

CLIMATE CHANGE AND LEISURE COMMITTEE

NOTICE AND AGENDA

For a meeting to be held on Wednesday, 14 January 2026 at 7.30 pm at Penn Chamber, Three Rivers House, Rickmansworth.

Members of the Climate Change and Leisure Committee:-

Councillors:

Chris Lloyd (Co-Chair)
Jon Tankard (Co-Chair)
Raj Khiroya
Joan King
Abbas Merali

Reena Ranger
Mike Sims
Tom Smith
Cheryl Stungo

Joanne Wagstaffe, Chief Executive
Tuesday, 6 January 2026

1. APOLOGIES FOR ABSENCE

2. MINUTES

(Pages 5 - 16)

To confirm, as being a correct record, the minutes of the Climate Change & Leisure Committee, held on 15 October 2025, 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. Croxley Hall Woods Management Plan

(Pages 17 - 58)

A new five-year management plan has been developed for Croxley Hall Woods, Croxley Green. The new plan contains management actions for the woodland over the next five years from financial year 2025/26 until 2030/31. The detailed

actions relate to woodland management for biodiversity and improvements to public access and interpretation. The plan was considered by Members of the Climate Change and Leisure Committee on 15 October 2025. Following comments to the committee by Mr Barry Grant of the Croxley Green Residents Association, and questions from Cllr Mitchell, a member of the committee, the Chair proposed the following recommendation:

“That the committee acknowledge the officers for their work on the report and ensuring that all committee members, including substitutes, receive responses to the questions. The report will either be taken to the Policy & Resources Committee in November or returned to the Climate Change & Leisure Committee in January for further consideration”.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being by general assent.

Officers subsequently produced a written response to points and questions raised (Appendix 2 and 3). Officers have also provided a summary of consultation responses received and a response to the comments (para 2.1.5).

Officers are recommending that the plan is approved by the CCL 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.

Recommendation

That the Climate Change and Leisure Committee:

- i. Adopt the new 5-year Management Plan for Croxley Hall Woods
- 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.

6. **P6 Budget Management Report** (Pages 59 - 68)

This report covers this Committee's financial position over the medium term (2025 – 2028) as at Period 6 (end of September 2025).

The Period 6 comprehensive Budget Management report has already been presented to the Policy & Resources Committee at its meeting on 10 November 2025 which sought approval to a change in the Council's 2025 - 2028 medium-term financial plan.

Recommendation

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

7. Environmental Forum Refresh (Pages 69 - 94)

The Three Rivers Environmental Forum has operated successfully for many years. However, since meetings moved online during the COVID-19 pandemic, attendance has steadily declined. Participation is now limited to a small number of regular members, which limits the topics discussed, actions arising and networks created thus reducing value for both attendees and staff.

This report proposes a full refresh of the Forum, including a new name, updated Terms of Reference, and revised format. The aim is to create a more accessible, inclusive, and action-oriented space for knowledge sharing, collaboration, and community engagement on sustainability and climate-related issues.

Recommendation

That the Committee:

- i. Approves the new name Three Rivers Environmental Network (TREN).
- ii. Approves the revised Terms of Reference (Appendix 1).

8. Management Plan for the Green & Stones Orchard (Pages 95 - 180)

A new five-year management plan has been developed for The Green & Stones Orchard in Croxley Green.

The new plan contains proposed management actions over the next five years from adoption of the plan until March 2030. The detailed actions relate to habitat and wildlife improvements for biodiversity alongside improvements to public access and signage. Should the plans be approved, Officers will seek to implement the actions using existing budgets or where necessary actions will be subject to external funding being secured.

Recommendation

That the Climate Change & Leisure Committee:

- i. Adopt the new five-year Management Plan for The Green & Stones Orchard.
- 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 for actions relating to The Green & Stones Orchard Management Plan.
- iii. That public access to the report be immediate.

9. Service Plans 2026-2029 (Pages 181 - 228)

This report presents an overview of the service plans, which articulate the councils' ambitions, priorities, and performance targets, and outline how each service area is contributing to the delivery of the new Council Plan which will launch in April 2026. Each plan incorporates Key Performance Indicators, service volumes, and references to associated strategic, operational, and climate resilience risks.

Recommendation

That: the Climate Change & Leisure Committee provide any comments or suggested amends to the 2026–2029 service plans. Final service plans will be approved by Council in conjunction with the budget.

10. Work programme (Pages 229 - 230)

To receive the Committee's work programme.

11. OTHER BUSINESS - if approved under item 3 above

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

The Council welcomes contributions from members of the public on agenda items at the Climate Change and Leisure Committee 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 may be livestreamed and an audio recording of the meeting will be made.



Climate Change and Leisure Committee MINUTES

Of a meeting held in the Penn Chamber, Three Rivers House, Rickmansworth, on Wednesday, 15 October 2025 from 7.30 pm - 10.00 pm.

