

**Appendix B – Draft Service Delivery Plans 2023-26**

<b>Directorate</b>	<b>Executive Services</b>	<b>Director</b>	<b>Kimberley Grout</b>
<b>Service</b>	<b>Housing Services</b>	<b>Head of Service</b>	<b>Jason Hagland &amp; Deborah Allen</b>
<b>Service Purpose and Core Functions</b>			
<p>Housing Services is a statutory service responsible for Residential Environmental Health, Housing Options and Housing Supply.</p> <p>Residential Environmental Health deal with noise and light pollution, housing condition enforcement and housing of multiple occupation.</p> <p>Housing Options</p> <ul style="list-style-type: none"> <li>• Provision of housing advice to the public,</li> <li>• Prevention of homelessness including issuing of decisions on homelessness applications and responsibility for the Council's Homelessness Prevention Forum.</li> </ul> <p>Housing Supply</p> <ul style="list-style-type: none"> <li>• Maintain the Council's Housing Register and provide nominations to Housing Association partners</li> <li>• Manage temporary accommodation including sourcing of properties in the private rented sector</li> <li>• Work with partners to deliver affordable housing development.</li> </ul> <p>Housing Services has 2 Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. Trained staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals, depending on the concern raised. The Corporate Lead for Safeguarding is currently the Head of Community Partnerships.</p>			

Link to Corporate Framework	Key Action/ Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<b>Housing Options</b>						
Housing and Thriving Communities	Develop an updated Housing, Homelessness and Rough Sleeping Strategy 2023-2028	Strategic Housing Manager	Five year strategy delivered on schedule.	June 2023	Multiple including HCC, New Hope Trust, WCH, Thrive, Police, Probation, Community Partnerships etc	Within existing resource
	Annual Review of Housing, Homelessness and Rough Sleeping Strategy 2023-2028	Strategic Housing Manager	Review first year of strategy	July 2024		
<b>Residential Environment Health</b>						
	Develop protocol with large stock holding social housing providers regarding housing conditions.	Strategic Housing Manager	Structured pathway between Council and large stock holding RP's regarding housing conditions reports established.	July 2023	Registered Providers	Within existing resource
<b>Housing Supply</b>						
	Review of the Council's Rent Deposit Guarantee Scheme	Strategic Housing Manager	Launch an improved scheme, leading to the procurement of more properties	August 2023	External private landlords. HM Government	£20,000 from the HMG Homelessness Prevention Grant, already secured.

<b>Directorate</b>	<b>DCES</b>	<b>Director</b>	<b>Geof Muggeridge</b>
<b>Service</b>	<b>Planning Policy and Conservation</b>	<b>Head of Service</b>	<b>Marko Kalik</b>
<b>Service Purpose and Core Functions</b>			
<b>Planning Policy</b>			
<ul style="list-style-type: none"> <li>• Prepares and maintains up to date development plans (Local Plan) allocating land for development with its corresponding infrastructure, ultimately determining the pattern of development across the District. The Local Plan also sets a policy framework and guidance to address housing needs and other economic, social and environmental priorities.</li> <li>• Prepares supporting evidence base studies informing the Local Plan. In addition, the following documents are also prepared in relation to the Local Plan: Local Development Scheme (Local Plan timetable), Statement of Community Involvement (approach to engagement), Infrastructure Delivery Plan and the online policies map.</li> <li>• Preparation of the Local Plan is set out in legislation, national policy and guidance and consists of the following main stages: Gathering evidence, Regulation 18 Issues &amp; Options consultation, Regulation 18 Preferred Options consultation (Regulation 18 can be done as one or in multiple stages), Regulation 19 Local Plan Publication consultation, Submission, Examination and Adoption.</li> <li>• Monitors performance of District Plan policies including housing completions and preparation of the associated authority Annual Monitoring Report. As part of the Annual Monitoring Report.</li> <li>• 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. The 5 Year Housing Land Supply is reviewed annually and published by 31 December each year alongside the Annual Monitoring Report.</li> <li>• Assists in the preparation of the South West Herts Joint Strategic Plan (JSP) as one of the South West Herts partner authorities. The JSP will be a high level strategic planning document setting out strategic planning policies and potential growth areas across the South West Herts sub-region.</li> <li>• Assists Parish Councils in the preparation of Neighbourhood Plans.</li> </ul>			

- Prepares Article 4 Directions to restrict 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 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 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.

