



**REGULATORY SERVICES SERVICE PLAN
2021 - 2024**

CONTENTS

| Section | Item | Page |
|----------------|-----------------------------|-------------|
| | Introduction | 3 |
| 1 | Inputs | 3 |
| 1.1 | Budgets | 3 |
| 1.2 | Human Resource Management | 4 |
| 1.2.1 | Summary of Team Skills | 5 |
| 1.3 | Organisational Chart | 5 |
| 2 | Outputs and Outcomes | 5 |
| 2.1 | Performance management | 6 |
| 2.2 | Project Management | 8 |
| 2.3 | Contracts | 9 |
| 2.4 | Risk Management | 9 |
| | Version Control | 11 |

INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at corporate (CMT) and departmental management team (DMT) meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Corporate Leadership Team on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

SECTION 1: INPUTS

| | |
|------------|----------------|
| 1.1 | Budgets |
|------------|----------------|

| | 2021/22 | 2022/23 | 2023/24 |
|---|----------------|----------------|----------------|
| | Latest | Latest | Latest |
| | £ | £ | £ |
| <hr/> Net Cost of Service (Direct cost / Income Only) | 542,212 | 554,272 | 560,132 |

Business Continuity and Single Points of Failure**Job title of SPOF:** Head of Regulatory Services

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|---|--|--|
| <p>External recruitment</p> <p>Internal recruitment of staff if possess the right attributes, skills and knowledge</p> | <p>Wide range of disciplines in service - need ability to be able to grasp the basics of each service area</p> <p>Management of services and resources</p> <p>Budgets</p> <p>MRTPI qualification and relevant 5-10 years' experience in planning, EH or other regulatory service</p> <p>Contract Management</p> <p>Liaison with Members and a variety of both internal and external stakeholders</p> | <p>A detailed working knowledge of the Town and Country Planning legislation and planning policy guidance and associated fields ie listed buildings, Conservation Areas, viability and affordable housing etc.</p> <p>Working knowledge of other disciplines including EH, Licensing, Building Control, Traffic Engineering and parking</p> | <p>Loss of knowledge and experience across a number of service areas</p> <p>Delay and potential failure in all areas of service delivery</p> <p>Failure to achieve service PIs</p> <p>Failure to achieve budgets</p> | <p>Continue to delegate responsibility as appropriate to other managers to assist their understanding of the role and responsibilities (succession planning)</p> <p>Restructure of the Regulatory Services team to divide responsibilities differently</p> <p>Provide opportunities for work shadowing</p> |

Job title of SPOF: DM Team Leaders

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|---|---|--|--|--|
| <p>External recruitment</p> <p>Internal recruitment of Principal Planning Officers subject to qualifications and experience</p> | <p>MRTPI qualification and relevant 5-10 years' experience.</p> <p>Recognised shortage of planners in East of England. Inability to recruit.</p> <p>Specific roles are generic and require experience in different areas: development management, planning, enforcement, licensing, contract management, IT</p> | <p>Significant experience and knowledge of the Town and Country Planning legislation and planning policy guidance and associated fields ie listed buildings, Conservation Areas, viability and affordable housing etc.</p> <p>Detailed working knowledge of IDOX/Uniform systems</p> <p>Applicants/agents/developers HCC and other Herts LPAs, Herts DM Planning Group</p> | <p>Loss of knowledge and experience across a number of service areas</p> <p>Failure to determine planning applications within prescribed time limits – increased number of appeals</p> <p>Failure to achieve national PIs for planning application performance. LA could be placed in special measures with applications determined by Central Government</p> <p>Failure to achieve budget targets</p> | <p>Continue to delegate responsibility as appropriate to more junior officers to assist their understanding of the more senior roles and responsibilities</p> <p>Restructure of the DM team to divide responsibilities differently</p> <p>Provide opportunities for work shadowing</p> |

Job title of SPOF: Principal Planners

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|---|--|---|
| <p>External recruitment</p> <p>Internal recruitment of Senior Planning Officers subject to qualifications and experience</p> | <p>At least 2 years relevant experience</p> <p>Degree in a planning related subject</p> <p>MRTPI qualification</p> | <p>A detailed working knowledge of the Town and Country Planning legislation and planning policy guidance and associated fields ie listed buildings, Conservation</p> | <p>Loss of knowledge and experience</p> <p>Failure to determine planning applications within prescribed time</p> | <p>Delegate responsibility as appropriate to more junior officers to assist their understanding of the more senior roles and responsibilities</p> |

| | | | | |
|--|---|--|---|---|
| | Recognised shortage of planners in East of England. Inability to recruit. | Areas, viability and affordable housing etc. | limits – increased number of appeals Failure to achieve national PIs for planning application performance. LA could be placed in special measures with applications determined by Central Government | Restructure of the DM team to divide responsibilities differently |
|--|---|--|---|---|