Present: Councillors

Chris Lloyd (Co-Chair) in the Chair, Jon Tankard (Co-Chair), Raj Khiroya, Abbas Merali, Mike Sims, Chris Whately-Smith (Substitute in place of Tom Smith, Chris Mitchell (Substitute in place of Cheryl Stungo

Also in Attendance:

Councillors

Andrea Fraser, Cheryl Stungo

Emma Sheridan, Associate Director for Environment,
Charlotte Gomes, Head of Leisure & Natural Infrastructure
Jess Hodges, Natural Infrastructure Programme Manager
Anita Hibbs, Committee Officer
Alex Laurie, Principal Trees and Woodlands Officer
Sally Riley, Finance Business Partner
Elen Dolder, Climate Change, Sustainability, and Recycling Officer
Josh Sills, Head of Customer Experience
Judy Simpson, Marketing & Campaigns Manager
Ben Terry, Watersmeet General Manager

13 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Cheryl Stungo, Tom Smith, Joan King and Reena Ranger. Substitutes were Councillors Chris Mitchell and Chris Whately-Smith.

14 MINUTES

The minutes of the Climate Change & Leisure Committee held on 2 July 2025 were confirmed as a correct record and signed by the Chair of the meeting.

15 NOTICE OF OTHER BUSINESS

The Chair informed the committee that the Rickmansworth Aquadrome report was published late in order that officers could accommodate within the report details relating to the release of the EA flood modelling. Given the significant interest in this item, the Chair had agreed to its late inclusion. Furthermore, the Climate Change and Sustainability Bi-annual report was published late due to an administrative error. Due to the fact that this is a standing item for committee consideration every six month the Chair had agreed to its late inclusion to retain the reporting schedule for this important workstream.

The Chair informed the committee about a change in the order of proceedings to accommodate the officers who needed to leave the meeting early.

16 DECLARATIONS OF INTEREST

There were no declarations of interest.

17 TO RECEIVE A PETITION UNDER COUNCIL PROCEDURE RULE 18

Mr. Ash Patni presented the petition on behalf of the lead petitioner who was not able to attend the meeting. He urged the Council to reopen the path immediately and called for transparency by requesting the public release of the hydrological survey report. The speaker emphasised the critical importance of the path to local residents, noting his view that its condition is no worse than other paths in the area that remain open. He concluded by demanding prompt action from the Council to reopen the path without further delay.

The Chair asked the officer to respond to the technical question and advised Mr. Patni that a written copy will be provided to him.

The Associate Director for Environment responded by clarifying that what had been received is a flood model from the Environment Agency (EA) was a flood model for the Upper Colne Catchment areas and not a hydrological survey report. This model is owned by the EA and cannot be distributed by the officers. The flood model will be used to complete a hydrological study of the Aquadrome as part of the Aquadrome programme, it is expected that the study will be published by the end of the calendar year.

18 P3 BUDGET MANAGEMENT REPORT - CC&L

The Finance Business Partner introduced the report.

Members enquired about staff vacancies indicated in the report. The Head of Customer Experience explained that a key vacancy arose in June, and efforts are underway to realign the staffing structure, with recruitment expected to complete by early next year.

Budget concerns were raised regarding discrepancies in forecast figures for the Watersmeet Theatre between different reports. The Head of Customer Experience clarified that the Watersmeet report is covering previous years in terms of the position currently, and the financial forecasting is for future years. The officer also highlighted the challenges in financial forecasting and the impact of mathematical predictions versus actual delivery outcomes.

Members raised questions about the underutilisation of the Social Housing Decarbonisation Fund grant, which the Associate Director for Environment explained, had eligibility constraints on properties and the rule that only spent amounts can be claimed.

In response to a question regarding Watersmeet budget differences for 2026-2028 compared to 2025-2026, the Finance Business Partner clarified that there was a £14,000 budget allocation for the maintenance and replacement of fire doors. The officer explained that this budget was a one-time allocation aimed at improving fire doors.

Councillor Chris Lloyd moved the recommendation as set out in the report. The Committee noted and commented on the contents of the report.

RESOLVED:

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

19 WATERSMEET ANNUAL REVIEW PRESENTATION 2024-25

The Head of Customer Experience introduced Ben Terry, Watersmeet General Manager and Judy Simpson, Marketing & Campaigns Manager who presented the report.

Members enquired about the current utilisation of Watersmeet Theatre's venue capacity. The Head of Customer Experience explained that while some events sell out, others do not, which is a deliberate strategy to balance appealing to existing audiences and attracting new audiences. In terms of calendar availability, the venue is nearing full capacity towards the end of the week, particularly Thursday through Saturday, while earlier weekdays have lower demand and more availability. The officers mentioned that the team is exploring growth opportunities by creating attractive packages, such as a week-long hire option, to increase utilisation during less busy periods.

