



REGULATORY SERVICES

Service Delivery Plan

2026 – 2029

Service Area	Regulatory Services	Directorate	Finance
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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' themes detailed in the Council Plan. 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 Indicators are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans alongside Performance Development Reviews.

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.

SERVICE OVERVIEW

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, 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.

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.

SERVICE OVERVIEW

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
- 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 regarding air pollution and contaminated land
- Provision and management of contaminated land services, the LA Health and Safety at Work enforcement service, the ID control and tracing service, via PHE and respond to outbreaks of infectious disease
- Management of the Local Air Pollution Prevention and Control services (via a third party)
- Management and administration of the Skin Piercing licensing service.

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

Council Plan Theme	Service's contribution to the Council Plan Theme
	Development Management
Healthy, safe and thriving communities	<p>Assessment and determination of planning applications in accordance with national and local policies.</p> <p>Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions, public open space and leisure policies, consideration of sustainable forms of development including sustainable transport.</p> <p>Receipt and incorporation of specialist consultee comments in assessment of planning applications.</p> <p>Provision of a planning enforcement service that responds to requests of alleged breaches of planning control.</p>
A green and sustainable future	<p>Implementation of national planning policies and Local Plan policies for renewable energy/energy efficiency.</p> <p>Promoting net carbon zero and the Councils' Climate Agenda at an early stage in pre-application discussions.</p>
A prosperous and vibrant district	<p>Provision of the statutory planning services and a pre application service with assessment and determination of planning applications for new development.</p>
A well-run council	<p>Provision of an efficient, high performing planning service.</p> <p>Management and monitoring of service budgets.</p>

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	Land and Property (& CIL)
Healthy, safe and thriving communities	Administration and collection of CIL monies resulting from new development. Accurate street naming and numbering service ensuring clear information for emergency and statutory services.
A green and sustainable future	Delivery of sustainable strategic infrastructure through the Community Infrastructure Levy will enhance the health and wellbeing of our community.
A prosperous and vibrant district	Community Infrastructure Levy will enable us to support, fund and deliver more strategic infrastructure thus creating an attractive and accessible district
A well-run council	Deliver an efficient service for Local Land Charges, street naming and numbering, Local Land & Property Gazetteer thus enhancing an excellent customer experience with our Council. Management and monitoring of service budgets.

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	Licensing
Healthy, safe and thriving communities	Delivery of a licensing service which safeguards public safety in accordance with the national licensing objectives and local policies.
A green and sustainable future	Implementation of Taxi Policy i.e. low emission vehicles.
A prosperous and vibrant district	To deliver a service which strikes a balance between supporting local economies and safeguarding public safety/licensing objectives.
A well-run council	<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>

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	Transport and Parking Services
Healthy, safe and thriving communities	<p>Delivery of a service which considers and promotes sustainable transport opportunities (reduction in private motor car/increased use of public transport etc).</p> <p>Consideration of private car usage and management of parking demands.</p>
A green and sustainable future	<p>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.</p> <p>Provision of EV charging infrastructure at town and visitor destinations and development of a wider project including on street charging.</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 the District.</p>
A prosperous and vibrant district	<p>Promotion of alternative travel choices for residents, businesses and visitors.</p> <p>Implementation of a Parking Management Programme to manage parking demands with consideration for encouraging churn for visitors and longer term parking for businesses, residents and visitors.</p>
A well-run council	<p>Transport and Parking Project team programmes actively contribute to increase and enhance visitor economy.</p> <p>Management and monitoring of service budgets.</p>

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	Other
Healthy, safe and thriving communities	Provision of a statutory Environmental Health commercial service. Provision of a Building Control service through Hertfordshire Building Control Partnership.
A green and sustainable future	Implementation through Hertfordshire Building Control of relevant sustainability standards.
A prosperous and vibrant district	To deliver an Environmental Health (commercial) service which strikes a balance between supporting local businesses and safeguarding public safety/complying with policies, objectives and regulations.
A well-run council	Efficient use of GIS as a corporate tool to improve service delivery and continue to improve our customer experience.

