

## **Mission Statement**

To Improve the Quality of Life  
For Those Who Live and Work in The District

2 March 2007

Dear Councillor

You are hereby invited to a meeting of the Licensing Committee to be held in Committee Room 2, Civic Centre, Portholme Road, Selby on Monday, 12 March 2007 commencing at 10.00 am.

The agenda is set out below.

**1. Apologies for Absence and Notice of Substitution**

To receive apologies for absence and notification of substitution.

**2. Disclosure of Interest**

To receive any disclosures of interest in matters to be considered at the meeting in accordance with the provisions of Sections 94 and 117 of the Local Government Act 1972 or the National Code of Local Government Conduct.

**3. Minutes**

To confirm as a correct record the minutes of the proceedings of the meeting of the Licensing Committee held on 12 February 2007 (pages 5 to 7 attached)

**4. Procedure**

To outline the procedure to be followed at the meeting (pages 8 to 9 attached).

**5. Chair's Address to the Licensing Committee**

**6. Licensing Act 2003 – Report of the Independent Fees Review Panel**

Report of the Head of Service – Legal and Democratic Services (pages 10 to 21 attached).

**7. Private Session**

**That in accordance with Section 100(A)(4) of the Local Government Act 1972 in view of the nature of the business to be transacted, the meeting be not open to the Press and public during discussion of the following items as there will be disclosure of exempt information as defined in Section 100(1) of the Act as described in paragraph 3 of Part 1 of Schedule 12(A) of the Act.**

**8. Application for Hackney Carriage Licence**

Report of the Head of Service – Legal and Democratic Services (pages 22 to 49 attached).

**9. Application for Hackney Carriage Licence**

Report of the Head of Service – Legal and Democratic Services (pages 50 to 66 attached).



M Connor  
Chief Executive  
2 March 2007

**Disclosure of Interest – Guidance Notes:**

- (a) Councillors are reminded of the need to consider whether they have any personal or prejudicial interests to declare on any item on this agenda, and, if so, of the need to explain the reason(s) why they have any personal or prejudicial interests when making a declaration.
- (b) The Democratic Services Officer or relevant Committee Administrator will be pleased to advise you on interest issues. Ideally their views should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.

**[Please note that the papers relating to the applications have been circulated to councillors of the Licensing Committee only, who should return the agenda to Democratic Services at the conclusion of the meeting to enable the papers to be destroyed confidentially].**

### **Dates of Future Meetings of the Licensing Committee**

<b>Date of Meeting</b>	<b>Deadline Date</b>	<b>Distribution Date</b>
16 April 2007	27 March 2007	4 April 2007

### **Membership of the Licensing Committee 10 Members**

<b>Conservative</b>	<b>Labour</b>	<b>Independent</b>
J Ashton	G Croston	J McCartney
J Dyson	D Davies	
K McSherry	S Duckett	
C Pearson (Vice Chair)		
R Sayner (Chair)		
D Peart		

Enquiries relating to this agenda, please contact Tracey Peam on:

Tel: 01757 292022

Fax: 01757 292020

Email: [tpeam@selby.gov.uk](mailto:tpeam@selby.gov.uk)

## Descriptions of Exempt Information

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
8. Qualifications for Exempt Information:

Information falling within paragraph 3 is not exempt information by virtue of that paragraph if it is required to be registered under -

- (a) the Companies Act 1985;
  - (b) the Friendly Societies Act 1974;
  - (c) the Friendly Societies Act 1992;
  - (d) the Industrial and Provident Societies Acts 1965 to 1978;
  - (e) the Building Societies Act 1986; or
  - (f) the Charities Act 1993.
9. Information falling within any of the 7 categories listed above is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
  10. Information which;
    - (a) falls within any of paragraphs 1 to 7 above; and
    - (b) is not prevented from being exempt by virtue of paragraph 8 or 9 above,

is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

## SELBY DISTRICT COUNCIL

Minutes of the proceedings of a meeting of the Licensing Committee held on Monday 12 February 2007, in Committee Room 2, The Civic Centre, Portholme Road, Selby, commencing at 10.00 am.

