



**ECONOMIC AND SUSTAINABLE DEVELOPMENT
SERVICE PLAN
2022 - 2025**

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INTRODUCTION

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

- Through regular discussion between, service heads, managers and their teams and logged in the version control section of this document
- Performance indicator monitoring by Corporate Management Team on a quarterly basis
- Through Committee reports when necessary
- Through the projects and policy registers which are monitored regularly by Corporate Management Team.

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: THE SERVICE CONTEXT

1.1	Service Overview
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The Role of the Service

The Economic and Sustainable Development is part of the Directorate for Communities and Environmental Services and is responsible for the following:

Local Plan: The Local Plan sets out the vision for future development in the District and must be reviewed at least every five years. The Local Plan is used to determine planning applications and other planning related decisions. In effect, they are the local guide to what can be built where, shaping infrastructure investments and determining the future pattern of development in the District.

Preparation of the Local Plan is set out in legislation, national policy and guidance and consists of the following main stages: Gather evidence, consider options, Regulation 18 consultation, Regulation 19 consultation, Submission, Examination and Adoption.

We are also responsible for the evidence base studies that inform the Local Plan (Housing Needs Assessments, SFRA's, Green Belt Reviews, Heritage Impact Assessments, Landscape Assessments, Strategic Housing and Employment Land Availability Assessments, Sustainability Appraisals, Viability Appraisals, Transport Assessments etc.) In addition the following documents are also prepared in relation to the Local Plan: Local Development Scheme, Statement of Community Involvement, Infrastructure Delivery Plan and the online policies map.

Neighbourhood Planning: Provide assistance to Parish and Community Councils who are developing neighbourhood plans and undertake statutory consultations on submitted versions of plans, arrange for an independent assessment to ensure that the plan meets the statutory

'Basic' conditions, arrange for a Sustainability Assessment/HRA Scoping report and recommend to Council that plans should be subject to referendum. If successful the neighbourhood plan becomes part of the development plan for the area. Officers are currently assisting Abbots Langley Parish Council, Batchworth Community Council and Sarratt Parish Council with their neighbourhood plans.

The South West Herts Joint Strategic Plan – The Head of Planning Policy & Projects is part of the SW Herts JSP Strategic Planning Officer Group (SPOG) and is committed to a minimum of half a day every two weeks in addition to the regular monthly meetings to help deliver the Plan.

Community Infrastructure Levy: The Senior CIL Officer undertakes the administration (including enforcement, collection etc.) and monitoring of the Community Infrastructure Levy with the Head of Planning Policy & Projects acting as a checker and the DCES has delegated authority. Under The Community Infrastructure Levy Regulations 2010 (as amended) charging authorities are required to produce an Infrastructure Funding Statement (IFS) that sets out details about planning obligation receipts (CIL and S106), and anticipated expenditure. The IFS is published by the 31 December each year (alongside the Annual Monitoring Report) and covers the previous monitoring year. The preparation of the CIL Charging Schedule is the responsibility of the Head of Economic and Sustainable Development and Planning Officers. A review of the CIL Charging Schedule is due to begin in the latter stages of the Local Plan preparation as viability assessments that underpin the CIL must be based on the new Local Plan. Preparation of the CIL is set out in legislation and is subject to consultations and an independent examination similar to that of the Local Plan.

Annual Monitoring Report: Local Authorities are required by the Planning and Compulsory Purchase Act to produce an Annual Monitoring Report (AMR). The AMR is a report that assesses the implementation of the Local Development Scheme (LDS) and the extent to which policies in the Local Development Documents (LDDs) are being successfully implemented. It uses information against a variety of indicators and targets to assess the extent to which policies are being successfully implemented. The LDDs for TRDC are: The Core Strategy, Development Management Policies LDD and the Site Allocations LDD. Monitoring is important for effective planning to ensure that policies remain relevant and respond to changing needs and circumstances. The AMR is published by the 31 December each year and covers the previous monitoring year.

