# Briefing Note

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| **To:** | **Licensing Committee** |
| **From:** | **Director, Public Protection & Licensing** |
| **Date:** | **5th July 2017** |
| **Re:** | **Business Information & Licensing Service Performance Review 2017** |
| **Office Location:** | **Portland House, 22nd Floor** |

## 1.      Introduction

1.1     The Licensing Service has worked with the Council's Business Intelligence Team to establish a performance dashboard. The purpose of this dashboard is to monitor and report on performance and key information that will enable the Service to better understand trends in licensing activity and application numbers.  Alongside development of the dashboard the Service has also implemented new systems of work and IT solutions to manage workflow of applications.

1.2     Key Performance Indicators (KPIs) have been developed over the last year to ensure efficient progress of all cases, effective case management and provision of a high quality service. These KPIs represent milestones across the application process, and include the receipt, validation, processing and acknowledgement of applications, granting of licences and closing open Temporary Event Notice application records.  The list of KPIs is attached at Appendix 1 along with the Service's performance against those targets.

## 2.      Executive Summary

2.1     The figures detailed in this report are for Members information only.

2.2     Statistics show that there has been a steady increase in the number of applications received over the last three financial years. The first quarter of 2017 in comparison to 2015 and 2016 shows that on average there has been a 10% increase in applications received each month, which presents a key trend when anticipating numbers of applications in the future.

2.3     Although there has been an increase in the volume of applications received, the service has continued improving the time that it takes to validate and acknowledge applications.  The target to acknowledge applications is within 2 working days.  This target has improved from 76% in 2015/16 reaching 97% in June 2017.

2.4     The number of licences issued per month has remained reasonably steady, however Members will note that over the 2017/18 period so far the average percentages for the different target deadline set are well within the 90s increasing to 100% in June 2017.

2.5     Although the closing of Temporary Event Notice records within the Council's database does not have a direct impact on our customers it is a key requirement to enable the Licensing Authority to keep a track on the number of Temporary Event Notices that have been submitted for each premises or the notice giver.  The Licensing Service has implemented a performance target to enable them to monitor the closing of these records. There has been steady progress in improving the time it takes to close a Temporary Event Notice record on the Council's database.

2.6 The number of Temporary Event Notice applications received throughout the year is usually consistent with a spike in September, October and November for Christmas and New Year's Eve extensions. However, in May 2017 the Service received 77 additional applications when compared to the previous year, which was unusual considering the trends. This unusual peak caused a slight decrease in the number of Temporary Event Notices that were closed down in May 2017. By documenting peaks in the trends throughout the year it highlights areas where improvement is needed and gives the Service the opportunity to prepare for the future to ensure that key targets are met.

2.7 The statistics for June 2017 show that 97% of the Temporary Event Notices were closed down within 7 days following the last date for objection. This is the highest percentage reached since recording this target and the Service strive to continue to improve.

2.8 Overall there have been improvements in the way that the Service operates. The ability of the Service to consider and take applications through to determination as an 'end to end' process has prevented a number of time consuming hand-offs, and significantly reduced the potential for errors.

2.9 The aim for the Service is to continue to improve against its own performance indicators whilst working on key service plan priorities and other Council priorities.

## 3. Key Successes

3.1 Since the introduction of the business information dashboard the Licensing Service has changed the way it operates. Greater emphasis has been given to the early assessment of applications to establish whether they are likely to require determination by a Licensing Sub-Committee, either due to being outside of policy, or, being a premises/operation against which residents will submit representation.

More focus has been given to managing the interaction between applicants, residents and responsible authorities at the initial stages of the application process. This has resulted in a number of applications (excluding those against the Council's Licensing Policy) being amended or conditions being agreed, enabling them to be determined by officers. Customers have benefited from this approach.