1494	Minutes
1495	Procedure
1496	Chair's Address to the Licensing Committee
1497	Private Session
1498	Application for a Hackney Carriage Licence
1499	Application for a Hackney Carriage Licence

Present: Councillor C Pearson in the Chair

Councillors: Mrs J Ashton, Mrs D Davies, Mrs J Dyson, B Marshall (for Mrs S Duckett), Mrs K McSherry and D Peart.

Officials: Assistant Solicitor and Committee Administrator

Press: 0

### 1492 **Apologies for Absence and Substitution**

Apologies were received from Councillors G Croston, Mrs S Duckett and J McCartney.

Substitute Councillor was Councillor B Marshall (for Mrs S Duckett).

### 1493 **Disclosure of Interest**

Councillor Mrs Ashton declared a personal interest in minute number 1499 and informed the Committee that she would leave the Committee Room whilst this item was discussed.

### 1494 **Minutes**

#### **Resolved:**

**That the minutes of the proceedings of the meeting of the Licensing Committee held on 15 January 2007 be confirmed as a correct record and be signed by the Chair.**

1495

### **Procedure**

The Procedure was noted.

1496

### **Vice-Chair's Address to the Licensing Committee**

The Vice-Chair gave no address to the Committee.

1497

### **Private Session**

**That in accordance with Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, as there will be disclosure of exempt information as defined in paragraph 3 of Part 1 of Section 12A of the Act, as amended by the Local Government (Access to Information) (Variation) Order 2006.**

1498

### **Application for a Hackney Carriage Licence**

Councillors received the report of the Head of Service – Legal and Democratic Services for the grant of a Hackney Carriage Licence for a Skoda Superb, a vehicle not fully accessible to the disabled.

The Licensing Officer outlined the details of the case.

The driver concerned outlined his reasons for the application and produced his accounts. Councillors questioned the driver as to the circumstances of the application.

#### **RESOLVED:**

**That the application for a Hackney Carriage Licence be granted in respect of the vehicle, with the vehicle being exempted from the requirement for it to be fully accessible to the disabled, on the basis that hardship grounds had been satisfied.**

Councillor Mrs Ashton left the Committee Room for the following item.

1499

### **Application for a Hackney Carriage Licence**

Councillors received the report of the Head of Service – Legal and Democratic Services for the grant of a Hackney Carriage Licence for a Volkswagen Passat, a vehicle not fully accessible to the disabled.

The Licensing Officer outlined the details of the case.

The applicant informed councillors that he was not financially able to purchase a wheelchair accessible vehicle. His accounts were examined and as a consequence councillors questioned the basis of his application.

In addition, the applicant suggested his North Yorkshire County Council contracts could only be undertaken by a saloon car and he would be financially penalised if he had to replace his current vehicle with a wheelchair accessible vehicle.

This was refuted by the Licensing Officer who had been in contact with North Yorkshire County Council to contradict this assertion.

After a full and detailed discussion it was agreed that the application be refused as the applicant did not meet the exemption on the grounds of financial hardship.

**Resolved:**

**That the application for a hackney carriage licence for a vehicle not accessible to the disabled be refused.**

Councillor Mrs Ashton returned to the Committee Room.

The meeting closed at 11:10 am.

## **LICENSING COMMITTEE**

### **PROCEDURES TO BE FOLLOWED**

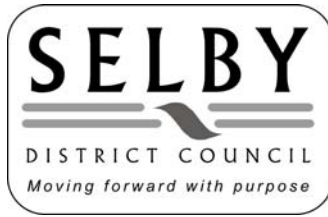
The Licensing Committee acts in a quasi judicial capacity to give a fair hearing to an applicant where a hearing is required by law or equity. When considering the case the only evidence the Members of the Committee can take into account is evidence previously submitted to form the agenda and any verbal evidence given at the actual meeting by Officers representing the Council and by the applicant or his/her representative, and their witnesses. The following procedures must be followed.

