

# **Business Improvement Programme**

**Progress Update: 5**

**Licensing and Business Support**

(October 2010)

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Business Improvement Programme Update  
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## **1 Background**

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### **1.1. Work Stream Summary**

The table below details the seven streams of work supporting the transformation of the Licensing and Business Support service.

<b>Front Office Optimisation</b>	The front office optimisation stream will enable customers to access the Licensing service through the internet, the Contact Centre and the five Customer Service Centres through effective redesign of processes and using the Council's CRM and LAGAN. This stream will be fundamental in taking on processes to release capacity in the Licensing team
<b>Back Office Process Improvements</b>	The back office stream will look at the remaining processes in the back office and how these can be developed alongside new ICT platforms. This stream seeks to enhance how the team undertake the processing of licence applications, the processes surrounding enforcement and identifying areas where services in the Council can work closer to provide a joined up service.
<b>ICT Platforms and Enablers</b>	The Licensing service currently lacks a suitable ICT system platform to enable the team to deliver its mandatory activities. This stream concentrates on initiating new ICT platforms but also taking this further with the delivery of a mobile working solution, e-consultation and self service.
<b>Business Support Team Re-alignment</b>	The Business Support Team works strategically across the Environmental Health department providing administrative support. This stream will look at how this resource can be best used to serve the Council and its residents by providing value outcomes. There will be changes in roles and responsibilities which will be key to enabling the new Licensing service provision and enabling Environmental Health to work pro-actively.
<b>Partnership Working and Income Generation</b>	The Licensing team works with a number of external bodies. Some of these are consultees under the Licensing Act; others are around enforcement and proactive activities. This stream looks to enhance this partnership further but also investigate possibilities of working with shared services with other local authorities and taking forward opportunities to generate further income to enable the service to operate with a balanced budget.
<b>Financial Management</b>	The financial management stream will support the programme and the streams throughout the implementation and review period. This stream will be actively involved in understanding current budgets, the re-alignment of budgets, working towards Licensing operating with a balanced budget and the realisations of cashable savings.
<b>Organisation Development</b>	This stream will support the recommendations and decisions made through policies and processes surrounding creation and deletion of posts and mobile working.

### **1.2. Work Stream Progress**

The information given below provides an overview of the current status of the Licensing and Environmental Health's Business Support Team Business Improvement Programme.

## **Back Office Redesign and Front Office Optimisation**

### **Licensing Act 2003**

The Licensing Act 2003 covers regulation of alcohol and entertainment. Currently all enquiries are handled through the licensing team however these will migrate to the customer contact environment where possible. The Licensing Act deals with a number of partners across Norfolk including the Police, Fire, Trading standards and Environmental Health. At the time of application the customer is required to submit applications to all representatives who feed back to the issuing authority. Currently around 80% of applications are received without all the information, therefore causing issues with all parties. This aspect of the review seeks to improve the amount of clean applications and enable information through the customer contact teams.

- All processes within the Licensing Act 2003 (alcohol and entertainment) has been mapped and redesigned. This redesign includes interpreting legislation and enabling it to be presented in a clear concise manner.
- Processes are currently being configured and designed for the CRM ready migration to the Contact Centre and Service Centre. Training is scheduled for the end of August.
- The ICT specifications have been passed to ICT for configuration of Lalpac, the public register, self service and the mobile requirement.
- All internet content has been written and set to live
- New application guidance has been produced
- CRM has been configured and tested with training scheduled for 21<sup>st</sup> October

Redesign has started of the process for the Gambling Act.

### **Business Support Team/Environmental Health**

- This work stream is complete. Realisation of cashable benefits won't occur until year 4 due to the protected salary scheme which will be £3,850.59.

### **ICT: Platforms and Enablers**

- The system is now used for:
  - Taxis
  - Charity collections
  - Temporary Events
  - Personal Licences
- The next batch of data migration will be for the Licensing Act 2003. The majority of data has already been cleansed.
- The enterprise module for self service, mobile working, e-consultation and public registers has been installed and in the early stages of configuration

## Finance

- Taxi fees have been approved through GP and will be out for consultation with drivers w/c 1<sup>st</sup> November. This should recover approx £6k per annum.
- Income identified through the introduction of speed awareness courses. Currently in preparation by Principal Licensing Officer.
- Income identified through BIIAB training. In preparation between Licensing and Communities.

## Issues

There are a number of issues that have been identified and require a decision from a senior level to enable the programme to move forward and complete successfully. The issues are captured within the action plan of the programme however it would be valuable if BISC was to champion these issues to ensure the project moves forward and the benefits realised.

- There are delays in data migration due to resource issues with the Licensing team inhibiting their ability to take on full configuration of Lalpac.
- The programme is based on two factors: minimisation of risk and improving the service delivery and also enabling the service to generate additional income through aligned fees and other opportunities such as sale of training. Once the programme is delivered there is capacity to deliver these however due to the delay in the programme relating to the staff issues and the timescales to review and consult on new fees, the organisation needs to decide how it will budget next years Lalpac support costs.
  - There is £15k identified through realigned fees
  - £6k has been identified through alignment of taxi fees.
  - Income has been identified through sale of BIIAB training however due to resource issues affecting the core Licensing team this opportunity is not progressing.
  - Commission earnings through Speed Awareness is in discussion with Norfolk Police aside to the overall improvement programme.
- The Business Case refers to the Kent Licensing Partnership which benefits from circa £200k per annum savings. This project enables Breckland to be in a position to start and promote a similar partnership, either exploiting the current ARP model or a new one. *This activity needs an owner at a senior level to drive forward this opportunity.*