

CLIMATE CHANGE, LEISURE AND HOUSING COMMITTEE

NOTICE AND AGENDA

For a meeting to be held on Wednesday, 16 October 2024 in Penn Chamber, Three Rivers House, Rickmansworth WD3 1RL at 7.30 pm

Members of the Climate Change, Leisure and Housing Committee:-

Councillors:

Steve Drury (Co-Chair)
Chris Lloyd (Co-Chair)
Jon Tankard (Co-Chair)
Anne Winter
Reena Ranger

Ciaran Reed
Mike Sims
Cheryl Stungo
Stephen King

*Joanne Wagstaffe, Chief Executive
Tuesday, 8 October 2024*

The Council welcomes contributions from members of the public on agenda items at the Full Council meetings. Details of the procedure are provided below:

For those wishing to speak:

Members of the public are entitled to register and identify which item(s) they wish to speak on from the published agenda for the meeting. Those who wish to register to speak are asked to register on the night of the meeting from 7pm. Please note that contributions will be limited to one person speaking for and one against each item for not more than three minutes. In the event of registering your interest to speak on an agenda item but not taking up that right because the item is deferred, you will be given the right to speak on that item at the next meeting of the Committee.

Those wishing to observe the meeting are requested to arrive from 7pm.

In accordance with The Openness of Local Government Bodies Regulations 2014 any matters considered under Part I business only of the meeting may be filmed, recorded, photographed, broadcast or reported via social media by any person. Recording and reporting the Council's meetings is subject to the law and it is the responsibility of those doing the recording and reporting to ensure compliance. This will include the Human Rights Act, the Data Protection Legislation and the laws of libel and defamation. The meeting will not be broadcast/livestreamed, but an audio recording of the meeting will be made.

1. **APOLOGIES FOR ABSENCE**
2. **MINUTES** 5 - 8

To confirm, as being a correct record, the minutes of the Climate Change, Leisure & Housing, held on 24 July 2024, and for them to be signed by the Chair.
3. **NOTICE OF OTHER BUSINESS**

Items of other business notified under Council Procedure Rule 30 to be announced, together with the special circumstances that justify their consideration as a matter of urgency. The Chair to rule on the admission of such items.
4. **DECLARATIONS OF INTEREST**

To receive any declarations of interest.
5. **BUDGET MANAGEMENT REPORT P3** 9 - 18

This report covers this Committees financial position over the medium term (2024 – 2027) as at Period 3 (end of June).

Recommendation

That Members note & comment on the contents of the report.
6. **WATERSMEET ANNUAL REVIEW** 19 - 42

To receive a PowerPoint presentation on Watersmeet performance for financial year 2023-24.

Recommendation

That Climate Change, Leisure and Housing Committee note the Watersmeet Annual Review 2023-2024.
7. **CAPITAL GRANTS** 43 - 48

In October 2018 Leisure, Environment and Community Committee agreed the capital grant for 2019/20 and that future health and wellbeing projects would be detailed in the service plans of Strategy and Partnerships and Leisure. This funding has been spent on Outdoor Spaces. As five years have passed a review is required for allocation of the capital funding from 2024-2029. This report will explore the reasons and options for expenditure for the next 5 years with recommendations.

Recommendation

That the Committee acknowledge the report and share comments relating to the recommendations listed above.

8. DRAFT SERVICE PLANS 2025-28

49 - 146

This report provides an overview of the draft service plans which detail our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives outlined in the Corporate Framework. Key Performance Indicators and Service Volumes are included within the service plan alongside a link to the strategic, operational and climate resilience risks.

Recommendation

That the Committee comment on and/or request any amends to the draft service plans for 2025 – 2028. Final Service Plans will be agreed by Council alongside the budget.

9. CLIMATE AND SUSTAINABILITY ACTION PLAN BI-ANNUAL UPDATE

147 - 200

This report provides an update on the council's performance against the Climate Emergency and Sustainability Strategy 2024 -2027, adopted by the Council on 12 December 2023, and it's associated Action Plan (Appendix 1).

Recommendation(s):

That the Committee note the progress made against the Climate Emergency and Sustainability Action Plan 2024 – 2027 and agree the forward direction of travel as outlined in this report.

10. FISHING SWIMS PROJECT - CONTRACT AWARD

201 - 218

The report seeks approval to award a contract for works to upgrade the fishing swims at Batchworth Lake, Rickmansworth Aquadrome, as part the delivery of the approved Aquadrome Management Plan, funded through the UK Shared Prosperity Fund.

Recommendation

That the Committee agree the approval to award and enter into a contract with a chosen supplier, should a suitable tender be received, for upgrading the fishing swims at Batchworth Lake, Rickmansworth Aquadrome, as outlined in the report.

11. SOUTH OXHEY PLAYING FIELDS MANAGEMENT PLAN 2024-2029 219 - 298

New five-year management plan has been developed for South Oxhey Playing Fields in South Oxhey.

Recommendation

That the Committee:

- i. Adopt the new five year Management Plan for South Oxhey Playing Fields.
- ii. Give delegated authority to the Director of Finance to enter into a contract or funding agreement above the value of £25,000, subject to securing external funding to facilitate works to support the implementation of the Management Plans.

12. LEISURE FACILITIES MANAGEMENT ANNUAL REPORT 299 - 314

Appendix A details the annual report from April 2023 – March 2024 from the council's leisure facilities management contractor, Sports and Leisure Management (SLM). The annual report shares a reflection on the previous 12 months' work and outlines the work programme for the coming year.

Recommendation

- i. That the 12-month work plan presented by Sports and Leisure Management is noted.
- ii. That the 12-month work plan presented by Sports and Leisure Management be made available as part of the minutes of the meeting.

13. MOTIONS 315 - 316

To consider any Motions submitted under Council Procedure 11.

14. OTHER BUSINESS - if approved under item 3 above

General Enquiries: Please contact the Committee Team at committeeteam@threerivers.gov.uk



Climate Change, Leisure and Housing Committee MINUTES

Of a meeting held in the Penn Chamber, Three Rivers House, Rickmansworth, on
Wednesday, 24 July 2024 from 7.30 - 8.14 pm

Present: Councillors Chris Lloyd (Chair)

Steve Drury (Co-Chair), Stephen King, Reena Ranger, Ciaran Reed, Cheryl Stungo and
Jon Tankard (Co-Chair), Sarah Nelmes, Christopher Alley and Tony Humphreys.

Also in Attendance:

Councillor Narinder Sian

Officers in Attendance:

Charlotte Gomes, Head of Leisure and Natural Infrastructure.
Jess Hodges, Natural Infrastructure Programme Manager
Sharon Keenlyside, Interim Senior Democratic Services Officer

External in Attendance:

Vishal Patel, Petitioner

1 APOLOGIES FOR ABSENCE

Apologies of absence were received from Councillors Mike Sims, Tom Smith and Anne Winter. Councillors Christopher Alley, Tony Humphreys and Sarah Nelmes were present as substitutes.

2 MINUTES

The minutes of the meeting held on 13 March 2024 were confirmed as a correct record and signed by the Chair of the meeting.

3 NOTICE OF OTHER BUSINESS

There were no items of other business.

4 DECLARATIONS OF INTEREST

There were no declarations of interest

5 TO RECEIVE A PETITION UNDER COUNCIL PROCEDURE RULE 18

The Committee were asked to receive a petition under Council Procedure Rule 18, which requested the restoration of a recreational area at South Oxhey Playing Fields. The petition had been signed by 126 residents.

Vishal Patel, who raised the petition on behalf of the residents, presented the petition and made the following points:

- That Three Rivers District Council consider the re-instatement of an area for recreational cricket on the playing fields at South Oxhey.
- It would be considered recreational cricket for the community and as such, a tennis ball may be used and there could be any number of players, with a minimum of 6.
- A good number of players were using the facilities in the Summer, mostly on Sundays or in the evening. The petition was mainly about the community and giving everyone the chance to play cricket.
- The options suggested at meetings with the Council and Councillors were not workable, such as using removable mats. There were currently concrete blocks on the field used by members to play cricket.

The Chairs verbal and written response to the petition was as follows:

“Thank you for coming to address the Climate Change, Leisure and Housing Committee. Thank you for your questions at Full Council. I have known South Oxhey Playing Fields since childhood. After the Full Council meeting, I spoke to Councillors who live and represent South Oxhey on Three Rivers District Council.

As has been previously advised to the petitioner on several occasions both publicly and privately, the council holds no records of a cricket pitch or cricket facilities in South Oxhey Playing Fields nor of any use formal or otherwise of the location for organised cricket. There is, therefore, nothing to reinstate.

Extensive, transparent and open, public consultation has taken place in relation to the South Oxhey Playing Fields over the past few years. A public consultation on the refurbishment of the outdoor leisure facilities was undertaken in May and June of 2022 with over 500 responses with a further consultation of detailed design taking place in September/October 2022. As a result of that public consultation significant investment was made in facilities and that investment has been very well received by the local community.

Following this further public consultation has taken place with regard to the Green Space Action Plan for South Oxhey playing fields in October 2023 and again in April/ May of this year, 2024. The consultation was widely publicised by the Council and the results of this, together with the proposed Green Space action plan for the site will come to this committee later this municipal year.

This council is, and repeatedly demonstrates that it is committed to meeting the needs of its communities but we recognise and acknowledge that we must do so responsibly and within our means. In relation to our parks, open spaces and leisure provision we are a council that has not cut these services despite the budget challenges local government has and continues to face and we have a strong track record of securing external funding to support our ambitions including with the recent improvements at South Oxhey Playing Fields. As a council, we do, however, recognise that this requires a balance and as such we continue to strive to ensure that we balance the amenity needs and priorities of our communities with the ecological needs and requirements of our natural environment.

Officers have made more than reasonable attempts to offer the petitioner alternative solutions in this matter including the introduction of cricket markings on the new multi-use games area at south Oxhey for the petitioners, but they have not accepted any of them.

Several years ago, when I was Chair of Three Rivers District Council, I attended a Cricket competition at Merchant Taylors School organised by the Sri Lankan community who had hired the facilities.

I am working with other cricket clubs in Three Rivers due to the challenges they have faced with the weather.

Thank you for coming to the Committee. If you want to discuss again any of the suggestions that officers had originally proposed, I am sure that they will be happy to do so”.

6 THE BURY GROUNDS BIODIVERSITY PROJECT

Jess Hodges, Natural Infrastructure Programme Manager, presented the report, which provided an overview and context for the proposed Bury Grounds project which included: river restoration, access improvements, habitat enhancements and the protection of heritage on the site.

The Lead Member for Sustainability and Climate Change fully supported the scheme and explained to the Committee that the project aimed to open dark, dense areas and create more biodiversity. The path would be upgraded to make it a good space in and out of the town centre and would give residents access to open quiet space. It would add social value as well as biodiversity.

A Member asked why the intention was to bid for Batchworth Community Council (BCC) CIL funding when it was Three Rivers land and Three Rivers had its own CIL pot. Charlotte Gomes, Head of Leisure and Natural Infrastructure, explained that officers were originally approached by a BCC Councillor about The Bury. They had identified a funding pot that could be applied for and the Natural Infrastructure Programme Manager applied to the Landfill Community Fund, managed by Groundworks. BCC continued to be involved as part of this work and during this time, BCC identified that they were able to contribute by using their Parish CIL funding. An application was submitted through BCC and they earmarked £27,000 which had now been through their Council process.

A Member commented that it would be helpful to have a menu for each pot of funding and what it related to.

Members asked about the history of the land and how it came into disrepair. Officers explained that it was originally part of the manor house and was handed over to the Council in the 1990's. Historic mapping showed that the area was once grazed. Natural succession had taken over to natural woodland and monoculture.

A Member enquired about the involvement of the Environment Agency (EA) and whether Hertfordshire County Council (HCC), the local lead flood authority, would be involved. Officers explained that the river was classed as 'main river channel' and EA was the responsible body. The main concern of EA is to make sure that the work did not impact the flood risk. The Council may need to consult with HCC due to the proximity of the highway.

A Member asked when the original money from the Colne Valley Trust was applied for and would it have been possible to have applied for more money had the work been completed sooner?

Officers explained that it was not applied for from Colne Valley Trust but rather Groundwork South. It was applied for on 10 October 2023. Following acceptance, the project was given 18 months to spend the grant. The work was seasonal, with Autumn/Winter being the most responsible time to do it, so it had to be done in the Autumn of 2024. Therefore, it would not have been possible to apply for further funding and as it turned out, the project received much larger funding than originally applied for.

A District Councillor informed the Committee that there was a formal sunken garden within the area. Officers were unaware of this and asked for further information.

A Member asked if a baseline survey was being carried out. Officers explained that they would be using the Hertfordshire Biodiversity Baseline Study.

Officers commented that when volunteering opportunities became available, they would be shared on social media platforms via Communications Team and the project had the support of HCC Countryside Management Service Volunteer Scheme.

A Member enquired as to whether the pathway would be accessible for the disabled and was informed by officers that the pathway would be made as accessible as possible. At present it was a muddy bog and had a very steep area. It was definitely something that was being looked at.

The Committee Members thanked officers for all their work.

Councillor Tankard proposed to move the recommendation and Councillor Nelmes seconded the proposal.

RESOLVED: that the Climate Change, Leisure and Housing Committee:

Agree to progress the implementation of the fully funded parts of the project as outlined at point 2.7.1 - 2.7.6 (River Improvements) and 2.7.7 - 2.7.9 (Habitat Enhancements) and to progress those identified at points 2.7.10 - 2.7.12 (Access improvements) and 2.7.13 - 2.7.14 (protecting the heritage) subject to securing external funding.

7 WORK PROGRAMME

Officers informed the Committee that the Play Area Strategy was likely to be delayed until January or March.

A Member highlighted concerns about the condition of the play area at Oulton Way and officers asked for the information to be sent to them for review.

A Member requested that the Everyone Active annual presentation was shared before the Committee meeting in case of technical problems on the night. Officers informed the Committee that this year, there would be a written report rather than a presentation.

Officers requested that if anyone had evidence that there was formerly a cricket pitch on South Oxhey playing field, to please send it to them.

CHAIR

CLIMATE CHANGE, LEISURE AND HOUSING COMMITTEE

16 OCTOBER 2024

PART I - NOT DELEGATED

BUDGET MONITORING – Period 3

(DoF)

1. Summary

- 1.1 This report covers this Committee's financial position over the medium term (2024 – 2027) as at Period 3 (end of June)
- 1.2 The Period 3 comprehensive Budget Management report has already been presented to the Policy & Resources Committee at its meeting on 9 September 2024 which sought approval to a change in the Council's 2024 - 2027 medium-term financial plan

2. Details

- 2.1 This Committee's details can be found in Appendix 2 of the full Budget Management Report a copy of which is attached.

3. Options/Reasons for Recommendation

- 3.1 The Committee is to note the changes concerning their budget.

4. Policy / Budget Reference and Implications

- 4.1 In accordance with the Council's financial procedure rules, the revenue and capital budgets will be updated accordingly if the recommendation from the Policy & Resources Committee is agreed by Council.
- 4.2 There are no substantial changes to Council policy resulting from this report.

5. Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, and Health & Safety Implications

- 5.1 None specific.

6. Financial Implications

- 6.1 As contained in the report

7. Risk Management and Health and Safety Implications

- 7.1 None specific.

8. Recommendation

- 8.1 That Members note & comment on the contents of the report.

Report prepared by: Sally Riley (Finance Business Partner)

Checked by: Alison Scott (Director of Finance)

APPENDICES

Climate Change, Leisure and Community Detailed Monitoring Report (Appendix 2 of the full Budget Management Report)

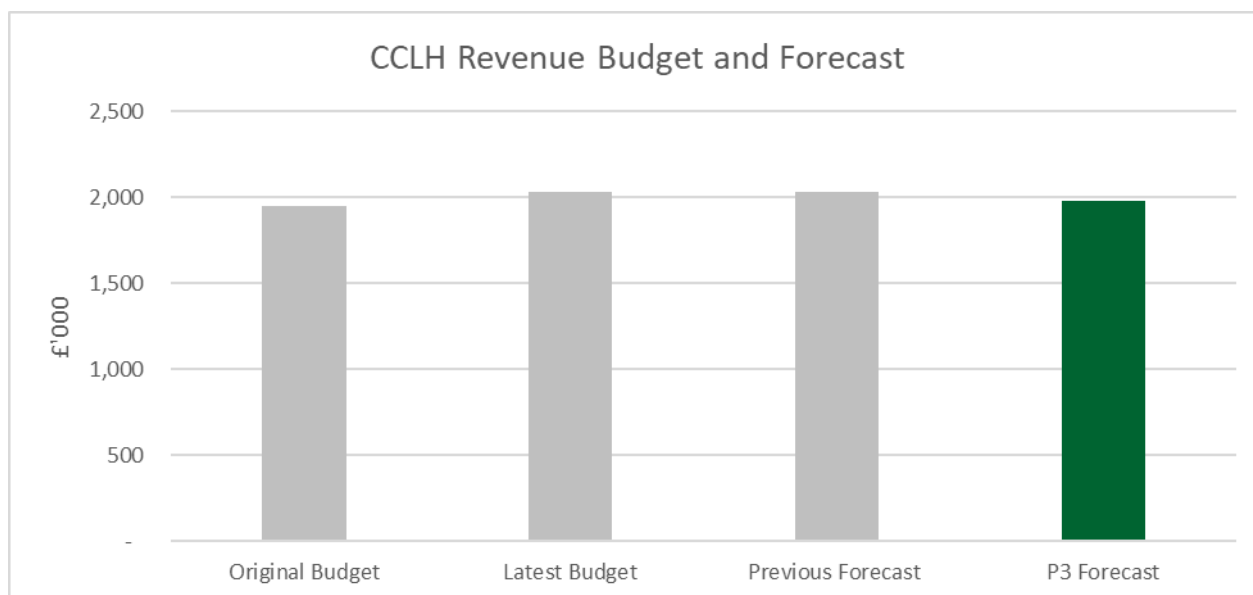
Climate change, Leisure and Housing Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Climate Change, Leisure and Housing (CCLH) Committee. The forecast is based on the position as at Period 3 which covers the period from 1 April 2024 to 30 June 2024.

Revenue

2. The latest forecast is net expenditure of £2.030m against the latest budget of £2.033m. This is a favourable variance of (£0.003m). The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget £000	Original Budget Plus 2023/24 Carry Forwards		Latest Budget £000	Previous Forecast £000	Latest Forecast £000	Variation to Previous Forecast £000	Variation to Latest Budget £000
		£000	£000					
Housing	423	423	423	423	423	423	0	0
Leisure	1,220	1,220	1,220	1,220	1,220	1,217	(3)	(3)
Sustainability and Climate	309	389	389	389	389	389	0	0
Total	1,952	2,033	2,033	2,033	2,033	2,030	(3)	(3)

3. Annex B sets out the main variations to budget.

Capital Investment Programme

4. The latest capital investment programme for 2023/24 is £2.624m. A variation of £1.054m is reported.
5. Detailed Capital budgets and explanation of key variations are set out in Annex C and Annex D respectively.

Staff Vacancy Monitoring

6. A major risk of non-delivery of service is where key staff leave the Council's employ and there is a delay or difficulty in recruiting suitable candidates to fill the vacant post.
7. The following table sets out the vacancies as at 30 June 2024.

Department	Job Title	Comments	Total
Residential Environmental Health	Housing Enforcement Officer	Covered by Interim	1.00
Total Climate Change, Leisure & Housing			1.00

Annex A
CCLH Committee Medium Term Revenue Budget Service

Climate Change, Leisure and Housing										
Housing, Public Health and Wellbeing	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P3	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Housing Services Needs	523,344	523,344	523,344	523,344	173,952	523,344	0	537,286	560,671	Budget will be spent
Rent Deposit Guarantee Scheme	5,110	5,110	5,110	5,110	0	5,110	0	5,110	5,110	Demand led service
Homelessness General Fund	(177,620)	(177,620)	(177,620)	(177,620)	(548,484)	(177,620)	0	(157,620)	(157,620)	Income and Expenditure budgets of £205,031 required for Ringfenced grants received to date- £135,112 Prevent Homelessness, £31,000 Rough Sleepers and £38,919 Domestic Abuse New Burdens
Housing Associations	(5,000)	(5,000)	(5,000)	(5,000)	0	(5,000)	0	(5,000)	(5,000)	Income will be received by year end
Refugees	0	0	0	0	(41,400)	0	0	0	0	Transfer to/from reserves at year end
Env Health - Residential Team	77,427	77,427	77,427	77,427	26,462	77,427	0	77,427	77,427	Budget will be spent
Public Health	0	0	0	0	(17,164)	0	0	0	0	Income and Expenditure budgets of £17,500 required for Ringfenced HCC Public Health Grant
Total	423,261	423,261	423,261	423,261	(406,634)	423,261	0	457,203	480,588	

Leisure	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P3	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Leavesden Country Park	0	0	0	0	14,167	0	0	0	0	Income and Expenditure budgets of £1,720 S106 funded expenditure for 2 benches at The Horses' Field, Leavesden Country Park - full report going to P&R 15 July 2024 and £50,000 to spend management and maintenance funding from the National Lottery towards the Heritage Trail transfer from earmarked reserves, which will be actioned at year end
Community Arts	11,400	11,400	11,400	11,400	(229)	11,400	0	11,400	11,400	Budget will be spent
Watersmeet	26,393	26,393	26,393	26,393	(145,582)	26,393	0	27,439	28,502	Budget will be spent
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(19,105)	(35,000)	0	(35,000)	(35,000)	Income is received quarterly.
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(750)	(3,000)	0	(3,000)	(3,000)	Income is received quarterly.
Museum	(700)	(700)	(700)	(700)	(700)	(700)	0	(700)	(700)	Budget met
Playing Fields & Open Spaces	93,981	93,981	93,981	93,981	(2,937)	93,981	0	93,981	93,981	Budget will be spent
Play Rangers	56,484	56,484	56,484	56,484	19,338	56,484	0	56,484	56,484	Budget will be spent
Comm Parks & Sust Project	24,200	24,200	24,200	24,200	1,695	24,200	0	24,200	24,200	Budget will be spent
Aquadrome	39,615	39,615	39,615	39,615	(507,433)	39,615	0	39,615	39,615	Income and Expenditure budgets required for Ringfenced grants of £19,771 from the National Lottery Heritage Fund funding for the Natural Heritage Networks Project and £510,463 from the HS2 Colne Valley Additional Mitigation Panel Funding (AMP)
Leisure Venues	(509,893)	(509,893)	(509,893)	(509,893)	(48,036)	(509,893)	0	(509,893)	(509,893)	Budget will be spent
Leisure Development	557,807	557,807	557,807	557,807	136,388	554,807	(3,000)	557,235	558,419	Budget virement of £3,000 Youth Council budget to Committee Admin as they will now manage the service
Play Development - Play schemes	34,843	34,843	34,843	34,843	7,993	34,843	0	34,843	34,843	Budget will be spent
Sports Devel-Sports Projects	48,135	48,135	48,135	48,135	(17,551)	48,135	0	48,135	48,135	Budget will be spent
Leisure & Community Services	36,087	36,087	36,087	36,087	6,410	36,087	0	36,087	36,087	Budget will be spent
Grounds Maintenance	840,028	840,028	840,028	840,028	188,790	840,028	0	840,028	840,028	Budget will be spent
Total	1,220,380	1,220,380	1,220,380	1,220,380	(367,542)	1,217,380	(3,000)	1,220,854	1,223,101	

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CCLC Committee Medium Term Revenue Budget Service cont.

Sustainability and Climate	Original Budget 2024/25	Original Budget Plus 2023/24 Carry Forwards	Latest Budget 2024/25	Previous Forecast 2024/25	Spend to Date	Latest Forecast 2024/25	Variance @ P3	Forecast 2025/26	Forecast 2026/27	Officer Comments
	£	£	£	£	£	£	£	£	£	
Energy Efficiency	9,500	23,900	23,900	23,900	0	23,900	0	9,500	9,500	Budget will be spent
Sustainability Projects	78,000	78,000	78,000	78,000	(3,000)	78,000	0	103,000	128,000	Budget will be spent
Corporate Climate Change	102,262	149,471	149,471	149,471	(581,466)	149,471	0	102,262	102,262	Income and Expenditure budgets of £597,970 required for Ringfenced Social Housing Decarbonisation Fund Wave 2.
Innovate UK	0	0	0	0	34,044	0	0	0	0	Innovate UK Grant claimed retrospectively as per grant conditions
Pest Control	12,755	12,755	12,755	12,755	1,785	12,755	0	12,755	12,755	Budget will be spent
Environmental Maintenance	25,970	25,970	25,970	25,970	3,076	25,970	0	25,970	25,970	Budget will be spent
Animal Control	64,490	64,490	64,490	64,490	18,846	64,490	0	64,490	64,490	Budget will be spent
Cemeteries	(228,193)	(228,193)	(228,193)	(228,193)	(77,442)	(228,193)	0	(228,193)	(228,193)	Budget will be spent
Trees And Landscapes	243,760	262,914	262,914	262,914	23,067	262,914	0	243,760	243,760	Budget transfer of £10,000 between Project Work CMS and Friends of Groups to be used to support projects delivered as part of the Management Plans across the district.
Total	308,544	389,307	389,307	389,307	(581,090)	389,307	0	333,544	358,544	
Total Climate Change, Leisure and Housing	1,952,185	2,032,948	2,032,948	2,032,948	(1,355,266)	2,029,948	(3,000)	2,011,601	2,062,233	

Annex B

CCLH Committee Explanations of revenue supplementary estimates, variances to be managed and virements reported this Period

Virements

Climate Change, Leisure and Housing			2024/25	2025/26	2026/27
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	£	£	£
Homelessness General Fund	Supplies and Services	To spend ringfenced Prevent Homelessness grant	135,112	-	-
	Income	Receipt of ringfenced Prevent Homelessness grant	(135,112)	-	-
	Supplies and Services	To spend ringfenced Rough Sleepers grant	31,000	-	-
	Income	Receipt of ringfenced Rough Sleepers grant	(31,000)	-	-
	Supplies and Services	To spend ringfenced Domestic Abuse New Burdens grant	38,919	-	-
Public Health	Income	Receipt of ringfenced Domestic Abuse New Burdens grant	(38,919)	-	-
	Supplies and Services	To spend HCC Public Health Grant	17,500	-	-
	Income	Receipt of HCC Public Health Grant	(17,500)	-	-
Total Housing Public Health and Wellbeing			0	0	0
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Abbots Langley Project	Supplies and services	To spend S106 for 2 benches at The Horses' Field, Leavesden Country Park - full report going to P&R 15 July 2024	1,720	-	-
	Income	Receipt of S106 for 2 benches at The Horses' Field, Leavesden Country Park - full report going to P&R 15 July 2024	(1,720)	-	-
	Supplies and services	To spend management and maintenance funding from the National Lottery towards the Heritage Trail held in reserves	50,000	-	-
	Income Funded from Reserves	Management and maintenance funding from the National Lottery towards the Heritage Trail held in reserves	(50,000)	-	-
Leisure Development	Supplies and Services	Youth Council budget transferred to Committee Admin as they will now manage the service	(3,000)	(3,000)	(3,000)
Aquadrome	Supplies and services	To spend the National Lottery Heritage Fund funding for the Natural Heritage Networks Project	19,771	-	-
	Income	Receipt of the National Lottery Heritage Fund funding for the Natural Heritage Networks Project	(19,771)	-	-
	Supplies and services	To spend the HS2 Colne Valley Additional Mitigation Panel Funding (AMP)	510,463	-	-
	Income	Receipt of the HS2 Colne Valley Additional Mitigation Panel Funding (AMP)	(510,463)	-	-
Total Leisure			(3,000)	(3,000)	(3,000)
Description	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2024/25	2025/26	2026/27
			£	£	£
Climate Change	Supplies and services	To spend ringfenced Social Housing Decarbonisation Fund grant	597,970	-	-
	Income	Receipt of Social Housing Decarbonisation Fund grant	(597,970)	-	-
Trees & Landscapes	Premises	Budget transferred to Project Work CMS and moved from Friends of Groups to be used to support projects delivered as part of the Management Plans across the district.	(10,000)	(10,000)	(10,000)
	Premises	Budget transferred from Friends of Groups and moved to Project Work CMS to be used to support projects delivered as part of the Management Plans across the district.	10,000	10,000	10,000
Total Sustainability and Climate			0	0	0
Total Climate Change, Leisure and Housing			(3,000)	(3,000)	(3,000)

Annex C CCLH Medium term capital investment programme

Climate Change, Leisure & Housing											
Housing, Public Health & Wellbeing	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P3 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Comments
Disabled Facilities Grant	586,000	790,474	790,474	79,624	790,474	0	586,000	586,000	586,000	586,000	Budget will be spent
Home Repairs Assistance	2,000	2,000	2,000	0	2,000	0	2,000	2,000	2,000	2,000	Demand Led service, no applications received to date
Sub-total Housing, Public Health & Wellbeing	588,000	792,474	792,474	79,624	792,474	0	588,000	588,000	588,000	588,000	
Leisure											
Leisure	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P3 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Comments
Aquadrome Bridge Replacement	320,524	320,524	320,524	18,197	1,137,755	817,231	0	0	0	0	CIL spend approved at Full Council 9/7/24
Leavesden Country Park Gate	0	164,889	164,889	60,050	164,889	0	0	0	0	0	Budget will be spent
Watersmeet Electrical	144,100	144,100	144,100	0	144,100	0	0	0	0	0	Budget will be spent
Scotsbridge-Chess Habitat	8,190	8,190	8,190	0	8,190	0	0	0	0	0	Project led by Countryside Management Service
Open Space Access Improvements	60,000	95,946	95,946	2,522	95,946	0	60,000	60,000	60,000	60,000	Budget will be spent
Improve Play Area-Future Schemes	120,000	132,650	132,650	5,976	132,650	0	120,000	120,000	120,000	120,000	Budget will be spent
Aquadrome-Whole Life Costing	11,000	15,020	15,020	0	15,020	0	11,000	11,000	11,000	11,000	Budget will be spent
Replacement Ground Maintenance Vehicles	804,000	804,000	804,000	42,570	830,318	26,318	540,000	540,000	540,000	540,000	Budget increase due to insurance claim pay out after vehicle write off
Watersmeet-Whole Life Costing	20,000	20,000	20,000	(722)	20,000	0	20,000	20,000	20,000	20,000	Budget will be spent
Pavilions-Whole Life Costing	11,000	16,668	16,668	10,245	16,668	0	11,000	11,000	11,000	11,000	Budget will be spent
Fearney Mead Play Area	0	50,000	50,000	0	50,000	0	0	0	0	0	Budget will be spent
Lincoln Drive Play Area	0	50,000	50,000	0	50,000	0	0	0	0	0	Budget will be spent
Sub-total Leisure	1,498,814	1,821,987	1,821,987	138,838	2,665,536	843,549	762,000	762,000	762,000	762,000	
Sustainability & Climate											
Sustainability & Climate	Original Budget 2024/25 £	Original Budgets Plus 2023/24 Rephasing £	Latest Budget 2024/25 £	P3 Spend To Date £	Forecast Outturn 2024/25 £	Variance £	Latest Budget 2025/26 £	Proposed 2025/26 £	Latest Budget 2026/27 £	Proposed 2026/27 £	Comments
Cemetery-Whole Life Costing	5,000	9,830	9,830	0	9,830	0	5,000	5,000	5,000	5,000	Budget will be spent
UK Shared Prosperity	0	0	0	0	210,852	210,852	0	0	0	0	Capital Grant from UK Shared Prosperity Fund
Sub-total Sustainability & Climate	5,000	9,830	9,830	0	220,682	210,852	5,000	5,000	5,000	5,000	
Total Climate Change, Leisure & Housing	2,091,814	2,624,291	2,624,291	218,462	3,678,692	1,054,401	1,355,000	1,355,000	1,355,000	1,355,000	

Annex D

CCLH Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2024/25 £	2025/26 £	2026/27 £
Climate Change, Leisure & Housing				
Replacement Ground Maint Vehcs	Budget increase due to insurance claim pay out after vehicle write off	26,318	0	0
Aquadrome Bridge Replacement	CIL spend approved at Full Council 9/7/24	817,231	0	0
UK Shared Prosperity	Capital Grant from UK Shared Prosperity Fund	210,852	0	0
Total Climate Change, Leisure & Housing		1,054,401	0	0

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Three Rivers District Council

Watersmeet Annual Review 2023-24 Presentation Committee Cover Report

Date: 16 October 2024

Report Originator	Head of Service sponsor	Date Originated
Ben Terry Judy Simpson	Josh Sills	7 October 2024
Lead Member Name: Cllr Chris Lloyd		
CMT Date:	28 May 2024	
JLT (if applicablre)	n/a	
REASON FOR REPORT		
Reason	JLT/CMT Feedback for Officer and further instructions	Recommendation to JLT/CMT:
To note report	N/A	Legal N/A
		Review only
PROPOSED ROUTE FOR FURTHER APPROVAL		
		Date
Committee		Climate Change, Leisure & Community
Council (if required)		

Watersmeet Annual Review 2023-2024

1 Summary

- 1.1 To receive a PowerPoint presentation on Watersmeet performance for financial year 2023-24.
- 1.2 This report is for noting.

2 Details

- 2.1 The review looks back at the previous financial year at Watersmeet and highlights:
 - 2.1.1 Core priorities
 - 2.1.2 2023-24 performance
 - 2.1.3 Secondary sales
 - 2.1.4 Capital projects
 - 2.1.5 Tenants, partners and community engagement
 - 2.1.6 Sustainability & Environment
 - 2.1.7 Looking Ahead – challenges and opportunities

3 Options and Reasons for Recommendations

3.1 No recommendations are contained in this report.

4 Policy/Budget Reference and Implications, Financial, Legal, Staffing, Equal Opportunities, Climate Change and Sustainability, Community Safety, Public Health, Customer Services Centre, Communications and Website, Ris and Health & Safety

4.1 None

5 Recommendation

5.1 That Climate Change, Leisure and Community Committee note the Watersmeet Annual Review 2023-2024.

Data Quality

Data sources:

CP (Collaborative Planning), Ticketsolve; EPOS, Event Reports

Data checked by:

Ben Terry, Watersmeet General Manager

Data rating:

1	Poor	
2	Sufficient	x
3	High	

Background Papers

APPENDICES / ATTACHMENTS

Watersmeet Annual Review 2023-2024

Watersmeet Review 2023-2024

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watersmeet

 **THREE RIVERS**
DISTRICT COUNCIL

Contents

- About Watersmeet
- Vision & Aims
- Priorities & Values
- Business Plan
- 2023-24 Performance
- Financial Position
- Capital Projects & Building Improvements
- Tenants & Partners
- Community Engagement
- Participation & Accessibility
- Sustainability & Environment
- Looking Ahead



About Watersmeet

- Opened on 1 May 1975 and will be celebrating 50 years in 2025
- A multi-purpose arts facility serving the community and visitors to Three Rivers
- A 515 seat main auditorium with the ability to host flat floor events with a separate function room with a capacity of 100
- A programme of live theatre, film, event cinema, pantomime and hires
- Operated and managed by six permanent members of staff, each with specific areas of responsibility
- 69 casual staff (Duty Front of House Managers, Technical, Box Office & Front of House) supported by 81 volunteers



Vision & Aims - Excellence

To be recognised as a vibrant entertainment hub for the local community

To support and contribute towards the Three Rivers District Council's Corporate Framework objectives which outlines its aim for the district to be a great place to live, work and visit.

This vision is underpinned by a set of core objectives that align with the council's Values & Behaviours, ensuring a consistent and transparent approach to operations.

To deliver a vibrant and inclusive programme that appeals to a broad demographic, the theatre will continue to develop a well-rounded programme that not only entertains, but also reflects and celebrates the diversity of the community of Three Rivers.



Core Priorities

To provide a financially sustainable and affordable arts entertainment and hire facility for the residents of Three Rivers and beyond

- To be welcoming, friendly and to provide the community with a venue they can be proud of
- To provide an efficient and reliable service that exceeds expectations
- To improve the energy efficiency and reduce the environmental impact of the facility
- To be accessible to all



Values

- **We are proud**

We are proud of who we are and the services we provide, proud to be here, proud to make a difference each and every day

- **We are respectful**

We are all unique, we recognise and celebrate difference. We are open, approachable, we treat each and every person we meet with respect

- **We are passionate**

We want the very best for our place and our people. We work together, tirelessly with care and attention to get the job done. Passionate for our people, passionate for our place, passionate for a job well done



Business Plan

The Watersmeet Business plan 2024-27 sets out a clear direction for the theatre

The plan includes:

Page 29

Programming

Sales & Marketing

How the theatre will continue to contribute towards the council's objectives

- Forecast financial planning
- Future capital projects
- A detailed swot analysis
- Watersmeet's approach to programming and future events

To view the Business Plan, please visit watersmeet.co.uk



2023-2024 Performance

Highlights for the 2023 - 2024 financial year include:

- 14,460 tickets sold across 45 co-promoted live theatre shows
- 3,797 film tickets sold across 49 titles and 1,116 event cinema screenings
- 13,499 pantomime tickets sold for Sleeping Beauty starring Naomi Wilkinson, Jai McDowall and Bunny Galore
- 69 hires by charities, local theatre groups, schools, commercial organisations and religious celebrations



Secondary sales - facts and figures

Page 31



2,517
hot
drinks
2023-2024



2,593
cans
of
Water
2023-2024



5,241
units
of wine
2023-2024



1,731
Popcorn
2023-2024



4,710
Tubs of
ice cream
2023-2024



**Record taking bar sales at ONE event
£4,621.70**

Financial Position

2023 - 2024

- Net turnover of £1,017,036 resulting in a net direct cost to the council of £60,680

2022 - 2023

- Net turnover of £1,004,700 resulting in a net direct cost to the council of £66,189



Capital Projects

Projects in 2022 - 2023:

- Refurbishment of the accessible toilet facilities
- Refurbishment of the main bar
- Completion of the full rewire of the venues bar, foyers and associated areas
- Completion of the projector server and associated works

Approved future projects for 2024 - 2025:

- Replacement of the venue's electrical intake room



Tenants and Partners

Watersmeet Tenants:

- G2Film – occupying a section of office space behind the Watersmeet staff office

Daybreak Nursery – occupying a large section of the ground floor

Partners and Close Working Groups:

- Paul Holman Associates - the pantomime producer
- Friends of Watersmeet



Community Engagement

- Artistsmeet exhibitions and workshops
- Collaboration with Community Partnerships team to screen films supporting Black History month
- Working with Environmental Protection to raise awareness of their recycling, sustainability and climate change programme
- Watersmeet Christmas Fair which is now an annual event
- Watersmeet had a presence at the Rickmansworth Festival and Rickmansworth and Chorleywood Christmas Fairs



Participation & Accessibility

Participation

- Volunteering – currently over 69 volunteers 'on the books'
- Work experience opportunities
- Opportunities to audition and perform in the pantomime
- Venue open days and tours

Accessibility

- Modern washroom facility
- Infrared induction hearing system including audio describe facility for up to ten patrons attending cinema
- Touch tours (for specific events including pantomime)
- Relaxed and signed pantomime performances



Sustainability & Environment

Watersmeet will continue to take steps to build on the improved energy efficiency and environmental impact of the facility contributing towards the council's Carbon Net Zero 2030 target and Corporate Framework objective.

Watersmeet has continued to take a number of steps to improve the energy efficiency and environmental impact including:

- When lighting has come to 'end of life', this has been replaced by lights with sensors or built in timers
- Continue to replace plastic packaging to more sustainable alternatives in the bar
- Clear signage is in place to encourage patrons to recycle
- The What's on Guide and pantomime print is produced on Forest Stewardship Council® (FSC®) paper
- Digital marketing screens have been installed to reduce leaflet collection when the venue is closed and eliminate the need for single use pull-up banners

Watersmeet has an energy efficiency rating of '27' (October 2023) which is a category 'B' and emits between 110-140 tonnes of CO2 each year.



Looking Ahead - Challenges

- Competition from local cinemas screening films at the time of release - these cinemas offer competitive prices and upgraded reclining seating
- Reduction in tickets sales from some amateur dramatic groups could impact hires
- Re-opening of the Watford Colosseum
- Cost of living crisis
- Pressure on the council's budgets could impact negatively on Watersmeet's allocation of resources and capital investment
- Increased energy costs will have a significant impact on the venue with electricity and gas bills adding approximately £39,000 to the cost of running the theatre
- Loss of income from Daybreak Nursery who vacated their premises in April 2024



Looking Ahead - Opportunities

- Watersmeet is seeing an increase in ticket sales with a higher number events being completely sold out
- Very strong panto cast with a detailed marketing plan to meet targets
- Watersmeet continues to be in a good visual condition following last year's capital investment
- Attracting a range of high-quality shows which has enhanced Watersmeet's reputation with audiences
- High audience numbers at many shows have had a positive effect on secondary sales
- With the approval of the business plan we are now able to program a wider variety of genres across film and live theatre



Looking Ahead - Watersmeet turns 50

On 1 May 2025 Watersmeet turns 50 and the venue will be hosting a number of events to acknowledge this golden anniversary

These will include:

- Friends of Watersmeet Coffee morning
- Community Funday
- 70s themed film festival
- Tours of the venue
- Tea Dance
- Bingo afternoon
- 70s Disco
- Artistsmeet exhibition



Thank you for listening

watersmeet

*We are a local theatre with a big ambition.
Our future is looking bright, exciting and sustainable*

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Climate Change, Leisure and Housing 16 October 2024

PART I

Capital Grants (ADCCC)

1 Summary

- 1.1 In September 2018 a proposal was agreed by Policy and Resources Committee to restructure the councils external grant process. This resulted in development of service level agreements with selected local organisations using the revenue funding and small capital projects which the Leisure, Environment and Community Committee would agree to be allocated to the service area.
- 1.1.1 In October 2018 Leisure, Environment and Community Committee agreed the capital grant for 2019/20 and that future health and wellbeing projects would be detailed in the service plans of Strategy and Partnerships and Leisure. This funding has been spent on Outdoor Spaces. As five years have passed a review is required for allocation of the capital funding from 2024-2029. This report will explore the reasons and options for expenditure for the next 5 years with recommendations.

2 Details

- 2.1 Since 2019 Capital grant funding had been allocated by the Leisure and Natural Infrastructure Team to support health and wellbeing in the district, the following Outdoor Spaces projects were delivered:
 - 2.1.1 2019/20: Eastbury Outdoor Gym (£8,250) and Primrose Hill Play Area (£11,750)
 - 2.1.2 2020/21: The Swillett Cycle Track (£8,250) and Primrose Hill Play Area (£11,750)
 - 2.1.3 2021/22: Outdoor Fitness Zone (£20,000)
 - 2.1.4 2022/23: Outdoor Fitness Zone (£20,000)
 - 2.1.5 2023/24: Outdoor Fitness Zone (£20,000)
- 2.2 Outdoor Fitness Zones are available for residents in the following areas, Aquadrome (Rickmansworth Town), Leavesden Country Park (Leavesden), Eastbury Recreation Ground (Moor Park & Eastbury), South Oxhey Playing Fields (South Oxhey / Oxhey Hall & Hayling), Baldwin Lane Playing Fields (Durrants / Dickinson), King George V Playing Fields (Penn & Mill End).
- 2.3 This infrastructure development has improved accessibility to health improvement equipment in several areas of the district.

3 Community Need

- 3.1 Since the initial allocation of this funding, our residents and local community infrastructure have been significantly impacted by the pandemic and now face a huge increase in the cost of living resulting in increased health inequalities.

- 3.2 The council undertook a Joint Strategic Needs Assessment (JSNA) on Health Inequalities in 2023 to evidence and support in prioritisation of health initiatives.
- 3.3 The JSNA demonstrated that tobacco smoking (15.1%) contributed the largest proportion of attributable cancer cases, followed by being overweight/obese.
- 3.4 The Office for Health Improvement and Disparities found in 2021 that there is higher prevalence of primary aged children living in South Oxhey, who are overweight or obese (20.4%). The district average is 17.2%.
- 3.5 Community and Voluntary Group Forums established across the district bring together numerous partners from the community and voluntary sector to ensure a community-centred approach that's tailored to individual needs.
- 3.6 Some of the key issues explored through these meetings include; difficulty finding volunteers, cost of living, need for warm spaces, activities for people with learning difficulties, children's mental health, increase of mental health conditions and increase in incidents of homelessness.
- 3.7 Our Local Strategic Partnership and Corporate Framework also have strategic aims to improve health and wellbeing in Three Rivers by creating safe, sustainable communities.
- 3.8 Residents were consulted during the development of the Community Strategy Action Plan in 2023. Responses from this survey showed that "Cost of Living" was the top ranking priority, out of twelve, that residents wanted to be addressed. Second was "Promote local services to empower residents to improve their lifestyle" and third was "Adopt a place based approach to address health inequalities."
- 3.9 Income Deprivation has been identified as a significant inequality impacting on health outcomes within Three Rivers. In 2021, the difference in life expectancy at birth for those in the most deprived areas in comparison to the least deprived was 5.6 years for males and 5.3 years for females.
- 3.10 Engagement with Gate Herts and Hertfordshire Pride Society has highlighted discrepancies in demographic data provided in the Census. For example, residents from the LGBTQ+ community, and those from Gypsy, Roma and Traveller Communities are under self-reported within the census, demonstrating "hidden communities" within Three Rivers. This demonstrates greater need improve accessibility to health services for members of minority community groups.
- 3.11 The implementation of Healthy Hubs across the district provides an opportunity to work closer with a range of organisations and improve access into services to support health improvement and wellbeing. In the year 2023-24, 1,639 engagements with Three Rivers residents and the Healthy Hubs took place, this included access to various partner services present in the hubs and referrals to the Healthy Hub.
- 3.12 Some of the needs identified above are being addressed through the Health Hubs, with delivery of smoking cessation services, NHS Health Checks for residents over 40, and improving equity of access to local services, as well as through the provision of physical activities and improved outdoor spaces to encourage movement.