PROJECTS

Council Plan Theme	Project Title	Project Description & Proposed Outcome(s)	Project Start Date (Month/Year)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
A green and sustainable future A prosperous and vibrant district	Bike hire expansion scheme	Monitor the expansion and review plans for further expansion.	April 2025	April 2027	Beryl Bikes Watford Borough Council	Identify additional capital budgets
A prosperous and vibrant District	App based parking solution	Review of pilot app based parking solution in Ferry car park with a view to expand to other parking places.	April 2025	March 2026	App based solution provider Hertsmere Borough Council	Revenue cost absorbed in the existing cost of transaction fees
A green and sustainable future A prosperous and vibrant district	LEVI – Electric Vehicle Charging Infrastructure Implementation	Continue to work with Hertfordshire County Council on delivering the LEVI fund.	Ongoing	March 2026	Hertfordshire County Council Charge Point Operator	Costs to be confirmed to cover TROs, insurance and other.

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<p>Healthy, safe and thriving communities</p> <p>A prosperous and vibrant district</p>	Parking Management and Capital Infrastructure Programmes	Progress Parking Management and Verge Hardening schemes in accordance with the agreed Programme, which is reviewed every 2 years.	Ongoing	Ongoing	<p>TRO consultants</p> <p>Hertsmere Borough Council</p>	Costs to be determined, within existing capital budgets.
A green and sustainable future	Green Travel Plan for TRH	Continue to review the Council Green Travel Plan and encouragement of sustainable travel initiatives.	Ongoing (2025)	March 2026		Potential for additional costs.

POLICIES AND STRATEGIES

These policies and strategies are scheduled to commence or undergo renewal in the 2026/27 financial year

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
Policy	The Planning Enforcement Plan 2021	Existing	June 2026	

KEY PERFORMANCE INDICATORS TO SUPPORT THE COUNCIL PLAN

Key Performance Indicators enable us to track how we are performing against our targets and over time. They are reviewed quarterly and/or annually to ensure accountability and to drive continuous improvement.

KPI Ref	KPI Title	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 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	40%	35%	35%	35%	35%
DM09	Percentage of major planning application decisions that are overturned at appeal (biannual)	12%	10%	10%	10%	10%
DM10	Percentage of non-major planning application decisions that are overturned at appeal (biannual)	1.7%	10%	10%	10%	10%

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KPI Ref	KPI Title	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target
SU01	Complete all Official Searches (CON29 - general enquiries/supplementary questions) within 10 days	100%	90%	90%	90%	90%
EHC02	Inspections of category A and B rated premises within 28 days of the due date	100%	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)	93%	95%	95%	95%	95%

SERVICE VOLUMES

These are monitored internally by the individual service area and not reported on externally.

Description	Projected annual volume for 2026/2027	Estimated annual volume for 2027/28	Notes / explanation for estimated change
Environmental Health: Service Requests Food hygiene enforcement - Inspections New food business registrations	220+ newly registered businesses 135	240+ newly registered businesses 150	All volumes will potentially impact on resourcing and future of the Partnership with SLA in terms of identification of resource and cost.
Land Charges – No of Searches	700 (Con29)	700 (Con29)	Reduction in income as loss of LLC1 to Land Registry. (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). From April 2025 Land Registry are responsible for issue of LLC1 searches.
Licensing: Taxis licensing (hackney carriage, private hire, drivers).	Renewals: 60 New: 10	Renewals: 60 New: 10	3 year cycle peaks 24/25 and 25/26. 26/27 and 27/28 outside peak cycles so lower numbers expected.

SERVICE VOLUMES

These are monitored internally by the individual service area and not reported on externally.

Description	Projected annual volume for 2026/2027	Estimated annual volume for 2027/28	Notes / explanation for estimated change
Parking:			
Number of Penalty Charge Notices issued	7,300	7,000	Any increase to PCNs may be temporary and could be due to launch of new schemes.
No. free car park pay and display transactions	400,000	400,000	No significant change to free P&D transactions expected unless new P&D schemes are launched.
Development Management:			
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 can be found HERE [\(Insert link to web page once live\)](#)