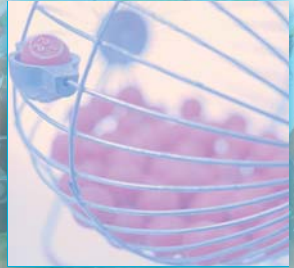


# Licensing Team

Service Delivery Plan 2018/2019

LICENSING  
SERVICE





# Introduction

## The Regulatory Services Group

The Regulatory Group is an outward facing service group made up from the:

- Trading Standards,
- Food & Safety
- Licensing
- Community Safety
- CCTV and Careline

Our aim is to achieve a safe, healthy and fair trading town for our residents, businesses and visitors. The wide ranging work of the group is risk based and fundamental in creating a level playing field in which responsible businesses can flourish and our communities remain protected from rogues. We work closely within the Safer Slough Partnership to reduce crime and disorder.

### **Here are some interesting facts that you may not know about Slough Borough Council's licensing service.**

- We are responsible for administering and determining over 40 different licensing functions and last year processed in excess of 2,900 applications.
- We provide advice, guidance and information covering all aspects of licensing including the Gambling Act 2005, Licensing Act 2003, Street Trading, Hackney Carriage and Private Hire Licensing, Sex Establishments, Scrap Metal Dealers and many others.
- We have conducted and continue to conduct a number enforcement and test purchase operations with neighbouring authorities, Trading Standards, VOSA and Thames Valley Police and Food and Safety Teams which has resulted in a number of varying enforcement actions.
- The Licensing Team are part of the Local Safeguarding Children's Board (LSCB) Child Sexual Exploitation (CSE) Splinter Group together with Thames Valley Police and the Council's Engage Team. The purpose of the Splinter Group is to raise awareness of CSE with the premises and Taxi drivers of Slough through a range of methods including media and campaigns. Working together to ensure a robust response to CSE is implemented by businesses; we coordinate resources to achieve the above.
- The work carried out by the Licensing Splinter Group has been recognised as one of nine good practice case studies by the Local Government Association, as well as being runner-up for the national Working Group (NWG) 'Unsung Hero Award'.

- The Licensing Team together with the CSE and Trafficking Co-ordinator and the Adult Safeguarding Co-ordinator designed and delivered mandatory safeguarding training to over 890 drivers and operators. The training contained valuable advice and guidance on CSE and vulnerable persons. The success of the training resulted in the officer concerned receiving a Berkshire Environmental Health Managers Achievement Award. The training package which now also included modern slavery and trafficking is now also being provided to the council's home to school transport escorts.
- Our newsletter to our Private Hire and Hackney Carriage licence holders has developed immensely since its introduction in 2012 and has carried articles on loan shark awareness weeks (Slough received a Loan Shark Regional Award), child sexual exploitation, and modern slavery and trafficking, hate crime and dementia awareness. The newsletter also



provides a platform for advising on changes to legislation and policy, as well as informing licence holders of current or forthcoming consultations. The success of the Newsletter has previously resulted in the Licensing Team receiving a Berkshire Environmental Health Managers 'Achievement Award'.

- We play a major role in promoting the night-time economy whilst protecting the wellbeing of consumers.
- We work closely with the Alcohol Licensed Trade through the local Pub Watch Schemes and with Thames Valley Police, and Trading Standards to help tackle drink related disorder, and underage sale of alcohol.
- In 2017 we developed a new 'licensing bulletin' covering all aspects and advice and guidance on the Licensing Act 2003 for the licensed premises. The 'licensing bulletin' also carries articles from the Police and the work done by our Trading Standards colleagues in relation to underage sales and seizures of illegal and illicit products.
- We support the Slough Hotel Watch scheme set up by Thames Valley Police.

The purpose of this plan is to let you know how we are going to achieve the various measures that we will be taking, in conjunction with our partners and other agencies, to enhance public health, safety and wellbeing.

We will do this by:

- Effectively and efficiently administering the procedures relating to the issue of all licenses, permits and registrations.
- Actively enforce regulations, terms and conditions relating to all licensing functions to ensure the public of Slough is properly protected.
- Making all information and guidance readily available to customers on the council website and in person if requested including application forms and procedures.
- Continue to increase awareness of the service available and how it is provided.
- Carry out co-ordinated enforcement activities with outside agencies, including Thames Valley Police, neighbouring local authorities and other regulatory services.
- Regularly keep all policies, procedures, conditions and guidance under constant review in line with local and national best practice.
- We will work with, assist and support local businesses and licence holders and respond to their needs.