3.2 The Licensing service is now also making representations to applications as the Licensing Authority. This is enabling the Service to ensure that applicants focus on the Council's policy and specifically meet the requirements of those policies. This has had the effect of improving the applications that have been submitted and the operating schedule which forms part of that form. Some applicants, once receiving the Licensing Authority representation, have made amendments to their application whilst in the initial period of the consultation period to reduce the hours or activity which was outside of policy so that they would meet the policy requirements. Others applications that were completely outside of policy have in some cases withdrawn their applications because of the representations from the Licensing Authority.

3.3 This intervention has reduced the number of applications brought before Licensing Sub-Committee for determination. It should be noted that the Licensing Service receives over 6000 applications a year, of which approximately 160 applications require determination at Licensing Sub-Committee

3.4 Through the Business Information dashboard we have developed a model to enable the Licensing Service to manage the peaks in licence applications each year. The Service's busiest period is between September and December, although there are smaller peaks in application numbers earlier in the year. November is the busiest month of the year during which in excess of 1200 applications can be received. The majority of these applications are Temporary Event Notices for Christmas and the New Year.

3.5 The introduction of KPIs has seen a vast improvement in the time it takes for the Licensing Service to acknowledge, determine licence applications; and issue licences.  A full breakdown of the team performance against these KPIs is available in Appendix 1.


## 4. Future Development of Business Information

4.1 The Licensing Service is continuing to develop its business information to enable further analysis of specific types of applications, where they are being applied for and hours of operation.  We will also be looking to develop other trends in specific types of business operations within the City, e.g. a trend of an increase in restaurants with bars, and trends in conditions applied.

4.2 The use of business information and technology will continue to improve our understanding of our own performance, and will enable a better understanding of how licensed premises are operating within the City. Better analysis and understanding of trends will be key to future policy development within licensing, and also in supporting the Council's risk based approach to compliance and enforcement.

**Performance Indicators for the Licensing Service**

Acknowledging applications

Applications processed and acknowledged within 2 working days of receipt

| Financial Year | Total number of applications received | Percentage of applications that were processed within target | Number of applications that were processed within target |
|---|---|---|---|
| 2015/16 | 6410 | 76.43% | 4935 |
| 2016/17 | 6801 | 84.88% | 5441 |
| 2017/18 | 1607 (up 10% compared to the same period last year) | 90.29% | 1446 |

*Note from the graph below that the number of applications that were processed within target in the last two months has now increased to 100%. This is mainly linked to the implementation of online forms as part of the digital transformation project.*
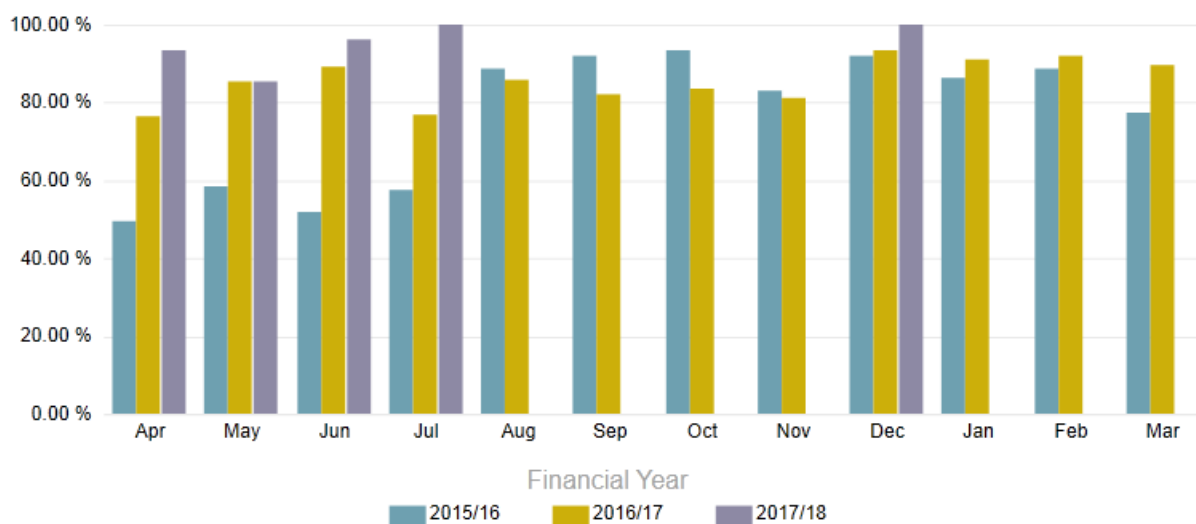


