



**ECONOMIC AND SUSTAINABLE DEVELOPMENT  
SERVICE PLAN  
2020 - 2023**

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## INTRODUCTION

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

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board 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

|            |                |
|------------|----------------|
| <b>1.1</b> | <b>Budgets</b> |
|------------|----------------|

|   | <b>2020/21</b> | <b>2021/22</b> | <b>2022/23</b> |
|---|----------------|----------------|----------------|
|   | <b>Latest</b>  | <b>Latest</b>  | <b>Latest</b>  |
|   | £              | £              | £              |
| Net Cost of Service (Direct cost / Income Only) | <b>353,110</b> | <b>362,040</b> | <b>372,270</b> |

**Business Continuity and Single Points of Failure****Job title of SPOF:** Head of Planning Policy & Projects

| <b>Succession Planning for this post</b>   | <b>Risks, Skills required,</b>   | <b>Knowledge and Networks</b>  | <b>Impact on Service</b>  | <b>Future options for providing the services</b>      |
|--|--|--|---|---|
| External recruitment. Senior officer could progress to role subject to qualifications and experience | Demonstrable positive communication skills in a wide variety of settings and contexts<br>Ability to advise senior officers, Members and stakeholders on high policy matters<br>Experience of joint working between local authorities and partners<br>Experience of working across professional and technical boundaries<br>Experience of effectively managing a budget and understanding of financial and monitoring systems | A detailed working knowledge of the legislation and planning policy guidance in relation to Local Plans, Neighbourhood Planning, CIL, Brownfield Register, Right to Build Register etc.<br><br>A working knowledge of all aspects of development management, listed buildings, conservation areas and an understanding of relevant legislation and regulations<br><br>Networks: the Herts LEP, HPG, SW Herts Group, PINS, POS, community groups, developers, other agencies and bodies | Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/ Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled. | External recruitment for head of post, or consultant. |

**Job title of SPOF: Senior Planning Officer**

| <b>Succession Planning for this post</b>                            | <b>Risks, Skills required,</b>   | <b>Knowledge and Networks</b>   | <b>Impact on Service</b>  | <b>Future options for providing the services</b> |
|---|--|---|---|--|
| Planning Officers could progress to this role, external recruitment | Demonstrate positive communication skills in a wide variety of settings and contexts<br>Ability to negotiate and create positive solutions with a variety of stakeholders<br>Ability to analyse complex data<br>Ability to work as effectively part of team and manage projects<br>Ability to work effectively with other partners and the wider community<br>Ability to work under pressure and on occasion in difficult situations | A knowledge of town and spatial planning and understanding of relevant legislation and regulations<br>A knowledge of the legislation and planning policy guidance in relation to the built historic environment including best practice relating to Conservation Area Character Appraisals<br>Knowledge of up to date issues and innovation in the planning area<br>Experience of working with people in other disciplines<br>An understanding of the role of elected representatives | Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/ Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled. | External recruitment for post, or consultant.    |

**Job title of SPOF: Senior Conservation Officer**

| <b>Succession Planning for this post</b> | <b>Risks, Skills required,</b> | <b>Knowledge and Networks</b>                                    | <b>Impact on Service</b> | <b>Future options for providing the services</b>    |
|--|--------------------------------|--|--------------------------|---|
| External Recruitment, (Vacant Post)      |                                | Thorough knowledge and experience in Historic conservation. IHBC |                          | Service currently being provided by Place Services. |

**Job title of SPOF: Planning and Conservation Officer**

| <b>Succession Planning for this post</b>     | <b>Risks, Skills required,</b>                 | <b>Knowledge and Networks</b>  | <b>Impact on Service</b>                                       | <b>Future options for providing the services</b> |
|--|--|--|--|--|
| External recruitment, secondment opportunity | Demonstrate positive communication skills in a | A knowledge of town and spatial planning and understanding of relevant | Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/ | External recruitment for post, or consultant.    |

|  |  |   |   |  |
|--|--|---|---|--|
|  | <p>wide variety of settings and contexts</p> <p>Ability to negotiate and create positive solutions with a variety of stakeholders</p> <p>Ability to analyse complex data</p> <p>Ability to work as effectively part of team and manage projects</p> <p>Ability to work effectively with other partners and the wider community</p> <p>Ability to work under pressure and on occasion in difficult situations</p> | <p>legislation and regulations</p> <p>A knowledge of the legislation and planning policy guidance in relation to the built historic environment including best practice relating to Conservation Area Character Appraisals</p> <p>Knowledge of up to date issues and innovation in the planning area</p> <p>Experience of working with people in other disciplines</p> <p>An understanding of the role of elected representatives</p> | <p>Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled.</p> |  |
|--|--|---|---|--|

