



Committee and Date

**Place Overview Committee**

**5 September 2019**

Item

Public

## **PAVEMENT PERMITS**

### **PERMISSION AND CHARGES TO USE OBJECTS OR STRUCTURES ON THE HIGHWAY**

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#### **1. Summary**

- 1.1 This report sets out the position as it relates to the granting of permission and the setting of charges for those who wish to use objects or structures on the highway as defined by Section 115A of the Highways Act 1980. For the purposes of this report, this type of permission is for a 'Pavement Permit' and does not include the granting of permission for the use of A-Boards or the use of objects or structures on, in or over the highway for any other purpose.

#### **2. Recommendations**

- 2.1 That the Committee endorses the recommendation that the granting of permission by the Council for those who wish to use objects and structures on the highway, as defined by Section 115A of the Highways Act 1980, for the purposes of a 'Pavement Permit', is necessary to ensure the highway is not obstructed and to reduce the risk of harm to those who use the highway and to protect public safety and that the Trading Standards and Licensing Service Operations Manager is instructed to review and maintain appropriate guidelines to support this position.
- 2.2 That the Committee endorses the recommendation that it is appropriate for the Council to charge, on a cost recovery basis, for the granting of permission for those, including charities, who wish to use objects and structures on the highway, as defined by Section 115A of the Highways Act 1980, for the purposes of a 'Pavement Permit', and that the charges set out at **Appendix A** are adopted and implemented as soon as is reasonably practicable for the remainder of 2019/20.
- 2.3 That the Committee endorses the recommendation that any deficit incurred by the Council, up to and including the 31 March 2018, for the granting of permission for those who wish to use objects and structures on the highway, as defined by Section 115A of the Highways Act 1980, for the purposes of a 'Pavement Permit', shall be disregarded and not recovered through charges.
- 2.4 That the Committee endorses the recommendation that, with effect from 1 April 2018, any deficit incurred by the Council in the granting of permission for those who wish to use objects and structures on the highway, as defined by Section 115A of

the Highways Act 1980, for the purposes of a 'Pavement Permit', shall be recovered through relevant charges agreed by the Council from 2020/21 onwards.

- 2.5 That the Committee endorses that the charges for the granting of permission for those who wish to use objects and structures on the highway, as defined by Section 115A of the Highways Act 1980, for the purposes of a 'Pavement Permit', are reviewed on an annual basis and included in the annual fees and charges reports presented to Cabinet and Council by the Council's Section 151 Officer.

## REPORT

### 3. Risk Assessment and Opportunities Appraisal

- 3.1 For ease of reference, the term '*Pavement Permit*' is used throughout the report to mean the granting of permission for those who wish to use objects or structures, not including A-Boards or the use of objects or structures for any other purpose on, in or over the highway as defined by Section 115A of the Highways Act 1980.
- 3.2 The granting of Pavement Permits is a Highways function under the Highways Act 1980. Prior to April 2011, no scheme was in place to control the use of objects and structures on pavements. There were concerns about the growing level of obstruction of the pavements and the associated increasing risk to public safety.
- 3.3 A Pavement Permit scheme is not, of itself, a statutory duty of the Council. It is a discretionary power afforded to the Council under the Highways Act 1980 and provides a mechanism to prevent obstructions and encroachments which may affect the use and safety of pavements. However, the Council does have a statutory duty to maintain pavements in a condition that is fit for pedestrians using them. A Pavement Permit scheme is one method by which the Council can demonstrate that it has taken steps to satisfy this statutory duty.
- 3.4 Without a Pavement Permit scheme, businesses face potential criminal sanctions for obstructing the highway and, in the event of accidents/injuries caused by obstructions, claims for compensation from members of the public may be made against these businesses. Injured parties may also claim against the Council where it can be demonstrated that the Council has failed to ensure the highway is not obstructed.
- 3.5 Based on local claim data, the likelihood of such claims is very low; however, the consequences can be severe, e.g. if a pedestrian pushing a baby in a pram steps onto the road with vehicular traffic due to insufficient space to walk past café furniture on a pavement, this may lead to fatalities. This means that pavement permits give rise to at least a medium risk.
- 3.6 When incidents occur, even where the consequences are negligible or minor, they give rise to reputational damage for both businesses and the Council. This can adversely impact any individual business concerned, and the wider local economy,

as well as undermining the Council's aspirations to make Shropshire a good place to do business and to ensure places and communities are sustainable.