3.13 Preventative work to address the wider determinants impacting on health outcomes should be prioritised in order to prioritise the long term wellbeing of residents and reduce pressure on public services in future years.

3.14 Initiatives relating to addressing health inequalities and access to services should target areas of deprivation and minority community groups.

4 Options and Reasons for Recommendations

4.1 To agree for funding to be spent between Strategy and Partnerships and Leisure and Natural Infrastructure on initiatives to promote health and wellbeing and address health inequalities.

4.1.1 The Strategy and Partnerships Team currently lead on workstreams relating to public health and place based health inequalities. The funding would be utilised on projects and infrastructure to address health inequalities and the wider determinants of health inequalities impacting our residents.

4.1.2 Developing a new location for the South Oxhey Food Bank and enhancing this to be a community hub would allow for additional local services to be delivered from the location to support vulnerable residents living in the area. This would also provide free accommodation for the South Oxhey Healthy Hubs which would support the demand on council resources and cost of living crisis.

4.1.3 Improving access to health management services through the Healthy Hubs will directly impact on health inequalities and allow for improved service delivery to prevent poor health outcomes.

4.1.4 Funding towards outdoor leisure facilities to enhance physical activity opportunities, including updating tennis courts to offer options for pickleball, other sports and line markings to support those with additional needs.

4.1.5 This approach would support the priorities of the council's Corporate Framework and the Three Rivers Community Strategy.

4.1.6 These projects would be agreed as part of the service planning process and in consultation with the Lead Member for Leisure and the Lead Member for Community Safety and Partnerships and Lead Member for Housing and Health.

4.2 To reallocate funds towards other capital projects across the council.

4.2.1 This would support other council projects already underway and in need of resource, however, diverting resources from addressing health inequalities and improving wellbeing would increase demand on public services in later years.

4.3 To end the capital grants process.

4.3.1 Ending the process would remove opportunities for development of community infrastructure, and flexibility to address health inequalities and promote wellbeing dependant on community need.

5 Policy/Budget Reference and Implications

5.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policy is entitled Corporate Framework 2023-2027 and was agreed May 2023.

Financial, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications

None specific. Any requirements will be addressed on an individual project basis.

6 Legal Implications

- 6.1 The council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do including make grant funding available. It is recommended that when awarding grant funding a fair and transparent process is carried out to identify grant recipients to avoid a potential judicial review.
- 6.2 The proposed grants will be subject to the provisions of the UK Subsidy Control Act 2022 (“the Act”) depending on the amounts involved, who the recipients are and whether any exemptions apply. The Act places certain duties on the council, notably (1) assessing all subsidies (which fulfil the definition of “subsidy” in the Act) against what are called the “subsidy control principles” set out in the Act, and (2) not paying any subsidy unless it is of the view that it is consistent with those principles. There is also detailed statutory guidance about applying the Subsidy Control Act 2022, to which the council is required to have regard. However, the grant programme as set out in this report will not realistically influence or distort competition or investment within the UK and so would not fall within the statutory definition of a subsidy.
- 6.3 In deciding whether to approve this grant programme Committee members should be aware of their fiduciary and best value duties in terms of the prudent and responsible stewardship of the council’s assets and resources.
- 6.4 It is advisable that a written grant agreement is prepared for each proposed grant.

7 Financial Implications

- 7.1 The proposal for the spend of the Capital Grant will help to reduce health inequalities in the district whilst supporting financially council led projects. No additional funds are required.

8 Equal Opportunities Implications

- 8.1 Impact Assessment

Projects funded through Capital Grants will undertake individual EQIAs. Projects focussing on health inequalities will improve equality of access for services and projects funded.

9 Risk and Health & Safety Implications

- 9.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council’s duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.
- 9.2 The subject of this report is covered by the Strategy and Partnerships service plan(s). Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
To not allocated the Capital Grants funding could risk health inequalities increasing.	Increased demand on community, voluntary and public sector in future years	Allocate funding towards capital projects supporting the reduction of health inequalities	Treat	6

9.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ 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

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

9.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

10 Recommendation

10.1 **That:**

Committee acknowledge the report and share comments relating to the recommendations listed above.

That public access to the report be immediate

That public access to the decision be immediate

Committee Decision on Public Access:-

- 1. Public access to report - immediate

Report prepared by:

Shivani Dave, Partnerships Manager

Rebecca Young, Head of Strategy and Partnerships

Data Quality

Data sources:

Three Rivers Joint Strategic Needs Assessment

Data checked by:

Freddy Chester

Data rating: Tick

1	Poor	
2	Sufficient	
3	High	X

Background Papers

APPENDICES / ATTACHMENTS

**Climate Change, Leisure &
Housing Committee
Wednesday, 16 October 2024**

PART I

Draft Service Plans 2025-28

1 Summary

- 1.1 This report provides an overview of the draft service plans which detail our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives outlined in the Corporate Framework. Key Performance Indicators and Service Volumes are included within the service plan alongside a link to the strategic, operational and climate resilience risks.

2 Details

- 2.1 On 21 February 2023 Full Council agreed a new Corporate Framework 2023-26 which outlines four strategic objectives:

- **Provide responsive and responsible local leadership**
- **Expand our position as a great place to do business**
- **Support and enable sustainable communities**
- **Achieve net carbon zero and be climate resilient.**

- 2.2 These strategic objectives have been incorporated into the service plans for 2025-28.

- 2.3 On 30th April 2024 Corporate Management Team agreed the new Service Plan template. This new format makes it clear what each service area is working on and what projects and actions are required to support in the achievement of the Corporate Framework.

- 2.4 It also includes a link to the Risk Registers which will now be more visibly available on the council's website. The service are budget has also be reintroduced to the service plan and this will be added once budgets have been agreed by Council.

- 2.5 Final Service Plans will also be more visible on our website sitting alongside the Corporate Framework and Risk Registers.

- 2.6 The draft service plans also include Performance Indicators which have been updated and reviewed.

- 2.7 The review of the Corporate Framework will begin next financial year 2025-2026.

3 Options and Reasons for Recommendations

- 3.1 To comment on and/or request any amends to the draft service plans for 2025 – 2028 so each service area can progress with their plans to meet the Council's strategic priorities and statutory requirements.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policy is entitled Corporate Framework 2023-2026 and was agreed on 21 February 2023.

4.2 The recommendations in this report relate to the achievement of the Key Performance Indicators.

4.2.1 See individual service plans for more detail on the Key Performance Indicators.

5 Financial Implications

5.1 None arising from this report. These are draft service plans.

6 Legal Implications

6.1 None arising from this report. These are draft service plans.

7 Equal Opportunities Implications

7.1 An Equalities Impact Assessment was previously completed for the Corporate Framework 2023-2026 in February 2023 with the outcome that there are no significant negative impacts on groups with protected characteristics. Tackling inequality is a 'golden thread' running throughout the Corporate Framework 2023-26. Its objectives seek to address issues of inequality and promote inclusivity, tackling health inequalities and the wider determinants of health, targeting regeneration schemes in more deprived areas, supporting quality and affordable housing (including social housing), promoting safer and accessible neighbourhoods and enabling more people-centred service provision.

7.2 Equality Impact Assessments are carried out for specific actions and proposals on a case-by-case basis, including engagement and formal consultation where appropriate. We continue to ensure that due regard is given to any potential impact of specific proposals on protected characteristics by conducting Equality Impact Assessments for specific actions and proposals that emerge from service plans as required.

8 Staffing Implications

None Specific unless otherwise stated within service plans.

9 Environmental Implications

A sustainability impact assessment was also undertaken for the Corporate Framework and results we as follows:

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	4.00
Travel	4.00
Goods and Consumption	4.00
Ecology	4.00

Adaptation	4.00
Engagement and Influence	4.00
Total Overall Average Score	4.0

10 Community Safety Implications

A number of objectives and actions within the service plans are intended to improve community safety within the district building on the positive work undertaken currently.

11 Public Health implications

A number of objectives and actions within the service plans are intended to improve the overall health and wellbeing of the district building on the positive work assumed within this current Corporate Framework.

12 Customer Services Centre Implications

None Specific

13 Communications and Website Implications

The Service Plans will be available to view on the website alongside the Corporate Framework and quarterly Performance Indicator reports.

14 Risk and Health & Safety Implications

14.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

14.2 The subject of this report is covered by the service plan(s). Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Council does not agree the service plans.	There is no clear direction for individual services.	Council to agree service plans to direct the work of services.	Tolerate	4

14.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- 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

- 4 (Catastrophic)
- 3 (Critical)
- 2 (Significant)
- 1 (Marginal)

Likelihood Score

- 4 (Very Likely (≥80%))
- 3 (Likely (21-79%))
- 2 (Unlikely (6-20%))
- 1 (Remote (≤5%))

15 Recommendation

15.1 That:

To comment on and/or request any amends to the draft service plans for 2025 – 2028. Final Service Plans will be agreed by Council alongside the budget.

15.2

- That public access to the report be immediate
- That public access to the decision be immediate

Committee Decision on Public Access:-

1. Public access to report - immediate
2. Public access to report - denied until (date):
3. Public access to report - Council agenda publication
4. Public access to report - denied until issue resolved (see future agenda)
5. Public access to decision - immediate or Council agenda publication

Report prepared by: Emily McGuigan, Katie Stacey, Rebecca Young

Emily McGuigan, Katie Stacey, Rebecca Young, Corporate Support Officer,
Corporate Support Officer, Head of Strategy and Partnerships

Data Quality

Data sources:

Data sources are specific to each service plan and mainly comes from the Risk Register and the Corporate Framework

Data checked by:

Katie Stacey

Data rating:

1	Poor	
2	Sufficient	X
3	High	

Background Papers

Corporate Framework 2023-2026

APPENDICES / ATTACHMENTS

Appendix A: Relevant Service Plans per committee.

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Housing 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

Housing Services is part of the Corporate, Customer and Community Directorate.

The Service is responsible for the all matters of housing on behalf of the Council, from the provision of homelessness advice and assistance, provision and management of temporary accommodation, housing disrepair enforcement, nuisance investigation, management of the Council's Housing Register, management of the Council's Private Rented Sector Scheme, approval of Disabled Facilities Grants for customers and working with partners to deliver affordable housing in the district.

The Housing Service provides integration support to those who have settled within the district as part of Government Resettlement Schemes and employs a Domestic Abuse Caseworker to provide support to those engaging with the service who have fled, or are experiencing, domestic abuse.

Page 57 The Housing Service comprises of Housing Operations, Housing Strategy and Residential Environmental Health. The Service is led by Deborah Allen (Housing Operations) and Jason Hagland (Housing Strategy and Residential Environmental Health). The Service is responsible for the delivery of the Council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 and is responsible for the Council's statutory obligations in the sector.

The Service provides support to other departments within the Council, including providing formal comment on planning applications by Environmental Health Officers, providing a visible presence at the Council's Healthy Hubs and works in partnership with the Council's Strategy and Partnerships Team on matters of community safety and wellbeing projects.

Housing Services has 3 x Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. These staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals.

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
	Housing Operations
Provide responsive and responsible local leadership	Management of temporary accommodation.
Support and enable sustainable communities	Maintain the Council's Housing Register and provide nominations to Housing Association partners.
Support and enable sustainable communities	Provision of housing advice to the public.
Support and enable sustainable communities	Prevention and relief of homelessness including issuing of decisions on homelessness applications and responsibility for the Council's Homelessness Prevention Forum
Support and enable sustainable communities	Support of vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the Council's Housing Service.
	Housing Strategy
Provide responsive and responsible local leadership	Responsible for long term strategy and policy within Housing Services.
Support and enable sustainable communities	Work with partners to deliver affordable housing development.
Support and enable sustainable communities	Management of the Council's Private Rental Scheme, including the sourcing of additional PRS properties.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	Provide support to those who have settled within the district as part of Government Resettlement Schemes.
	Residential Environmental Health
Support and enable sustainable communities	Investigation of noise, light and smoke pollution reported by customers to determine if a statutory nuisance exists.
Support and enable sustainable communities	Housing condition enforcement. (including hoarding and empty properties).
Support and enable sustainable communities	Houses of Multiple Occupation (HMO) licensing and investigations into illegal HMO's.
Support and enable sustainable communities	Administration and approval of Disabled Facilities Grants (DFG).
Support and enable sustainable communities	Private Water Supply monitoring and enforcement.
Support and enable sustainable communities	Mobile Home Site licensing and enforcement.

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
RRL SC	Annual Review of Housing, Homelessness and Rough Sleeping Strategy Action Plan 2023-2028	Strategic Housing Manager	Review of the Action Plan completed, and update provided to Committee.	Feb 2025	Nil	Within existing resource.
RRL SC	Review of the Council's Housing Allocations Policy	Strategic Housing Manager/Housing Operations Manager	Review of Policy completed, and Policy agreed at Committee.	December 2025	Nil	Within existing resource.
RRL SC	Commission a private housing stock condition survey	Strategic Housing Manager	Provide the Council a better understanding of conditions in the private rented sector in the district.	August 2026	Property Owners, PRS landlords, tenants, NRLA, External resource	Subject to OBC approval.

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
RRLL SC	Establish a protocol with our Registered Providers for dealing with complaints of housing disrepair	Strategic Housing Manager	Housing disrepair issues rectified swiftly without the need for the use of formal enforcement powers on partners.	January 2026	Registered Providers	Within existing resource.
RRLL SC	Devise an early identification and intervention protocol with all Registered Provider's for those at risk of homelessness.	Housing Operations Manager	Protocol agreed with Registered Providers and adhered to on a consistent basis.	January 2025	Registered Providers.	Within existing resource.

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
RRL SC	Review of the Council's Rent Deposit Guarantee Scheme	Strategic Housing Manager / Private Housing Coordinator	Project was initially scheduled for 2024, however, delay on new private rented legislation from Government has caused this to be postponed until 2025. Project aims to launch an improved scheme, leading to the procurement of more properties.	June 2025	External private landlords. HM Government.	Within existing resource.

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
RRL SC	Develop and implement an action plan following the private sector housing stock survey	Strategic Housing Manager	Improved standards in the private rented sector	January 2027	Property owners, PRS landlords, tenants, NRLA	Within existing resource.
RRL SC	Review of the Council's Temporary Accommodation Placement Policy	Strategic Housing Manager	Review of the Policy completed.	June 2027	Nil	Within existing resource.
RRL SC	Review of the Council's Private Rented Sector Placement Policy	Strategic Housing Manager	Review of the Policy completed.	February 2027	Nil	Within existing resource.

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
RRL SC	Review the Council's Housing Assistance Policy	Strategic Housing Manager	Review of the Policy completed.	April 2027	Nil	Within existing resource.
RRL SC	Review the Council's Fit and Proper Person Assessment Policy and Fit and Proper Person Fee Policy	Strategic Housing Manager	Review of the policies completed.	February 2026	Nil	Within existing resource.
RRL	Review the Council's Housing Enforcement Policy	Strategic Housing Manager	Review of the Policy completed.	December 2027	Nil	Within existing resource.

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
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	271	300 (Quarterly 75)	300 (Quarterly 75)	300 (Quarterly 75)	300
HN03	Maximum number of households in temporary accommodation throughout the year	144	170	175	175	175
HN06	Promote access to private sector lettings in order to prevent and relieve homelessness	13	20	20	20	20
HN11	Percentage of households prevented or relieved from homelessness (excluding withdrawn applications)	33%	30%	30%	30%	30%

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
No. Homeless Applications received	525	550	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
Throughput of TA	162	175	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
No. joined the Housing Register	950 (includes applications that do not qualify to join the Housing Register)	950 (includes applications that do not qualify to join the Housing Register)	

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Risk Management

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

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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 Services, 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
	Development Management
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
	Land and Property (& CIL)
Provide responsive and responsible local leadership	<p>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.</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.
	Licensing
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 ie low emission vehicles

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Transport and Parking Services
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.
	OTHER
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	
Provide responsive and responsible local leadership	Gambling Policy	Lead Licensing Officer	Policy required to be reviewed every 3 years. Will need to be reviewed sooner if any changes to legislation/guidance	Qtr 4 2025/26	Licensing Development Management Team Leader	

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 confirmed, 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		60%	60%	60%	60%
DM02	Issue decisions for minor planning applications within 8 week 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		35%	35%	35%	35%
DM09	Percentage of major planning application decisions that are overturned at appeal by PINS (biannual)		10%	10%	10%	10%
DM10	Percentage of non-major planning application decisions that are overturned at appeal by PINS (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	Turn around all Local Land Charges Searches within 10 days		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%

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
Environmental Health:	175 (23/24 figures) service requests across all areas of the EH service that WBC provide for TRDC	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	All volumes will potentially impact on resourcing and future of the Partnership with SLA in terms of identification of resource and cost.
Service Requests	181 + newly registered businesses		
Food hygiene enforcement - Inspections	85		
New food business registrations			
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, income has increased slightly in the first quarter of 2024/25. This 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, we 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

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
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.
Parking:			
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	1045	1045	
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.

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Risk Management

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

Customer Experience Service Delivery Plan 2025 – 2028

Introduction

The Customer Experience Service is a central corporate service encompassing how our customers interact and engage with the Council and all the services we provide. The service is specifically responsible for:

- Corporate Communications & Digital Services
- Customer Service Centre
- Watersmeet Theatre

In addition, the service is responsible for the Council wide implementation of the Customer Experience Strategy, which influences the way the Council interacts with its customers to deliver a first-rate customer service.

Service Overview

Communications & Digital Services

Strategic coordination and day to day operational management of proactive and reactive communications both internal and external across all the Council's communications channels and platforms.

- Press office - point of contact for media enquiries
- Copywriting and promoting the Council's activity and messages
- Guardian of the Council's branding and style guide
- Managing the Council's social media accounts
- Development of the Customer Relationship Management platform and digital transformation
- Customer engagement, public consultation and data analysis
- Website, online services and intranet contract management and content updates

Customer Service Centre

Provision of a front line customer enquiry and administrative service for the Council on behalf of all departments including:

- Operation of the Council's telephone contact centre, general enquiries email and face to face Visitor Centre at Three Rivers House and Healthy Hub services across the district.
- To process, handle and manage online enquiries via the Council's website and email system.
- Support all service departments in identifying and implementing service improvements with customer contact and engagement.
- Management of Corporate Compliments & Complaints processes.
- Contract Management of the Council's outsourced standby (out of hours emergency) service.
- Provision of administrative support across Council services.
- Administration for the Council's Freedom of Information (FOI) obligations.

Watersmeet Theatre

Watersmeet serves as a cultural hub for all our communities through its programme of live theatre, music, comedy, children's performances, films and events.

- The programme is designed to reflect the broad range of tastes and interests of local people.
- To be a vibrant entertainment hub for the community.
- The venue strives to provide financially viable and affordable arts entertainment and hire facility for the residents of Three Rivers and beyond
- Watersmeet delivers an inclusive and engaging programme of events that appeals to a broad demographic

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
	Communications & Digital Services
Provide responsive and responsible local leadership	<p>Promoting Council led initiatives and activities and ensuring proactive communications whilst reacting quickly and effectively to unforeseen events.</p> <p>Through proactive, innovative and diverse Council communications and digital services, the service area shows the Council's Corporate Framework in action.</p> <p>Providing the Council's elected and corporate leadership with communications support for both internal and external platforms to reach a diverse audience across the district and further afield.</p> <p>Providing digital support to corporate leadership teams and elected members as required.</p>
Expand our position as a great place to do business	<p>The Communications and Digital Services Team supports all economic development projects led by or involving the Council through promotional and technical activities.</p> <p>The service supports local business activities through working with partner organisations, including local chambers of commerce, the Local Enterprise Partnership, other local authorities as well as individual businesses. The service areas produce a Business Newsletter which residents and businesses can subscribe to in order to receive relevant content, in addition to regular content across the Council's corporate communications channels including the website and social media platforms.</p>
Support and enable sustainable communities	<p>The Communications and Digital Services Team supports a wide variety of community-based events and activities led by teams within the Council and across the locality.</p> <p>The team promotes available funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>The Council's website now has an accessibility tool, pages are regularly updated, and the team is working towards making it disability compliant (Regulation WAG2.2).</p>

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Communications & Digital Services
Achieve net carbon zero and be climate resilient	<p>The Communications and Digital Services Team supports a wide variety of Council led environmental policies, initiatives, events and activities through innovative communications including video, text and social.</p> <p>The service continues to improve digital access to Council services and digitalisation of paper forms, reducing the carbon footprint of both residents and the Council itself.</p> <p>The team promotes available green grant funding and support to audiences across all of its corporate channels.</p> <p>Surveys for customer engagement are produced by the digital service, including Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>A forthcoming digital pledge page will enable customers to publicly declare how they intend to reduce their own carbon footprint.</p>

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Customer Services
Provide responsive and responsible local leadership	Provide administrative support across Council services to assist Departments in delivering their service to customers. Review Compliments & Complaints policy and learning, implementing changes where necessary. Continue to invest in staff development and training and promote CSC Academy.
Expand our position as a great place to do business	Answering a variety of enquiries via phone, email and face to face regarding Council services. Ensure we continue to answer 90%+ of Council enquiries at first point of contact. Ensure call wait times are kept to a minimum, not exceeding 10 mins, improving experience for those who can only use phone contact.
Support and enable sustainable communities	Provision of administrative support across Council services Manage the Council's outsourced standby (out of hours emergency) service Regular attendance at the Healthy Hubs to assist customers to widen accessibility for the customer experience.
Achieve net carbon zero and be climate resilient	Promoting the web site and online services to all customers to reduce the need for customers to contact the Council through phone or email as the information is available to them directly. Ensuring customers are aware of the email notification service to reduce the need for hard copies of Council information and promotions thereby reducing postage costs.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Watersmeet
Provide responsive and responsible local leadership	Developing and enhancing customer touchpoints. Expanding package offers that turn a night out into an occasion. Achieving consistently high customer satisfaction results. Responding promptly to customer feedback. Continuing to invest in staff development and training Delivering against the Customer Experience Strategy action plan objectives
Expand our position as a great place to do business	Providing attractive packages to host local business events. Developing relationships with closed user groups such as the MOD to increase sales on those shows that are not performing as well as others. We can provide their employees exclusive access to special offers and discounts that are not generally available to the public who may have paid a higher price for their ticket. Working with other Council services to expand audience reach. Supporting local community and amateur theatre groups by offering affordable rates for multiday hires. Nurturing the relationship with the Friends of Watersmeet to extend volunteering.

Service purpose and core functions (continued)

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	<p>Expanding the film programme to include more frequent relaxed performances targeting neurodiverse customers, those with additional needs or with disabilities, and those with daytime childcare responsibilities.</p> <p>Delivering a programme that caters for minority groups and underrepresented communities in the district.</p> <p>Maintaining and developing the accessibility provision including, infrared hearing loop system, signed performances, relaxed performances, touch tours, and accessible lift and toilet.</p> <p>Providing local students with work experience opportunities allowing them to develop their knowledge of the industry.</p> <p>Encouraging schools to utilise the venue for their productions or to attend film screening day trips in order to provide a real-life theatre experience to their pupils.</p> <p>Inspiring local community groups to take advantage of the lower higher rates for charity organisations in order to increase their engagement with the community.</p>
Achieve net carbon zero and be climate resilient	<p>Implementing the venue's sustainability delivery and route to net carbon zero plan.</p> <p>Continuing to invest in sustainable technologies, replacing end of life equipment and infrastructure with energy efficient alternatives.</p> <p>Giving emphasis to procuring sustainable products and sourcing from local suppliers</p>

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
<p>Provide responsive and responsible local leadership.</p> <p>Supports and enables sustainable communities.</p> <p>Achieve net-carbon zero and be climate resilient.</p>	<p>Launch and begin implementation of the adopted communications strategy</p>	<p>Corporate Communications Lead</p>	<p>To see all aspects of communications plan implemented as outlined in the policy.</p>	<p>March 2028</p>	<p>Customers Councillors Staff Partners</p>	<p>N/A</p>
<p>Provide responsive and responsible local leadership.</p> <p>Supports and enables sustainable communities.</p> <p>Achieve net-carbon zero and be climate resilient.</p>	<p>Procurement of CRM (Customer Relationship Management) platform and online service portal and consultation platform.</p>	<p>Digital Services Development Manager</p>	<p>Procurement of a customer relationship management platform and online portal, the awarding of a contract And the start of that contract.</p>	<p>March 2025</p>	<p>Customers Councillors Staff Partners Suppliers</p>	<p>Circa. £70k (agreed budget).</p>

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
<ul style="list-style-type: none"> • Provide responsive and responsible local leadership. • Supports and enables sustainable communities. • Achieve net-carbon zero and be climate resilient. • Expand our position as a great place to do business. 	Review reporting platforms currently used	Digital Services Development Manager	<p>Review current platform Microsoft Power Bi and reports it can produce.</p> <p>Review service requirements.</p> <p>Understand if the quality of the reports built is a system limitation or training need.</p> <p>Submit an outline business case if required</p>	December 2027	Customers Councillors Staff Partners Suppliers	TBA
<ul style="list-style-type: none"> • Provide responsive and responsible local leadership. • Achieve net-carbon zero and be climate resilient. 	Review and refresh of the Council's intranet	Senior Digital Services Officer	Review intranet usage and implement update and new look	December 2025	Councillors Staff Suppliers	TBA

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.	Implementation of post call SMS end of call survey	Customer Services Manager	To identify improvements and streamline services. Improve and review services	December 2024	Customers Councillors Staff Partners	N/A
Expand our position as a great place to do business.	Implement internal survey to identify department satisfaction	Customer Services Manager	To identify improvements and streamline services. Improve and review services	October 2024	Staff	N/A
Expand our position as a great place to do business. Provide responsive and responsible local leadership.	Delivery of Customer Experience Strategy	Head of Customer Experience	Deliver a customer centric approach and encouraging digital services and communication through service action plans	March 2026	Customers Councillors Staff	N/A

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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.	Deliver the Watersmeet Business Plan 2024-2027	Watersmeet General Manager	Meet the objectives and actions in the Watersmeet Business Plan 2023-2026	31 March 2027	Watersmeet team Promoters Film distributors Hirers Friends of Watersmeet Customers	N/A
Achieve Carbon Net Zero and be Climate Resilient	Deliver route to Carbon Net Zero Plan 2023-2026	Watersmeet Venue Technician	Meet the objectives and actions in the Carbon Net Zero Plan 2023-2026	31 March 2026	Climate change team Property team	TBC
Expand our position as a great place to do business. Provide responsive and responsible local leadership.	Delivery of the Watersmeet fire door replacement	Watersmeet General Manager	Subject to OBC approval, the delivery of replacing fire doors within the venue	31 October 2025	Watersmeet staff Property team	£90k capital (subject to OBC approval)

Key Performance Indicators to support the Corporate Framework

KPI RefW	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
CX01	Number of subscribers to GovDelivery Service	43,874	44,486	45,598	46,737	47,905
CX02	Satisfaction with online services via the customer portal My.ThreeRivers	4.1	4.1	4.1	4.1	4.1
CX03	Percentage of customer enquires submitted via the portal My.ThreeRivers	38%	38%	40%	42%	44%
CX04	Percentage of calls with first point resolution	95%	88%	90%	90%	92%
CX05	Number of tickets sold for co-promoted live shows at Watersmeet (incl. pantomime)	21,500	22,500	23,500	24,500	25,500

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
Completion of the Annual Residents' Survey	500	500	This is the first year of a new approach to publicity, promotion and design and structure of the survey itself, which is intended to boost completions and quality of data gathered.
Total unique visits to website	342,000	342,000	Improved in communication across a wide array of channels should reduce the necessity of the audience to access the website directly to find information – for example bin collection dates are now more widely publicised through newsletters and social media.

Service Volumes (continued)

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

Description	Projected volume 2024/2025	Estimated volume 2025/26	Notes / explanation for estimated change
Monitoring Call Wait times	3 minutes mean average wait time	2m 40s mean average wait time	Ensure call wait times are kept to a minimum, improving experience for those who can only use phone contact.
Number of Subscriptions on GovDelivery Service (email notifications)	83,095	87,247	As we reach a ceiling of the number of households that can sign up to the service, it is appropriate that we track the number of subscriptions that are signed up to receive.

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Risk Management

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

Climate Change and Sustainability 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

- Strategic Co-ordination of the Councils Sustainability and Climate Change Strategy, its delivery and monitoring of progress.
- Supporting communities to identify and implement sustainable actions and become more resilient to a changing climate.
- Co-ordinating the delivery of home energy efficiency programmes with District partners.
- Encouraging the uptake of community energy projects to expand the renewable energy production in the district.
- Working in partnership through the Colne Can catchment to improve water quality

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
	Climate Change and Sustainability
Provide responsive and responsible local leadership	Lead, enable and inspire the district to achieve net zero by leading by example on council decarbonisation and providing support to enable delivery of projects in the wider district
Support and enable sustainable communities	Supporting communities in implementing sustainable actions and becoming more resilient to a changing climate.
Expand our position as a great place to do business	Actively developing the local green economy enabling residents to understand the plethora of jobs in the sustainability sector. Working with SME's to raise awareness of opportunities and skills training in the retrofit sphere Utilising UKSPF to deliver grants to local SME's to encourage decarbonisation projects.
Achieve net carbon zero and be climate resilient	Strategic Co-ordination of the Councils Climate Change and Sustainability Strategy, delivery and monitoring of the Action Plan. Encouraging the uptake of community energy projects to expand the renewable energy production in the district. Establishing the route to zero for council operations

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 Provide responsive and responsible local leadership	Establish the route to zero for council operations	Climate Change and Sustainability Strategy Officer	Commence delivery of core building decarbonisation programme starting with William Penn. Learnings from this decarbonisation will inform the rest of the core buildings.	William Penn decarbonisation work programme to be decided and agreed by March 2026.	SLM, Grand Union Community Energy GUCE, Mitie, Scene.	Internal resource with externally funded support from Fast Followers, and Low Carbon Skills Fund, and Climate Change budget.
Support and enable sustainable communities Achieve net carbon zero and be climate resilient	Enable residents to retrofit their homes and live more sustainable lives	Climate Change and Sustainability Strategy Officer	Extend Transition Streets to more areas, and enable the continuation of the Retrofit One Stop from a pilot to Business as Usual	March 2026	(GUCE) National Energy Foundation (NEF) Innovate UK	Funded by Fast Followers programme from Innovate UK until June 2025 Continuing and extending the scheme beyond June '25 will require more funds to cover internal resource and partners.

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 Provide responsive and responsible local leadership	Solar Canopies on council car parks	Climate Change and Sustainability Strategy Officer	Exploration of the feasibility - technical and financial of installing solar canopies, and how they could be funded with a specific emphasis on community funding	Feasibility study tom complete April '25. All feasibility work and agreed route for implementation 2027	Transport Parking Projects, Property, Planning, GUCE, Phil Whiting Consulting, Scene	None – project funded by Net Zero Hub Community Energy Fund, pro bono from PW consulting, and internal resource.
Achieve net carbon zero and be climate resilient	TRDC Carbon offsetting policy	Climate Change and Sustainability Strategy Officer	Approval of a Policy for the council that establishes the principles, calculations and verification of projects which can be considered suitable for carbon offsetting	October 2025	HCCSP, University of Hertfordshire	None

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Project End Date (Month/Year)	Internal/ External Partners	Additional Capital or Revenue cost and/or saving
Achieve net carbon zero and be climate resilient Support and enable sustainable communities	Implementation of Home Energy Efficiency schemes	Climate Change and Sustainability Strategy Officer	Optimise and assist access to Great British Insulation Scheme and ECO4(when it restarts),and other schemes as they are made available. Solar Together programme to re-commence in 2025	March 2026	NEF, E.ON	Existing resource and Government schemes
				2025	Hemel Garden City, Solar Together	Existing resource, residents
Achieve net carbon zero and be climate resilient	Develop a county wide domestic retrofit strategy under the Local Area Retrofit Accelerator pilot project.	Climate Change and Sustainability Strategy Officer	TRDC's Fast Followers work, and extensive experience is being used to inform the strategy	October 2025	MCS Foundation are preparing the strategy and will be supported HCCSP, HCC and the 10 Local Authorities	Funding provided by the MCS Foundation

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
CP50	District carbon emissions reported as tCO _{2e} equivalent		351,675	302,441	260,099	
CP52	Council Operations Carbon emissions reported as tCO _{2e} equivalent		1,585	1,321	1,057	

External Funding Opportunities to be considered

Description	Potential grant award and timing	Notes / explanation
Climate Action Fund from the National lottery	Max grant award £1.5million - 2025	Officers are exploring routes for a viable application
Innovate UK Fast Followers (Phase 2)	£150,000 2025/26	It has been implied by Innovate UK there will be a second phase, by this is dependent on the new Government
Public Sector Decarbonisation Fund (PDSF) 2025	£500,000 Aiming for 2025/26	Low Carbon Skills Funding being used to assess the feasibility of a decarbonisation plan for William Penn. This should lead to a bid to PDSF (assuming new Government retains the scheme)
Net Zero Go Hub – Community Energy Fund for further feasibility of community funded solar canopies on car parks.	£50,000 - 2025	Dependant on the outcomes of the current CEF stage 1, GUCE can apply for CEF Stage 2 funding. TRDC will be supporting partners not recipients of the grant

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Risk Management

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

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Leisure and Natural Infrastructure 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

The Leisure and Natural Infrastructure Service is comprised of 3 teams: Leisure Services, Natural Infrastructure & Projects and Trees & Woodlands.

The Trees & Woodlands team are responsible for delivering the statutory function of the service through the making and serving Tree Preservation Orders (TPOs); administering and determining tree work applications for protected trees and advising on tree issues in relation to Planning Applications.

The Leisure Services team provide the “business-as-usual” functions of the service, delivering a large variety of leisure and recreational opportunities for residents in the district. The work of the team includes the management of the council’s parks and open spaces (inc. filming and other hire of grounds requests) and the Leisure Management Contract for the Council’s leisure facilities.

The Natural Infrastructure & Projects team are key to the delivery of a range of biodiversity projects, supporting the implementation of the requirements under the new Environment Act, managing the Rickmansworth Programme and delivery of the leisure capital programme.

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
	Leisure Services
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Management of the Leisure Facilities Contract with Everyone Active (Sport and Leisure Management) • Strategic management of parks and open spaces, through the development and implementation of Management Plans for major sites. • Securing funding to support the delivery of projects, including from the Countryside Stewardship Grants, Herts Sport and Physical Activity Partnership etc. • Responding to planning applications to ensure Leisure and play has been accounted for within development proposals and to ensure a Community Use Agreement is in place, which best supports the local area, where relevant.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Support local providers of holiday activities for children, by working in partnership to deliver the Three Rivers ACE (Accessible Childcare for Everyone). • Support local coaches, trainers, artists and instructors by commissioning them to deliver a variety of leisure activities across the district. • Provides a process for film organisations to apply to film within Council owned parks and open spaces.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Deliver a wide variety of activities across the district for the local community. • Playschemes, Play Rangers, Active Parks, Sport and Physical Activity programme, nature workshops, annual Sk8 Jam, Artistsmeet gallery space, creative workshops and regular art groups. • Provides a hire of grounds process to enable local groups to operate and run activity session safely within parks and open spaces. • Strategic management of parks and open spaces through ensuring management plans are implemented, working with Friends of Groups and ensuring play spaces and other outdoor leisure facilities remain at a high standard.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Working with the Council's leisure provider to identify and look at ways they can reduce their carbon footprint – this includes the introduction of solar panels on William Penn Leisure Centre. • Working in partnership to identify locations for EV charging and solar canopies within car park areas managed by Leisure Services. • Delivery of the Council approved alternative grassland management regimes. • Delivery of actions within management plans for parks and open spaces includes opportunities to enhance biodiversity across the district.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Natural Infrastructure & Projects
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Management and monitoring of the Council's new Biodiversity Policy to ensure it meets the requirements of the Environment Act. • Coordination of the Strengthened Biodiversity Duty reporting (as per the Environment Act) with legal and planning. • Supporting the work and delivery of the Hertfordshire Local Nature Recovery Strategy (coordinated by Hertfordshire County Council). • Securing funding to support the delivery of projects. • Procuring goods and services a part of the annual leisure capital programme, with a focus on value for money and supporting local businesses.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Working with legal and planning to ensure there are systems in place for S106 agreements for developers and landowners to deliver off-site Biodiversity Net Gain opportunities within the District.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Deliver a range of community engagement sessions with a focus on biodiversity. • Aim for biodiversity projects, where possible, to provide safe, accessible, welcoming opportunities for the public to access nature. • Deliver the annual play area capital programme, ensuring local communities are engaged in the process.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Supporting the delivery of the Local Nature Recovery Strategy by Hertfordshire County Council to protect and enhance areas of strategic significance where possible. • Work with colleagues to introduce opportunities for biodiversity to thrive and/or engagement and education opportunities within recreation spaces (for example play areas). • Determine further opportunities for TRDC land to be sustainably managed for biodiversity, through either site management or through development of future projects. • Work with Climate Change and Sustainability to help with Council and District meet net carbon zero through nature-based carbon offsetting.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Trees & Woodlands
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Managing the Council's tree stock to ensure trees are regularly inspected – primarily in relation to safety and the prevention of damage and subsidence. • Making, serving and administering Tree Preservation Orders and determining applications for works to protected trees (those protected by TPO or in a Conservation Area). • Undertaking enforcement action in relation to protected trees. • Assessing and commenting on planning applications and providing advice to planning officers. • Ensuring the Council's woodlands have up to date, and deliverable Management Plans. • Securing funding to support the delivery of projects from Countryside Stewardship Grants, Hertfordshire County Council and Government funding (UKSPF) and charitable sources.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Providing opportunities for local contractors and consultants to bid for TRDC tree and woodland management works
Support and enable sustainable communities	<ul style="list-style-type: none"> • Providing recommendations on planning applications in relation to tree and landscape issues. • Responding to public enquiries relating to tree issues and providing advice and support to residents • Providing support on capital projects to ensure consideration has been given to trees and woodlands as part of the overall project. • Providing professional advice to colleagues on initiative which involve or may have an impact on trees and woodlands across the district.
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Delivering a programme of tree planting initiatives across the district and ensures they have the best chance of survival through implementing a robust monitoring regime. • Delivery of actions within the Tree Strategy, particularly managing pests and diseases including Ash Dieback and Oak Processionary Moth. • Supporting Hertfordshire County Council's free tree giveaway to residents by co-ordinating a 'pick up' point for TRDC.

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
<ul style="list-style-type: none"> • Provide responsive and responsible local leadership • Support and enable sustainable communities • Achieve net carbon zero and be climate resilient 	Delivery of the Rickmansworth Aquadrome Programme	Programme Development Manager	To deliver the Rickmansworth Aquadrome Management Plan, which includes - Creating a biodiverse and sustainable environment, welcoming for all, a friendly site community and a high quality green space.	March 2030	Variety of internal and external stakeholders linked to the Aquadrome – this includes the established Steering Group.	To be delivered through securing external funding.
Page 121 Provide responsive and responsible local leadership Support and enable sustainable communities Achieve net carbon zero and be climate resilient	The Bury Grounds Biodiversity Project	Natural Infrastructure Programme Manager	The project aims: <ul style="list-style-type: none"> • Respect the heritage of the site. • Benefit biodiversity within the woodland, grassland, and river channel. • Create a safe, welcoming green space for all to use. 	March 2027	Internal: Environmental Protection, Legal, Finance, Communications, Parish/Community Councils, Councillors, External: Affinity Water, Environment Agency, Batchworth Community Council	External funding secured for River restoration and habitat improvements. Further external funding to be sought for access and heritage protection.

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
<ul style="list-style-type: none"> • Provide responsive and responsible local leadership • Support and enable sustainable communities • Achieve net carbon zero and be climate resilient 	New Greenspace Strategy	Leisure Services Manager	New overarching Greenspace Strategy for parks, open spaces and woodlands.	March 2027	Environmental Protection, Legal, Finance, Communications, Friends of Groups, Parish/Community Councils, Councillors and local community groups.	Strategy production within existing resources.
Provide responsive and responsible local leadership Achieve net carbon zero and be climate resilient	Maple Lodge offsite BNG	Natural Infrastructure Programme Manager	To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory BNG	November 2028 (to complete enhancements, additional 25 years management)	Internal: Environmental Protection, Legal, Finance, Communications, Parish/Community Councils, Councillors External: Consultant Ecologist	Funding secured through Maple Lodge S106 agreement.

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
LNI01	Tree Preservation Order Applications processed within 8 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI02	Conservation Area Notice Tree Works Applications processed within 6 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI03	Successfully established standard trees planted by Three Rivers District Council after a 3-year period.	New Performance Indicator	New Performance Indicator	75%	80%	85%
LNI04	External Funding secured to support Leisure and Natural Infrastructure Projects and Activities.	New Performance Indicator	New Performance Indicator	£1,200,000	£1,300,000	£1,300,000
LNI05	Year on year increase in the area of land owned by Three Rivers District Council, being managed for biodiversity benefit.	New Performance Indicator	New Performance Indicator	436 ha	446 ha	456 ha
LNI06	Percentage of vulnerable participants who take part in leisure activities.	New Performance Indicator	New Performance Indicator	11%	12%	13%

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
Enquiries from the public in relation to trees	300	300	Estimate based on total no. of enquiries received in 2023/24. No increase or decrease in enquires anticipated
Number of planning responses (including tree works applications)	600	600	Estimate based on total no. of tree applications and planning consultations received in 2023/24. No increase or decrease in applications or consultations anticipated
Number of attendances at Three Rivers District Council's leisure activities	13,131	13,500	

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Risk Management

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

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

Strategy and Partnerships is part of the Corporate, Customer and Community Directorate and provides corporate support, emergency planning, community development, equalities, health and wellbeing, community safety, safeguarding, anti-social behaviour and partnerships work for Three Rivers.

The aim of the Strategy and Partnerships Unit is to work in partnership with public, private and voluntary sector organisations to deliver services and projects in the community to improve resident's wellbeing and safety.

The team carries out this role by ensuring that the Council complies with its legislative duties including duties regarding community planning and crime and disorder through the Local Strategic Partnership and Community Safety Partnership. The team also offers corporate support to senior leaders, management and across the organisation as a whole including equalities, performance, project support and service planning. The service also provides emergency planning and business continuity services, risk and supports the organisation to meet data protection requirements.

Strategy and Partnerships also delivers community services directly to the residents of Three Rivers through its CCTV service, community safety, health and wellbeing projects, and voluntary sector grants. In addition, the service also has a role liaising with the voluntary sector and supporting community development.

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
	Corporate Services
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Strategic co-ordination of the Council's Corporate Framework, Service Planning, Performance and Project Management reporting. • Overview of emerging national policy and local government challenges. • Provision of the Emergency Planning and Business Continuity services, as required by the Civil Contingencies Act 2004. • Reviewing and updating the strategic risk register and advising on risk management arrangements for all services. • Co-ordinating and responding to Subject Access Requests under the Data Protection Act 2018 and oversee the Freedom of Information requests working with Customer Experience under the Freedom of Information Act 2000.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Strategic co-ordination of the Comprehensive Equalities Policy and its implementation and monitoring including the development of the Inclusion working group. • Building and improving community cohesion in Three Rivers through community development and working with partners.
	Community Safety & Safeguarding
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Lead service for meeting the Council's obligations to safeguard children and vulnerable adults. Overseeing the Designated Safeguarding Leads and policy direction.
Support and enable sustainable communities	<ul style="list-style-type: none"> • Working with the Police and other partners to address crime and anti-social behaviour. • Facilitation of the Community Safety Partnership including the Community Safety Board, sub-groups and Domestic Abuse Safeguarding Group and coordination of the delivery of the Community Safety Action Plan as well as fundraising with partners. • Coordination of Domestic Abuse and Violence against Women and Girls Forum and White Ribbon Accreditation. • Management of District Community CCTV infrastructure and contracts.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Community Partnerships & Health
Support and enable sustainable communities	<ul style="list-style-type: none"> • Facilitating the Local Strategic Partnership including Strategic co-ordination of the Three Rivers Community Strategy and Connecting Three Rivers Grant. • Supporting people to embrace and maintain healthier lifestyles such as losing weight, taking more exercise, improving their diet, reducing social isolation or stopping smoking via the Healthy Hub and delivery of the local Health Inequalities Programme. • Providing support and commissioning oversight to voluntary sector groups to deliver activities and build resilience. • Manage and monitor grant funding provided to local organisations through Service Level Agreements including the development of the Community and Voluntary Sector Infrastructure and Citizen Advice Service. • Working with the South West Herts Health & Care Partnership and Herts and West Essex Integrated Care Board to develop health integration plans. • Supporting vulnerable people and communities through targeted work including co-ordination of the Council's response to the Cost of Living. • Delivering and supporting a wide-ranging programme of community events, engagement and consultation activities to improve access to vital services as well bringing different partners together with the community. • Overseeing, delivering and developing workplan of the Equalities sub-committee, working to foster good relations, engage local community groups and build community cohesion.
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Coordinating and delivering objectives of the Equality, Diversity and Inclusion Policy, and overseeing the Inclusion Working Group.