1. Procedures to be followed when submitting an application to the Licensing Committee for consideration;
  - i) The Council's Officers will liaise with the Committee Section to arrange a suitable date for the meeting. The applicant and Members of the Committee will be informed of this date in writing and a copy of the procedure note will be included for the applicant.
  - ii) The applicant and Council's Officers will submit any written evidence to the Committee Section for inclusion in the agenda by a given date. If the evidence is to be verbal, this should be stated.
  - iii) If witnesses are to be called the Committee Section must be notified prior to the hearing.
  - iv) Any application for adjournment because of late submission of papers, will in principle be considered sympathetically by the Committee.
2. The procedure to be followed by the Licensing Committee:
  - i) For each individual case the applicant and any representatives will be shown into the Committee Room at the same time as the appropriate Council's Officers. Witnesses will enter the room at the same time unless there are any objections.
  - ii) The District Solicitor will introduce the applicant, any representatives, witnesses and the Council's Officers to the Members of the Committee.
  - iii) The Chair will introduce Members of the Committee.
  - iv) The Chair will then go through the procedure as follows:



- a) Officers representing the Council will present the case for the Council. They may present such witnesses as they believe are appropriate.
- b) Officers representing the Council, and any witnesses, will then answer questions from the applicant or his/her representative, and from Members of the Committee.
- c) The applicant or his/her representative will then present the applicant's case. They may present such witnesses as they believe are appropriate.
- d) The applicant or his/her representative, and any witnesses, will then answer questions from the Committee and the Council's Officers.
- e) The Council's Officers will then sum up on behalf of the Council.
- f) The applicant or his/her representative will then sum up.
- g) The applicant and his/her representative will then be asked whether they consider they have had a fair hearing and the Committee will take into account any comments, which are then made. The Chair of the Committee will then ask the Council's Officers presenting the case the same question and will again take account of any comments made.
- h) The Council's Officers, the applicant and his/her representative, all witnesses, will then withdraw from the meeting whilst the Committee makes their decision on the evidence presented.
- i) The applicant and his/her representative, the Council's Officers, all witnesses, will be invited back into the meeting to be informed of the Committee's decision.

Following the Committee meeting the Head of Legal Services will write to the applicant informing them of the decision of the Licensing Committee.



**For Publication**

**Agenda Item No: 6**

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**Title:** Licensing Act 2003 – Report of the Independent Fees Review Panel

**To:** Licensing Committee

**Date:** 12 March 2007

**Service Area:** Legal Services

**Author:** Mike Rice, Head of Service – Legal and Democratic Services

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## **1 Purpose of Report**

1.1 The purpose of the report is to enable the Licensing Committee to consider the findings of the Independent Fees Review Panel ('The Panel').

## **2 Recommendation(s)**

2.1 **That the Licensing Committee notes the findings of the Panel.**

## **3 Executive Summary**

3.1 The Panel's terms of reference were:

- To consider whether the fees cover the full cost to licensing authorities
- To identify the scale, extent and nature of any problem(s) encountered by licensees / licence payers and licensing authorities
- To make recommendations about how the existing fee structure and levels could be developed
- To ensure best practice is being fully realised across all authorities
- To identify how the regime could be developed to address any other issues, including the impact of the fees scales on community amateur

sports clubs and village and community halls.

## 4 The Report

### Remit and Background

- 4.1 The Panel was tasked by the Government with reporting on the system of fees introduced by the Licensing Act 2003.
- 4.2 The Licensing Act 2003 (The Act) provides for the Secretary of State for Culture, Media and Sport to set fee levels.
- 4.3 These levels were set out in Regulations, the objective of which was, so far as possible, to allow licensing authorities full recovery of their legitimate administration, inspection and enforcement costs whilst at the same time achieving arrangements which were fair to businesses of differing sizes and to non- commercial organisations and other individuals seeking licences.
- 4.4 Councillors will be aware that the Act provides for a unified system of regulation of the activities of the sale and supply of alcohol, the provision of regulated entertainment, and the provision of late night refreshment.
- 4.5 The system's purpose is to promote four primary objectives
- The prevention of crime and disorder
  - Public safety
  - The prevention of public nuisance, and
  - The protection of children from harm
- 4.6 SDC grants licences for the area in which the premises are situated and in the case of personal licences the area in which the individual applicant is normally resident.
- 4.7 **The Panel understood the policy of fee regimes to be that fees and charges should normally be set to recover the full cost of the service, whilst recognising that in some cases that may not be appropriate. Fees which are intentionally set to generate an excess of income over cost are presumed to be taxation.**
- 4.8 The Government's view was that the taxpayer was subsidising the cost of the previous licensing system administered by the magistrates' court system.