- 3.7 As a result, from April 2011, with the agreement of Highways, the administration and regulation of Pavement Permits was undertaken by Public Protection and from 2016 by the Trading Standards and Licensing Service.
- 3.8 The Council recognises that economic growth and productivity is a key challenge and opportunity, with the Economic Growth Strategy highlighting the need to enable businesses to grow and succeed. With the changes that are taking place on the high street, arising increasingly from the shift towards online retail trading and away from the traditional high street, the Council and its partners are focussing on different ways to revitalise high streets including diversifying away from retail dependence towards more leisure-based activities, including food and beverage uses. From an economic growth perspective, the Council wants the county's town centres to prosper and continue to be vibrant and welcoming places to live and visit for both residents and visitors. This requires controlled development and proper management of a diverse range of business types and leisure activities.
- 3.9 Nevertheless, this cannot be achieved without properly reducing the impact of the possible consequences and the risk of harm, ensuring safety and promoting equality for all those who work, live and visit the county. Fundamentally, it is not good for business or for individuals if people trip, fall or collide with objects or structures such as chairs, tables, barriers, shelving, goods and other similar items that have been placed outside premises on pavements. The risks are increased for those with disabilities, particularly those with mobility difficulties and visual impairment, and for those caring for babies/children who may be forced to walk on busy roads due to insufficient pavement space as a result of excessive or poorly positioned objects and structures.
- 3.10 Residents and visitors have a right to be able to walk safely on town centre pavements without the risk of injuring themselves on any objects or structures or putting themselves and/or motorists at an increased risk by walking on busy roads. The Council has a responsibility under the Highways Act 1980 to ensure that the highway, which includes pavements, is not obstructed; this responsibility is primarily placed on the Council to ensure public safety.
- 3.11 By using pavement areas that span the frontages of premises, businesses are able to expand their trading space and, in effect, make business use of public land. This has clear commercial benefits for businesses in that it attracts customers, boosts business income and profit and supports the local economy. On this basis, it was and continues to be considered appropriate that those businesses gaining a financial advantage from holding a Pavement Permit ought to bear the cost of the administration and regulation of the scheme and that this ought not to fall to the local tax payer.
- 3.12 It is current practice not to charge for Pavement Permits when the Permit is for premises and activities relating to registered charities. However, it is not clear when or why this practice was adopted as there is no reference to it in the current guidelines (see paragraph 3.14 below). Whilst recognising the good work that charities undertake, they are using the same highway and gaining the same

commercial advantages as any other business. Furthermore, by granting Permits to charities free of charge, businesses that pay for their Permits, in effect, subsidise the cost of Permits granted to charities and, given that charities may be in direct competition with businesses, this position is inequitable and unsustainable.

- 3.13 Clearly, the purpose for which charity funds are used has significant social value, and it is not unreasonable for the Council and businesses to want to support the work of charities. Nevertheless, it is considered appropriate that a more equitable and commercial approach is implemented and that on this basis charities ought to pay for their Permits in the same way as any business. It should be noted that any charity that wishes to trade from a stall on the street, in accordance with the Council's Street Trading Policy 2018 – 2023, is required to pay for a licence (weekly £173; annual £494). Allowing charities to obtain free Pavement Permits undermines the street trading regime.
- 3.14 The way in which the administration and regulation of Pavement Permits is controlled is set out in the 'Pavement Permit Guidelines'; these are available at <https://shropshire.gov.uk/media/1420/pavement-permit-guidelines.pdf>. The guidelines have been developed to ensure a fair and sensible approach is taken to help strike the right balance between the commercial benefits that are created for businesses and the local economy and the reasonable needs and concerns of residents and visitors, and overall, to help promote vibrant, safe and accessible town centres for all to enjoy. The guidelines also provide the basis for effective regulation, which is fundamental to ensuring public safety.