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
Sustainable Communities	Delivery of the Healthy Hubs. Identification and securing additional funding to support activities linked to the healthy hubs. (e.g Legacy Fund of Place Based Health Inequalities)	Partnerships Manager	<p>Quarterly targets for attendance at the Healthy Hub.</p> <p>Continue to work with HCC and partners to ensure funding continues.</p>	Quarterly, Annual Report April	HCC, Locality Board	Grant funded until March 2026. (not confirmed)
Sustainable Communities	Development of links and funding opportunities with South West Herts HCP partnership.	Partnerships Manager	<p>Directive workplan developed for SWH ICP.</p> <p>Securing funding for TRDC or ICB partners to delivered health improvement initiatives.</p>	Quarterly	ICB, ICS, VCFSE Alliance, ICP, SWHHCP	Within existing resources.

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
Sustainable Communities	Deliver the Youth Education and Empowerment to reduce serious violence	Community Safety and Safeguarding Manager	To deliver a project aimed at young people to reduce knife crime, serious youth violence and exploitation	September 2025	Community Safety Partnership	Funding streams to be sought via PCC
Sustainable Communities	Delivery of the Community Strategy including task groups and Connecting Three Rivers Grants (Donations)	Partnerships Manager	To draw in donations and ensure a grants programme is run to support deliver of the community strategy.	March 2026	Watford and Three Rivers Trust	N/A

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
RRLL	Data Quality Strategy Review	Policy and Performance Manager	To review the Data Quality Strategy, requirements and need for the Strategy.	December 2025	n/a	None Required
RRLL	Corporate Framework	Head of Strategy and Partnerships	To review the Corporate Framework with staff, residents and members.	March 2025	n/a	None Required
RRLL	Equalities, Diversity and Inclusion Policy	Partnerships Manager	To review the public including consult with residents and staff.	January 2026-September 2027	n/a	None Required

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
SP01	Number of ASB Case Reviews Received	1	5	5	5	5
SP02	Number of Legislative Enforcement Actions taken for ASB	9	15	20	20	20
SP03	Number of customers supported by the Healthy Hub	989	400	450	500	550

Key Performance Indicators to support the Corporate Framework

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KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
SP04	Percentage of FOI and EIR requests responded to within timeframe (20 working days)	99.9%	100%	100%	100%	100%
SP05	Percentage of SAR requests responded to within timeframe (30 days)	N/A	100%	100%	100%	100%
SP06	Number of partnership initiatives held	N/A	N/A	24	24	24

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 2025/2026	Estimated annual volume for 2026/27	Notes / explanation for estimated change
Number of open ASB Cases	70	90	The team are dealing with more complex cases including those with mental health, drug, alcohol, and domestic abuse behaviours.
Number of people with mental health issues supported by the Community Support Service (Herts Mind Network)	160	160	Service is at capacity and operating a waiting list. No increase is possible without additional funds. However, it is projected that the waiting list will continue to increase unless closed.
Citizens Advice: Number of clients supported	8000	8500	The amount of clients supported was more than projected for 23/24. Cases are very complex with multiple problems and therefore often return for further support. The cost of living crisis is effecting this.
Citizens Advice:			
Number of clients assisted with debt,	2000	2500	Cost of living has significantly impacted on the type and levels of debt residents are experiencing.
Amount of debt written off	£450,000	£450,000	
Average amount per client of any debts written off.	£14,000	£15,000	

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 2025/2026	Estimated annual volume for 2026/27	Notes / explanation for estimated change
FOI volumes	800	800	In 2023 776 FOIs were received, which is more than projected previously. Administrative Support from CSC continues to be required.

Risk Management

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Waste and Environmental Protection 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.

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- Key Performance Indicators are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

Service Overview

Waste, recycling, street cleansing services and grounds maintenance

- The collection of statutory domestic refuse, recycling, trade, clinical, garden and bulky waste from residential and businesses throughout the District
- Grounds Maintenance of council parks and open spaces, play areas, football pitches, bowling greens, skate parks etc – including but not limited to grass cutting, hedge maintenance, minor tree works, litter picking, emptying of bins, playground inspections and maintenance of equipment, burial preparation and cemetery maintenance.
- Street cleansing – barrow beats, litter picking, mechanical street sweeping, emptying of litter bins.
- Removal of fly tipping, graffiti and road kill.

Environmental Protection and Enforcement

- Investigation of fly tipping and waste contamination and related enforcement activity
- Abandoned vehicles
- Enforcement in relation to trade waste and accumulation matters
- House searches and administration in relation to statutory duties regards Public Health Funerals.
- Replacement of damaged street nameplates,
- Administration of cemeteries and burials

Animal welfare and licensing

- Full range of animal welfare duties including enforcement, noise/nuisance (statutory and anti-social behaviour)
- Promotion of responsible pet ownership
- Inspecting and licensing all establishments under the animal welfare legislation to ensure compliance.
- Enforcement of the Public Spaces Protection Order in place in relation to dog restrictions.
- Seizure and impound of stray, dangerous and/or aggressive dogs in line with statutory duties.
- Delivery of education and awareness programmes.

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Waste and Street Cleansing
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Maintain and enhance the councils position as one of the UK's top recycling Authorities . • Work with and through the Herts Waste Partnership on strategic waste matters for the county • Work with and through the DCN and LGA to advise and lobby as necessary on national waste policy and practice.
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Provision of trade recycling collection services in line with statutory duties • District wide street cleansing including provision of barrow beats in district commercial centres/shopping parades • Partnership working with commercial management companies and housing providers on waste matters
Support and enable sustainable communities	<ul style="list-style-type: none"> • Delivery of domestic waste collection services including recycling, garden and food waste • Provision of assisted collection and clinical waste services for vulnerable residents • Entry level employment opportunities with career development within the service
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Providing a recycling collection service to households and businesses. • Promoting waste reduction and reuse and retain position as a top recycler • Fleet replacement programme including cleaner fuel and electric fleet where feasible • Energy efficient/low carbon depot building and infrastructure

Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Grounds Maintenance
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Provision of in-house well resourced grounds maintenance crews that can adapt to the changing demands of the district, its communities and its landscapes • Work in partnership with HCC, the EA and other landowners to support preventative and reactive flood management activities • Day to day monitoring and implementation of the Aquadrome Asbestos Management Plan • Removal of graffiti with 24hr response for offensive and hate related content
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Maintain key visitor attractions within the district including the Aquadrome, Leavesden Country Park and Chorleywood House Estate
Support and enable sustainable communities	<ul style="list-style-type: none"> • Implementation of the councils alternative grassland management programme annually • Reactive support in the event of flooding of council owned land • Management and maintenance of landscaping, grave digging and memorial provision at council cemeteries • Monitoring and maintenance of council owned playgrounds • Day to day landscape management, litter collection and improvements to council parks and open spaces • Work collaboratively with and provide professional advice and support to Friends groups • Maintain parks, open spaces and playgrounds to a high standard
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Assessment of alternatives to diesel powered hand tools • Re-use of collected green by mulching it and using it on flower and shrub beds • Work with Leisure and Natural Infrastructure to develop, implement and maintain Biodiversity Net Gain within the councils parks and open spaces

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	Environmental Protection and Animal Welfare & Licensing
Provide responsive and responsible local leadership	<ul style="list-style-type: none"> • Work alongside Herts Waste Partnership and DCN/LGA on national waste matters. • Ensure all waste data is reported correctly at county and national levels • Ensure all business establishments have suitable waste disposal contracts in place • Undertake enforcement action in relation to fly-tipping and other environmental and animal welfare offenses • Ensure all animal related establishments have the relevant licenses in place and do their utmost to ensure animal welfare
Expand our position as a great place to do business	<ul style="list-style-type: none"> • Ensure all business establishments have suitable waste disposal contracts in place • Provision of advice and support to property management companies on matters relation to waste and environment • Ensure all animal related establishments have the relevant licenses in place and do their utmost to ensure animal welfare • Liaison with local funeral directors on burials and memorials at council cemeteries
Support and enable sustainable communities	<ul style="list-style-type: none"> • Community engagement and education on waste and recycling programmes and their impacts • Provision of and support for community outreach programmes including clothes swaps, “nappy natters” and period poverty campaigns • Liaison with BW Foundation on the provision of Muslim Burials
Achieve net carbon zero and be climate resilient	<ul style="list-style-type: none"> • Promotion of waste reduction, reuse and recycling and retain a top recycler position. • Electric fleet used by Environmental Enforcement and Animal Welfare officers

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Provide responsive and responsible local leadership	Procurement of new Fleet Maintenance Contract	Waste and Environment Manager	The current vehicle maintenance contract expires in July 2026. This project will ensure that a new maintenance contract is in place by this time. Potential impacts of annual fleet replacement programme.	July 2026	External Consultants, Procurement, Human Resources, Legal, incumbent Contractor	TBC but is expected to require additional funding as will unlikely be like for like service provision.
Achieve net carbon zero and be climate resilient Support and enable sustainable communities	Introduction of Trade Food Waste Collection	Waste and Environment Manager	DEFRA have mandated all waste collection organisations to provide a consistent waste collection service to businesses that mirrors that received by domestic householders. This will include separate collections of dry mixed recyclables and a weekly collection of food waste. TRDC will be obliged to provide collection if asked to do so from April 2025 requiring additional fleet and crew resource.	Spring 2025	Local businesses, HCC (disposal) vehicle and equipment suppliers	Subject of an OBC application for increased budget (statutory service requirement)

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	Procure and Implement new Cemetery Management System	Environmental Strategy Manager	Implement a purpose-built solution to integrate deathcare management software and georectified mapping providing a better customer service and back office efficiencies.	September 2025	Procurement, Finance, Digital	Non cashable efficiency savings expected with the service
Provide responsive and responsible local leadership, Support and enable sustainable communities, Achieve net carbon zero and be climate resilient	Implement new, digital, Garden waste administration system	Environmental Support Manager	Introduction of new digital administration systems to manage sign up and renewal of the garden waste service providing a better customer service and back office efficiencies.	June 2025	Bartec, Granicus and colleagues in Digital Services	Savings anticipated also with service efficiencies
Provide responsive and responsible local leadership, Support and enable sustainable communities, Achieve net carbon zero and be climate resilient	New Vehicle Maintenance Provision	Environment and Waste Manager	Source a new contractor to provide effective and efficient vehicle maintenance to the council's fleet of vehicles.	July 2026	Procurement, Finance, current contractor, Human Resources	Determined through completion of full tender process

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
EP10	Percentage of household waste diverted from landfill'	61.9%	63%	At current time this is difficult to predict as the inclusion of commercial food waste tonnages will be merged with total domestic waste and classified as "Total Municipal Waste" at some point in the future.		
EP11	Percentage of collections made on the correct day	99.8%	99%	99%	99%	99%
EP12	Number of fly tips collected per quarter	N/A	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
The kg of household waste collected per head per annum	380	370	As a result of Simpler Recycling and EPR Regs
Percentage of eligible properties signed up to the Garden Waste scheme	78	78	
Reduce fly tipping across the district	600	500	Ongoing awareness raising and active promotion of successful prosecutions
Residual household waste Kgs per household	314	314	
Tonnes of Household waste collected and sent to disposal	13000	13000	Based on last 2 years data.

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Risk Management

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Three Rivers District Council

**CMT - Committee Report
Climate Emergency and Sustainability Action Plan
Bi-annual Update**

Date: 18/08/24

Climate Change Leisure and Housing Committee

PART I

Climate and Sustainability Action Plan Bi-annual Update October 2024 (ADE)

1 Summary

- 1.1 This report provides an update on the council's performance against the Climate Emergency and Sustainability Strategy 2024 -2027, adopted by the Council on 12 December 2023, and it's associated Action Plan (Appendix 1).

2 Background

- 2.1 Recognising the crucial role that Local Authorities play in delivering on national and international climate mitigation and adaptation policies and targets this council declared a climate emergency in May 2019.
- 2.2 A Climate Emergency and Sustainability Strategy and Action Plan for its implementation was first produced in 2021 and in implementing that and subsequent strategies the council has undertaken a wide range of projects and initiatives to lead the Council to net-zero carbon by 2030, and support the district in being net-zero carbon by 2045.
- 2.3 The Action Plan 2024-2027 that was adopted in March 2024 has two sections, one for addressing council emissions and another for district wide emissions.

3. Council Emissions

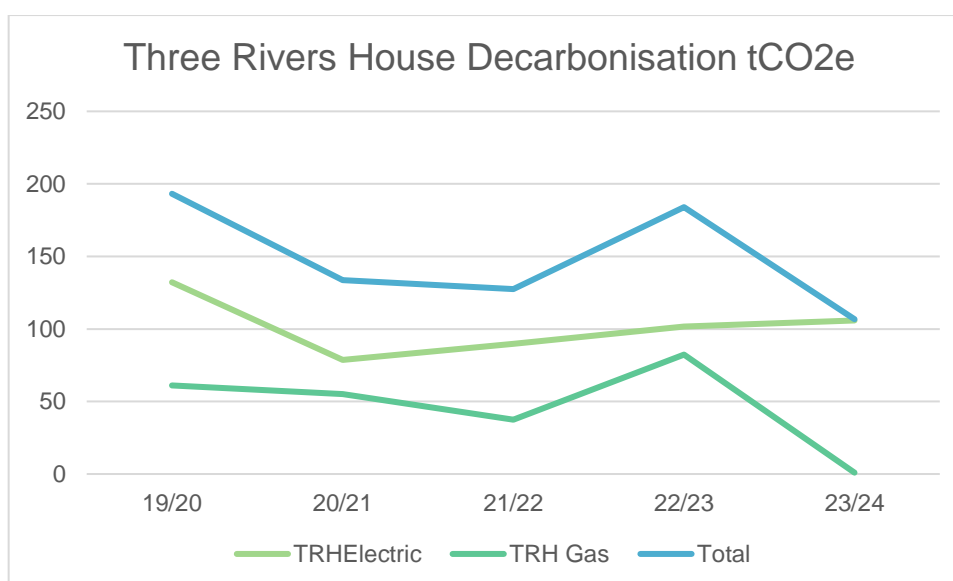
- 3.1 The Council scope 1,2 and 3 emissions over the last 6 years are shown in Figure 1.

Year	Tonnes CO2e	% Reduction from 2018/19
April 2018-March 2019 (BASELINE)	2,227	
April 2019-March 2020	2,390	+7%
April 2020-March 2021	2,153	-3%
April 2021-March 2022	2,113	-5%
April 2022-March 2023	2,100	-6%
April 2023-March 2024	2,159	-3%

- 3.2 Annual council emissions, whilst decreasing slowly remain fairly consistent. Significant interventions will be required to reduce them. The national grid is forecast to achieve net zero status by 2035¹
- 3.3 In 2019-20 The council's core buildings emitted approximately 942 tCO₂e per annum, with the council fleet emitting approximately 850t CO₂e / annum². Electrification of the fleet remains challenging as neither the technology nor the finance makes this a practical option in the near term. Given these challenges, the principal opportunity for council decarbonisation is to reduce the emissions of the core council buildings and the current action plan is reflective of that situation.
- 3.4 The council's first decarbonisation project on Three Rivers House, resulted in a server room upgrade and replacement of the gas boiler with an air source heat pump. This work has reduced the carbon emitted by 26t CO₂e compared to the average for 2020 – 2020 and is detailed as Figure 2.

Figure 2

Tonnes CO ₂ e	19/20	20/21	21/22	22/23	23/24
TRH Electric	132	79	90	102	106
TRH Gas	61	55	38	82	1
Total	193	134	127	184	107



- 3.5 Work has commenced on establishing a practical, ethical, and viable carbon offsetting/insetting strategy. Officers are working with Hertfordshire Climate Change and Sustainability Partnership and the University of Hertfordshire to ensure the principles that are proposed will be universal across the county and most likely the wider Southeast region.

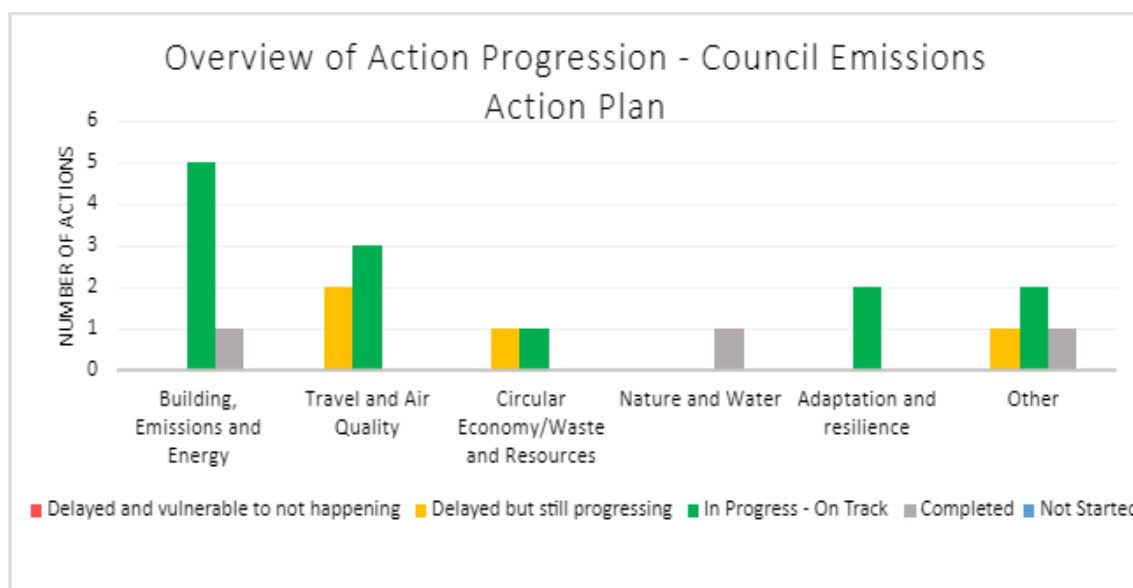
¹ [Energy white paper: Powering our net zero future - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/white-papers/energy-white-paper)

²

3.6 The Councils progress against the identified action plan for the delivery of the strategy can be seen in the Climate Action Plan at Appendix 1. A RAG summary is shown in Figure 3.

Figure 3

Council Emissions Action Progress	Building, Emissions and Energy	Travel and Air Quality	Circular Economy /Waste and Resources	Nature and Water	Adaptation and resilience	Other	Total
Delayed and vulnerable to not happening	0	0	0	0	0	0	0
Delayed but still progressing	0	2	1	0	0	1	4
In Progress - On Track	6	3	1	0	2	2	14
Completed	1	0	0	1	0	1	3
Not Started	0	0	0	0	0	0	0
Retired	0	0	0	0	0	0	0
Total							21



3.7 For the council, 3 new actions have been added to the action plan; two connected to William Penn Leisure Centre (installing solar panels on the roof and producing a Heat Decarbonisation Plan for the whole site (Rows 6&7 Appendix 1)) and a third related to work taking place on carbon offsetting. 14 of the 21 actions are in progress and on-track, 3 have been completed, and 4 have been delayed but are still happening.

3.8 The highlights of the first 6 months of the year are:

3.8.1 A total of £242,750 of external funding has been secured to support decarbonisation projects in relation to the council building estate:

- Grand Union Community Energy (GUCE), with support from TRDC, have secured £40k of Community Energy Funding to investigate the feasibility of installing solar canopies on 7 council car parks using community funding.
- TRDC officers secured £49,950 Public Sector Decarbonisation Skills Fund to establish a Heat Decarbonisation Plan for William Penn Leisure Centre.
- TRDC officers secured £152,800 from [Sports England to install a 159kwp Solar](#) Photovoltaic system on William Penn Leisure Centre which will save 28t CO2e per annum and will be installed by the end

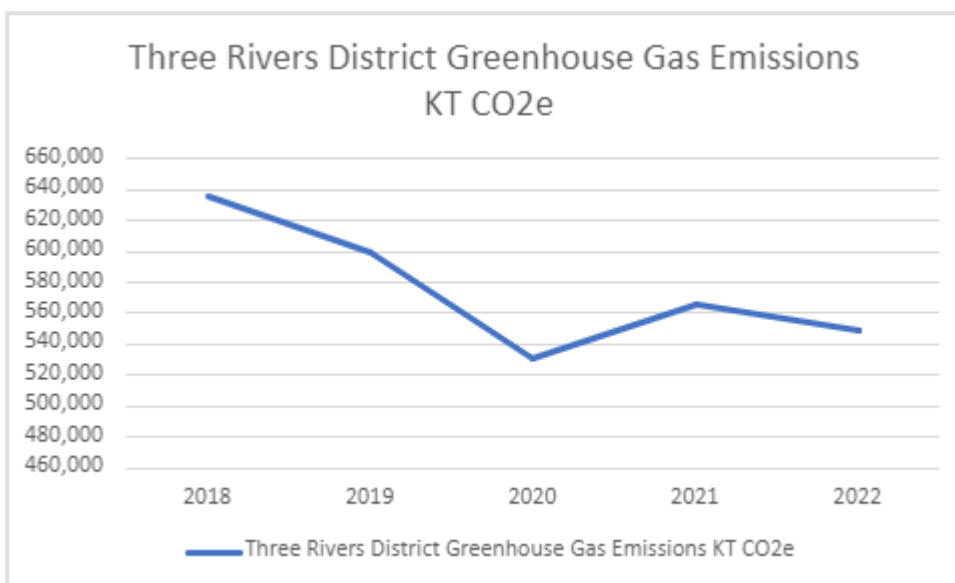
3.8.2 All council services have adaptation and resilience to climate change actions and risks embedded into service plans and risk registers

3.8.3 A new Biodiversity Policy was adopted in July '24 [to protect, enhance and improve biodiversity in the district.](#)

4 District Emissions

4.1 Between 2021 and 2022, greenhouse gas emissions decreased in 346 of the 361 (96%) local authorities in the UK. This is consistent with the 5% fall in overall UK emissions in 2022, largely considered to be result of a reduction in fuel use to heat buildings. Figure 4 shows the reduction of emissions in Three Rivers District. Between 2021 and 2022 they fell by 3%³

Figure 4

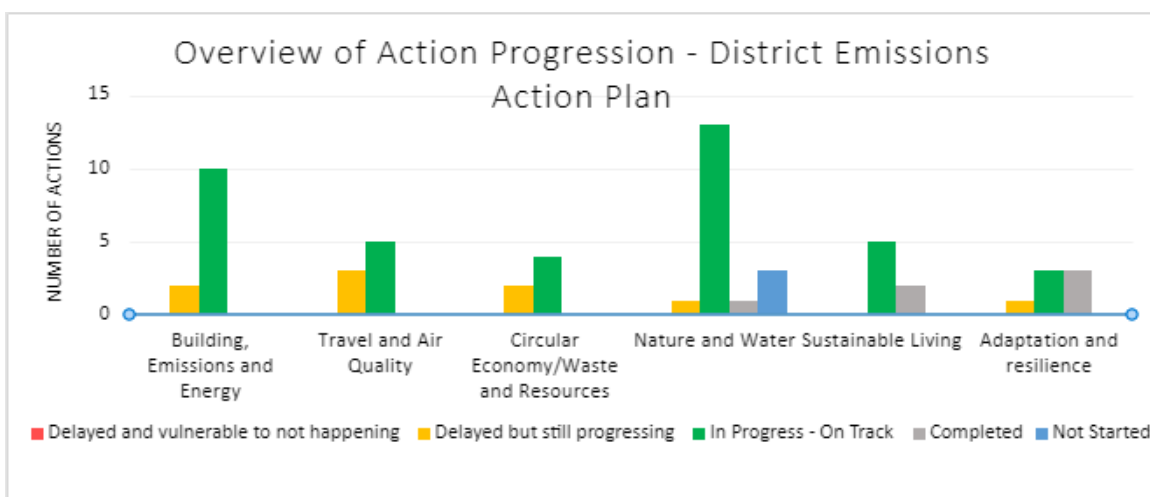


4.2 Appendix 1 shows the detail on progress on district actions, with a summary below in Figure 5.

4.3 Figure 5

³ [UK local authority and regional greenhouse gas emissions statistics, 2005 to 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-statistics-2005-to-2022)

District Emissions Action Progress	Building, Emissions and Energy	Travel and Air Quality	Circular Economy/ Waste and Resources	Nature and Water	Sustainable Living	Adaptation and resilience	Total
Delayed and vulnerable to not happening	0	0	0	0	0	0	0
Delayed but still progressing	2	3	2	1	0	1	9
In Progress - On Track	10	5	4	13	5	3	40
Completed	0	0	0	1	2	3	6
Not Started	0	0	0	3	0	0	3
Retired	1	0	0	0	1	1	3
Total							58



4.4 For the district action plan, 3 actions have been retired because two featured twice in the original plan (Appendix 1 Row 56 and 63) and a third as the obligation is for the National Energy Foundation to source their own funding (Row 16 Appendix 1). Of the 58 district actions, 40 are in progress and on track, 6 completed, 3 yet to start and 9 in progress but subject to delay. These are complex projects and involve co-ordination of multiple partners, are often led or heavily rely on partner organisations such as electric vehicle infrastructure rollout, Local Cycling and Walking Strategy, and flood prevention schemes.

4.5 The highlights of the first 6 months of the year are:

4.5.1 Utilising Fast Followers funding secured in 2023:

- a Retrofit One Stop Shop has been piloted with 100 “hard to treat” homes in Three Rivers receiving a free retrofit survey and retrofit options plan.
- a group of neighbours from Rickmansworth were the first to complete the pilot Transition Streets programme and provided [strong endorsements of the programme in a case study video.](#)

- Draft policies and evidence bases are being developed by consultants to enhance the policies relating to energy efficiency of new builds and retrofit of existing buildings in the emerging Local Plan.
 - To help develop the local green economy and skills, the council hosted a [sustainability careers fair](#). Over 425 sixth form students and job seekers attended.
- 4.5.2 Up to 121 socially rented homes are being retrofitted with external wall insulation using £1.9m of Social Housing Decarbonisation Funds. Meanwhile, 22 private homes have been deeply retrofitted using ECO4 funding from E.ON. A range of energy efficiency grants are available to residents through the [Home Energy Support Service](#) which adapts continuously to reflect the changing funding climate.
- 4.5.3 The second round of Solar Together installations has been completed. After two rounds of the Solar Together bulk-buy scheme, 93 solar PV arrays and 83 batteries have been installed in Three Rivers, saving 71.6 tonnes of carbon.
- 4.5.4 A draft Electric Vehicle Strategy has been developed and is undergoing a [public consultation](#) which closes 4/10/24.
- 4.5.5 The council has been awarded Local Electric Vehicle Funding (LEVI) for on-street parking, Office for Zero Emissions Vehicles (OZEV) funding for town centre car parks, and Community Infrastructure Levy (CIL) funds will be used for destination car parks such as the leisure centres. More details can be found in the [draft strategy](#).
- 4.5.6 The Council has approved the extension of the Watford Borough Council Beryl Bike service to Croxley Green, which is due to commence in Autumn '24.
- 4.5.7 To assist district sustainability since April 2024, £5,200 grant funding has been issued to 5 community organisations whose projects include insulating a community hall (Hendersen Hub), supporting home energy champions to advise residents on saving energy, installing a water collection system at an allotment (South Oxhey), clearing litter in Hunton Bridge, and improving biodiversity outside Kings Langley station.
- 4.5.8 The [Guide to Greening your Home](#) has been updated providing residents with guidance on ways to improve their property's sustainability, value to nature, and resilience to the effects of climate change.
- 4.5.9 Residents of Three Rivers have been given a great opportunity to grow their own food with Community Gardens in Rickmansworth, Chorleywood and South Oxhey. The council has set up a community garden task group to encourage the development of further sites while the Food Box project is supporting residents with fresh produce and cookery skills.

5 Options and Reasons for Recommendations

- 5.1 The Council declared a climate emergency and agreed a strategy in 2023 as noted above. It was agreed on adoption of the strategy that a report would be brought to this committee biannually to report on progress against the strategy

and its action plan. This update is to advise this Council on the progress which is being made to date in 2024.

6 Policy/Budget Reference and Implications

- 6.1 The budgets associated with the actions are identified within the report and its appendices. Most identified actions are achievable within existing budgets; however, some will need require additional funding. If the outcomes of the actions where further research and work is required to develop projects, future reports to Policy and Resources will be developed or external grants may be sought.
- 6.2 In setting the budget for the current financial year, the council approved an additional £75,000 budget to support delivery of the climate change and sustainability strategy. This additional funding has been invaluable in unlocking external sources of funds, and for supporting specialist consultancy to ensure the sustainability policies in the Draft Local Plan are as robust as possible with the current legislation. Table 1 below provides further detail on spend against this budget to date.

Table 1

Key Green: Spent/Acquired, Amber: in progress, Red: targeting	Funds Spent	Funds Raised/ Targeting
Sustainability Projects Budget	75000	
Support for Community Energy application for exploration of solar canopies on 7 council car parks	2700	£40,000
Consultancy support funds to ensure Draft Local Plan Sustainability Funds are as robust as possible. Project to complete by December 2024	£24,871	
William Penn: Public Sector Low Carbon Skills Fund application	£1,350	£49,995
William Penn Decarbonisation Plan Feasibility Study Invitation to tender, procurement and ongoing support to the project aiming. Outcome of feasibility, if approved will provide the information required for a Public Sector Decarbonisation Fund application more than £500m	£9,900	£500,000
Support for National Lottery Application to the Climate Action Fund	£750	£1,500,000
Cavity Fill outline business case application including application for Theatre Fund -decision expected early 2025	£900	£20,000
Cavity Wall installation for Three Rivers House - Outline Business Case submitted	£12,125	
Balance of uncommitted funds at 09/09/24	£23,154	
External Funds secured directly via investment from this budget line		£89,995

- 6.3 The recommendations in this report relate to the achievement of the following performance indicators.

- CP50 District carbon emissions reported as tCO_{2e} equivalent.
- CP52 Council Operations Carbon emissions reported as tCO_{2e} equivalent.

7 Financial Implications

7.1 None specific to this report.

8 Legal Implications

8.1 None specific to this report

9 Staffing Implications

9.1 All service areas are and will be continue to be involved with the delivery of the Action Plan.

9.2 The staffing levels of the climate change team are in an extremely vulnerable position with just only one full-time position (split over two part time roles) funded through council revenue staff budgets. The current Net Zero Project officer is funded on a fixed term basis through short-term external grants. The uncertainty of future staff funding presents a significant risk to the team and to the ongoing delivery against the strategy and its action plan. A business case for budget growth has been submitted by officers for consideration as part of the budget setting process.

10 Equal Opportunities Implications

10.1 A Short Equality Impact and Outcome Assessment has been completed and can be found in the appendices. There are no negative impacts identified as arising from the proposals within the Action Plan and its delivery to date. Equality Impact Assessments will be carried out for specific actions and proposals on a project-by-project basis.

11 Climate Change and Sustainability Implications

11.1 The Climate Emergency and Sustainability Action Plan reported in this report supports the Council and District to reduce emissions to net-zero carbon and increase sustainability across a wide range of areas. Furthermore, the Action Plan will support the mitigation of the impacts of the Climate Emergency.

11.2 A sustainability impact assessment can be found in the appendices resulting in a score of 3.8/4

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.75
Travel	3.33
Goods and Consumption	4.00
Ecology	4.00
Adaptation	3.50

Engagement and Influence	4
Total Overall Average Score	3.8

12 Community Safety Implications

- 12.1 Achieving the actions in this Action Plan will improve community safety across the district through reducing the risks associated with the Climate Emergency, including wildfires, floods, and heatwaves.

13 Public Health implications

- 13.1 The Action Plan should contribute to a prevention of deterioration of health and well-being issues arising from the consequences of climate change such as overheating, skin cancers, decline in productivity, and respiratory illnesses. Improvements in Home Energy Efficiency through retrofit work will improve environmental quality within homes and reduce energy bills, thereby assisting in reduction of financial anxiety related to household bills and benefitting physical health by improving the warmth and air quality within homes and preventing damp and mould.

14 Customer Services Centre Implications

- 14.1 None specific to this report

15 Communications and Website Implications

- 15.1 The website is crucial to this strategy as the repository for the information regarding all relevant projects and initiatives.
- 15.2 The district emissions ambition in the strategy demonstrates the need for sustained engagement with the residents, businesses, and communities in the district to encourage a shift to more sustainable behaviours. The climate change team works closely with the communications team and will continue to do so.
- 15.3 Briefings are held with members as required to optimise the chances of success of the various initiatives.
- 15.4 Active engagement will continue to be essential with the Local Strategic Partnership, parish councils, schools, resident associations, housing associations, activist, and conservation groups.

16 Risk and Health & Safety Implications

- 16.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk> with the climate emergency listed as a strategic risk.
- 16.2 The subject of this report is covered by the Climate and Sustainability service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response	Risk Rating
The Council fails to act to reduce its' CO2 emissions	The Council Net Zero target of 2030, Corporate Framework net zero carbon theme and requirements of the Climate and Emergency Sustainability Strategy are unlikely to be met unless a co-ordinated programme of activity is implemented. And importantly the Council will not be addressing the Climate Emergency and thus will contribute further to the increase in global warming and its' consequences.	For the Committee to note and continue to provide a mandate for officers to progress the actions identified.	Treat	6

16.3 In the officer's opinion the risk that the Council fails to act to reduce its emissions would seriously prejudice the achievement of the Strategic Plan and therefore presents a strategic risk.

Recommendation

16.4 That:

The Committee note the progress made against the Climate Emergency and Sustainability Action Plan 2024 – 2027 and agree the forward direction of travel as outlined in this report.

Report prepared by: Joanna Hewitson, Climate and Sustainability Strategy Officer,

Background Papers

TRDC Climate Emergency and Sustainability Strategy 2023 - 2027

APPENDICES / ATTACHMENTS

Appendix 1: Climate Emergency and Sustainability Strategy Action Plan 2024 - 2027

Appendix 2: Climate Emergency and Sustainability Action Plan 2024 - 2027 Short Equality Impact and Outcome Assessment

Appendix 3: Climate Emergency and Sustainability ACTION Plan 2024 - 2027 Climate and Sustainability Impact Assessment

Three Rivers District Council Climate Emergency and Sustainability Action Plan 2024 -2027

District Emissions

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Theme	Action	Target/Ambition	Lead department and partners	Budget	Completion date(s):	Progress
Housing, Buildings, Energy and Emissions	Encourage installation of Solar PV on residential dwellings through the uptake of the Solar Together bulk-buying scheme.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability , HCCSP, Solar Together	£600 for promotion In existing budget	Annual scheme from 2022 - 2025	2 cohorts of Solar Together have been completed, resulting in 93 solar PV installations, 83 battery installations, 868 panels installed and 71.6 tonnes of carbon emissions. The next round is scheduled for 2025.
Housing, Buildings, Energy and Emissions	Engage with regional energy strategic planner on the development and implementation of a LAEP (Local Area Energy Plan).	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability , Greater South East Net Zero Hub, Energy Systems Catapult, DNO, HCCSP, Regional Energy Strategic Planners (RESPs)	N/A	Dictated by OFGEM timelines. Ongoing.	We are contributing to the Hertfordshire Area Energy Plan. Hertfordshire Growth Board will be the public face of the Hertfordshire Area Energy Plan (HAEP), lobbying government, power 'generators' and investors to help deliver the measures identified in the HAEP and the consequential benefits. So while identifying opportunities for renewables deployment and heat networks in Three Rivers is important for us, Hertfordshire will be leading on the development of a county-wide LAEP with the relevant stakeholders. (August 2024)
Housing, Buildings, Energy and Emissions	Support the creation of a Hertfordshire-wide Retrofit Strategy under the Local Area Retrofit Accelerator pilot project.	Reduce emissions in the district by 14% annually 2023 - 2027	HCCSP, Hertfordshire County Council, MCS Foundation	N/A	Draft January 2024 Aiming for HCCSP adoption Spring 2025	Development of a countywide retrofit strategy to commence this autumn (August 2024).
Housing, Buildings, Energy and Emissions	Reduce emissions from commercial buildings and operations by distributing grants for renewable energy technologies, energy efficiency improvements, and EV vehicles, to businesses in Three Rivers from the UK Shared Prosperity Fund (UKSPF).	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability ,	£130,000 capital grants from UKSPF	March 2025	Grants launched June'24 https://www.threerivers.gov.uk/newsbusiness-energy-efficiency-grant-available . The Expression of Interest (EOI) stage is now closed, and 33 applications received. Further to the EOIs review successful applicants will be asked to submit a detailed technical proposal with quotes which will be scored again. The deadline for technical proposals is 30/9/24. 19 businesses have proceeded to the technical proposal stage. (September '24)
Housing, Buildings, Energy and Emissions	Install community-funded renewable energy on a building in Three Rivers.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability , Grand Union Community Energy, Leisure, Property, Finance.	Funding provided by Innovate UK Fast Followers project.	One building install by June 2025	Work started in July 2023 and is ongoing. Two potential sites identified, surveyed, and costs being modelled currently (August 2024).
Housing, Buildings, Energy and Emissions	Host a developer conference to encourage developers to voluntarily adopt net-zero building standards by proving the commercial viability of this approach.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability , HCCSP, Development Management, LEP, Herts Growth Board, Hertfordshire Building Control	£4,000	2026-2027	Action is delayed as it is a complex event and with the uncertainty on housing numbers, Future Homes Standard and the need to have a concerted county wide effort through HCCSP, the timing needs to be right.(August 2024)

Housing, Buildings, Energy and Emissions	Commission a report to understand the extent to which the Draft Local Plan can require optimal energy efficiency standards for new developments to meet net zero targets.	Reduce emissions in the district by 14% annually 2023 - 2027	Planning Policy	Within existing budget	Aug-24	Consultant appointed and presented policy options alongside literature review. On track to provide policy and evidence base by September. (August 2024)
Housing, Buildings, Energy and Emissions	Encourage and support the 'able to pay sector' to retrofit their home, through projects such as 'One Stop Shop'.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability, The National Energy Foundation (NEF)	Funding provided by Innovate UK Fast Followers project.	By June 2025: Properties representative of five key "hard to treat" archetypes successfully retrofitted as a result of engagement with the Retrofit One Stop Shop.	Retrofit One Stop Shop, known as "Super homes Three Rivers" launched in December 2023 and has delivered 100 free retrofit surveys and plans to Three Rivers residents in "hard to treat" homes (August 2024).
Housing, Buildings, Energy and Emissions	Investigate innovative sources of funding and financing for domestic retrofit for the "able to pay" sector.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability, Hertfordshire County Council, Hertfordshire Local Enterprise Partnership, Greater South East Net Zero Hub	Funding to investigate options provided by Innovate UK Fast Followers project.	By end of Fast Followers project: have investigated options for financing retrofit.(June 2025)	Retrofit loans via Lendology being explored but requires significant upfront capital. Paper being produced (August 2024).
Housing, Buildings, Energy and Emissions	Engage with local trades and SMEs about the market opportunity for retrofit in Three Rivers, and upskilling to retrofit related roles.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability, Hertfordshire Local Enterprise Partnership, the National Energy Foundation (NEF), Hertfordshire Building Control, OVO, local Housing Associations	Funding provided by Innovate UK Fast Followers project and UKSPF, and some activities funded by Herts LEP. Sponsorship considered too	March 2025	LEP with support from TRDC, NEF hosted a supplier event 12th June. Linked in with Job centre to get people qualified and info employment. Hosted a sustainability careers fair for 425 students and job seekers https://www.threerivers.gov.uk/news/council-pioneers-sustainability-focused-careers-fair . Next careers fair in planning for 2025 (August 2024)

Housing, Buildings, Energy and Emissions	Continue to manage and deliver grant-funded domestic retrofit schemes, and take relevant grant-funded retrofit opportunities as they arise. Regularly promote funding opportunities for retrofit to residents and businesses through Climate Change Team Communication Plan and through the Transitions Street programme	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability , SHDF Wave 2 - OVO Energy Solutions & Thrive Homes ECO4/GBIS: E.ON and NEF	SHDF Wave 2 - £1.9m grant funding plus co-funding contribution from Housing Association. ECO/GBIS Funding - undefined amount. Fast Followers Existing TRDC Warmer Homes budget	SHDF Wave 2: March 2025 ECO4/GBIS: March 2026.	SHDF Wave 2 - Installs have started, due to complete by March 2025. 121 social Homes and 6 private homes are being retrofitted with external wall insulation (August 2024). Energy Company Obligation Phase 4 scheme in partnership with E.ON, was launched in Nov '22 & retrofitted 22 properties spending a total of £593,716 an average of £27,000 per home. It was paused in March 2024 due to delivery constraints relating to scheme policy design set by Ofgem which has constrained delivery of ECO4 nationwide. TRDC have written to Government to ask for these constraints to be removed so it can recommence. Now focusing on delivery of Great British Insulation Scheme (GBIS) with E.ON. Preparing for potential "LARS" scheme for private residential retrofit - subject to confirmation of funding from DESNZ. (August 2024).
Housing, Buildings, Energy and Emissions	Report on the enforcement of the Minimum energy Efficiency Standards (MEES) regulations and establish interventions once outcomes are known.	Reduce emissions in the district by 14% annually 2023 - 2027	Housing , Facilities / Regulatory Services		November 2024. Annual report to be published online.	Private landlords in Three Rivers who fail to meet the minimum standards will be signposted to relevant funding for energy efficiency improvements, where available. Annual Letter to Letting Agents advising them of legislative updates, grant opportunities and retrofit guidance / example case studies. Letter sent to 27 local letting agents on 6/12/23. The next letter to be sent November 2024 and the response rate to this letter will be recorded and published.
Housing, Buildings, Energy and Emissions	Identify and bid for additional funding to enhance the provision of the National Energy Foundation's Home Energy Support Service (Better Housing Better Health) helpline to include home visits, community engagement, and an enhanced retrofit funding pot.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate and Sustainability , The National Energy Foundation (NEF)	Funding to be sought.	July 2024	No potential funding sources are obvious at present (August 2024), and in fact it is NEF's responsibility to find this funding and so this action is being retired. (August 2024)

Travel and Air Quality	Work with community groups to encourage them to take action on tackling vehicle idling in their areas.	Influence residents and stakeholders to live, work and travel more sustainably.	Leisure & Natural Infrastructure , HCC, HCCSP, Air Quality, Parish Councils, Community Groups	£500 in carbon neutral	Media Campaign October '24 Annual clean Air Day June	Croxley Green have expressed an interest.. Planning a programme for Clean Air Day 2025 August '24 TRDC promoted sustainable travel through the climate change trail displayed at the Gardening Fair, Carpenders Park on the 26th May, Tour de Ricky, Maple Cross on the 1st June, Eco home, Croxley Green on the 15th June and Abbot Fest on the 14th Septemeber. The climate change trail will be on show in Watersmeet on the 28th October and 12th November. TRDC promoted Cycle to work Day on the 1st August via the Greener Living Newsletter. Clean Air Day Social Media Campain went out on 16/06 and 20/06. Planning anti- idling campaign in October. 2025 Comms Plan has been update with the 2025 Clean Air day.
Travel and Air Quality	Continue to monitor air quality and submit an Annual Status Report (ASR) to DEFRA ensuring any recommendations are considered and implemented accordingly	Reduce emissions in the district by 14% annually 2023 - 2027	Environmental Health (Commercial)	In existing budget; external grant funding where applicable.	Annual	The annual status report (ASR) for 2024 has been completed and submitted to DEFRA prior to the 30th June deadline. The report will be available at https://www.airqualityengland.co.uk/local-authority/hnb-reports once approved. The latest monitoring data shows a general trend of decreasing concentrations of NO2. This is in line with the national trend (August 2024)
Travel and Air Quality	Prepare and implement an EV strategy to guide the growth of EV infrastructure in the district	Reduce emissions in the district by 14% annually 2023 - 2027	Transport & Parking Projects , HCC Highways, Phil Whiting consulting	In existing budgets	Nov-24	Draft EV Strategy reviewed by General Public Services Committee on July 2nd 2024 and is out for public consultation https://www.threerivers.gov.uk/news/have-your-say-electric-vehicle-charging-strategy for six weeks ending October 24. Latest updates with regard to EV charging can be found at https://www.threerivers.gov.uk/egcl-page/electric-vehicle-charging (August '24)
Travel and Air Quality	Investigate and implement EV charging in selected Council owned car parks	Reduce emissions in the district by 14% annually 2023 - 2027	Transport & Parking Projects , Property	External Government funding via ORCS and/or LEVI funding. Commercial model options.	Proposals delayed, to be determined by Qtr1 24/25 with implementation later 24/25	. HCC have been provided LEVI funding for on-street residential EVCP's and are working to identify locations and appoint the Charge Point Operator. TRDC have been awarded OZEV funding to enable EVCP installation in town center car parks. Community Infrastructure Levy funds (secured in 2022 to progress EV charger rollout) will be used to enable EVCP installation in visitor destination car parks. TRDC have feasibility tested, scoped and costed the car park locations, number and type of EVCP's and a Member Consultation has been completed to collected feedback on the proposed rollout. TRDC is working to appoint the Charge Point Operator who will install, maintain and contribute to the cost of EVCP's in town center and visitor destination car parks. Now waiting for outcome of consualtation to progress ://www.threerivers.gov.uk/news/have-your-say-electric-vehicle-charging-strategy (August '24)

Travel and Air Quality	Investigate options for home charging infrastructure projects and pilots which could be funded by the On-Street Residential ChargePoint Scheme or other future funding schemes	Reduce emissions in the district by 14% annually 2023 - 2027	Transport & Parking Projects, HCC	External funding opportunities	Nov-24	In March 2024 LEVI funding was awarded to HCC to facilitate the installation on On-Street Residential EVCP's. TRDC has been supporting the preparatory work by supplying potential postcode locations for EVCP installation to be reviewed and ratified by HCC as the Highways Agency and administrator of LEVI funds. A Member Consultation was completed in July 2024 which identified HCC's proposed priority postcode zones for EVCP installation. EVCP installation forecasted to start Q4 2025.(Augsut '24)
Travel and Air Quality	Review draft Local Cycling and Walking Infrastructure Plan (LCWIP) following 2023 consultation with progression to an adopted LCWIP.	Reduce emissions in the district by 14% annually 2023 - 2027	Transport & Parking Projects, HCC, WBC, DfT	Preparation and implementation of LCWIP in existing revenue budgets. Delivery of schemes will be reliant on existing budget and external funding.	Nov-24	The draft LCWIP went to public consultation in summer 2023 and a significant number of responses were received and are currently being analysed by our partner Hertfordshire County Council. An update report on the consultation response will be taken to committee in October 24 and we will begin the process of revising and adopting the document. (September 24)
Travel and Air Quality	Identification and implementation of cycling infrastructure (routes and equipment)	Reduce emissions in the district by 14% annually 2023 - 2027	Transport & Parking Projects	In existing budget	Apr-24	New cycle stands in Rickmansworth High Street (Q1 April 2024) Cycle maintenance stands installed in main centres - funding secured and implementation Apr '24 Continue to work with partners on the LCWIP and other cycling infrastructure projects. (September 24)
Travel and Air Quality	Introduction of a pilot bike rental scheme in Croxley Green as an expansion to Watford scheme	Reduce emissions in the district by 14% annually 2023 - 2027	Transport & Parking Projects, Watford Borough Council, Beryl Bikes (SMIDSY Limited)	External funding sourced	Apr-24	A contract between Beryl Bikes and Three Rivers District Council has been drafted for 5 sites across Croxley Green. Separately site licences are being pursued for the bay marking with HCC highways and HCC property teams to enable this work to take place. The scheme is planned to launch in Autumn 2024.

