

Service Delivery Plan 2024-27

Directorate	Economy, Infrastructure and Planning	Associate Director	TBC
Service	Regulatory Services	Head of Service	Kimberley Rowley
Service Purpose and Core Functions			
<p>Regulatory Services is part of the Directorate of Economy, Infrastructure and Planning. It comprises the following services: Development Management, Licensing, Land and Property, Transport and Parking Projects, Parking Services including Parking Enforcement, Environmental Health (commercial) and Building Control.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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).</p> <p>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.</p> <p>Building Control falls within the scope of Regulatory Services, however the service is provided by Hertfordshire Building Control, with all matters relating to service delivery outsourced and overseen by the Director of Finance as Shareholder.</p>			

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 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.

Link to Corporate Framework ¹	Key Action/ Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/E xternal Partners	Additional Capital or Revenue cost and/or saving
Development Management						
RRLL	Development Management service provision review to include Press Notice review and Validation process efficiencies	DM Team Leaders	Review of Press Notices and associated costs Review of Validation processes and potential for further cost recovery for the service	Oct 2024 Jan 2025	Other Council depts. n/a	Potential saving tbc Potential saving tbc
RRLL	Wider use of Enterprise and mobile working solutions to encourage efficiencies in licensing and DM	DM Team Leaders	Continued implementation of Enterprise and Mobile Apps to increase departmental efficiencies and offer further self service options	Jan 2025	n/a	Increased efficiencies leading to improved service/Pis
Land and Property Information Section						
RRLL	Transfer of the Local Land Charges Register (LLC1) to the Land Registry.	Debbie Wilson	Currently in Pre Discovery and Design stage and waiting to move into delivery aspect of project, potentially from September 2023., subject to HM Land Registry completing report. (will update once know more as need to be referencing 24/25)	Potential completion Qtr 4 2023/24 but awaiting Delivery Plan timetable – TBC/updated	Land Registry	New burdens payment (2 payments £20k and £40k). On project completion TRDC will lose LLC1 income but still have to maintain the register.

¹ RRLL = Responsive and Responsible Local Leadership, SC = Sustainable Communities, GPB = A Great Place for Business, NZCR= Net Zero and Climate Resilient

Link to Corporate Framework ¹	Key Action/ Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
	Advertise services provided by Land & Property Information Section	Debbie Wilson	Official searches, street naming & numbering to be advertised enabling the services to be promoted.	Start Qtr 4 2023 and continue forwards Timescale to be updated.		Initial work in 23/24 to utilise existing channels for service promotion. Potential future cost – a small budget may be required for printing costs re posters/information sheets to be sent out with Electoral Register/Council Tax Demands for example. Posters to be put in libraries/Council notice boards.
Transport and Parking						
SC	Parking Management Plan: Parking Management Policies and Parking Infrastructure Management Plan (managing parking on TRDC land)	Head of Regulatory Services	Delivery of an updated Parking Infrastructure Management Plan: Development Management Policies adopted Parking Infrastructure Management Plan	Reviewed early 24/25 Reviewed early 24/25	N/A	N/A

Link to Corporate Framework ¹	Key Action/ Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
SC NZCR	Adoption of the LCWIP	Head of Regulatory Services	Adoption of the Plan – delayed, will update once have more info.	Qtr 2 2023/24	HCC	Work will progress within but be limited by existing budgets
SC NZCR	Cycling & Walking Scheme Programme	Head of Regulatory Services	Progress schemes in accordance with an agreed Programme where feasible	Jan 2025	Multiple	
SC NZCR GPB	Retail Parades Revitalisation Programme	Head of Regulatory Services	Procure and substantially deliver EVCP scheme	Qtr1: April 2024	TBC	
SC NZCR	Better Buses and BB Infrastructure Programme	Head of Regulatory Services	Ensure 4 routes effectively served; deliver minimum one infrastructure improvement schemes where feasible.	March 2025	HCC	
SC NZCR	Sustainable Travel Planning and Promotion	Head of Regulatory Services	Progress 2 initiatives to completion where feasible and budgets allow.	March 2025	None	
SC	Parking Management Programme	Head of Regulatory Services	Progress schemes in accordance with the agreed Programme, which is reviewed every 2 years.	March 2026	HCC as Principal	
SC	Parking Infrastructure & Highway Enhancement Programmes	Head of Regulatory Services	Progress identified schemes to completion where feasible	March 2025	None	
RRL	Initiate review of existing parking contract (existing Partnership arrangements expire April 2026) and commence new contract	Head of Regulatory Services	Review new/extended parking contract Soft market testing followed by formal investigation of	Qtr 1 24/25 soft testing completed and next steps underway	Hertsmere BC	

