



# **Regulatory Services Service Delivery Plan 2025 – 2028**

## **Introduction**

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

# Service Overview

Regulatory Services is part of the Directorate of Finance. It comprises the following services: Development Management, Licensing, Land and Property including CIL, Transport and Parking Projects, Parking Services including Parking Enforcement, Environmental Health (commercial) and Building Control.

**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 Services/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.

**Building Control** falls within the scope of Regulatory system and However the service is provided by Hertfordshire Building Control, with all matters relating to service delivery outsourced and overseen by the Chief Executive as Shareholder.

**Environmental Health Commercial** – 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, (Brief overview of the purpose of the specific service you are writing the service plan for) 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 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.

**Geographical Information Systems (GIS)** – The Senior GIS Officer manages and maintains the corporate layers; base layers imagery and other data held within the GIS system and supports other departments in developing and collecting information to produce or use further layers. Key to this work is providing training to other departments to ensure they are able to access and use the data available to them.

## **Budget**

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

## Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	<b>Development Management</b>
Provide responsive and responsible local leadership	Provision of the statutory planning services and a pre application service  Receipt and incorporation of specialist consultee comments in assessment of planning applications  Management and monitoring of service budgets
Expand our position as a great place to do business	Provision of an efficient, high performing planning service
Support and enable sustainable communities	Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions or provision on small sites, public open space and leisure policies, consideration of sustainable forms of development including sustainable transport  Assessment and determination of planning applications for new development.
Achieve net carbon zero and be climate resilient	Implementation of national planning policies and Local Plan policies for renewable energy/energy efficiency. Promoting net carbon zero and the Councils' Climate Agenda at an early stage in pre-application discussions.

## Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	<b>Land and Property (&amp; CIL)</b>
Provide responsive and responsible local leadership	<p>Deliver an efficient service for Local Land Charges, street naming and numbering, Local Land &amp; Property Gazetteer thus enhancing an excellent customer experience with our Council.</p> <p>Management and monitoring of service budgets</p>
Expand our position as a great place to do business	Community Infrastructure Levy will enable us to deliver more sustainable infrastructure thus creating an attractive and accessible district
Support and enable sustainable communities	Delivery of sustainable infrastructure through the Community Infrastructure Levy will enhance the health and wellbeing of our community
Achieve net carbon zero and be climate resilient	New Local Plan will set the environmental standards for which Community Infrastructure Levy will support projects and development that will be environmentally friendly.
	<b>Licensing</b>
Provide responsive and responsible local leadership	<p>Deliver an efficient service which processes and determines all licensing types within the required timescales and reviews policies having regard to local requirements.</p> <p>Management and monitoring of service budgets</p>
Expand our position as a great place to do business	To strike balance between supporting local economies and safeguarding public safety / licensing objectives.
Achieve net carbon zero and be climate resilient	Implementation of Taxi Policy i.e. low emission vehicles

## **Service purpose and core functions**

<b>Corporate Framework Objective</b>	<b>Service's contribution to the Corporate Framework Objectives</b>
	<b>Transport and Parking Services</b>
Provide responsive and responsible local leadership	<p>Transport and Parking Project team programmes actively contribute to increase and enhance visitor economy.</p> <p>Management and monitoring of service budgets</p>
Expand our position as a great place to do business	Provision of EV charging infrastructure at town and visitor destinations and development of a wider project including on street charging
Support and enable sustainable communities	<p>Programmes consider and promote sustainable transport opportunities (reduction in private motor car/increased use of public transport etc).</p> <p>Implementation of the schemes forming part of the Local Cycling and Walking Infrastructure Plan</p> <p>Monitoring of and investigation of expansion of the Beryl Bike hire scheme in Croxley Green</p>
Achieve net carbon zero and be climate resilient	Enable modal shift through projects which promote sustainable transport opportunities; promoting walking & cycling, better buses, managed parking and other travel options that reduce carbonised trips with healthier future-proofed choices.
	<b>OTHER</b>
Provide responsive and responsible local leadership	<p>Efficient use of GIS as a corporate tool to improve service delivery and continue to improve our customer experience</p> <p>Provision of a statutory EH Commercial service</p> <p>Provision of a Building Control service through Herts Building Control Partnership</p>
Achieve net carbon zero and be climate resilient	Implementation through Herts Building Control of relevant sustainability standards