#### **4. Financial Implications**

- 4.1 The Council is permitted to charge for granting a Pavement Permit. Broadly, such charges cannot exceed the amount that reimburses the Council their reasonable expenses in connection with granting the Permit, i.e. charges must be set on a cost-recovery basis. However, where the Council is the owner of the subsoil beneath the part of the highway in relation to which the Pavement Permit is granted, there is no such restriction on the amount that may be charged.
- 4.2 There are numerous examples of councils across the country that have Pavement Permit schemes for which a charge is made. This includes several immediately neighbouring councils (Cheshire East Council, Cheshire West and Chester Council, Stoke-on-Trent City Council, City of Wolverhampton Council, Herefordshire Council, Worcestershire County Council, Worcester City Council, Malvern Hills District Council, Wyre Forest District Council). There is no consistency in respect of the basis upon which charges are set and examples range from as low as £25 up to sums that are over £1,000. There appears to be significantly less councils that charge on the basis that they own the subsoil; however, where they do, it is charged as a rent in addition to the Pavement Permit charge.
- 4.3 From April 2011, charges for Pavement Permits were set at £50 for both new and renewal Permits. During 2016, it was recognised that additional work was being undertaken in advance of granting permissions to ensure applicants fully understood the obligations placed upon them and that best practice was embedded from the commencement date of each Permit. However, it then followed that the £50 charge for a new Permit no longer adequately reflected the work undertaken

prior to a Pavement Permit being granted. As a result, initial financial analysis was undertaken, which resulted in the charge for a new Permit being determined at £135; this was introduced from April 2017. The charge for renewing an existing Permit remained at £50.

- 4.4 Given the ongoing need to develop and embed the commercial council priority in all areas of the Council's work, more detailed financial analysis was undertaken during 2018/19 to again assess the cost to the Council of providing the Pavement Permit scheme. The opportunity was also taken to align the methodology with the financial principles and method of analysis that have been used to successfully determine and defend challenges to licensing fees and charges since 2012/13. This process was overseen by the Licensing Team and was undertaken in collaboration with Corporate Finance.
- 4.5 It was established that the Pavement Permit charges that had been set in 2017/18 and were charged again in 2018/19 still did not fairly and adequately reflect the actual costs being incurred by the Council. Furthermore, it highlighted a cumulative deficit of £53,402 over the three-year period from 2015/16 to 2017/18. The income and costs together with the annual and cumulative deficit figures are set out in **Appendix B**.
- 4.6 The annual income totals do not equate to the number of Permits granted (see paragraph 6.1 and **Appendix B**). This has resulted from a combination of the free of charge Permits granted to charities, several payments that have been miscoded to the wrong budget accounts and possible non-payments. This means the actual deficit totals are not wholly correct; nevertheless, the overall position remains the same, i.e. the annual and cumulative deficits will continue to increase if the Council fails to set charges on a true cost-recovery basis.
- 4.7 The financial analysis clearly does not cover the whole period during which the Pavement Permit scheme has been in operation; however, it is not unreasonable to conclude that had the analysis been undertaken for the period from April 2011, the calculated deficit would be significantly greater.
- 4.8 In line with the current practice that the Council operates when setting licensing fees and charges, the decision was made to recover a proportion of the three-year Pavement Permit deficit in the charges for 2019/20. Given that to recover the full amount of the three-year deficit, based on a forecast of 94 renewal applications, this would have led to an additional £600 per Permit, it was proposed that the recovery would be spread over a three-year period from 2019/20 to 2021/22. This meant that an additional charge of £200 would be applied to each Permit in each of the following three years.
- 4.9 The high-level basis upon which the 2019/20 charges were determined is included in the table below, with additional detail set out at **Appendix C**.