**Job title of SPOF: Planning Officer**

| <b>Succession Planning for this post</b>            | <b>Risks, Skills required,</b>  | <b>Knowledge and Networks</b>   | <b>Impact on Service</b>   | <b>Future options for providing the services</b>                              |
|---|---|---|--|---|
| <p>External Recruitment, secondment opportunity</p> | <p>Demonstrate positive communication skills in a wide variety of settings and contexts</p> <p>Ability to negotiate and create positive solutions with a variety of stakeholders</p> <p>Ability to analyse complex data</p> <p>Ability to work as effectively part of team and manage projects</p> <p>Ability to work effectively with other partners and the wider community</p> | <p>A knowledge of town and spatial planning and understanding of relevant legislation and regulations</p> <p>A knowledge of the legislation and planning policy guidance in relation to the built historic environment including best practice relating to Conservation Area Character Appraisals</p> <p>Knowledge of up to date issues and innovation in the planning area</p> | <p>Delay in delivery of Local Plan/SW Herts Joint Strategic Plan/ Community Infrastructure Levy, Annual Monitoring Report, Neighbourhood Planning etc. whilst post filled.</p> | <p>External recruitment for post, secondment opportunity, or agency staff</p> |

|  |  |   |  |  |
|--|--|---|--|--|
|  | Ability to work under pressure and on occasion in difficult situations | Experience of working with people in other disciplines<br>An understanding of the role of elected representatives |  |  |
|--|--|---|--|--|

**Job title of SPOF:** Community Infrastructure Levy Officer

| <b>Succession Planning for this post</b>  | <b>Risks, Skills required,</b>  | <b>Knowledge and Networks</b>   | <b>Impact on Service</b>         | <b>Future options for providing the services</b> |
|---|---|---|----------------------------------|--|
| Planning Officers could progress to this role subject to training, external recruitment | <p>Risk of loss of CIL money</p> <p>Ability to accurately collate, analyse and present complex information and data in a clear and concise manner</p> <p>Good oral and written communication required to effectively liaise with stakeholders, infrastructure providers, customers and colleagues at all levels</p> | <p>A demonstrable knowledge and understanding of CIL Regulations, statutory guidance and Section 106 Agreements.</p> <p>Experience of working in Town Planning or related area of work relevant to the Community Infrastructure Levy and Section 106s</p> | Delay in CIL being administered. | Managed internally or research agency staffing   |

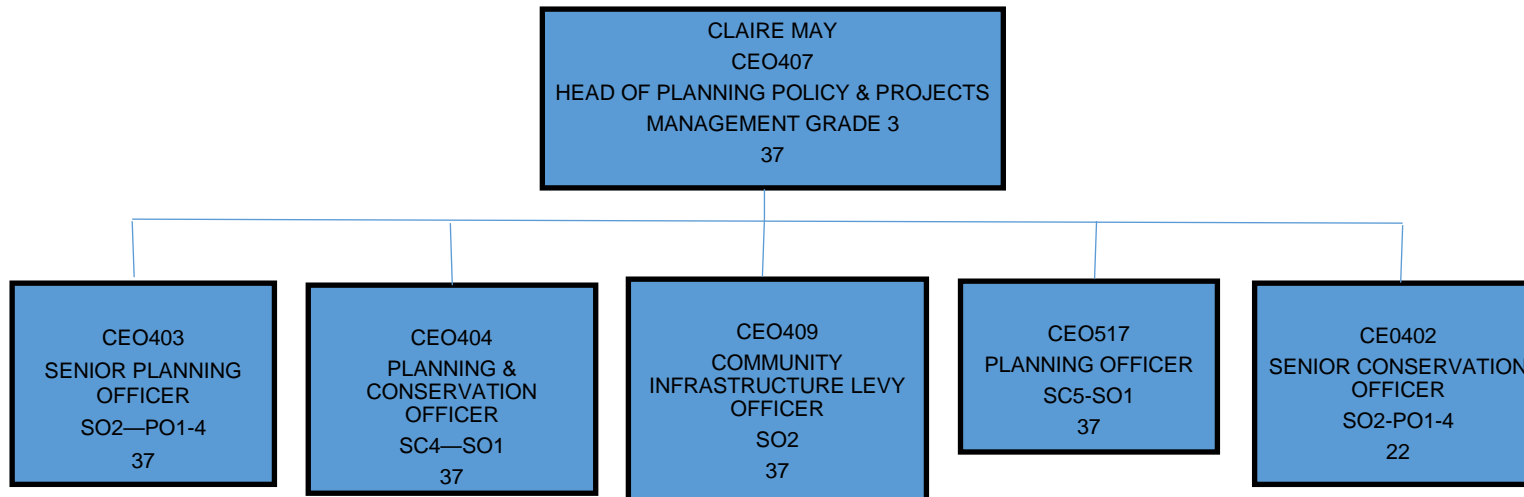
**1.2.1 Summary of Team Skills/Qualifications**

