

APPENDIX 1 - Licensing Service Improvement Plan

No	Action	Responsibility	Target Date	Progress	In Progress/ Completed
Decision Making					
D1	Forward Plan to be a standing agenda item for each Licensing Committee, to include: <ul style="list-style-type: none"> • Member training • Taxi Forums • New/Revised/Reviewed Policies • Quarterly performance reports 	Licensing Manager	February 2017	Draft Plan produced and to be considered by members at GLC on 21.2.17	Complete
D2	Convictions Policy to be reviewed	Licensing Manager	February 2017	Report drafted and on GLC agenda 21.2.17	Complete
D3	Clarification of process to be followed in determining when a matter should be referred to GLC for consideration of the “fit and proper” test. Development of checklist / proforma to record consultation with Legal Services.	Licensing Manager	March 2017	Adopted at committee on 21.3.17	Complete
D4	Clarification of procedure for emergency action under SO 38	Licensing Manager	March 2017	Report drafted and on GLC agenda 21.2.17	Complete
D5	Update procedures in light of new format for Hearings (first implemented on 18 May). Specifically: <ul style="list-style-type: none"> • New text to be drafted for letters to invite person to (i) interview and (ii) Hearing • Revisit wording on interview template • Consider drafting officer witness statements prior to Hearing 	Licensing Manager	June 2017	Draft amendments / updates produced and circulated for comment. Monitoring Officer confirmed that content of revised interview letter was satisfactory 8.6.17.	Complete
D6	Update the report template for information to be presented to the General Licensing Committee which require a decision on the “fit and proper” test, specifically including, where appropriate, mechanics (eg use of ex parte hearings); format; and inclusion of professional advice and recommendations	Licensing Manager	April 2017	Adopted at committee on 21.3.17	Complete

D7	Implement a policy for the testing of modified vehicles	Licensing Manager	November 2017	Work commenced, practical activity underway, on GLC agenda March 2017. Meeting with Brian Derbyshire of LCC on 30 th March. Draft policy adopted by GLC on 13 June 2017, with a requirement to consult before adoption at committee and subsequently at full council. Consultation will include issue of whether to use LCC as sole testing station. Consultation to commence on 1 Aug 2017. Report to GLC 17Oct17. Currently in the processing of facilitating a meeting between LCC and the trade to progress the policy. The meeting between SRBC, LCC and the trade took place on 12 th Jan with a report to be taken to the Feb GLC. Back to 20 th Feb GLC agenda for additional consultation exercise to be authorised	In Progress
D8	Written procedure instructions to be in place for Licensing Officers detailing roles, responsibilities and processes (administrative and enforcement). To include a peer review procedure for decisions taken by Licensing Officers and 10% management checks	Licensing Manager	March 2018	Currently in progress. Peer reviews of all decision are no longer taking place due to the increased knowledge and experience of the licensing officers.	Complete
D9	Annual review of the Hackney Carriage and Private Hire Vehicle Licensing Policy and associated appendices	Licensing Manager	November 2017	14 amendments identified to date and presented to June committee when formal consultation with trade was agreed (to be finally adopted at full Council in Nov). Consultation to commence on 1 Aug 2017. Report to GCL 17Oct17. Adopted at full Council 22Nov17	Complete
D10	Complete implementation of s165-167 of the Equality Act relating to the creation of a list of wheelchair accessible vehicles	Licensing Manager	September 2017	21st March committee approved implementation of the Act. Next steps – identify relevant vehicles, medical exemptions	Complete

				and training programme. GLC 3 June 17 – agreed to consult trade on draft exemptions policy, new documentation adopted. Consultation to commence on 1 Aug 2017. Report to GCL 17Oct17. Adopted at full Council 22Nov17	
D11	Review the constitution of hearing panels with a view to moving to 3 or 5 member panels, with a consistent chair, afternoon hearings. Hearing papers to be restricted to members of the panel with consideration given to the recording of hearings	Licensing Manager in consultation with Corporate Governance Manager	November 2017	Initial report to GLC in June 2017 was withdrawn pending further consultation with leadership. Discussed with vice chair and portfolio holder on 3 rd July, who were in agreement. Confirmation on proportionality issue to be obtained from Dem Services, then portfolio holder to be asked to raise with the leader. A report on moving to 5 member panels is on the agenda for the 19 th Sep GLC	Completed
D12	Mobile Homes Licensing Policy to be introduced	Licensing Manager		Draft policy to the November GLC. Consultation to take place during Dec 17 and Jan 18. The outcome of the consultation and report will be taken to the Feb GLC	In Progress
Strengthening Partnerships					
S1	Re-locate Licensing in closer proximity to Legal Services	Licensing Manager	February 2017	Done	Completed
S2	Hold Taxi Forums on a quarterly basis with members invited to attend	Licensing Manager	June 2017	Included on draft Forward Plan. Need initial discussions with trade. GLC June 2107 - first forum to be arranged for first 2 weeks in July with GLC chair, vice chair and portfolio holder expected to attend (other GLC members invited). Forum took place on 13 th July	Complete
S3	Protocols / practical arrangements (data sharing, relationship building) put in place to meet and share information with partner agencies on a trusted basis. Partners to include: <ul style="list-style-type: none"> the police (fortnightly meetings); 	Licensing Manager	April 2017	Met with the police in February Andy met with the LADO on 27 April. One outcome was details provided giving direct access to the Lancs Constabulary Disclosure Unit.	Complete