Circular Economy/Waste and Resources	Encourage upcycling, use of second hand goods, and reduction in buying new goods in order to reduce consumption.	Reduce total household waste collected at the kerbside by 50% by 2042 against 2019 levels.	Environmental Protection, Communications Team, Watford & Three Rivers Trust, Waste Aware, Comms, community groups, Sustainable 3 Rivers	Existing Environmental Protection and WasteAware budgets	Aug-42	<p>August 24: Working in partnership with WasteAware on Reduce, Reuse and Recycle campaigns. TRDC organised a workshop in May '24 who attended and on what subject with Sustainable 3 Rivers??</p> <p>: The Russel School, St John's School with Rickmansworth Library and attended the Student Council Forum at Watersmeet, attended by 11 local primary schools, where we spoke about Food Miles and the benefits of choosing more locally produced products.</p> <p>During 2024TRDC promoted household reduction through the climate change trail displayed at the Gardening Fair, Carpenders Park , Tour de Ricky, Maple Cross , Eco home, and at Abbots Fest . TRDC promoted Food waste reduction at the Hertfordshire Agricultural Society's food and farming day. The WasteAware #WorthSaving food waste campaign has been further promoted through TRDC social media Total Yearly Household waste: 2019/20, 862(kgs)</p>
Circular Economy/Waste and Resources	Encourage the establishment of at least one *Repair shops/cafes, *Library Of Things, or furniture re-use and skills workshops for local people through the Sustainability Fund and signposting enquiries to existing providers to share knowledge.	Reduce total household waste collected at the kerbside by 50% by 2042 against 2019 levels.	Environmental Protection, Watford & Three Rivers Trust, Waste Aware, Communications Team, community groups	Existing Climate Change budget is funding the community sustainability grant.	Aug-42	<p>August '24 TRDC are actively working with Parish Council and community groups to support the establishment of a repair cafe in the district.</p> <p>Yearly Residual waste per household: 2019/20, 309(kgs) 2020/21, 336(kgs) increased by +8% 2021/22, 322(kgs) increased by +4% 2022/23, 320(kgs) increased by +3%</p>
Circular Economy/Waste and Resources	Implement government resources and waste strategy including simpler recycling.	Reach 65% recycling rate for household waste by 2035.	Environmental Protection, Communications Team, Watford & Three Rivers Trust, Waste Aware, community groups	Existing Environmental Protection and WasteAware budgets	Dependent upon Government timeline.	<p>TRDC and Herts Waste Partnership have feedback to ongoing DEFRA consultations. 2022/23 August 2024 update - April 2025 - Collection food waste for businesses, paper has been written and currently awaiting further discussion.</p>

Circular Economy/Waste and Resources	Continue to seek opportunities to increase the reuse of furniture and large items collected by the Council in bulky waste collections.	Reduce emissions in the district by 14% annually 2023 - 2027	Environmental Protection , Herts Waste Partnership, HCC	Existing Environmental Protection and WasteAware budgets	Aug-27	August '24: This is discussed at WasteAware monthly meetings and will continue to be explored. HCC has open a number of reuse center of which one in TRDC at Waterdale recycling centre.(2022 TBC) TRDC promoted "9 life furniture" on the following events: Gardening Fair, Carpenders Park on the 26th May, Tour de Ricky, Maple Cross on the 1st June, Eco home, Croxley Green on the 15th June and Abbot Fest on the 14th Septemeber. Leaflets will be on show at the screening (Watersmeet) of Rio2 28th October and 6" of soil 12th November.
Circular Economy/Waste and Resources	Complete trial to increase the uptake of food collections from flats in the District.	Reach 65% recycling rate for household waste by 2035.	Environmental Protection, HomeGroup Housing Associations	Existing Environmental Protection budget	May-24	August '24. We are collecting data on the current uptake and barriers to food waste collections in flats. This has not been progressed on the current time due to lack of engagement from housing association/on going contamination of bins/ maternity leave.
Circular Economy/Waste and Resources	Support businesses in reducing waste and increasing recycling and begin trade collections of food waste.	Influence residents and stakeholders to be live, work and travel more sustainably.	Environmental Protection , HCC	N/A	Apr-25	This action works towards the Government target within the Resources and Waste Strategy that 65% of municipal waste must be recycled by 2035. TRDC is reviewing how to implement food collection from businesses from April 2025.Soft Plastics will be included in the Dry Mixed Recycling from 2027 (August 2024)
Nature and Water	Plot spaces managed for nature across Three Rivers to identify the best opportunities to encourage and connect nature	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure	In existing climate change budgets	Jun-25	The Council is working with the Herts Nature Recovery Partnership who are delivering the Local Nature Recovery Strategy, an element of which is to plot sites of strategic significance for biodiversity across the county. Landowners/managers were encouraged to submit land, the Council submitted appropriate land. An engagement event took place in Rickmansworth in July. (August 2024)
Nature and Water	Raise awareness of Biodiversity Net Gain and opportunity to connect nature with landowners and managers. Aim to encourage sites to be added to the HCC matching site	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure , Strategy and Partnerships, HCC,	In existing budgets	2027	The Council is working with the Herts Nature Recovery Partnership who are delivering the Local Nature Recovery Strategy, an element of which is to plot sites of strategic significance for biodiversity across the county. Landowners/managers were encouraged to submit land, the Council submitted appropriate land. An engagement event took place in Rickmansworth in July. The council's new biodiversity policy was published 5/8/24 https://www.threerivers.gov.uk/news/three-rivers-biodiversity-policy
Nature and Water	Establish a carbon offsetting / insetting approach for the district and the potential requirement for trees and hedgerows in delivering this	Reduce emissions in the district by 14% annually 2023 - 2027	HCCSP,Leisure & Natural Infrastructure ,Leisure & Natural Infrastructure,	In existing budgets	Oct -25.	Draft strategy has been prepared and is being scrutinised by University of Hertfordshire, and then will be considered by HCCSP and recommended for adoption by all LAs. Outcomes from UH expected Dec-24. (August 2024)

Nature and Water	Deliver the Biodiversity Opportunities Audit - Alternative Grassland Management	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure , Grounds Maintenance, CMS and volunteers	Within existing budget - Alternative Grassland Management Budget & with external funding	Sites and cut reviewed annually	This work has now transitioned into business as usual for the service (August 2024)
Nature and Water	Deliver the Biodiversity Opportunities Audit - Spring Wildflower Planting	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure Grounds Maintenance, CMS and volunteers	In existing Community Biodiversity Budget	Actions reviewed annually	No planting scheduled for this year due to staff capacity and focusing on other initiatives. (September 2024)
Nature and Water	Deliver the Biodiversity Opportunities Audit - Standard Tree Planting	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure , Grounds Maintenance, CMS and volunteers	Within existing tree planting budget and with external funding.	Actions reviewed annually	Planting of standard trees is progressing. Some modifications have been made to original plans, and new sites for planting have been identified, subject to available funding. Sites still available for planting include; Anthony Close, Bell Close, Oakfield, Ashburnham Drive, Denham Way, Grove Crescent, Northwick Road, Oaklands Play Area, Prestwick Road and Romily Drive Open Space (September '24).
Nature and Water	Deliver the Biodiversity Opportunities Audit - Woodland Creation	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure , Grounds Maintenance, CMS and volunteers	External Funding Required	Actions reviewed annually	Denham Way planting delivered in 2022/23; Cheshire Drive and Barton Way planting delivered in 2023/24; Cassiobridge planting scheduled for 2024/25 (September 2024)
Nature and Water	Deliver the Biodiversity Opportunities Audit - Hedgerow Creation and Restoration	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure Grounds Maintenance, CMS and volunteers	External Funding Required: UKSPF in 24-25	Actions reviewed annually	Two sections of hedgerow due to be restored in 2024-25, one at Beechen Wood and one at Romily Drive (August 2024)
Nature and Water	Support the ColneCAN Smarter Water Catchment funding bid which will result in £3m cash injection to improve water quality and river restoration	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure , ColneCAN, Climate & Sustainability, , Environment Agency, Thames Water, Neighbouring local authorities	N/A	It is understood the application conclusion will be known by April '24	TRDC play an active role in ColneCAN working groups including water quality, the steering group and invasive species group. ColneCAN are preparing an action plan which collates all potential projects so coordinated funding applications can be made. Timings for the plan TBC. (September 24)
Nature and Water	Continue to deliver tree planting within TRDC owned land as per the Council's Tree Strategy in relation to replacement trees, new standard trees and woodland planting.	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure ; Grounds Maintenance	Within existing tree planting budget and with external funding.	Annual, by the end of March	Replacement trees; planting identified in management plans, Biodiversity Opportunities Audit; Memorial trees; and trees given away to TRDC residents as part of the free tree giveaway. Planted on TRDC land 2022/23 - 100 standards / 880 whips; whips given away 2,940. Planted on TRDC land 2023/24 - 57 standards / 200 whips; whips given away 3,500. (August '24)
Nature and Water	Delivery of the Nature Recovery Strategy - continue to develop chalk stream recovery projects on TRDC open space	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure ; Grounds Maintenance and Partners	External Funding may be required depending on scale of work	March 2027	Two projects scheduled to take place during winter 2024/5: - The Bury Grounds, a stretch of the river Colne - Scotsbridge, a stretch of the river Chess (September 24)

Nature and Water	Delivery of the Nature Recovery Strategy - investigate decultivating and naturalising of the water courses through South Oxhey Playing Fields	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure	External Funding is required		Workstream not yet started due to lack of officer capacity (August 2024)
Nature and Water	Delivery of the Nature Recovery Strategy - Develop detailed plans for conservation grazing at Bishops Wood Country Park	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure; Countryside Management Service	External Funding is required	March 2025	New plan was adopted by the Council in 2023 and officers are delivering the action plan for the plan period 2023-2028 (Sept 24).
Nature and Water	Delivery of the Nature Recovery Strategy - Investigate opportunities to use wildflower mixes to benefit pollinating insects within urban settings	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure; Grounds Maintenance	In existing budgets	March 2027	Workstream not yet started due to lack of officer capacity (August 2024)
Nature and Water	Commission and act upon hydrological study of the Aquadrome to optimise management of water on the site in the Aquadrome as part of the management plan.	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure; Countryside Management Service	£80k external funding from NHLF and AMP	Mar 2025	Consultancy has been procured and work has begun on the study, however, the renewal of the Environment Agency's Upper Colne modelling is resulting in delay as the modelling has yet to be released. Contractor anticipates 2025 completion. (September '25)
Nature and Water	Establishment of a small community orchard and a community planting garden in the Aquadrome as part of the management plan	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure; Countryside Management Service; Grounds Maintenance	External Funding is required	March 2027	Subject to National Lottery Funding bid for the Aquadrome (August 2024)
Nature and Water	Maintain non-intervention approach within wet woodland and informal areas in the Aquadrome as part of the management plan	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure; Countryside Management Service	External Funding is required	Mar-27	Subject to the results of the hydrological study
Nature and Water	Create a new management plan for Pheasants and Solomons Wood. To include an action plan to support the management and enhancement of the woodlands for public use and biodiversity	Increase biodiversity and improve terrestrial and aquatic landscapes.	Leisure & Natural Infrastructure; Countryside Management Service	External Funding may be required to deliver actions	March 2025	New plan to be presented to the 16th Oct 2024 Climate Change, Leisure and Housing Committee for formal adoption (August 24)

Sustainable Living	Support and encourage public education around sustainable diets and food waste reduction to reduce food related emissions and local food production	Reduce emissions in the district by 14% annually 2023 - 2027	Strategy & Partnerships, Climate and Sustainability, Environmental Protection, Healthy Hubs, Schools, Community centres, Services for Young People, South West Herts Partnerships, Sustainable Three Rivers	In existing budgets	Sep-24	Promotion of #Worthsaying campaign in March '24 via TRDC social medias. Work with Healthy Hubs, food banks, community gardens, and other community services to deliver education on sustainable diets and food waste reduction Promotion of food waste reduction at the Farming and food event HCC June '24 and at the events: . We displayed the climate change trail and the #Worthsaying campaign leaflets in 4 events summer '24 : Gardening Fair, Carpenders Park, Tour de Ricky, Maple Cross, Eco home, Abbot Fest September. Community Gardens have been set up in Rickmansworth, Chorleywood & South Oxhey "Dig Deep" Garden. A new residents garden for the temporary accomodation site South Oxhey Lincoln Drive is under construction . A community garden task group has been set up to encourage more gardens. The Food Box Projects is active and aims to support residents through the cost of living by providing 6 weeks worth of fresh produce, improve cooking skills by introducing new recipies. 54 referrals have been received into the project.
Sustainable Living	Pilot a Transition Streets project in the District to explore the impact and effectiveness of community-led approaches to sustainable behavioural change.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate Change & Sustainability, Grand Union Community Energy (GUCE)	Funding provided by Innovate UK Fast Followers project.	June 2025	Transition Streets launched September 2023. First street completed programme in June 2024 - https://www.threerivers.gov.uk/news/rickmansworth-neighbours-transition-streets Currently recruiting more streets (August 2024).
Sustainable Living	Update the Council's "Guide to Greening Your Home" document annually.	Influence residents and stakeholders to live, work and travel more sustainably.	Climate Change & Sustainability	N/A	September 2024.	Guide has been updated and uploaded to the website: https://www.threerivers.gov.uk/services/environment-climate-emergency/living-more-sustainably#Living%20more%20sustainably%20in%20Three%20Rivers This updated Guide includes practical information on physically adapting domestic dwellings to overheating, drought, and flooding
Sustainable Living	Create and implement a communication plan on all topics relevant to the Climate Emergency and Sustainability Strategy to schedule the promotion of information, key engagement events, funding availability, volunteering opportunities and to share help on eco-anxiety .	Influence residents and stakeholders to live, work and travel more sustainably.	Climate Change & Sustainability, Communcation team, Three Rivers Museum, Watersmeet Theatre, Healthy Hubs, Faith Groups	£10,000 to deliver from existing budgets	June 2024	August '24 Sustainability Communication Plan covering 2024 and 2025 events, social media and campaigning have been created and shared with Comms team. This includes funding and volunteering opportunities too.

Sustainable Living	Host a sustainability and green economy focused careers fair in Three Rivers to inspire and inform local students about skills and careers in the "green" sectors, with a focus on retrofit.	Reduce emissions in the district by 14% annually 2023 - 2027	Climate Change & Sustainability , Hertfordshire Local Enterprise Partnership, Employers, Schools and Colleges, Employment Support Organisations, OVO	Funding provided by Innovate UK Fast Followers project with potential additional sponsorship	March 2024	Event took place at Watersmeet 27th March - in excess of 400 people attended - https://www.threerivers.gov.uk/news/council-pioneers-sustainability-focused-careers-fair . Plans being prepared for a repeat event in spring 2025
Sustainable Living	Continue to Lobby central Government and relevant agencies to maximise policy, regulatory, and financial support to advance decarbonisation, sustainable development, and biodiversity protection and enhancement.	Influence residents and stakeholders to live, work and travel more sustainably.	Climate Change & Sustainability, Planning, Housing, Leader of the Council , UK100, Hertfordshire Climate Change and Sustainability Partnership, Fast Followers cohort.	N/A	March '25	A lobbying letter sent Aug '24 to MP and Angela Rayner and to the District Council Network to ask for improvements to the ECO4 scheme to modify policy design to enable more effective delivery. Next letter is likely to be sent jointly with Colne Can to ask Government to ensure that water company fines are redirected to river restoration projects, as the current amount allocated to the Water Restoration Fund is minimal compared to fines.
Sustainable Living	Encourage uptake of the Council's sustainability grants by community groups in the District, with emphasis on community gardens and other community led initiatives.	Influence residents and stakeholders to live, work and travel more sustainably.	Climate Change & Sustainability , Watford and Three Rivers Trust (W3RT)	£11,000 in carbon neutral budget.annually	March 2025	In 24/25 £5,200 has been issued to 5 organisations whose projects include insulation to a community hall (Hendersen Hub), support for home energy champions to advise residents on saving energy, to install a water collection system at an allotment (South Oxhey), to clear litter in Hunton Bridge, and improve biodiversity outside Kings Langley station.
Sustainable Living	In 24/25 £5,200 has been issued t	Reduce emissions in the district by 14% annually 2023 - 2027	Climate Change & Sustainability HCCSP, LEP,	£130,000 funding from UKSPF	March 2025	This is a copy of Action in row 7 and so is being retired.
Adaptation and resilience	Encourage residents to prepare their homes and adapt behaviours to lessen the impact of severe weather	Build a climate resilient community adaptable to climate change.	Climate Change & Sustainability	In climate change budgets	July '24	Guide to greening Your Home has been updated, comms and information on emergency planning and dealing with impacts of climate change are available and kept up to date on the https://cdn.threerivers.gov.uk/files/2024/08/661eba40-5945-11ef-bac0-8d9b25a22f0a-2024%20A%20guide%20to%20greening%20your%20home.pdf https://www.threerivers.gov.uk/services/environment-climate-emergency/adapting-to-climate-change Residents and businesses will be alerted through the comms plan and wild fire plan to prepare for extreme weather. This action is now business as usual.

Adaptation and resilience	Assist the Local Lead Flood authority (LLFA) as required in the installation of the pilot retrofit SUDS project in Eastbury / South Oxhey	Build a climate resilient community adaptable to climate change.	LLF. Country Side Management Services (CMS)	LLFA to fund	Mar-26	Project is progressing, site assesment for location of leaky dams and pond creation took place August '24. Then waiting for quotes to the work, and after CMS will be carrying out the work.
Adaptation and resilience	2 phased project to enhance the River Chess Channel to reduce flooding in the Scotsbridge area of Rickmansworth. This project will will enhance a globally rare chalk stream habitat and create a wildlife rich river channel and improve enjoyment of a green space.	Build a climate resilient community adaptable to climate change.	HCC, Environment Agency, Leisure and Natural Landscapes	Fundind to be secured by HCC and EA to create detailed construction ready plans.	Phase 1 - March 2026	Phase 1 - project to complete habitat and bank improvements upstream of the channel realignment project. This funding has been applied for and awaiting final outcome. Phase 2 - river channel realignment - report to be considered at Policy and Resources to support the project in principal, subject to a commuted sum for ongoing maintenance and additional liability of land ownership of the riverbed. (September 24)
Adaptation and resilience	Driveway installation - Encourage residents to either install or modify driveways to reduce potential impacts of flooding.	Build a climate resilient community adaptable to climate change.	Climate Change & Sustainability, HCCSP	N/A	September '24	Guide to Greening Your homes includes advice on driveways and is provided to all planning applicants.
Adaptation and resilience	Prepare a comms plan to encourage residents to be ready for severe weather incidents. To be issued when forecasts are severe	Build a climate resilient community adaptable to climate change.	Climate Change & Sustainability	N/A	To be reviewed annually in April .	Wild Fire Prevention programme and an extreme weather comms messaging system is in place, so this action is complete as the outcomes have moved into business as usual.
Adaptation and resilience	Prepare a behaviour change advice leaflet to encourage water saving, home management for extreme weather including heat and cold, flooding, correct disposal of litter and use of sewerage system.	Build a climate resilient community adaptable to climate change.	Climate Change & Sustainability, HCCSP	Climate change revenue budget	December '24	August '24 Greener Living in Three Rivers - Sustainability booklet (2021) has been updated and currently under review by the coms, S3R, waste and sustainability team. It will be available on the website be published before the end Dec '24
Adaptation and resilience	Work to raise awareness of misconnections and encourage remediations where they are found to reduce flooding incidents.	Build a climate resilient community adaptable to climate change.	Climate Change & Sustainability, Hertfordshire Building Control, Thames Water, Environment Agency, ColneCAN	Climate change revenue budget	Ongoing	TRDC officers asisst ColneCAN in the delivery of water quality improvements. This action sits outside of TRDC direct responsibility. So this action will be retired from the action plan as attendance and working with ColneCAN is business as usual. (August '24)

Adaptation and resilience	Address sustainability issues impacting on the wider determinants of health, and reduce disparity in impacts of climate change on different parts of the community.	Build a climate resilient community adaptable to climate change.	Climate Change & Sustainability, Leisure and Natural Infrastruuctre Small Acts of Kindness	Public Health Funding and existing budgets.	Lincoln Drive garden completed August '24. communication plan updated March annually	Lincoln Drive temporary accomodation garden play equipment is complete. Planting session for residents to took place on 7 August encouraging growing outside and inside with take home plants. Gardening club will continue monthly. Bug hotels installed, session with residents on 7 August to fill the bug hotels and monthly nature sessions planned. Healthy Hub to visit temp accomodation monthly along with Intensive Family Support Team. Warm in Winter bags distributed during winter months to support older residents in accessing local services and keeping warm. Herts sustainable Family campaign: Sustainable period, Reusable nappies, incontinence pants. Promotion at Oxhey and Abbot libraries during Rhyme time (August '24)
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Status of Action

In Progress - On Track

In Progress - On Track

In Progress - On Track

In Progress - On Track

Delayed but still progressing

Delayed but still progressing

In Progress - On Track

In Progress - On Track

In Progress - On Track

In Progress - On Track

In Progress - On Track

In Progress - On Track

Retired

In Progress - On Track

In Progress - On Track

In Progress - On Track

Delayed but still progressing

Delayed but still progressing

Delayed but still progressing

In Progress - On Track

In Progress - On Track

In Progress - On Track

Delayed but still progressing

In Progress - On Track

In Progress - On Track

Delayed but still progressing

In Progress - On Track

In Progress - On Track

In Progress - On Track

In Progress - On Track

Completed
In Progress - On Track
In Progress - On Track
In Progress - On Track
In Progress - On Track
In Progress - On Track
In Progress - On Track
In Progress - On Track

Not Started
In Progress - On Track
Not Started
Delayed but still progressing
Not Started
In Progress - On Track
In Progress - On Track

In Progress - On Track

In Progress - On Track

Completed

In Progress - On Track

Completed

In Progress - On Track

In Progress - On Track

Retired

Completed

Delayed but still progressing

In Progress - On Track

Completed

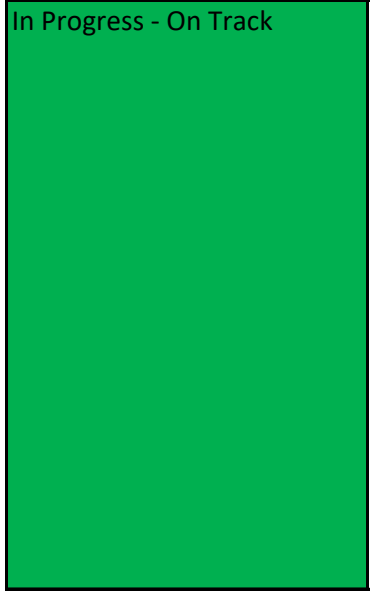
Completed

In Progress - On Track

Retired



In Progress - On Track



Short Equality Impact and Outcome Assessment (EIA)

EIAs make services better for everyone and support value for money by getting services right first time.

EIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then action plan to get the best outcomes for staff and service-users¹. They analyse how all our work as a council might impact differently on different groups²

They help us make good decisions and evidence how we have reached these decisions.³

See end notes for full guidance. For further support or advice please contact the Community Partnerships Team

Equality Impact and Outcomes Assessment (EIA) Template

First, consider whether you need to complete an EIA, or if there is another way to evidence assessment of impacts, or that an EIA is not needed⁴

Title ⁵	Climate Emergency and Sustainability Action Plan Update 2024 - 2027	ID No ⁶	CP007
Team/Service ⁷	Environment (Climate Change and Sustainability)		
Focus of EIA ⁸	<p>A core objective of the Corporate Framework is to achieve net zero carbon and be climate resilient. This update to the Climate Emergency and Sustainability Action Plan 2024-27 sets out how the Council is working to achieve this overarching objective across all service areas.</p> <p>Stakeholders at all levels will have a role to play in the delivery of the action plan – for residents this may include being a recipient of funded retrofit measures, taking part in a group purchasing scheme for renewable energy, volunteering at a community garden, participating in Transition Streets etc.</p> <p>The principle focus of the Action Plan is for the Council and the District to make substantive reductions in carbon emissions to support the achievement of carbon neutrality.</p>		
Assessment of overall impacts and any further recommendations ⁹			
<p>The Action Plan spans all service areas of the Council, detailing individual projects / tasks. Many of the actions create co-benefits such as improving health and wellbeing, promoting social inclusion, addressing economic and health inequalities, reducing energy bills and associated fuel poverty, and improving community resilience to adverse impacts such as flooding and overheating.</p> <p>The grant funded retrofit projects typically focus on more economically deprived areas as they are more likely to meet the eligibility criteria of poor EPC ratings and receipt of means-tested benefits or low household income. If issues are found which could hinder inclusion e.g. hoarding or anxiety, then support is provided to enable participation in the scheme/event.</p>			

<p>The Home Energy Support Service offers all residents free, independent advice. Funding opportunities and relevant discounts/benefits are signposted and in-person home visits are offered to vulnerable/elderly residents.</p> <p>Piloting the Transition Streets programme in Three Rivers is an inclusive community-led approach to household carbon emissions reductions – there is no eligibility criteria to participate and participation is free, so open to everyone.</p>	
<p>Potential Issues</p>	<p>Mitigating Actions</p>
<p>There are no known negative equalities impacts identified as arising from the proposals within the Action Plan.</p>	<p>Equality Impact Assessments will be carried out for specific actions and proposals on a project-by-project basis.</p>
<p>Actions Planned ¹⁰</p> <p>The updated Action Plan includes a wide array of actions which cover numerous services and community demographics within Three Rivers, with many of the major initiatives positively impacting the most vulnerable who are most likely to benefit from grant-funded house retrofits, and are most at risk from the impacts of the Climate Emergency. We will ensure that due regard is given to any potential impact of specific proposals on protected characteristics by conducting Equality Impact Assessments for specific actions and proposals as required. This process is designed to help maximise positive impacts and ensure we are thoughtful and intentional about designing inclusivity and equity in to our work. It also helps us identify potential negative impacts and how we can eliminate, minimise or mitigate these.</p>	

EIA sign-off: (for the EIA to be final an email must sent from the relevant people agreeing it or this section must be signed)

Equality Impact Assessment officer: Ellie Nathan

Date: 20/08/24

Equalities Lead Officer: Shivani Davé

Date:

Guidance end-notes

¹ The following principles, drawn from case law, explain what we must do to fulfil our duties under the Equality Act:

- Knowledge: everyone working for the council must be aware of our equality duties and apply them appropriately in their work.
- Timeliness: the duty applies at the time of considering policy options and/or before a final decision is taken – not afterwards.
- Real Consideration: the duty must be an integral and rigorous part of your decision-making and influence the process. • Sufficient Information: you must assess what information you have and what is needed to give proper consideration.
 - No delegation: the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- Review: the equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
- Proper Record Keeping: to show that we have fulfilled our duties we must keep records of the process and the impacts identified.

NB: Filling out this EIA in itself does not meet the requirements of the equality duty. All the requirements above must be fulfilled or the EIA (and any decision based on it) may be open to challenge. Properly used, an EIA can be a tool to help us comply with our equality duty and as a record that to demonstrate that we have done so.

² Our duties in the Equality Act 2010

As a council, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership).

This applies to policies, services (including commissioned services), and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, those groups' vulnerability, and how serious any potential impacts might be. We use this EIA template to complete this process and evidence our consideration

The following are the duties in the Act. You must give 'due regard' (pay conscious attention) to the need to:

-
- avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
 - promote equality of opportunity. This means the need to: – Remove or minimise disadvantages suffered by equality groups – Take steps to meet the needs of equality groups – Encourage equality groups to participate in public life or any other activity where participation is disproportionately low – Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
 - foster good relations between people who share a protected characteristic and those who do not. This means: – Tackle prejudice – Promote understanding

³ EIAs are always proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The numbers of people affected
- The size of the likely impact
- The vulnerability of the people affected

The greater the potential adverse impact of the proposed policy on a protected group (e.g. disabled people), the more vulnerable the group in the context being considered, the more thorough and demanding the process required by the Act will be.

⁴ When to complete an EIA:

- When planning or developing a new service, policy or strategy
- When reviewing an existing service, policy or strategy
- When ending or substantially changing a service, policy or strategy
- When there is an important change in the service, policy or strategy, or in the city (eg: a change in population), or at a national level (eg: a change of legislation)

Assessment of equality impact can be evidenced as part of the process of reviewing or needs assessment or strategy development or consultation or planning. It does not have to be on this template, but must be documented. Wherever possible, build the EIA into your usual planning/review processes.

Do you need to complete an EIA? Consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?

How vulnerable are the people (potentially) affected? If there are potential impacts on people but you decide not to complete an EIA it is usually sensible to document why.

⁵ **Title of EIA:** This should clearly explain what service / policy / strategy / change you are assessing

⁶ **ID no:** The unique reference for this EIA. This will be added by Community Partnerships

⁷ **Team/Service:** Main team responsible for the policy, practice, service or function being assessed

⁸ **Focus of EIA:** A member of the public should have a good understanding of the policy or service and any proposals after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the policy, practice, service or function?
- Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person/team/body and where other organisations deliver under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the policy, practice, service or function, or by how it is delivered? Who are the external and internal serviceusers, groups, or communities?
- What outcomes do you want to achieve, why and for whom? Eg: what do you want to provide, what changes or improvements, and what should the benefits be? • What do existing or previous inspections of the policy, practice, service or function tell you?
- What is the reason for the proposal or change (financial, service, legal etc)? The Act requires us to make these clear.

⁹ **Assessment of overall impacts and any further recommendations**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Explain what positive impacts will result from the actions and how you can make the most of these.

-
- Countervailing considerations: These may include the reasons behind the formulation of the policy, the benefits it is expected to deliver, budget reductions, the need to avert a graver crisis by introducing a policy now and not later, and so on. The weight of these factors in favour of implementing the policy must then be measured against the weight of any evidence as to the potential negative equality impacts of the policy,
 - Are there any further recommendations? Is further engagement needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?

¹⁰ **Action Planning:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further equality assessment and consultation are needed.

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.
Yellow (2)	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's sustainability objectives. Strong recommendation to review these aspects and find mitigations.
Grey (0)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for use

Please answer all questions from the drop-down options in the 'impact' column (C), including 'not applicable' as needed.

Please email your completed copy of the form to Joanna.Hewitson@threerivers.gov.uk.

Key to the colour coding of answers is given at the top of the page.

Name of project/policy/procurement and date		Climate Emergency and Sustainability Action Plan update
Brief description (1-2 sentences):		Update to the Action Plan 2024-2027

Homes, buildings, infrastructure, equipment and energy						
	Question	Impact (select from list)	Score (-1 to 4)	Justification or mitigation	Impact (select from list)	Revised Score (1-4)
1	What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Purpose of action plan is to reduce energy use	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
2	What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Fleet replacements will be low carbon when the technology is suitable and affordable. Use of fossil fuels in buildings will also be reduced through retrofitting.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
3	Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0

4	Will any new building constructed or refurbished be highly energy efficient in use? (e.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC "A" or BREAM "excellent").	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Maple Cross Pavilion will be constructed to optimum standards	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
5	Does this make use of sustainable materials / unputs in your project? E.g. re-used or recycled construction materials; timber in place of concrete	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
6	Does this use more sustainable processes in the creation of the project? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel,	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
7	Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
8	Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4		Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			3.75			3.75

Travel						
	Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
9	Reducing travel: what effect will this project have on overall vehicle use?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Through engagement and promotion of active travel in new walking and cycling strategy a reduction in car travel should be achieved	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
10	Will this project use petrol or diesel vehicles or EV, hybrid?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Difficult to answer as not a specific project	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0

11	Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Comprehensive Electric Vehicle Strategy and roll-out of EV charging points will support residents to switch to EV vehicles from fossil-fuel vehicles. New cycling infrastructure and routes, and trial of bike loan scheme will support residents to cycle.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
12	Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Difficult to answer as not a specific project	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
13	Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Overall aim of the sustainable travel section is to reduce unnecessary car use and therefore traffic.	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Average Score			3.33			3.33

Goods and Consumption

	Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
14	Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Engagement activities will strongly encourage re-use	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
15	Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Engagement activities will strongly encourage re-use, repair, share	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
16	Does it use products and resources that are re-used, recycled, or renewable?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4		Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
17	Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Transition Streets engages residents in sustainable behavioural change across a range of key topics including Energy, Travel, Water, Food, and Resources.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
18	Is there a plan to reduce waste sent to landfill in manufacture?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	A number of the actions are focused on reduce overall waste in the district, and increasing recycling and composting - therefore reducing waste sent to landfill.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
19	Is the material used able to be re-used, re-purposed, or recycled at end of its life?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area.	0		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
20	Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy; minimises food waste;</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Major food waste campaign within action plan - #WorthSaving	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score			4.00			4.00

Ecology

Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
21 What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Continuation of grassland management programme and engagement with landowners is all driven to this aim.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
22 Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Continuation of grassland management programme and engagement with landowners is all driven to this aim.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
23 Does it make changes to existing habitats and have a negative impact on nature? E.g. use of pesticides, reduced extent and variety of plants,	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Actions included aim to improve nature and biodiversity across the District.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
24 Does it help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Strong engagement programme and encouragement of community involvement	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4			4

Adaptation					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
25 Does any planned project, construction or building use include measures to conserve water?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	By embedding this assessment into council decision making this will ensure this is at least considered.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
26 Does anythe project , consider how to sustainably protect people from extreme weather?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Action Plan includes a risk register and actions to improve resillience to the impacts of climate change.	Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
27 Has any planned building work or infrastructure considered how to mitigate flood risk? E.g. Sustainable Drainage Systems (SuDS); de-paving	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Engagement activities and SUDS retrofit, and flood risk assessments for new build will all work to improve resiliance to flooding.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
28 Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area.	0	This action plan is not connected to a specific project so difficult to answer.	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
29 Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	This action plan aims to make council services resilient to the impacts of climate change.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		3.50			3.50

Engagement and Influence					
Question	Impact	Score (0-4)	Justification or mitigation	Impact (select from list)	Revised Score (0-4)
30 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Regular community engagement on sustainability topics is outlined in the Action Plan.	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4			4
Total Overall Average Score		3.76			3.8

*Now assesment is compelete copy and paste box into your business case, committee report.
(under environmental implications 6).Whole assesment can be an appendix. Procurement
tenders are expected to submit complete report with application.*

Climate and Sustainability Impact Assesment Summary	
Homes, buildings, infrastructure, equipment and energy	3.75
Travel	3.33
Goods and Consumption	4.00
Ecology	4.00
Adaptation	3.50
Engagement and Influence	4
Total Overall Average Score	3.8

Ways to optimise sustainability and work towards net zero carbon:

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment to deliver improvement in EPC ratings.
- Replace gas boilers with renewable heating, such as heat pumps. Consider District Heat Networks where appropriate.
- Construct new buildings to Passivhaus standard.
- Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames.
- Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including battery storage.
- Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
- Use energy-efficient appliances.
- Install low-energy LED lighting.
- Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.

Ways to optimise sustainability and work towards net zero carbon:

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric, hybrid, or most fuel efficient vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries
- Model and mitigate the project's effect on traffic and congestion e.g.

Model and mitigate the project's effect on traffic and congestion e.g. re-timing the service or deliveries

Ways to optimise sustainability and work towards net zero carbon:

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.
- Ensure meat and dairy is high-quality, high-welfare.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents, community groups and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

**Ways to optimise sustainability and work towards net zero carbon:
(Seek advice from Landscapes Team if required)**

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods

Ways to optimise sustainability and work towards net zero carbon:

- Install water-saving devices in taps, showers and toilets
- Re-use grey water in new developments
- Capture and re-use rainwater where possible e.g. water butts for use in car washing, watering garden, toilets
- Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading
- Avoid increasing areas of hard surfacing.
- Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SUDS).
- Plant drought-tolerant plants and mulch landscapes to avoid water loss through evaporation.

Ways to optimise sustainability and work towards net zero carbon:

- 'Make every contact count', by using contact points with residents, businesses and community groups to promote understanding of the climate emergency.

**Climate Change, Leisure and Housing Committee
Wednesday, 16 October 2024**

PART I

**Fishing Swims Project - Contract Award
(ADE)**

1 Summary

1.1 The report seeks approval to award a contract for works to upgrade the fishing swims at Batchworth Lake, Rickmansworth Aquadrome, as part the delivery of the approved Aquadrome Management Plan, funded through the UK Shared Prosperity Fund.

2 Details

2.1 The improvement of the fishing swims at the Rickmansworth Aquadrome is a council approved action within the Aquadrome Management Plan with funds to support the delivery of the management plan approved by council under the UKSPF investment plan.

2.2 To enable Officers to commission the necessary works, a contract needs to be entered into, which exceeds the £25,000 officer delegated authority threshold (as outlined in part 3, section 4.1.3 of the Council Constitution).

2.3 The works will be procured by the Council, following the Contract Procedure Rules. It is anticipated the project will cost £100,000 and will be funded from the agreed UKSPF budget.

2.4 Approval is required from the Policy and Resources Committee for officers to award a contract to the successful bidder.

3 Options and Reasons for Recommendations

3.1 To recommend approval to awarding the contract for upgrading the fishing swims at Batchworth Lake, Rickmansworth Aquadrome, to the successful bidder following an open tender as outlined in the Contract Procedure rules.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed budgets. The project will be funded from external funds provided by the UK Shared Prosperity Fund.

4.2 The recommendations support the implementation of the Aquadrome Management Plan 2021 – 2026.

4.3 The recommendations in this report relate to and support the achievement of the following objectives within the Corporate Framework 2023 – 2026:

- Expand our position as a great place to do business
- Support and enable sustainable communities

5 Financial Implications

5.1 It is anticipated the project will cost £100,000 and will be funded from the UKSPF budget.

6 Legal Implications

6.1 Under the Council Constitution (as outlined in part 3, section 4.1.3 of the Council Constitution), Committee approval is required to enter into any contract above the value of £25,000.

6.2 All proposed works will be tendered within the Council's constitution and Contract Procedure Rules and any other permissions obtained (for example planning) where required.

7 Equal Opportunities Implications

7.1 An impact assessment has been carried out and is detailed at Appendix A. The project will ensure a number of swims are accessible and will include handrails and flat platforms.

8 Sustainability Impact Assessment

8.1 A sustainability Impact Assessment has been assessed and resulted in the following score:

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.50
Travel	3.50
Goods and Consumption	3.40
Ecology	4
Adaptation	3.75
Engagement and Influence	4
Total Overall Average Score	3.6

9 Staffing Implications

9.1 The project will be delivered by the Projects and Facilities Manager and the Leisure Assets Manager with advice provided as necessary by the Natural Infrastructure Programme Manager.

10 Environmental Implications

10.1 As part of upgrading the fishing swims, areas of habitat planting will be created to enhance the biodiversity of Batchworth Lake.

10.2 Sustainable materials will be used as part of the design for the new fishing swims.

11 Public Health implications

11.1 Upgraded fishing swims will enhance the recreational fishing facilities provided at Rickmansworth Aquadrome. Fishing as a leisure activity has a positive effect on the mental health and wellbeing of the participants.

12 Communications and Website Implications

12.1 Good news stories will be circulated and shared via the Communications team, including across a range of social media channels.

12.2 Upgraded fishing swims will include signage (e.g. numbered/what.three.words) so that visitors can easily identify a fishing swim and report any issues directly to the Council.

13 Community Safety / Customer Services Centre Implications

13.1 The addition of what.three.words will enable emergency services to easily identify the location.

14 Risk and Health & Safety Implications

14.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

14.2 The subject of this report is covered by the Leisure and Natural Infrastructure Service Plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this plan.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Contract failure	Inability to deliver externally funded project or agreed project as part of the Council's capital programme	Contract properly tendered and awarded as outlined in the Contract Procedure Rules with robust contract management in place to monitor through contract life	Treat	1
Unable to deliver projects identified within Management Plans and Capital Programme	Loss of funding for the Council Reputational risk and negative feedback from the local community	Award the contract as recommended	Treat	1

- 14.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ 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

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

- 14.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

15 Recommendation

That the Committee:

- 15.1 Agree the approval to award and enter into a contract with a chosen supplier, should a suitable tender be received, for upgrading the fishing swims at Batchworth Lake, Rickmansworth Aquadrome, as outlined in the report.

Report prepared by: Charlotte Gomes, Head of Leisure and Natural Infrastructure

Short Equality Impact and Outcome Assessment (EIA) Template

EIAs make services better for everyone and support value for money by getting services right first time.

EIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then action plan to get the best outcomes for staff and service-users¹. They analyse how all our work as a council might impact differently on different groups²

They help us make good decisions and evidence how we have reached these decisions.³

See end notes for full guidance. For further support or advice please contact the Community Partnerships Team

Equality Impact and Outcomes Assessment (EIA) Template

First, consider whether you need to complete an EIA, or if there is another way to evidence assessment of impacts, or that an EIA is not needed⁴

Title ⁵	Fishing Swims, Batchworth Lake, Rickmansworth Aquadrome	ID No ⁶	LL006
Team/Service ⁷	Leisure and Natural Infrastructure Property and Facilities		
Focus of EIA ⁸	Installation of new fishing swims at Batchworth Lake, Rickmansworth Aquadrome		
Assessment of overall impacts and any further recommendations ⁹			
<p>The existing fishing swims will be either upgraded or returned to nature. Fishing swims are areas where fishing is permitted at Batchworth Lake Fishing swims will be a mix of platforms and surfaced areas – subject to the final technical designs At least 30% of swims will be of the platform variety and some will include handrails for accessibility Fishing swims will be numbered with what.three.word locations to enable people to easily identify individual swims – this will serve the fishing club in sharing information on which ones are accessible along with being easily identifiable in the event of an emergency.</p>			
Potential Issues		Mitigating Actions	
Access issues		Some Platforms to include handrails and will be wheelchair accessible	

	<p>What.three.words and numbered fishing swims so that users are aware of the most suitable swim for their needs. Swims that are inaccessible will also be shared with users.</p>
<p>Actions Planned ¹⁰</p>	
<p>Include in the tender specification:</p> <ul style="list-style-type: none"> - At least 30% will be a platform design - Handrails will be included on some of the platforms (number to be confirmed subject to procurement) - Fishing swims will be numbered/identifiable for both emergency services and sharing with participants/users the most appropriate fishing swim for their needs. 	

EIA sign-off: (for the EIA to be final an email must sent from the relevant people agreeing it or this section must be signed)

Equality Impact Assessment officer: Charlotte Gomes

Date: 04.09.24

Equalities Lead Officer: Shivani Davé

Date: 05/09/2024

Guidance end-notes

¹ The following principles, drawn from case law, explain what we must do to fulfil our duties under the Equality Act:

- Knowledge: everyone working for the council must be aware of our equality duties and apply them appropriately in their work.
- Timeliness: the duty applies at the time of considering policy options and/or before a final decision is taken – not afterwards.
- Real Consideration: the duty must be an integral and rigorous part of your decision-making and influence the process. • Sufficient Information: you must assess what information you have and what is needed to give proper consideration.
 - No delegation: the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- Review: the equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
- Proper Record Keeping: to show that we have fulfilled our duties we must keep records of the process and the impacts identified.

NB: Filling out this EIA in itself does not meet the requirements of the equality duty. All the requirements above must be fulfilled or the EIA (and any decision based on it) may be open to challenge. Properly used, an EIA can be a tool to help us comply with our equality duty and as a record that to demonstrate that we have done so.

² Our duties in the Equality Act 2010

As a council, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership).

