THREE RIVERS DISTRICT COUNCIL

REGULATORY SERVICES SERVICE PLAN
2021 - 2024

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INTRODUCTION

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

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

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

SECTION 1: INPUTS

1.1 Budgets

	2020/21 Latest £	2021/22 Latest £	2022/23 Latest £
Development Management			
Sustainable Transport			
Parking Services			
Licensing			
Net Cost of Service (Direct cost / Income Only)			

1.2 Human Resource Management

Business Continuity and Single Points of Failure

Job title of SPOF: Head of Regulatory Services

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

Job title of SPOF: DM Team Leaders

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

Job title of SPOF: Principal Planners

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

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

Job title of SPOF: Senior Planners

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

Job title of SPOF: Planning Officers

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

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

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

Job title of SPOF: Lead Licensing Officer

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

Job title of SPOF: Senior Transport Planner

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

Job title of SPOF: Senior Land and Property Information Officer

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

Job title of SPOF: LA1 Contract Manager

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

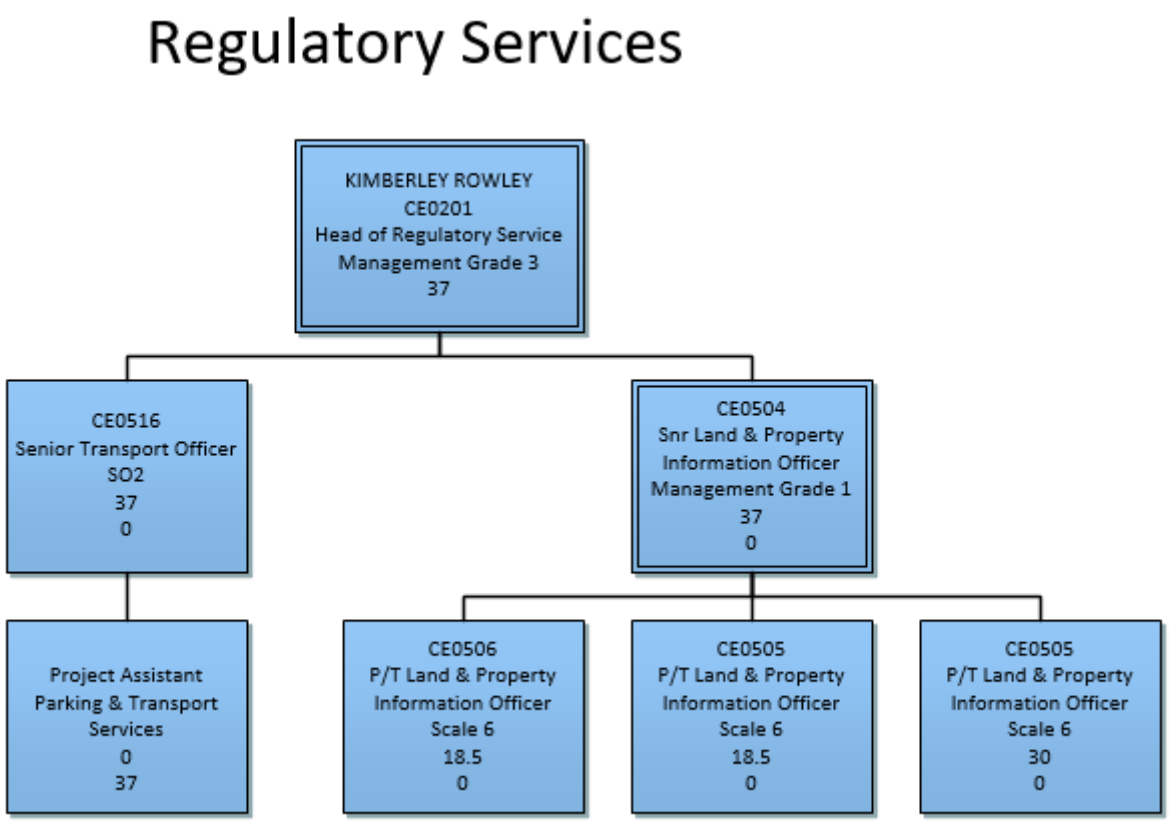
the right attributes, skills and knowledge	the requirements of existing contracts Management of services and resources Budgets Contract Management Liaison with Hertfordshire Building Control, and other partner authorities who have delegated their Building Control function to LA1	Knowledge of managing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