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

| <b>Job Title</b>                      | <b>Qualification</b> | <b>Skills</b> | <b>Continuing Professional Development required?</b> |
|---------------------------------------|----------------------|---------------|--|
| Head of Planning Policy and Projects  | MRTPI                |               | Yes  |
| Senior Planning Officer               | MRTPI                |               | Yes  |
| Planning and Conservation Officer     | MRTPI                |               | Yes  |
| Planning Officer                      | MRTPI                |               | Yes  |
| Senior Conservation Officer           | MRTPI, IHBC          |               | Yes  |
| Community Infrastructure Levy Officer |                      |               | No   |



## Economic and Sustainable Development



## SECTION 2: OUTPUTS AND OUTCOMES

|            |                               |
|------------|-------------------------------|
| <b>2.1</b> | <b>Performance management</b> |
|------------|-------------------------------|

### 2.1.1 Contribution to the Councils' Strategic Aims and Objectives

| <b>Corporate Framework Priority theme</b> | <b>Corporate Objectives</b>  | <b>Service contribution to the Corporate Themes</b>  |
|---|--|--|
| <b>Housing and Thriving Communities</b>   | <ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2022</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul> | <p>The Local Plan will allocate land for housing, employment, education, open spaces etc. The Local Plan will contain policies on amount and type of housing required and policies that guide development to encourage healthy lifestyle – e.g. promoting walking, cycling, provision of open space etc.</p> |

|                                |  |  |
|--------------------------------|--|--|
|                                | <ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>  |  |
| <b>Sustainable Environment</b> | <ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>  | Policies in Local Plan relating to protection and enhancements of Green Infrastructure and sustainable development and carbon emissions reductions |
| <b>Successful Economy</b>      | <ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home</li> </ul> | The Local Plan will allocate land for employment uses.   |

|   |  |   |
|---|--|---|
|   | of the internationally significant Warner Bros Studios.  |   |
| <b>High Performing, Financially Independent Council</b> | <ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• 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</li> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul> | Identify potential opportunities for development opportunities of council assets and non-council owned assets |

## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

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  | 2018/19 Actual | 2019/20 Target (Current year) | 2020/21 Target (Next year)  | 2021/22 Target                    | 2022/23 Target |
|--------|--|----------------|-------------------------------|-----------------------------|-----------------------------------|----------------|
| ESD01  | Net additional homes provided  | 154            | 180                           | 180                         | 620                               | 620            |
| ESD02  | Number of affordable homes delivered (gross)   | 44             | 81                            | 81                          | 310                               | 310            |
| ESD03  | Housing land supply in years   | 2              | 5                             | 5                           | 5                                 | 5              |
| New PI | Adoption of the Local Plan, with the Draft publication, submission, examination and adoption by 2023 |                | New PI                        | Publication                 | Submission, Adoption (March 2022) |                |
| New PI | Establishment of a timetable and development of a South West Herts Joint Strategic Plan              |                | New PI                        | 31 <sup>st</sup> March 2021 |                                   |                |

### Service Performance Indicators (PIs)

| Ref   | Description  | 2018/19 Actual | 2019/20 Target (Current year) | 2020/21 Target (Next year) | 2021/22 Target | 2022/23 Target |
|-------|--|----------------|-------------------------------|----------------------------|----------------|----------------|
| ESD04 | Percentage of new homes built on previously developed land   | 65.5%          | 60%                           | 60%                        | ?              | ?              |
| ESD05 | Percentage of Conservation Areas in the local authority area with a character appraisal undertaken within the last 10 years. | 50%            | 36%                           | 36%                        | 36%            | 36%            |
| ESD06 | Change in employment floorspace (to express delivery of the Local Plan)  | -4%            | +/-5%                         | +/-5%                      | +/-5%          | +/-5%          |
| ESD09 | Vacancy rate for town and district centres   | 5.6%           | <6%                           | <6%                        | <6%            | <6%            |