| <b><u>Pavement Permit Fee</u></b>                  | <b>New</b>  | <b>Renewal</b> |
|--|-------------|----------------|
| <u>Operating Costs</u>                             |             |                |
| Staff Cost per Licence                             | £198        | £96            |
| Cost of Management and Councillor time per licence | £15         | £15            |
| <b>Total Unit cost per licence</b>                 | <b>£213</b> | <b>£111</b>    |
| (Surplus)/Deficit adjustment                       | £200        | £200           |
| <b>Final Proposed 2019/20 Fee</b>                  | <b>£413</b> | <b>£311</b>    |

- 4.10 The revised charges for 2019/20 were proposed in the Council's annual fees and charges reports and were approved by Cabinet and Council in February 2019.
- 4.11 Enquiries/challenges were received by the Council from four businesses (one of which led to significant local media coverage) out of 18 that received notification that their Pavement Permits were due to be renewed in the period from April to June 2019 and that they would be liable to pay the revised higher charge. This, in accordance with the Council's Charging Policy, led to a decision was made by Directors and Portfolio Holders to revert to the 2018/19 fees with immediate effect; namely £135 for a new pavement permit and £50 for a renewal of an existing permit. The Council's website was amended to reflect this and to provide time for the Council to further consider the matter.
- 4.12 Whilst there were four enquiries/challenges, there were also three licensed public houses, located in Shrewsbury, Bridgnorth and Market Drayton, that paid the increased charges (2 renewal applications and 1 new application) and did not raise any concerns. In the interests of fairness, refunds have since been authorised to these businesses to ensure they will pay the lower charges in 2019/20.
- 4.13 Nevertheless, this is evidence that certain businesses in three market towns were prepared to pay the increased charges that had been agreed by the Council. There appears to be recognition by these businesses that a Pavement Permit adds value to their business offer; this added value is enhanced when it can be demonstrated that the Permit is properly granted and regulated by the Council. It is not unreasonable to consider that other businesses would also pay the higher charges.
- 4.14 Consideration has been given to the potential for charging different rates for different business activities and/or premises (a tiered approach), e.g. displaying goods for retail sale paying less than cafes and pubs that have tables and chairs; however, this raises further questions, e.g. what about situations where the pavement space available for one retailer means they can display significantly more goods than a competitor? Should the line be drawn when the retail price of the goods exceeds a certain value? What about cafes with one table and two chairs compared with a pub that may have 6 tables and 24 chairs? Alternatively, if the charges are based on a fee per square metre or an amount per table or per chair, this then creates an administrative and enforcement burden that becomes disproportionate to what the Council is attempting to regulate.

- 4.15 In summary, there is no straight forward mechanism to determine the basis upon which to decide who would be charged less and who would be charged more, without potentially increasing the work and the associated costs that would then be passed onto the applicant to cover the costs of administering and regulating the scheme. Even if a tiered approach was to be adopted, there remains the potential for a business or a charity to 'sit on the wrong side of the line' and be aggrieved that they are required to pay a higher charge than another business or charity in the same street. This supports the need for a simple charging regime.
- 4.16 The process to determine the fees for 2020/21 will be based on the actual income and expenditure incurred in 2018/19 and forecasts for 2020/21. Knowing that the processes associated with the administration and regulation of Pavement Permits has not changed, and the charges remained the same as those in 2017/18, it is clear that the charges in 2018/19 were not set at a level sufficient to fully recover the Council's costs. As a result, it is inevitable that the outturn for 2018/19 will give rise to a deficit and this will also be the case, at least in part, for 2019/20. Consequently, the impact of the recommendation at paragraph 2.4 is that the charges determined for 2020/21 and 2021/22 will include a deficit recovery amount, which will lead to an increase in the charges currently set out in **Appendix A**.
- 4.17 Delaying the decision to implement a full cost recovery approach only serves to defer and compound the financial risk that arises from deficits that will be allowed to accrue in the future. The costs associated with existing Pavement Permits are, in effect, being subsidised by statutory licencing fees that are received in the course of the Council's Licensing Authority functions; whilst this is lawful, it is not acceptable as it reduces the effectiveness of the licensing regime. If a decision is made not to proceed with a full cost-recovery approach, the Council will have to ensure future deficits are funded from Highways income as the Pavement Permit scheme is a Highways function.