This plan will be reviewed annually and we would welcome your views, comments and suggestions on how it could be improved.

Please forward your views to:

**Ginny de Haan**, service lead - regulatory services

Tel: 01753 875255 or email:

[ginny.dehaan@slough.gov.uk](mailto:ginny.dehaan@slough.gov.uk)

Or

**Michael Sims**, licensing manager

Tel: 01753 875664 or email:

[michael.sims@slough.gov.uk](mailto:michael.sims@slough.gov.uk)

**Address:** Licensing Team, Landmark Place, High Street, Slough SL1 1JL

To find out more about our service and initiatives that we are planning this year please read on.



# Growing a place of opportunity and ambition

## Our vision

The council's 5 Year Plan and the Slough Joint Wellbeing Strategy (SJWS) set out a vision for Slough, for the people, the place, the prosperity and the town, and the things that need to be done to make this a reality. Businesses and other partners within Slough are already working together to improve life in the borough.

The Five Year Plan sets out:

- the council's vision
- our priority outcomes
- the role of the council in making this happen.

Our work will be directly linked to specific actions detailed in the following 5 Year Plan outcomes:

**Outcome 1** - Slough children will grow up to be happy, healthy and successful.

**Outcome 2** - Our people will be healthier and manage their own care and needs.

**Outcome 3** - Slough will be an attractive place where people choose to live, work and visit.

**Outcome 5** - Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

More detail on the 5 Year Plan can be accessed at: [www.slough.gov.uk/downloads/Five-year-plan-18-23.pdf](http://www.slough.gov.uk/downloads/Five-year-plan-18-23.pdf)

Our work also supports the Slough Joint Wellbeing Strategy priority of protecting vulnerable children.

One of our key aims is to protect and enhance public health and wellbeing whilst supporting local businesses. The action plan at the rear of this service delivery plan shows how we are going to achieve this. The action plan should be read in conjunction with our Regulatory Services Enforcement Policy which aims to ensure a graduated approach to enforcement, based on risk.

The Enforcement Policy reaffirms our commitment to carry out our duties in an open, fair and consistent manner, with a graduated approach to enforcement, based on risk. We recognise that most people want to comply with the law; therefore, we want to support and enable them to meet their legal obligations without unnecessary expense. Firm action, however will be taken, including prosecution, where appropriate.

The full Enforcement Policy, which is currently under review, can be accessed at: [www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx](http://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx)

The service plan sets out the actions we are taking to enhance and improve public safety and wellbeing in Slough.



# How did we perform 2017-2018?

Our service plan will be reviewed on an annual basis and provides the opportunity to record our achievements and identify those key issues that still need to be addressed.

The service can be divided into key activities, namely:

## ■ **Acceptance and determination of all licenses, permits and registrations**

Our activities in these areas will be considered as well as outlining our service standards, which are highlighted later in this plan.

All licensing functions require set procedures to be followed in order for applications to be determined and granted. These procedures are in place as either national legislative or council approved policy requirements.

Last year we dealt with approximately 2,900 varying applications for grants, renewals and transfers for all aspects of Private Hire and Hackney Carriage licensing, and approximately 900 applications for grants, renewals, variations, transfers and annual fees for all other licensing functions, the bulk of which related to the Licensing Act 2003.

In accepting and determining the applications we assist the applicants and licence holders to ensure that they are

dealt with in line with our service standards. We also ensure that all possible guidance is given as well as liaising and consulting with members of the public, other regulatory services, responsible authorities and outside agencies such as Thames Valley Police and the Royal Berkshire Fire and Rescue Service. The main applications dealt with by the Licensing Service are:

## **Licensing Act 2003 (alcohol, entertainment and late night refreshment)**

- Premises licences
- Personal licences
- Temporary event notices
- Club premises certificates

## **Gambling Act 2005**

- Gambling premises
- Track premises licence
- Gambling permits
- Occasional and temporary use notices
- Small society lotteries

## **Taxi (Hackney Carriage)/private hire (PH) licensing**

- Hackney carriage drivers
- Hackney carriage vehicles
- Private hire drivers
- Private hire vehicles



- Private hire operators
- Combination drivers

### Animal welfare licensing

- Pet shops
- Animal boarding establishments
- Dog breeding establishments
- Riding establishments
- Zoo's
- Dangerous wild animals

### General licensing

- Sex shops, sex cinema's and sexual entertainment venue licence's
- Street trading
- Ear piercing, electrolysis, tattooing and acupuncture
- Hair dressers and barbers
- Scrap metal dealers - both sites and collectors
- Street collections and house to house collections