	<ul style="list-style-type: none"> LCC / LADO; and other District councils as appropriate 				
Building Confidence					
B1	Formally record details of pro-active enforcement action for reporting to the Licensing Committee	Licensing Manager	February 2017	Details recorded on LALPAC database and manual records	Completed
B2	A performance monitoring report to be submitted to each Licensing Committee	Licensing Manager	June 2017	Agreement for reporting to GLC from June 2017 meeting onwards in place, to detail enforcement undertaken on a monthly basis from the start of 2017-18. Report for members' initial consideration was on agenda for GLC on 13 June 17 but deferred until July 2017. Reported to GLC on 11 th July	Complete
B3	Review current driver / operator licences against the revised Convictions Policy once that has been approved	Licensing Manager	Begin: April 2017 Concluded: August 2017	Exercise underway and c120 files revisited. Due to be completed by mid September.	Complete
B4	An annual report will be provided to the Licensing Committee detailing the performance and activity of the licensing function over the previous 12 months	Licensing Manager	June 2017	On the 13 June GLC agenda but deferred until July meeting. Presented to GLC on 11th July	Complete
B5	Council to receive reports from the Chair of the GLC on the Licensing Service and Committee activity (other than quasi-judicial matters)	Licensing Chair	July 2017	Discussed with Cllr Rainsbury 11 April. Peter to speak to Caroline Elwood re scheduling on the Council agenda. Caroline has suggested that the presentation of the annual report to council should be incorporated into the GLC's Terms of Reference. The presentation of the annual report to full Council by the Chair of GLC is included in amendments to the GLC ToRs that are being reported to GLC on 19 th Sep. GLC ToRs have been amended – GLC Chair to present the annual report to the November council meeting. On the forward plans for SMT and November council. Annual report to full Council 22 Nov	Complete

B6	Safeguarding training to be provided to all drivers	Licensing Manager	December 2017	All drivers have been asked to attend safeguarding training, but 20 drivers have failed to attend. These drivers have been requested to attend online safeguarding training during Feb 18. One to one training will be provided to these drivers as they renew their licences. Safeguarding information is provided to all new drivers at the point of application. A meeting is planned with an external training to provider to consider the possibility of this provider providing driver and safeguarding training. The meeting with Personnel Checks took place, although suggested way forward would require drivers to attend venues across Lancashire. On GLC agenda for 11th July. Consultation commenced on 1 st August regarding using the online Lancashire Children's Safeguarding Board tool as the appropriate training method. Report to GCL 17Oct17. Report to full Council adopted on 22Nov17	In Progress
B7	Implement an operator accreditation scheme	Licensing Manager	December 2018	The adoption and implementation of the scheme is to be undertaken by the new Head of Licensing when that officer is in post	
B8	Member training plan, including safeguarding training and job shadowing, to be agreed	Licensing Manager	March 2017 & ongoing	Approved at 21 Mar 17 GLC. Training on the hearings process to be provided to members on 9 May. Agenda item to reflect on this and identify next steps set for 11 July. Consider a committee visit to another council – possible Preston. An approach has subsequently been made to Preston to observe one of their GLC meetings. No response received from Preston – to be followed up. Preston did not want to	Complete

				go ahead, so Chorley have been approached. Shadowing arranged at Chorley on 15Nov17. Joint training with Chorley being arranged for March 18	
B9	Implement a communications strategy, which includes promotion of the complaints procedure	Licensing officer in consultation with comms team	May 2017	Social media is currently being used to raise the profile of taxi licensing. For example, tweets and facebook posts were uploaded to inform the public of the guide dog test purchase exercise. Steph has agreed to take this on board and to liaise with PR	Complete
Service delivery and transformation					
T1	Develop a schedule of pro-active enforcement action to be undertaken by Licensing Officers during 2017-18	Licensing Manager	May 2017	The team has discussed the best way of scheduling enforcement work. They are considering deciding which work to undertake when they meet weekly on a Monday afternoon	Complete
T2	Training and development programme to be created for Licensing Officers	Licensing Manager	April 2017 & Ongoing	Some training needs identified and options for delivery explored. PDRs to be completed on 28 th April with training (including safeguarding and PACE) being included. PDRs have been completed with Steph & Chris both asking for follow up training on PACE. Training and development has now been incorporated into 'business as usual' and is identified through PDRs and regular one to ones	Complete
T3	Complete review of Licensing and its preferred location in the corporate structure	Chief Exec	January 2018	Delayed due to the re-structure and shared services agenda	Complete
T4	Review the Licensing Officer job descriptions and person specifications. Consider introduction of formal out of hours working requirement / financial implications.	Licensing Manager	January 2018	Delayed due to the re-structure and shared services agenda	Complete

T5	Improvement plan for other licensing matters to be developed: <ul style="list-style-type: none"> Alcohol 	Licensing Manager	Jun 2018	Member learning hour took place on liquor licensing 10 th July. New Gambling policy to be added to the GLC Forward plan for late 2018	In Progress
T6	Implement the new version of LALPAC with data converted/input from the previous version	Licensing Manager	October 2017	Testing complete. Live database installed on 24 th April. IDOX consultancy procured to transfer data onto the new database 24-26 Oct	Complete
T7	Document retention policy to be adopted	Licensing Manager	May 2018	To be dealt with as part of a corporate response to the implementation of GDPR	
T8	Assessment of fees and charges to be effective from July 2018	Licensing Manager	May 2018	Delayed due to the re-structure and shared services agenda	In Progress
T9	Review of the Gambling Policy	Licensing Manager	Jan 2019	Nations policy for all councils to review their gambling policies by Jan 2019. To be included in the GLC forward plan.	