Shop Survey: As part of the Annual Monitoring Report and to monitor the effect of Covid, Officers undertake a Shop Survey twice a year. Although the survey represents a point in time it provides a baseline for monitoring. This survey along with any other relevant surveys undertaken by other stakeholders can be used to assist in providing the Council with an indication of the vitality of the High Streets.

Article 4 Directions: An Article 4 Direction restricts the scope of development rights either in relation to a particular area or site or a particular type of development anywhere in the District. The National Planning Policy Framework states that Article 4 Directions should be applied in a measured and targeted way, based on robust evidence, and apply to the smallest geographical area possible. The potential harm that the Article 4 Direction is intended to address needs to be clearly identified, and a particularly strong justification for the withdrawal of permitted development rights demonstrated. There are a number of Article 4 Directions relating to conservation areas and employment sites in the District. Where an Article 4 is in effect a planning application may be required for development that would otherwise have been permitted development thus increasing the number of planning applications that the Development Management Team need to consider.

Brownfield Register: The Town and Country Planning (Brownfield Land Register) Regulations 2017 requires local planning authorities to prepare, maintain and publish a Brownfield Land Register. This is reviewed annually and published by the 31 December each year. The Brownfield Land Register identifies previously developed sites in the District which meet a set of criteria. The Regulations require the Register to be kept in two parts:

- Part 1 is comprised of brownfield sites that meet the criteria and
- Part 2 (subset of Part 1) which comprise only of those sites that TRDC has decided would be suitable for a grant of permission in principle for residential development.

There is no requirement to place any sites on Part 2 of the Register. At this stage, the Three Rivers District Council Brownfield Land Register contains sites on Part 1 only.

5 Year Housing Land Supply: The National Planning Policy Framework (NPPF) requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide a minimum of five years' worth of housing against their housing requirement plus a % depending on previous performance. TRDC's housing requirement is calculated against the standard method as the Core Strategy is over 5 years old. The 5 Year Housing Land Supply is reviewed annually and published by 31 December each year alongside the Annual Monitoring Report. The NPPF considers plan policies out of date where the local planning authority cannot demonstrate a five year supply of deliverable housing sites so it is therefore necessary to establish whether a five year supply can be demonstrated to provide a context for the consideration of planning applications. Where a 5 year housing land supply cannot be demonstrated then the presumption in favour of sustainable development must be applied to the consideration of planning applications.

Heritage (Conservation Service): The Conservation Service is provided by Place Services and is paid for from the vacant Senior Planning Officer Post (0.6 FE). The work undertaken relates to providing specialist comments on planning applications/appeals in relation to Heritage Assets (Listed Buildings, Conservation Areas, and Locally Listed Buildings etc.). Any reduction in this service will have an impact on the Development Management Teams quality of decision making and KPIs relating to the determination of planning applications.

Conservation Areas/Conservation Area Appraisals: We are responsible for the designation of Conservation Areas which are defined by the National Planning Policy Framework as 'designated heritage assets'. Changes to the external appearance of a building in a conservation area may require planning permission and demolition or substantial demolition of a building in a conservation area normally requires Conservation Area Consent. In addition, we must be notified of any work planned to a tree in a conservation area at least six weeks in advance so that we may determine whether or how the work to the tree should take place. Therefore, conservation area designations result in planning applications to be considered by the Development Management Team and the Conservation Service and applications for works on trees for the Trees and Landscape department.

Conservation Area Appraisals define the special character of a conservation area and are used to help assess planning applications by Development Management and the Conservation Service. There is an agreed rolling programme of two new character appraisals each year. However, due to the increased number of planning applications relating to Heritage Assets that are prioritised the programme has been delayed.

List of Locally Important Buildings: We maintain a List of Locally Important Buildings (Local List) (over 160 entries) which are important buildings or structures of historical, or architectural, interest to the local community. Inclusion on the List means that its conservation as a non-designated heritage asset is a material consideration when determining planning applications. Locally Important Buildings are not afforded the protection that Listed Buildings are. For example, there is no legal requirement for permission to be sought to demolish a Locally Important Building unless it is in a Conservation Area.

