

Action complete
Action incomplete but on target
Action incomplete and off target

### Licensing Improvement Plan

	Issues	Action	Expected outcome	Who	When	Progress/comment
<b>1</b>	<b>Policy</b>					
1.1	Review and improve all relevant taxi Licensing policies and consolidate into one Hackney Carriage and Private Hire comprehensive policy	Includes : <ul style="list-style-type: none"> <li>• Application process including assessment of Fit and Proper Person test / training requirements/ and consideration of past convictions</li> <li>• Hackney Carriage Byelaws</li> <li>• Private Hire Vehicle Licensing Conditions</li> <li>• Private Hire driver conditions</li> <li>• Private Hire Operator conditions</li> <li>• Guidance relating to convictions</li> <li>• Vehicle Standards Manual</li> <li>• Applications procedures inc</li> </ul>	<ol style="list-style-type: none"> <li>1. One of the most stringent approaches to 'Fit and Proper Person' test in the country.</li> <li>2. Improve driver Standards</li> <li>3. Safer taxis: Increase as far as possible the threshold relating to serious previous convictions as part of the driver application or renewal process.</li> <li>4. Significantly improve the quality of vehicles used.</li> <li>5. Ensure our polices are transparent, straightforward and easy to apply.</li> <li>6. Limousines which</li> </ol>	Business Regulation Manager	July 2015	Complete

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		medical <ul style="list-style-type: none"> <li>Hackney carriage ranks</li> <li>Special Occasion/ Vehicle (limousines) Conditions</li> </ul> To be benchmarked with other licensing authorities and all new processes to be checked for statutory compliance.	are subject to local monitoring			
1.2	General Enforcement Policy	Revise in light of introduction statutory guidance dated April 14		Safer Neighbourhoods Manager	June 2015	Complete
1.3	Policy for persistent minor standards infringement.	Penalty points totting up system for vehicle standards	A systematic approach to minor infringements. Improved vehicle standards. Improved compliance with licensing conditions	Business Regulation Manager	July 2016	Report drafted – to be presented to Commissioner Ney at next available hearing
1.4	Review progress and the workings of the Hackney Carriage and Private Hire Policy	Review the Hackney Carriage and Private Hire Policy 1 year after implementation	Ensure policy effectively and efficiently meets the stated objectives	Business Regulation Manager	To commence in July 2016	Work starting in July 2016
<b>2</b>	<b>Procedures</b>					
2.1	License administration procedures	Review all licensing procedures – revise and reissue where appropriate	Efficient, effective processes which are clear, understood and do not have	Business Regulation Manager	May 2016	All processes previously reviewed and amended as appropriate following

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			weaknesses			introduction of revised licensing policy (revised completed August 2016).  Further work is required to ensure that the systems remain effective and efficient to be undertaken with involvement of internal audit and performance team (to be led by Principal Licensing Officer once appointed).
2.2	Safer Neighbourhoods Enforcement protocol	Revise 2011 version	Operationalises the General Enforcement Policy And use of tools and powers	Safer Neighbourhoods Manager	April 2015	Complete
2.3	Taxi Licensing Enforcement Procedure	Develop new procedure	Guidance to staff on operational matters	Safer Neighbourhoods Manager	April 2015	Complete
2.4	Improve Operational Planning	Review and confirm procedures and briefing arrangements for proactive taxi operations	Consistent and operational guidance for staff including onsite testing station attendance	Business Regulation Manager	January 2015	Complete
<b>3.</b>	<b>Practice</b>					
3.1	Authorisation of staff enforcement powers	Review powers in light of new Anti-Social Behaviour legislation	authorisations are fully up to date	Safer Neighbourhoods Manager	January 2015 and ongoing	Complete

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3.2	Vehicle Inspection and Plying for hire operations	Ensure a schedule of operations confirmed	Improved vehicle and operational standards.	Safer Neighbourhoods Manager	January 2015 and ongoing	Complete
3.3	Ensuring a customers' perspective of the quality of licensed vehicle and driver service	Introduce mystery shopping testing	The encouragement of drivers and operators to look to improve their standards from feedback of customers	Safer Neighbourhoods Manager	March 2015	Complete
3.4	Out of Town Drivers	Condition on operator licences prohibiting use of out of own drivers.	No vehicle operating in Rotherham should have lower standards than our own	Business Regulation Manager	July 2015	Complete
3.5	Recording Practice	Improve standard and ensure sufficient details recorded to allow for effective case management and information management reports to be run	Ability to analyse individual performance, service trends and reduce any potential service risk or case disposal weakness	Safer Neighbourhoods Manager	Dec 2015	Complete
3.6	Single point of entry for establishing case record referred by South Yorkshire Police, Corporate Transport Unit and Safeguarding	Standardised approach ensures all key referral data entered on system	Comprehensive and quality recording of issues and concerns  Ensures no cases are not followed up	Business Regulation Manager	Sept 2014	Complete
4	<b>Decision Making and Governance</b>					
4.1	Performance scrutiny	Quarterly performance oversight by Licensing	Greater accountability and visibility of	Business Regulation	August 2015	Complete

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		Board.	enforcement action trends and use of delegated powers	Manager		
4.2	Improve information provision to the Licensing Board / Sub Committee	Increase availability of information to full licensing board subcommittee on individual cases.	May change the current procedure of providing members with a summary of investigation to one of a file containing more detail	Safer Neighbourhoods Manager	August 2015 and ongoing	Complete
<b>5</b>	<b>Systems</b>					
5.1	Ensure Civica APP (licensing enforcement software package – also known as Flare) functionality for Licensing Enforcement is effective	Review current data entry and the need for amended coding and reporting Implement outcomes of review	Comprehensive recording of enforcement activity to enable analysis and intelligence mapping  Failsafe process so no complaint is passed on without follow through by Enforcement.	Safer Neighbourhoods Manager	December 2014 review and implementation January 2015	Complete
5.2	Review of LALPAC (Licensing software package)	Ensure all appropriate functionality is used – including remote access to system as appropriate.	Effective recording, data sharing and management information practice.	Business Regulation Manager	August 2016	Review of system undertaken, ICT project commissioned to allow development of IT infrastructure that supports Lalpac – additional server is required along with upgrade work to the software.  Current timescale fo