The Head of Planning Policy & Projects 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:

ESD01. This indicator measures the net increase in dwelling stock during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The net figure is calculated by subtracting the losses against the gross recorded completions and is measured against the District's annual completion target of 180, as outlined in the adopted Core Strategy. In 2018/2019 there were a total of 154 (net) new homes built.

ESD02. This indicator measures the gross number of affordable homes that have been delivered during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The gross figure is calculated by identifying the number of affordable units that have been completed from the total gross completions within the financial year. Out of a total of 174 gross completions in 2018/2019, 44 were identified as being affordable.

ESD03. This indicator measures the Council's housing land supply over a five year period. This is calculated by dividing the amount of housing that can be built on deliverable sites for the five year period against the residual annual target. The Council sends out pro-formas to developers and developers of housing sites of more than five dwellings, in order to calculate the amount of housing that can be delivered over a five year period. Calculated in December each year.

ESD04. This indicator measures the percentage of new homes that have been delivered on previously developed land (PDL) during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The percentage is calculated by dividing the gross completions on PDL against the total gross completions within the financial year. Out of a total of 174 gross completions in 2018/2019, 114 were on PDL.

ESD05. This indicator measures the percentage of Conservation Areas in the District that has a Conservation Area Character Appraisal that has been updated within the last 10 years. This is also reported in the Annual Monitoring Report, which is published every December. The percentage is calculated by dividing the number of conservation areas in the District with character appraisals undertaken within the last 10 years against the total number of Conservation Areas within the district. The percentage increase assumes a rolling programme of two new Character Appraisals being prepared every year. For 2018/2019 11 out of the 22 Conservation Areas had character appraisals dated within the last 10 years.

ESD06. This indicator is to monitor whether planning and other decisions are having an impact on the availability of floorspace for employment. This indicator measures the change in employment floorspace during each financial year (1 April to 31 March). This is also reported in the Annual Monitoring Report, which is published every December. The figure is calculated by dividing the net change in floorspace within the financial year against the baseline floorspace. During 2018/2019 there was a net decrease of 9,136sqm giving a total employment floorspace figure of 225,224sqm.

ESD09. This indicator measures the vacancy rate for the eight Retail Allocations (Rickmansworth Town Centre, South Oxhey, Abbots Langley, Chorleywood, Croxley Green (Watford Road), Rickmansworth Moneyhill Parade, Croxley Green (New Road) and Maple Cross) that are identified as Primary/Secondary Frontages and Local Shopping Centres in the Council's adopted Site Allocations LDD. The percentage is calculated by the number of vacant units against the total number of units. Site visits are undertaken by the Council at the end of the monitoring year (31 March). Only 5.6% of units in the District were vacant as at March 2019. (This excludes South Oxhey Regeneration Area). The National Average Vacancy Rate is between 12% and 14% (Retail Study 2012) and 10% across the SW Herts area (Retail & Leisure Study 2018).

**2.2 Project Management**

|  |   |   |                                  |   |                           |
|--|---|---|----------------------------------|---|---------------------------|
| <b>Project details</b>   |   |   |                                  | <b>Project Manager: Claire May</b>  |                           |
|  |   |   |                                  | <b>Project Sponsor: Geof Muggeridge</b>   |                           |
| <b>Project title</b>   |   |   |                                  | <b>Proposed outcome: Adoption of Local Plan</b>   |                           |
| <b>Local Plan</b>  |   |   |                                  |   |                           |
| <b>2020/21 Milestones</b>  |   |   |                                  | <b>2021/22 Milestones</b>   | <b>2022/23 Milestones</b> |
| <b>Quarter 1</b>   | <b>Quarter 2</b>  | <b>Quarter 3</b>  | <b>Quarter 4</b>                 |   |                           |
| <p>LPSC dates 16 June and 22 June</p> <p>LPSC to consider officer recommendations for the non-strategic policies and sites to be allocated for development in the Local Plan</p> | <p>LPSC dates 2 July and 6 July</p> <p>LPSC to consider officer recommendations for the strategic policies and sites to be allocated for development in the Local Plan</p> <p>P &amp; R Committee 20 July to approve non-strategic policies</p> <p>P &amp; R Committee 7 September to approve strategic policies and sites for allocation and resolve to recommend the Draft Local Plan for publication to Full Council</p> | <p>Full Council to approve Local Plan for publication</p> | <p>Publication of Local Plan</p> | <p>Full Council to approve Local plan for submission to Secretary of State for examination</p> <p>Examination of Local Plan</p> <p>Adoption of Local Plan</p> |                           |

