THREE RIVERS DISTRICT COUNCIL

REGULATORY SERVICES 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

The Role of the Service

Regulatory Services is part of the Directorate of Community and Environmental Services. It comprises the following services: Development Management, Licensing, Land and Property, Transport and Parking Projects, Parking Services and LA1.

Development Management – 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.

Licensing - 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.

Land and Property – Responsible for Local Land Charges, Street Naming and Numbering, Corporate Land and Property Gazetteer, Section 106 Financial Monitoring, Assets of Community Value and CENSUS.

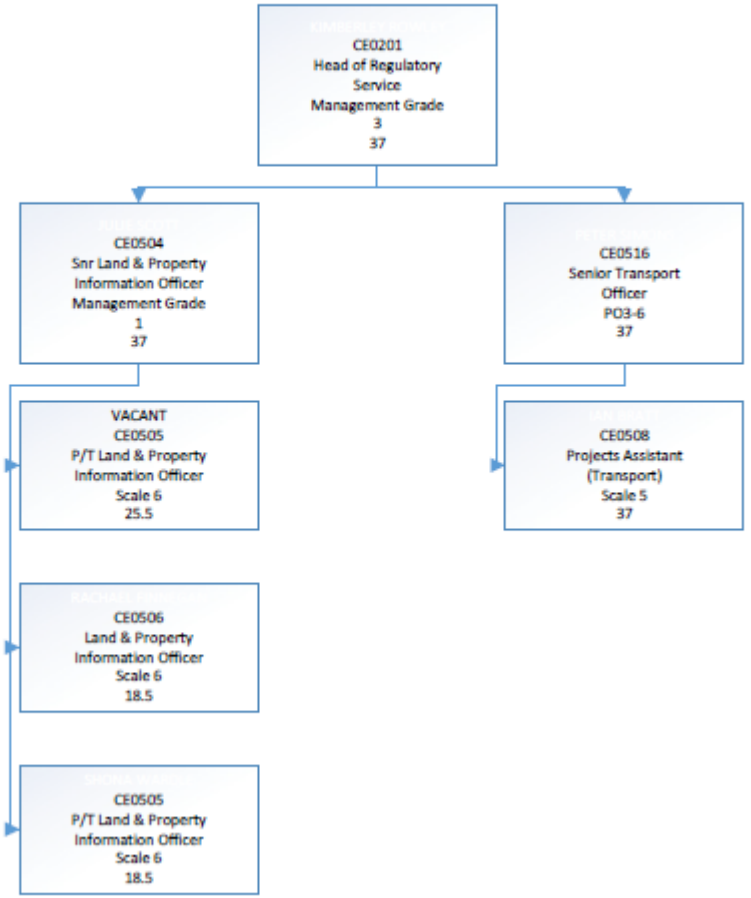
Transport and Parking Projects – Through TPP the District Council promotes better transport for people living and working in and around the District. The programmes we deliver enable and encourage people to use more sustainable ways to travel - making it easier to walk or go by bike and providing better buses & 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).

Parking enforcement– 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, which is due to expire March 2023.

