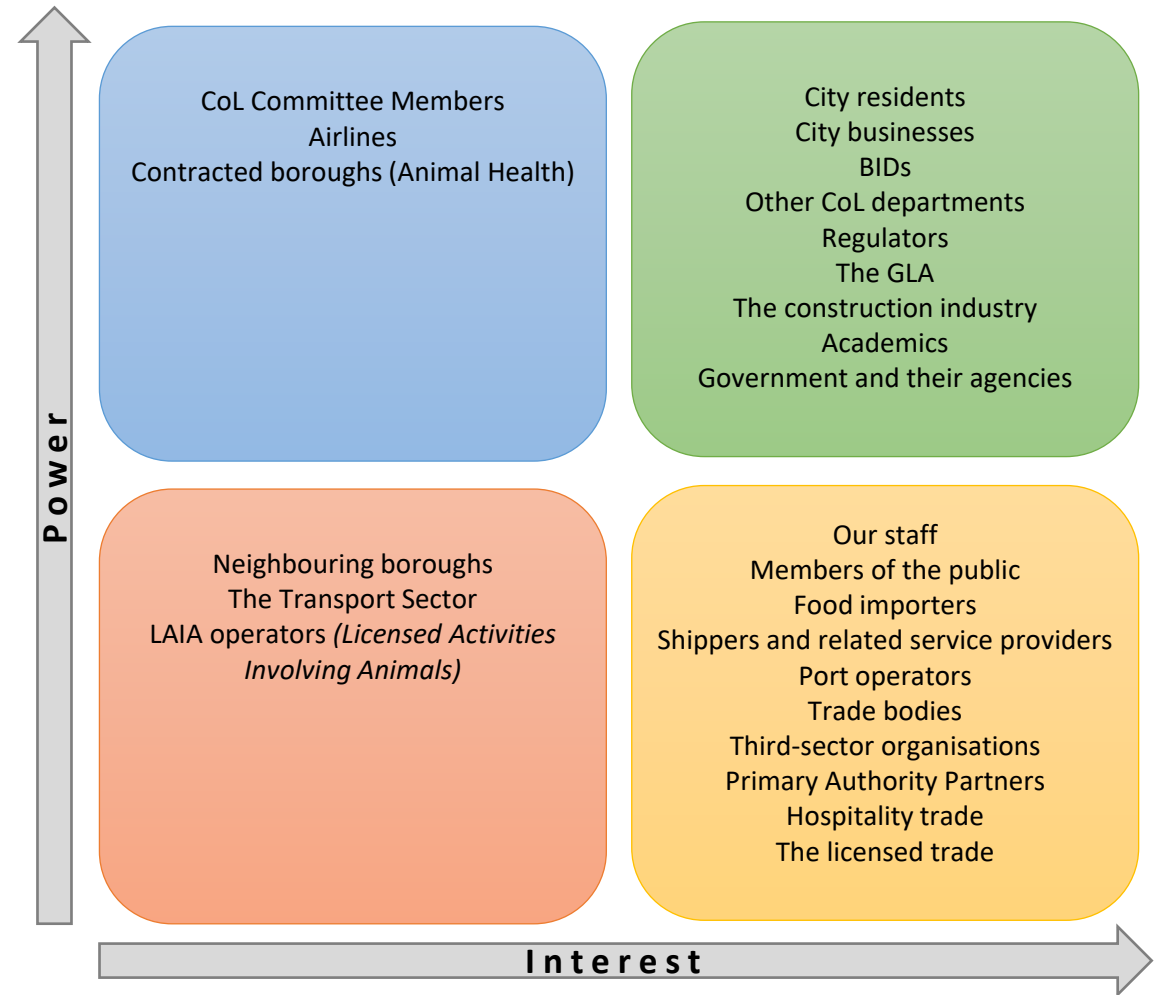
The Environment Department’s 850 staff are based across 25 sites throughout London and the south-east. We hold approximately 400 physical assets, almost 300 of which are at our Natural Environment sites.

As part of the Corporation’s Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including operational property. A Departmental ‘Task and Finish’ group will be established early in 2023/24 to undertake this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

Following this, we will work with the City Surveyor’s Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