Members addressed the financial and operational performance of the theatre, which has successfully reduced its cost to the Council, indicating positive financial progress. The officer emphasised that compared to other similar event spaces in the southeast region, outside London, Watersmeet performs well, ranking in the top third nationally for venues of its size category. The venue is classified as medium-sized, which presents challenges in attracting national tours or week-long shows, unlike larger venues such as Watford Colosseum. Despite these challenges, Watersmeet performs competitively within its category with some larger venues operating at significant losses, while a few venues manage to operate at a surplus.

Members raised concerns about the impact of recent cost increases and budget constraints on future financial projections. The officer highlighted that prior to the COVID-19 pandemic, the theatre had generated a net surplus for 2 years running, which provides optimism for future financial stability. However, due to current budgetary limitations, it is a more cautious approach, with incremental improvements preferred over rapid progress, which would increase financial risk.

Additionally, staffing issues were also addressed, specifically the replacement of a technical staff member by January. The officer explained that while technical work is supported by casual staff and supplemented by partner organisations, this is only a short-term solution, and the permanent position needs to be filled to ensure long term operational stability.

Members expressed their appreciation and gratitude for the work that staff and volunteers do at the theatre.

The theatre's turnover was highlighted by Members, noting a total cost reduction of £34,000, and enquiring about the nature of these savings. The officer explained the complexity of the financial arrangements, emphasising that turnover includes all sales, such as ticket and bar income. Improvements are attributed to more favourable profit-sharing arrangements with promoters and more efficient bar operations, resulting in better markups despite increased spending.

Councillor Andrea Fraser spoke on the item addressing concerns about the current management of the Watersmeet Theatre. The Councillor highlighted successful models like the Queen Park Arts Centre and Aylesbury Waterside Theatre, suggesting that Watersmeet can develop its unique identity while learning from these examples.

The officer responded by highlighting that these venues, mentioned as examples, are not direct competition due to differences in size, operating models and financial risk. Larger theatres can host long-running shows with higher ticket sales, while smaller venues face physical and operational restrictions, Watersmeet specifically has limited stage height, affecting scenery movement, which presents a unique challenge. The officer emphasised the benefits of council-run theatres with experienced staff, familiar with local operations, suggesting that national operators of larger venues may not necessarily improve management of smaller theatres.

Councillor Chris Lloyd proposed an amendment to the recommendation to include a note of thanks to the staff and volunteers at Watersmeet Theatre, recognising their hard work as crucial to the current situation.

Councillor Chris Lloyd moved the recommendation with the proposed amendment.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being by general assent.

RESOLVED:

That:

- i. The report be noted.
- ii. *The Committee thanks the staff and volunteers of Watersmeet Theatre for their vision and hard work.*

20 CROXLEY HALL WOODS MANAGEMENT PLAN

The Principal Trees and Woodlands Officer introduced the report.

Mr. Barry Grant spoke on the item highlighting what he viewed as limited community engagement, noting only 13 consultation responses received, and a lack of detailed feedback in the committee report. Key concerns raised by the speaker included the control of invasive ivy threatening tree health, the necessity for collaboration with neighbouring woodland owners such as the parish council, and London Underground TfL's biodiversity plans, and opposition to proposed improvements to barrier access on Lavrock Lane, which residents feel is unnecessary. Additionally, the speaker sought clarification on the financial aspects of the woodland management plan, including budget specifics, reliance on external funding, and whether woodland maintenance is conducted by third-party contractors.

The officer acknowledged the points raised and expressed his preference to provide a written response. The Chair requested that the written responses be distributed to the committee members and sought input on whether to delay approval of the report until January or to partially approve it despite incomplete information. Officers confirmed that deferring the decision until January is feasible. The Chair also mentioned an alternative option of taking the report to the Policy & Resources Committee to avoid delaying work.

Members noted that a wider area of holly and ivy needing attention beyond what was initially mentioned in the report. It was also clarified that the access gate in question is located on parish council land. The Chair acknowledged the need to investigate the matter further and suggested noting the report and the questions raised. Councillor Chris Lloyd proposed that officers review the responses provided to residents and consider whether the matter should be taken to the Policy & Resources Committee or returned to the committee in January 2026.

Members expressed disappointment and raised questions about the consultation process, including how it was conducted, the time allowed for responses, and whether the low turnout indicated public disinterest. The Associate Director for Environment responded by explaining that the response rate was typical for such a management plan as residents tend to respond mainly when they disagree. Furthermore, the officer also assured that the consultation was conducted according to the usual consultation guidelines, promoted via social media and the council's consultation platforms. Additionally, the officer noted that the variability in response rates can be attributed to human nature, where agreement often results in silence rather than feedback.