### ■ Policy and procedure

The service is under a duty to keep all policies and procedures under constant review and up to date. Last year we implemented a number of new policies and procedures as well as revising existing policies to comply with this duties which were presented and approved by the Licensing Committee, these are:

- Changes to Hackney Carriage licensing for 'designated wheelchair accessible vehicles' and requirements under the Equality Act 2010 (as amended in 2017)
- Three reports on the implementation of low emission standards for saloon hackney carriage and private hire vehicles.
- Changes to the Licensing Act 2003 by the Police and Crime Act 2017 and the Immigration Act 2016.
- Approval of a new taxi and private hire 'licensing statement'.



### ■ Enforcement and ensuring compliance

An essential part of the Licensing Service is that of enforcement and to ensure compliance for all licenses, permits and registrations granted, with the priority of ensuring the public health, safety and wellbeing of the public.

All holders of licenses, permits and registrations are given and provided with all relevant guidance to ensure that they understand fully their responsibility of compliance in respect of each respective licensing function. Details of the enforcement actions are detailed below.



# Enforcement action

We have adopted a comprehensive set of measures to protect the public and promote public health and wellbeing and actively work with licence holders, the Police, local residence and businesses to achieve our shared goals.

Any enforcement action taken by us will be graduated, reasonable, proportionate and in accordance with the Regulatory Services Enforcement Policy and the Regulators Code.

The following is a summary of the enforcement action taken by the Licensing Service in 2017/2018

In that period we prepared and presented a total of six committee reports for matters to be referred to the Licensing Sub Committee which were:

- A review of premises licence following seizures of illicit tobacco products with the premises licence being revoked.
- New applications for premises licenses which were granted.
- Objections to a Temporary Event notices with a the objections being upheld and Counter Notices being served.
- Driver conduct hearings which resulted in driver licences being suspended.
- The holder of a personal licence having the licence revoked for employing an illegal overstayer.

We also carried out a number of reactive and proactive planned enforcement operations as a service and with neighbouring local authorities, Thames Valley Police, VOSA and other agencies resulting in over 142 varying enforcement actions ranging from no further action to the revocation of licenses. The range of enforcement actions available can be found in our Enforcement policy.

These operations also included over 52 vehicles being checked with some being issued with stop notices where the vehicles were found to be defective. In the main the standard of all vehicle checked were of a high standard.

# Variation from service plan

Departures from this service plan will be exceptional, capable of justification and be fully considered by the licensing manager before varying action is taken. Reasons for any departure will be fully documented.

# Areas for development

We are always striving to move the service forward. In order to achieve this, we set targets to identify areas for development during the coming year. These targets are set in our service standards and the service action plan detailed at the back of the document.



# Striving for excellence

## Service standards

Providing excellent customer services is one of our key priorities. In order to achieve this we will always:

- Be polite, friendly and offer a helpful service.
- Take the time to listen and explain things.
- Provide accurate information and advice, in a clear and straightforward way.
- Deal with enquiries immediately, but if this is not possible, tell you who we have passed your enquiry to and their contact details.

- Keep you informed of progress and the outcome of our investigations.
- Treat you fairly and with respect.

## Customer pledge

We aim to provide every customer with a quality service and will seek feedback from you to help further improve the quality of the services we provide. A manager will contact you personally if you are unhappy with the service received.

In addition, we have the following standards in place against which we will monitor the responsiveness of our service, namely:

## Complaints

Service standard	Target/response times
Respond to customer complaints and enquiries	Within 5 working days
Provide a full response	Within 10 working days

## Applications

Service standard	Target/response times	Renewal after application is complete
Premises Licence	28 working days	N/A
Minor Variations	15 working days	N/A
Personal Licence	10 working days	N/A
Temporary Event Notice	Notice signed and acknowledged within 3 working day	
Club Premises Certificate	28 working days	N/A
Gambling Premises	28 working days	N/A
Gambling Permits	10 working days	N/A