- 4.9 The Government's aim was that so far as possible the legitimate costs of local authorities' administration, inspection and enforcement associated with the new regime should not fall on the central or local taxpayer but on those choosing to engage in licensable activities.
- 4.10 As might have been envisaged there was disagreement about the levels of fees and the Government therefore agreed to the Local Government Association's (LGA) request for an independent review of the fee levels based on practical experience following implementation.
- 4.11 The difficulties faced by local authorities was that no one knew exactly how and when applicants would apply for their new licences.
- 4.12 The situation was not helped by the late promulgation of the Fees Regulations.
- 4.13 Some local authorities erred on the side of caution and employed staff before the applications came in. Others used existing staff until the position became clearer, which proved less expensive.
- 4.14 The Government believes the new regime will produce savings for industry over a period of 10 years. Industry disagrees.

#### Considerations

- 4.15 The Panel consulted and considered several options as to how fees should be calculated. **They came to the view that (with the exception of fees for large events) the fees regime should continue to be a national regime locally applied.**
- 4.16 **The Panel concluded that, whilst not perfect, the means of allocating premises to fee levels should continue to be NNDR.**
- 4.17 The Panel did not support proposals that the level of fee should be based on the rateable value of the part of the premises selling alcohol rather than the rateable value of the premises as a whole. The Panel concluded that the four principles of the Act apply to the whole of the premises or site.
- 4.18 The Regulatory Impact Assessment (RIA) which accompanied the Fees Regulations stated that, over a period of 10 years, the Government expected the new licensing regime to produce savings for industry of about £2 billion through reduction in the associated cost of the new licensing processes. The Government continues to maintain this estimate. Industry continues to disagree.
- 4.19 The RIA estimated that around 190,000 businesses and other stakeholders would be 'captured' by the new fees regime with about 240,000 personal licence holders. The Panel's research indicates that around 210,000 premises licences have been issued.

## Costs

- 4.20 The Panel found a large variation of local authority costs; some authorities had delivered the implementation of the Act on the basis of income; others had not been able to do so.
- 4.21 The Panel estimated from its sample of funding that the cumulative net excess of cost over income for the financial years 2004/05, 2005/06 and 2006/07 to be about £50m. The picture varied significantly at local level where the gap for a single local authority over the 3-year period ranged from an estimated net excess of cost over income of £8.6m to a net excess of income over cost of £0.14m.
- 4.22 **The Panel found a considerable variation in the reported cost of licensing activity which was not explained by the size of the authority or by the number of licences processed.**
- 4.23 Some of the costs related to external factors over which the authority had little control and included
- The geographical characteristics of an area
  - The varying impact of the late promulgation of the Fees Regulations
  - The proportion of smaller / independent businesses as opposed to larger businesses
  - **Differences in the need to communicate the new arrangements**
  - **Different responses from applicants and interested parties, resulting in different numbers of appeals and hearings.**

- 4.24 The Panel also found differences in costs linked to differences in local policy and general approach, including
- Different local instructions about cost control
  - Differences in the timing of the recruitment of staff to manage and process applications
  - Different approaches to IT solutions
  - **Different approaches to proactive engagement with interested parties**
  - **Different approaches to mediation to resolve issues**
  - Differences in the approach to enforcement arrangements and practices.
- 4.25 **Although SDC was not amongst the authorities sampled by the Panel it is interesting to note the view of the Panel that in authorities with low costs there were generally fewer appeals and hearings sometimes as a result of early communication and mediation, which either avoided more controversial applications being submitted in the first place or objections being resolved without the need for more expensive hearings.**
- 4.26 The Panel refers to the Hampton Report (Philip Hampton: 'Reducing Administrative Burdens – Effective Inspection and Enforcement' – HM Treasury March 2005) whose overall recommendation was that 'burdens on business should be reduced by helping interaction between enforcers and business through more coordinated, more consistent and better targeted visits.' This was to be read with the Government's guidance which advised that inspections should not be undertaken routinely but when and if they are judged necessary.
- 4.27 **The Panel supported these approaches and felt that the Hampton Report and the Government guidance give a clear steer to what might be a reasonable approach.**
- 4.28 Local authorities, however, had differing approaches to enforcement.
- 4.29 **The Panel recommended that clearer guidance should be given to local authorities as to what enforcement should form part of the ongoing cost of licensing.**

- 4.30 The Panel also recommended that local authorities have due regard to the work of the Local Better Regulation Office (LBRO) which will be taking forward the better coordination, inspection and enforcement activities for local authority regulatory services; that inspection and enforcement needs to be targeted, proportionate and driven by clear assessment of risk.