Job title of SPOF: Senior Planners

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|---|--|---|
| External recruitment Internal recruitment of Planning Officers subject to qualifications and experience | At least 2 years relevant experience Degree in a planning related subject MRTPI qualification desirable Recognised shortage of planners in East of England. Inability to recruit. | A detailed working knowledge of the Town and Country Planning legislation and planning policy guidance and associated fields ie listed buildings, Conservation Areas, viability and affordable housing etc. | Loss of knowledge and experience. Failure to determine planning applications within prescribed time limits – increased number of appeals Failure to achieve national PIs for planning application performance. LA could be placed in special measures with applications determined by Central Government | Delegate responsibility as appropriate to more junior officers to assist their understanding of the more senior roles and responsibilities, although recognised that would not be appropriate to delegate all to Planning Officers Restructure of the DM team to divide responsibilities differently |

Job title of SPOF: Planning Officers

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|---|--|--|---|
| CSC Academy Secondments External recruitment | Relevant experience desirable, but not essential if willing to learn on job | Basic understanding of the Town and Country Planning legislation and planning policy guidance and associated fields ie listed buildings, Conservation Areas, viability and affordable housing etc. Work towards MRTPI qualification | Previously has been an inability to recruit Vacancies would result in reduction in service/failure to meet national PIs. LA could be placed in special measures with applications determined by Central Government | Develop internal CSC academy approach for staff progression Continue to consider lower entry requirements Consider apprentice opportunities |

Job title of SPOF: Systems Administrator (IDOX/Uniform)

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|---|---|---|--|
| External recruitment | Specialist Systems Administrator post for IDOX and related software | Detailed knowledge and understanding of IDOX software and systems and integration with other corporate IT systems Significant specialist knowledge developed over a number of years. | Significant as currently no other staff with level of understanding or expertise in role. Impact wider than Regulatory Services (ie. all Idox users) | Look at options for alternative ways of providing the service ie IT, potential outsourcing of service/shared service Internal training on specific aspects of the software/system to recognised IDOX key users to ensure day to day responsibilities can progress |

Job title of SPOF: Lead Licensing Officer

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|---|---|---|--|--|
| External recruitment Licensing Officer | At least 3 years relevant experience in a licensing role (especially in relation to taxi licensing outside of London) Inability to recruit due to lack of shortage of experienced licensing officers | Significant experience and working knowledge of licensing legislation and procedures including taxis. | Loss of knowledge and experience across a number of service areas Absence of relevant knowledge for decision making. Poor and delayed decision making may result. | Succession planning with delegation of responsibilities and sharing of information with Licensing Officer Licensing fee review may assist in providing a further resource / restructure |

Job title of SPOF: Senior Transport Planner

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|---|--|--|---|
| External recruitment | Experience across a number of inter related disciplines including transport planning, parking, traffic engineering, sustainable travel, GIS system use. Difficulty in recruiting due to current skill set of existing Officer and the diversity of the role. | Significant experience and knowledge across a range of inter related transport disciplines Range of external stakeholders across disciplines including HCC and other LAs, consultants, public transport and parking bodies. | Loss of knowledge and experience Delays in project/programme implementation. Lack of specialist support affecting other services | Succession planning with delegation of responsibilities and sharing of information with Project Officer in TPP team |

Job title of SPOF: Senior Land and Property Information Officer

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|--|--|---|---|--|
| External recruitment | Shortage of experienced Local Land Charges Officers. Role is generic and requires experience in different areas: Local Land Charges; Street Naming and Numbering, Assets of Community Value, Corporate Land and Property Gazetteer, Section 106 Monitoring | Experience of Local Land Charges vital, especially with Land Registry Project in near future. Other roles can be learnt with necessary training but would be difficult to lead team without knowledge in these areas. | <p>Possible inability to recruit or for succession planning due to part time staff.</p> <p>Significant impact on services internally and externally.</p> <p>Lack of specialist support affecting other services</p> | <p>Continue to delegate responsibility as appropriate to more junior officers to assist their understanding of the more senior roles and responsibilities.</p> <p>Possible outsourcing/shared service opportunities to investigate but limitations in the service breadth others may offer</p> <p>CENSUS role is given due to Gazetteer, but could be allocated elsewhere with assistance for Gazetteer.</p> |

Job title of SPOF: LA1 Contract Manager

| Succession Planning for this post | Risks, Skills required, | Knowledge and Networks | Impact on Service | Future options for providing the services |
|---|--|---|---|--|
| <p>External recruitment</p> <p>Internal recruitment of LA1 Contract Management Support Officer if possess</p> | Need to understand the basics of Building Control and the Building Regulations, also contract management and | Basic knowledge of the Building Regulations and Building Control Processes. | Loss of knowledge and experience, impact TRDC's ability to manage the requirements of the Inter-Authority | Continue to delegate responsibility as appropriate to other officers to assist their understanding of the role |