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						completion of project July 2016, full implementation of the reviewed system remains on target for completion by August 2016.
5.3	Consider the use of two systems	Appraise pros and cons of two system usage as opposed to combining on one.	Decision taken on best option for service	Business Regulation Manager	March 2016	Current Lalpac system cannot be appraised until upgrade work has been completed (August 2016). Current contract with Lalpac expires 2018 system usage identified as a potential saving for financial year 2018/19 and this is subject to a separate implementation plan that has been agreed by the director.
<b>6</b>	<b>Liaison</b>					
6.1	Improve the effectiveness of the Responsible Authorities meetings	Revise Terms of Reference Improve membership Forward calendar Escalate chairing role	A more strategic, service improvement remit  Focus to be on policy development , interagency working  Role in cases of	Business Regulation Manager	March 2015	Complete – complemented by Operation Tandem meetings

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		Ensure senior police involvement  Ensure meeting information is visible to wider service	particular severity, persistence or difficulty  Other matters should be dealt with via day to day practice.  Should not detract from normal daily case discussion process			
6.2	Intelligence sharing with Police	Implement process for sharing of proactive and reactive intelligence relating to concern re licensed drivers.	Effective investigation and decision making.	Business Regulation Manager	June 2015	Complete
6.3	Introduce senior level information sharing routes	Identify Single Points of Contact for Child Sexual Exploitation and other safeguarding for Community Safety and Street Scene and South Yorkshire Police	Managerial oversight and effective intelligence sharing	Business Regulation Manager	August 2015	Single points of contact identified – need for document information sharing agreement to be drafted and agreed (work being undertaken corporately). Anticipated completion date is now July 2016

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		Protocol to be developed that facilitates information sharing between Safeguarding Boards (Adult and Children) and the Safer Rotherham Partnership.	Managerial oversight and effective intelligence sharing	Assistant Director of Community Safety and Street Scene	June 2016	AD for CS and SS has been working with Directors of Adult's and Children's Services. Initial protocol drafted for consideration by Neighbourhood Crime and ASB Manager.
		Working protocol to be developed to enable social workers and other officers to provide professional witness statements to be used by licensing as evidence in court if / when required.	Managerial oversight and effective intelligence sharing	Assistant Director of Community Safety and Street Scene / Business Regulation Manager	July 2016	Initial discussions have taken place between children's services and licensing – further developments due to be made by end of May 2016.
6.4	Development of referral protocol between Children's Residential Services, licensing and Corporate Transport Unit	New procedure	Ensure respective roles and responsibilities are clearly understood and liaison arrangements are clear.	Business Regulation Manager	May 2016	Work ongoing – being led by service manager for Children's Residential Services  Licensing service implemented provided April 2016.  Redraft to be undertaken and final report to be presented to SLT in May 2016.

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6.5	Community Protection - Licensing Working Protocol	New procedure	Ensure respective roles and responsibilities re clearly understood and liaison arrangements are clear.	Safer Neighbourhoods Manager	April 2015	Complete
<b>7</b>	<b>Organisation</b>					
7.1	Ensure one line management of both licensing teams at appropriate management level	Review current organisational structure and develop proposals to combine under business regulation.	Improved management oversight and decision making. Better coordinated activity.	Business Regulation Manager	January 2016	Complete – structure being recruited to
7.2	Assess enforcement staffing levels	Benchmark staffing levels against other licensing authorities. Assess options and associated necessary funding	To ensure staffing capacity is correct for the licensing enforcement function	Safer Neighbourhoods Manager	February 15	Complete
7.3	Out of Hours Activity	Develop proposals, secure finance, and consolidate with other out of hours work.	Increased capacity for range of activity / operations out of hours team.	Safer Neighbourhoods Manager	February 2015	Complete
<b>8</b>	<b>Training</b>					
8.1	Ensure staff are fully conversant with recent changes	Review staffs needs for training in light of recent and planned practice changes Awareness raising of new polices Practical refresher training on use of databases.	Staff are able to operate new polices effectively	Business Regulation Manager	July 2015	Complete
8.2	Licensing board training	Formal training to be	Increased attendance	Business	August 2015 and	Complete

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		introduced for members of the Licensing Board, to be repeated annually.	at members training and excellent understanding of licensing polices, practice and decision making	Regulation Manager	ongoing	
<b>9</b>	<b>Quality Assurance</b>					
9.1	Assessment of performance of licensing service	Introduce and embed a Performance Management Framework across licensing.	Demonstrate effectiveness of service in delivering licensing service and objectives of policy.	Business Regulation Manager	May 2016	Framework developed December 2015, draft report prepared for SLT (Feb 2016) – awaiting submission for approval (original date rescheduled due to agenda limitations)
9.2		Licensing measure and indicator included and reported through the Council's new Corporate Plan	Licensing reflected in Corporate Plan.  Contribution to corporate priorities/golden thread.  Effective performance management arrangements in place via Strategic Leadership Team, Scrutiny and Cabinet.	Business Regulation Manager	May 2016	Complete - New Corporate Plan includes % of licence holders that demonstrate adherence to the requirements of the council's policy