Members enquired whether any aspects of the plan would be missed or affected if delayed until January, and whether approval of certain parts could mitigate these effects. The officer explained that any urgent tree works, identified through general tree surveys, would continue

as part of regular operations, ensuring critical tasks are not postponed despite the delay in approval of the plan.

Members continued to discuss the low response rates in certain consultations, contrasting them with more successful ones like the Eastbury play area. They advocated for more proactive engagement methods such as door-to-door outreach and physical presence in affected areas to increase participation and avoid costly rework. The officer defended the current consultation practices, emphasising that resources are allocated based on project scale, and that low response rates often reflect public agreement rather than failure. This view was supported by some Members who shared their experience of seeking feedback from around 200 residents, receiving mainly positive but limited verbal responses. Members clarified that they offered encouragement for ongoing review and improvement of consultation processes, and there was no intent to disrespect officers.

Members also offered praise to committee members on their efforts to engage residents and acknowledged the challenges in seeking responses from them.

The Chair proposed the following recommendation:

That the committee acknowledge the officers for their work on the report and ensuring that all committee members, including substitutes, receive responses to the questions. The report will either be taken to the Policy & Resources Committee in November or returned to the Climate Change & Leisure Committee in January for further consideration.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being by general assent.

RESOLVED:

That the committee acknowledge the officers for their work on the report and ensuring that all committee members, including substitutes, receive responses to the questions. The report will either be taken to the Policy & Resources Committee in November or returned to the Climate Change & Leisure Committee in January for further consideration.

21 MOTION

Mr. Graeme Dibb addressed the committee highlighting significant community disquiet regarding the boulders on The Green and emphasised that the issues relate to the visual impact, conservation and safety concerns. The boulders have raised health and safety risks for pedestrians, cyclists and vulnerable users such as wheelchair and pushchair users, as well as children who might climb the boulders and fall into traffic. Alternative solutions proposed include reinstating posts or considering a bund and revisiting bylaws to allow traffic wardens to issue fines. The speaker questioned whether the boulders represent a material change to the Croxley Green Conservation Area's unique character, suggesting that a formal planning application should have been submitted. The speaker urged the committee to a properly funded solution to replace the boulders with sustainable, conservation friendly measures.

Mr. Barry Grant addressed concerns regarding the boulders on The Green, stating that the community has expressed widespread negative feedback about the boulders. The speaker advocated for reinstating timber stakes, which previously contributed positively to The Green's openness and heritage. The speaker highlighted the lack of cost assessment for replacing timber stakes and the Council's claimed budget constraints. The speaker requested information about any risk assessment conducted and noted the absence of a conservation officer at the Council as a factor in the current situation. The Croxley Green Residents Association seeks collaboration with the Council and parish to remove the boulder, reinstall timber posts and better manage parking.

Councillor Cheryl Stungo addressed the committee emphasising the significance of the matter by noting the unprecedented level of public stir it has caused, and appealed for a calm, clear-headed review of the placement of the boulders.

Councillor Chris Mitchell introduced the motion and explained the background of the recurring parking issues on The Green. Attempts to secure funding for replacement posts faced budget constraints and partial funding rejections. Subsequently, it was decided to replace the posts with boulders, paid for by the parish council using CIL (Community Infrastructure Levy) funds. The Council has received mixed feedback from residents, with the majority opposing the boulders. The Councillor offered his apologies for underestimating the impact and called for a full review involving officers and local councillors, and community groups. He urged the Lead Member, Councillor Chris Lloyd to lead the efforts to address safety, aesthetic and community concerns.

Councillor Chris Lloyd responded and proposed an amendment to the motion, emphasising collaboration between the parish council and district council to avoid impacting other ongoing district projects. The Councillor acknowledged community frustration and suggested a pragmatic approach that balances addressing the concerns with resource management. The amendment aims to keep costs lower for the district, involve councillors more directly in community engagement, and delay officer involvement until a clearer agreement is reached. Due to upcoming personal commitments, Councillor Lloyd will be unavailable for meetings until November and asked other councillors to engage with residents and the parish council.

The Associate Director for Environment read out the advice from the Head of Planning Policy & Conservation explaining that the Croxley Green Neighbourhood Plan forms part of the Three Rivers Development Plan and is relevant only to the assessment of planning applications. Similarly, the conservation area appraisal is considered a material factor in planning applications. However, the placement of boulders on The Green was not considered to constitute development and therefore to not require planning permission. Consequently, neither the neighbourhood plan nor the conservation area appraisal applies to the act of placing boulders on The Green.

Councillor Chris Mitchell emphasised the Council's ownership and responsibility for The Green, opposing the amendment to the motion that appear to shift accountability to the parish council. Councillor Chris Lloyd acknowledged the concerns but stressed the importance of timely action to avoid delays, proposing collaboration between Lead Members, parish council, district councillors and residents to explore viable alternatives that preserve The Green's conservation characters.