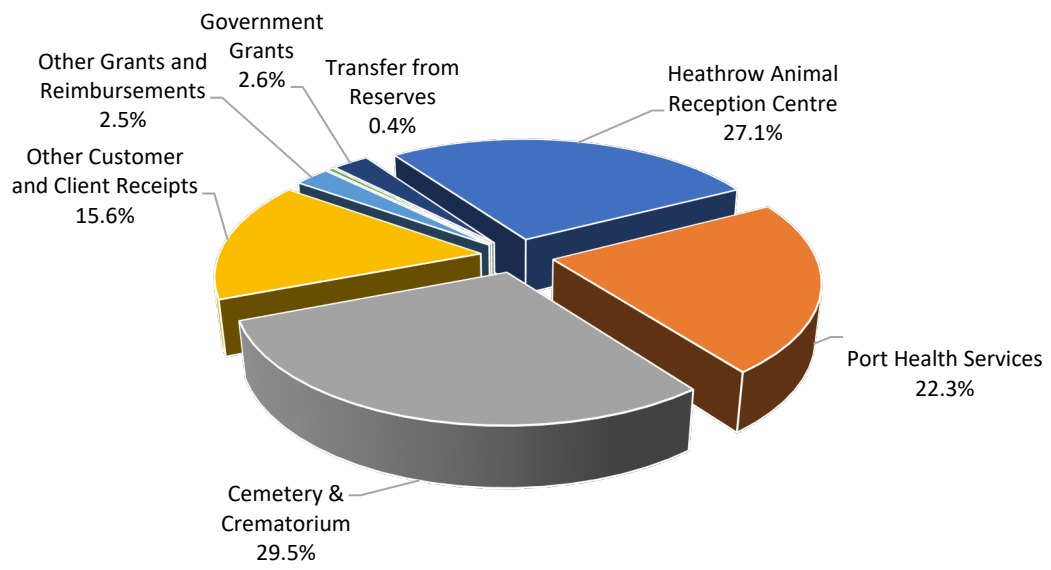
Stakeholder engagement

We have a wide range of stakeholders and delivery partners (including, but not limited to the key ones listed here) and will ensure we continue to communicate with them appropriately.