Right to Build Register: The Self-build and Custom Housebuilding Act 2015 places a duty on local councils to maintain a register of people who are seeking to acquire land to build a home themselves in the authority's area. The Act requires local authorities to understand what the demand is in their areas for self-build and custom build housing and to have regard to that demand when exercising their strategic planning and other relevant functions.

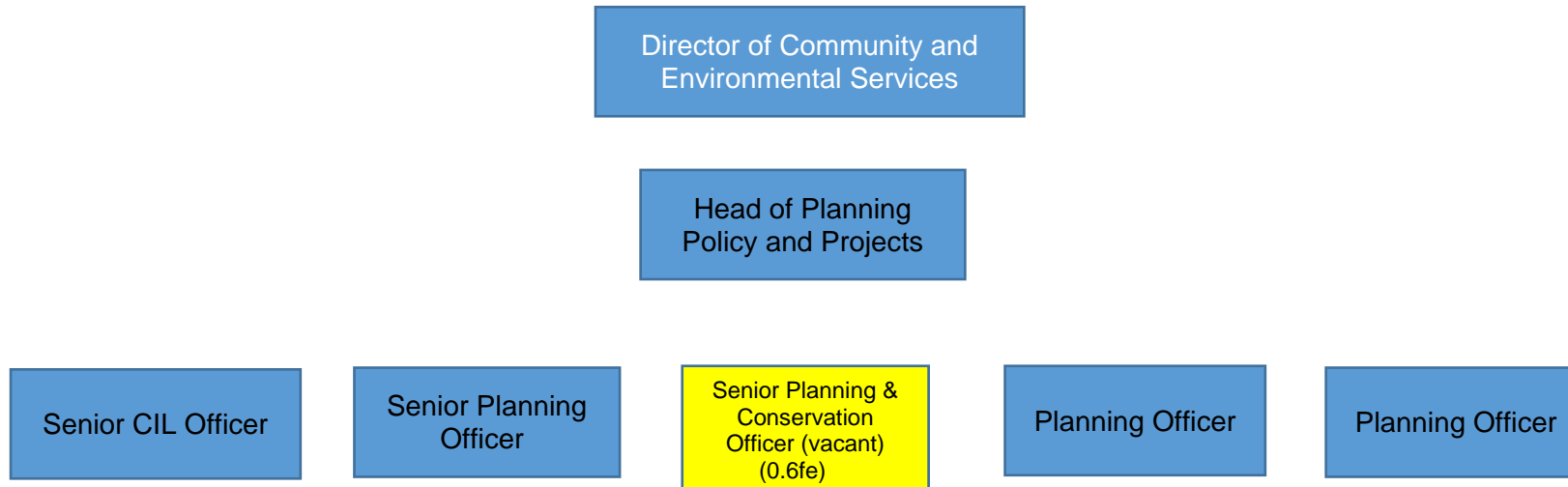
Economic Development: An Economic Consultant was secured from July 2021 – February 2022 to complete an Economic Strategy and undertake Economic Development Recovery work funded by the ARG. The Head of Planning Policy & Projects undertook the monitoring of the above as well as a Business Grant Scheme that was delivered via the Herts Growth Hub also funded by the ARG. For 2022/2023 the Head of Planning Policy & Projects (together with other Heads of Service) will review projects implemented under ARG and look at funding opportunities for future projects in relation to economic development following implementation of the ARG projects. There is no dedicated Economic Development Officer to undertake any actions identified in the Economic Strategy so this work will need to be considered against other priorities and, where appropriate, disseminated amongst relevant Officers in the Council.

In addition to the above the Economic & Sustainable Development Team are responsible for providing policy comments on planning applications, responding to planning related consultations (both from MHCLG and neighbouring authorities), data monitoring returns to DLUHC, providing planning policy advice to Members, colleagues and other stakeholders. Officers also attend regular meetings of the Hertfordshire Planning Group (HPG).