*Figure 1 – Total number of applications received by month – NB: Reference to 100% in December 2017 is a data error.*

## Issuing licence

Issuing unopposed major applications (applications with between 21 and 28 day public consultation period) within 28 days from determination.

| Financial Year | Total number of licences issued | Percentage of licences issued that met target | Number of licences issued that met target |
|---|---|---|---|
| 2015/16 | 553 | 21.34% | 116 |
| 2016/17 | 613 | 22.19% | 135 |
| 2017/18 | 167 | 66.47% | 110 |

*Note from the graph below that over the past three months there has been a substantial increase in the percentage of the number of licences issued that met target with 100% for both June and July 2017.*
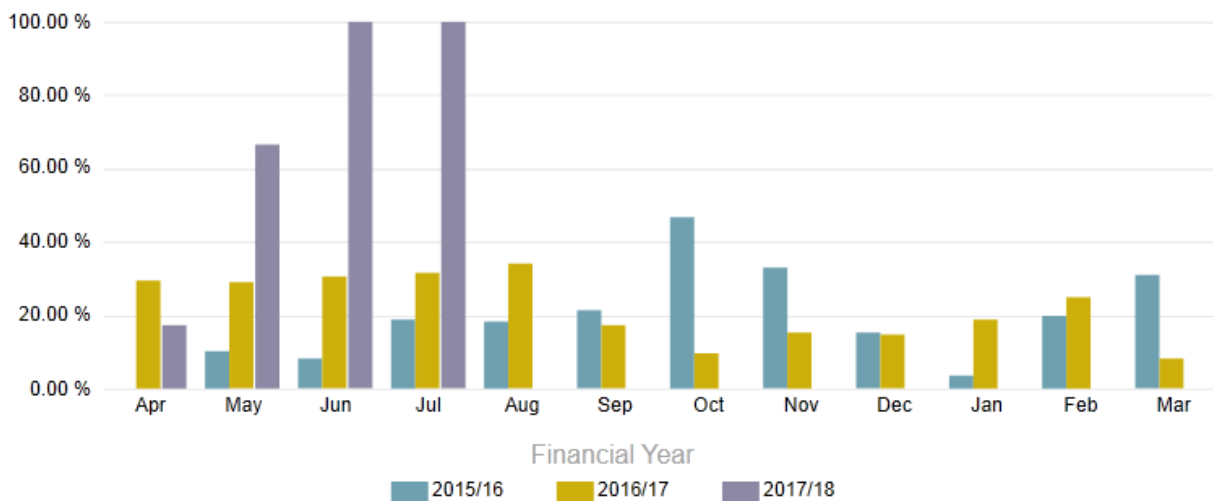
*Figure 2 – Performance indicator 2 bar graph*

Issuing unopposed minor applications (applications with a maximum of 14 day consultation period) within 14 days of determination.

| Financial Year | Total number of licences issued | Percentage of licences issued that met target | Number of licences issued that met target |
|---|---|---|---|
| 2015/16 | 1366 | 22.25% | 307 |
| 2016/17 | 1633 | 40.23% | 653 |
| 2017/18 | 397 | 43.83% | 175 |
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| | | | |