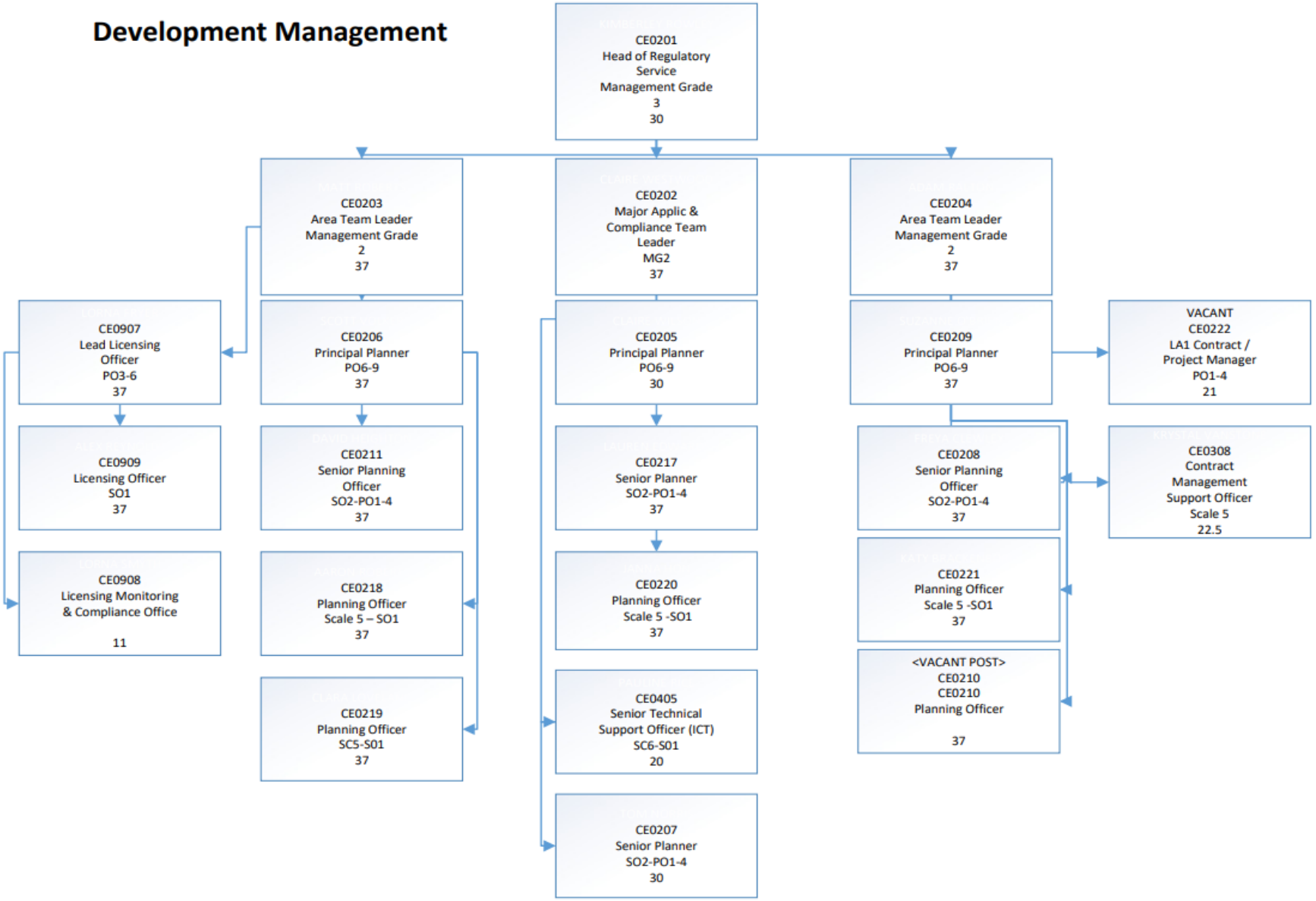
LA1 – provides the statutory function of Building Control for Hertfordshire Building Control on behalf of eight Local Authorities (including Three Rivers) in Hertfordshire. This includes issuing Statutory Notices, and managing the SLA between Hertfordshire Building Control and the eight Member Authorities.

1.3 Service Structure Chart

Regulatory Service



Development Management



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	• 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	Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions or provision on small sites Assessment and determination of planning applications for new development. Transport and Parking Project team programmes – programmes develop and promote sustainable travel opportunities (reducing the need for private motor car trips/increasing active travel and use of public transport). Transport and Parking Project programmes promote healthy lifestyles by increasing active travel. Local Land Charges Searches – contributing factor in the conveyancing process of the Housing Market Street Naming and Numbering – contributing to safe and thriving communities