The view of LBRO is that any activity above and beyond that level should be down to local discretion with additional costs met from local finances.

#### Future Fees

- 4.31 The Panel considered what the appropriate level of fees should be for future years.
- 4.32 In examining the future level the Panel was mindful of the RIA which made clear the intention that fees should allow for the full cost recovery of the legitimate and efficient costs of the new licensing regime.
- 4.33 The difficulty faced by the Panel was that it was not yet possible to predict with accuracy what the balance between income and cost would be from 07/08 onwards, if fees were left at their current levels. This was because there is no experience at this stage – and therefore no actual figures – of running the new licensing regime over a financial year which post-dates the transitional period.
- 4.34 **The Panel's recommendation is therefore that fees levels should be reviewed again in three years time** (i.e. in 2009/10, for implementation in 2010/11) at which point the Panel feels it will be possible to make a proper and accurate assessment of the ongoing costs, based on actuals.
- 4.35 That said, the Panel recognised the need to acknowledge that this would be a long period from the initial setting of fees rates and acknowledged that there was a case for making an adjustment in the shorter term.
- 4.36 **After due consideration of the data available to it the Panel recommended that fee levels should increase for the three-year period from 2007/08 by 7% across all types of application and annual fee.**

#### Gap – Transitional Period

- 4.37 The Panel concluded that for the three years 2004 – 2007 it was reasonable to assume an estimated excess of costs over income of around £97m and that, whilst it believed that authorities should bear an element of those costs it was fair and equitable that the Government fund £43m as part of the net cost through central grant rather than pass it on to future fee payers.
- 4.38 **It is not known how the proposal in 4.37, if agreed, would impact directly on SDC. The Panel believes the distribution of such monies would need to be discussed with the LGA.**

## Other Fee Issues

### Multiplier

- 4.39 A multiplier was applied to town and city centre pubs falling in Band D (twice the fee) and Band E (three times the fee).
- 4.40 The Panel found that some licensing authorities were reluctant to apply the multiplier where it had not been possible to determine whether the premises in Bands D and E are engaged exclusively or primarily in the sale of alcohol for consumption on the premises. This had had an impact on the net cost of some authorities.
- 4.41 **The Panel therefore recommended Government redefines the definition of those premises that are captured by the multiplier to include all Band D and E premises in city and town centres that attract large amounts of enforcement and inspection activity which reflects the increased costs that go with that activity.**

### Proportionality

- 4.42 The Panel heard representations that the fees were disproportionate and penalising for small businesses, those with a small proportion of sales from alcohol and for those applicants who operate for community benefit or on a not-for-profit basis.
- 4.43 The Panel considered whether a clear case could be made to reduce the level of fees for certain types of premises.
- 4.44 **The Panel concluded that there was no substantive evidence that suggested that these groups had had to stop operating and the Panel did not recommend a reduction in fees at this time.**
- 4.45 **The Panel did however recommend that**
- a) **The future fees regime should be de minimis for certain premises types where alcohol activity is peripheral to overall activity, which would include florists and bookshops selling communion wine and**
  - b) **The Government should undertake further work to determine what that (reasonable) level should be and that a suitable definition reflects that alcohol sales are purely incidental to the main purpose of the overall activity.**
- 4.46 The Panel also received representations for a reduction in fees for certain business premises types in line with both Small Business Rate Relief and Charitable Rate relief schemes.



- 4.47 The Panel recommended that the Government should consider this issue further in order to establish the overall effect of such a proposal, but with the view to giving licensing authorities the ability to waive fees for these defined premises accordingly.

#### Clubs

- 4.48 The Panel received representations from sport club bodies that the current fees regime is having a disproportionate effect on voluntary sport.
- 4.49 The Panel considered whether to recommend a discount for all clubs in the Community Amateur Sports Clubs (CASC) scheme but concluded that it would not be appropriate to single out CASCs for a further discount at this stage but acknowledged that the Government might wish to consider this further in the future.
- 4.50 The Panel concluded that it had not been presented with a coherent argument which justified any further exemptions or reductions in fees for those sectors.