This applies to policies, services (including commissioned services), and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, those groups' vulnerability, and how serious any potential impacts might be. We use this EIA template to complete this process and evidence our consideration

The following are the duties in the Act. You must give 'due regard' (pay conscious attention) to the need to:

-
- avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
 - promote equality of opportunity. This means the need to: – Remove or minimise disadvantages suffered by equality groups – Take steps to meet the needs of equality groups – Encourage equality groups to participate in public life or any other activity where participation is disproportionately low – Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
 - foster good relations between people who share a protected characteristic and those who do not. This means: – Tackle prejudice – Promote understanding

³ EIAs are always proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The numbers of people affected
- The size of the likely impact
- The vulnerability of the people affected

The greater the potential adverse impact of the proposed policy on a protected group (e.g. disabled people), the more vulnerable the group in the context being considered, the more thorough and demanding the process required by the Act will be.

⁴ When to complete an EIA:

- When planning or developing a new service, policy or strategy
- When reviewing an existing service, policy or strategy
- When ending or substantially changing a service, policy or strategy
- When there is an important change in the service, policy or strategy, or in the city (eg: a change in population), or at a national level (eg: a change of legislation)

Assessment of equality impact can be evidenced as part of the process of reviewing or needs assessment or strategy development or consultation or planning. It does not have to be on this template, but must be documented. Wherever possible, build the EIA into your usual planning/review processes.

Do you need to complete an EIA? Consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?

How vulnerable are the people (potentially) affected? If there are potential impacts on people but you decide not to complete an EIA it is usually sensible to document why.

⁵ **Title of EIA:** This should clearly explain what service / policy / strategy / change you are assessing

⁶ **ID no:** The unique reference for this EIA. This will be added by Community Partnerships

⁷ **Team/Service:** Main team responsible for the policy, practice, service or function being assessed

⁸ **Focus of EIA:** A member of the public should have a good understanding of the policy or service and any proposals after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the policy, practice, service or function?
- Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person/team/body and where other organisations deliver under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the policy, practice, service or function, or by how it is delivered? Who are the external and internal serviceusers, groups, or communities?
- What outcomes do you want to achieve, why and for whom? Eg: what do you want to provide, what changes or improvements, and what should the benefits be? • What do existing or previous inspections of the policy, practice, service or function tell you?
- What is the reason for the proposal or change (financial, service, legal etc)? The Act requires us to make these clear.

⁹ **Assessment of overall impacts and any further recommendations**

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Explain what positive impacts will result from the actions and how you can make the most of these.

-
- Countervailing considerations: These may include the reasons behind the formulation of the policy, the benefits it is expected to deliver, budget reductions, the need to avert a graver crisis by introducing a policy now and not later, and so on. The weight of these factors in favour of implementing the policy must then be measured against the weight of any evidence as to the potential negative equality impacts of the policy,
 - Are there any further recommendations? Is further engagement needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?

¹⁰ **Action Planning:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further equality assessment and consultation are needed.

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible.
Yellow (2)	Some possible negative impacts for sustainability. Recommendation to review these aspects and find ways to mitigate.
Red (1)	Considerable inconsistency with the council's sustainability objectives. Strong recommendation to avoid.
Grey (0)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for use

Please answer all questions from the drop-down options in the 'impact' column (C), including 'not applicable' as needed.

Please email your completed copy of the form to Joanna.Hewitson@threeivers.gov.uk.

Key to the colour coding of answers is given at the top of the page.

Name of project/policy/procurement and date		Fishing Swim Replacement at Batchwo
Brief description (1-2 sentences):		Replacing or returning to nature the ex

Homes, buildings, infrastructure, equipment and energy			
Question	Impact (select from list)	Score (-1 to 4)	Justification or mitigation
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
3 Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
4 Will any new building constructed or refurbished be highly energy efficient in use? <i>(e.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
5 Does this make use of sustainable materials / unputs in your project? <i>E.g. re-used or recycled construction materials; timber in place of concrete</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Within the project specification, contractors will be requested to provide sustainable materials for the swims e.g, recycled plastic.
6 Does this use more sustainable processes in the creation of the project? <i>E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel,</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
7 Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	

8	Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
	Average Score		3.00	
Travel				
	Question	Impact	Score (0-4)	Justification or mitigation
9	Reducing travel: what effect will this project have on overall vehicle use?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
10	Will this project use petrol or diesel vehicles or EV, hybrid?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
11	Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Most users of the fishing swims access the site using active travel means - either walking or cycling.
12	Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Most users of the fishing swims access the site using active travel means - either walking or cycling.
13	Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
	Average Score		3.50	
Goods and Consumption				
	Question	Impact	Score (0-4)	Justification or mitigation
14	Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Existing materials have now reached the end of their life, however through the project, swims no longer being used will be returned to nature, with new habitat areas created.
15	Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	The project will seek to use sustainable materials. This will be a requirement in the specification.
16	Does it use products and resources that are re-used, recycled, or renewable?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The project will seek to use sustainable materials. This will be a requirement in the specification.
17	Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	

18	Is there a plan to reduce waste sent to landfill in manufacture?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Existing materials have now reached the end of their life, however through the project, swims no longer being used will be returned to nature, with new habitat areas created.
19	Is the material used able to be re-used, re-purposed, or recycled at end of its life?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	The project will seek to use sustainable materials. This will be a requirement in the specification.
20	Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy; minimises food waste; seasonal produce; locally sourced.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score			2.40	

Ecology

	Question	Impact	Score (0-4)	Justification or mitigation
21	What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland,	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Existing materials have now reached the end of their life, however through the project, swims no longer being used will be returned to nature, with new habitat areas created.
22	Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Existing materials have now reached the end of their life, however through the project, swims no longer being used will be returned to nature, with new habitat areas created.
23	Does it make changes to existing habitats and have a negative impact on nature? <i>E.g. use of pesticides, reduced extent and variety of plants, planting non-native species</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
24	Does it help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	This project is part of the wider Aquadrome project, with a strong emphasis on knowledge sharing, particularly highlighting the importance of the Aquadrome as a Local
Average Score			3	

Adaptation

	Question	Impact	Score (0-4)	Justification or mitigation
25	Does any planned project, construction or building use include measures to conserve water?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
26	Does anythe project , consider how to sustainably protect people from extreme weather?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	As part of the fishing swim project, tree works and planting will be included - this all falls in line with the hydrological survey being undertaken to reduce the impact of flooding
27	Has any planned building work or infrastructure considered how to mitigate flood risk? <i>E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	As part of the fishing swim project, tree works and planting will be included - this all falls in line with the hydrological survey being undertaken to reduce the impact of flooding
28	Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	all materials will be permeable - no additional hardstanding is proposed.
29	Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	As part of the fishing swim project, tree works and planting will be included - this all falls in line with the hydrological survey being undertaken to reduce the impact of flooding

Average Score		2.8	
Engagement and Influence			
Question	Impact	Score (0-4)	Justification or mitigation
30 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	project, with a strong emphasis on knowledge sharing, particularly highlighting the importance of the Aquadrome as a Local Nature Reserve.
Average Score		3	
Total Overall Average Score		2.89	

Now assesment is compelete copy and paste box into your business case, committee report. (under environmental implications 6). Whole assesment can be an appendix. Procurement tenders are expected to submit complete report with application.

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.50
Travel	3.50
Goods and Consumption	3.40
Ecology	4.00
Adaptation	3.75
Engagement and Influence	4
Total Overall Average Score	3.6

and proceed.

mitigations where possible.

to review these aspects and find mitigations.

it otherwise proceed.

orth Lake, Rickmansworth Aquadrome

isting fishing swims at Batchworth Lake, Rickmansworth Aquadrome

Impact (select from list)	Revised Score (1-4)
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0

Ways to optimise sustainability and work towards net zero carbon:

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment to deliver improvement in EPC ratings.
- Replace gas boilers with renewable heating, such as heat pumps. Consider District Heat Networks where appropriate.
- Construct new buildings to Passivhaus standard.
- Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames.
- Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including battery storage.
- Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
- Use energy-efficient appliances.
- Install low-energy LED lighting.
- Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.

Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
	3.50

Impact (select from list)	Revised Score (0-4)
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	3.50

Ways to optimise sustainability and work towards net zero carbon:

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric, hybrid, or most fuel efficient vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries
- Model and mitigate the project's effect on traffic and congestion e.g. retiming the service or deliveries

Impact (select from list)	Revised Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0

Ways to optimise sustainability and work towards net zero carbon:

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.
- Ensure meat and dairy is high-quality, high-welfare.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents, community groups and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
	3.40

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Impact (select from list)	Revised Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
	4

<p>Ways to optimise sustainability and work towards net zero carbon: (Seek advice from Landscapes Team if required)</p> <ul style="list-style-type: none"> - Avoid converting green space to hard surfacing. - Use underutilised space for planting, such as green roofs and walls. - Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity. - Reduce trimming of grass and hedges, and avoid use of synthetic pesticides. - Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles - Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods

Impact (select from list)	Revised Score (0-4)
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

<p>Ways to optimise sustainability and work towards net zero carbon:</p> <ul style="list-style-type: none"> - Install water-saving devices in taps, showers and toilets - Re-use grey water in new developments - Capture and re-use rainwater where possible e.g. water butts for use in car washing, watering garden, toilets - Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading - Avoid increasing areas of hard surfacing. - Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SUDS). - Plant drought-tolerant plants and mulch landscapes to avoid water loss through evaporation.

	3.75
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Impact (select from list)	Revised Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
	4
	3.7

Ways to optimise sustainability and work towards net zero carbon:
 - 'Make every contact count', by using contact points with residents, businesses and community groups to promote understanding of the climate emergency.

Climate Change, Leisure and Housing Committee Wednesday, 16 October 2024

PART I

South Oxhey Playing Fields Management Plan 2024-2029

ADE

1 Summary

- 1.1 New five-year management plan has been developed for South Oxhey Playing Fields in South Oxhey.
- 1.2 The new plan contains management actions over the next five years from financial year 2024/25 until 2028/29. The detailed actions relate to grassland, wildflower and woodland improvements for biodiversity and improvements to public access and signage.
- 1.3 Officers are recommending that these plans are approved by the Climate Change, Leisure and Housing committee and adopted by the Council. Should the plans be approved, Officers will seek to implement the actions within the plans over the next five years. Work will be completed within existing budgets or subject to external funding.

2 Details

2.1 Plan development process

- 2.1.1 The plans were developed and produced by Countryside Management Service (CMS) part of Hertfordshire County Council, who are commissioned by Three Rivers District Council (TRDC) to assist with the management of TRDC Open Spaces.
- 2.1.2 Public consultation on the management plans was carried out in two stages. An initial period of consultation was held to encourage residents, site users, Councillors and other interested parties to share ideas and thoughts on the management of the woodlands over the next five years.
- 2.1.3 Once draft plans had been completed, a second period of consultation was held to enable stakeholders to comment on draft versions of the plans. Minor amendments were made to the plans to produce the final version.

2.2 Consultation Process

- 2.2.1 The initial consultation was held for 4 weeks in October and November 2023. During this period a guided walk was held by CMS on the 27 October 2023.
- 2.2.2 Public and stakeholder consultation, on the draft management plan, took place in May 2024.
- 2.2.3 A total of 10 responses were received as feedback to the public consultation process. These included residents, Herts & Middlesex Butterfly Conservation, Councillors and Park Run. Some of the feedback received included;

- The improvements promoting a healthy and diverse woodland and grassland habitats are welcomed and will have a beneficial impact on the biodiversity of the area, in particular thinning the dense tree stands and re-introducing coppicing will improve the number of woodland species.
- Establishment of wild flower meadow areas and the wildflower maze will also be beneficial for pollinators and caterpillar food plants.
- The lower section of the playing field should be kept for pitch sports, as this is the flattest part and keeps them one area.
- Some of waymarker signs need replacing/maintenance.

2.3 Aim and Objectives

2.3.1 The aim and objective of the management plan is to conserve and enhance the semi-natural character of the site – promoting healthy and diverse woodland and grassland habitats – and maintain the site as a safe and enjoyable place to visit for all members of the local community.

2.3.2 The key detailed actions relate to grassland, wildflower and woodland improvements for biodiversity and improvements to public access and signage, these include;

- Removal/replacement of the main welcome sign to the site from Green Lane
- Design and establish a wildflower maze
- Woodland thinning, coppicing and planting
- Rough and Conservation Grassland management as per the specifications

3 Options and Reasons for Recommendations

3.1 The officer recommendation is that the management plan for South Oxhey Playing Fields is formally adopted by the Council.

3.2 Officers will then begin to implement the actions within the plans, subject to available funding where necessary.

3.3 The Management Plan is based on the current management prescriptions for South Oxhey Playing Fields. Further changes may need to be made following the determination of the Council's application to award South Oxhey Playing Fields Village Green Status.

3.4 If the plans are not approved by the committee, maintenance of the site will continue at a minimum level, but no additional improvements for biodiversity or public access will be undertaken.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policies are the Tree Strategy agreed in 2022 and Nature Recovery Strategy agreed in 2023.

4.2 The recommendations in this report relate to the achievement of the following objectives within the Corporate Framework 2023 – 2026:

- Expand our position as a great place to do business
- Support and enable sustainable communities

5 Financial Implications

5.1 The Council's Medium Term Financial Plan includes an annual budget to maintain 13 sites with management plans, including the management of South Oxhey Playing Fields. This is not sufficient to deliver the actions planned within the Management Plan as such the delivery of projects will be dependent on securing external funding which will need to be obtained in advance of projects proceeding.

6 Legal Implications

6.1 All proposed works and equipment will be tendered within the Council's constitution and Contract Procedure Rules, where required.

6.2 The preparation of this plan is being undertaken in order to support compliance with the Council's statutory obligations and its Corporate Framework and Priorities.

6.3 The Council has a duty to have regard to conserving and enhancing biodiversity under S40 of the Natural Environment and Rural Communities Act 2006. This does not mean that the duty must be given greater weight than other matters and the Management Plan recommendations that are being presented within this report satisfy the duty, which is for the Council to 'have regard' when it exercises its functions.

6.4 Subject to the receipt of external funding, under the Council Constitution (as outlined in part 3, section 4.1.3 of the Council Constitution), Committee approval is required to enter into any contract above the value of £25,000.

7 Equal Opportunities Implications

7.1 An Impact Assessment has been completed for these Management Plans.

7.2 Overall the new Management plan should have a positive impact on the accessibility of the site.

7.3 Funding will need to be sourced in order to make these improvements.

8 Staffing Implications

8.1 Delivering the Management Plan project and objectives as well as securing external funding in order to deliver these will be led by the Leisure and Natural Infrastructure Service.

8.2 In particular, it will require the time of the Leisure Assets Manager and the Principal Trees and Woodlands Officer.

8.3 Officers will also be working collaboratively and will require support and input from Officers in other services, including Regulatory Services, Property Services, Environmental Protection, Community Partnerships, Finance and Legal.

9 Environmental Implications

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.00
Travel	3.50
Goods and Consumption	4.00
Ecology	4.00
Adaptation	3.50
Engagement and Influence	4.00
Total Overall Average Score	3.7

10 Community Safety Implications

10.1 None Specific.

11 Public Health implications

11.1 Accessible, well-maintained parks and open spaces have never been more vital to the health and wellbeing of individuals. Being able to connect with wildlife has a positive impact on both the physical and mental health and wellbeing of individuals.

12 Customer Services Centre Implications

12.1 None specific.

13 Communications and Website Implications

13.1 The website will be kept updated with any relevant changes to the site, following the adoption and ongoing delivery of the Management Plan.

13.2 Good news stories will be circulated and shared via the Communications team, including across a range of social media channels.

14 Risk and Health & Safety Implications

14.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

14.2 The subject of this report is covered by the Leisure & Natural Infrastructure service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Actions within the Management Plans are not implemented	Reputational damage to the Council	Implementation of the plans is monitored and reported	* Tolerate	4

due to a lack of resources		to hi-light any issues at an early stage		
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14.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ 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

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

14.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

15 Recommendation

15.1 That the Leisure, Environment and Community Committee:

15.2 Adopt the new five year Management Plan for South Oxhey Playing Fields.

- 15.3 Give delegated authority to the Director of Finance to enter into a contract or funding agreement above the value of £25,000, subject to securing external funding to facilitate works to support the implementation of the Management Plans.

Report prepared by: Kelly Barnard, Leisure Assets Manager,
kelly.barnard@threerivers.gov.uk

Data Quality

Data sources:

Public Consultation

Data checked by:

Andrew Taylor – Projects Officer, Countryside Management Service (CMS)

Data rating: Tick

1	Poor	
2	Sufficient	✓
3	High	

APPENDICES

APPENDIX A: South Oxhey Playing Fields Greenspace Action Plan 2024 - 2029

Short Equality Impact and Outcome Assessment (EIA)

EIAs make services better for everyone and support value for money by getting services right first time.

EIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then action plan to get the best outcomes for staff and service-users¹. They analyse how all our work as a council might impact differently on different groups²

They help us make good decisions and evidence how we have reached these decisions.³

See end notes for full guidance. For further support or advice please contact the Community Partnerships Team

Equality Impact and Outcomes Assessment (EIA) Template

First, consider whether you need to complete an EIA, or if there is another way to evidence assessment of impacts, or that an EIA is not needed⁴

Title ⁵	South Oxhey Playing Fields Management Plan 2024-2029	ID No ⁶	LL007
Team/Service ⁷	Leisure and Natural Infrastructure		
Focus of EIA ⁸	<p>The formal adoption and implementation of a new five-year management plan for South Oxhey Playing Fields.</p> <p>The new plan contains management actions for the site over the next five years from financial year 2024/25 until 2028/29.</p> <p>The implementation of the new management plan is the responsibility of the Leisure and Natural Infrastructure Service in partnership with Environmental Protection and Hertfordshire County Councils Countryside Management Service.</p> <p>The site remains open to the public at all times.</p> <p>The actions within the management plan considers opportunities to improve accessibility through the enhancement of pathways, keeping pathways clear and where bench replacement is required, these will include a back and arm rests.</p>		

Assessment of overall impacts and any further recommendations ⁹	
The overall impact should be positive by enabling a wide range of users to continue to access the site through enhancement of pathways and appropriate bench replacement when required.	
Potential Issues	Mitigating Actions
<p>Not having the funding to support the delivery of the actions, which will have a positive impact on the accessibility of the site.</p> <p>Inaccessibility of the site for those with disability requirements.</p>	<p>Existing budgets to be used to support the ongoing actions and external funding to be secured before other projects commence.</p> <p>Enhancement of pathways, keeping pathways clear and where bench replacement is required, these will include a back and arm rests.</p>
Actions Planned ¹⁰	
Continue to source additional funding to support the implementation of the action plan for South Oxhey Playing Fields	

EIA sign-off: (for the EIA to be final an email must sent from the relevant people agreeing it or this section must be signed)

Equality Impact Assessment officer: Shivani Davé

Date: 25/09/2024

Equalities Lead Officer:

Date:

Guidance end-notes

¹ The following principles, drawn from case law, explain what we must do to fulfil our duties under the Equality Act:

- Knowledge: everyone working for the council must be aware of our equality duties and apply them appropriately in their work.
- Timeliness: the duty applies at the time of considering policy options and/or before a final decision is taken – not afterwards.
- Real Consideration: the duty must be an integral and rigorous part of your decision-making and influence the process. • Sufficient Information: you must assess what information you have and what is needed to give proper consideration.
- No delegation: the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- Review: the equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
- Proper Record Keeping: to show that we have fulfilled our duties we must keep records of the process and the impacts identified.

NB: Filling out this EIA in itself does not meet the requirements of the equality duty. All the requirements above must be fulfilled or the EIA (and any decision based on it) may be open to challenge. Properly used, an EIA can be a tool to help us comply with our equality duty and as a record that to demonstrate that we have done so.

² Our duties in the Equality Act 2010

As a council, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with ‘protected characteristics’ (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership).

This applies to policies, services (including commissioned services), and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, those groups’ vulnerability, and how serious any potential impacts might be. We use this EIA template to complete this process and evidence our consideration

The following are the duties in the Act. You must give 'due regard' (pay conscious attention) to the need to:

- avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- promote equality of opportunity. This means the need to: – Remove or minimise disadvantages suffered by equality groups – Take steps to meet the needs of equality groups – Encourage equality groups to participate in public life or any other activity where participation is disproportionately low – Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- foster good relations between people who share a protected characteristic and those who do not. This means: – Tackle prejudice – Promote understanding

³ EIAs are always proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The numbers of people affected
- The size of the likely impact
- The vulnerability of the people affected

The greater the potential adverse impact of the proposed policy on a protected group (e.g. disabled people), the more vulnerable the group in the context being considered, the more thorough and demanding the process required by the Act will be.

⁴ When to complete an EIA:

- When planning or developing a new service, policy or strategy
- When reviewing an existing service, policy or strategy
- When ending or substantially changing a service, policy or strategy
- When there is an important change in the service, policy or strategy, or in the city (eg: a change in population), or at a national level (eg: a change of legislation)

Assessment of equality impact can be evidenced as part of the process of reviewing or needs assessment or strategy development or consultation or planning. It does not have to be on this template, but must be documented. Wherever possible, build the EIA into your usual planning/review processes.

Do you need to complete an EIA? Consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?

How vulnerable are the people (potentially) affected? If there are potential impacts on people but you decide not to complete an EIA it is usually sensible to document why.

⁵ **Title of EIA:** This should clearly explain what service / policy / strategy / change you are assessing

⁶ **ID no:** The unique reference for this EIA. This will be added by Community Partnerships

⁷ **Team/Service:** Main team responsible for the policy, practice, service or function being assessed

⁸ **Focus of EIA:** A member of the public should have a good understanding of the policy or service and any proposals after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the policy, practice, service or function?
- Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person/team/body and where other organisations deliver under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the policy, practice, service or function, or by how it is delivered? Who are the external and internal serviceusers, groups, or communities?
- What outcomes do you want to achieve, why and for whom? Eg: what do you want to provide, what changes or improvements, and what should the benefits be? • What do existing or previous inspections of the policy, practice, service or function tell you?
- What is the reason for the proposal or change (financial, service, legal etc)? The Act requires us to make these clear.

⁹ **Assessment of overall impacts and any further recommendations**

-
- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Explain what positive impacts will result from the actions and how you can make the most of these.
 - Countervailing considerations: These may include the reasons behind the formulation of the policy, the benefits it is expected to deliver, budget reductions, the need to avert a graver crisis by introducing a policy now and not later, and so on. The weight of these factors in favour of implementing the policy must then be measured against the weight of any evidence as to the potential negative equality impacts of the policy,
 - Are there any further recommendations? Is further engagement needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?

¹⁰ **Action Planning:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further equality assessment and consultation are needed.

TRDC Climate and Sustainability Impact Assessment

Score / Colour Code	Impact and Recommendation
Dark green (4)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.
Light green (3)	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible.
Yellow (2)	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.
Red (1)	Considerable inconsistency with the council's sustainability objectives. Strong recommendation to review and mitigate.
Grey (0)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for use

Please answer all questions from the drop-down options in the 'impact' column (C), including 'not applicable' as needed.

Please email your completed copy of the form to Joanna.Hewitson@threeivers.gov.uk.

Key to the colour coding of answers is given at the top of the page.

Name of project/policy/procurement and date		South Oxhey Playing Fields Management
Brief description (1-2 sentences):		New five year management plan for South Oxhey Playing Fields

Homes, buildings, infrastructure, equipment and energy			
Question	Impact (select from list)	Score (-1 to 4)	Justification or mitigation
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Where any work is required on the sites, local companies will be used to reduce the impact of emissions.
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
3 Does this project further maximise the use of existing building space? E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
4 Will any new building constructed or refurbished be highly energy efficient in use? (e.g. high levels of insulation, low energy demand per sq. m., no servicing with fossil fuels such as gas heating, EPC	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
5 Does this make use of sustainable materials / unputs in your project? E.g. re-used or recycled construction materials; timber in place of concrete	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
6 Does this use more sustainable processes in the creation of the project? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel,	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
7 Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	

8	Do any appliances or electrical equipment to be used have high energy efficiency ratings?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
	Average Score		2.00	
Travel				
	Question	Impact	Score (0-4)	Justification or mitigation
9	Reducing travel: what effect will this project have on overall vehicle use?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	Where any work is required on the sites, local companies will be used to reduce the impact of emissions.
10	Will this project use petrol or diesel vehicles or EV, hybrid?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
11	Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Opportunities for walking on site and as a through route. This will be enhanced by keeping paths clear of foliage and any path improvements
12	Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
13	Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
	Average Score		2.50	
Goods and Consumption				
	Question	Impact	Score (0-4)	Justification or mitigation
14	Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Where there may be a need for tree felling, or the creation of habitats, dead wood will be left on site.
15	Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
16	Does it use products and resources that are re-used, recycled, or renewable?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
17	Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Interpretation around the site will show the benefits of nature and biodiversity.

18	Is there a plan to reduce waste sent to landfill in manufacture?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
19	Is the material used able to be re-used, re-purposed, or recycled at end of its life?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
20	Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. less and high-quality (high welfare) meat and dairy; minimises food waste; seasonal produce; locally sourced.</i>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score			3.00	

Ecology

	Question	Impact	Score (0-4)	Justification or mitigation
21	What effect does this project have on total area of non-amenity green/blue space? (Amenity green space = playing fields, play areas, sporting lakes etc. Non-amenity= e.g. woodland, grassland, wetland,	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The management plan look at how the open space is utilised
22	Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	There are anumber of actions in the management plan to support the creation of or improvement of habitat for nature
23	Does it make changes to existing habitats and have a negative impact on nature? <i>E.g. use of pesticides, reduced extent and variety of plants, planting non-native species</i>	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The management plan looks at how habitats are protected and how new ones can be developed/introduced
24	Does it help people understand the value of biodiversity, and encourage residents to support it in their private and community spaces?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Interpretation on site will explain the benefits
Average Score			4	

Adaptation

	Question	Impact	Score (0-4)	Justification or mitigation
25	Does any planned project, construction or building use include measures to conserve water?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Mitigating the use of water by planting at the right time, planting the right species and use of hydration bags where neccessary
26	Does anythe project , consider how to sustainably protect people from extreme weather?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The actions plans will consider the diversity of tree species planted, consider sustainable drainage solutions and any areas of long grass will include a fire break
27	Has any planned building work or infrastructure considered how to mitigate flood risk? <i>E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs</i>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	
28	Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
29	Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	The actions plans will consider the diversity of tree species planted, consider sustainable drainage solutions and any areas of long grass will include a fire break.

Average Score		3.5	
Engagement and Influence			
Question	Impact	Score (0-4)	Justification or mitigation
30 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Potential for increased partnership working, environmental focused educational events and messaging
Average Score		3	
Total Overall Average Score		3.00	

Now assesment is compelete copy and paste box into your business case, committee report. (under environmental implications 6). Whole assesment can be an appendix. Procurement tenders are expected to submit complete report with application.

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.00
Travel	3.50
Goods and Consumption	4.00
Ecology	4.00
Adaptation	3.50
Engagement and Influence	4.00
Total Overall Average Score	3.7

and proceed.
 mitigations where possible.

n to review these aspects and find mitigations.

it otherwise proceed.

ent Plan 2024-2029

outh Oxhey Playing Fields

Impact (select from list)	Revised Score (1-4)
Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0

Ways to optimise sustainability and work towards net zero carbon:

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment to deliver improvement in EPC ratings.
- Replace gas boilers with renewable heating, such as heat pumps. Consider District Heat Networks where appropriate.
- Construct new buildings to Passivhaus standard.
- Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames.
- Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including battery storage.
- Switch to a certified renewable energy provider e.g. utilise power purchase agreements (PPA)
- Use energy-efficient appliances.
- Install low-energy LED lighting.
- Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.

Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
	3.00

Impact (select from list)	Revised Score (0-4)
Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	3.50

Ways to optimise sustainability and work towards net zero carbon:

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric, hybrid, or most fuel efficient vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries
- Model and mitigate the project's effect on traffic and congestion e.g. retiming the service or deliveries

Impact (select from list)	Revised Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

Ways to optimise sustainability and work towards net zero carbon:

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.
- Ensure meat and dairy is high-quality, high-welfare.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents, community groups and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
	4.00

Impact (select from list)	Revised Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
	4

Ways to optimise sustainability and work towards net zero carbon:
(Seek advice from Landscapes Team if required)

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of synthetic pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels', ponds, hedgehog hides and passages, log piles
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods

Impact (select from list)	Revised Score (0-4)
Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4

Ways to optimise sustainability and work towards net zero carbon:

- Install water-saving devices in taps, showers and toilets
- Re-use grey water in new developments
- Capture and re-use rainwater where possible e.g. water butts for use in car washing, watering garden, toilets
- Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading
- Avoid increasing areas of hard surfacing.
- Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SUDS).
- Plant drought-tolerant plants and mulch landscapes to avoid water loss through evaporation.

	3.50
--	-------------

Impact (select from list)	Revised Score (0-4)
Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
	4
	3.7

Ways to optimise sustainability and work towards net zero carbon:
 - 'Make every contact count', by using contact points with residents, businesses and community groups to promote understanding of the climate emergency.



SOUTH OXHEY PLAYING FIELDS
GREENSPACE ACTION PLAN
2024 – 2029



OVERVIEW

Greenspace Action Plans

Greenspace Actions Plans (GAPs) are map-based management plans which specify activities that should take place on a site over a stated period of time. These activities will help to deliver the agreed aspirations which the site managers and stakeholders have identified for that site. All specified actions are aspirational and are not guaranteed to occur within the period prescribed – their completion is subject to relevant budgets being available to achieve them.

Public Engagement

Engagement with stakeholders is central to effective management planning on any site. An initial engagement period was held for 4 weeks in October/November 2023 to establish core aims and objectives for the site; these are reflected in Section 3. A second stage of engagement completed in May 2024 enabled stakeholders to comment on the proposed management actions for the site.

Version Control

Version	Issue Date	Details	Author	Reviewed	Approved
1.0	25.04.2024	Draft	DC	AT	KB
2.0	12.08.2024	Final	DC	AT	KB

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1.0 SUMMARY

1.1 Site Summary

Site Name: South Oxhey Playing Fields

Site Address: Green Lane, Watford WD19 4LS

Grid Reference: TQ1062193744

Size: 49 hectares

Designations: Local Wildlife Site 90/005/01

Owner: Three Rivers District Council

1.2 Vision Statement

To maintain and enhance the semi-natural character and recreational value of South Oxhey Playing Fields, celebrate the heritage of the site, and support community participation in site management. This plan sets out a framework for this vision to be achieved through reintroducing traditional habitat management, improving site facilities and infrastructure, and providing structured volunteering and public engagement opportunities.

The structure of this plan is based on Green Flag Award criteria, to reflect the standards that are important for a successful green space. This document includes annual maps and schedules which identify the location, responsibility, and timing of management actions. The progress of the plan will be reviewed annually, allowing for revision of actions as appropriate, in line with the objectives and long term vision for the site.

2.0 SITE DESCRIPTION

2.1 Introduction

South Oxhey Playing Fields is an extensive area of greenspace, located in the post-war housing developments of South Oxhey, owned and managed by Three Rivers District Council (TRDC). The site is composed of a semi-natural habitat matrix which includes an extensive area of amenity managed grassland and ancient hornbeam-oak woodland, which is designated as a Local Wildlife Site. A variety of recreational opportunities are available on-site including Parkrun events, football pitches, green gym equipment, an enclosed dog enrichment area, a skate park, two artificial tennis courts, a multi-use games area (MUGA), and two play areas - Hayling Road Play Area and Ashburnham Drive Play Area.

The site has a rich and varied history which has shaped the character of the site today. The tree avenue along Green Lane is a relic of the former parkland landscape of historic Oxhey Place Estate. In the early half of the 20th century the site was managed as a golf course and grassland with scattered tree groups remains the most extensive habitat. A deep depression on the north boundary of the site, under woodland canopy, is a medieval chalk pit.

The parkland type landscape of South Oxhey Playing Fields creates an openness which contrasts with the seclusion of nearby Oxhey Woods Local Nature Reserve. Parts of the site offer views of the landscape which extends beyond the surrounding residential development, creating a rural feel to the site which is in contrast with its urban location.

South Oxhey Playing Fields

Greenspace Action Plan

2024 - 2029

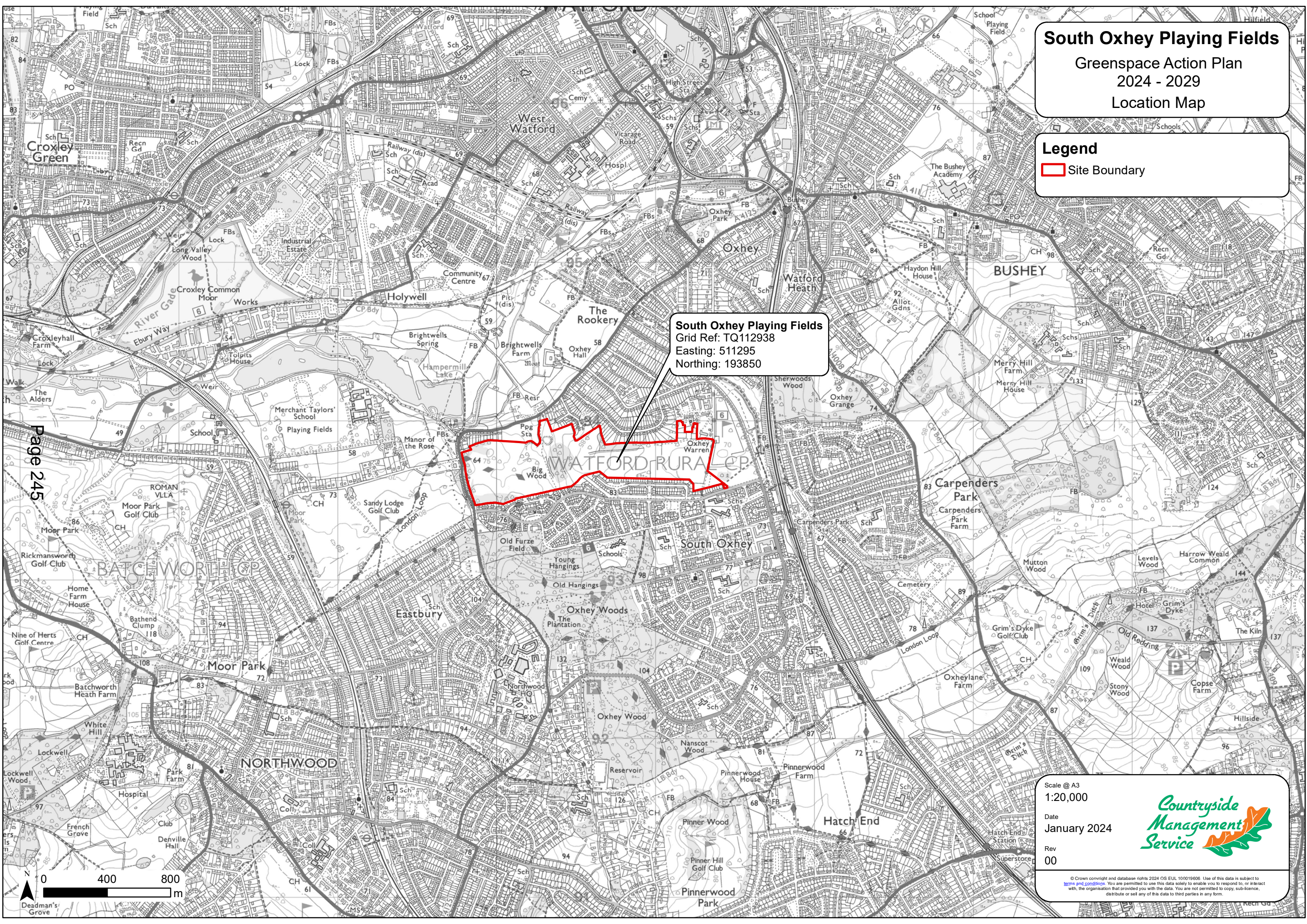
Location Map

Legend

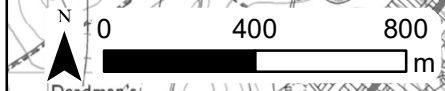
 Site Boundary

South Oxhey Playing Fields
Grid Ref: TQ112938
Easting: 511295
Northing: 193850

Page 245



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Date
January 2024
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Deadman's Grove

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South Oxhey Playing Fields

Greenspace Action Plan

2024 - 2029

Site Description Map

Legend

- Site Boundary
- Barriers, Motorbike Inhibitor
- Barriers, Chicane
- Bench
- Bench, Picnic
- Bin, Dog
- Bin, Litter
- Bin, Recycling
- Gate, Vehicle
- Gate, Pedestrian
- Goal Structure
- Scattered Trees
- Sign, Interpretation
- Sign, Leisure Facilities Information
- Sign, London Loop Fingerpost
- Sign, London Loop Waymarker
- Sign, South Oxhey Circular Walk Waymarker
- Sign, Timber Monolith
- Sign, Welcome
- Street Light
- Culvert
- Grass Path
- Line of Trees
- Grassland, Conservation
- Building
- Grassland, Rough
- Grassland, Amenity
- Leisure
- Scrub
- Sports Pitch
- Surfaced Path
- Woodland



Conservation Grassland
Most diverse grassland on site, supporting native grasses and wildflowers associated with hay meadows.

Conservation Grassland
Dominated by agricultural grasses (typical of grazing pasture), with some wildflowers.

Ancient wood bank topped by ancient multi-stem hornbeam.

Green Lane Entrance
Pedestrian (Mobility Kissing) Gate
Vehicle Gate

Green Lane Car Park Entrance
Bollards

Leisure Facilities Entrance
Bollards

Highlands Entrance
Motorbike Inhibitor

Bramshot Way Entrance
Motorbike Inhibitor
Pedestrian (Kissing) Gate

Hayling Road South Entrance
Motorbike Inhibitor

Green Lane / Hayling Road Entrance
Pedestrian (Mobility Kissing) Gate

Hayling Road East Entrance
Chicane Barriers
Pedestrian Gate

Sandy Lane Entrance
Motorbike Inhibitor
Vehicle Gate

Ashburnham Drive Entrance
Motorbike Inhibitor
Pedestrian (Mobility Kissing) Gate
Vehicle Gate

- Leisure**
1. Skate Park/Chess/Table Tennis.
 2. Dog Enrichment Area
 3. MUGA
 4. Tennis Courts
 5. Hayling Road Play Area
 6. Green Gym
 7. Ashburnham Drive Play Area
 8. Climbing net play equipment

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Date
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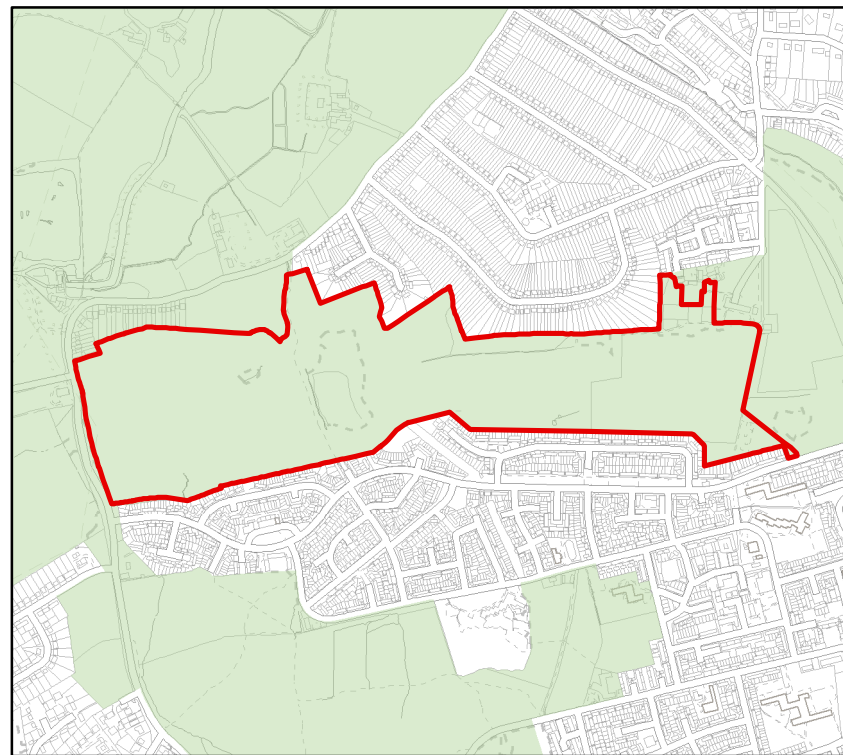
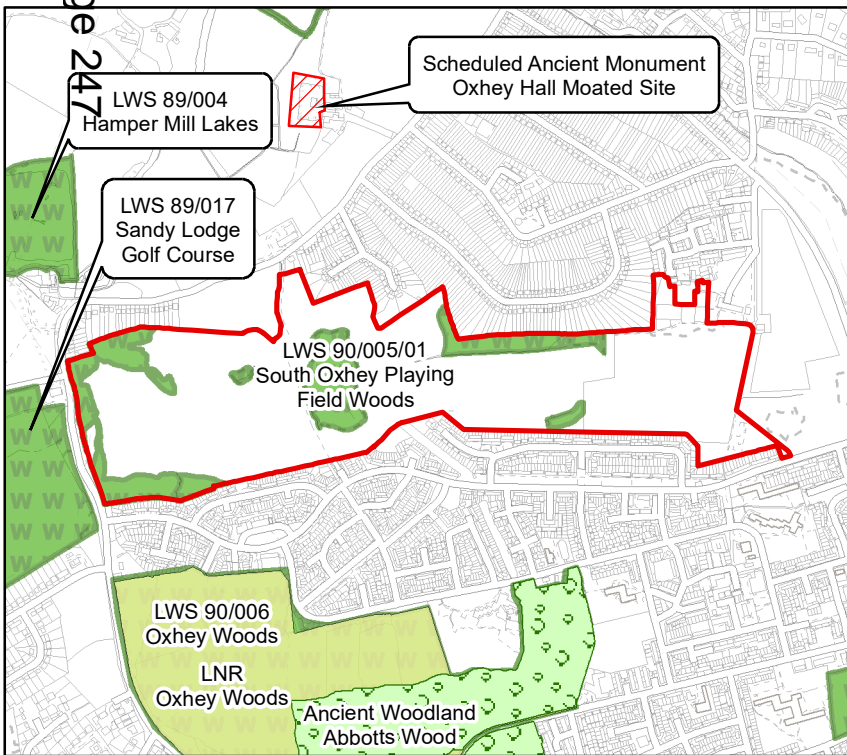
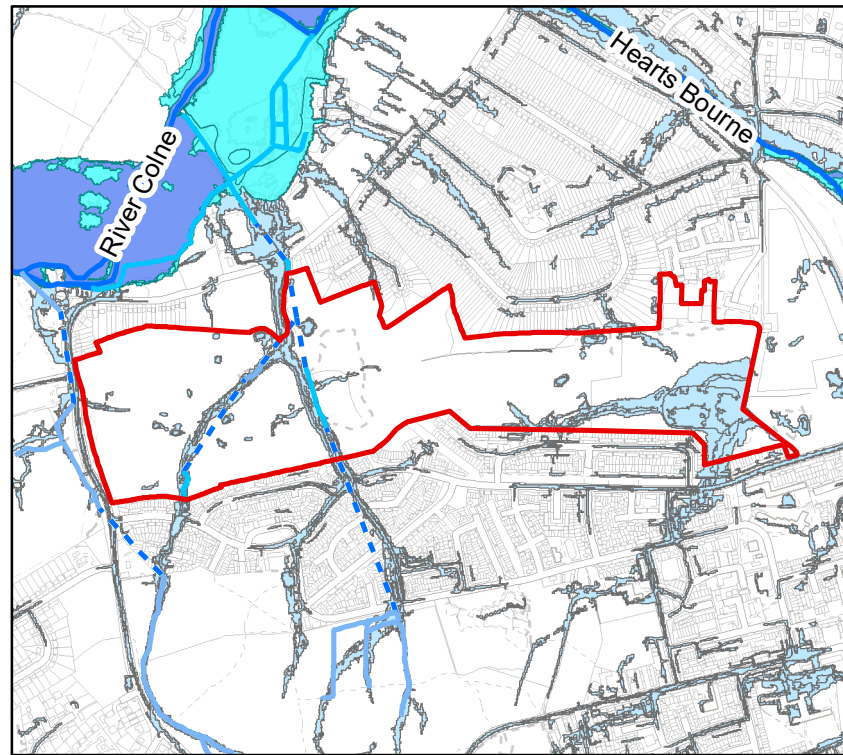
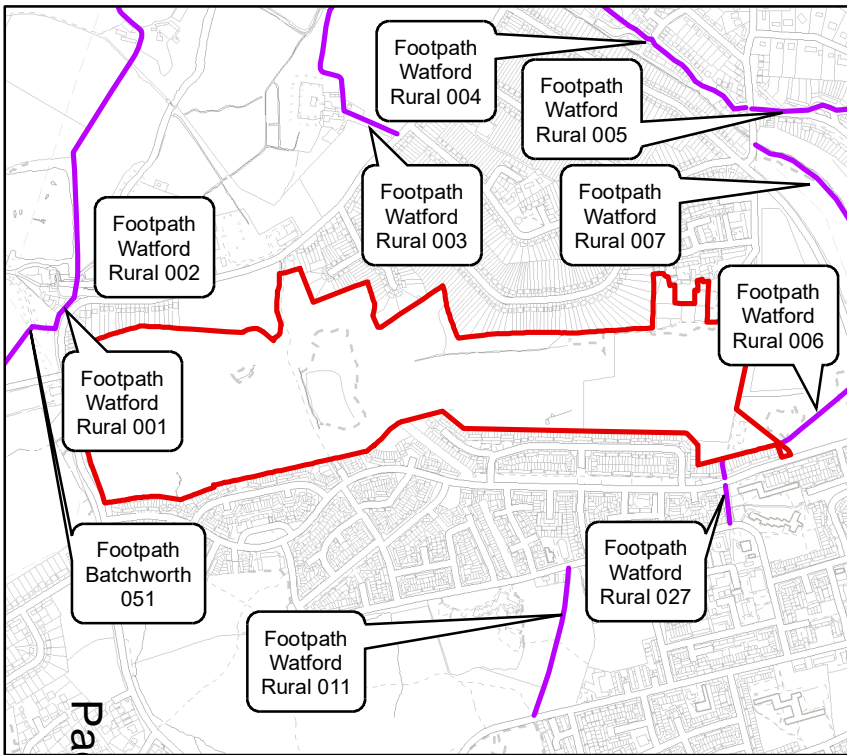
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South Oxhey Playing Fields

Greenspace Action Plan
2024-2029
Constraints Map

Legend

- Site Boundary
- Footpath
- Culvert
- Main River
- Secondary River
- Tertiary River
- Flood Zone 3
- Flood Zone 2
- Potential Surface Water Flooding
- Scheduled Monument
- Ancient & Semi-Natural Woodland (ASNW)
- LNR
- Wildlife Site
- Greenbelt



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2.2 Site Designations

2.2.1 Non-statutory

The site falls within the London Area Greenbelt, which restricts the growth of development in strategic rural areas on the edge of conurbations.