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	GIS Strategy	Development Management Team Leader	Strategy setting out how the council will use GIS to enable digital access to information and data, how it can be used to enable service productivity and performance as well as providing spatial insight through digital mapping for residents and customers.	Qtr 2 2025/26	GIS Officer Digital Team	



## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Shared Bike Scheme	Principal Sustainable Travel Planner and Transport Officer	Investigate and procure a shared bike scheme jointly with Watford and Hertsmere Councils to provide shared bike bays across areas of the district – for implementation for April 2026.	Qtr 4 2025/26	Beryl Bikes Watford Borough Council Hertsmere Borough Council Watford Community Housing Trust	Initial capital investment by TRDC will be needed for the installation of bays and purchase of the bikes.
Support and enable sustainable communities	App based parking solution	Principal Sustainable Travel Planner and Transport Officer	Investigate and procure an app based parking solution for council paid parking zones to enable a wider range of payment options.	Qtr 3-4 2025/26	Hertsmere Borough Council IPS	Initial capital investment by TRDC may be needed for the updating of signs. Income from parking may increase.
Achieve net carbon zero and be climate resilient	Sustainable Travel Plans	Principal Sustainable Travel Planner and Transport Officer	Update Sustainable Travel Plan initially for Three Rivers House. Work with HR to develop associated schemes such as EV salary sacrifice schemes.	Qtr 2 2025/26	TRDC Climate Change Team HR Watford Borough Council	Existing staff resource. Minimal costs spend on cooms otherwise no costs are expected to be incurred.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	LEVI – Electric Vehicle Charging Infrastructure Implementation	Principal Sustainable Travel Planner and Transport Officer	Work with Hertfordshire County Council on delivering the LEVI fund.	Qtr 3 – 4 2025/26	Hertfordshire County Council Charge Point Operator	Costs to be confirmed to cover TROs, insurance and other.
Support and enable sustainable communities	Parking Management and Verge Hardening Programmes	Parking and Transport Officer	Progress Parking Management and Verge Hardening schemes in accordance with the agreed Programme, which is reviewed every 2 years.	Ongoing	TRO consultants Hertsmere Borough Council	Costs to be determined, within existing capital budgets.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	Parking management policies document review	Parking and Transport Officer	Development of formal parking policy to enable effective and robust implementation of PMP schemes	Qtr 3 2025/26	Hertfordshire County Council	No costs are expected to be incurred.
Support and enable sustainable communities	LCWIP	Principal Sustainable Travel Planner and Transport Officer	Agree and deliver the LCWIP, following by implementation of identified cycle schemes	Policy implementation Qtr 1 2025/26  Scheme implementation from 2025/26 onwards	Hertfordshire County Council  Parish Councils	Costs to be confirmed
Achieve net carbon zero and be climate resilient	Sustainable Travel Strategy (encompasses active travel, public transport and low emission vehicles)	Principal Sustainable Travel Planner and Transport Officer	Revise the Strategy	Qtr 3 2025	TRDC Climate Change Team	No costs are expected to be incurred.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Support and enable sustainable communities	Parking Management Services contract	Head of Regulatory Services and Principal Sustainable Travel Planner and Transport Officer	Investigate options for Parking Enforcement Services contract from 1 April 2026	Ongoing into Qtr 1 2025/26 and beyond	Hertsmere BC	Costs to be confirmed
Support and enable sustainable communities	Demand Responsive Bus Service	Principal Sustainable Travel Planner and Transport Officer	Review of Demand Responsive Bus Service offer in Three Rivers District	September 2025	Hertfordshire County Council  Parish Councils	Costs to be confirmed
Provide responsive and responsible local leadership, and support and enable sustainable communities	Implementation of Biodiversity Net Gain	Development Management Team Leader	Implement mandatory BNG for planning applications, and implement all related requirements including processes for the completion of S106 legal agreements and associated monitoring costs. Resolve process issues and monitor evolving guidance. Complete SLA with HCC for provision of expert advice.	Qtr 1 2025/26	Development Management Legal Leisure and Landscapes	Costs to be confirmed.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient	Hackney Carriage and Private Hire Policy 2022	Lead Licensing Officer	Policy to be amended to incorporate changes following guidance changes and to align with other Herts authorities re emissions and vehicle standards.	Qtr 1 2025/26	Licensing  Climate Change and Sustainability Strategy Officer  Development Management Team Leader	Potential impact on income if reduction in driver/vehicle applications
Provide responsive and responsible local leadership	Statement of Licensing Policy 2021-2026	Lead Licensing Officer	Reviewed every 5 years as required by legislative requirements.	Qtr 4 2025/26	Licensing  Development Management Team Leader	
Provide responsive and responsible local leadership	Planning Enforcement Plan	Development Management Team Leader	Update policy to take on board changes to legislation.	Qtr 1 2025/26	Development Management Team Leader  Legal	

## Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
DM01	Issue decisions for major planning applications within 13 week period	100%	60%	60%	60%	60%
DM02	Issue decisions for minor planning applications within 8 week period	98%	70%	70%	70%	70%
DM03	Issue decisions for other planning applications within 8 week period.	99%	80%	80%	80%	80%
DM08	Percentage of planning appeals allowed	24%	35%	35%	35%	35%
DM09	Percentage of major planning application decisions that are overturned at appeal (biannual)	1%	10%	10%	10%	10%
DM10	Percentage of non-major planning application decisions that are overturned at appeal (biannual)		10%	10%	10%	10%

## Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
SU01	Complete all Local Land Charges Searches within 10 days	100%	90%	90%	90%	90%
EHC02	Inspections of category A and B rated premises within 28 days of the due date		95%	95%	95%	95%
EHC05	Food establishments in the area which are broadly compliant with food hygiene law. (rating 3, 4 or 5 has been awarded)	95%	95%	95%	95%	95%

## Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
<b>Environmental Health:</b> Service Requests	175 (23/24 figures) service requests across all areas of the EH service that WBC provide for TRDC	200	All volumes will potentially impact on resourcing and future of the Partnership with SLA in terms of identification of resource and cost.
Food hygiene enforcement - Inspections	193 + newly registered businesses	185	
New food business registrations	124	120	
Land Charges – No of Searches	800 all Searches (LLC and Con29)	800 all Searches (LLC and Con29) but LLC searches reduce once Land Registry project goes live.	Reduction in income (Searches can have different fees depending whether they are residential or commercial, whether additional enquiries are asked or whether additional parcels of land are included). Figures include LLC and Con29 Searches, often they are not separated. No fee is charged for Personal Searches (by statute). Housing market has slowed considerably in 2023/24 due to increased mortgage interest rates affecting the housing market. However, it is recovering slightly in terms of impact on increased income in 2024/25, although the increased income is mainly because of the increase in search fees as search numbers have only increased slightly during this time. The income will be affected when we complete the Land Registry transfer which is planned for January 2025. When the transfer completes, TRDC will lose the LLC1 fee of £22 per search. The responsibility of maintaining the register will remain with the Local Authority so the staffing requirements will remain as they are now.



## Service Volumes

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Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Licensing: Taxis licensing (hackney carriage, private hire, drivers).	Renewals: 130 New: 10	Renewals: 90 New: 10	3 year cycle peaks 24/25 and 25/26. Based on volumes in 21/22 and 22/23 minus approx. 5%.
Taxi licensing, hackney carriage and private hire vehicles	Renewals: 190 New: 30	Renewals: 180 New: 30	Renewal vehicle numbers have been reducing year on year so applied an approx. 5% reduction. New applications hard to quantify. Received 40 in 2023/24.
<b>Parking:</b>			
Number of Penalty Charge Notices issued	5765	6630	Increase and future increase to PCNs expected due to changes to deployment and new schemes.
No. free car park pay and display transactions	410,163	410,163	No significant change to free P&D transactions expected unless new P&D schemes are launched.

## Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Planning applications received	900	900	
Pre application submissions	130	130	Customer-driven demand. Income will fluctuate significantly depending on number and scale of submissions – heavily impacted by progression of new local plan, plus economics and politics.
Breaches of Planning Control Investigated	170	170	Allegations received from the public, and planning enforcement is reactive. Legislation changes could impact whether breaches take place.

## Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.