Service standard	Target/response times	Renewal after application is complete
Occasional and Temporary Event Notices	10 working days	N/A
Small Society Lotteries	10 working days	N/A
Hackney Carriage Drivers	2 working day after full application completed	2 working days
Hackney Carriage Vehicle	2 working days after full application completed	2 working days
Private Hire Drivers	2 workings after full application completed	2 working days
Private Hire Vehicles	2 working days after full application completed	2 working days
Private Hire Operators	2 working days after full application completed	2 working days
Pet Shops	28 working days	10 working days
Animal Boarding Establishments	40 working days	10 working days
Dog Breeding Establishments	40 working days	10 working days
Riding Establishments	40 working days	10 working days
Zoo's	40 working days	10 working days
Dangerous Wild Animals	40 working days	10 working days
Sex Establishments	28 days	10 working days
Street Trading	28 days	10 working days
Ear Piercing, Electrolysis, Tattooing and Acupuncture	10 working days	N/A
Hairdressers and Barbers	10 working days	N/A
Scrap Metal Dealers	28 days	10 working days every 3 years
Street Collections	10 working days	N/A
House to House Collections	10 working days	N/A

# Customer feedback

Last year 89% of our customers said they were satisfied or very satisfied with our Licensing Service. The team is committed to working with local businesses and the local community to further improve levels of satisfaction and continually strives to provide a fair, consistent and quality service. We aim to enhance the quality of life of residents within the

borough. All feedback received is used to inform and improve our service and we hope to improve on our customer satisfaction levels in the year ahead.

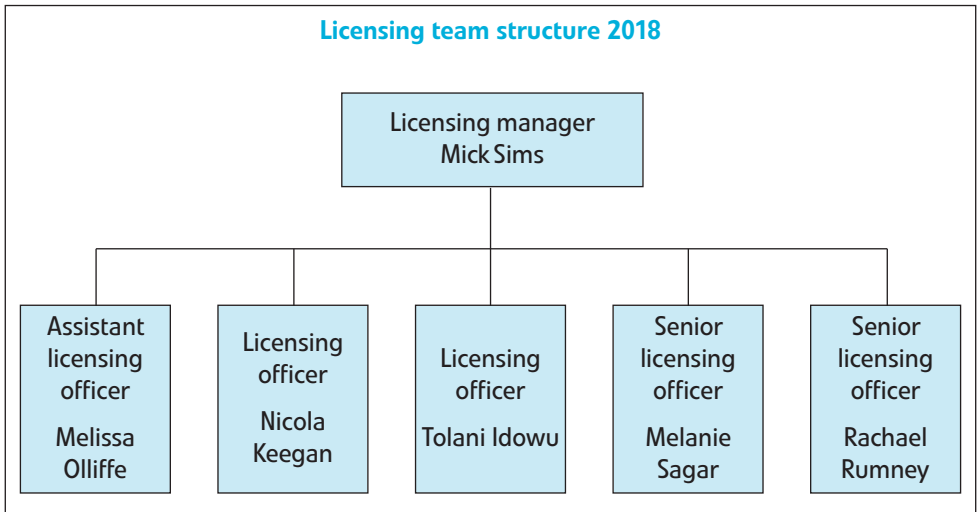
Our quality assurance procedures assess the work of our officers to ensure that it meets the high standards set for the service.

# Resourcing

The Licensing Service employs six full time members of staff and made up of a licensing manager, two senior licensing officer, two licensing officers and one assistant licensing officers.

All officers within the service take on a multi-functioning role and deal with all and every type of licensing function on an individual basis.

Licensing team structure 2018



# Staff development

All staff are required to adopt a positive approach to improve personal development, and to identify areas of training and where necessary qualifications.

- Licensing Act 2003
- Gambling Act 2005
- Hackney Carriage and Private Hire Licensing
- Sex Establishments
- Legal Processes and Investigation Skills
- Scrap Metal Dealers Act 2013
- Immigration Act 2016
- Equality Act 2010 (As amended)
- Policing and Crime Act 2017

In addition officers have attained qualifications in:

- Diploma In Higher Education in Licensing Law
- BTEC in Licensing Law
- Advanced BTEC in Taxi Licensing Law.
- BIIAB Level 2 National Certificate for Licensing Practitioners for both the Licensing Act 2003 and the Gambling Act 2005
- BIIAB Level 2 Personal Licence Qualification
- Animal Licensing

and are now completing the Professional BTEC in Licensing Law.

All officers will continually undergo refresher training on a regular basis and when there are changes or amendments to national legislation.



# Benchmarking

The service keeps all policies, procedures and licensing requirements under constant review. In order to improve and standardise the service we carry out benchmarking with other local authorities, national forums as well as local Berkshire forums to achieve this. We also follow best practice guidance provided through the department of Business, Energy and Industrial Strategy, BEIS, the National Association of Licensing Enforcement Officers (NALEO),

the Department for Transport (DfT), Vehicle Operator Services Agency (VOSA), the National Private Hire Association (NPHA) the Institute of Licensing (IoL), the office of Local Government Regulation (LGR) formerly 'Local Authority Co-ordinators of Regulatory Services' (LACORS), The Local Government Association (LGA) The Home Office, Department for Culture Media and Sport (DCMS) and Gambling Commission.