## 5. Background

- 5.1 The relevant legislative provisions under the Highways Act 1980, together with the application process that is followed to administer the Pavement Permit scheme and the basis upon which it is regulated, are clearly set out in the 'Pavement Permit Guidelines' and these can be found at the web link referred to in paragraph 3.11 above. A summary of the guidelines is provided below.
- 5.2 The Council, under the provisions of the Highway Act 1980, can grant permission to others to use objects or structures on, in or over a highway for a purpose which will result in the production of income. The Council may apply such conditions as it thinks fit, including conditions requiring the payment to the Council of such reasonable charges as may be determined.
- 5.3 A permit is currently considered for the following:
- Sale and consumption of food and beverages, e.g. from cafes, public houses, licensed premises
  - Display of goods for sale by retail premises, e.g. bakers, confectioners, cycle shops, flower shops, DIY

- 5.4 An application for a Pavement Permit is required from anyone wishing to use part of the highway for the purposes outlined above and each is considered on its own merits. A consultation process is undertaken, and any representations made are properly considered. Site visits are undertaken to applicants to consider the details in their application, the area of the highway that is to be used, the proposed use, the objects and structures to be used and, most significantly, whether adequate safety provisions for pedestrians and motorists are in place.
- 5.5 Consent for a Pavement Permit cannot be unreasonably withheld; however, reasonable conditions specific to the site may be applied, which are in addition to the general conditions that relate to size and layout that are set out in the Pavement Permit Guidelines. All conditions are then enforceable by the Council.
- 5.6 The granting of a Pavement Permit does not override any conditions imposed on the premises by way of its Premises Licence, Planning Permission, or any other restriction or permit granted by any Council department and where there are any variations in any of these conditions the most stringent apply.
- 5.7 As part of the application process, businesses are expected to show how their application will make a positive contribution to the vibrancy and ambience of the town centre area in which the business is located. Applications are only considered where they have been well designed and thought through and which are sensitive to the local surroundings and the impact on residents and visitors. Simple designs are preferred as they are more likely to benefit all parties.

## 6. Additional Information

- 6.1 Figures relating to the number of Pavement Permits for which payment was received in 2013/14 to 2018/19 are set out in the table below. The number of applications exempt from payment in column (e) relate to Permits granted to charities and are included in the figures in columns (b), (c) and (d). The figures prior to 2013/14 are no longer available.

| (a)             | (b) | (c)     | (d)   | (e)                                     |
|-----------------|-----|---------|-------|---|
| Financial Year* | New | Renewal | Total | No. of Applications Exempt from Payment |
| 2013/14         | 1   | 59      | 60    | 1                                       |
| 2014/15         | 15  | 41      | 56    | 3                                       |
| 2015/16         | 12  | 48      | 60    | 4                                       |
| 2016/17         | 72  | 43      | 115   | 8                                       |
| 2017/18         | 14  | 81      | 95    | 3                                       |
| 2018/19         | 21  | 73      | 94    | 7                                       |

\*Figures relate to the year in which payment was received for the Permit

## 7. Conclusions

- 7.1 In conclusion, it is appropriate for the Council to maintain a Pavement Permit scheme and to charge all applicants for its administration and regulation at a rate that fully recovers the costs incurred by the Council.