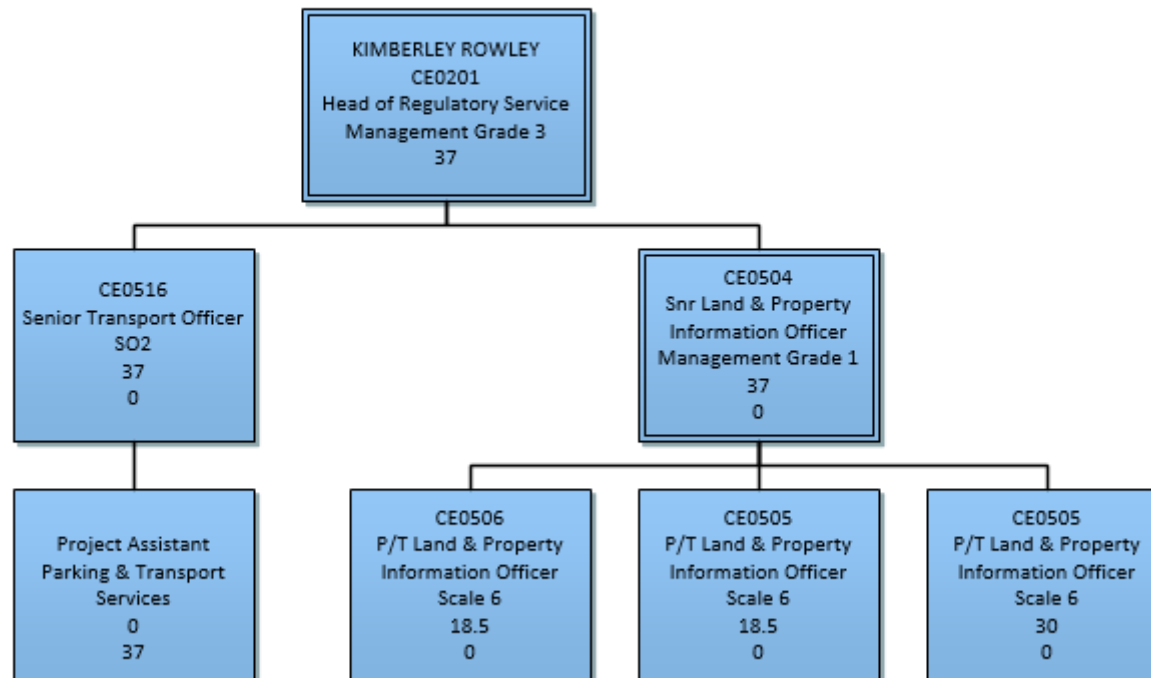
| | | | | |
|---|---|---|--|---|
| <p>the right attributes, skills and knowledge</p> | <p>the requirements of existing contracts</p> <p>Management of services and resources</p> <p>Budgets</p> <p>Contract Management</p> <p>Liaison with Hertfordshire Building Control, and other partner authorities who have delegated their Building Control function to LA1</p> | <p>Knowledge of managing a contract and liaising with staff across different authorities and at different positions within those authorities.</p> | <p>Agreement which delegates the statutory building control functions of seven local authorities to TRDC.</p> <p>Failure to provide statutory function for and on behalf of other local authorities.</p> <p>Failure to set and achieve budgets</p> | <p>and responsibilities (succession planning)</p> <p>TRDC to consider delivering its Building Control service via an alternative model and no longer providing LA1 function.</p> <p>Provide opportunities for work shadowing</p> <p>Maintain up to date procedure manuals</p> |
|---|---|---|--|---|

