



Licensing Service Delivery Plan 2026 to 2027

Overview of the service

The Council's Licensing team is based within the Legal Services department. Licensing is a statutory function and its primary aim is the safety, well-being and protection of the general public. Duties include inspection and enforcement to ensure compliance with licensing conditions and legislative requirements, offering advice and guidance, as well as the administrative functions of processing and issuing licences.

The Licensing team cover a diverse range of licensed premises and activities. Their work includes:

- ensuring all applications, registrations and notices received are processed and issued within any required timescales.
- ensuring applicable fees are received for each type of application, registration, and notice, including any annual fees payable.
- ensuring allegations and complaints made to the Council in connection with licensable activities are investigated and appropriate action is taken.
- taking appropriate enforcement action in relation to illegal activity, breaches of licence conditions and statutory duties, including initiating formal prosecutions where appropriate.
- preparing and presenting reports for both Licensing Committee and Licensing Sub-Committee hearings.
- offering support and guidance to applicants, licensees, Members, responsible authorities, and members of the public.
- working in partnership with the responsible authorities and other relevant organisations to protect public safety.
- formulation of policies and procedures and reviewing conditions of licences
- defending appeals against decisions in court

Cost of service

Gross operational cost of the service of £580,813 with income achieved of £683,026, leaving an estimated underspend of £102,213.

Staffing Information

Licensing Manager (full time)

Senior Licensing Officer (full time)

Licensing Officer (Enforcement) x 2 (full time)

Licensing Support Officer x 2 (full time)

Licensing Administration Assistant x 5 (full time)

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Operational Services
Fees review	By December 2026	Licensing Committee
Inclusivity Service Plan	By November 2026	Licensing Committee
Service Delivery Plan 2027 to 2028	March 2027	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services

Licensing Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes what the Licensing service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2023 to 2027.

Council's strategic outcome: Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer

Licensing's strategic objective: Ensure the Licensing Authority remains financially sustainable.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Support the Council's growth agenda and undertake a fees and charges review	By December annually	Annual review completed in November 2025	Licensing Manager
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Support staff with training requirements ahead of LGR, review skills and capacity against future requirements. Audit and cleanse data ready for migration by April 2028	New performance measure	Licensing Manager Senior Licensing Officer

Council's strategic outcome: Support our businesses to thrive, and our residents to live happy and healthy lives, in East Cambridgeshire.

Licensing's strategic objective: Process all requests promptly within legal constraints to allow businesses to thrive, and to ensure public safety.

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
100% of licence applications, registrations and notices to be determined, and inspections conducted within the terms of the controlling legislation	100%, annually	100%	Licensing Manager Senior Licensing Officer
100% of enquiries, complaints and inspections to be actioned within required timelines	100%, annually	100%	Licensing Manager Senior Licensing Officer

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Creation of an Inclusivity Service Plan for Taxis and Private Hire	Create an ISP for adoption by November 2026	New performance measurement	Licensing Manager

Council’s strategic outcome: Enhance the natural environment and build on our sustainability goals.

Licensing’s strategic objective: Reduce the Licensing Authority’s carbon footprint where possible.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Reduce paper use through the customer journey where possible by using IT solutions	5% reduction in paper usage, annually	3,704 prints produced	Licensing Manager Senior Licensing Officer