- 7.2 A Pavement Permit scheme ensures businesses, including charities, do not obstruct the highway thus reducing the risk of harm and increasing the protection for pedestrians and motorists. It reduces the risk of civil claims for compensation and minimises reputational damage to businesses and the Council. In doing so, such a scheme promotes a positive environment for businesses to grow and succeed.
- 7.3 The Council is taking a more commercial approach by implementing a previously tested method of calculating the charges to ensure full cost recovery.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

A Social Value Charter for Shropshire

<https://www.shropshire.gov.uk/media/9455/social-value-charter-for-shropshire.pdf>

Street Trading Policy 2018 – 2023

<https://www.shropshire.gov.uk/media/9056/street-trading-policy-2018-2023.pdf>

Fees and Charges 2019/20 Report to Cabinet on 13 February 2019 (Agenda Item 146) <https://shropshire.gov.uk/committee-services/ieListDocuments.aspx?CId=130&MId=3685&Ver=4>

Fees and Charges 2019/20 Report to Council on 28 February 2019 (Agenda Item 87) <https://shropshire.gov.uk/committee-services/ieListDocuments.aspx?CId=125&MId=3758&Ver=4>

**Cabinet Member (Portfolio Holder)**

Cllr Gwilym Butler, Portfolio Holder for Communities, Place Planning and Regulatory Services

**Local Member**

The report has county wide application.

**Appendices**

Appendix A - Proposed pavement permit charges for the remainder of 2019/20

Appendix B - Income and costs with annual and cumulative deficit figures

Appendix C - Detailed basis upon which the 2019/20 charges were determined

## Appendix A – Proposed pavement permit charges for the remainder of 2019/20

|                        | <b>New</b>  | <b>Renewal</b> |
|------------------------|-------------|----------------|
| <b>Proposed Charge</b> | <b>£213</b> | <b>£111</b>    |

## Appendix B - Income and costs with annual and cumulative deficit figures

|                |  |                 |
|----------------|--|-----------------|
| <b>2016-17</b> | Total Costs 2015-16                            | £17,137         |
|                | Total Income 2015-16                           | <b>(£3,050)</b> |
|                | Calculated the (surplus) / deficit for 2015-16 | £14,087         |
|                | Set a recovery amount per licence for 2017-18  | £0              |
| <b>2017-18</b> | Total Costs 2016-17                            | £21,861         |
|                | Total Income 2016-17                           | <b>(£4,900)</b> |
|                | Calculated the (surplus) / deficit for 2016-17 | £16,961         |
|                | Set a recovery amount per licence for 2018-19  | £0              |
| <b>2018-19</b> | Total Costs 2017-18                            | £27,494         |
|                | Total Income 2017-18                           | <b>(£5,140)</b> |
|                | Calculated the (surplus) / deficit for 2017-18 | £22,354         |
|                | Set a recovery amount per licence for 2019-20  | £200            |
|                | <b>Cumulative deficit 2016-17 to 2018-19</b>   | <b>£53,402</b>  |