Councillor Chris Mitchell proposed the following amendment to the wording of the motion:

*Proposer: Cllr Chris Mitchell
Seconder: Cllr Chris Lloyd*

This Committee notes:

1. *The widespread concern among Croxley Green residents about the installation of boulders on The Green funded by Croxley Green Parish Council through the CIL and installed by Three Rivers District Council*
2. *That The Green is a Conservation Area and valued community asset, owned and managed by Three Rivers District Council.*
3. *That questions have been raised about the safety, heritage, environmental, and amenity impacts of the boulders, as well as the lack of public consultation.*
4. *That TRDC officers have advised that a full review of the matter would constitute new work outside their current programme.*

This Committee resolves to recommend:

1. *That a site visit be arranged with ward councillors, Croxley Green Parish Council, Croxley Green Residents Association, and the Copthorne Residents Society.*

2. *That the Lead Member for Climate Change as co-Chair of the Climate Change and Leisure Committee write to the Parish Council to request that they work with Three Rivers Councillors to review the current arrangement and any viable alternative solutions, consistent with The Green's conservation character.*

3. *That the relevant Lead Members for Leisure and General Public Services (Cllrs Lloyd and Nelmes) lead and work with the Parish Council, to oversee this process to ensure accountability.*

4. *That the findings of the review and options appraisal be brought back to the Climate Change and Leisure Committee for scrutiny and decision.*

The Chair confirmed that officers will prepare a report presenting options without recommendations, leaving the decision-making to the councillors.

Councillor Chris Mitchell moved the amended motion, seconded by Councillor Chris Lloyd.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being by general assent.

22 WORK PROGRAMME

The Committee received and noted the work programme

RESOLVED:

To receive the Committee's Work programme.

23 OTHER BUSINESS - IF APPROVED UNDER ITEM 3 ABOVE

23a RICKMANSWORTH AQUADROME PROGRAMME

The Head of Leisure & Natural Infrastructure introduced the report. The Associate Director for Environment provided the most recent update on Ebury Play Area, informing the committee that the Council and its contractors continue to work together to agree a remediation plan, and as soon as a programme for that is agreed, it will be published to the public.

A Member raised concerns regarding the lack of communication on the continued closure of the Ebury playground and stated that the Japanese knotweed was spreading through the playground and the water due to it flowering. They emphasised the need for political leadership to resolve the issue, enquired about costs, potential litigation, and urged reopening the playground promptly to provide children with play facilities. The Associate Director for Environment responded by clarifying that the knotweed is not spreading through flowering due to the absence of male plants in the UK and as a result the Knotweed does not spread through flowering it spreads through rhizomes and it was confirmed that specialists have verified this. Furthermore, the officer stated that the playground will reopen only after successful remediation of the knotweed, with efforts focused on a quality solution minimising financial and maintenance risks. The officer also acknowledged the public's desire for the playground but noted that alternative play areas are available in the area.

Members also expressed concerns regarding the lack of detail in the report on the woodland path's continued closure and requested specific timelines for reopening. They also sought assurance about insurance coverage to protect officers from personal liability. The officer responded by explaining that the path is structurally unsafe due to flood damage and that the interim repairs would be costly and potentially temporary. A long-term sustainable solution is being designed as part of wider site improvement works, but the timeline is uncertain due to dependencies on flood risk assessments and environmental permits, which take six to nine months to obtain from the Environment Agency. Additionally, the officer emphasised the Council's duty to use public funds wisely and to prioritise safety, stating that they will not

reopen the path until it is safe, and confirmed that the Council's insurance is adequate but due diligence is required to ensure public safety.

Councillor Andrea Fraser spoke on the item in her capacity as a District Ward Councillor, stating that decisions are being made behind closed doors, excluding ward councillors who represent local residents, and explained that the Aquadrome Steering Group meetings are not public, limiting transparency and participation and that she is invited as a Batchworth Community Councillor and not as a ward Councillor. The Councillor raised concerns regarding the neglected state of the Ebury play park, including the unresolved knotweed issue and ongoing closure, impacting families. The Councillor further raised concerns that improvement works would not commence until 2027 and not be complete until 2030. Additionally, the Councillor stated there has been a lack of consultation with ward councillors over signage placement and the cancellation of the Canal Festival due to an overly strict and misguided and unnecessary approach to and over cautious stance in relation to asbestos, and called for greater transparency, inclusion of elected councillors and urgent action to address these ongoing issues.