#### **Conservation Service**

- Provision of specialist comments on planning applications/appeals in relation to Heritage Assets (Listed Buildings, Conservation Areas), and Locally Listed Buildings. This service is outsourced to Place Services and paid for through the vacant Senior Planning Officer Post.
- Designation of Conservation Areas and updating 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'.
- 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

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<b>Planning Policy</b>						
Housing and Thriving Communities, Sustainable Environment, Successful Economy	Local Plan	Marko Kalik, Head of Planning Policy and Conservation	<ul style="list-style-type: none"> <li>• Consultation on Regulation 19 publication of draft Local Plan</li> <li>• Submission of Local Plan to PINS</li> <li>• Local Plan Examination</li> </ul>	Nov/Dec 2023  Nov/Dec 2024  Autumn 2025	HCC External consultants assisting with evidence base: BNP Paribas, TRL Ltd, Exacom/ESRI, Lovell John, Place Services	
Housing and Thriving Communities, Sustainable Environment, Successful Economy	SW Herts Joint Strategic Plan	Marko Kalik, Head of Planning Policy and Conservation	Reporting on Regulation 18 Issues & Options Consultation  Regulation 18 consultation on spatial options – timetable yet to be agreed  Regulation 19 publication of draft SW Herts JSP – timetable yet to be agreed	Expected Spring 2023  2023/24  Approx.. 2025	SW Herts JSP team, DBC, HBC, SADC, WBC and HCC	

<b>Directorate</b>	<b>DCES</b>	<b>Director</b>	<b>Geof Muggeridge</b>
<b>Service</b>	<b>Property Services &amp; Economic Growth</b>	<b>Head of Service</b>	<b>Justin Wingfield</b>

**Service Purpose and Core Functions**

The Property & Economic Growth Team is part of the Community & Environmental Directorate and is responsible for the management of the Council's land & property assets and for the future development and delivery of the Councils Economic Strategy

**Property Services**

The Property Services Team comprises Estates & Asset Management, Facilities Management and Major Projects functions and provides a multi-disciplinary professional service which leads on all property matters for the Council.

In addition to actively managing the Council's investment and income producing estate, it also maintains responsibility for statutory compliance, ensuring that the Council manages its assets safely and in accordance with its statutory & regulatory obligations. For the benefit of our residents, we also maintain a substantial garage estate and deal with requests for licences, land purchase enquiries and other general estates matters.

The Property Service also leads on the development and delivery of major projects across the District, these include projects such as the South Oxhey Regeneration Initiative, but also projects such as the transformation of the corporate estate, the better utilisation of Three Rivers House and the upgrading of office facilities at Batchworth Depot.

As an active service leading on property projects and initiatives, the Property Service also provides support to other Services within the Council to add value and assist with projects and schemes.

**Economic Growth**

The Economic Growth function of the Council is to be established and resourced in accordance with the aims and ambitions of the emerging Economic Strategy. At this stage, the focus of Economic Growth will be to support the Council through the delivery and monitoring of the UK Shared Prosperity Fund.

In the short term a part-time temporary Economic Development Officer will focus on building relationships and networks with other Council Services and external partners, in the longer term and as directed by the Economic Strategy, work could include the provision of advice, signposting, intelligence gathering and securing funding opportunities for the Council and supporting local businesses in doing the same.

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<b>Property Team</b>						
Local Leadership	Property Management System and Data Collection	Head of Property & Economic Growth	Data on general and commercial assets uploaded Rent accounting system operational	31 March 2024  31 October 2023	Internal Project Team & Trace Solutions Ltd	TBC
Local Leadership & A Great Place To Do Business	Portfolio Condition Survey	Principal Surveyor (Assets & Estates)	Prepare programme of condition surveys Undertake rolling programme inspections	31 May 2023  Starting 1 July 2023		TBC
Net Carbon Zero & Climate Resilient	Delivery of Property aspects of Climate Change Strategy	Facilities Manager	Actions in accordance with Climate Change Strategy Action Plan	As per Climate Change Action Plan	Community Team	TBC
Sustainable Communities	Adoption of Shepherds Lane within Local Plan	Head of Property & Economic Growth	Preparation of submission to Reg. 18 & Reg. 19 consultation	In accordance with New Local Plan timetable	Planning Policy Team, external Landowners	TBC
<b>Economic Growth</b>						
Sustainable Communities & A Great Place To Do Business	Support the delivery and coordination of the UK Shared Prosperity Fund	Economic Growth Officer	Actions in accordance with TRDC's UKSPF Action Plan	As per TRDC's UKSPF Action Plan	Community Team	TBC
Sustainable Communities & A Great	Adoption of Economic Strategy	Head of Property &	Development & adoption of Economic	31 March 2024		TBC