1.2.1 Summary of Team Skills/Qualifications

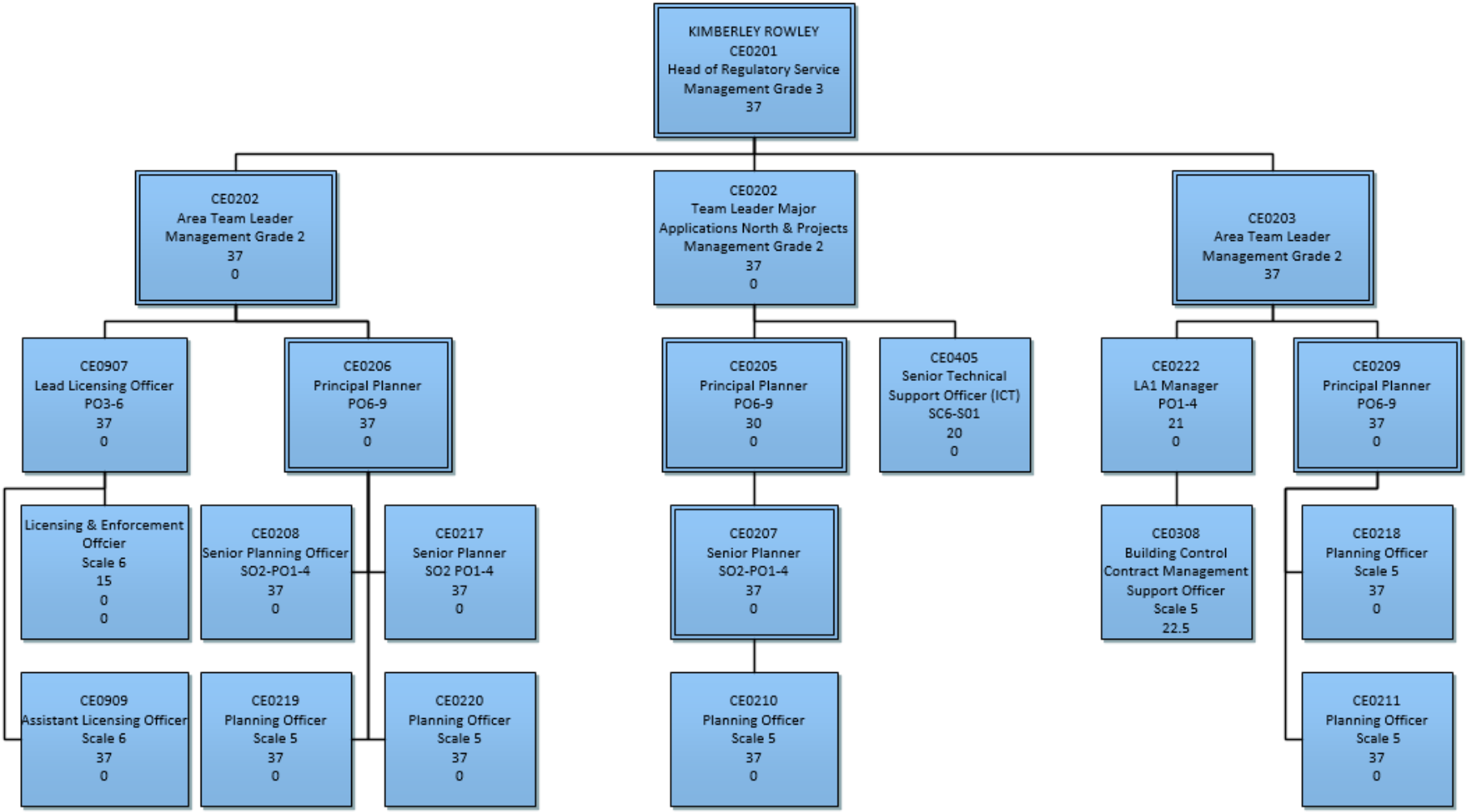
Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