In response, the officer clarified the roles and invitations concerning the Aquadrome Steering Group meeting, emphasising that Councillor Fraser had been invited in her district capacity not as a parish councillor. The officer refuted claims that they refused to answer questions, explaining that certain topics were not listed items of the meeting agenda, but open for discussion outside the meeting. The officer highlighted ongoing investments in the Aquadrome, noting that significant funding from the lottery will only be available in 2027, but that maintenance and improvements continue with substantial expenditure made in just the past 6 months detailed in the report. The officer disputed assertions about a lack of engagement with ward councillors over signage and the Canal Festival arrangements, clarifying that the festival cancellation was due to the organisers' decision related to asbestos concerns, not Council action and that the designs for signage had been shared in advance and for comment with ward councillors. The officer stressed the seriousness of asbestos contamination at the Aquadrome, legal obligations on the council to manage it, and the Council's adherence to health and safety guidelines to avoid legal and personal liabilities. Furthermore, the officer emphasised that there was transparency over decisions in relation to the Aquadrome with regular reporting to committees and all actions being those contained within the Council approved Management Plan for the site.

Mr. David Holdstock spoke on the item raising concerns about the Council's management and communication regarding the Aquadrome, specifically the play area and woodland path. The resident criticised the Council for requesting significant expenditure despite unresolved issues and accused the Council of misleading residents and dismissing their concerns. The speaker highlighted a specialist knotweed treatment report from May indicating a 12-week removal plan, contrasting with the Council's public claim of a five-year timeline, and questioned whether councillors had reviewed or made this report public.

The officer responded by explaining that the five-year remediation timeline is for chemical treatment, and the 12-week timeline is for mechanical excavation, confirming that the mechanical extraction is the Council's preferred method. The officer also explained the necessity of confidentiality in certain legal and contract negotiation matters to protect the Council's interests, emphasising that this is not due to a lack of transparency or intent to mislead. The officer team is committed to resolving these issues. The funding for wider Aquadrome site improvement primarily comes from the lottery, which is fully aware of the challenges currently faced particularly with the woodland path, and is supporting various stages of work, such as hydrological studies, detailed designs and material reviews to ensure long lasting solutions. The Lottery Fund is not involved with the Ebury play area; therefore, no discussions have occurred with them regarding that.

Members also questioned inconsistencies in reported repair costs, citing figures ranging from £60,000 to £198,000, and urged clarity and a political decision on whether to patch the path for public use. The officer explained that precise cost cannot be provided without a detailed

procurement process due to multiple variables such as path materials, flood resilience requirements, labour and material costs and location specific factors.

In response to an earlier question, the officer acknowledged that the Ebury play area does not look as it should, clarifying that the issue is not simply related to Japanese knotweed. The officer confirmed that a Notice had been issued to the contractor responsible in relation to (non-Japanese Knotweed) weed management, and the ongoing negotiations and legal actions are underway to address concerns.

Councillor Chris Lloyd proposed an amendment to include the word 'external' in front of 'funding agreement' in the recommendation, and another amendment to thank the officers for the detailed work that has gone into this project.

Councillor Chris Lloyd moved the recommendation with the amendment, seconded by Councillor Tankard.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being For 5, Against 0, Abstention 2.

RESOLVED:

That the Climate Change and Leisure Committee:

- i. Note the content of the report
- ii. Give delegated authority to the Director of Finance to enter into a contract or *external* funding agreement above the value of £25,000, subject to securing external funding, or where a project is in existing/agreed budgets.
- iii. *The Committee thank the officers for the detailed work that has gone into this project*

24 CLIMATE AND SUSTAINABILITY BI-ANNUAL ACTION PLAN UPDATE

The Climate Change, Sustainability, and Recycling Officer presented the report.

Members expressed gratitude towards the team for their continuous efforts and innovation, emphasising that their work is part of a broader, evolving strategy rather than a standalone document. The team is actively pursuing new contracts and advancing initiatives aimed at addressing climate requirements, with a particular focus on alleviating fuel poverty among families. A recent engagement with the UK100 conference reaffirmed the Council's position as one of the most progressive councils in climate action. Additionally, there is a strategic approach to utilising heat from a forthcoming data centre in Abbots Langley, aiming to distribute this source across the network, including Watford. The team has secured a grant for a feasibility study related to this initiative.

The Chair highlighted the challenge of having to refer back to the detailed papers when reading the recommendation and proposed an amendment to the recommendation to include a bullet point summary of the new actions for easier reference, and for them to be captured in the minutes.

Members raised concerns regarding the wording of the recommendation relating to the delegation of authority to the Director of Finance for managing funds exceeding £25,000. The main issue highlighted was the lack of clarity on the ceiling limit for such delegated authority and the need for proper scrutiny to ensure accountability of taxpayers' money. The officer responded by clarifying that the delegation relates only to externally secured grants linked to approved projects, not the Council's own budget. The ceiling for delegated authority is governed by the Council's standard procurement regulations, and all financial activities under this delegation are subject to regular reporting and auditing through the Council's finance reporting, Policy & Resources Committee and Full Council meetings.