# For more information

If you would like further information regarding our service or would like to speak to an officer for advice on any aspect of licensing, please contact us at the following address:

## Licensing Team

Regulatory Services, MyCouncil  
Landmark Place, High Street, Slough  
SL1 1JL

Tel: 01753 875664

Email: [licensing@slough.gov.uk](mailto:licensing@slough.gov.uk)

In respect of Hackney Carriage and Private Hire Licensing, renewal notifications are sent out to licence holders 4 to 6 weeks in advance of the expiry date of the licence. An appointments system is in operation to ensure that the licence renewals or grants for new licenses are dealt with expeditiously.

The appointments system operates:

Monday	9.30am - 12.30pm and 2.00pm - 4.00pm
Tuesday	9.30am - 12.30pm and 2.00pm - 4.00pm
Wednesday	Closed
Thursday	10.00am - 12.30pm and 2.00pm - 4.00pm
Friday	9.30am - 12.30pm and 2.00pm - 4.00pm

For all other licensing functions the service is available from: 9am-5pm - Monday, Tuesday, Wednesday and Friday  
10am-5pm Thursday

## Other useful websites

- **Department for Culture Media and Sport (DCMS)**  
[www.culture.gov.uk/](http://www.culture.gov.uk/)
- **Home Office**  
[www.homeoffice.gov.uk/](http://www.homeoffice.gov.uk/)
- **Gambling Commission**  
[www.gamblingcommission.gov.uk/client/index.asp](http://www.gamblingcommission.gov.uk/client/index.asp)
- **Gamcare**  
[www.gamcare.org.uk/](http://www.gamcare.org.uk/)
- **Gamble Aware**  
[www.gambleaware.com.au/](http://www.gambleaware.com.au/)
- **Local Government Association**  
[www.local.gov.uk/](http://www.local.gov.uk/)
- **VOSA**  
[www.vosa.gov.uk/](http://www.vosa.gov.uk/)
- **National Private Hire Drivers Association**  
[www.phtm.co.uk/?inc\\_id=4](http://www.phtm.co.uk/?inc_id=4)
- **DfT**  
[www.dft.gov.uk](http://www.dft.gov.uk)
- **Business, Energy and Industrial Strategy**  
[www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy](http://www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy)
- **Institute of Licensing**  
[www.instituteoflicensing.org/membershipinfo.html](http://www.instituteoflicensing.org/membershipinfo.html)
- **NALEO**  
[www.naleo.org.uk/](http://www.naleo.org.uk/)

**Licensing service action plan 2018/2019**

<b>Directorate:</b> Adults and Communities		<b>Service Manager:</b> Michael Sims	<b>Division:</b> Licensing		
<b>Budget:</b> £499,000		<b>Number of staff employed:</b> Six full time staff			
<p><b>Service objectives: to provide an effective and efficient licensing service</b></p> <p><b>Key aims</b></p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Support and promote all outcomes of the Five year Plan - putting people first.</li> <li>• Protecting Vulnerable children</li> <li>• Support work in relation to the needs identified in Sloughs Joint Strategic Needs Assessment (JSNA)</li> <li>• Support the Safer Slough Partnership priorities</li> <li>• Support the Town Team to ensure a clean and safe Town Centre</li> <li>• Improve air quality in the Borough with innovative solutions</li> </ul>					
<b>Service activity</b>	<b>5YP Priority Outcomes</b>	<b>Targets and anticipated outcomes</b>	<b>Key actions</b>	<b>Responsible officer</b>	<b>Completion date</b>
Approaches to ensure children, young people and families are safe, independent and responsible.	<p><b>Outcome 1</b> Slough children will grow up to be happy, healthy and successful.</p> <p><b>Outcome 2</b> Our people will be healthier and manage their own care needs.</p>	<p>All officers fully understand safeguarding risks.</p> <p>Officers report concerns promptly and appropriately.</p> <p>Food business, taxi's and other regulated premises are fully aware of safeguarding issues.</p> <p>Number of business premises visited by LSCB Splinter Group and Intelligence to be passed to TVP.</p>	<p>Officers and team to increase their 'professional curiosity', and continue with mandatory CSE awareness training.</p> <p>Taxi and private hire drivers trained in CSE, human trafficking, domestic abuse and other safeguarding issues involving vulnerable people.</p>	<p>Lead - Licensing Manager</p> <p>All officers</p>	Ongoing