1.2.1 Summary of Team Skills/Qualifications

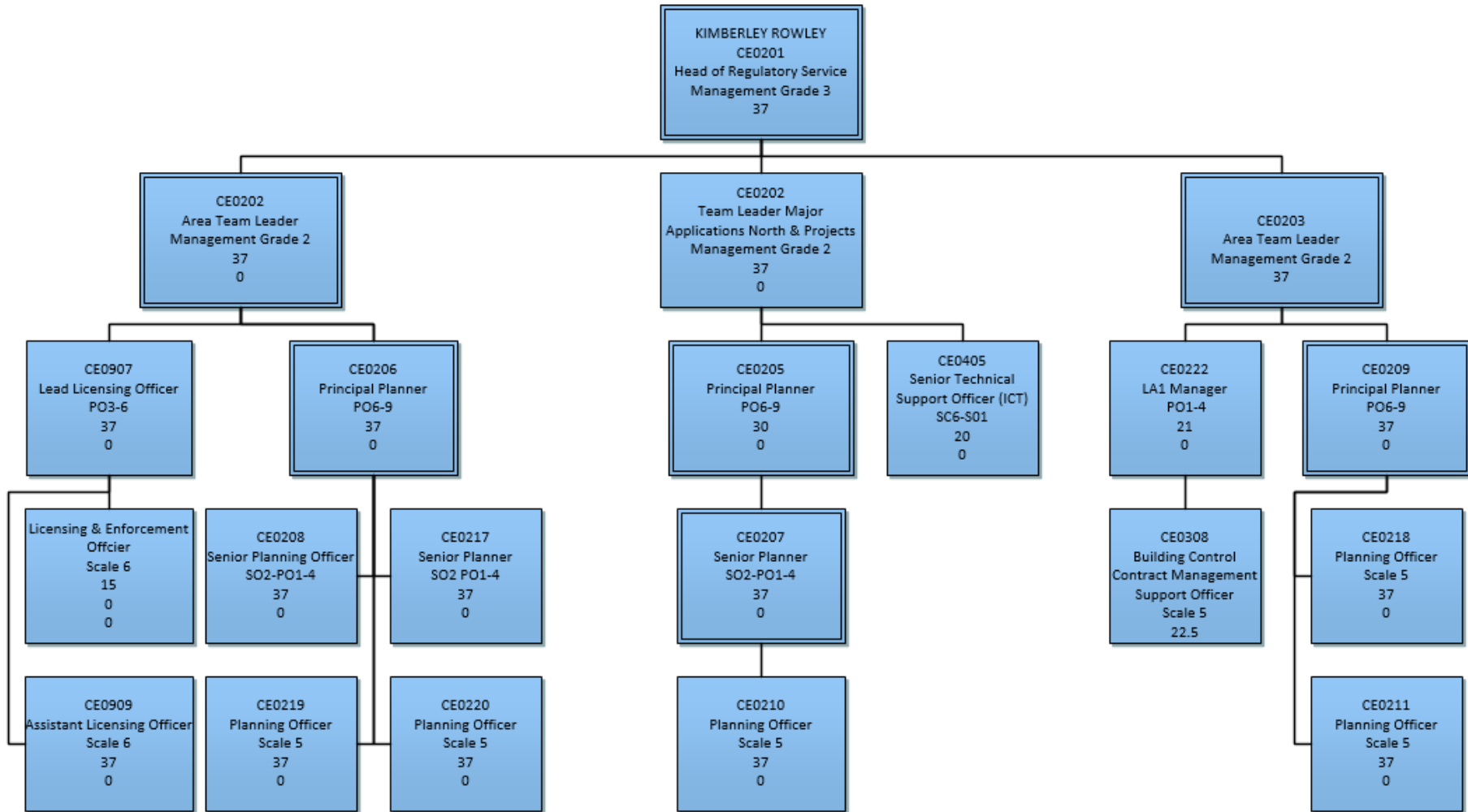
Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

| Job Title | Qualification | Continuing Professional Development required? |
|---|--|--|
| Senior Planning Officers, Principal Planning Officers and Team Leaders – Development Management | MRTPI desirable but not essential | Yes 50 hours over 2 years |
| Senior Transport Planner | Project Management qualification desirable, confident with use of GIS systems | No |
| Lead Licensing Officer | BIIAB qualification desirable | No |
| Senior Land and Property Information Officer | Knowledge of Local Land Charges essential. NVQ is available but not essential. | No |
| LA1 Contract Manager | Knowledge of Building Regulations desirable, confidence in managing and monitoring contractual requirements. | No |

Regulatory Services



Development Management



SECTION 2: OUTPUTS AND OUTCOMES

| | |
|------------|-------------------------------|
| 2.1 | Performance management |
|------------|-------------------------------|

2.1.1 Contribution to the Councils' Strategic Aims and Objectives

| Corporate Framework Priority theme | Corporate Objectives | Service contribution to the Corporate Themes |
|---|--|--|
| Housing and Thriving Communities | <ul style="list-style-type: none"> • We will work on a local plan to deliver sufficient housing and adopt that plan by 2023 • Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district • We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey • We will seek to increase the number of Green Flag accredited parks and open spaces • We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles | <p>Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions or provision on small sites</p> <p>Assessment and determination of planning applications for new development.</p> <p>Transport and Parking Project team programmes – programmes consider sustainable transport opportunities (reduction in private motor car/increased use of public transport etc).</p> <p>Transport and Parking Project programmes promote healthy lifestyles by increasing active travel</p> |

| | | |
|--------------------------------|--|---|
| | <ul style="list-style-type: none"> • We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions. | |
| Sustainable Environment | <ul style="list-style-type: none"> • We will produce and deliver a Climate Change Strategy and action plan • We will continue to improve the energy efficiency of the Council's buildings • We will deliver and implement a Cycling and Walking Strategy • We will seek to maintain our position as the highest recycling authority in Hertfordshire. | <p>Implementation of relevant Local Plan policies for development</p> <p>Receipt and incorporation of specialist consultee comments in assessment of planning applications</p> <p>Produce an updated Cycling and Walking Strategy, adopt the Strategy and implement schemes as appropriate</p> <p>Implementation of Licensing Policy ie low vehicle emission vehicles</p> <p>Transport and Parking Project team programmes – programmes consider/support sustainable transport opportunities (reduction in private motor car/increased use of public transport etc)</p> |
| Successful Economy | <ul style="list-style-type: none"> • We will undertake a review of the Council's role in relation to the economy and agree an economic strategy • We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy • Three Rivers will be recognised as a great place to do business • We will continue to improve our relationship with the local business community | <p>Implementation of relevant Local Plan policies for new development</p> <p>Transport and Parking Project team programmes actively contribute to increase and enhance visitor economy.</p> |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> • We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios. | |
| <p>High Performing, Financially Independent Council</p> | <ul style="list-style-type: none"> • We will generate enough income to continue to provide services for the district • We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy • We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated • We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives. | <p>The Service will effectively manage income and expenditure arising from our services and continue to investigate opportunities to improve our services.</p> |