Members argued that the current wording of the recommendation is too open-ended, potentially allowing the Director of Finance to enter into contracts of any size without Council approval. In response the officer reiterated that the delegated authority pertains specifically to accepting and spending external funds, such as a lottery fund, which must be used according to the grant condition. It was suggested that the word 'external' should be inserted in front of 'funding agreement' at iii. in the recommendation.

Councillor Jon Tankard moved the recommendation with the proposed amendments, seconded by Councillor Chris Lloyd.

On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being by general assent.

RESOLVED:

That the Committee:

- i. Notes the progress made in delivering the strategy.
- ii. Agrees to the addition of new actions as outlined at paragraph 3.27:
 - *Support the delivery of the Hertfordshire Retrofit Strategy as a member of the Hertfordshire Retrofit Partnership agreed by this Committee in July 2025.*
 - *Build a network of local businesses and support them to decarbonise non-domestic buildings with technical and financial support where possible.*
 - *Work to secure feasibility funding for a Heat Network powered by the recently approved Data Centre in Abbots Langley.*
 - *Develop a sustainable travel communications plan for encouraging active travel, EVs and public transport.*
 - *Facilitate the establishment or re-invigoration of at least one community garden or biodiversity hub on non-Council-owned land in each parish in Three Rivers, maintained by volunteers.*
 - *Support Services for Young People to create and maintain gardens/growing spaces in West Hyde Youth Club. Explore opportunities with Three Rivers local schools, youth councils and scout groups, as part of Community Growing Spaces Working Group.*
 - *Re-design Environmental Forum with residents and key stakeholders to maximise participation and engagement with hard-to-reach groups.*
 - *Establish a "Three Rivers Green Champions Awards" and a prize for winners and nominees, annually until 2028.*
 - *Encourage and promote environmental and sustainability focused volunteering by promoting the GoVol Herts volunteer database to potential volunteers and charities seeking volunteers, and signposting opportunities clearly on TRDC website.*
 - *Embed Climate adaptation consideration into procurement tenders.*
- iii. Give delegated authority to the Director for Environment, in consultation with the Lead Member and Director of Finance, to enter into a contract or *external* funding agreement above the value of £25,000 for delivery of actions within the strategy, Public Document Pack subject to securing external funds to facilitate projects and budget being agreed to support the implementation of the Committee agreed Climate Action Plan.

CHAIR

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COMMITTEE REPORT

14/01/2026

CLIMATE CHANGE &
LEISURE COMMITTEE

CLIMATE CHANGE AND LEISURE COMMITTEE
WEDNESDAY, 14 JANUARY 2026

PART 1

**Croxleyhall Woods Management plan 2025 -2030
(ADE)**

1 Summary

- 1.1 A new five-year management plan has been developed for Croxleyhall Woods, Croxley Green.
- 1.2 The new plan contains management actions for the woodland over the next five years from financial year 2025/26 until 2030/31. The detailed actions relate to woodland management for biodiversity and improvements to public access and interpretation.
- 1.3 The plan was considered by Members of the Climate Change and Leisure Committee on 15 October 2025.
- 1.4 Following comments to the committee by Mr Barry Grant of the Croxley Green Residents Association, and questions from Cllr Mitchell, a member of the committee, the Chair proposed the following recommendation:

“That the committee acknowledge the officers for their work on the report and ensuring that all committee members, including substitutes, receive responses to the questions. The report will either be taken to the Policy & Resources Committee in November or returned to the Climate Change & Leisure Committee in January for further consideration”.

- 1.5 On being put to the Committee, the motion was declared CARRIED by the Chair, the voting being by general assent.
- 1.6 Officers subsequently produced a written response to points and questions raised (Appendix 2 and 3). Officers have also provided a summary of consultation responses received and a response to the comments (para 2.1.5).
- 1.7 Officers are recommending that the plan is approved by the CCL 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.
- 1.8 Recommendation

That the Climate Change and Leisure Committee:

Adopt the new 5-year Management Plan for Croxley Hall Woods

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: Alex Laurie, Principal Tree and Woodlands Officer,

2 Details

2.1 Plan development process:

2.1.1 The plan was developed and produced by Countryside Management Service (CMS) part of Hertfordshire County Council, who were commissioned by Three Rivers District Council (TRDC) to assist with the management of TRDC Open Space.

2.1.3 Once draft plans had been completed, public consultation on the management plan was carried out between 19th May and 30th June 2025.

2.1.4 A total of 13 people responded to the consultation and provided feedback. The comments focused primarily on access improvements to the woodland and woodland management works for biodiversity. A desire for interpretation of the history and wildlife of the woods and volunteer tasks to assist with management was also expressed.