#### Temporary Events Notices (TENS)

- 4.51 The Panel was aware of recommendations from Government to remove the need for a Designated Premises Supervisor (DPS) for the voluntary sector which may be brought forward under the Legislative and Regulatory Reform Act 2006.
- 4.52 The Panel therefore encouraged village halls and other community facility providers to apply for full licences and recommended that the Government's proposal to remove the DPS requirement from community and village halls that have a full licence should be implemented at the first opportunity.
- 4.53 The Panel also recommended that the number of TENS which community and village halls could obtain during a period of one year should be increased from 12 – 15 with the maximum number of days during which licensable activity can occur remaining at 15.

#### Large Events and Festivals

- 4.54 The issue for the Panel was about where the higher fee is triggered, particularly capturing large not-for-profit / community events in the same brackets as other commercial large events.
- 4.55 Proposals included the waiving of fees for not-for-profit events and other suggestions.
- 4.56 The Panel's view was that local authorities would wish to encourage events which support community activity in their areas.

- 4.57 After careful consideration **the Panel recommended that licensing authorities should be given discretion to set the level of fee for large events in their areas based on cost recovery, reasonableness, and risk.** To reinforce the recommendation, the Panel also recommended that LACORS should provide guidance for licensing authorities which set out what might and might not need to be considered in making their assessment of the level of fee charged for an event. The Panel recognised this would need primary legislation.

#### Circuses

- 4.58 The Panel received representations about the difficulties for circuses in complying with the new licensing regime.
- 4.59 The Panel noted that the 2006 season had now wound down and that it was not aware of any firm evidence either way about the effect the new licensing regime was having on circuses. The Panel recommended that the reported issues for circuses be kept under review by the Government.
- 4.60 The Panel expressed its awareness that the Government had established a central register of licensed public spaces in England and Wales in order to help event organisers and touring entertainment providers determine whether their event could take place in a particular local authority area on pre-licensed land. The Panel welcomed this approach by local authorities and encouraged those who had not already done so to adopt this approach.

#### Application Forms

- 4.61 Concerns were expressed to the Panel about the complexity and number of application forms received.
- 4.62 The Panel agreed that the length and complexity of forms generally need to be reduced.
- 4.63 The Panel recommended it be made mandatory for licensing authorities and responsible authorities to accept application forms electronically should applicants choose to submit them in that format. This should include scanned plans and electronic signatures.
- 4.64 The Panel also made a number of detailed recommendations (which are set out in full in the report) to simplify and shorten application forms.

### **5 Financial Implications**

- 5.1 There are no immediate financial implications but if the Panel's recommendations are accepted there will be an impact on the fees levels charged by the Council.

5.2 Officers will report on these matters as soon as any firm proposals are brought in by Government.

## **6 Conclusions**

6.1 There are several recommendations from the Panel.

6.2 SDC's enforcement policies and strategies would seem to be consistent with the Panel's proposals but will be examined against the Panel's recommendations when these have been brought into force.

6.3 The Government has announced that it will fully consider all the recommendations and publish a response shortly.

Once it has reached a decision, the Government will undertake a full public consultation exercise before making any changes.

## 7 Link to Corporate Plan

7.1 The report supports the aims of the Council's Corporate Plan.

## 8 How Does This Report Link to the Council's Priorities?

8.1 Improving safety in our community and raising the image of Selby district.

## 9 Impact on Corporate Policies

9.1	Service Improvement	<b>Impact</b>  If the recommendations are adopted then the Council will need to review its policies and procedures although those procedures seem to be broadly in line with the Panel's view.
9.2	Equalities	<b>No Impact</b>
9.3	Community Safety and Crime	<b>Impact</b>  The recommendations from the Panel should lead to a more focused and effective approach to enforcement.
9.4	Procurement	<b>No Impact</b>
9.5	Risk Management	<b>Impact</b>  The Panel's recommendations should lead to a clearer assessment of priorities in enforcement.

<b>9.6</b>	<b>Sustainability</b>	<b>No Impact</b>
<b>9.7</b>	<b>Value for Money</b>	<b>No Impact</b>

## **10 Background Papers**

- 10.1 Report of the Independent Fees Review Panel – located in Legal Section.  
Also available for downloading from DCMS website at [www.culture.gov.uk](http://www.culture.gov.uk)**