Sustainable Environment	• 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	Implementation of relevant Local Plan policies for development Receipt and incorporation of specialist consultee comments in assessment of planning applications TPP is currently producing an updated Cycling and Walking Strategy, with a plan to adopt the Strategy and implement schemes as appropriate Implementation of Licensing Policy ie low emission vehicles Transport and Parking Project team programmes – programmes promote sustainable transport opportunities (reduction in private motor car/increased use of public transport etc)
Successful Economy	• 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	Implementation of relevant Local Plan policies for new development Transport and Parking Project team programmes actively contribute to increase and enhance the visitor and retail economy by: • Improving local streetscapes to enhance visual amenity of every town and village centre, through public realm design including surfaces, seating, planters, trees, signage and focal points/attractors (art/interactive features) • Improving directional signing to enable and encourage walking to local shops • Improving accessibility by enhancing walkability, providing EV charging, signing, and providing regular seating to help walking and other pedestrian and cycling improvements. • Review of projects implemented under Additional Restrictions Grant (managed by Regulatory Services) to support local business and look at funding opportunities for future projects in relation to economic development

High Performing, Financially Independent Council	• 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.	The Service will effectively manage income and expenditure arising from our services and continue to investigate opportunities to improve our services.

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
TTP01	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	Refer to work programme

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
DM01	Issue decisions for major applications within 13 week period	96.42%	60%	60%	60%	60%
DM02	Issue decisions for minor planning applications within 8 week issue period	97.48%	65%	65%	65%	65%
DM03	Issue decisions for other planning applications within 8 week period	98.21%	80%	80%	80%	80%
DM08	Percentage of planning application appeals allowed (by PINS)	27.56%	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	1.64%	10% or lower	10% or lower	10% or lower	10% or lower
SU01	Land and Property Services – turn around all Local Land Charges Searches within 10 working days	93.94%	90%	90%	90%	90%
EHC01	All new food businesses to be inspected within 3 months of opening	28.60%	90%	90%	90%	90%
EHC02	All food businesses inspected within 28 days either side of target date (except Category E Premises)	0.00%	90%	90%	90%	90%
EHC05	Food establishments in the area which are broadly compliant with food hygiene law.	83.90% 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.

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.

2.2 Project Management

Project details				Project Manager: Area Team Leader Project Sponsor: Head of Regulatory Services	
Project title				**Proposed outcome**	
Review and document DM processes – move to a paperless service with increased efficiencies				Paperless planning files	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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 performance and efficiencies	Enterprise in full use across DM	Project completed. Ongoing quarterly reviews of effectiveness	

Project details				Project Manager: Area Team Leader Project Sponsor: Head of Regulatory Services	
Project title				**Proposed outcome**	
Review and monitor the SLA with Hertfordshire Building Control and IAA with the other Member authorities				Ensure we retain a building control service	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Review and monitor arrangements with Hertfordshire Building Control and other member authorities to ensure arrangements	Liaise with other authorities to ensure the statutory building control function can be provided, alongside the	Completed. Building control service in place			

are in place for the service to be provided from 17 August 2022.	necessary management of the contract with Hertfordshire Building Control				

Project details				**Project Manager:** Area Team Leader **Project Sponsor:** Head of Regulatory Services	
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.	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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 and project completed.

Project details				**Project Manager:** Area Team Leader **Project Sponsor:** Head of Regulatory Services	
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.	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Obtain connector and test new applications. Review progress to ensure project can be completed.	Project implementation, preparation of relevant forms.	Review processes and create manuals. Project completed.	Review processes and make amendments as required.	-	-

	Liaise with CSC and provide training were required.				

Project details				**Project Manager:** Area Team Leader **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.	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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.	Subject to review against COVID guidance. Scheme may cease to run.	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 and Property Information Officer Project Sponsor: Head of Regulatory Services	
Project title				**Proposed outcome**	
Local Land Charges – Land Registry Project				Transfer of the Local Land Charges Register (LAC1) to the Land Registry. Responsibility for accuracy and maintenance will remain with the local authority	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
No definitive date for Three Rivers to transfer; however will be either within 2022/2023 or 2023/2024 dependent on data analysis to be carried out by Land Registry. Date to be confirmed.	Ongoing data cleansing in preparation	Data analysis carried out by Land Registry Ongoing data cleansing in preparation	Data analysis carried out by Land Registry Ongoing data cleansing in preparation	Potential start of transfer of Land Charges Register to Land Registry	Project reviewed and completed.