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

1.3 Service, Organisational Chart



Development Management



SECTION 2: OUTPUTS AND OUTCOMES

2.1 Performance management

2.1.1 Contribution to the Councils' Strategic Aims and Objectives

Corporate Framework Priority theme	Corporate Objectives	Service contribution to the Corporate Themes
Housing and Thriving Communities	• We will work on a local plan to deliver sufficient housing and adopt that plan by 2021 • Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district • We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey • We will seek to increase the number of Green Flag accredited parks and open spaces • We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles	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 consider sustainable transport opportunities (reduction in private motor car/increased use of public transport etc.) Transport and Parking Project programmes promote healthy lifestyles by increasing active travel

	• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.	
Sustainable Environment	• We will produce and deliver a Climate Change Strategy and action plan • We will continue to improve the energy efficiency of the Council's buildings • We will deliver and implement a Cycling and Walking Strategy • We will seek to maintain our position as the highest recycling authority in Hertfordshire.	Implementation of relevant Local Plan policies for development Receipt and incorporation of specialist consultee comments in assessment of planning applications Produce an updated Cycling and Walking Strategy, adopt the Strategy and implement schemes as appropriate Implementation of Licensing Policy i.e. low vehicle emission vehicles Transport and Parking Project team programmes – programmes consider/support sustainable transport opportunities (reduction in private motor car/increased use of public transport etc.)
Successful Economy	• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy • We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy • Three Rivers will be recognised as a great place to do business • We will continue to improve our relationship with the local business community	Implementation of relevant Local Plan policies for new development Transport and Parking Project team programmes actively contribute to increase and enhance visitor economy.

	• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.	
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	2019/20 Actual	2020/21 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
New PI	Review the Cycling and Walking Strategy, Consult, Approve and deliver Projects		New PI	TBA		

Service Performance Indicators (PIs)

Ref	Description	2019/20 Actual	2020/2 Target (Current year)	2021/22 Target (Next year)	2022/23 Target	2023/24 Target
DM01	Issue decisions for major applications within 13 week period		60%	60%	60%	60%
DM02	Issue decisions for minor planning applications within 8 week issue period		65%	65%	65%	65%
DM03	Issue decisions for other planning applications within 8 week period		80%	80%	80%	80%
DM08	Percentage of planning application appeals allowed (by PINS)		35% or lower	35% or lower	355 or lower	35% or lower
DM09	Percentage of planning application decisions that are overturned at appeal by PINS each quarter		10% or lower	10% or lower	10% or lower	10% or lower
SU01	Land and Property Services – turn around all land and property services within 10 working days		90%	90%	90%	90%
EHC01	All new food businesses to be inspected within 3 months of opening		90%	90%	90%	90%
EHC02	All food businesses inspected within 28 days either side of target date (except Category E Premises)		90%	90%	90%	90%
EHC03	Substantive response to all requests for service within 3 working days		90%	90%	90%	90%

EHC04	24 hour response to urgent matters, subject to risk assessment for impact upon public health, health & safety.		90%	90%	90%	90%
EHC05	Food establishments in the area which are broadly compliant with food hygiene law.	REPORTED ANNUALLY	95%	95%	95%	95%

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

NOTES:

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

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

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

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

2.2 Project Management

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

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

performance and efficiencies					

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

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

Project details	**Project Manager:** Team Leader Projects and Compliance **Project Sponsor:**
Project title	**Proposed outcome**
Integration of Uniform and Firmstep to allow benefits of above electronic projects to be realised.	Customers will be able to submit licensing applications online with data stored within Uniform, reducing administrative tasks and officer time.

2021/22 Milestones				2022/232 Milestones	2023/24 Milestones
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Review progress with Carl Harris to ensure project can be completed.	Project implementation, preparation of relevant forms	Test new applications and liaise with CSC Training provided	Review processes and create manuals	Project completed.	