The fragmented woodlands within the site, which are a mixture of woodland with ancient features and woodland that is secondary as more recently developed, are collectively designated as a Local Wildlife Site (LWS) which has a recorded name of South Oxhey Playing Field Woods, ref. 90/005/01. The woodlands meet LWS criteria because: there are ancient woodland remnants with a semi-natural canopy and field evidence suggesting an ancient origin; some fragments are shown on Bryant's map (1822); and woodland indicators are present.

2.2.2 Statutory

In 2024 TRDC applied to Hertfordshire County Council to voluntarily register South Oxhey Playing Fields as a Town or Village Green. A registered town/village green has statutory protection against encroachment or works which would interfere with the local inhabitants' rights to the use of the land. Registration of the land as town/village green will be conclusive evidence of the status of the land as at the date of registration.

2.3 Geology and Hydrology

South Oxhey Playing Fields is in the National Character Area (NCA) 111, Northern Thames Basin, which is characterised by areas of high development pressure interspersed with river valleys, heathland, and woodland. The underlying geology of South Oxhey Playing Fields comprises Tertiary Clay overlaid with clay, fine loam and silt with some brown subsoils (Windsor series). Soils are predominantly slightly acidic and slowly permeable, and therefore experience seasonal waterlogging. There are, however, some areas - such as around Green Lane - which have a lighter loamy soil and *should* be less prone to waterlogging.

A number of small streams which are incorporated as ditch features within the site run off the undulating slopes towards the River Colne, a designated Main River approximately 125m to the north-west of site at its nearest point. Hearts Bourne is the other Main River nearby which runs to the north and east of site, at the closest distance of approximate 290m to the east.

The site is located within Flood Zone 1 which means there is a low probability of flooding from rivers and the sea. There are, however, areas within the site which are at risk of surface water flooding due to the topography of the landscape - gently undulating, mostly falling from the nearby elevated Oxhey Woods to the south, and secondary valleys, such Big Wood, where there is also a disused quarry. Surface water generally flows easterly towards Green Lane where there is the greatest risk of standing water within the site, or northerly towards the Colne.

As well as impacting property and infrastructure, surface water flooding can impair tree structure and stability. Surface water flooding, however, can also be beneficial by washing excess nutrients away from grassland.

2.4 Landscape Character

South Oxhey Playing Fields occupies a large area of Hertfordshire's Landscape Character Area (LCA) 12, Oxhey Golflands. This LCA is described as a quiet landscape, strongly influenced by current and former golf course management. Despite being located in an area of extensive residential settlement, parts of the LCA offer uninterrupted views of an undulating semi-natural landscape towards Oxhey Woods, Moor Park and the Colne Valley.

Land use in the Oxhey Golflands LCA is predominately recreational with grassland being the dominant habitat feature, although small woodlands and scattered copses do contribute to the LCA's rural character.

To retain and strengthen its unique landscape character, guidelines for managing Oxhey Golflands include: developing management plans which enhance the ecological value of grassland, woodland and scrub; encouraging local community groups to engage with management of woodlands; and encouraging restoration of parkland landscape associated with the historic Oxhey Warren (also called Oxhey Lodge) and Oxhey Place Estate.

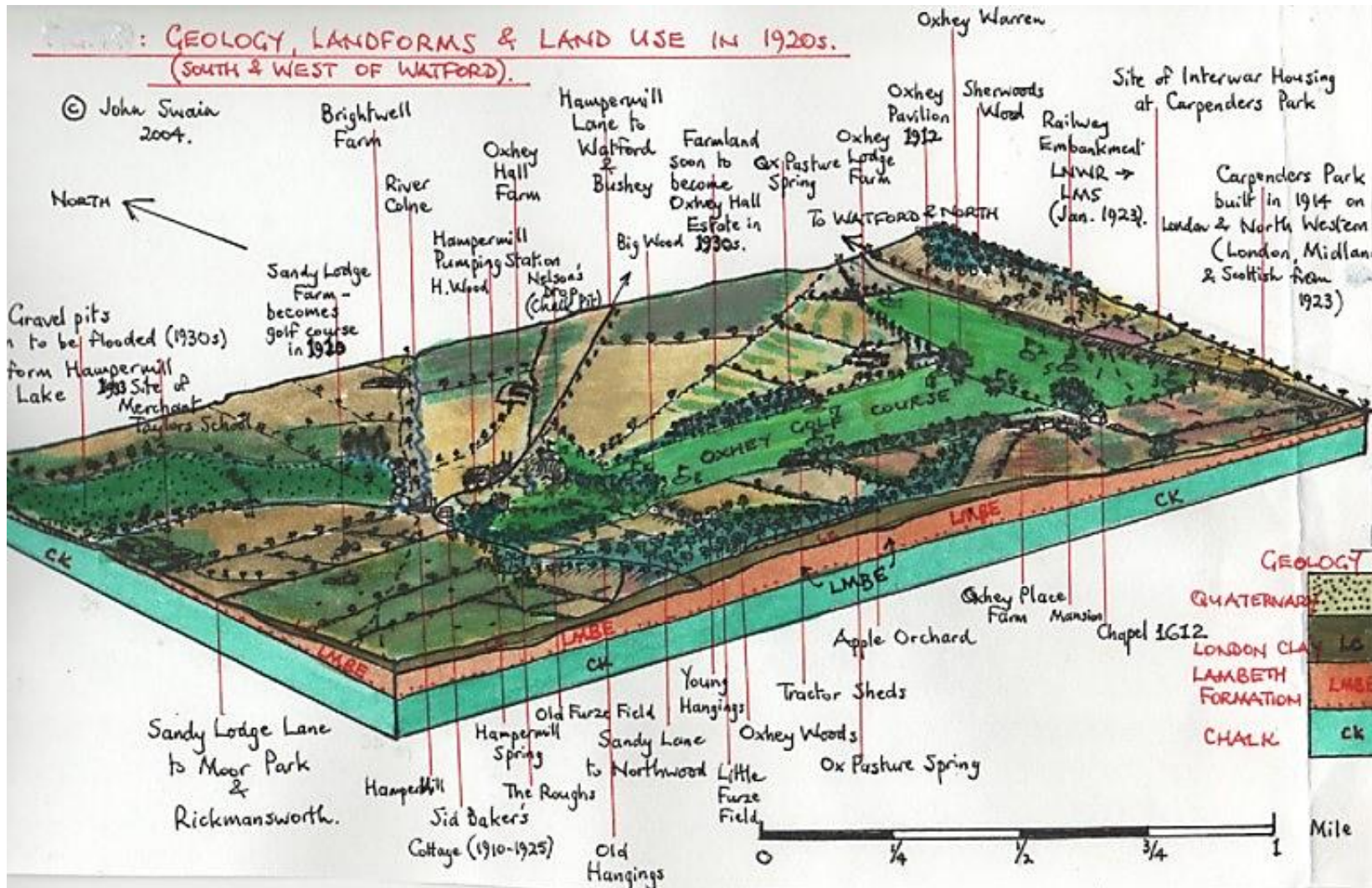


Figure 1: Hand drawn block diagram of South Oxhey Playing Fields' geology, landforms and land use in the 1920s (John R. Swain).

2.5 History and Archaeology

In the medieval period, the site of South Oxhey Playing Fields formed part of land named Oxonage or Oxon given to St Albans Abbey in the early 9th century and later part of Oxhey Hall Manor (dating from 1066). A medieval path route is visible on the edge of Big Wood, and links to an old charcoal production site in Oxhey Woods.

In the post medieval period the site was part of the parkland landscape surrounding Oxhey Place Estate and Oxhey Warren. Remnants of this former parkland landscape include the tree avenue along Green Lane.

The 1872 Ordnance Survey map shows the 'Old Chalk Pit' located in open grassland. Now located under the canopy of secondary woodland, this deep and steeply sided pit is a remnant of surface chalk extraction. In 2006 a test shaft was discovered in the pit (15m deep) which was likely excavated to investigate the depth of the chalk. The test shaft is securely covered and inaccessible.



Photo 1: A mine entry shaft in South Oxhey, photo credit: Peter Brett Associates via www.ukgeohazards.info

Prior to 1912 the site was divided into irregular parcels of grassland and woodland which were likely grazing pasture and hornbeam coppice with oak standards.

Between 1912 and 1952 the site was managed as a golf course. The conversion to a golf course likely resulted in landscape modification, for example to reduce woodland cover and create a distinct site profile (flat in the east, undulating in centre and west).

Several shallow depressions across the site may be the result of various influences including quarrying, golf bunkers, chalk solution hollows (e.g. sink holes), dry ponds, ditches (watercourses on site are culverted), and possibly World War II bombing.

In 1947 Oxhey Place Estate was compulsory purchased by the then London County Council for post war housing development, resulting in the extensive residential settlements which now surround the site. From 1952 the site has been managed for public access, providing varied formal and informal recreational opportunities for local residents. In 1974 the newly formed TRDC took over management of the site.

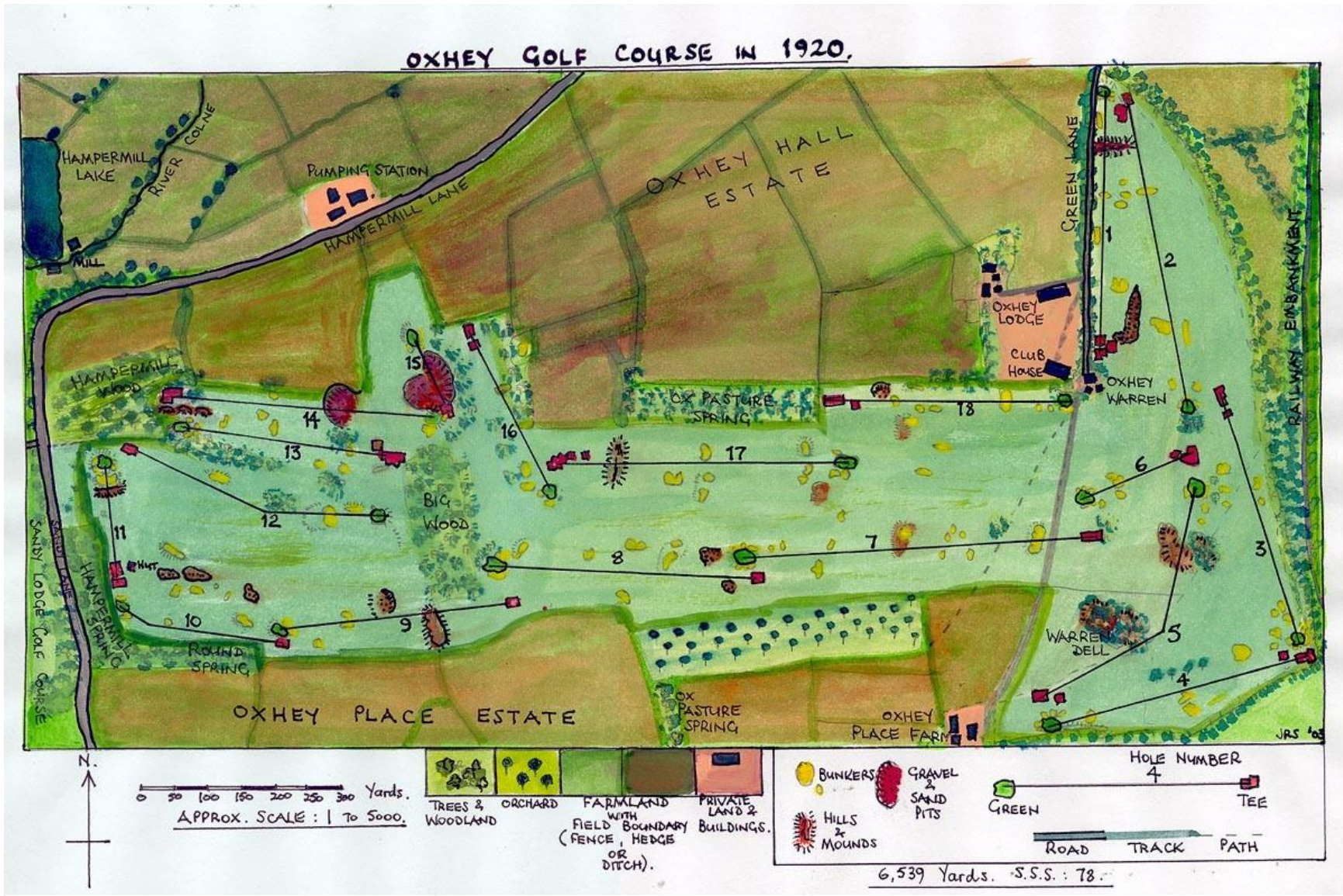


Figure 2: Hand drawn map of Oxhey Golf Course (operated 1912-1952), prior to residential development of Oxhey Hall Estate in the late 1930s (John R. Swain).

2.6 Habitats and Wildlife

2.6.1 Grassland

Grassland in South Oxhey Playing Fields is the most continuous and extensive semi-natural habitat on site, occupying approximately 30 hectares. The majority of grassland, approximately two-thirds, is frequently cut for amenity management which maintains a short sward for recreation.

Due to the history of the site the grassland has escaped intensive agricultural management (ploughing and reseeding) and can be characterised as species poor semi-improved grassland. An extended Phase 1 Habitat Survey (B Tranter Ecology, 2017) described three distinct areas of grassland on-site, varying in plant species composition and diversity.

The most diverse grassland is located in the centre of the site and supports native grasses and wildflowers typically associated with hay meadows including sweet-vernial grass, fine leaved grasses, bird's foot-trefoil, common knapweed, autumn hawkbit and glaucous sedge.



Photo 2: Conservation grassland in the centre of site.

Grassland occurring in the east of the site, on flat ground where football pitches are located, is relatively species poor and supports plant species which tolerate compacted soils including creeping buttercup and knotgrass. Parts of this grassland experience water logging in winter which can impact recreation such as use of football pitches and affecting parkrun routes.



Photo 3: Amenity species-poor grassland in the east of the site.

Grassland in the west of the site is dominated by agricultural grasses (typical of grazing pasture), with few wildflowers. Species include perennial rye-grass, white clover, and sorrel.



Photo 4: Conservation grassland in the west of the site.

There are historic records for less common wildflower species, such as harebell and devil's bit scabious, which are associated with species-rich low intensity-managed grassland. The last records for these species are from 2001. Grassland on South Oxhey Playing Fields declined in botanical diversity prior to 2019, likely due to frequent cutting and heavy recreational use.

Where grassland is maintained as a short sward, or when conservation grass is cut, a buffer of slightly longer rough grass is maintained around woodland and scrub to soften habitat divisions. Where small areas of grassland have historically been left uncut, such as on the boundary of Hampermill Wood, distinctive nests of meadow ants can be found. Meadow ants are typically associated with grassland with a long history of grazing.



Photo 5: Longer, rough, grassland buffers along woodland edge on site.

2.6.2 Woodland

Woodland and scrub occupies approximately 18 hectares of the site. Wooded habitat is fragmented and is a mix of secondary woodland and woodland with ancient features. Woodland with ancient features, including stands of multi-stem hornbeam and wood banks, are collectively designated as a Local Wildlife Site (LWS) named 'South Oxhey Playing Fields Woodland.'

Much of the LWS woodland on site would have been managed historically under the typical Hertfordshire system of hornbeam coppice with oak standards. Rotational coppice maintains structured woodland which supports regeneration of a diverse ground flora and shrub layer. Woodland management has more recently been non-intervention, with the exception of tree safety management. The neglected hornbeam coppice stools have developed into uniformly structured stands of mature multi-stem or maiden (never been coppiced) single-stem canopy trees. Secondary woodland areas tend to be more diverse, supporting native and non-native tree and shrub species.



Photo 6: Woodland on site with poor structure due to neglected hornbeam coppice which has resulted in uniform mature multi-stem or maiden single-stem trees which form a closed canopy preventing the growth of ground flora, scrub and understorey layers.

The most significant areas of ancient hornbeam coppice can be found in Ox Pasture Spring, on the site's north boundary, and Hampermill Spring in the site's south-west corner. An ancient wood bank is located on the southern edge of Ox Pasture Spring topped by ancient multi-stem hornbeam, although much of this historic feature can become obscured from view by successional scrub. Secondary woodland which has developed around Ox Pasture Spring supports ash, lime sp. and non-native sycamore. A thin understory layer includes hazel, midland hawthorn and, historically, invasive rhododendron.



Photo 7: Ancient wood bank on the southern edge of Ox Pasture Spring, topped by ancient multi-stem hornbeam.

The largest area of LWS woodland on site is Big Wood which is located in the centre of South Oxhey Playing Fields and is therefore a significant landscape feature. Secondary woodland has developed around the LWS compartment, connecting Big Wood to woodland on the fringes of the site. This woodland is generally well structured with a dense shrub layer. Canopy species include oak, ash, hornbeam, birch, wild cherry and the non-native sycamore and Norway maple. Scrub includes holly, hazel, midland hawthorn and non-native Cherry laurel. A distinct feature of this woodland is the steep sided chalk quarry in which secondary woodland of ash and oak canopy has developed, with areas of blackthorn and hawthorn scrub. Open habitat at the centre of the quarry is encroached by bramble, nettle and other tall herbs. Hampermill Wood is also relatively diverse with oak, cherry, ash, holly, hazel, hawthorn, blackthorn, field maple and elm.



Photo 8: The well-structured Big Wood with dense shrub layer, scrub and canopy trees.

Woodland on site is generally heavily shaded due to dense secondary regeneration and closed canopies of over-stood hornbeam. Ground flora is therefore generally sparse, although patches of wildflowers occur including a spring carpet of bluebells in Hampermill Spring and Ox Pasture Spring as well as Dog's Mercury, Broad Buckler-fern, Giant Fescue, Wood Meadow-grass and Three-nerved Sandwort.

Woodlands are widely accessible through informal unsurfaced paths which may contribute to the low cover of ground flora.

2.6.3 Trees

Aside from larger areas of woodland there are some small groups of trees scattered across the site which, with scattered single trees, create a parkland landscape.



Photo 9: Trees scattered across South Oxhey Playing Fields create a parkland landscape.

2.6.4 Wetland

There are a number of potential ponds and ditches in and on the boundary of woodlands in South Oxhey Playing Fields, however these are dry because watercourses running into the site have been buried in culverts. The lack of a permanent water supply limits the potential for the site to support a range of wildlife.

2.6.5 Birds

Birds have been observed across the site with records characteristic of the woodland habitats including Great Spotted Woodpecker, Lesser Spotted Woodpecker, Blackcap and Nuthatch.

2.6.6 Mammals

Rabbits and Foxes have been observed across the site, and there are reports of bat activity in the woodlands with a record of Common Pipistrelle. Mature trees, especially those with standing deadwood and cavities, provide bat roost potential. All UK bat species are European Protected Species. There have also been field signs that suggest badgers might use the site.

2.6.7 Insects

Meadow ants are known to be present on site, a species that thrives on grassland that has been grazed for a long time. The mounds of their nests can be found sporadically in woodland grass buffers.

South Oxhey Playing Fields is an under recorded site for butterfly species, but some have been observed. Comma, Orange Tip, Peacock, Small Tortoiseshell and Large White butterflies have been recorded in Big Wood. As well as these Holly Blue, Common Blue, Red Admiral, Speckled Wood, Gatekeeper, Ringlet, Small White and Marbled White butterflies have been observed across the wider site. There are also historic records across the site of Essex Skipper, Small Skipper, Large Skipper, Small Copper, Meadow Brown and Green-veined White butterflies.



Photo 10: Common Blue butterfly seen within an area of conservation grassland in the site.

2.6.8 Invasive Non-Native Species

2.6.8.1 Oak Processionary Moth

Oak Processionary Moth (OPM) was introduced into England in 2005 and has since become established in London, gradually spreading into surrounding counties. While the moth is harmless, caterpillars pose a risk to public health through microscopic hairs which cover its body. Contact with hairs typically causes skin rashes, although symptoms can include eye irritation, sore throats and in extreme cases breathing difficulties and allergic reactions.

In 2018 a large number of male moths were caught in pheromone traps on the margin of the site. This suggests that a breeding OPM population is likely to be in close proximity. The site is in the established zone where control is the responsibility of the landowner (TRDC). Control of OPM follows guidance from the Forestry Commission and has included pesticide spraying.

2.7 Access, Facilities and Infrastructure

The site can be accessed at 12 locations: from Hampermill Lane at the west of site for pedestrians only, known as Hampermill Lane West, or at the north of site for pedestrians and authorised vehicles, known as Hampermill Lane North; for pedestrians from Highlands, Green Lane Car Park and the Leisure Facilities (via Green Lane) all at the north-east of site; pedestrian and authorised vehicle access from Green Lane at the north-east of site; pedestrian access off Hayling Road (via Hayling Road Play Area) to the south-east of site, known as Hayling Road East; pedestrian access off Green Lane/Hayling Road to the south-east of site; pedestrian access off Hayling Road to the south of site, known as Hayling Road South; pedestrian access off Bramshot Way at the south of site; pedestrian and authorised vehicle access off Ashburnham Drive to the south of site; and pedestrian and authorised vehicle access off Sandy Lane to the south-west of site.

The Green Lane car park, which is associated with the neighbouring former Pavilion Pub, can be used by site visitors for free.

Facilities for organised sports on site are provided by grass football pitches and artificially surfaced tennis courts, skate park and multi-use games area (MUGA). Facilities for informal recreation are provided by outdoor play and green gym equipment. The extensive grassland provides opportunities for walking and running.

Dogs are welcome at South Oxhey Playing Fields and while open aspects of the site provide a great space for exercising dogs, there is also an enclosed dog enrichment area.




A number of benches are located at ideal resting points that also provide views across the site and toward the wider landscape.

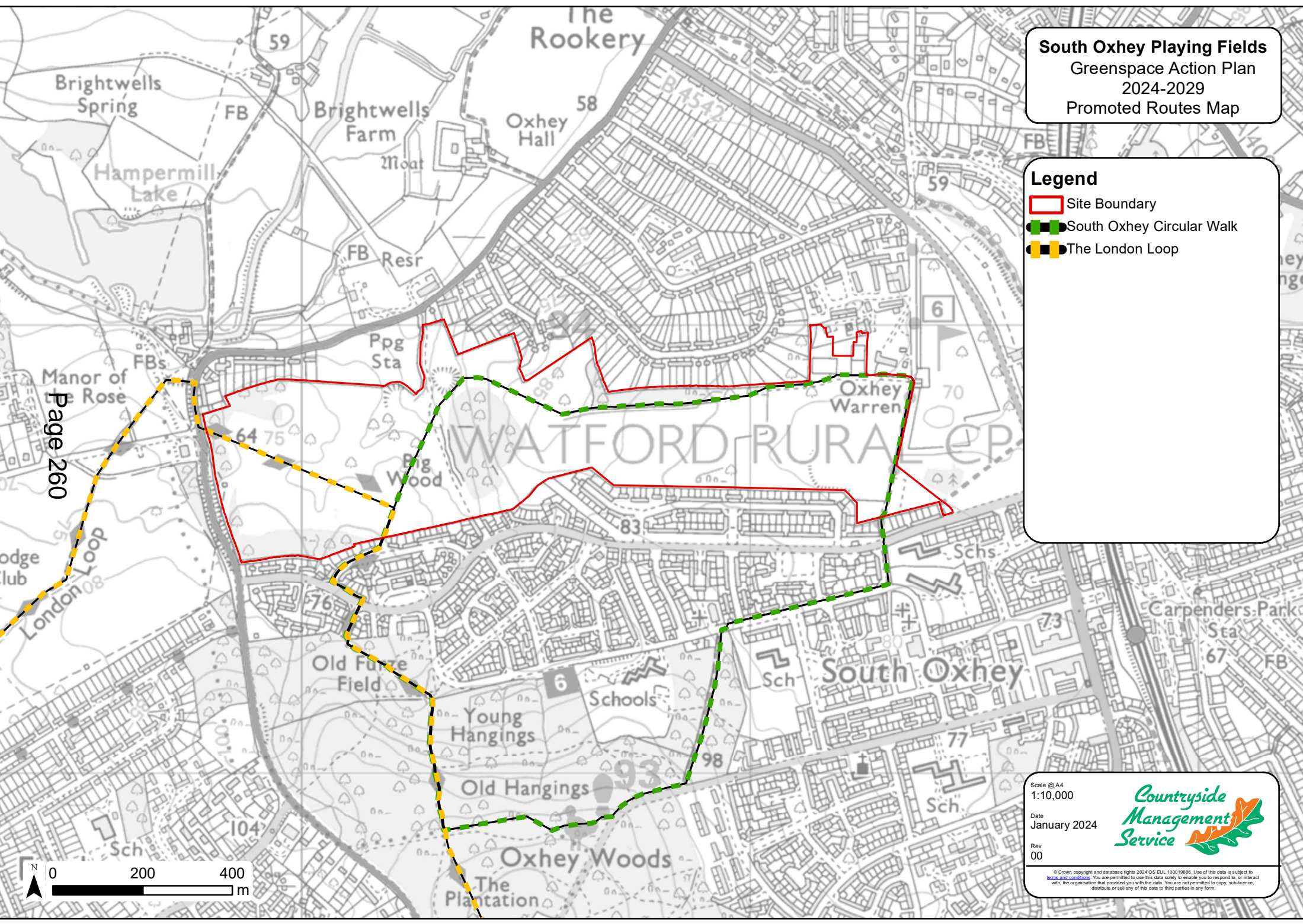
There are a number of signs around the site. Signage within the site includes waymarkers, site name and ownership-branded welcome signs, informative interpretation panels, control of dogs and dog fouling, and guidance for use of facilities. Outside of the site boundary, on the junction of Prestwick Road and Green Lane, there is also a sign which advertises the site however this is old and does not feature the correct site name.

Footpaths Watford Rural 001, 002, 006 and 027 lead to site entrances, although no Public Rights of Way pass within the site boundary. There are two trails which cross the site though - a 6.1km section of the London LOOP (Moor Park to Hatch End) and the 4km South Oxhey Circular Walk which is waymarked.

South Oxhey Playing Fields
 Greenspace Action Plan
 2024-2029
 Promoted Routes Map

Legend

-  Site Boundary
-  South Oxhey Circular Walk
-  The London Loop



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2.8 Community and Events

Weekly Saturday events are held by [parkrun](#) across the site. This is a free event which is open to anyone who can complete the 5km course. In South Oxhey Playing Fields, the parkrun course follows a circular loop around the eastern section of the site and is almost entirely on grass. Participants are encouraged to travel to the event on foot, wheel or public transport where possible, and to give way to other site users while taking part.



Photo 11: A parkrun event at South Oxhey Playing Fields, photo credit: [parkrun.blog.com](#), 10th July 2018.

Community involvement on a site can add value to it while enhancing a sense of place for local people. Volunteers have been involved in site management tasks however this has been irregular. Although it has been an aspiration for some time, there is no Friends of Group dedicated to the site to take on stewardship under the guidance of the Countryside Management Service (CMS).

2.9 Site Management

TRDC manage the play areas, green gym equipment and surfaced facilities, and conduct regular actions across the rest of the site - primarily grass cutting, litter picking and bin emptying.

CMS lead on the delivery of some tasks to manage the site with volunteers or contractors. In the past this has included invasive non-native species (INNS) plant control, installing waymarker posts, and clearing scrub around scattered trees.



Photo 12: CMS volunteer task on site managing invasive rhododendron within woodland.

3.0 ANALYSIS & EVALUATION

3.1 A Welcoming Place

There are a number of pedestrian entrances around the site which provide access for local residents and other park users to different areas of the site.

A number of entrances are not clearly visible because they are set back from the road or they are either narrow or can become encroached with vegetation. This particularly affects the entrances off Hampermill Lane and Sandy Lane where they access directly into woodland. There was also a lack of any access features at some of these entrances that also limited their visibility along the boundary of the site. As well as impacting users ability to find ways into a site, indistinct access points also reduce the welcoming feel of a site as visitors consider those they feel comfortable using.

Signage in general – whether that be informative interpretation signs, structures displaying the site name, or directional signs for user orientation – impacts the sense of welcome for visitors. This was lacking across many of the access points, including the most visible site entrances off Ashburnham Drive to the south and Green Lane to the north-east. Directional signage was also deteriorating where present across the site.

During the last five years, a number of improvements were made to site entrances, and directional signage across the site: CMS volunteers replaced waymarkers across the site for the London LOOP; aesthetic timber site welcome monoliths were installed at entrances off Ashburnham Drive, Bramshot Way, Green Lane/Hayling Road and Green Lane; interpretation signs installed off Ashburnham Drive and Green Lane detail interesting site information and include illustrations that show site features as well as the London LOOP and South Oxhey Circular Walk routes; new metal kissing gates were installed off Hampermill Lane and Bramshot Way for users on foot, while those that are mobility-friendly were installed off Ashburnham Drive, Green Lane/Hayling Road and Green Lane; new vehicle barriers were installed off Hampermill Lane and Ashburnham Drive; new metal motorbike inhibitor barriers were installed off Hampermill Lane, Sandy Lane, Ashburnham Drive, Bramshot Way, Hayling Road, Green Lane, Green Lane Car Park and Highlands; vegetation was managed around entrances off Hampermill Lane to improve visibility from the road; the surfacing around entrances off Ashburnham Drive and Green Lane was levelled out to remove trip hazards and improve ease of access; and a large visually interesting welcome sign that reflects the setting of, and opportunities provided by, the site was designed and installed at the Green Lane Car Park entrance.



Photo 13: Improvements made to access points around South Oxhey Playing Fields including timber monoliths, motorbike inhibitors, waymarkers, metal kissing gates, vehicle barriers, and welcome and interpretation signs.

Improvements over the next five years to ensure the site is a welcoming place for visitors should include continuing to manage vegetation from encroaching across, and therefore reducing the visibility of and access through, entrances. This will promote the quality and safety of access to the site and, inevitably, will have a greater focus around entrances directly into woodland or tree groups – Bramshot Way, Sandy Lane, Hampermill Lane West and Hampermill Lane North.

Also to improve visibility at less well-used or less prominent access points, and to welcome visitors into the site, installing features that highlight the presence of the greenspace and indicate to visitors that they have entered the site should be considered. Again this will inevitably focus on the above named entrances, but also at Highlands, Hayling Road East, Green Lane/Hayling Road and Hayling Road South. This could be more of the aesthetic timber site welcome monoliths or alternatives such as metal twin-leg name plates or metal directional fingerposts with the site name.



Photo 14: Installing features such as site name plates at less prominent entrances will improve the welcome for visitors and demarcate entering the site.

Old signs have the potential to deter visitors. The old sign at the entrance to Green Lane from Prestwick Road is in poor condition, weathered, and has the incorrect site name – stating “Oxhey Playing Fields” instead of “South Oxhey Playing Fields.” The location of the sign also suggests visitors have entered the site immediately upon turning into Green Lane from this direction. The sign on the Green Lane/Prestwick Road junction should either be removed, or replaced with a new sign. A design scheme to be implemented on all site signs across the district is being considered and therefore any new sign should have a design consistent with that scheme.



Photo 15: The sign at the Green Lane/Prestwick Road junction that should be removed or replaced.

Additional features of interest should be considered across the site. Additional interpretation signs that provide specific information relevant to their location would also enhance visitor experience – these could be located within woodland with information about woodland management, or at specific features of heritage interest. Establishing a wildflower maze on site will provide an additional feature of interest that should improve the quality of access for visitors by enhancing the site experience and landscape, while also supporting additional biodiversity.

An interesting new route within the site will also be created, with fingerposts touring the holes of the old golf course from 1920 and passing interesting heritage of landscape features where possible. Designing and promoting new walking routes within the site, linking to a number of entrances, should encourage regular park users to explore a wider area and will introduce new visitors to different features of the site.

The design, structure and install of any features placed within the site will be considerate to ensure they are accessible for all as much as is safe.

3.2 Healthy, Safe and Secure

Visitors to South Oxhey Playing Fields should feel safe and secure. The site is generally well used throughout daylight hours and there are views into the site from residential properties on Ashburnham Drive, Sidmouth Close, Fulford Grove and Hayling Road. The first stage of consultation for the South Oxhey Playing Fields Greenspace Action Plan did identify concerns from local residents and the wider community over site misuse, primarily illegal motorbike access and fly-tipping.

The TRDC Small Woodland Management Plan (2012-2032) recommended improving barriers to vehicle access to discourage motorbike use and fly-tipping, and working closely with police where illegal antisocial behaviour persists. In 2020 kissing gates and motorbike inhibitors were installed, and vehicle barriers were replaced, at appropriate entrances.



Photo 16: Vehicle barrier improvements were implemented at access points around the site in 2020 with kissing gates and motorbike inhibitors installed.

Visitor safety and site security will be supported in the future of the site with an increase in visitor numbers which helps deter antisocial activity. This will be led by promotion, engagement and community involvement. Visitors are encouraged to report any illegal activity to the police. Safety information, including contact details for TRDC, are also displayed on the interpretation signs.

Habitat management to open-up dense secondary woodland will reduce concealment of fly-tipping and other anti-social behaviour. Continuing to establish a varied grassland structure across the site to include areas of varying tall sward will reduce the area of open short sward grassland attractive to motorbike users.

Trees are surveyed and actively managed for safety by TRDC where they present a risk to people or property. In line with national good practice, tree safety is risk-based with the rigour and interval of inspections based on the level of risk trees may pose. Tree safety work is completed through a periodic tree safety survey, which recommends any necessary works through recording on a digital database known as Ezytreev which produces work orders for contractors. If issues with trees are encountered at other times by staff, or reported by the public, reactive tree works are carried out. Safety work is restricted to areas where there are relatively high levels of public use and, wherever possible, trees are allowed to go through the natural cycle of decay. This will continue in future management of the site in line with the [TRDC Tree Strategy 2022 - 2027](#).

Dog walking, walking, children's play and sport are the primary activities on site. There are few surfaced paths across the site, for which is appropriate for the open naturalised landscape and general nature of the outdoor activities most visitors use

the site. Surfaced paths are all found within the east of the site at pertinent locations along, and leading from, Green Lane to cater for the heavier and more concentrated footfall of visitors accessing the site to reach the leisure facilities, 14th/2nd Bushey and Oxhey Sea Scouts, and Hayling Road Play Area. Path surfaces are adequate for the pedestrian traffic.

In 2023, TRDC updated the leisure facilities on site. The existing pathways, tennis courts and skate park were refurbished and the five-a-side football pitch was replaced with a multi-use game area (MUGA) along with table tennis tables and chess. The first council-owned dog enrichment area within the Three Rivers District was also installed.

Facilities and equipment are managed by TRDC. Regular surveys are completed and any issues identified are rectified as required to maintain their safety for users. Any faults can be reported by site users using contact details on signage.



Photo 17: The new skate park, table tennis tables, chess tables and MUGA leisure facilities installed on site in 2023, photo credit: www.theschoolrenovationcompany.co.uk/project/south-oxhey-activity-park.



Photo 18: The new dog enrichment area and tennis courts leisure facilities installed on site in 2023.

Dog waste bins and signs advising for control of dogs and fouling are located at pertinent locations around the site - particularly play areas, leisure facilities and access points.

The control of dogs on site will continue to be managed with signage, maintenance of dog waste bins, and implementation of the [Public Spaces Protection Order \(PSPO\)](#) which is in effect across the entirety of the Three Rivers District in relation to dog control. This order imposes certain legal responsibilities on dog owners in Three Rivers District including the requirements to: pick up dog waste; put dogs on a lead if directed to by an authorised officer of the Authority; not allow dogs to enter children's play areas, courts, outdoor gyms, or skate areas; keep dogs from entering land used for grazing livestock; and be in charge of a maximum of four dogs per one person at a time.

3.3 Well Maintained and Clean

The TRDC maintenance contract includes provisions for responding to vandalism and graffiti. Surfaces, equipment, facilities and furniture are regularly inspected and maintenance to clean any vandalism or graffiti is completed as required.

Issues of fly tipping on site are managed through TRDC working closely with police where illegal antisocial behaviour persists, visitors are encouraged to report any illegal activity to the police or TRDC, and habitat management to open-up dense secondary woodland to reduce concealment of fly-tipping

Litter and dog waste bins are provided at the main entrances to the site, and are emptied regularly by TRDC's in-house team. A continued programme of regular litter picking across the site will help keep the site clean and give a well maintained appearance.

Enforcement of anyone responsible for antisocial behaviour on site such as littering, graffiti, vandalism or fly tipping is in line with TRDC's [Environmental Protection Enforcement Policy](#).

South Oxhey Playing Fields should continue to be maintained to a good standard. Hard features - equipment, structures, furniture, facilities, and path surfaces – across the site will be maintained, repaired and replaced as and when required. This includes controlling any weeds on path surfaces; resurfacing paths; repairing damaged or faulty features, or replacing any that are beyond repair; and painting furniture, equipment and grass pitch markings. Any replaced furniture will be of a similar style to establish consistency across the site.

3.4 Environmental Management

TRDC has a strong commitment to sustainability and recognises its responsibility to mitigate the impact of its operations on the environment.

All management operations at South Oxhey Playing Fields should be as sustainable as possible, both financially and in terms of environmental impact. The management has been reflected through initiatives including: no use of peat; no use of herbicides, except where there is a greater environmental benefit (e.g. control of INNS); regular monitoring for tree health issues; using only FSC-certified timber where requiring wood materials; and following the “Check, Clean, Dry” procedure for machinery, materials and people entering and leaving site for works, to uphold biosecurity.

TRDC’s dedication to protect the environment is reflected in Council policies, strategies, commitments and partnerships. It is these duties that outline initiatives already implemented on site, and that will continue to be aligned with.

Natural regeneration should be utilised for restocking trees and vegetation wherever appropriate - it is low cost, dynamic, it adapts to local conditions, and reduces the risk of importing pests and diseases. Replanting should be considered if natural regeneration does not achieve the required stocking levels, presenting an opportunity for some species diversification, with the aim of improving the resilience of the woodland against pressures from a changing climate and pests and diseases.

3.5 Biodiversity, Landscape and Heritage

3.5.1 Biodiversity Net Gain (BNG)

A formal habitat and condition assessment survey has not been undertaken as part of the development of this management plan. However, indicative current and potential habitat types and conditions for the main habitats within South Oxhey Playing Fields are provided in the tables below.

Area Habitats						
Main Habitat Type	Area (ha)	Biodiversity Metric Current Habitat Type	Biodiversity Metric Proposed Habitat Type	Current Habitat Condition	Potential Habitat Condition	Potential BNG (Biodiversity Units)
Grassland	16.30	Modified grassland	Modified grassland	Poor	Poor	0
Grassland	4.29	Other neutral grassland	Other neutral grassland	Moderate	Moderate	0
Grassland	5.18	Other neutral grassland	Other neutral grassland	Moderate	Good	61.54
Woodland	13.26	Lowland mixed deciduous woodland	Lowland mixed deciduous woodland	Moderate	Good	197.79
Heathland and shrub	2.80	Mixed scrub	Mixed scrub	Moderate	Moderate	0
Individual Trees	1.62	Rural tree	Rural tree	Good	Good	0
					Total	259.34

Linear Habitats						
Main Habitat Type	Length (km)	UKHab Current Habitat Type	UKHab Proposed Habitat Type	Current Habitat Condition	Potential Habitat Condition	Potential BNG (Biodiversity Units)
Hedgerow	0.38	Species-rich native hedgerow	Species-rich native hedgerow	Not present	Moderate	2.93
Watercourse	0.98	Culvert	Ditches	Poor	Poor	3.67
					Total	6.60

It is clear from the table that the main opportunity for change in the context of biodiversity net gain within South Oxhey Playing Fields is in the conservation grassland, specifically the area to the west of site, and woodland. Improving the condition of the grassland primarily requires increased diversity of plant species per square metre and a reduction in the extent of thistles. Improving woodland habitat condition relies on establishing a varied structure, greater range of tree age classes, promoting veteran trees and ensuring the complete eradication of invasive species. De-culverting the existing watercourses to create ditches will provide additional BNG through creating open water habitat that can be accessed by wildlife.

In order for South Oxhey Playing Fields to be put forward as an offsetting site for biodiversity net gain, a detailed survey of habitat type and condition would need to

be carried out to confirm the habitat baseline, and a biodiversity net gain habitat management plan would need to be produced.

3.5.2 Grassland

Historic records indicate that species diversity of grassland on site had declined in recent decades, notably the loss of localised wildflowers such as harebell and devil's-bit scabious. Amenity grass management maintains a short sward suitable for recreation, however this frequent cutting regime suppresses flowering and seed set for the majority of wildflower species and does not allow wildlife habitats to develop. Leaving cut grass arisings also increases soil nutrient levels which favour competitive grasses.

Historically, grassland management is likely to have included extensive grazing, as part of the historic Oxhey Place Estate, and a variable cutting regime under golf course management. These less intensive management approaches allow grassland to support a range of wildflower species through providing an extended flowering period, and wildlife habitats as longer grassland is suitable for invertebrates, small mammals and reptiles.

In more recent times habitat management on site was primarily amenity focused with grassland across the site managed under a regular cutting regime. Grassland in South Oxhey Playing Fields is extensive and can therefore accommodate a variety of land uses, including recreation and conservation. Through the period of the previous GAP, a greater balance has been struck to ensure grassland habitat provides value for both people and wildlife.

Suitable areas of grassland were selected to expand conservation management by ceasing cutting in summer months to allow flowering and seed set. This less intense management has not only promoted botanical and invertebrate diversity to the visitors, but has allowed an increased diversity of flora to begin to establish. Increased floral diversity works hand-in-hand with diversity of fauna – thin woodland buffer strips of rough grassland support the prominent hills of yellow meadow ants which are not seen elsewhere on site; and a variety of pollinating insects such as bees and butterflies who have sensitive lifecycles, often with niche floral associations, will be able to be hosted. As a habitat feature, these more biodiverse grassland areas have increased the diversity of the habitat mosaic across the site which, as well as beneficial for wildlife, enhances the landscape character reminiscent of historic times. With regularly mown paths incorporated into these areas, an attractive habitat feature has been created that also retains access throughout for visitors.



Photo 19: Conservation grassland with regularly mown paths to support both access and diverse habitat.

Future management will continue to maintain existing grasslands with the prescribed mix of amenity, rough and conservation cutting regimes. Cut grass arisings will continue to be removed to encourage wildflowers by reducing soil fertility and dominant grass species. Localised native wildflower seeding of small plots within the area of conservation grassland in the west of the site, where agricultural grasses dominate, will be implemented to increase floral diversity.

A wildflower maze will be created on site to the west of Big Wood by seeding with wildflowers and appropriate subsequent management. This will be beneficial for pollinators and caterpillar food plants. Bird's-foot Trefoil and Black Knapweed, particularly useful floral species, are already noted on site and could be utilised for creating the maze.

Going forward, this future management will retain the semi-natural character of the site as well as the balance for it to be a valuable space for people and nature, which in turn will maintain its significance as an asset to the community. As appropriate, advice will be sought from Butterfly Conservation - the largest invertebrate conservation group in Europe - on grassland management so that it can be tailored to benefit specific butterfly species known to be on site.

3.5.3 Woodland

Woodland in South Oxhey Playing Fields provides the clearest visual link to the rich history of the site. Stands of mature multi-stem hornbeam with oak standards are a remnant of traditional coppice management and raised wood banks mark ancient land boundaries. Secondary woodland regeneration over the last few decades has increased the area of semi-natural broadleaved woodland on site, and created a more connected habitat.

The approach to woodland management on site had been non-intervention for some time, with the exception of tree safety works. The cessation of woodland management has resulted in woodlands which are generally densely shaded with

relatively sparse ground flora (with the exception of bluebells in spring). Stands of invasive Cherry laurel and rhododendron were scattered throughout woodland on site, and non-native Norway maple and Sycamore trees dominate some areas of secondary woodland (e.g. around Big Wood).

TRDC have a vision for woodlands - especially those with ancient features - in the District to be healthy, characterised by native species, structurally diverse for good regeneration, and managed in reflection of historic practices such as hornbeam coppicing. Challenges to achieving this vision are identified as presence of non-native species, lack of active management, illegal motorbike use, and dense holly suppressing regeneration. Woodland management priorities across TRDC sites are therefore the eradication of non-native species, controlling site misuse, and re-introduction of historic management practices which diversify woodland structure and promote regeneration of native species. Management to enhance the diversity of woodland habitats is beneficial for biodiversity and for the visitor experience, for example by increasing light access to woodland paths and increasing cover of woodland wildflowers such as bluebell.