## Appendix C – Detailed basis upon which the 2019/20 charges were determined

### Pavement Permit - New

| Process action   | Officer Time (decimal hrs) | Officer Level   | Hourly Rate | Cost (£)       |
|--|----------------------------|-----------------|-------------|----------------|
| Opening Post   | 0.02                       | Res Team        | £18.50      | £0.37          |
| Fee received (Bank Payment)  | 0.08                       | Support Finance | £25.14      | £2.01          |
| Fee Received (Bank Statement or report)  | 0.08                       | Support Finance | £25.14      | £2.01          |
| Fee processing (Cheque)  | 0.08                       | Support Finance | £25.14      | £2.01          |
| Creating database record; scanning & attaching application form/paperwork  | 0.08                       | Res Team        | £18.50      | £1.48          |
| Populating database with information on application and all additional information provided. Request Officer to carry out an inspection prior to the start of the consultation period  |                            | Support         | £23.63      | £0.00          |
| Inspection carried out on site and email sent to Licensing with any amendments to the application and if the consultation period can be started.   | 2.5                        | Support         | £23.63      | £59.07         |
| Record updated and commencement of 28 day consultation period and site notice sent (28 days consultation commences two days after paperwork issued). Also consultation information sent to web support to advertise on the website | 0.5                        | Support         | £23.63      | £11.81         |
| Enforcement Monitoring   | 1.3                        | Specialist      | £28.82      | £37.47         |
| Enforcement Monitoring   | 0.44                       | Management      | £41.01      | £18.04         |
| Consultation   | 0.25                       | Support         | £23.63      | £5.91          |
| Postage fee  |                            |                 |             | £0.65          |
| Replies received or not? At end of consultation period email to Officer for decision   | 0.25                       | Support         | £23.63      | £5.91          |
| Public Protection Officer (Specialist) & Manager decision - grant/rejected   | 0.5                        | Support         | £23.63      | £11.81         |
| Public Protection Officer (Specialist) & Manager decision - grant/rejected   | 0.5                        | Management      | £41.01      | £20.50         |
| Email sent to Licensing to advise if permit can be granted   | 0.17                       | Support         | £23.63      | £4.02          |
| Postage fee  |                            |                 |             | £0.65          |
| Licence granted or rejected - issue notice   | 0.5                        | Specialist      | £28.82      | £14.41         |
| <b>Total</b>   | <b>7.25</b>                |                 |             | <b>£198.13</b> |

### Pavement Permit - Renewal

| Process action   | Officer Time (decimal hrs) | Officer Level   | Hourly Rate | Cost (£)      |
|--|----------------------------|-----------------|-------------|---------------|
| Retrieving electronic records from database & printing   | 0.05                       | Support         | £23.63      | £1.18         |
| Sending out application renewal form   | 0.08                       | Tech Support    | £22.39      | £1.79         |
| Opening Post   | 0.02                       | Res Team        | £18.50      | £0.37         |
| Fee received (Bank Payment)  | 0.08                       | Support Finance | £25.14      | £2.01         |
| Fee Received (Bank Statement or report)  | 0.08                       | Support Finance | £25.14      | £2.01         |
| Fee processing (Cheque)  | 0.08                       | Support Finance | £25.14      | £2.01         |
| Creating database record; scanning & attaching application form/paperwork  | 0.08                       | Res Team        | £18.50      | £1.48         |
| Populating database with information on application, only update or change to name and address. To apply as new if making changes to the permitted area. | 0.5                        | Specialist      | £28.82      | £14.41        |
| Enforcement Monitoring   | 1.3                        | Specialist      | £28.82      | £37.47        |
| Enforcement Monitoring   | 0.44                       | Management      | £41.01      | £18.04        |
| Postage fee  |                            |                 |             | £0.65         |
| Licence granted or rejected - issue notice   | 0.5                        | Specialist      | £28.82      | £14.41        |
|  | <b>3.21</b>                |                 |             | <b>£95.84</b> |

| Management and Member Costs       | Cost (£)   | Licences Issued | Cost per Licence |
|-----------------------------------|------------|-----------------|------------------|
| Head of Service (excluding Taxes) | £10,855.17 | 4,577           | £2.37            |
| Team Managers                     | £76,220.07 | 6,026           | £12.65           |
| Members                           | £851.89    | 6,026           | £0.14            |
|                                   |            |                 | <b>£15.16</b>    |

**Note:** The officer hourly rate is calculated by collecting total salary costs for the proportion of time that each officer spends on the relevant activities, bringing in a proportion of operating and overhead costs, and inflating the salary costs to reflect the predicted pay grade structure in the following financial year. This is averaged across the level of officer.