Project details	**Project Manager:** Team Leader Projects and Compliance **Project Sponsor: Subsidised by HCC**
Project title	**Proposed outcome**
Implementation of Travel with Confidence scheme for TRDC licenced drivers.	Drivers will be able to undertake an online Staying Safe – Infection Control training and receive a Certificate and sticker (for their vehicle). Licensing Officers required to undertake vehicle checks throughout the year. Increase safety across taxi trade.

2021/22 Milestones				2022/23 Milestones	2023/24 Milestones
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Scheme up and running	Checks on vehicles required. Review uptake and consider whether to continue.	Checks on vehicles required. Review uptake and consider whether to continue.	Checks on vehicles required. Review uptake and consider whether to continue.	Subject to review against COVID guidance. Scheme may cease to run.	Subject to review against COVID guidance. Scheme may cease to run.

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

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

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

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

Project details	**Project Manager:** Senior Transport Planner **Project Sponsor:** Kimberley Rowley
Project title	**Proposed outcome**
Parking Income Plan	Parking Income Plan adopted

2021/22 Milestones				2022/23 Milestones	2023/24 Milestones
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Preparation of Parking Strategy via consultants Procured end of 20/21	Review of Strategy, presentation to relevant Committees for adoption.	Implementation of Parking Strategy	Implementation of Parking Strategy	Implementation of Parking Strategy	Implementation of Parking Strategy

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

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

Refer to work programme	Refer to work programme	Refer to work programme	Refer to work programme		

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

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

Refer to work programme	Refer to work programme	Refer to work programme	Refer to work programme		See work programme

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

Project details	**Project Manager:** WBC EH **Project Sponsor**: Kimberley Rowley
Project title	**Proposed outcome**
Review the locations of the existing diffusion tubes to ensure that they are suitably located and work with HCC to identify the highest risk locations for monitoring. Monitoring however will continue in the current locations until January 2022 so that a full year's data can be reported in the Annual Screening	Effective monitoring of air quality and implementation of any relevant actions

Assessment (ASR). Ongoing monitoring continues at the M25 J18 location with retention of the AQMA. Due to COVID and the impact this has had on air pollution suggest delay reviewing and relocating monitoring tubes into 2021/22 Officers will work with HCC to try and identify potential alternative locations for monitoring and consider relocation later in 2021/22 for implementation in 22/23.	

2021/22 Milestones				**2022/23 Milestones**	**2023/24 Milestones**
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Monitoring diffusion tubes in the current locations	Monitoring diffusion tubes in the current locations	Monitoring diffusion tubes in the current locations Submission of Annual Screening Assessment (ASR) to DEFRA	Review of annual report and alternative locations determined if required.	Diffusion tube locations all reviewed and new locations monitored.	

Project details	**Project Manager:** WBC EH **Project Sponsor**: Kimberley Rowley
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

2021/22 Milestones				2022/23 Milestones	2023/24 Milestones
Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**		
Ongoing	Ongoing	Ongoing	Ongoing	Results reported in the 2022 ASR to DEFRA and any relevant action identified progressed.	

2.3 Contracts

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Parking Management	Regulatory Services	Head of Service	Provision of the Council's parking enforcement service including permit issue	Hertsmere BC	£370,000	April 2018	March 2023		3 years
IDOX software	Regulatory Services	Head of Service	IT software provided across a number of Council services	IDOX	£459,000	1 April 2020	31 March 2023		
Advertising – press notices	Development Management	Head of Service	Advertising of statutory notices	Havas People	£30,000	Ongoing			
Hertfordshire Building Control SLA	Regulatory Services	Head of Service	Provision of the Council's Building Control Service	Hertfordshire Building Control		17 August 2016 (Deed of Variation dated 18	17 August 2021	Q2 2020	Codicil currently in circulation to extend existing contract by 1

						April 2018)			year, to August 2020. Awaiting formal presentation of alternative options
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					

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 and future parking income forecasts	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

Likelihood: Very Likely ----------▶ 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			
	Low ----------▶ **Unacceptable**			

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

Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
V1	October 2020	First draft of 2021-2024 Service Plan	KR
V2	November 2020	Amendments to project details	KR