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
<p>Develop and enhance the information and material available to customers and businesses on the council website.</p>	<p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p>	<p>To promote licensing service ensuring positive feedback and regular. Increase self-help on licensing queries, freeing up officer time. Use performance measures improve outcomes.</p>	<p>Strengthen strategic and operational multi-agency approach to identify, assess and intervene for:</p> <ul style="list-style-type: none"> <li>• Children at risk from sexual exploitation.</li> <li>• Children at risk from harm from domestic abuse.</li> <li>• Children living with neglect</li> <li>• Children at risk of FGM.</li> </ul> <p>Joint working on CSE Licensing Splinter Group. Use of concern cards and referral mechanisms. Licensing Objective of the Protection of Children from Harm. Alcohol admissions.</p>	<p>Rachael Rumney Melanie Sagar Nicola Keegan</p>	<p>Ongoing</p>
<p>Develop and enhance the information and material available to customers and businesses on the council website.</p>	<p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p>	<p>To promote licensing service ensuring positive feedback and regular. Increase self-help on licensing queries, freeing up officer time. Use performance measures improve outcomes.</p>	<p>Strengthen strategic and operational multi-agency approach to identify, assess and intervene for:</p> <ul style="list-style-type: none"> <li>• Children at risk from sexual exploitation.</li> <li>• Children at risk from harm from domestic abuse.</li> <li>• Children living with neglect</li> <li>• Children at risk of FGM.</li> </ul> <p>Joint working on CSE Licensing Splinter Group. Use of concern cards and referral mechanisms. Licensing Objective of the Protection of Children from Harm. Alcohol admissions.</p>	<p>Rachael Rumney Melanie Sagar Nicola Keegan</p>	<p>Ongoing</p>

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
	<p><b>Outcome 5</b> Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Number of user hits on SBC website. Conduct quarterly reviews.</p>			
<p>Review procedures for acceptance and grant of licenses on line and continue to review and update procedures, policies for all licensing functions.</p>	<p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p>	<p>To enable where possible licence applications to be made on line in line with the European Services Directive. Use performance measures improve service delivery and quarterly reviews. Ensuring an effective and consistent service. Conduct quarterly reviews. Recruit, retain and develop high quality people who are committed to Slough and supported to do their jobs.</p>	<p>Ensure that facilities are in place for on line applications. All information, application forms and guidance on council website. Revised policy and procedure documents to be approved by Licensing Committee where necessary. Develop Quality Assurance processes to ensure the service is meeting customer needs and meeting service standards.</p>	<p>All staff</p>	<p>Ongoing</p>

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
Undertake implementation of a program of co-ordinated enforcement activities.	<p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p> <p><b>Outcome 5</b> Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Identify non-compliance. Continue education of licence holders and businesses. Training ongoing for officers and In house procedures implemented. Number of operations conducted. Enforcement action/reviews. Number and quantity of seizures.</p>	<p>Provide advice and guidance. Continue actions in line with the Regulatory Services Enforcement Policy. Identify specific targets. Use of Balanced Scorecard and performance measures to record and identify improvements. Joint operations on underage delivery of Licensing Objectives. Publicise results of operations and legal actions taken.</p>	All staff	Programmed for every 8 to 12 weeks

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
<p>Increase engagement with taxi and private hire drivers and operators.</p>	<p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p>	<p>Ensure that a strong relationship exists and continues between drivers, operators and the Licensing team.</p>	<p>Continue to produce Taxi/Private Hire Newsletter. Provide advice and guidance on impact of new legislation and policy. Continue with safeguarding passenger awareness training. Work with trade and maintain excellent standards. Implement low emission standards.</p>	<p>All staff</p>	<p>September 2019 December 2020</p>
<p>Introduce low emission standards for all taxi and private hire vehicles and increase uptake of Ultra Low Emission Vehicles (ULEV).</p>	<p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p>	<p>Operate at least 100 SBC licensed ULEV taxis and Private Hire Vehicles.</p>	<p>New low emission standards for taxi and private hire vehicles to be approved by the Licensing Committee. Increase take up of ULEV vehicles.</p>	<p>All staff</p>	<p>September 2019 December 2020</p>