*Members will note from the figures above and the graph below that there has been an increase in the percentage for the number of licences issued that met target especially in June and July with the percentage at 100%.*
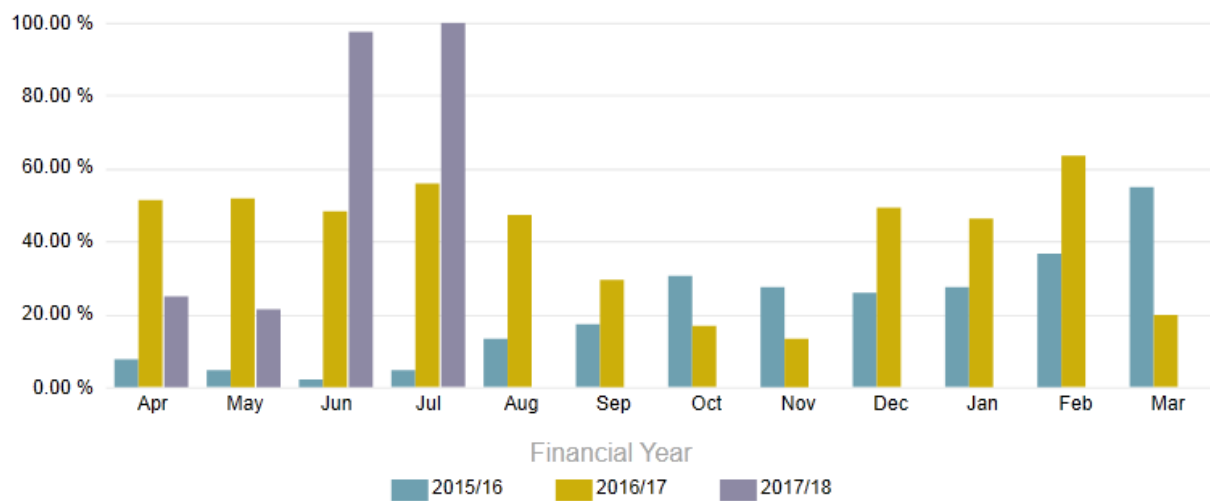


*Figure 3 – Performance indicator 3 bar graph*

Issuing administrative changes to licences within 7 days from determination.

| Financial Year | Total number of licences issued | Percentage of licences issued that met target | Number of licences issued that met target |
|---|---|---|---|
| 2015/16 | 709 | 68.27% | 482 |
| 2016/17 | 688 | 76.89% | 530 |
| 2017/18 | 118 | 96.61% | 114 |
| | | | |

*Note from the graph below that for the last 3 months the percentage of licences issued that met target has consistently been over 95% with April and June meeting 100% and the Licensing Service are confident that this standard will continue to be maintained.*
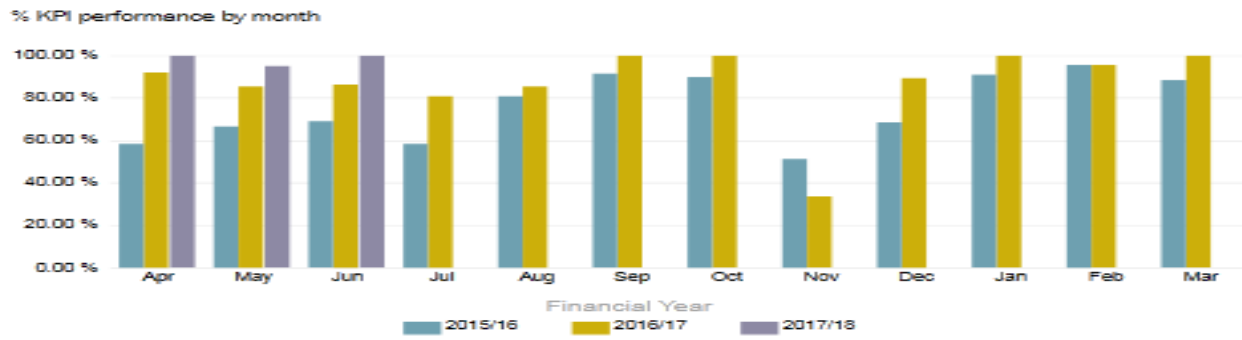


% KPI performance by month

*Figure 4 – Performance indicator 4 bar graph*

Issuing licences within 28 days following the publication of the Licensing Sub-Committee decision.