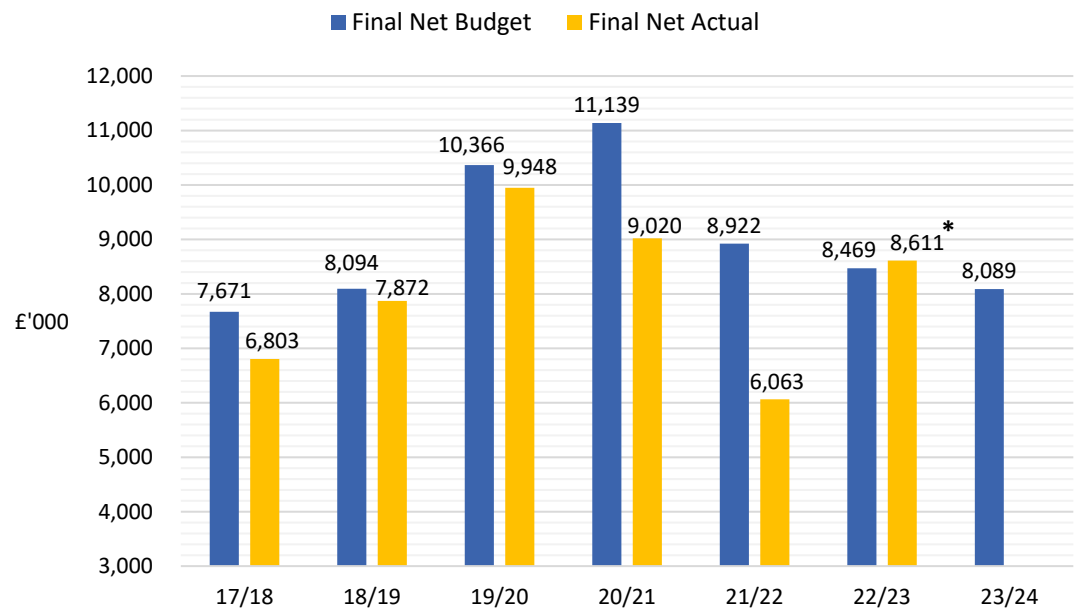


Our financial information

Where our money comes from

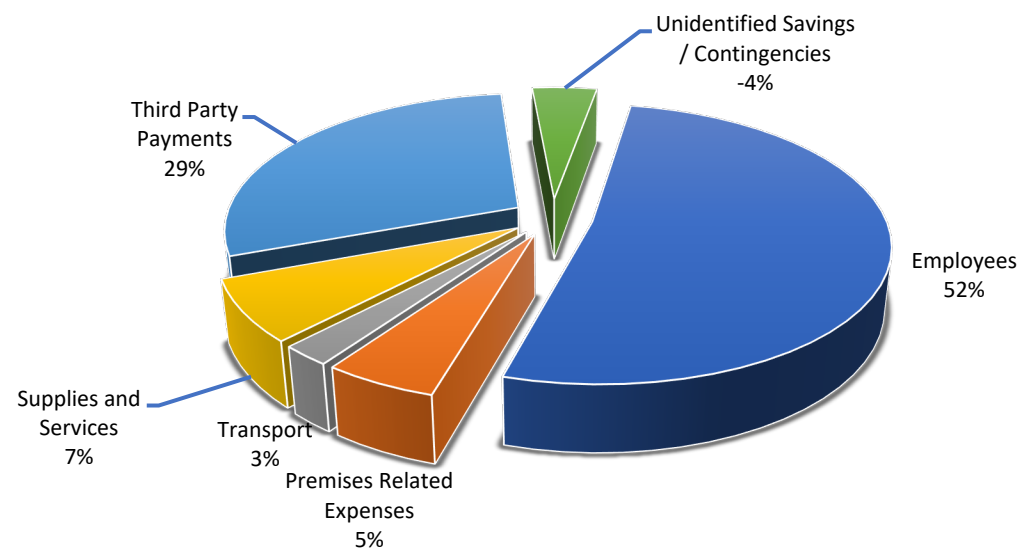


Budget vs Actual



*2022/23 'Actual' based on forecast

Where our money is spent



Capital Projects

Financial year	Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Funded or Unfunded
2023/24	Replacement of the Launch 'Lady Aileen' Engines (Capital Project).	Funded (from reserve fund)
2023/24	Replacement Excavator for the Cemetery & Crematorium (Capital Project).	Funded (from reserve fund)

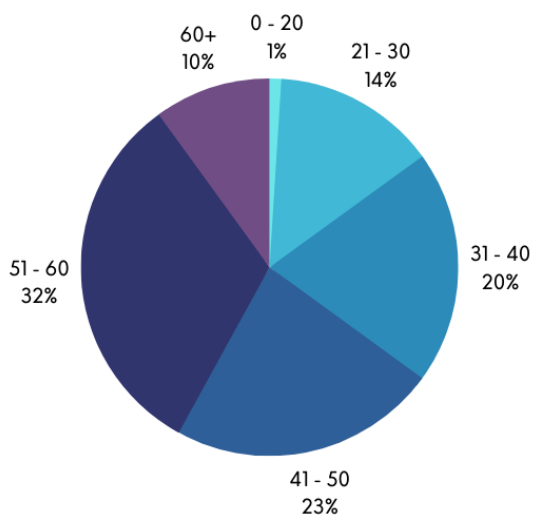
As a new department Equality, Diversity and Inclusion will be a key piece of work, and will include:

- ➔ Undertaking an audit on EDI across the new department
- ➔ Increased training and development for staff
- ➔ Encouraging staff to complete 'sensitive' HR information
- ➔ Looking at recruitment practices to expand staff diversity
- ➔ Encouraging staff to join and participate in staff networks

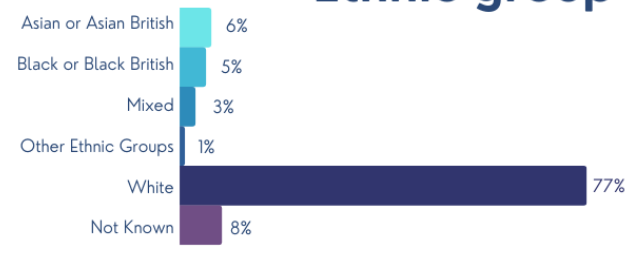
Gender



Age range



Ethnic group



*N.B. The information on this page relates to the whole of the Environment Department, not just to the services covered by the rest of this Business Plan. All data correct at time of most recent staff survey.

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Licensing Service Priorities 2023/24

Listed below are the priority workstreams that will be undertaken by the Licensing Service during 2023/24.

These workstreams support those set out in the high-level Environment Department 2023/24 Business Plan which, in turn, supports the delivery of the City of London's Corporate Plan and other key corporate strategies, programmes and policies.

1. Attain stakeholder/industry engagement to support business friendly licensing, promote the City's Night Time Economy, and attract new business to the City.
2. Review the City of London's pool of model conditions to provide a consistent approach by specifying appropriate and enforceable conditions that can be included on the grant of a premises licence.
3. Implement the provisions of the Levelling-Up and Regeneration Bill in respect of the Business and Planning Act 2020, and a permanent pavement licence regime.
4. Review the City of London's Al Fresco Eating and Drinking Policy following permanency of the pavement licence regime.
5. Ensure that Destination City Team integrates the City's licensed trade into its events.
6. Review the Licensing pages of the City of London website to ensure up-to-date and accurate information is available to users.
7. Deliver on the implementation of the Idox/Uniform licensing module. Idox is the back-office software that underpins the management of the Licensing Service.
8. Relaunch the Safety Thirst accreditation scheme, realigned with the new Licensing Code of Good Practice.
9. Determine the financial implications for licensing income generally and determine annual fees for each of the licensing categories.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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