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
Undertake program of planned enforcement actions by for illegal activities by drivers and vehicles and ensure compliance with all policies and conditions for Hackney Carriage and Private Hire licence holders.	<b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.	Gather Intelligence. Identify Persistent offenders and Non Compliance. Number of Inspections of vehicles and Operator bases. Involvement of other local authorities and TYP, VOSA and Immigration Services.	Legal Actions - prosecutions, suspension, revocation of licenses. Actions to be taken in line with the Regulatory Services Enforcement Policy. Publicise results of operations and legal actions taken.	All staff	Programme d for every 6 to 8 weeks
Review current procedures and implement all new legislative requirements for all licensing function including Private Hire and Hackney Carriage Licensing.	<b>Outcome 1</b> Slough children will grow up to be happy, healthy and successful. <b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.	Ensure that all current and new licence holders are informed and made aware of all legislative changes and recommendations.	Review all policies and procedures and update in line with national, local and legislative requirements. New policies to be approved by Licensing Committee after consultation where necessary.	All staff	From June 2018



Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
	<p><b>Outcome 1</b> Slough children will grow up to be happy, healthy and successful.</p> <p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p> <p><b>Outcome 5</b> Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Exchange intelligence and information. Use of Intelligence Data Base system to record intelligence and information. Identify common targets and Identify lead service on specific issues. Number of joint service operations. Prepare Standard Operating Procedures. Use results of performance measures, balanced scorecard and quarterly performance analysis.</p>	<p>Regular management and team meetings. Publicise results of operations and legal actions taken.</p>	<p>All staff</p>	<p>Ongoing</p>

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
<p>Statutory Minimum Delivery.</p>	<p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p> <p><b>Outcome 5</b> Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Recruit, retain and develop high quality people who are committed to Slough and supported to do their jobs. Achievement of the objectives and outcomes detailed in this Licensing Service AND Action Plan. Shaped to focus support for the key actions and outcomes identified within the 5 Year Plan. Value for money and delivery of the statutory minimum and evidenced based actions for Slough.</p>	<p>Conduct quarterly review and analysis.</p>	<p>All staff</p>	<p>Ongoing</p>

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
Continue Member training and support.	<b>Council Constitution Requirement</b>	Effective and accessible Member training on all aspects of licensing. A strong and informed licensing Committee and Licensing Sub Committee.	Review and update Member Training Support Manual. Review and deliver training for members.	Licensing Manager	In May/June on an annual basis
Primary Authority.	<b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay. <b>Outcome 5</b> Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.	Continue PA business growth in line with projected target. Response times in line with Customer Charter and Pledge. Feedback from PA businesses. Hours of advice provided. Amount of 'formal' advice issued. Number of businesses in Portfolio. Improved standards within partners business, with less enforcement action taken by Enforcement authorities. Provide a suite of support options for all types of businesses in Slough, including SMEs to include.	Designated officers to work closely with Primary Authority businesses to: <ul style="list-style-type: none"> <li>develop partnership working relations with PA client businesses.</li> <li>provide specific advice in relation to management systems and procedures and controls adopted by the company nationally.</li> <li>issue 'formal PA advice' where procedures and controls are deemed suitable and compliant.</li> <li>handle referrals from other local authorities and central government bodies on behalf of that business.</li> <li>publication of Inspection Plans.</li> </ul>	Michael Sims All staff	Ongoing Monthly Reports on hours and income generation. Quarterly review. Yearly overview of individual company Action Plans.

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
		<ul style="list-style-type: none"> <li>• Primary Authority.</li> <li>• Chargeable Advice.</li> <li>• Buy with Confidence.</li> </ul> Supporting the councils Open for Business Strategy and the Corporate Business Growth plan.	<ul style="list-style-type: none"> <li>• Issue of advice and guidance to other Enforcement Authorities on the company's activities.</li> <li>• maintain an accurate record of any advice and guidance.</li> <li>• hold meetings with partner businesses on a regular timetable of mutual agreement, along with annual action plans.</li> </ul> Document actions, decisions and time spent with the business. Provide support and guidance to new business start-ups and existing SME's and where applicable chargeable advice.		