Link to Corporate Framework ¹	Key Action/ Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
	for 1 April 2024 and beyond.		options involving support by external consultants.			
Environmental Health						
SC NZCR GPB RRLL	WBC EH provision of the TRDCs EH commercial service	Head of Regulatory Services	Existing arrangements expire May 2024. To commence review and continued service provision Qtr 1 2023/24 New arrangements tbc and then this will be updated.	June 2023 commence review.	Watford BC	Potential for increased revenue costs depending on service provision
GIS						
SC NZCR	Maintain and update corporate mapping system, and provide training to other departments to help them get the most out of GIS capabilities	Senior GIS Officer	Delivery of new software (if PID successful) to maintain efficiencies in service provision. One Officer in relevant teams trained In GIS use	Qtr 2 of 24/25 Qtr 2of 24/25	Internal	Business Case submitted for new software costs

Targets – Key Performance Indicators

Ref	Targets*	Target 2022/23	Projected 2022/2023 outturn	Target 2023/24	Target 2024/25	Target 2025-26	Rationale for setting of target / changes to target
DM01	Issue decisions for major applications within 13 week period	60%	To be confirmed as part of year end outturn report	60%	60%	60%	Reflect national performance indicators
DM02	Issue decisions for minor planning applications within 8 week issue period	70%		70%	70%	70%	
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%		35%	35%	35%	
DM09	Percentage of planning application decisions that are overturned at appeal by PINS each quarter	10%		10%	10%	10%	
SU01	Land and Property Services – turn around all Local Land Charges Searches within 10 working days	90%		90%	90%	90%	To ensure a high level of service delivery which competes with the wider private sector and a PI which encourages efficiencies in the process Land Registry transfer project will temporarily place additional work on the service so retain and monitor and review once project completed.
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%	TBC	This was previously a national indicator reported annually to the Food Standards Agency (FSA). It is no longer reported to the FSA.
EHC01	Inspect new food businesses within 3 months of opening	N/A		N/A	95%	95%	Not applicable until 2024-2025 as until this date we have been following the Food Standards Agency's Recovery Plan

EHC02	Inspections of category A and B-rated premises within 28 days of the due date	N/A		95%	95%	95%	Not applicable until 2024-2025 as until this date we have been following the Food Standards Agency's Recovery Plan
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NOTE: As a result of the Covid pandemic the Food Standards Agency (FSA) introduced a Recovery Plan running through until 2023/24 with revised indicators. New performance indicators are due in the FSAs new Intervention Model, due to be consulted upon in 2023/24 STILL AWAITED (draft KPIs inserted above).

Service Volumes

Activity / Process	Projected annual volume for 2023/2024	Estimated annual volume for 2024/25	Notes / explanation for estimated change	Impact (both service and corporate level)
Environmental Health: Service Requests	175 service requests across all areas of the EH service that Watford provides for TRDC	160 service requests	All figures to be updated once we know the FSA Recovery Plan Slight decrease expected in number of service requests received due to fewer covid-19 related queries	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	181 + newly registered businesses	Not known, see notes.	With regard to proactive inspections, it is not possible to predict the number that will be required in 23/24 as the timescale laid down in the Food Standards Agency's Recovery plan ends on 31 st March 2023 and the consultation on their new food intervention model has not started. As an interim measure we will continue to prioritise inspections of Category A, B and C-rated businesses, as well as those of non-compliant D-rated businesses. We will use the remaining resources allocated to food law	

Activity / Process	Projected annual volume for 2023/2024	Estimated annual volume for 2024/25	Notes / explanation for estimated change	Impact (both service and corporate level)
			enforcement work in the Three Rivers area to carry out additional inspections on a risk basis	
New food business registrations	85	85	New food registrations peaked at 120 / year during the covid-19 pandemic, up from 50 / year pre-pandemic. Numbers have dropped slightly to around 90 / year in 2022	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	800 all Searches (LLC and Con29)	800 all Searches (LLC and Con29)	Within next 12-18 months Land Registry Project will go live, all LLC Searches and Personal Searches will go direct to Land Registry (not CON29). The LA will still be expected to maintain the register. To be updated once know next steps.	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 and this could affect search