Although woodland management had been limited for some time, some progress has been made over the last 5 years. Motorbike inhibitors at site access points have reduced illegal motorbike use and therefore reduced their impact on woodland ground flora. Invasive laurel and rhododendron - where located across all woodlands - was cut, the stumps treated with approved herbicides to limit regrowth, and any regrowth was managed similarly. The historic wood banks on the boundary of Ox Pasture Spring were also revealed through scrub management.

Future management of woodland habitat will improve the balance between managing for amenity and conservation. Aspirations are that a site-specific Forestry Commission Woodland Management Plan will be produced that will cover all areas of woodland within South Oxhey Playing Fields. Implementing a Woodland Management Plan which gives detailed information on, and prescriptions for, the management of the woodland on site will support TRDC objectives in the [Three Rivers Nature Recovery Strategy 2023-2028](#).

Scrub and grass along woodland edges will continue to be managed sympathetically. Grass will be kept longer to create a buffer and soften the transition between habitats which benefits wildlife - harsh transitions can act as a barrier and the longer grass provides a sheltered passage for movement. Scrub will be managed in rotation to prevent domination, succession, and to retain exposed historic features such as the ancient wood bank on the Ox Pasture Spring boundary.

A traditional rotational coppice regime will be reinstated, reviving the valuable historic practice. Staged coppicing will be applied to overstood maiden and old multi-stem hornbeam to promote vigour and an extended life for the trees. Combined with selective thinning of dense secondary regeneration, woodland canopies will be carefully opened up to allow sunlight through to the woodland floor and encourage a greater cover and diversity of woodland wildflowers. Selective thinning will prioritise

removing non-native Norway maple and Sycamore trees gradually and as appropriate where located.

Where secondary woodland regeneration has increased the area of semi-natural broadleaved woodland on site and created a more connected habitat, this will be supported by extending further. Woodland tree planting should be implemented to best connect existing woodland wherever possible – at South Oxhey Playing Fields, the most suitable location will be to connect Big Wood and Hampermill Wood.

The continued control of non-native rhododendron and laurel regrowth in Ox Pasture Spring and Big Wood will also be essential. Stands will be regularly monitored and further management through cutting back or treating with an approved herbicide will be implemented as required. Maintaining non-native species control will prevent its invasive spread and therefore domination of woodland understoreys which, in turn, will also support the growth of woodland wildflowers.

3.5.4 Trees

Scattered single trees and groups of trees with scrub create a parkland landscape which reflects the heritage of South Oxhey Playing Fields as part of former Oxhey Place Estate.

Over the last five years, improved management work to groups of trees with scrub focussed on controlling scrub and vegetation encroachment around tree groups. This enhanced the parkland landscape by creating a more formal appearance through improving the visibility of mature trees, particularly characteristic oaks. Work to control scattered scrub and trees also supported the promotion of heritage features within the site, and deters antisocial behaviour within site by selectively opening up otherwise discreet areas.

Scrub within groups of trees will continue to be managed to prevent succession, open up dense areas of vegetation and allow heritage features to become visible. Management of scrub within scattered groups of trees will be brought in line with other scrub across the site, within woodlands, by being managed on a rotation.

Work to encourage the establishment and growth of scattered single trees included marking out of self-set oak saplings within conservation grassland to ensure they were not damaged during grass cutting. As opposed to planting new brought-in tree saplings, encouraging natural regeneration likely results in healthier trees that have greater vigour and resilience to poor health because they will, genetically, be well adapted to specific site conditions having seeded from parent trees existing on site. Marking out of self-set oak saplings had varying success and alternative methods will be explored going forward.

The next generation of parkland trees can continue to be established through the course of this GAP to conserve the historic landscape. As well as identifying suitable self-set saplings to mark out for protection, planting of scattered native trees will be implemented in appropriate locations within open conservation grassland. Parkland

tree planting will be a mix of bringing year-old 'whips' on to site, and ad-hoc collection and planting of seeds that originate on site. All self-set and planted parkland trees will be marked out and supported with attractive timber tree guards for ongoing monitoring and protection.

In addition to planting scattered parkland trees, a small mixed native species scrub and tree copse will be planted in the south-east of site. This will follow either traditional planting practice or, possibly, using the Miyawaki planting technique. Named after the Japanese botanist Dr Akira Miyawaki, this planting method involves careful soil preparation and densely planting a range of native woodland plants that are beneficial to wildlife on an area usually around the size of a tennis court. Trees planted using the Miyawaki practise grow up to ten times faster than trees planted in conventional woodland planting schemes at around one metre per year and, because of this as well as having been planted densely, they absorb more carbon and water than conventional woodland schemes. Planting a small copse, regardless of technique used, should help absorb surface water that accumulates in the proposed location.

3.5.5 Wetland

Water is a scarce habitat on site, limiting the potential for diverse wildlife habitats. The historic names of ancient woodlands on site however, such as Ox Pasture Spring and Hampermill Spring, suggest that water was at one time a characteristic feature of the site. Dry ponds and water channels are also visible on site, in particular in Big Wood and Hampermill Spring.

Culverted (buried) watercourses are present on site, as indicated on the constraints map. Potentially, the culverting could be fully or partially removed – known as daylighting - to create open ditches and therefore flowing springs which could go on to restore ponds or damp and marginal grassland areas. An investigation into feasibility and funding options for daylighting should be completed.

3.5.6 Hedgerows

Hedgerows are valuable habitats as they provide sheltered opportunities for wildlife nesting, rest and feeding. Habitats, particularly patches of woodland and scrub, are often fragmented and hedgerows provide links for these isolated areas - this improved habitat connectivity provides opportunity for sheltered wildlife passage. Flowers, berries and seeds that grow on hedgerows provide a great source of pollen, nectar and food for a range of insect, bird and mammal species, as well as providing – through foraging - a source of nature engagement for people. Hedgerows are also a valuable boundary feature that can enhance the landscape of a site through providing seasonal colour and a visual buffer between natural, semi-natural and more urban spaces and features.

There are currently no defined hedgerows across South Oxhey Playing Fields. The Three Rivers Nature Recovery Strategy 2023 – 2028 identifies restoration of

hedgerows, including planting, as an objective for the District. Planting hedgerows on site would increase biodiversity, enhance habitat connectivity and improve the overall landscape from within the site. The most appropriate place for a hedgerow on site has been identified along the south boundary at the north of Sidmouth Close and Fulford Grove. Planting a hedgerow along this boundary would: connect existing trees, scrub and woodland; and provide a visual buffer from within the site to improve the perception of a semi-natural space for visitors by reducing the intrusion of built structures including residential properties, fences and gates.

3.6 Community Involvement

The local community should be kept informed of, and given an opportunity to engage with, management of the site.

The production of this GAP followed a structured two stage public engagement process to enable local residents and the community to influence the development of achievable and supported objectives for site improvement.

To ensure the GAP benefits a wide range of stakeholders in the local community, those engagement included: local residents; park users; local councillors; local historians; local biodiversity and heritage record centres; local environmental organisations; and site neighbours. Consultation opportunities are promoted to park users with posters, guided walks, and digital media.

A structure for local community and wider volunteer group participation in positive management of the site is a valuable tool for success delivery of objectives. Friends and community volunteer groups care for, protect and improve their local spaces. Such groups add value through their work, improving biodiversity, engaging local communities and providing fun, sociable days for people to get together and work collaboratively.

Previous attempts have been made through running taster sessions on site to establish a Friends group specifically for the site, however this has been unsuccessful due to limited local interest.

A wide range of site users will continue to be encouraged to use the site. A site that is well used and for a diverse range of purposes will thrive long into the future as a valuable community asset through providing space for exercise, relaxation and recreation.

3.7 Marketing and Communication

South Oxhey Playing Fields is listed on [ParksHerts](#), a website providing a single information point for Hertfordshire's key parks and open spaces, and the [TRDC Parks and Open Spaces website](#).

In recent years guided walks led by CMS and TRDC have been carried out across the site. These walks were a great opportunity to show members of the community around habitats on site, provide insight into the benefits of the habitats and how they are managed, and highlight the heritage and biodiversity value of ancient woodland.

The sites valuable assets, features and events will continue to be promoted online at various sources. Self-guided walking routes are available on the [CMS Walking and Cycling Routes](#) website, including the South Oxhey Circular Walk and the section of London LOOP which is also waymarked on site. The weekly 5km South Oxhey parkrun event is publicised on the parkrun website. Site-specific updates and information can be promoted on the TRDC website and [TRDC Facebook](#) page, supported as appropriate through the [CMS Facebook](#) page. CMS volunteer tasks delivered on site that are led by CMS will also be promoted on the CMS Facebook page. Should a Friends group be established volunteer tasks can be promoted on their social media channels too, with updates and photos after tasks, both of which should help attract new participants from the community.

4.0 AIM & OBJECTIVES

The aim and objectives of the GAP are as follows:

Aim

To conserve and enhance the semi-natural character of the site – in particular promoting healthy and diverse woodland and grassland habitats – and maintain the site as a safe and enjoyable place to visit for all members of the local community.

Objectives

A. A Welcoming Place

- A1 Improve visibility of, and access to, the site at less prominent entrances by managing vegetation and reducing shading of desire lines.
- A2 Improve visibility of the site at less well-used entrances by installing welcome posts, information signs, and improving entrance structures.
- A3 Install additional features of interest, such as supplementary signage at pertinent locations to celebrate site heritage and conservation values.
- A4 Design and promote walking routes through the site.
- A5 Establish a wildflower maze to the west of Big Wood.

B. Healthy, Safe and Secure

- B1 Promote appropriate recreational use of the site to a wide diversity of user groups in the local community and discourage site misuse or anti-social behaviour.
- B2 Carry out scheduled tree safety surveys, and complete reactive and planned tree works to address safety issues.

C. Well Maintained and Clean

- C1 Enforce TRDC Public Space Protection Order.
- C2 Remove graffiti and fly tipping.
- C3 Maintain site infrastructure.
- C4 Regularly empty bins and litter pick.
- C5 Deliver grounds maintenance contract including amenity grass cutting in east of site.

D. Environmental Management

- D1 Ensure ongoing management costs are financially sustainable.
- D2 Carry out management according to environmental best practice by avoiding the use of pesticides and herbicides, planning vegetation management operations to limit disturbance to wildlife, and identifying opportunities to enhance biodiversity potential (i.e. retaining deadwood from tree safety operations).
- D3 Identify and apply to external funding sources for capital works where available.

E. Biodiversity, Landscape and Heritage

- E1 Thin dense tree stands in woodland compartments to promote healthy tree growth and a diverse species and age structure.
- E2 Reinstate coppicing across a proportion of over-stood hornbeam in woodland to promote vigour and longevity of these historic features.
- E3 Control non-native rhododendron and laurel regrowth in Ox Pasture Spring and Big Wood.
- E4 Manage woodland edges to reduce scrub encroachment on historic wood banks and to create a soft/graduated boundary between woodland and grassland habitat.
- E5 Develop and implement a Forestry Commission woodland management plan inclusive of all areas of woodland within the site.
- E6 To conserve the historic parkland landscape and prepare the next generation of scattered trees plant, or protect self-set, oak saplings in open conservation grassland.
- E7 Plant new hedgerow along the south boundary of the site to increase habitat and connectivity, and improve the landscape within the site.
- E8 Maintain conservation management of grassland areas to promote botanical and invertebrate diversity.
- E9 Plant a small copse of trees and scrub in the south-eastern corner of the site.
- E10 Plant additional woodland to connect Big Wood and Hampermill Wood, increasing habitat and connectivity.
- E11 Daylight culverted watercourses, creating open ditches, for the benefit of wildlife and to restore the historic landscape.

F. Community Involvement

- F1 Create opportunities for local community involvement in the management of the site with structure and support through regular CMS volunteer tasks, ensuring all involved have the opportunity to contribute towards achievement of the GAP objectives.
- F2 Encourage use of the site by a wide range of user groups including organised sports groups using pitches and tennis courts, dog walkers, parkrun, adjacent land users, and individuals.

G. Marketing and Communication

- G1 Engage the local community at every stage of the GAP engagement process.
- G2 Promote the site as a valuable community resource to a wide audience through various media platforms, including websites and social media.

5.0 ACTION PLANS AND MAPS

5.1 Annual and Regular Actions

Actions are aspirational and their completion is subject to work programs and budget.

Ref no.	Action	Obj. Ref	When	Lead	Delivery	Funding	Est. Cost	Spec. Ref.	Status
0.1	Paths - Scrape/pull weeds and repair surfacing as required.	C3 / C5	All year	TRDC	TRDC	Contract budget			
0.2	Site Misuse - Reactive ad-hoc work to resolve e.g. flytip/graffiti clearance.	C2 / C5	All year	TRDC	TRDC	Contract budget			
0.3	Hard Features - Restore as required.	C3 / C5	All year	TRDC	TRDC / CMS	Contract budget			
0.4	Dog/Litter Bins - Frequent regular emptying.	C4 / C5	All year	TRDC	TRDC	Contract budget			
0.5	Cleansing - Frequent regular litter picking across site.	C4 / C5	All year	TRDC	TRDC	Contract budget			
0.6	Marketing and Communication - Ensure websites are regularly updated as required.	G2	All year	CMS / TRDC	CMS / TRDC	Officer time	-		
0.7	Marketing and communication - Publicise the site, tasks and achievements in e-news.	G2	All year	TRDC	TRDC / CMS	Officer time	-		
0.8	Community – Consider ideas to form Friends group, recruit volunteers and, if a group forms, support startup e.g. agree constitution and deliver training.	F1	All year	CMS	CMS	Officer time	-		
0.9	Leisure – Inspection and ad-hoc repairs to maintain safety, function and appearance of sport/play areas and equipment.	B1 / C3 / F2	All year	TRDC	TRDC	Contract budget			
0.10	Amenity Grass - Frequent regular cut and removal of arisings for recreational areas	C5 / F2	April - October	TRDC	TRDC	Contract budget			

Ref no.	Action	Obj. Ref	When	Lead	Delivery	Funding	Est. Cost	Spec. Ref.	Status
	including mown paths through conservation grass and parkrun route.								
0.11	INNS – Survey to monitor regrowth of laurel and rhododendron.	E3	May	CMS	TRDC / CMS	Officer time	-		
0.12	Scattered Trees – If appropriate, mark out select naturally self-set or planted saplings.	E6	July	CMS	CMS	Officer time	-		
0.13	Conservation Grass – Annual summer cut and removal of arisings.	C5 / E8	July - August	TRDC	TRDC	Contract budget		6.2	
0.14	INNS – If required and most appropriate method, manage regrowth through applying approved herbicide.	E3	September	CMS	Contractor	Additional budget	£700	6.6	
0.15	INNS – If required and most appropriate method, manage regrowth through cutting and removing arisings.	E3	September - October	CMS	CMS	Officer time	-	6.6	
0.16	Conservation Grass – Annual autumn cut, removal of arisings and optional seeding.	C5 / E8	October	TRDC	TRDC	Contract budget		6.2	
0.17	Trees - Annual tree safety/health survey.	B2	October	TRDC	TRDC	Officer time	-		
0.18	Trees – Reactive ad-hoc tree safety works.	B2	October - February	TRDC	TRDC / Contractor	Additional budget	Variable		
0.19	Access – Cut back vegetation as required around entrances and along surfaced paths to maintain clear and safe access.	A1 / C5	October - February	TRDC	TRDC	Contract budget			
0.20	Scattered Trees – If appropriate, plant seeds/saplings.	E6	October - February	CMS	CMS	Officer time	-	6.7	
0.21	Community – Create a structured annual volunteer task schedule for forthcoming year; if a Friends group establishes, create and deliver in partnership.	F1	March	CMS	CMS	Officer time	-		

South Oxhey Playing Fields

Greenspace Action Plan

2024 - 2029

Annual and Regular Actions

Task Responsibility

- District led } Officer/ Contractor delivered
- CMS led } Officer/ Contractor delivered
- District led } Volunteer delivered
- CMS led } Volunteer delivered

Conservation Grass

- Annual summer cut and removal of arisings.
- Annual autumn cut, removal of arisings and optional seeding.

- **Amenity Grass** - Frequent regular cut and removal of arisings for recreational areas including mown paths through conservation grass and parkrun route.

Invasive Non-Native Species

- Survey to monitor regrowth of laurel and rhododendron; and
- If required and most appropriate method, manage regrowth through applying approved herbicide; or
- Manage regrowth through cutting and removing arisings.

- **Paths** - Scrape/pull weeds and repair surfacing as required.

Scattered Trees

- If appropriate, mark out select naturally self-set or planted saplings; or
- If appropriate, plant seeds/saplings.

Other Annual Management

- **Site Misuse** - Reactive ad-hoc work to resolve e.g. flytip/graffiti clearance.
- **Hard Features** - Restore as required.
- **Dog/Litter Bins** - Frequent regular emptying.
- **Cleansing** - Frequent regular litter picking across site.
- **Leisure** - Inspection and ad-hoc repairs to maintain safety, function and appearance of sport/play areas and equipment.
- **Access** - Cut back vegetation as required around entrances and along surfaced paths to maintain clear and safe access.
- Marketing and Communication**
- Ensure websites are regularly updated as required.
- Publicise the site, tasks and achievements in e-news.
- Community**
- Consider ideas to form Friends group, recruit volunteers and, if a group forms, support startup e.g. agree constitution and deliver training.
- Create a structured annual volunteer task schedule for forthcoming year; if a Friends group establishes, create and deliver in partnership.
- Trees**
- Annual tree safety/health survey.
- Reactive ad-hoc tree safety works.

Legend

- Site Boundary
- ▲ Barriers, Motorbike Inhibitor
- ▲ Barriers, Chicane
- Bench
- Bench, Picnic
- Bin, Dog
- Bin, Litter
- Bin, Recycling
- Gate, Vehicle
- Gate, Pedestrian
- Goal Structure
- Scattered Trees
- Sign, Interpretation
- ▲ Sign, Leisure Facilities Information
- Sign, London Loop Fingerpost
- ▲ Sign, London Loop Waymarker
- ▲ Sign, South Oxhey Circular Walk Waymarker
- Sign, Timber Monolith
- Sign, Welcome
- ◆ Street Light
- ⋯ Grass Path
- Line of Trees
- Grassland, Conservation
- Building
- Grassland, Rough
- Grassland, Amenity
- Leisure
- Scrub
- Sports Pitch
- Surfaced Path
- Woodland

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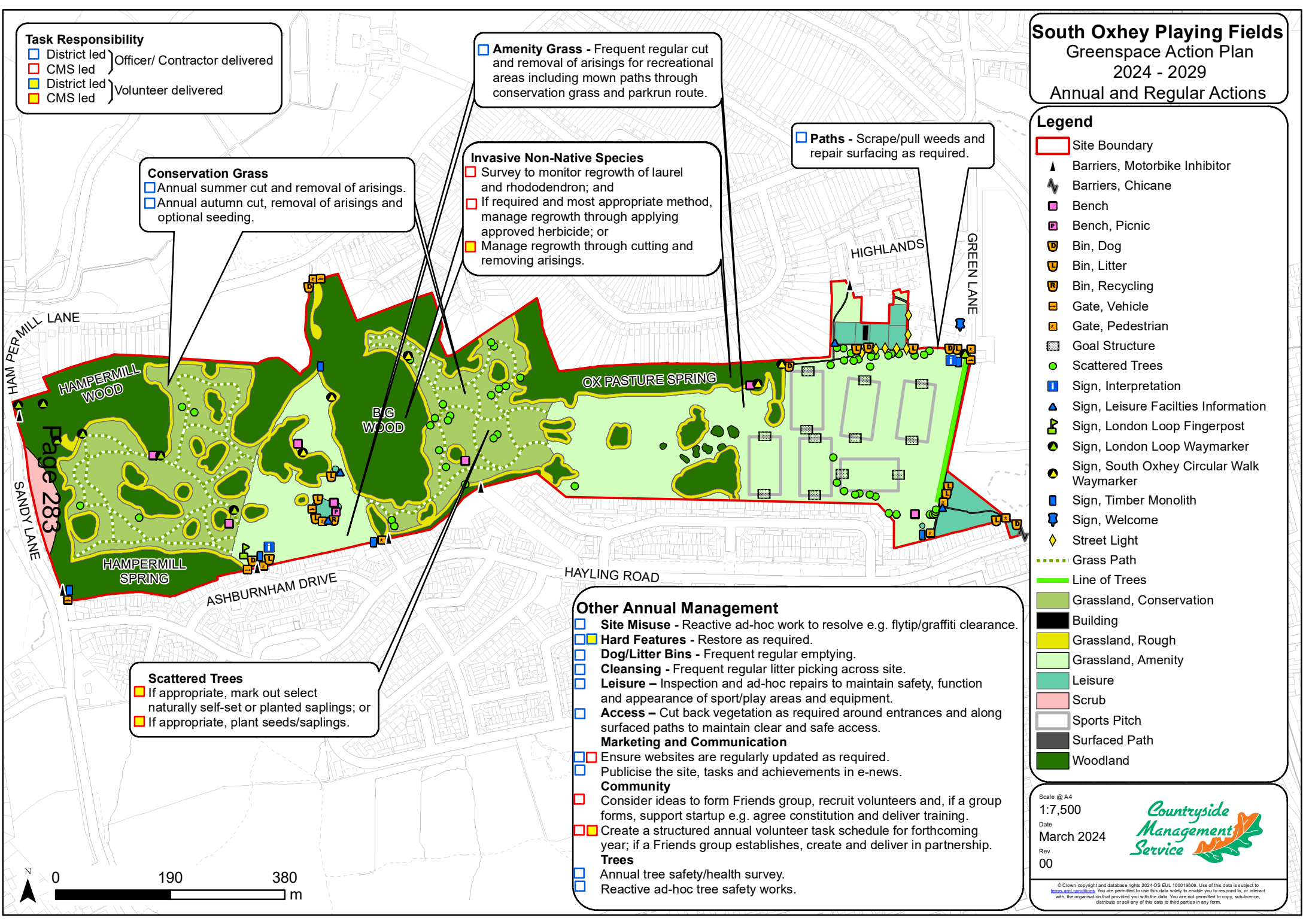
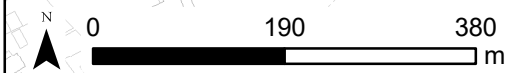
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SANDY LANE
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5.2 Year 1 Actions 2024 – 2025

Actions are aspirational and their completion is subject to work programs and budget.

Ref no.	Action	Obj. Ref	When	Lead	Delivery	Funding	Est. Cost	Spec. Ref.	Status
1.1	Entrances – Review less prominent access points and consider new features.	A2	July	TRDC	CMS	Officer time	-		
1.2	Welcome Sign – Remove/replace old sign at the Green Lane/Prestwick Road junction	A2	July	TRDC	TRDC / CMS	Additional budget	£4,000		
1.3	Site Interest – Review features of interest to identify opportunities for additional signage.	A3	July	TRDC	TRDC / CMS	Officer time	-		
1.4	Rough Grass – Annual cut and removal of arisings of buffer strips in the west of site only; leave rough grass in the east uncut.	C5 / E4	August - September	TRDC	TRDC	Contract budget		6.1	
1.5	Wildflower Maze – Establish area by seeding wildflower meadow.	A5	September - October	CMS	Contractor	Additional budget	£500	6.3	
1.7	Scrub – Thin select compartments of scrub and remove arisings.	C5 / E4	October - February	TRDC / CMS	TRDC / CMS	Contract budget		6.8	
1.8	Woodland – Coppice 2no. coupes.	E2	October - February	TRDC / CMS	Contractor	Additional budget	£7,500	6.4	
1.9	Woodland – Select thinning of dense tree stands in 1 st of 2 thinning compartments.	E1	October - February	TRDC / CMS	Contractor	Additional budget	£7,500	6.5	
1.10	Watercourses - Investigate feasibility and funding options for daylighting.	E11	January	TRDC	Contractor	Additional budget	£4,500		
1.11	Review Year 1 Actions.	N/A	March	CMS	CMS	Officer time	-		

South Oxhey Playing Fields

Greenspace Action Plan
2024 - 2029
Year 1 Action Plan 2024 - 2025

Legend

- Site Boundary
- Barriers, Motorbike Inhibitor
- Barriers, Chicane
- Gate, Vehicle
- Gate, Pedestrian
- Sign, Interpretation
- Sign, Leisure Facilities Information
- Sign, Timber Monolith
- Sign, Welcome
- Grass Path
- Culvert
- Woodland Thinning
- Coupes to be Coppiced
- Scrub Thinning
- Rough Grass to Cut
- Wildflower Maze
- Grassland, Conservation
- Building
- Grassland, Rough
- Grassland, Amenity
- Leisure
- Scrub
- Sports Pitch
- Surfaced Path
- Woodland

- ### Task Responsibility
- District led) Officer/ Contractor delivered
 - CMS led)
 - District led) Volunteer delivered
 - CMS led)

Welcome Sign - Remove or replace the old sign at the Green Lane/ Prestwick Road junction

Woodland - Coppice coupes 1 and 2.

Watercourse - Investigate feasibility and funding options for daylighting.

Woodland - Select thinning of dense tree stands in Woodland Thinning Compartment 1.

Wildflower Maze - Establish area by seeding wildflower meadow.

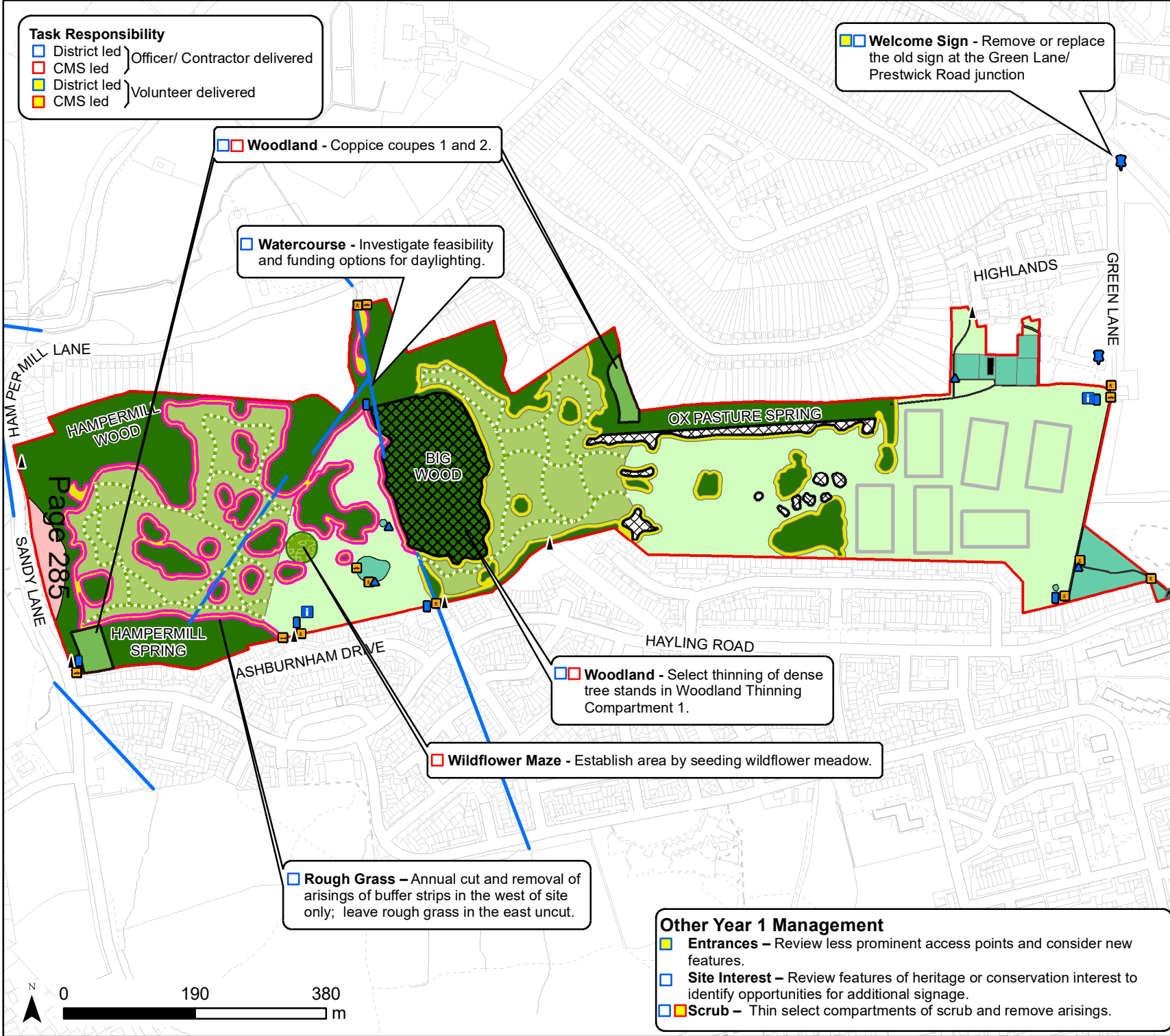
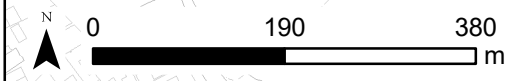
Rough Grass - Annual cut and removal of arisings of buffer strips in the west of site only; leave rough grass in the east uncut.

- ### Other Year 1 Management
- Entrances** - Review less prominent access points and consider new features.
 - Site Interest** - Review features of heritage or conservation interest to identify opportunities for additional signage.
 - Scrub** - Thin select compartments of scrub and remove arisings.

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5.3 Year 2 Actions 2025 – 2026

Actions are aspirational and their completion is subject to work programs and budget.

Ref no.	Action	Obj. Ref	When	Lead	Delivery	Funding	Est. Cost	Spec. Ref.	Status
2.1	Produce Forestry Commission Woodland Management Plan.	E5	April	CMS	CMS	Officer time	-		
2.2	Entrances – Install new entrance features, if appropriate, to highlight access points.	A2	April	TRDC / CMS	CMS / Contractor	Additional budget	£300 / item		
2.3	Site Interest – Install additional signage at features of heritage or conservation interest, if appropriate.	A3	April	TRDC / CMS	CMS	Additional budget			
2.4	Walking Routes – Create new route.	A4 / F2	July	TRDC	TRDC / CMS	Additional budget	£2,500		
2.5	Wildflower Maze – Establish wildflowers with frequent regular cut and removal of arisings.	A5 / C5	April - October	TRDC	TRDC	Contract budget		6.3	
2.6	Rough Grass – Annual cut and removal of arisings of buffer strips in the east of site only; leave rough grass in the west uncut.	C5 / E4	August - September	TRDC	TRDC	Contract budget		6.1	
2.7	Watercourses – If appropriate, daylight culverts to create open ditches.	E11	January	TRDC	Contractor	Additional budget	TBC		
2.8	Scrub – Thin select compartments of scrub and remove arisings.	C5 / E4	October - February	TRDC / CMS	TRDC / CMS	Contract budget		6.8	
2.9	Trees – Plant a small copse.	E9	January - February	TRDC	CMS	Additional budget	£500		
2.10	Hedgerow – Plant hedgerow along south boundary to the east of site.	E7	January - February	TRDC / CMS	CMS	Additional budget	£1,200	6.9	
2.11	Woodland Planting – To connect Big Wood and Hampermill Wood.	E10	January - February	TRDC / CMS	CMS	EWCO Grant	£3,500	6.10	
2.12	Review Year 2 Actions.	N/A	March	CMS	CMS	Officer time	-		

South Oxhey Playing Fields

Greenspace Action Plan

2024 - 2029

Year 2 Action Plan 2025 - 2026

Task Responsibility

- District led) Officer/ Contractor delivered
- CMS led)
- District led) Volunteer delivered
- CMS led)

Legend

- Site Boundary
- Barriers, Motorbike Inhibitor
- Barriers, Chicane
- Gate, Vehicle
- Gate, Pedestrian
- Sign, Interpretation
- Sign, Leisure Facilities
- Sign, Information
- Sign, Timber Monolith
- Sign, Welcome
- Grass Path
- Hedgerow
- New Walking Route
- Culvert
- Coppiced Woodland
- Tree Planting
- Scrub Thinning
- Rough Grass to Cut
- Wildflower Maze
- Grassland, Conservation
- Building
- Grassland, Rough
- Grassland, Amenity
- Leisure
- Scrub
- Sports Pitch
- Surfaced Path
- Woodland

Woodland Planting - To connect Big Wood and Hampermill Wood.

Watercourse - If appropriate, daylight culverts to create open ditches.

Walking Routes - Create new route following former golf course by installing associated waymarkers, fingerposts and/or relevant interpretation.

Rough Grass - Annual cut and removal of arisings of buffer strips in the east of site only; leave rough grass in the west uncut.

Hedgerow - Plant along south boundary to the east of site.

Tree Planting - Small copse.

Wildflower Maze - Establish wildflowers with frequent regular cut and removal of arisings.

Other Year 2 Management

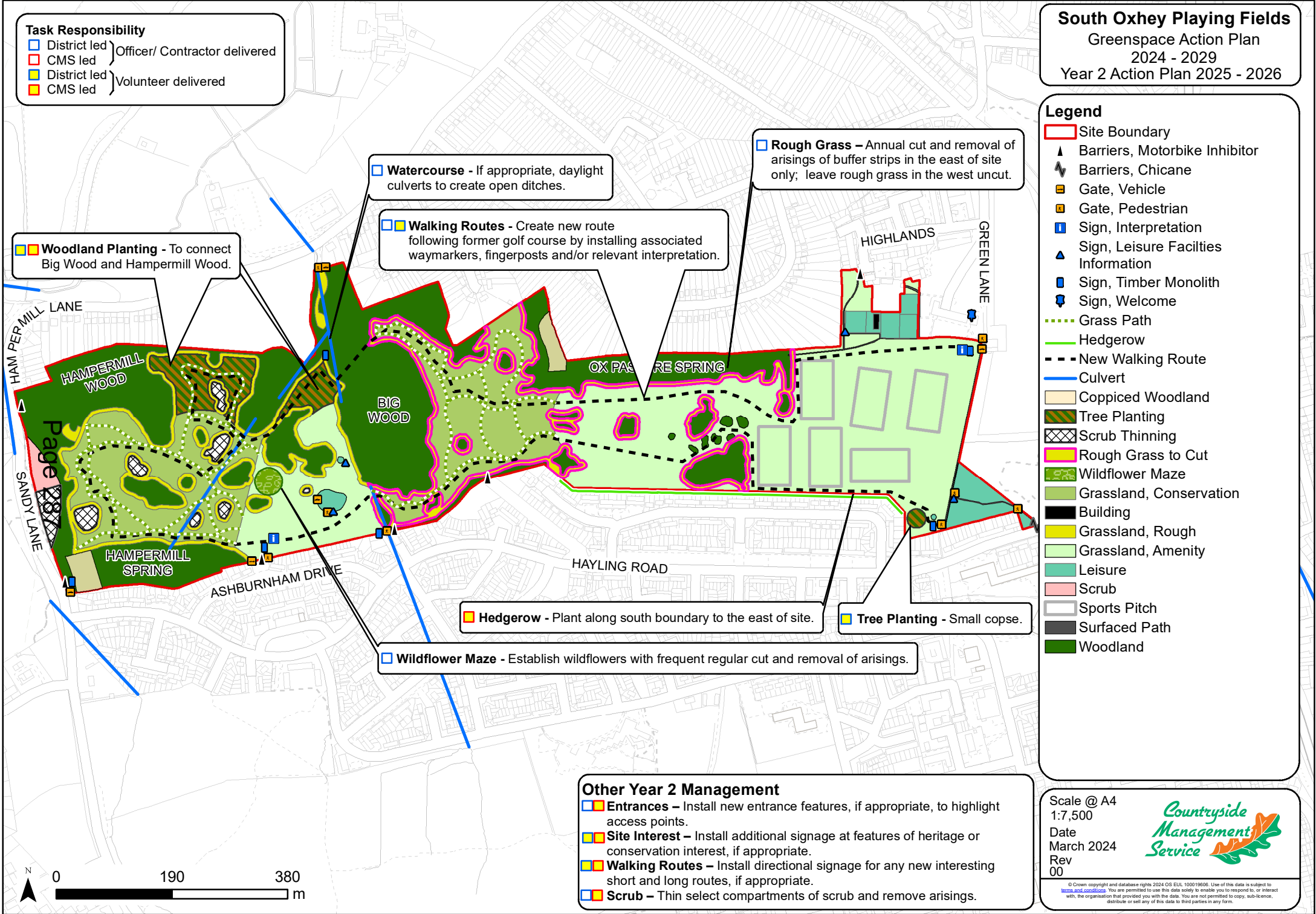
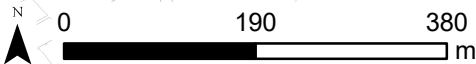
- Entrances** - Install new entrance features, if appropriate, to highlight access points.
- Site Interest** - Install additional signage at features of heritage or conservation interest, if appropriate.
- Walking Routes** - Install directional signage for any new interesting short and long routes, if appropriate.
- Scrub** - Thin select compartments of scrub and remove arisings.

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Date
March 2024
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5.4 Year 3 Actions 2026 – 2027

Actions are aspirational and their completion is subject to work programs and budget.

Ref no.	Action	Obj. Ref	When	Lead	Delivery	Funding	Est. Cost	Spec. Ref.	Status
3.1	Wildflower Maze – Design and establish route with initial amenity cut through.	A5	May	TRDC / CMS	TRDC	Contract budget			
3.2	Wildflower Maze – Frequent regular amenity cut and removal of arisings throughout route.	A5	May - August	TRDC	TRDC	Contract budget			
3.3	Wildflower Maze – Annual cut and removal of arisings.	A5	August	TRDC	TRDC	Contract budget		6.3	
3.4	Rough Grass – Annual cut and removal of arisings of buffer strips in the west of site only; leave rough grass in the east uncut.	C5 / E4	August - September	TRDC	TRDC	Contract budget		6.1	
3.5	Wildflower Maze – If required, improve wildflower meadow e.g. seed yellowrattle.	A5	September - October	CMS	CMS	Officer time	-	6.3	
3.6	Scrub – Thin select compartments of scrub and remove arisings.	C5 / E4	October - February	TRDC / CMS	TRDC / CMS	Contract budget		6.8	
3.7	Hedgerow – Maintenance, including pruning to promote thick growth and mulching.	C5 / E7	October - February	CMS	CMS	Contract budget		6.9	
3.8	Woodland Planting - Maintenance, including mulching.	C5 / E10	October - February	CMS	CMS	Contract budget		6.10	
3.9	Woodland – Coppice 2no. coupes.	E2	October - February	TRDC / CMS	Contractor	Additional budget	£7,500	6.4	
3.10	Woodland – Select thinning of dense tree stands in 2 nd of 2 thinning compartments.	E1	October - February	TRDC / CMS	Contractor	Additional budget	£7,500	6.5	
3.11	Review Year 3 Actions.	N/A	March	CMS	CMS	Officer time	-		

South Oxhey Playing Fields
 Greenspace Action Plan
 2024 - 2029
 Year 3 Action Plan 2026 - 2027

Task Responsibility

 District led	} Officer/ Contractor delivered
 CMS led	
 District led	} Volunteer delivered
 CMS led	

Legend

- Site Boundary
- Barriers, Motorbike Inhibitor
- Barriers, Chicane
- Gate, Vehicle
- Gate, Pedestrian
- Hedgerow
- Grass Path
- New Walking Route
- Culvert
- Tree Planting
- Woodland Thinning
- Coppiced Woodland
- Coppices to be Coppiced
- Scrub Thinning
- Rough Grass to Cut
- Wildflower Maze
- Grassland, Conservation
- Building
- Grassland, Rough
- Grassland, Amenity
- Leisure
- Scrub
- Sports Pitch
- Surfaced Path
- Woodland



Woodland - Coppice coupes 3 and 4.

Woodland - Select thinning of dense tree stands in Woodland Thinning Compartment 2.

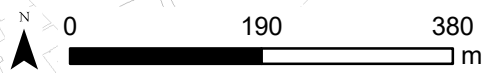
Woodland Planting - Maintenance, including mulching.

Rough Grass - Annual cut and removal of arisings of buffer strips in the west of site only; leave rough grass in the east uncut.

Wildflower Maze

- Design and establish route with initial amenity cut through.
- Frequent regular amenity cut and removal of arisings throughout route.
- Annual cut and removal of arisings.
- If required, improve wildflower meadow e.g. seed yellowrattle.

Woodland Planting - Maintenance, including mulching.



Other Year 3 Management

- Scrub** - Thin select compartments of scrub and remove arisings.

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5.5 Year 4 Actions 2027 – 2028

Actions are aspirational and their completion is subject to work programs and budget.

Ref no.	Action	Obj. Ref	When	Lead	Delivery	Funding	Est. Cost	Spec. Ref.	Status
4.1	Wildflower Maze – Establish route with initial amenity cut through.	A5 / C5	May	TRDC / CMS	TRDC	Contract budget			
4.2	Wildflower Maze – Frequent regular amenity cut and removal of arisings throughout route.	A5 / C5	May - August	TRDC	TRDC	Contract budget			
4.3	Wildflower Maze – Annual cut and removal of arisings.	A5 / C5	August	TRDC	TRDC	Contract budget		6.3	
4.4	Rough Grass – Annual cut and removal of arisings of buffer strips in the east of site only; leave rough grass in the west uncut.	C5 / E4	August - September	TRDC	TRDC	Contract budget		6.1	
4.5	Scrub – Thin select compartments of scrub and remove arisings.	C5 / E4	October - February	TRDC / CMS	TRDC / CMS	Contract budget		6.8	
4.6	Hedgerow – Maintenance, including pruning to promote thick growth and mulching.	C5 / E7	October - February	CMS	CMS	Contract budget		6.9	
4.7	Woodland Planting - Maintenance, including mulching.	C5 / E10	October - February	CMS	CMS	Contract budget		6.10	
4.8	Review Year 4 Actions.	N/A	March	CMS	CMS	Officer time	-		

South Oxhey Playing Fields
 Greenspace Action Plan
 2024 - 2029
 Year 4 Action Plan 2027 - 2028

Task Responsibility

- District led } Officer/ Contractor delivered
- CMS led } Officer/ Contractor delivered
- District led } Volunteer delivered
- CMS led } Volunteer delivered

Legend

- Site Boundary
- Barriers, Motorbike Inhibitor
- Barriers, Chicane
- Gate, Vehicle
- Gate, Pedestrian
- Hedgerow
- Grass Path
- New Walking Route
- Culvert
- Tree Planting
- Coppiced Woodland
- Scrub Thinning
- Rough Grass to Cut
- Wildflower Maze
- Grassland, Conservation
- Building
- Grassland, Rough
- Grassland, Amenity
- Leisure
- Scrub
- Sports Pitch
- Surfaced Path
- Woodland

 Woodland Planting - Maintenance, including mulching.

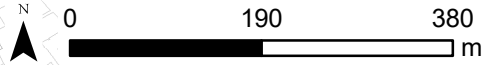
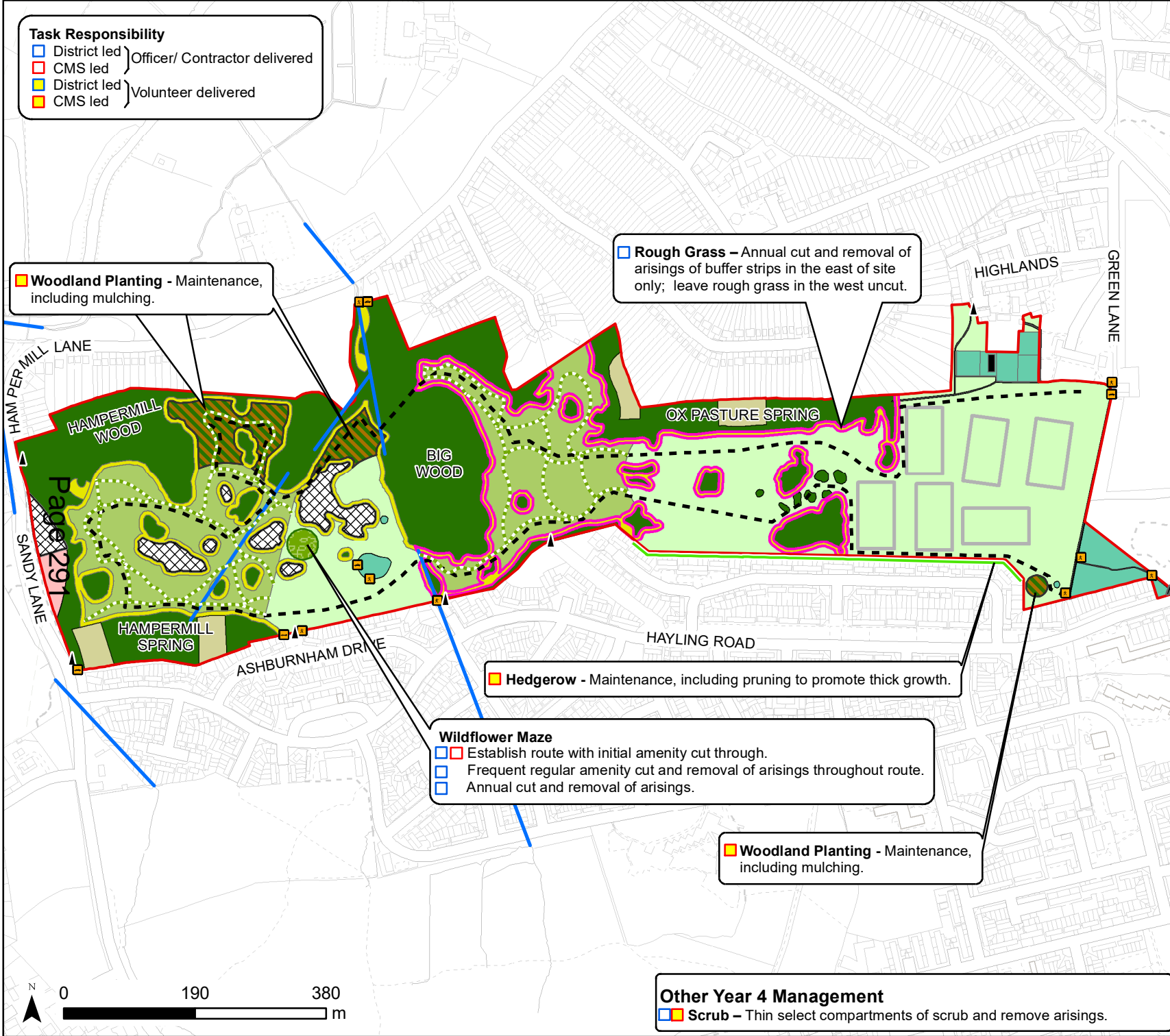
 Rough Grass – Annual cut and removal of arisings of buffer strips in the east of site only; leave rough grass in the west uncut.