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
<p>Continuance of working with Thames Valley Police, Pub Watch, Hotel Watch and licensing trade.</p>	<p><b>Protection of Vulnerable Children Outcome 1.</b> Slough children will grow up to be happy, healthy and successful.</p> <p><b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay.</p> <p><b>Outcome 5</b> Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Liaise with Pub Watch members.</p> <p>Provide updates on specific related issues as required.</p> <p>Operate a Zero Tolerance approach for alcohol licensed premises.</p>	<p>Use Licensing Bulletin to provide up to date information on licensing matters and legislative requirements, ensure and promote awareness of underage sales and enhance enforcement through peer engagement.</p> <p>Act linked to CSE and vulnerable adults.</p> <p>Promotion of all 4 Licensing Objectives in particular those relating to The Protection of Children from Harm and Prevention of Crime and Disorder.</p> <p>Provide premises with advice and guidance on selling alcohol to underage persons, drunken persons and street drinkers.</p> <p>Number of enforcement interventions and reviews.</p>	<p>All staff</p>	<p>On going</p> <p>Programmed on a monthly basis</p>

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
<p>Work with the safer Slough Partnership and other stakeholders (e.g. Town Centre Group) to ensure that crime prevention is at the heart of a cleaner, vibrant and safer attractive Slough.</p> <p>Support 'Clean, Safe, Vibrant Project' - specifically the Town Centre.</p>	<p><b>Protecting Vulnerable Children</b>  <b>Outcome 3</b>                      Slough will be an attractive place where people choose to live, work and stay.</p> <p><b>Outcome 5</b>                      Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Provide support for partners the town centre - Town Team.                      Officers attend meetings and walkabouts.                      Inform and Consult with Town Centre Management Team.                      Develop move to 'Purple Flag'.                      Status for the town centre.                      To increase and enhance opportunity for business growth and development.                      Joined up approach to economic development.                      Ensure that the Licensing objectives are applied robustly to deal with premises that are licensed to sell alcohol and restricted products (under age sales).</p>	<p>To assist in promoting business development and growth and provide advice and guidance on Licensing issues.                      Define and establish the centre of the town as a destination.                      Improve and promote the safety and cleanliness of the town centre.                      Identify problem hot spots and report into Town Team.                      Understand through consultation and intelligence, and via the Town Team, the current and future needs and expectations of the High Street.                      Number of applications processed with conditions.                      Number of joint enforcement operations.                      Number of convictions/ license reviews.</p>	<p>All staff</p>	<p>On going</p> <p>From April 2018 and quarterly progress/ trends</p>

Service activity	5YP Priority Outcomes	Targets and anticipated outcomes	Key actions	Responsible officer	Completion date
Work with partners on implementing Public Health Body Agenda specifically relating to alcohol consumption and abuse.	<p><b>National Requirement Outcome 1</b> Slough children will grow up to be happy, healthy and successful.</p> <p><b>Outcome 2</b> Our people will become healthier and will manage their own health, care and support needs.</p>	<p>To promote the 4 Licensing Objectives and support in support of Public Health by the DPH.</p> <p>To identify and where necessary to advise and consult on designated stress or cumulative impact areas.</p> <p>Liaise with Public Health on NHS hospital admission numbers.</p>	<p>To provide advice and guidance on implementation of cumulative impact policies where there is an identified higher than average rate of alcohol abuse and disease or mortality.</p> <p>To provide advice and guidance to the DPH on licence application procedures in designated stress or cumulative impact areas where necessary.</p>	All staff	On going

This document can be made available on audio tape, braille or in large print, and is also available on the website where it can easily be viewed in large print.

## Licensing Service Delivery Plan 2018/2019

If you would like assistance with the translation of the information in this document, please ask an English speaking person to request this by calling 01753 875110.

यदि आप इस दस्तावेज में दी गई जानकारी के अनुवाद किए जाने की सहायता चाहते हैं तो कृपया किसी अंग्रेजी भाषी व्यक्ति से यह अनुरोध करने के लिए 01753 875110 पर बात करके कहें.

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚਲੀ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਕਰਨ ਲਈ ਸਹਾਇਤਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਸੇ ਅੰਗਰੇਜ਼ੀ ਬੋਲਣ ਵਾਲੇ ਵਿਅਕਤੀ ਨੂੰ 01753 875110 ਉੱਤੇ ਕਾਲ ਕਰਕੇ ਇਸ ਬਾਰੇ ਬੇਨਤੀ ਕਰਨ ਲਈ ਕਹੋ।

Aby uzyskać pomoc odnośnie tłumaczenia instrukcji zawartych w niniejszym dokumencie, należy zwrócić się do osoby mówiącej po angielsku, aby zadzwoniła w tej sprawie pod numer 01753 875110.

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اگر آپ کو اس دستاویز میں دی گئی معلومات کے ترجمے کے سلسلے میں مدد چاہئے تو، براہ کرم ایک انگریزی بولنے والے شخص سے 01753 875110 پر کال کر کے اس کی درخواست کرنے کے لئے کہیں۔