2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

Key Performance Indicators (KPIs) supporting the Corporate Framework

| Ref | Description | 2019/20 Actual | 2020/21 Target (Current year) | 2021/22 Target (Next year) | 2022/23 Target | 2023/24 Target |
|--------|--|-------------------|-------------------------------------|---|-------------------------|-------------------------|
| New PI | Review the Cycling and Walking Strategy, Consult, Approve and deliver Projects | | New PI | Adoption and Implementation of Strategy | Refer to work programme | Refer to work programme |
| | | | | | | |

Service Performance Indicators (PIs)

| Ref | Description | 2019/20 Actual | 2020/2 Target (Current year) | 2021/22 Target (Next year) | 2022/23 Target | 2023/24 Target |
|-------|--|-------------------|------------------------------------|----------------------------------|-------------------|-------------------|
| DM01 | Issue decisions for major applications within 13 week period | | 60% | 60% | 60% | 60% |
| DM02 | Issue decisions for minor planning applications within 8 week issue period | | 65% | 65% | 65% | 65% |
| DM03 | Issue decisions for other planning applications within 8 week period | | 80% | 80% | 80% | 80% |
| DM08 | Percentage of planning application appeals allowed (by PINS) | | 35% or lower | 35% or lower | 35% or lower | 35% or lower |
| DM09 | Percentage of planning application decisions that are overturned at appeal by PINS each quarter | | 10% or lower | 10% or lower | 10% or lower | 10% or lower |
| SU01 | Land and Property Services – turn around all land and property services within 10 working days | | 90% | 90% | 90% | 90% |
| EHC01 | All new food businesses to be inspected within 3 months of opening | | 90% | 90% | 90% | 90% |
| EHC02 | All food businesses inspected within 28 days either side of target date (except Category E Premises) | | 90% | 90% | 90% | 90% |

| | | | | | | |
|-------|--|-------------------|-----|-----|-----|-----|
| EHC03 | Substantive response to all requests for service within 3 working days | | 90% | 90% | 90% | 90% |
| EHC04 | 24 hour response to urgent matters, subject to risk assessment for impact upon public health, health & safety. | | 90% | 90% | 90% | 90% |
| EHC05 | Food establishments in the area which are broadly compliant with food hygiene law. | REPORTED ANNUALLY | 95% | 95% | 95% | 95% |

The Head of Regulatory Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

NOTES:

EHC01 - To report on the number of primary food hygiene inspections that are carried out within 3 months of the date of opening. A full unannounced inspection of a new food business should take place within three months of the date the business starts trading. In many cases, including those where the business hasn't proactively registered, or registers after starting to trade, the inspection should take place within 28 days. Within the 3 month period it is also likely an advisory visit would have occurred to assist the new business.

EHC02 - This performance requirement is a national one and we are required to report this to the Food Standards Agency annually. Category E premises are the very lowest risk premises and are subject to self-assessment by questionnaire. Every year we verify a random 10% of self-assessment returns for quality control purposes. They include sweetshops and small retailers, childminders and some home caterers making cakes etc.

EHC04 - An urgent, possibly immediate response may be required for serious incidents. These include infectious disease outbreaks, emergency closure of a failing food business, a work related injury or death at a workplace where the Council is the enforcement authority, not the Health & Safety Executive

EHC05 - This is a national indicator which is reported to the Food Standards Agency every year. In terms of hygiene ratings (scores on the doors) it means a rating 3, 4 or 5 has been awarded.

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|------------|---------------------------|
| 2.2 | Project Management |
|------------|---------------------------|