1.3

Service Structure Chart

Take this from the [Structure Charts on the Intranet](#)



The Economic & Sustainable Development Team consists of Head of Planning Policy & Projects, Community Infrastructure Levy Officer, Senior Planning Officer and two Planning Officers. This is following an 8 month period of recruitment which left the Team under resourced for 2021/2022. The Conservation Service is provided by Place Services and is paid for from the vacant Senior Planning Officer Post (0.6 fe).

SECTION 2: SERVICE DELIVERY

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 2025 • 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 seek to maintain the number of Green Flag accredited parks and open spaces • We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles • We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions. 	<ul style="list-style-type: none"> • 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.
Sustainable Environment	<ul style="list-style-type: none"> • We will deliver the Climate Emergency and sustainability Strategy and action plan • We will continue to improve the energy efficiency of the council's buildings and local housing. • We will deliver and implement a Cycling and Walking Strategy • We will seek to maintain our position as one of the highest recycling authorities in Hertfordshire and England. 	<ul style="list-style-type: none"> • Policies in Local Plan relating to protection and enhancements of Green Infrastructure and sustainable development and carbon emissions reductions

<p>Successful Economy</p>	<ul style="list-style-type: none"> • We will produce an Economic Strategy and implement the associated action plan. • 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 • We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios 	<ul style="list-style-type: none"> • The Local Plan will allocate land for employment uses • Economic Strategy sets out actions to support economic growth • Review of projects implemented under Additional Restrictions Grant managed by Economic and Sustainable Development to support local business and look at funding opportunities for future projects in relation to economic development following implementation of the ARG projects.
<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. 	<ul style="list-style-type: none"> • Identify potential opportunities for development opportunities of council assets and non-council owned assets

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	2020/21 Actual	2021/22 Target (Current year)	2022/23 Target (Next Year)	2023/24 Target	2024/25 Target
ESD01	Net additional homes provided	115	630	630	630	630
ESD02	Number of affordable homes delivered (gross)	91	131	To be determined once housing land supply calculated in December		
ESD03	Housing land supply in years	1.9	5	5	5	5
ESD06	Change in employment floorspace	-0.4%	+/-5%	+/-5%	+/-5%	+/-5%
ESD07	Adoption of the Local Plan, with the Draft publication, submission, examination and adoption by 2023	N/A	Preparation of further Regulation 18 consultation	Consult on publication version/submission	Submission version/Examination	Adoption
ESD08	Establishment of a timetable and development of a South West Herts Joint Strategic Plan	N/A	March 2022			
ESD10	Complete a review of Council Economic Role and Completion of Economic Strategy	N/A	Economic Strategy due February 2022	N/A	N/A	N/A
ESD11	The amount of employment floorspace developed in the employment site allocations	N/A	N/A	N/A	To be developed once the Local Plan is adopted	
ESD12	Business Satisfaction Survey - respondents that agree Three Rivers is a great place to do business	New KPI for 2021/24	60% as a baseline target	To be agreed once baseline has been established		
ESD13	Business Satisfaction Survey - respondents that agree Three Rivers is improving relationship with the local business community	New KPI for 2021/24	60% as a baseline target	To be agreed once baseline has been established		

Service Performance Indicators (PIs)

Ref	Description	2020/21 Actual	2021/22 Target (Current year)	2022/23 Target (Next Year)	2023/24 Target	2024/25 Target
ESD04	Percentage of new homes built on previously developed land	83.3%	60%	60%	To be agreed once the Local Plan is adopted	
ESD05	Percentage of Conservation Areas in the local authority area with a character appraisal undertaken within the last 10 years.	36%	36%	36%	36%	36%
ESD09	Vacancy rate for town and district centres	7%	<6%	<6%	<6%	<6%
ESD15	Support for the local economy: Seek investment in the district from the Hertfordshire Growth Board, the Hertfordshire Local Enterprise Partnership and any available sources	N/A				
ESD16	Visit Herts - Increase in the number of Visitors to Three Rivers.					
ESD17	Visit Herts - Increase in the income from the visitor economy to Three Rivers.					
ESD18	Visit Herts - Increase in the number of jobs, working in the visitor economy in Three Rivers					

The Head of Planning Policy & Projects 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:

ESD01. Indicator measures the net increase in dwelling stock during each financial year (1 April to 31 March). This is reported in the Annual Monitoring Report (published every December). The net figure is calculated by subtracting the losses against the gross recorded completions. In 2020/2021 there were a total of 115 (net) new homes built.