Activity / Process	Projected annual volume for 2023/2024	Estimated annual volume for 2024/25	Notes / explanation for estimated change	Impact (both service and corporate level)
				figures/income into 2024/25
Licensing: Taxis licensing (hackney carriage, private hire, drivers).	30 (renewals) 10 (new)	100 (renewals) 10 (new)	3 year renewal cycle for drivers identifies a drop in volumes for 23/24. Continual decrease in driver numbers caused by Uber, plus pandemic and market conditions.	Reduction in income
Taxi licensing, hackney carriage and private hire vehicles	332 (renewal) 40 (new)	300 (renewal) 40 (new)	Annual application/renewal for vehicles– continued decrease in numbers due to market conditions.	Reduction in income
Planning applications received	1000	1000	<p>Applications received relates to a statutory function and is customer driven but volumes depend entirely on external conditions – ie economy/politics. Income and volumes can significantly vary depending on size and scale of proposals.</p> <p>In July 2023, the Government announced a 25% increase to planning fees (35% to major applications) along with other changes including abolishing the existing ‘free go’ for reusbmisions. This is expected to come into effect by April 2024, and so planning may experience an increase in submission volumes once the date has been announced to reflect developers looking to avoid the fee increase.</p> <p>Appeals may increase due to out of date Local Plan and lack of housing delivery in the District with an implication for staff resource and budgets.</p>	<p>Monitor income, application numbers and scale of development will affect income.</p> <p>Due to their complexity/scale major applications are generally very labour intensive and require a significant input from an individual officer, whereas minor/other applications are generally less labour/time intensive when viewed individually but become labour intensive due to their overall number.</p>

Commented [AR1]: This number is based on the 251 applications reported as received in the PS1 return for Q1, multiplied by 4

Activity / Process	Projected annual volume for 2023/2024	Estimated annual volume for 2024/25	Notes / explanation for estimated change	Impact (both service and corporate level)
Pre-application submissions	164	164	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.	Monitor income, application numbers and scale of development will affect income.
Breaches of planning control investigated	140	140	Allegations received from the public, and planning enforcement is reactive. Legislation changes could impact whether breaches take place.	Impact on resource, PR risk if not investigated promptly and relevant action taken.
Parking: No. Penalty Charge Notices Issued	2990	2702	With the introduction of ticketless machines in TRDC P&D car parks there may be a reduction in ticket issue as no need to display a ticket, albeit appropriate enforcement will continue.	Reduction in PCN income
No. free car park pay and display transactions	444,048	445,000	Slight increase in car park usage as covid recovery continues and more people return to workplace/high streets. If free hour parking is retained this number of transactions is likely to be similar though. Maybe more income from P&D machines.	Impact on Off Street parking income.

Commented [AR2]: Looks like we got 41 in Q1, so I've just multiplied by 4

Commented [MR3]: Q1 x 4

Key Risks to Service Plan delivery

1 = not likely/low Impact 4 = will definitely happen/major service changing impact

Commented [AR4]: Would the amount of money being spent defending appeals come in here at all? As it could mean less money available either for staffing or other consultant support on general apps?

No	Description of Risk	With no Mitigation			Mitigation	With Mitigation		
		Likelihood (1-4)	Impact (1-4)	Risk Score		Likelihood (1-4)	Impact (1-4)	Risk Score
1	Insufficient staff - New and existing corporate projects cannot all be supported without increased staff resources	3	2	12	Cross departmental working; Service continuity plan to prioritise service delivery; Keep job descriptions and person specifications up to date to reflect the requirements of the posts; Monitor market forces for specialist pots and bid to compete where	3	2	6

No	Description of Risk	With no Mitigation			Mitigation	With Mitigation		
		Likelihood (1-4)	Impact (1-4)	Risk Score		Likelihood (1-4)	Impact (1-4)	Risk Score
					necessary; Staff training including HR programmes for Mental Health awareness			
2	Total failure of ICT systems - Delays in implementation of new software resulting in inefficiencies and affecting service levels	4	3	12	Corporate Business Continuity Plan, Service Continuity Plan and Disaster Recovery contract, logging of ICT service calls	3	2	6
3	Loss of accommodation - Could impact on service provision	3	2	6	BCP and SCP are tested annually; Disaster Recovery contract includes alternative accommodation; continue with agile working practices	2	2	4
4	Fraudulent activity - Fraud by officers, relating either to income, expenditure or stock. Potential through misreporting of income	3	2	6	Risk limited to isolated areas of the service, with limited staff having an overview. Scrutiny from senior management and service transparency	2	2	4
5	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.	4	2	8	2 year agreement of Parking Programme priorities by Members, monitoring the Parking Programme, monitoring of budget and rephrasing as appropriate, early consultation with Ward members and residents	3	1	3
6	Increase in workloads/major planning applications submitted - Current indicators show continuation of high application numbers and continued complexity of	4	3	12	Monitoring of workloads and indications as to future submissions according to market signals; changes to policy background and information from developers as to upcoming projects; review of resources and recruitment/training as appropriate to	4	2	8