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|---|--|--|---|--|---------------------------|
| Project details | | | | Project Manager: Development Management Team Leader Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Review of Statutory Notices and associated costs (specifically DM but could contribute to wider review both in Regulatory Services and corporately) | | | | Streamlining of Statutory Notices and reduction in costs | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| National planning body survey results on Statutory Notices expected. Await. | Project commences. Existing costs reviewed. Identify other departments involved. | Review - liaise with other departments | Ongoing review with determination of process and costs. | Project completed | |

| | | | | | |
|--|----------------------------------|---|------------------|--|---------------------------|
| Project details | | | | Project Manager: Development Management Team Leader Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Review and document DM processes – move to a paperless service with increased efficiencies | | | | Paperless planning files | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Continued implementation of Enterprise Review use of Enterprise and being used to its full capacity to assist | Enterprise in full use across DM | Project completed. Ongoing quarterly reviews of effectiveness | | | |

| | | | | | |
|------------------------------|--|--|--|--|--|
| performance and efficiencies | | | | | |
|------------------------------|--|--|--|--|--|

| | | | | | |
|--------------------------------------|--|--|--|---|---------------------------|
| Project details | | | | Project Manager: Team Leader Projects & Compliance | |
| | | | | Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Unauthorised advertisement procedure | | | | To set up a procedure in-house which will allow Officers to claim costs back for removal of unauthorised adverts. | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| - | Project commences. Existing practices to be reviewed | Ongoing review including liaison with Environmental Protection | Ongoing with final procedures determined | Project completed. | |

| | | | | | |
|-------------------------------------|------------------|------------------|------------------|---|---------------------------|
| Project details | | | | Project Manager: Team Leader Projects & Compliance | |
| | | | | Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Review of Planning Enforcement Plan | | | | Adopt an updated Planning Enforcement Plan | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Completed - adopted May 2021 | | | | | |

| | | | | | |
|--|---|--|-------------------------------------|---|---------------------------|
| Project details | | | | Project Manager: Team Leader Projects & Compliance Project Sponsor: | |
| Project title | | | | Proposed outcome | |
| Integration of Uniform and Firmstep to allow benefits of above electronic projects to be realised. | | | | Customers will be able to submit licensing applications online with data stored within Uniform, reducing administrative tasks and officer time. | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Review progress with Carl Harris to ensure project can be completed. | Project implementation, preparation of relevant forms | Test new applications and liaise with CSC Training provided | Review processes and create manuals | Project completed. | |

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|--|---|---|---|--|--|
| Project details | | | | Project Manager: Team Leader Projects & Compliance Project Sponsor: Subsidised by HCC | |
| Project title | | | | Proposed outcome | |
| Implementation of Travel with Confidence scheme for TRDC licenced drivers. | | | | Drivers will be able to undertake an online Staying Safe – Infection Control training and receive a Certificate and sticker (for their vehicle). Licensing Officers required to undertake vehicle checks throughout the year. Increase safety across taxi trade. | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Scheme up and running | Checks on vehicles required. Review uptake and consider whether to continue. | Checks on vehicles required. Review uptake and consider whether to continue. | Checks on vehicles required. Review uptake and consider whether to continue. | Subject to review against COVID guidance. Scheme may cease to run. | Subject to review against COVID guidance. Scheme may cease to run. |

| | | | | | |
|--|---------------------------------------|---------------------------------------|---------------------------------------|--|---|
| Project details | | | | Project Manager: Senior Land & Property Information Officer Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Local Land Charges – Land Registry Project | | | | Transfer of part of local land charge function (LAC1) to the Land Registry. | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| No date yet for Three Rivers to transfer; however on-going data cleansing by Team and data analysis to be carried out by Land Registry | Ongoing data cleansing in preparation | Ongoing data cleansing in preparation | Ongoing data cleansing in preparation | Data analysis to be carried out by Land Registry | Potential start of transfer of Land Charges Register to Land Registry |

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|--|--|--|--|--|---|
| Project details | | | | Project Manager: Kimberley Rowley Project Sponsor: Geof Muggeridge | |
| Project title | | | | Proposed outcome | |
| Review of GIS systems, use and functionality | | | | A high performing, centrally managed GIS system | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Existing GIS system reviewed and evaluated with recommendations made | Existing GIS system reviewed and evaluated with recommendations made | Ongoing – recommendations implemented Training of staff | Ongoing – recommendations implemented Training of staff | Potential future PID for a GIS Officer Ongoing implementation of a centrally managed GIS system | Management of a centrally managed GIS system Implement customer facing GIS system to increase efficiencies |

| | | | | | |
|--|--|---|--|---|--|
| Investigation of resource to support centrally managed GIS system. | | Preparation of a PID for a corporate GIS resource | | Investigate customer facing GIS opportunities to increase efficiencies Continued roll out of Officer training Preparation of a GIS strategy | Continued roll out of Officer training Implementation of a GIS strategy |
|--|--|---|--|---|--|

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|--|------------------|------------------|---------------------|--|---------------------------|
| Project details | | | | Project Manager: Senior Transport Planner Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Parking Infrastructure Management Plan (managing parking on TRDC land) | | | | Plan document adopted | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Plan and policies to be presented to the relevant Committee | | | Policy consultation | Analysis of consultation responses Plan adopted | |