 Hedgerow - Maintenance, including pruning to promote thick growth.

Wildflower Maze

- Establish route with initial amenity cut through.
- Frequent regular amenity cut and removal of arisings throughout route.
- Annual cut and removal of arisings.

 Woodland Planting - Maintenance, including mulching.



Other Year 4 Management

- Scrub** – Thin select compartments of scrub and remove arisings.

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5.6 Year 5 Actions 2028 – 2029

Actions are aspirational and their completion is subject to work programs and budget.

Ref no.	Action	Obj. Ref	When	Lead	Delivery	Funding	Est. Cost	Spec. Ref.	Status
5.1	Wildflower Maze – Establish route with initial amenity cut through.	A5 / C5	May	TRDC / CMS	TRDC	Contract budget			
5.2	Wildflower Maze – Frequent regular amenity cut and removal of arisings throughout route.	A5 / C5	May - August	TRDC	TRDC	Contract budget			
5.3	Wildflower Maze – Annual cut and removal of arisings.	A5 / C5	August	TRDC	TRDC	Contract budget		6.3	
5.4	Rough Grass – Annual cut and removal of arisings of buffer strips in the west of site only; leave rough grass in the east uncut.	C5 / E4	August - September	TRDC	TRDC	Contract budget		6.1	
5.5	Scrub – Thin select compartments of scrub and remove arisings.	C5 / E4	October - February	TRDC / CMS	TRDC / CMS	Contract budget		6.8	
5.6	Hedgerow – Maintenance, including pruning to promote thick growth and mulching.	C5 / E7	October - February	CMS	CMS	Contract budget		6.9	
5.7	Woodland Planting - Maintenance, including mulching.	C5 / E10	October - February	CMS	CMS	Contract budget		6.10	
5.8	Woodland – Coppice 2no. coupes.	E2	October - February	TRDC / CMS	Contractor	Additional budget	£7,500	6.4	
5.9	Write new GAP	N/A	January - March	CMS	CMS	Officer time	-		
5.10	Review Year 5 Actions.	N/A	March	CMS	CMS	Officer time	-		

South Oxhey Playing Fields

Greenspace Action Plan

2024 - 2029

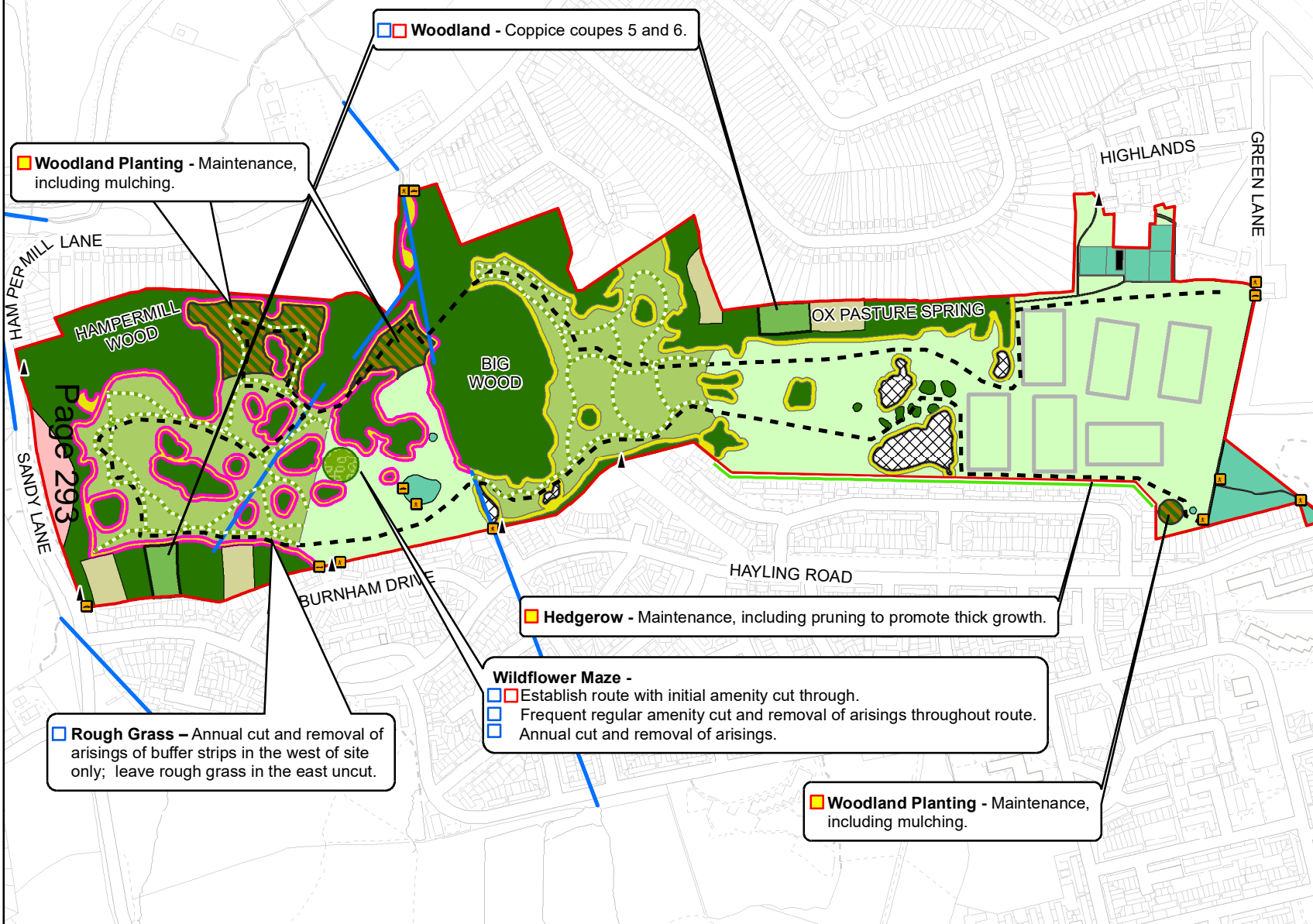
Year 5 Action Plan 2028 - 2029

Task Responsibility

- District led } Officer/ Contractor delivered
- CMS led } Officer/ Contractor delivered
- District led } Volunteer delivered
- CMS led } Volunteer delivered

Legend

- Site Boundary
- Barriers, Motorbike Inhibitor
- Barriers, Chicane
- Gate, Vehicle
- Gate, Pedestrian
- Hedgerow
- Grass Path
- New Walking Route
- Culvert
- Tree Planting
- Coppiced Woodland
- Couples to be Coppiced
- Scrub Thinning
- Rough Grass to Cut
- Wildflower Maze
- Grassland, Conservation
- Building
- Grassland, Rough
- Grassland, Amenity
- Leisure
- Scrub
- Sports Pitch
- Surfaced Path
- Woodland



 Woodland - Coppice coupes 5 and 6.

 Woodland Planting - Maintenance, including mulching.

 Hedgerow - Maintenance, including pruning to promote thick growth.

Wildflower Maze -

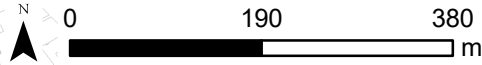
- Establish route with initial amenity cut through.
- Frequent regular amenity cut and removal of arisings throughout route.
- Annual cut and removal of arisings.

 Rough Grass - Annual cut and removal of arisings of buffer strips in the west of site only; leave rough grass in the east uncut.

 Woodland Planting - Maintenance, including mulching.

Other Year 5 Management

- Scrub** - Thin select compartments of scrub and remove arisings.



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6.0 SPECIFICATIONS

6.1 Rough Grassland (Woodland Buffers)

A 1-2m wide buffer strip of rough grassland will be maintained around woodland and tree groups.

Rough grassland will be cut in late summer on a two year rotation, with no more than 50% of rough grassland cut each year. It is beneficial to retain strips of rough grass uncut over winter (rotating uncut areas each year) as an invertebrate refuge.

Leave the rough grass to grow from spring (March/April) to late summer (August-September).

In August or September, cut and lift approximately 50% of the rough grass buffer in mid-summer (mid-July to August), alternating each year generally between the east and west of the site

Care will need to be taken to avoid disturbing ground nesting birds. Rough grass cuts will be immediately preceded by a thorough nesting bird check.

Parkrun will be consulted to ensure running route is kept short throughout the year.

6.2 Conservation Grassland

Leave the conservation grassland, with the exception of mown paths for access, to grow from spring (March/April) to mid-summer (mid-July to August).

Regularly cut mown access paths to 50mm, including to ensure the parkrun route is kept short throughout the year.

To achieve the best outcomes for biodiversity across the rest of the conservation grassland, cut and lift approximately 75% in mid-summer (mid-July to August).

Care will need to be taken to avoid disturbing ground nesting birds. The summer cut will be immediately preceded by a thorough nesting bird check.

The remaining 25% of uncut grass should be strips located randomly across the grassland area, and retained until autumn to allow invertebrates to complete life cycles.

To improve wildflower seed distribution and germination rates, cut and lift the remaining 25% of conservation grassland in autumn (October).

If fertility of the soil (as evidenced by the height of the sward) is too great or wildflowers are limited due to dominant grasses, consider the introduction of yellow rattle from a combination of nearby seed source and a native seed supplier.

Yellow rattle seeds can be scattered across conservation grassland after the autumn cut and should be scattered at random. Care should be taken to ensure seeds

contact soil and therefore can be scattered by scuffing patches of grassland before scattering by hand.

6.3 Wildflower Maze Creation

Preparation

Existing grass should be cut and arisings removed.

Then, in September/October, the wildflower meadow area should be mechanically scarified so that between 60% and 70% of the topsoil is exposed over a given area.

Seeding

The seed mix must be native, not include agricultural varieties, be a wildflower-only mix, and be sown as specified by the supplier. There should be evidence of where the seed mix will be purchased from.

The area should then be rolled with a grooved or notched roller without additional cultivation to cover or incorporate the seed.

Ongoing Management

To ensure the long-term success of newly planted meadows and wildflower areas they should ideally be cut frequently in the first year after sowing. It is suggested that these areas be included with the amenity grass cutting schedule during that year. This ensures good root development of perennials and grasses, meaning they are more likely to establish effectively.

If it is identified that the wildflower meadow requires improvement, after the first year of mowing is a good opportunity. For example, yellow rattle seed may be scattered to assist in outcompeting dominant grasses and therefore promote wildflower growth.

Thereafter, an annual cut-and-lift serves as the most cost-effective long-term management of wildflower enriched grassy areas. This cut should occur from between late July and the end of August, ideally at different times during this window each year.

6.4 Woodland Coppicing

Establish work boundaries with Supervising Officer around two 0.25ha coupes.

Coppice existing hornbeam stubs to previously coppiced level (where visible), or just above (c. 5 – 10cm) junction of stems. Provide consistent, clean cuts using sharp tools, angled away from the centre of the stub (to avoid water rot).

Where maiden hornbeams are growing, undertake first coppice cut on suitable trees. Leave select maiden stems to develop into standard and / or veteran trees.

Coppice hazel and holly where they occur in the coupe as well as any poor quality Ash within the coupe where they may occur.

Retain all oak/ash standards and all native understory tree species (e.g. field maple and cherry).

All retained trees to be marked in agreement with the Supervising Officer.

Trees with bat potential will be retained for assessment by a suitably qualified person.

Lay brash and small diameter poles (<10cm diameter) around coupe boundary as dead hedge.

Forward larger diameter poles (>10cm diameter) to ride-side and stack safely

6.5 Woodland Thinning

In areas of dense secondary woodland dominated by Sycamore and Norway maple, a maximum 30% thin should take place, focusing on path margins and particularly through Big Wood and towards entrances on Hampermill Lane.

Stems showing poor form, those near veteran trees, and areas of especially dense groups of trees should be prioritised. Sycamore and Norway maple should be targeted as much as appropriate, with other species at pole-stage targeted otherwise.

Strip brash from trunks and remove all brash from site.

Utilise approximately 25% of all cut timber as retained deadwood on site. Cut commercially unviable, intermediate diameter, timber into 1-2m lengths and stack into secure habitat log piles as appropriate and in agreed locations.

Where there are sufficient quantities and extraction is viable, remaining timber should be forwarded from the thinning compartment to the agreed stacking area using agreed route(s). Timber should be stacked safely and in a safe and suitable manner for extraction.

6.6 Invasive Non-Native Species Control

Cut mature bushes to ground level and/or treat with a systemic herbicide, applied directly within 48 hours by painting or drilling in herbicide slow release Ecoplugs.

All arisings to be removed from site and disposed at a licensed facility.

6.7 Scattered Trees

If new scattered parkland trees will be planted from seed, seeds (e.g. acorns) will be collected on site and planted out within conservation grassland areas where appropriate.

If planting saplings, trees will be two year bare-root stock, British grown and of local provenance wherever possible. English oak is the appropriate parkland tree, reflecting the heritage of the site.

New parkland trees can be planted in small groups. For the best chance of establishment, construct timber guards to surround parkland trees as they develop. Up to three tree saplings can be planted inside each guard. A single specimen will be selected to continue growing after three to five years. Guards should be placed wide enough apart so that individual trees within groups can develop a spreading crown.

Ground should be prepared before planting (e.g. weeded and dug over/cultivated etc.). Newly planted trees should be adequately supported and protected (with canes, spiral guards, stakes and tree shelters as appropriate). Mulch should be applied following planting.

6.8 Scattered Scrub

Outside the bird nesting season, use hand tools to cut back scrub on wood banks and around select formal tree groups (targeting mature oak which pre-dates the Greenspace).

All arisings should be removed from site.

6.9 Hedgerow Planting

Hedgerow plants will be two year bare-root stock, British grown and of local provenance wherever possible. Appropriate hedgerow species are hawthorn (up to 80%), blackthorn, hazel and dog rose.

To aid establishment the site should be prepared prior to planting. Plough, rotovate or dig a strip 60cm wide by 30cm deep and create a weed free strip about 1m wide, either by cultivation or herbicide.

Plant hedge plants in two rows, with rows 30cm apart offset from each other in a zig-zag formation, and individual plants 40cm apart.

Plant Hawthorn in groups of seven and other species at low frequency in mixed species groups.

Support plants by planting within guards and bamboo canes, both of which should be 0.6m above ground.

Place a 10cm deep and 1.5m wide strip of well rotten bark chip mulch along the planted hedgerow, ensuring the mulch does not touch each plant by maintaining a mulch-free ring around it.

In subsequent years, to aid finding and managing weeds, re-mulch as necessary. An early trim at the end of the first growing season will help to produce a thicker hedge.

After this the aim should be to produce a hedge 2 metres tall by about 1.5 metres wide, with an A-shaped profile.

Losses of plants should be minimal, however during extreme weather losses may be unavoidable and should be replaced the following year.

6.10 Woodland Planting

To prepare the area for planting, cut grass across all areas to be planted to create a short sward immediately prior to planting and remove arisings.

Mark out individual planting locations with bamboo stakes, according to the planting design for trees, scrub and hedgerows detailed below.

Create 1m² weed free areas around each individual planting location.

For main woodland areas plant trees at 2.5m intervals on diagonal lines.

- Plant Oak species in groups of three.
- Plant other species in species groups of five.

Along outside edges plant scrub plants at 1.5m intervals on diagonal lines.

- Plant Hawthorn in groups of seven.
- Plant other species at low frequency in mixed species groups.

Place a 10cm deep layer of well rotten bark chip mulch around 1m² of each plant, ensuring the mulch does not touch the plant by maintaining a 5-10cm mulch-free ring around it.

Plants will become lost amongst grassy areas in the first few years. To aid finding, as well as managing weeds, re-mulch as necessary.

Consider thinning woodland/scrub areas after Year 5 by removing only a few trees to allow the best-established specimens to thrive.

**Climate Change, Leisure and Housing Committee
Wednesday, 16 October 2024**

PART I

**Leisure Facilities Management Annual Report
(ADE)**

1 Summary

- 1.1 Appendix A details the annual report from April 2023 – March 2024 from the council's leisure facilities management contractor, Sports and Leisure Management (SLM). The annual report shares a reflection on the previous 12 months' work and outlines the work programme for the coming year.

2 Details

- 2.1 The Council's three leisure venues, William Penn Leisure Centre, South Oxhey Leisure Centre and Rickmansworth Golf Course are all managed by Sports and Leisure Management (SLM).
- 2.2 The Council enjoys a good working relationship with Sports and Leisure Management (SLM) and regularly measures their performance against the specification through both formal meetings involving senior managers and day to day liaison between our dedicated contract officer and the venue managers.
- 2.3 Sports and Leisure Management (SLM) contract started on 1 July 2018.

3 Options and Reasons for Recommendations

- 3.1 The recommendations in this report are within the Council's agreed policy and budgets.
- 3.1.1 Officers monitor the Leisure Facilities Management contract with Sports and Leisure Management (SLM) in a variety of ways, including the Leisure industry quality standard known as QUEST and regular site monitoring.

4 Policy/Budget Reference and Implications

- 4.1 The recommendations in this report are within the Council's agreed policy and budgets.
- 4.2 The impact of the recommendations on the achievement of the Corporate Framework is:
- Sustainable Communities: Leisure venues contribute towards supporting local residents to lead a healthy lifestyle and be more physically active.

5 Financial, Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications.

None specific.

6 Recommendation

- 6.1 That the 12-month work plan presented by Sports and Leisure Management is noted.
- 6.2 That the 12-month work plan presented by Sports and Leisure Management be made available as part of the minutes of the meeting.

Report prepared by: Kelly Barnard, Leisure Assets Manager.

APPENDICES

APPENDIX A – SLM Annual Report – April 2023 – March 2024.

Everyone Active Annual Report

April 2023 – March 2024



I. Executive Summary

The Operations Team at South Oxhey Leisure Centre were internally short-listed for the Health & Safety site of the year award across the South East Region for Everyone Active. The team had a fantastic year operationally with consistent high scores in all operational and health and safety audits and this was recognised with the team winning the accolade.



South Oxhey Leisure Centre and William Penn Leisure Centres both underwent their annual quest assessments. Quest continues to be the Sport England recommended Continuous Improvement Tool for leisure facilities and sports development teams, designed to measure how effective organisations are at providing customer service. Both centres achieved scores of Very Good which was inline with the team expectations.



William Penn Leisure Centre completed the scheduled roof panelling works, along with an LED upgrade of lights within the pool hall. A Piece was completed in the Watford Observer, link below. The completed works were received very well on social media, and in centre.

<https://www.watfordobserver.co.uk/leisure/24045122.william-penn-leisure-centre-reducing-carbon-led-lighting/>



2. Attendance Summaries

Total Attendance	2022/23	2023/24	Variance	% Variance
William Penn Leisure Centre	359,161	416,142	+56,981	+16%
South Oxhey	300,039	326,390	+26,351	+9%
Rickmansworth Golf Course	53,755	73,249	+19,494	+36%
Contract Total	712,955	815,781	+102,826	+14%

Adult Attendance	2022/23	2023/24	Variance	% Variance
William Penn Leisure Centre	256,132	299,930	+43,798	+17%
South Oxhey	189,299	207,602	+18,303	+10%
Rickmansworth Golf Course	52,637	71,865	+19,228	+37%
Contract Total	498,068	579,397	+81,329	16%

Junior Attendance	2022/23	2023/24	Variance	% Variance
William Penn Leisure Centre	103,029	116,212	+13,183	+13%
South Oxhey	110,740	118,788	+8,048	+7%
Rickmansworth Golf Course	1,118	1,384	+266	+24%
Contract Total	214,887	236,384	+21,497	+10%

Usage across all three facilities has increased significantly over the year with 14% increases in total attendance. Both adult and junior attendances at Rickmansworth Golf Course have seen higher than average increases and this is in part down to the new software and third-party partners introduced to the golf course.

Golf Now, a golf app that allows users to see all available tee times at 100's of golf courses around the country and book and pay online has seen great growth since its introduction in November 2023. During the winter periods where many golf courses close due to poor conditions, Rickmansworth remains open and benefitted from new users accessing the course through this booking app.

Also, the HAPpy camps held at the centre have had a big influence on the junior usage increasing year on year.

2.1 Membership statistics

Fitness Membership

	March 2023	March 2024	Variance
William Penn LC	2,929	3,128	+199
South Oxhey LC	2,513	2,533	+20
Total	5,442	5,661	+219

Swimming Lessons

	March 2023	March 2024	Variance
William Penn LC	1,130	1,120	-10
South Oxhey LC	1,390	1,402	+12
Total	2,520	2,522	+2

Fitness memberships at the facilities have grown over the previous twelve months with more significant growth at William Penn Leisure Centre. South Oxhey Leisure Centre is plateauing slightly as the gym starts to reach capacity in the evenings. Both centres are due for gym improvements in the next 24 months and part of these improvements will include monitoring equipment usage and trying to engage people into other methods of exercise such as functional training and strength training to alleviate the pressure on the equipment needs.

Swimming Lessons numbers have plateaued at both facilities. William Penn Leisure Centre has a lot of competition from smaller private swimming lesson providers who manage smaller occupancy classes at a similar cost. South Oxhey Leisure Centre has seen small growth and is actually nearing maximum capacity for swimming lessons. For a 4 lane 25-meter pool there is becoming less space available for new classes to increase scheme size, without removing public swim sessions which are vital for the local communities.

3 Environment

3.1 Environmental and Energy Management Plan Progress Updates

William Penn Leisure Centre benefited from a full change out of all sodium lamps to LED lighting and had PIR sensors fitted to all corridors and little used rooms to ensure lighting is kept to a minimum where possible.

William Penn Leisure Centre also benefited from the installation of new pool covers to both the main pool and teaching pool. Pool covers ensure temperature loss overnight is kept to a minimum therefore making heating the pools more efficient.



South Oxhey & William Penn had a focus on energy saving and reducing our carbon footprint, to tie in with the LED upgrade of works at William Penn, and ‘Energy Savers Week’ which ran from 15/01/24 – 21/01/24. We have assigned a battery recycling box at both sites, completed colleague refresher training on our pool covers, and reinstate the Jog On boxes.



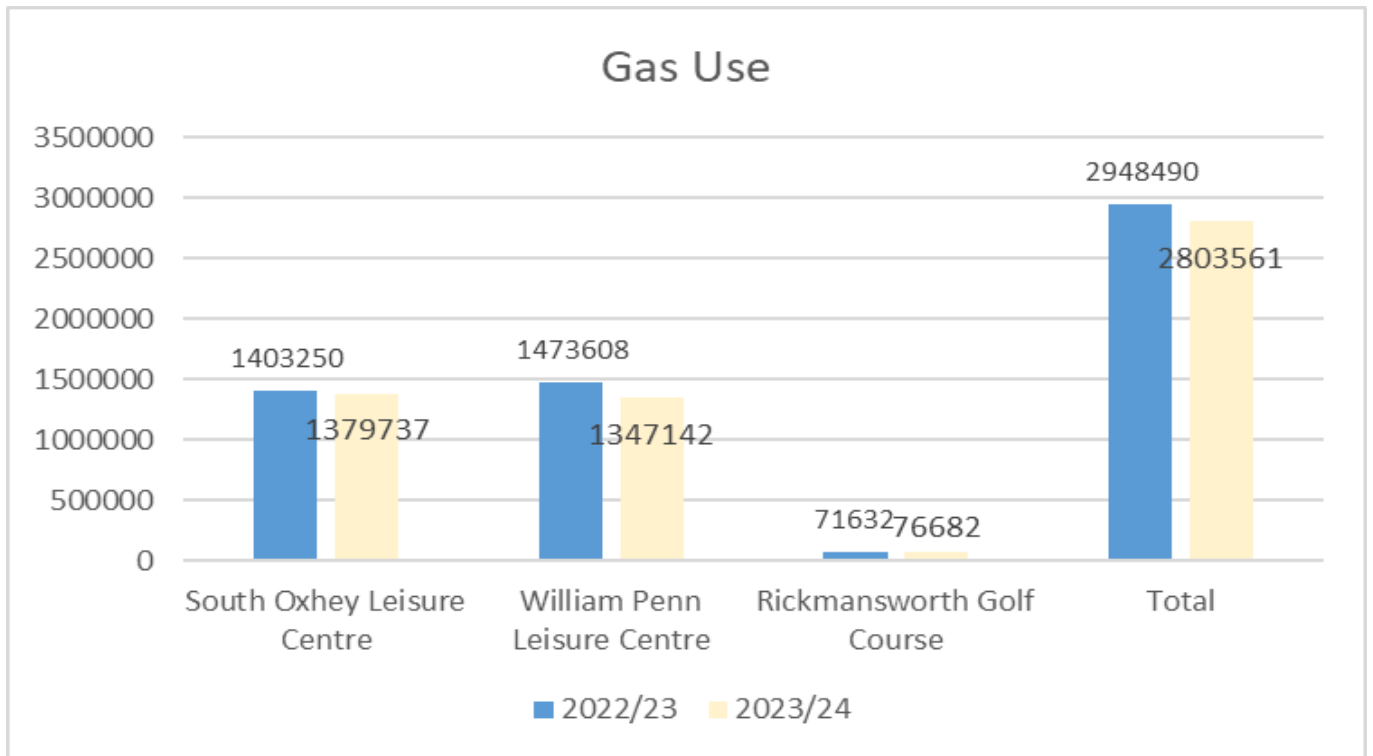
William Penn had our brand new Hypolyser installed and commissioned, being one of very few pools to have the technology. This will mean less chemicals in the pools and reducing our environmental impact. Salt is the only material needed for the Hypolyser which can be purchased from companies in the UK and comes in recyclable packaging. A Salt Hypolyser makes Sodium Hypochlorite onsite via electrolysis.



3.2 Utility Consumption

Month	Centre Name	Electricity (Kwh)	Gas (Kwh)
April	Rickmansworth GC	4,161	7,957
	South Oxhey	33,976	152,736
	William Penn	42,879	134,535
May	Rickmansworth GC	4,911	4,565
	South Oxhey	33,505	109,499
	William Penn	45,054	100,073
June	Rickmansworth GC	5,364	2,833
	South Oxhey	33,010	98,855
	William Penn	44,896	76,976
July	Rickmansworth GC	5,838	3,956
	South Oxhey	33,406	96,162
	William Penn	42,771	67,336
August	Rickmansworth GC	6,278	3,406
	South Oxhey	32,893	95,695
	William Penn	45,377	78,966
September	Rickmansworth GC	5,774	1,905
	South Oxhey	32,240	79,018
	William Penn	45,173	59,502
October	Rickmansworth GC	5,180	5,167
	South Oxhey	31,573	118,911
	William Penn	44,290	59,502
November	Rickmansworth GC	4,933	12,862
	South Oxhey	31,114	152,400
	William Penn	43,028	113,505
December	Rickmansworth GC	4,731	13,538
	South Oxhey	37,507	154,069
	William Penn	44,738	124,018
January	Rickmansworth GC	6,538	15,703
	South Oxhey	27,597	133,817
	William Penn	47,957	108,232
February	Rickmansworth GC	5,172	10,580
	South Oxhey	37,684	117,017
	William Penn	48,446	99,788
March	Rickmansworth GC	9,553	13,912
	South Oxhey	38,314	218,413
	William Penn	49,110	133,206

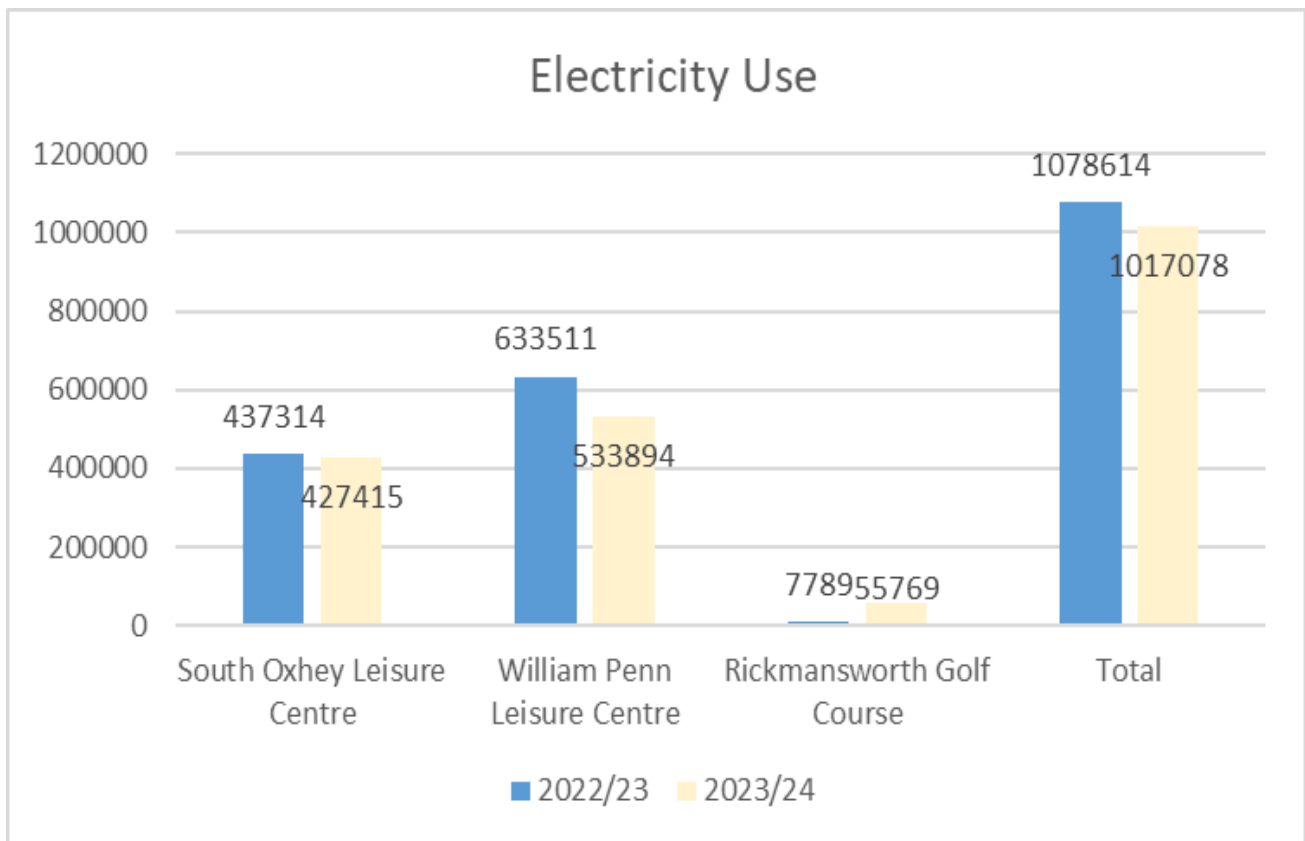
3.3 Utility Comparison Year on Year



Gas	2022/23	2023/24	Variance	Variance %
William Penn	1,473,608	1,347,142	-126,466	-9%
South Oxhey	1,403,250	1,379,737	-2,3513	-2%
Rickmansworth Golf	71,632	76,682	+5,050	+7%
Total	2,948,490	2,803,561	-144,929	-5%

Gas use across the three facilities has decreased by 5% year on year. This largely in part due to reductions at William Penn Leisure Centre. The installation of pool covers to help retain pool heat has been the main contributing factor as well as general good practice.

Rickmansworth Golf Course has seen an increase in use as the usage and occupancy of the club house has increased over the past year.



Electricity	2022/23	2023/24	Variance	Variance %
William Penn	633,511	533,894	-99,617	-16%
South Oxhey	437,314	427,415	-9,899	-2%
Rickmansworth Golf	7,789	55,769	+47,980	N/A
Total	1,078,614	1,017,078	-61,536	-6%

Electricity usage has again decreased year on year. This year has seen a 6% decrease despite Rickmansworth Golf Course showing a large increase. This increase however is due to there being no usage reads available on the new meter until the later part of the year. Electricity use across all three facilities remains a priority and the work to change all light fitting to LED at William Penn Leisure Centre has shown large decrease in use.

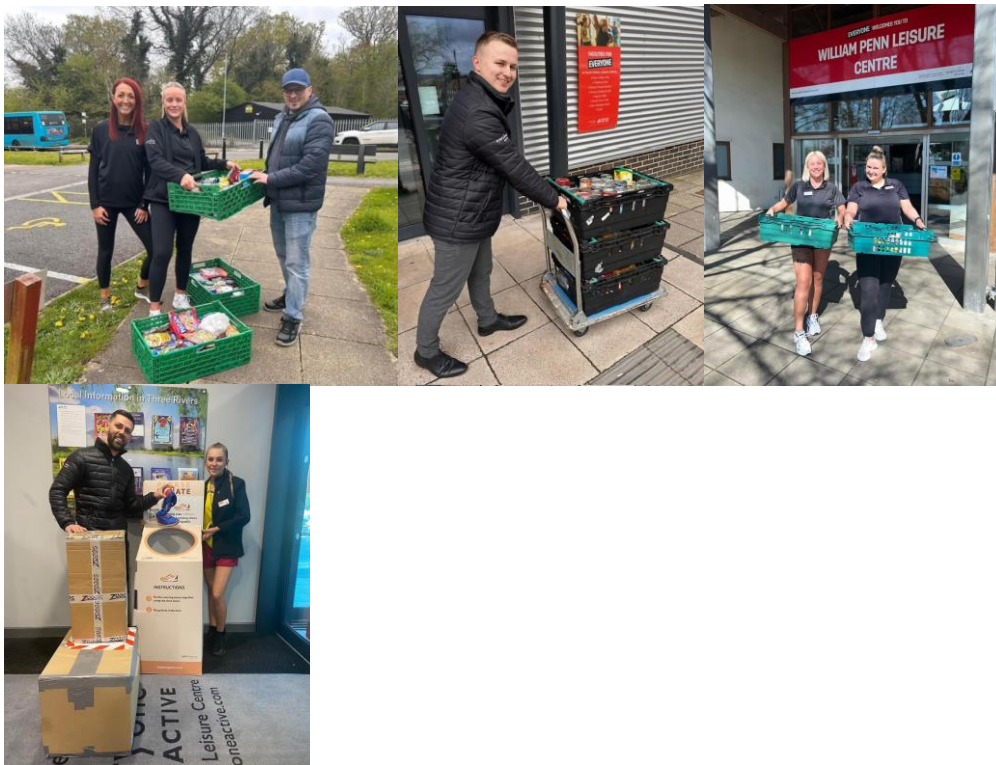
4 Customer Forum Summaries

Customer Forums were held at all three facilities every quarter with attendance from users of the facilities being very good. Feedback regarding the facilities and activities on offer was very good and feedback regarding the colleagues was especially positive.

Club forums were also held at all three facilities specifically for local clubs and block bookers of activities. Again, feedback was very good with some minor points for improvement.

5 Partnership Working

On the back of the Turkey-Earthquake appeal and group ex charity event, William Penn & South Oxhey have had a huge focus on community impacts and ways to support residents. They have teamed up with local foodbanks and implemented book sharing corners across both centres. We had our first drop off to both sites foodbanks and we can access a running total of kg donated, as well as continually donating recycled shoes.



William Penn & South Oxhey Leisure Centres had a huge focus on our group exercise classes this throughout the year, and ways we can raise awareness and support for some fantastic causes. Both sites held group ex marathons in support of Dementia UK in the sports halls to encourage great participation. On Monday 23rd October group ex classes also encouraged customers to wear pink for breast cancer awareness with a brilliant response.



Colleagues from South Oxhey & William Penn attended various outreach events in the year. William Penn attended St Clement Danes School Fair, engaging with the community, and taking part in fitness challenges with us. South Oxhey attended Woodhall School, and children were taking part in challenges, and doing some first aid training.



Emergency Services

William Penn & South Oxhey offered free use of all the facilities between 26/12/23 – 01/01/24 to all those emergency services workers, as a thank you for all of their tireless work throughout the year, and especially over the festive period. South Oxhey also promoted and ran a foodbank collection, which was gifted to South Oxhey’s Baptist Church.



HAPpy Camp

Everyone Active has been successful in HAPpy Camp applications over the course of the year and have run HAPpy camps during all half terms throughout the year. The Dance, Golf, and SEND Dance programmes have provided 537 spaces over the year. HAPpy Camps provide a range of fun experiences, including physical activity, enrichment, a healthy meal, and snacks for eligible children. These camps are for children aged 4-16 (reception to year 11) who are registered to receive benefits-related free school meals. The camps have been hosted at Rickmansworth Golf Course and the golf has proven to be a real hit with the children. Applications to the fund have been made for Easter 2024 and Summer 2024 with Easter already being awarded.

Watford Mencap

Watford Mencap have been running sessions of Multisport, Dance and Swimming once a month at South Oxhey Leisure Centre. Sessions have been well attended over the year and the team are exploring the possibility of making these sessions more frequent in 2024.

U3A

Chorleywood U3A (University of the Third Age) & Sarratt U3A ran its first week of Pickleball at William Penn leisure centre with around 20 participants attending the session.

Herts Sports Partnership

Everyone Active is currently working with HSP to looking into a number of the target areas within the Active Local area. On going conversations about a Schools programme and Community Outreach programme to take place outside of the centre.

England Netball

Walking Netball & Back2Netball sessions continue to run with an average of 75 attendances per month. A new netball development officer for Hertfordshire is due to visit the centre to view the sessions and provide feedback and support on growing numbers.

Pickleball

Pickleball, a relatively new sport, attracted an average of 200 attendances per month to the community sessions running weekly. Casual hire continues to be steady at the centre and the Pickleball festival held on Sunday 24th March. The festival was a great success and has seen a number of players from William Penn regularly attending Pickleball tournaments run by the NGB, with a number of the players picking up trophies including 1st, 2nd, and 3rd places.



LTA Youth Go

LTA Youth Go! is a community-based programme that introduces kids to tennis so they can enjoy getting active with their friends and learn new skills. No need for a tennis court, these sessions have been created so you can run them wherever and whenever is best for you.

LTA Youth Go programme registered an average of 30 attendances per month at William Penn & South Oxhey

Senior Activities

Senior sessions have continued to remain steady throughout the year with an average of 319 attendances per month. Promotion of the programme is currently ongoing as we look to increase number of participants engaging regularly in the sessions.

Swim After Stroke

Swimming After a Stroke, a group based at South Oxhey Leisure Centre, helps the recovery journey of individuals who have suffered a stroke through water therapy exercises.

Since they began in 2021, the sessions have become a lifeline for attendees, with many experiencing significant physical improvements as well as an increase in water confidence and mental health. The scheme continues to be an amazing success with the 12-week programmes being fully booked each time. This has culminated with a recent media piece being completed with BBC Morning which is due to be aired in the coming weeks. South Oxhey Leisure Centre in partnership with Three Rivers District Council, hosted a Community Fair on the Saturday 9th March. The event was a huge success with various community hubs coming together and attending. The BBC recently picked up on the article that went out in the Watford Observer around the Swim After Stroke sessions and completed some filming for a project with the One Show due to be aired after Easter.



International Women’s Day

South Oxhey & William Penn also hosted various events for International Women’s Day throughout the week, between 4th – 10th March. William Penn offered free Glute Workshops, South Oxhey hosted Smoothie Days and both sites offered bootcamp themed group exercise classes. Feedback from the event was great and both sites are looking into hosting Glute Workshops and Bootcamp themed sessions on the group exercise timetable.



Community Outreach

Sticking with the theme of community outcomes, William Penn hosted free safety classes for women in Girls and Meet the Manager sessions. South Oxhey & William Penn have also worked in partnership with Breast Cancer UK to reduce, reuse and recycle bras, and both have implemented book corners which have proved to be brilliantly received, especially during our swim school.



6 Social Value

Social value is a measurement of the benefits of the work companies do, the services they provide and the programmes they deliver for people and communities. It allows companies to measure the social and environmental impact of the work they do through improvements to an individual's wellbeing.

Using evidence based academic research, undertaken by Sheffield Hallam University, and funded by the Department for Culture, Media, Sport and Sport England, Social Value Calculator (SVC) gives operators the ability to accurately measure and value the impacts of sports and physical activity they offer.

Using the operator's current data and sector-wide benchmarks, SVC gives insight to the value in community savings generated across four key areas: Health care, Education, Wellbeing and Crime.

The benefit of monitoring this information includes.

- Gives stakeholders an indication of the social value created from investment in sport and physical activity.
- Supports funding applications and programme commissioning while identifying areas with high social value potential through targeted activity.
- Transparent evidencing of community impact of your programme or facility to align savings to specific social areas.
- Using local socio-economic and lifestyle data to profile participants, the model is appreciative of local contexts e.g. areas of high deprivation.

The graphic below shows a breakdown of the social value KPIs across the facilities within Three Rivers. As you can see the total social value has increased by £358,036 year on year.



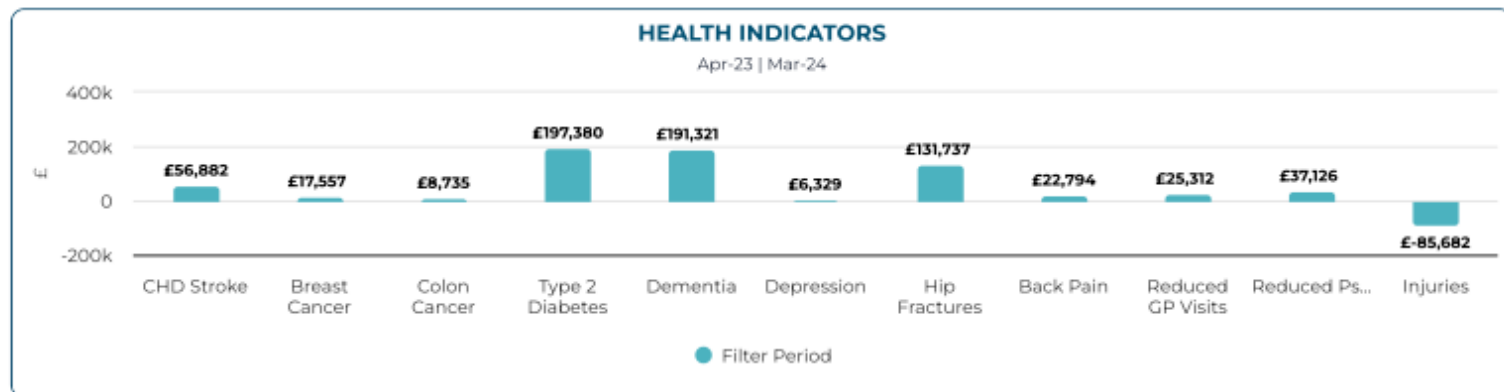
2 - SOCIAL VALUE DASHBOARD

The dashboard displays the main Social Value KPIs based on selected filters: 1-Total social value generated, 2-Total number of participants generating social value 3-Average social value per person, 4-Average social value per site. The total social value is then broken down by month within the selected time period and benchmarked against the same time period from the previous year.



The graphic below shows how this is broken down into the 4 key indicators.

INDICATORS



HEALTH INDICATORS

The Social Value for **Physical and Mental Health** is calculated based on the health care cost savings for eight health outcomes based on the reduced risk and prevented cases combined with the reduced GP visits & psychotherapy usage for physically active people.

The Subjective Wellbeing outcome refers to the increase in life satisfaction. It is calculated by multiplying the value of increased wellbeing derived from a participant's engagement in sport by the number of unique people taking part.

Individual Development refers to the improvement in educational attainment and higher starting salaries gained through participating in sport at university.

Social and Community Development outcome represents the reduction in crime rates for young males and the social capital based on improved networks, trust and reciprocity.

As you can see from the above graphic, the work detailed within this report delivered by the teams at the centres is having a very positive effect on reducing the impact of Type 2 Diabetes, Dementia and other health related factors affecting our communities. Other factors such as those detailed in the graphic below also have a lasting effect on our community.

Motion 1

Proposed by Councillor Chris Mitchell, seconded by Councillor Cheryl Stungo

The flooding events over the last year have been serious for some homeowners. These are only going to get worse, and the slow support from the Environment Agency and other organisations is concerning. Councillor Mitchell's professional background was as a water engineer, and he has concerns over the risks to Fluvial, Pluvial and Ground water flooding in Three Rivers. We consider that a working party made up of interested Councillors and the relevant staff will help ensure we understand the risks and help push for action for the relevant authorities and provide better advice to residents at risk. We therefore ask the council to;

- i. Agree to set up a flooding working party with cross party members and the relevant staff to meet at an agreed date, to review the flood risks we know in Three Rivers. Then how to best raise the priority of these issues being dealt with by the relevant authorities, mainly the EA, Thames water and Hertfordshire County Council. The working party to report back to this committee.

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