Place To Do Business		Economic Growth	Strategy & Action Plan			
<b>Major Projects</b>						
Sustainable Communities & A Great Place To Do Business	South Oxhey Initiative Phase 3	Principal Surveyor (Development & Commercial)	Development of Phase 3a & 3b	To 2024/25	Countryside PLC	TBC
Sustainable Communities & A Great Place To Do Business	South Oxhey Initiative Phase 4	Head of Property & Economic Growth	Establishment of potential scheme & scope. Development of programme	1 June 2023  1 August 2023	Thrive Homes, Countryside PLC	TBC
Sustainable Communities & A Great Place To Do Business	Pre-Emption Sites	Head of Property & Economic Growth	Acquisition of sites and transfer to JV Delivery of development schemes	1 February 2023  From 1 September 2023	Watford Community Housing, Three Rivers Homes & Three Rivers Developments	TBC
Sustainable Communities & A Great Place To Do Business	Barton Way redevelopment	Principal Surveyor (Development & Commercial)	Surrender of lease & vacant possession obtained. Planning determined	31 May 2023  30 September 2023	Watford Community Housing	TBC
Sustainable Communities & A Great Place To Do Business	Garage site redevelopments	Principal Surveyor (Development & Commercial)	Site feasibility Planning submissions	31 May 2023 1 August 2023	Watford Community Housing	TBC



<b>Directorate</b>	<b>Community and Environment</b>	<b>Director</b>	<b>Geof Muggeridge</b>
<b>Service</b>	<b>Regulatory Services</b>	<b>Head of Service</b>	<b>Kimberley Rowley</b>
<b>Service Purpose and Core Functions</b>			
<p><b>Development Management</b> - Responsible for dealing with all matters under the Town and Country Planning Act, including determining planning applications and other related consents, providing professional pre-application advice to residents and prospective developers, investigating allegations of breaches of planning control and defending appeals lodged against the decisions of the Local Planning Authority.</p> <p><b>Licensing</b> - Responsible for the determination of licensing applications and the grant of licences in respect of Hackney Carriage and Private Hire vehicles, drivers and operators; house to house and street collections, lotteries, street trading consents and gaming machines. To also investigate complaints, enforcement of conditions tied to premises licences and undertake inspections at licences premises.</p> <p><b>Land and Property</b> – Responsible for Local Land Charges, Street Naming and Numbering, Corporate Land and Property Gazetteer, Section 106 Financial Monitoring, Assets of Community Value and CENSUS.</p> <p><b>Transport and Parking Projects</b> – Through TPP the District Council promotes better transport for people living and working in and around the District. The programmes we deliver enable and encourage people to use more sustainable ways to travel - making it easier to walk or go by bike and providing better buses &amp; new travel options. We also improve infrastructure to promote better car and cycle parking (managing parking on local roads to make it safer and non-obstructive, with better off-street parking to keep roads clear).</p> <p><b>Parking Services/Enforcement</b>– the Partnership Parking Service is currently provided by Hertsmere BC on behalf of TRDC. This service includes the provision of Civil Enforcement Officers to check and enforce parking controls and the administration and processing of the parking permit process. The Head of Service manages the parking contract.</p> <p><b>LA1</b> – provides the statutory function of Building Control for Hertfordshire Building Control on behalf of eight Local Authorities (including Three Rivers) in Hertfordshire. This includes issuing Statutory Notices, and managing the SLA between Hertfordshire Building Control and the eight Member Authorities. HBC provide the Building Control service.</p> <p><b>Environmental Health Commercial</b> – management of the EH commercial service which is provided by Watford Borough Council on behalf of TRDC. Service includes management and delivery of the Food Hygiene Inspection programme and food sampling programme, administering of the national Food Hygiene Rating Scheme and submission of the annual LAEMS returns, investigation of all complaints about the hygiene of food businesses, or about food that has been bought or eaten, provide and manage Air Quality Management responsibilities including submission of Annual Screening Assessment (ASR) to DEFRA, responding to planning application consultation on</p>			