ESD02. Indicator measures the gross number of affordable homes that have been delivered during each financial year (1 April to 31 March). And is also reported in the Annual Monitoring Report (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 276 gross completions in 2020/2021, 91 were identified as being affordable. The target should be 35% of the *expected completions* for the following three years, as detailed in the Housing Land Supply update (which includes the 5 year housing supply details and published alongside the AMR).

ESD03. 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 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 and published in The Housing Land Supply Report alongside the Annual Monitoring Report. From 2021/2022 this will be estimated on a quarterly basis and finalised in December each year and reported on an annual basis in the usual manner. Estimate for most recent quarter is 1.7years but the final figure is likely to be lower.

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 (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 276 gross completions in 2020/2021, 230 were on PDL

ESD05. Indicator measures the percentage of Conservation Areas in the District that have a Conservation Area Character Appraisal that has been updated within the last 10 years. This is reported in the Annual Monitoring Report (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 2020/2021, 8 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 (published every December). The figure is calculated by dividing the net change in floorspace within the financial year against the baseline floorspace. During 2020/2021 there was a net decrease of 956sqm giving a total employment floorspace figure of 221,281sqm?

ESD09. Indicator measures the vacancy rate for the eight Retail Allocations (Rickmansworth Town Centre, South Oxhey, Abbots Langley, Chorleywood, Croxley Green (Watford Road), Rickmansworth Money hill 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 were undertaken by the Council at the end of the monitoring year (31 March) but will now be undertaken twice a year in September and March. The second survey scheduled for March 2021 was delayed due to Covid and took place in June 2021, so does not necessarily reflect the situation as of March 2021. 7% of units in the District were vacant both at September 2020 and June 2021. (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).

ESD07 Adoption of the Local Plan, with the Draft publication, submission, examination and adoption by 2023. This is to be measured against the milestones for publication, submission, examination and adoption as set out in the most recent Local Development Scheme.

ESD08 Establishment of a timetable and development of a South West Herts Joint Strategic Plan. Production and timetable for production of SWH JSP to be agreed by the SW Herts Member Group. KPI to be measured against agreed timetable due in December 2021.

ESD10 Complete a review of Council Economic Role and Completion of Economic Strategy. Review of economic role of the District to be undertaken by the end of 2021/22 and a decision to be made by the Council as to what the economic role should be. An Economic Strategy then to be completed by end of 2022/2023. Review of economic role of the Council and progression of Economic Strategy will depend on the Councils decisions as to the extent to which TRDC will progress economic development role and the provision of resources (staff and costs).

ESD11 The amount of employment floorspace developed in the employment site allocations. New employment allocations to be made through the Local Plan process. This KPI can't be measured until the Local Plan has been adopted which is anticipated to be May 2023.

ESD12 Business Satisfaction Survey - respondents that agree Three Rivers is a great place to do business. A survey to be sent out for completion to the business community on an annual basis. The survey is to include several questions with one question being: 'How satisfied are you that Three Rivers is a great place to do business?' The satisfaction score will be calculated by combining the percentage responses to

those stating (A) 'very satisfied' and (B) 'satisfied'. 60% will be used as baseline target for the first survey to be undertaken 2021/2022 and future targets to be agreed once baseline is established.