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|---|---|------------------------------------|------------------------------------|--|------------------------------------|
| Project details | | | | Project Manager: Senior Transport Planner Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Parking Income Plan | | | | Parking Income Plan adopted | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Preparation of Parking Strategy via consultants Procured end of 20/21 | Review of Strategy, presentation to relevant Committees for adoption. | Implementation of Parking Strategy | Implementation of Parking Strategy | Implementation of Parking Strategy | Implementation of Parking Strategy |

| | | | | | |
|------------------------------|-------------------------|-------------------------|-------------------------|--|--|
| Project details | | | | Project Manager: Senior Transport Planner Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Parking Management Programme | | | | Introduction of measures and parking controls in response to parking management issues as local parking authority under agency from HCC. | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Refer to work programme | Refer to work programme | Refer to work programme | Refer to work programme | New parking measures and controls introduced | New parking measures and controls introduced |

| | | | | | |
|---------------------------|-------------------------|-------------------------|-------------------------|--|---------------------------|
| Project details | | | | Project Manager: Senior Transport Planner Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Verge Hardening Programme | | | | Provision of new parking areas with appropriate controls | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Refer to work programme | Refer to work programme | Refer to work programme | Refer to work programme | | |

| | | | | | |
|--|-------------------------|-------------------------|-------------------------|--|--|
| Project details | | | | Project Manager: Senior Transport Planner Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Retail Parade enhancement and Highway Enhancement Programmes | | | | Stronger retail offer, better publicised and more accessible to all customers. Improved local roads | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2022/23 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Refer to work programme | Refer to work programme | Refer to work programme | Refer to work programme | Promotion and introduction of retail enhancement schemes and highway enhancement schemes | Promotion and introduction of retail enhancement schemes and highway enhancement schemes |

| | | | | | |
|---------------------------|-------------------------|-------------------------|-------------------------|--|---------------------------|
| Project details | | | | Project Manager: Senior Transport Planner Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Better Buses Programme | | | | Promoting Three Rivers priorities for buses as part of the Intalink Partnership Promoting and sponsoring local bus routes | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Refer to work programme | Refer to work programme | Refer to work programme | Refer to work programme | See work programme | See work programme |

| | | | | | |
|--|-------------------------|---|---------------------------------|--|---------------------------|
| Project details | | | | Project Manager: Senior Transport Planner Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| Cycling and Walking | | | | Procurement and commissioning of a Cycling and Walking Strategy. Developing and delivering the Strategy through the introduction and promotion of schemes to improve routes and connectivity, input to planning applications and sponsorship of enabling initiatives. | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Refer to work programme | Refer to work programme | Refer to work programme | Refer to work programme | Refer to work programme | Refer to work programme |
| Procurement and commissioning of a revised Cycling and Walking Strategy. | | Adoption of Cycling and Walking Strategy. | Implementation of the Strategy. | | |

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|--|---|---|---|--|---------------------------|
| Project details | | | | Project Manager: WBC EH Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| <p>Review the locations of the existing diffusion tubes to ensure that they are suitably located and work with HCC to identify the highest risk locations for monitoring. Monitoring however will continue in the current locations until January 2022 so that a full years data can be reported in the Annual Screening Assessment (ASR). Ongoing monitoring continues at the M25 J18 location with retention of the AQMA.</p> <p>Due to COVID and the impact this has had on air pollution suggest delay reviewing and relocating monitoring tubes into 2021/22 Officers will work with HCC to try and identify potential alternative locations for monitoring and consider relocation later in 2021/22 for implementation in 22/23.</p> | | | | Effective monitoring of air quality and implementation of any relevant actions | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Monitoring diffusion tubes in the current locations | Monitoring diffusion tubes in the current locations | Monitoring diffusion tubes in the current locations Submission of Annual Screening Assessment (ASR) to DEFRA | Review of annual report and alternative locations determined if required. | Diffusion tube locations all reviewed and new locations monitored. | |

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|---|------------------|------------------|------------------|--|---------------------------|
| Project details | | | | Project Manager: WBC EH Project Sponsor: Kimberley Rowley | |
| Project title | | | | Proposed outcome | |
| <p>Continue to monitor at Uxbridge Road to establish if there is the likelihood of an exceedance of the Air Quality Objectives. The results will be reported in the 2021 ASR, and identify if there is a need to progress to a Detailed Assessment.</p> <p>Due to COVID and the impact this has had on air pollution suggest that this stays in the plan for 22/23 as no issues were identified in 2020/21, but this is an unrepresentative year.</p> | | | | Effective monitoring of air quality and implementation of any relevant actions | |
| 2021/22 Milestones | | | | 2022/23 Milestones | 2023/24 Milestones |
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | | |
| Ongoing | Ongoing | Ongoing | Ongoing | Results reported in the 2022 ASR to DEFRA and any relevant action identified progressed. | |