new developments with regard to air pollution and contaminated land, provision and management of contaminated land services, provision of the LA Health and Safety at Work enforcement service, provision of the ID control and tracing service, via PHE and respond to outbreaks of infectious disease, management of the LAPPC services (via a third party) and management and administration of the Skin Piercing licensing service.

**Community Infrastructure Levy** - The Senior CIL Officer undertakes the administration (including enforcement, collection etc.) and monitoring of the Community Infrastructure Levy. 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.

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<b>Development Management</b>						
	Development Management service provision review to include Press Notice review and Validation process efficiencies	DM Team Leaders	Review of Press Notices and associated costs	Oct 2024	Other Council depts.	Potential saving tbc
			Review of Validation processes and potential for further cost recovery for the service	Jan 2025	n/a	Potential saving tbc
	Wider use of Enterprise and mobile working solutions to encourage efficiencies in licensing and DM	DM Team Leaders	Continued implementation of Enterprise and Mobile Apps to increase departmental efficiencies and offer further self service options	Jan 2025	n/a	Increased efficiencies leading to improved service/PIs
<b>Land Registry</b>						
	Transfer of the Local Land Charges Register (LLC1) to the Land Registry.	JS/GG	Initial data analysis has taken place and local authority currently reviewing snapshot data cleansing. Currently waiting to move into delivery aspect of project, potentially from November	Potential completion Qtr 4 2023/24 but awaiting Delivery Plan timetable	Land Registry	New burdens payment expected for delivery stage to assist with delivery and

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			2022, subject to HM Land Registry resource.			resource (2 payments £20k and £40k).  On project completion TRDC will lose LLC1 income but still have to maintain the register.  Personal Searches will also be redirected to the Land Registry potential reducing CSC resource required.
<b>Transport and Parking</b>						
	Parking Management Plan : Parking Management Policies and Parking Infrastructure Management Plan (managing parking on TRDC land)	PS	Delivery of an updated Parking Infrastructure Management Plan:  Development Management Policies adopted  Parking Infrastructure Management Plan	July 2023  July 2023	N/A	N/A
	Adoption of the LCWIP	PS	Adoption of the Plan	Qtr 1 2023/24	HCC	Work will progress within existing budgets

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	Cycling & Walking Scheme Programme	PS	Progress schemes in accordance with an agreed Programme where feasible	Jan 2025	Multiple	Work will progress within existing budgets
	Retail Parades Revitalisation Programme	PS	Procure and substantially deliver EVCP scheme	Qtr1: May 2023	None	Work will progress within existing budgets
	Better Buses and BB Infrastructure Programme	PS	Ensure 4 routes effectively served; deliver up to 2 infrastructure improvement schemes where feasible.	March 2024	HCC	Work will progress within existing budgets
	Sustainable Travel Planning and Promotion	PS	Progress 2 initiatives to completion where feasible and budgets allow.	March 2024	None	Work will progress within existing budgets
	Parking Management Programme	PS	Progress schemes in accordance with the agreed Programme, which is reviewed every 2 years.	March 2025	HCC as Principal	Work will progress within existing budgets
	Parking Infrastructure & Highway Enhancement Programmes	PS	Progress identified schemes to completion where feasible	March 2024	None	Work will progress within existing budgets
<b>Environmental Health</b>						
	WBC EH provision of the TRDCs EH commercial service	KR	Existing arrangements expire May 2024, To commence review and continued service provision Qtr 1 2023/24	June 2023 commence review.	Watford BC	Potential for increased revenue costs depending on service provision
<b>Others</b>						
	Review of existing parking contract (existing Partnership arrangements expire 8 April 2023) and	KR	Review new/extended parking contract  Soft market testing followed by formal investigation of options	Qtr 3 Sept to Dec 2024		Future revenue costs of new service provision

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	commence new contract for 9 April 2023 and beyond.		involving support by external consultants.			Costs of external consultancy support