Project details				**Project Manager:** Head of Regulatory Services **Project Sponsor:** Director of Community and Environmental Services	
Project title				**Proposed outcome**	
Review of GIS systems, use and functionality				A high performing, centrally managed GIS system	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		

Continued review of existing GIS systems with recommendations made Review of training resource	Ongoing – Review of recommendations made and implemented as appropriate Training of staff	Ongoing – Review of recommendations made and implemented as appropriate Review of staffing resource (one year secondment finishes) Continued roll out of Officer training	Ongoing – Review of recommendations made and implemented as appropriate	Ongoing implementation of a centrally managed GIS system Investigate customer facing GIS opportunities to increase efficiencies Preparation of a GIS strategy	Management of a centrally managed GIS system Implement customer facing GIS system to increase efficiencies Implementation of a GIS strategy

Project details			**Project Manager: Senior Transport Planner** **Project Sponsor: Head of Regulatory Services**		
Project title			**Proposed outcome**		
Parking Infrastructure Management Plan (managing parking on TRDC land)			Plan document adopted		
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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	

Project details				**Project Manager:** Senior Transport Planner **Project Sponsor:** Head of Regulatory Services	
Project title				**Proposed outcome**	
Parking Income Plan				Parking Income Plan adopted	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Preparation of Parking Income Plan Procured end of 21/22	Review of Income Plan, presentation to relevant Committees for adoption.	Implementation of Parking Income Plan	Implementation of Parking Income Plan	Implementation of Parking Income Plan	Implementation of Parking Income Plan

Project details				**Project Manager:** Senior Transport Planner **Project Sponsor:** Head of Regulatory Services	
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.	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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:** Head of Regulatory Services	
Project title				**Proposed outcome**	
Verge Hardening Programme				Provision of new parking areas with appropriate controls	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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:** Head of Regulatory Services	
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	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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**: Head of Regulatory Services	
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	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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**: Head of Regulatory Services	
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.	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Refer to work programme Public consultation expected on draft Strategy.	Refer to work programme Adoption and implementation of the Strategy.	Refer to work programme .	Refer to work programme	Refer to work programme	Refer to work programme

Project details				**Project Manager:** WBC Environmental Health **Project Sponsor**: Head of Regulatory Services	
Project title				**Proposed outcome**	
Review and monitor the locations of new and existing diffusion tubes to ensure that they are suitably located and work with HCC to identify the highest risk locations for monitoring.				Effective monitoring of air quality and implementation of any relevant actions	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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.	

Project details				**Project Manager:** WBC Environmental Health **Project Sponsor**: Head of Regulatory Services	
Project title				**Proposed outcome**	
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. 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.				Effective monitoring of air quality and implementation of any relevant actions	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 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.	

Project details				Project Manager: Senior Transport Planner Project Sponsor: Head of Regulatory Services	
Project title				**Proposed outcome**	
Monitoring and review of projects implemented with ARG 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

Project details				Project Manager: Senior Technical Support Officer Project Sponsor: Head of Regulatory Services	
Project title				**Proposed outcome**	
Review of IDOX software contract which expires (after 3 year term on 31 March 2023) for 1 April 2023 and beyond.				Provision of efficient and effective software across Regulatory Services to enable high quality services to be provided.	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Review of current systems and contract Work closely with IT and WBC	Continue to consider service provision required Commence any procurement exercise	Procurement progresses Continue discussions with current provider	Final contract paperwork completed and service in place for 1 April 2023.	New or renewed software provider for services in Regulatory Services	Service Delivery – ongoing review. Contract management

Consider if there is alternative provision/providers	Continue discussions with current provider				