| Financial Year | Total number of licences issued | Percentage of licences issued that met target | Number of licences issued that met target |
|---|---|---|---|
| 2015/16 | 58 | 48.28% | 28 |
| 2016/17 | 139 | 67.63% | 95 |
| 2017/18 | 36 | 91.67% | 33 |

*Note from the graph below that for the last two months the percentage of licences issued that met target has been at 100% and the Licensing Service are confident that this standard will continue to be maintained.*
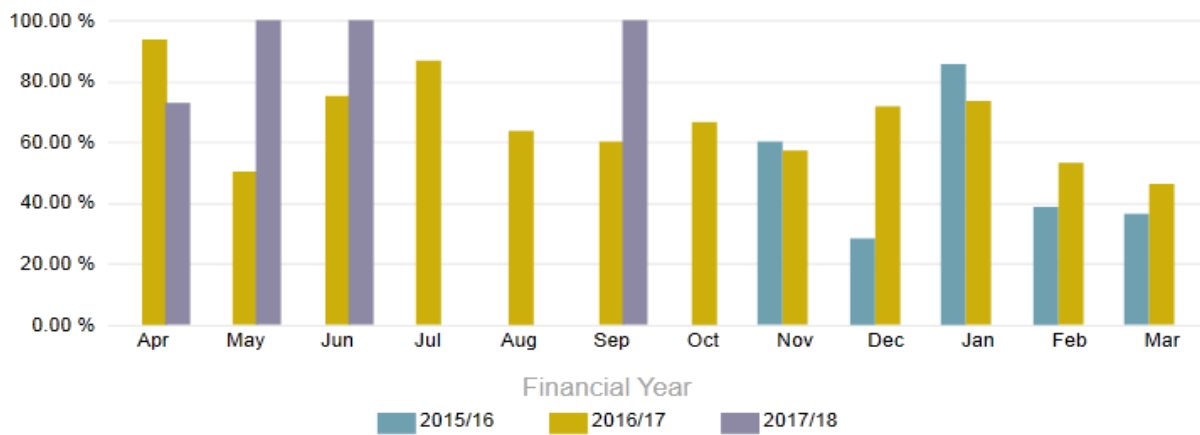


F*igure 5 – Performance indicator 5 bar graph*

Temporary Event Notices

The Council receives on average 2974 Temporary Event Notices per calendar year. The notices require the Council to acknowledge the notice and then consider whether they will impact one or more of the Licensing Objectives under the Licensing Act 2003. Figure 6 below shows the number of Temporary Event Notices received per calendar month for 2015, 2016 and up to the 19th June 2017. There has been a comparable trend in Temporary Event Notices year on year, however due to an increase in notices over the last 2 months it is expected that the Council will receive in excess of 3200 notices in 2017.

|  | 2015 | 2016 | 2017* |
|---|---|---|---|
| **Temporary Event Notice Received** | 3128 | 3029 | 1494 (up 23% compared to the same period last year) |