ESD13 Business Satisfaction Survey - respondents that agree Three Rivers is improving relationship with the local business community. A survey to be sent out for completion to the business community on an annual basis. The survey is to include several questions with one question being: 'How satisfied are you that Three Rivers is improving relationship with the local business community?' The satisfaction score will be calculated by combining the percentage responses to those stating (A) 'very satisfied' and (B) 'satisfied'. 60% will be used as baseline target for the first survey to be undertaken 2021/2022 and future targets to be agreed once baseline is established.

ESD15 Support for the local economy: Investment to be sought/obtained for the District from any available source (for example Hertfordshire Growth Board, Hertfordshire LEP, Homes England, etc.). Target of 1 investment per year by any of the TRDC departments.

ESD16 Visit Herts - Increase in the number of Visitors to Three Rivers. Monitoring information to be provided by Visit Herts under the service level agreement on an annual basis.

ESD17 Visit Herts - Increase in the income from the visitor economy to Three Rivers. Monitoring information to be provided by Visit Herts under the service level agreement on an annual basis.

ESD18 Visit Herts - Increase in the number of jobs, working in the visitor economy in Three Rivers. Monitoring information to be provided by Visit Herts under the service level agreement on an annual basis.

2.2 Project Management

Project details				Project Manager: Claire May Project Sponsor: Geof Mugeridge	
Project title				Proposed outcome	
Local Plan					
2022/23 Milestones				2023/24 Milestones	2024/25 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Officer recommendations to be reported to LPSC (June 2022)	Officer recommendations to be reported to LPSC Further Regulation 18 consultation document to be finalised and approved by LPSC (July 2022)	P&R to recommend to Council approval of the Reg 18 consultation document (September 2022)	Full Council to approve Regulation 18 for consultation (October 2022) Regulation 18 consultation November-December 2022)	Publication version to be prepared and approved by LPSC. P&R & Council, (July and October 2023) Consultation on Regulation 19 (November - December 2023)	Submission version to be prepared, approved by LPSC, P&R and Council. Submission of Local Plan for examination (November/December 2024) Examination

Project details				Project Manager: Claire May Project Sponsor: Geof Mugeridge	
Project title				Proposed outcome	
South West Herts Joint Strategic Plan					
2022/23 Milestones				2023/24 Milestones	2024/25 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Completion of Vision for SW Herts JSP (April 2022)	Preparation of and consultation on Regulation 18 (July – September 2022)	Review responses to Regulation 18 (Nov – Dec 2022) Preparation of evidence base (on-going)	Preparation of evidence base (on-going) Preparation of Regulation 19 (Jan – March 2023)	Consultation on Regulation 19 (Q2 and Q3)	Examination

	Preparation of evidence base (on-going)				
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Project details				Project Manager: Claire May	
				Project Sponsor: Geof Muggeridge	
Project title				Proposed outcome	
ARG Fund Monitoring and review of projects implemented with and identification of funding opportunities for future projects to support economic development				Review of projects outcomes and identification of future work to support economic development in the District and funding opportunities	
2022/23 Milestones				2023/24 Milestones	2024/25 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Monitoring and review of projects identified and implemented.	Monitoring and review of projects identified and implemented.	Monitoring and review of projects identified and implemented. Identify future funding opportunities	Future projects/work identified with any funding opportunities	Review further funding opportunities for economic development support	Review further funding opportunities for economic development support

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/length of extension
Whole Plan Viability Assessment	ESD	CM	Viability Assessment of Local Plan	BNP Paribas Real Estate	£15,500	Oct 2019	Autumn 2023	N/A	N/A
SA/SEA/HRA	ESD	CM	Sustainability Appraisals for Local Plan	TRL Ltd	£43,950	June 2017	2025(depe nds on Local Plan)	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
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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
Delays to decision making process of Local Plan	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
Delay in progressing Economic Strategy	2	2	4

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
1.0	29/09/2021	New Template	CM
2.0	3/11/2021	Article 4 Directions, Conservation Area Appraisals, List of Locally Important Buildings added and estimated dates added to Project Management tables and KPIs	CM
3.0	9/01/2022	New performance indicators added, KPI table updated. Local Plan timetable changed in accordance with new Local Development Scheme	CM