2.3

Contracts

| Title of Agreement | Service Area | Service Contact | Description of the goods and / or services being provided | Supplier Name | Contract Sum £ | Start Date | End Date | Review Date | Option to extend and length of extension |
|---|------------------------|-----------------|--|--------------------------------|----------------|--|---|-------------|---|
| Parking Management | Regulatory Services | Head of Service | Provision of the Council's parking enforcement service including permit issue | Hertsmere BC | £370,000 | April 2018 | March 2023 | | 3 years |
| IDOX software | Regulatory Services | Head of Service | IT software provided across a number of Council services | IDOX | £459,000 | 1 April 2020 | 31 March 2023 | | |
| Advertising – press notices | Development Management | Head of Service | Advertising of statutory notices | Havas People | £30,000 | Ongoing | | | |
| Hertfordshire Building Control SLA | Regulatory Services | Head of Service | Provision of the Council's Building Control Service | Hertfordshire Building Control | | 17 August 2016 (Deed of Variation dated 18 April 2018) | 17 August 2021 | Q2 2020 | Codicil currently in circulation to extend existing contract by 1 year, to August 2022. Awaiting formal presentation of alternative options |
| Inter-Authority Agreement in relation to the coordination of Building | Regulatory Services | Head of Service | Provision of Statutory Sign-Off of Building Control notices by TRDC on behalf of | Three Rivers District Council | | 18 April 2018 | End date is 12 months following expiry of | | |

| | | | | | | | | | |
|-------------------|--|--|---------------------------------------|--|--|--|--------------------|--|--|
| Control Functions | | | eight Hertfordshire Local Authorities | | | | abovementioned SLA | | |
|-------------------|--|--|---------------------------------------|--|--|--|--------------------|--|--|

2.4 Risk Management

| Risk Description | Residual Likelihood Score | Residual Impact Score | Residual Risk Score |
|--|---------------------------|-----------------------|---------------------|
| Insufficient staff - New and existing corporate projects cannot all be supported without increased staff resources | 3 | 2 | 6 |
| Total failure of ICT systems - Delays in implementation of new software resulting in inefficiencies and affecting service levels | 3 | 2 | 6 |
| Loss of accommodation - Could impact on service provision | 2 | 2 | 4 |
| Fraudulent activity - Fraud by officers, relating either to income, expenditure or stock. Potential through misreporting of income | 2 | 2 | 4 |
| The parking programme may not be completed in full, due to resourcing and the consultative and iterative nature of the legal process for introducing parking restrictions and limited resources within the Council. | 3 | 1 | 3 |
| Increase in workloads/major planning applications submitted - Current indicators show continuation of high application numbers and continued complexity of major applications including those coming forward at pre application stage. | 4 | 2 | 8 |
| Local Planning Authority placed in special measures allowing applicants to submit applications directly to Secretary of State - | 2 | 2 | 4 |
| Disruption to services during transfer of part of Local Land Charges functions to Land Registry | 4 | 2 | 8 |
| Insufficient staff and inadequate skills set and loss of key staff | 3 | 2 | 6 |
| Inaccuracy of appropriate data/records - Particularly affecting property information on Uniform and ArcMap software. | 3 | 2 | 6 |
| Failure to agree measures to meet the parking deficit | 3 | 3 | 9 |
| Near term Air Quality Action Plans not progressed | 2 | 2 | 4 |
| Long term Air Quality Action Plans not progressed | 3 | 1 | 3 |
| Local Authority placed in special measures for Gazetteer should we fall constantly below National Standard | 2 | 2 | 4 |
| Failure of the parking service provider, Hertsmere BC, to provide the service, including insufficient CEOs | 2 | 2 | 4 |
| Failure of EH commercial service provider, Watford BC, to provide the service in a professional, efficient and timely manner | 2 | 2 | 4 |
| Failure to renegotiate/renew/seek alternative provider of contracts due to expire ie IT software, parking enforcement | 3 | 3 | 9 |
| Failure to renew SLA with Hertfordshire Building Control | 2 | 4 | 8 |

| | | | | |
|---|-----------------|--------------------|------------------------|------------------------|
| Very Likely ----- Likelihood ----- ----- Remote | Low 4 | High 8 | Very High 12 | Very High 16 |
| | Low 3 | Medium 6 | High 9 | Very High 12 |
| | Low 2 | Low 4 | Medium 6 | High 8 |
| | Low 1 | Low 2 | Low 3 | Low 4 |
| Impact -----> Unacceptable | | | | |

| Impact Score | Likelihood Score |
|------------------|------------------------|
| 4 (Catastrophic) | 4 (Very Likely (≥80%)) |
| 3 (Critical) | 3 (Likely (21-79%)) |
| 2 (Significant) | 2 (Unlikely (6-20%)) |
| 1 (Marginal) | 1 (Remote (≤5%)) |

Version Control

| Version No. | Date | Reason for Update / Significant Changes | Made By |
|-------------|---------------|--|---------|
| V1 | October 2020 | First draft of 2021-2024 Service Plan | KR |
| V2 | November 2020 | Amendments to project details | KR |
| V3 | January 2021 | Final review of Plan prior to adoption | KR |
| Final | 17/02/2021 | Accept track changes. Amend date for local plan, amend PI for cycling strategy, some formatting. | GG |
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