No	Description of Risk	With no Mitigation			Mitigation	With Mitigation		
		Likelihood (1-4)	Impact (1-4)	Risk Score		Likelihood (1-4)	Impact (1-4)	Risk Score
	major applications including those coming forward at pre application stage.				provide flexibility to deal with anticipated workload; staff development to take on increased/additional responsibility; use of Planning Performance Agreements as appropriate to enable planning of staff resource			
7	Local Planning Authority placed in special measures allowing applicants to submit applications directly to Secretary of State	3	3	9	Monitoring of workloads and capacity to deal with these; Communication with applicants to agree extensions to time limit in appropriate cases; Training for officers and Councillors as to determination of applications and justified reasons for refusal of permission.	2	2	4
8	Disruption to services during transfer of part of Local Land Charges functions to Land Registry	3	4	12	Update when know dates: Staff resilience; Deadline for transfer expected to be confirmed early 2023 - expected prior to 2024; early identification of resource to cleanse the existing data; data cleansing incorporated into existing resource.	4	2	8
9	Insufficient staff and inadequate skills set and loss of key staff	4	3	12	Praise and incentives to recruit and retain existing staff ie market factors, long service awards; Cross departmental working; Service continuity plan to prioritise service delivery; Keep job descriptions and person specifications up to date to reflect the requirements of the posts; Monitor market forces for specialist pots and bid to compete where necessary; Staff training including HR	3	2	6

No	Description of Risk	With no Mitigation			Mitigation	With Mitigation		
		Likelihood (1-4)	Impact (1-4)	Risk Score		Likelihood (1-4)	Impact (1-4)	Risk Score
					programmes for Mental Health awareness; Use of agency staff if required			
10	Inaccuracy of appropriate data/records - Particularly affecting property information on Uniform and ArcMap software.	3	3	9	Staff training, liaison with IT and other departments including the new senior GIS Officer; Senior GIS Officer takes lead role in ensuring up to date data.	3	2	4
11	Failure to agree measures to meet the parking deficit	4	3	12	Identification of new parking measures, review of existing schemes, early involvement of Lead Member to discuss measures in advance of Committee, external consultants reviewing proposals, consideration of new costs as part of early review of measures, publicity of the new measures in advance of their implementation, wider review of displacement parking to be considered.	3	3	9
12	Near term Air Quality Action Plans not progressed	3	2	6	Monitoring of funding; management of situation by external service provider	2	2	4
13	Long term Air Quality Action Plans not progressed	3	2	6	Monitoring of the national situation and any requirements delegated to the local authority, monitoring of funding, management of situation by external service provider.	3	1	3
14	Local Authority placed in special measures for Gazetteer should we fall constantly below National Standard	3	2	6	Increased awareness by staff, staff training and resilience on the process, sharing of existing relevant Council records with the team to assist ie business rate data	2	2	4

No	Description of Risk	With no Mitigation			Mitigation	With Mitigation		
		Likelihood (1-4)	Impact (1-4)	Risk Score		Likelihood (1-4)	Impact (1-4)	Risk Score
15	Failure of the parking service provider, Hertsmere BC, to provide the service, including insufficient CEOs	3	3	9	Contract monitored. Regular review meetings are held. Annual and quarterly reports are provided. CEO recruitment is a standing item at meetings.	2	2	4
16	Failure of EH commercial service provider, Watford BC, to provide the service in a professional, efficient and timely manner	3	3	9	PIs are monitored, regular review meetings are held.	2	2	4
17	Failure to renegotiate/renew/seek alternative provider of contracts due to expire ie IT software, parking enforcement	4	3	12	Contracts are monitored and reviewed and there is early investigation of options when contracts are due to expire.	3	3	9
18	Failure of Hertfordshire Building Control to provide our Building Control Service	2	4	6	Ongoing review of service provision by Director of Finance as Shareholder to ensure performance is monitored	2	3	6
19	Failure to progress/manage and maintain Community Infrastructure Levy income and expenditure	3	3	9	Processes in place for collection of CIL. Governance arrangements in place for spend of CIL.	2	2	4

Impact Assessments Required or Reviews Due

Equalities & Diversity	Sustainability & Climate Change
Each project in the Work Programmes will be considered for assessment at time of investigation.	Each project in the Work Programmes will be considered for assessment at time of investigation.

Parking Fees Review	
Land Registry - timeline to be confirmed once it's clear what the new service will be	