Project details				**Project Manager: Senior Transport Planner** **Project Sponsor: Head of Regulatory Services**	
Project title				**Proposed outcome**	
Review of existing parking contract (existing Partnership arrangements expire 8 April 2023) and commence new contract for 9 April 2023 and beyond. Existing contract was for 5 years (plus 3 yrs)				Provision of a highly regarded and effective Parking Enforcement Service	
2022/23 Milestones				**2023/24 Milestones**	**2024/25 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Continue to review existing SLA and provisions Consider role of Traffic Engineer Provide detailed specification of service required Commence any procurement	Procurement continues	Procurement continues	Final contract paperwork completed and service in place for 1 April 2023.	Service delivery ongoing	Service delivery ongoing

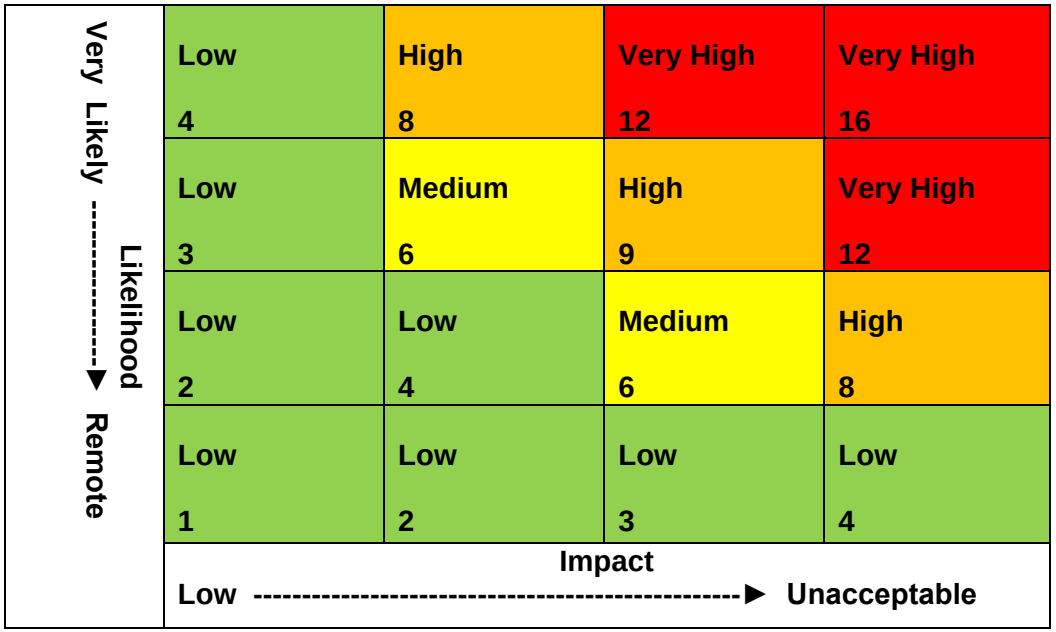
2.3 Contracts

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
Parking Management	Regulatory Services	Head of Service	Provision of the Council's parking enforcement service including permit issue	Hertsmere BC	£362,000 with annual inflationary costs	9 April 2018	8 April 2023	March 2022	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	March 2022	
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, extended by DoV to August 2022	Early 2022	Dependent on the outcome of the below.
Inter-Authority Agreement in relation to the coordination of Building Control Functions	Regulatory Services	Head of Service	Provision of Statutory Sign-Off of Building Control notices by TRDC on behalf of eight Hertfordshire Local Authorities	Three Rivers District Council		18 April 2018	End date is 12 months following expiry of abovementioned SLA	Early 2022	Currently in discussions with Hertfordshire Building Control and the seven member LAs re future of the LA1 function.

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



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	29 September 2021	New template for 22/23. Information reviewed and updated.	KR
V2	14 October 2021	All departments reviewed.	KR
V3	2 November 2021	Projects updated following CMT. Structure Charts inserted.	KR
V4	14 February 2022	Projects updated. PIs updated.	KR