*Up until the 19th June 2017*

There is a Temporary Event Notices peak between September and November every year due to the holiday period. This 3 month period represents nearly 2 thirds of the total number of Temporary Event Notices received by the Council per year. This can clearly be seen in Figure 6 below.
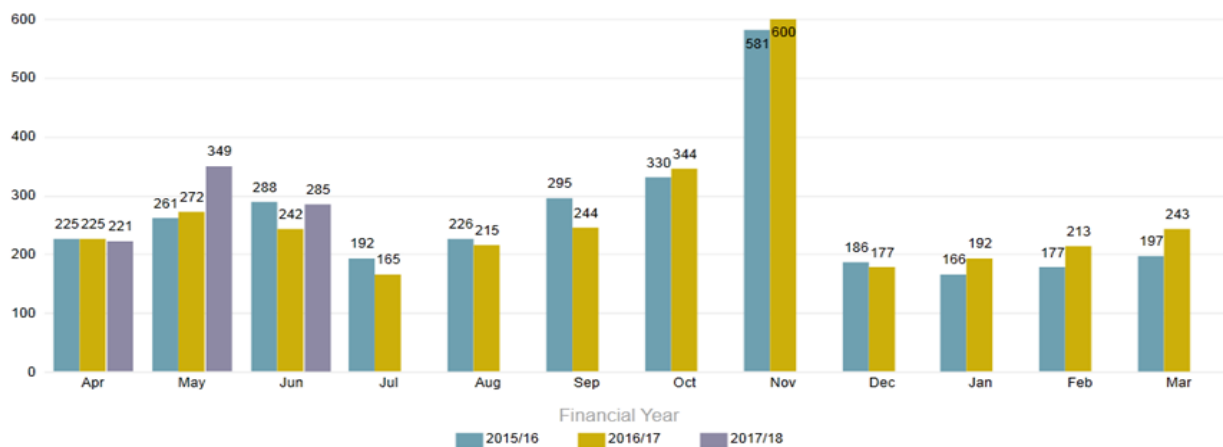


Figure 6 – Temporary Event Notices received per month

## Closing Temporary Event Notices Records

Closing an open Temporary Event Notice record within 7 days following the last date for objection notices.

| Financial Year | Total Temporary Event Notices | Percentage of Temporary Event Notice records closed within target | Number of Temporary Event Notices closed within target |
|---|---|---|---|
| 2015/16 | 2953 | 37.72% | 1122 |
| 2016/17 | 2994 | 43.72% | 1317 |
| 2017/18 | 804 | 69.78% | 563 |

*Note from the graph below that since the appointment of an Apprentice Licensing Officer in June 2017 whose role includes closing down TENs the percentage of TENs closed within target for June 2017 is 97% and it is envisaged that this will continue to increase with a dedicated officer whilst helping to develop the Licensing Apprentice.*
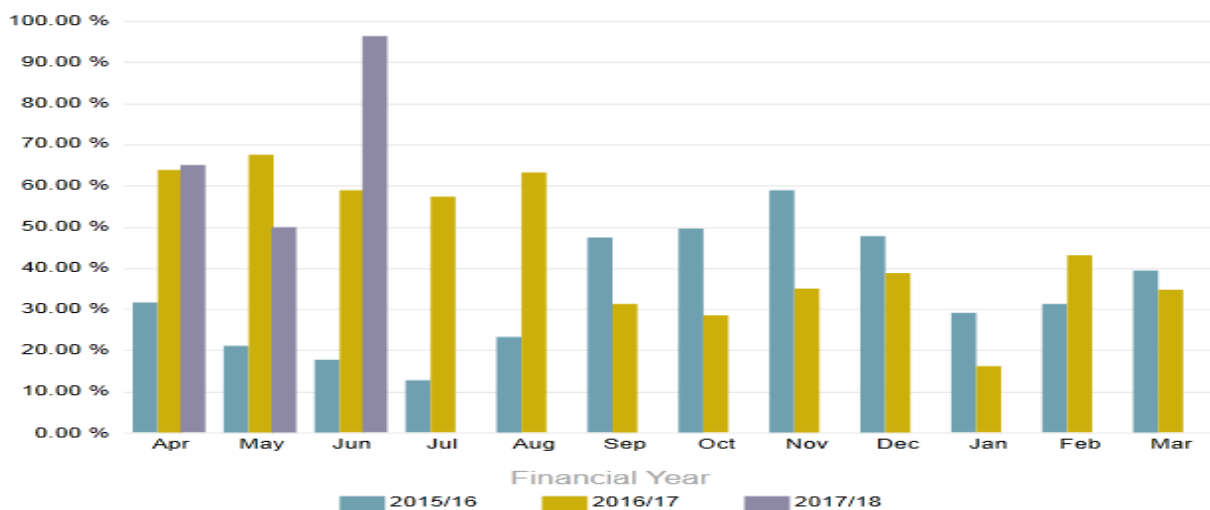


*Figure 7 – Performance indicator 6 bar graph*