## 2.3

**Contracts**[See the Contracts Register for your 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 |
|---------------------------------|--------------|-----------------|---|---------------|----------------|------------|------------------------------|---------------------------------|--|
| Green Belt Review               | ESD          | CM              | Green Belt Review   | LUC           | £15,000        | Oct 2019   | Dec 2019                     | Nov 2019                        | N/A                                      |
| Whole Plan Viability Assessment | ESD          | CM              | Viability Assessment of Local Plan                        | BNP           | £15,500        | Oct 2019   | April 2020                   | N/A                             | N/A                                      |
| SA/SEA/HRA                      | ESD          | CM              | Sustainability Appraisals for Local Plan                  | TRL Ltd       | £43,950        | June 2017  | 2021 (depends on Local Plan) | At each stage of the Local Plan | Ongoing until Local Plan adopted         |
| Exacom                          | ESD          | CM              | CIL/S106 Software   | Exacom/ESRI   | £6,000pa       | April 2015 | Ongoing                      | Annually                        | N/A                                      |
| Interactive Policies Map        | ESD          | CM              | Local Plan Interactive Policies Map                       | Llovell John  | £500 pa        | 2014       | Ongoing                      | Annually                        | N/A                                      |



## 2.4 Risk Management

| Risk Description   | Residual Likelihood Score | Residual Impact Score | Residual Risk Score |
|--|---------------------------|-----------------------|---------------------|
| Lack of suitably experienced staff   | 2                         | 2                     | 4                   |
| Total failure of ICT systems   | 2                         | 1                     | 2                   |
| Loss of accommodation  | 2                         | 1                     | 2                   |
| Fraudulent activity  | 1                         | 2                     | 2                   |
| Failure to progress/manage and maintain Community Infrastructure Levy income and expenditure.  | 2                         | 2                     | 4                   |
| Failure/Delay in delivering Local Plan   | 3                         | 2                     | 6                   |
| Changes in National Policy & regulations which require a significant alteration to emerging Local Plan   | 2                         | 2                     | 4                   |
| Failure of external parties to meet project deadlines  | 2                         | 2                     | 4                   |
| Delays to decision making process  | 2                         | 2                     | 4                   |
| Failure to agree critical cross boundary strategic planning issues with prescribed 'Duty to Co-operate'  | 2                         | 3                     | 6                   |
| Capacity of Planning Inspectorate (PINS) and other statutory consultees  | 2                         | 2                     | 4                   |
| Local Plan found 'unsound'   | 2                         | 3                     | 6                   |
| Preparation of SW Herts Joint Strategic Plan fails to meet key project milestones.   | 2                         | 2                     | 4                   |
| Delays to decision making process in SW Herts JSP  | 2                         | 2                     | 4                   |
| Changes in national policy & regulations which require a significant alteration to emerging joint strategic plan   | 2                         | 2                     | 4                   |
| Changes in local politics of the participating authorities (SW Herts JSP)  | 2                         | 2                     | 4                   |
| Staff changes (SW Herts JSP)   | 2                         | 2                     | 4                   |
| Potential political change/issues within the partnership that could lead to a withdrawal or variation in support to the Programme from one of the partners.  | 2                         | 2                     | 4                   |
| SW Herts JSP not agreed by Districts, fail at examination or there is significant slippage in the timescales that are beyond the tolerance of the programme. | 2                         | 2                     | 4                   |

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

| 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 |
|-------------|------------|--|---------|
| 1.0         | 3/10/2019  | New Template   | CM      |
| 2.0         | 25/02/2020 | Corporate Objectives, Performance Indicators added                   | GG      |
| 3.0         | 28/02/2020 | Update on PIs and inclusion of the Local Plan in the Project section | CM      |
|             |            |  |         |
|             |            |  |         |
|             |            |  |         |
|             |            |  |         |
|             |            |  |         |
|             |            |  |         |
|             |            |  |         |