2.1.5 The following table summarises consultation responses received and officers' response

	No. comments	Summary of comments	Officer response
Access Improvements	5	A number of respondents were supportive of access improvements proposed in the plan, although others felt funding should not be spent on this. There were also suggestions for access works in neighbouring woodland, not owned by the council.	A balance needs to be struck between enabling access to the woodland for visitors, without overly formalising the landscape to the detriment of the natural environment. Works in non-council owned woodland is outside the scope this plan.
Grounds Maintenance	5	Several respondents wished to see increased grounds maintenance, such as more frequent bin emptying; removal of fallen branches from all paths; and additional fly-tipping enforcement.	The frequency of bin emptying is carried out in line with the council's existing resources, and additional visits are made on request. Officers inspect fallen branches when reported to assess whether, or not they need to be removed. When fly-tipping incidents are reported, officers assess whether there is sufficient

			evidence to undertake any enforcement action.
Biodiversity	4	There were several responses supportive of works to benefit biodiversity such as Holly control, coppicing and ride management	The new plan includes a range of works to benefit biodiversity. Works will be completed by volunteer tasks, or contractors where funding can be secured for works.
Interpretation	3	Some desire for additional interpretation for the woods was expressed, and promotion of the woodlands and natural environment in the local area more generally.	The need for new interpretation in this plan period has not been identified. However existing on-site interpretation will continue to be maintained and more general council-wide social media on trees and woodlands will continue to be produced.
Volunteer tasks	2	Some interest was expressed in volunteer tasks to assist with management of the woods.	Countryside Management Service, who work in partnership with the council run regular volunteer tasks across the district. Tasks will be held at Croxley Hall Woods where suitable works are identified.

2.1.6 As summarised in section 2.2, the management plan addresses the need for access improvements and works to enhance the woods for biodiversity.

2.1.7 The woods already have on-site interpretation, and Countryside Management Service, who work partnership with TRDC, run regular volunteer tasks on open space across the district.

2.2 The Management Plan:

2.2.1 The key actions within the Croxleyhall Wood management plan relate to woodland management for biodiversity and improvements to public access. Some of these actions will be subject to securing external funding. They include:

2.2.2 thinning selected areas of naturally regenerating trees (focusing on Sycamore and Ash suffering from Ash Die Back disease) to favour better quality specimens;

- 2.2.3 removal of non-native and/or invasive species, in particular Laurel and Rhododendron;
- 2.2.4 making entrances and access points safer and more welcoming;
- 2.2.5 cutting back trees and vegetation from footpath edges;

Options and Reasons for Recommendations

- 2.2.6 The officer recommendation is that the management plan for Croxleyhall Wood is formally adopted by the Council.
- 2.2.7 Officers will then begin implementing the actions within the plans, subject to the availability of funding where necessary.
- 2.2.8 If the plans are not approved by the committee, maintenance of the Woods will continue at a minimum level, but no additional improvements for biodiversity or public access will be undertaken.

3 Policy/Budget Reference and Implications

- 3.1 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.
- 3.1.1 The recommendations in this report relate to and support the achievement of the following objectives within the Corporate Framework 2023 – 2026:
 - Achieve net carbon zero and be climate resilient – Maintaining the woodland in good ecological condition will maximise its contribution to storing atmospheric CO₂ and help mitigate the impact of the urban 'heat island' effect.

Support and enable sustainable communities – A welcoming, well maintained, woodland will continue to provide a valuable recreational asset for the local community over the long term.

4 Financial Implications

- 4.1 Work outlined within the Management Plans will be completed within existing budgets or be subject to external funding.
- 4.2 Work to trees suffering from Ash dieback will be facilitated utilising the existing Ash Dieback budget. Making entrances and access points safer and more welcoming will be completed using existing management plan budgets, subject to adoption of the Management Plan.

5 Legal Implications

- 5.1 All proposed works and equipment will be tendered within the Council's constitution and contract procedure rules and any other permissions obtained (for example planning) where required.
- 5.2 Section 40 of the Natural Environment and Rural Communities (NERC) Act 2006, updated by the Environment Act 2021, places a legal responsibility on

public authorities in England to have due regard for habitats and species of the greatest conservation importance, whilst protecting all biodiversity.

Section 40(1) states that a “public authority which has any functions exercisable in relation to England must from time to time consider what action the authority can properly take, consistently with the proper exercise of its functions, to further the general biodiversity objective.”

The accompanying footnote to this part of the Act states that the aim of the biodiversity objective is to provide for the enhancement or improvement of biodiversity, not just its maintenance in its current state. Gone is the former ‘have regard’ element in respect of conserving biodiversity, and this has been replaced by a proactive duty (new section 40(1)) to “from time to time consider what action the authority can properly take, consistently with the proper exercise of its functions, to further the general biodiversity objective”.

5.3 Under the Council Constitution, Committee approval is required to enter into any contracts above the value of £25,000.

6 Equal Opportunities Implications

A Short Equality Impact and Outcome Assessment is included at Appendix 4. The Management Plan does not propose substantial changes to Croxley hall woods but aims to make them more accessible to a wider range of people. This includes physical access by cutting back vegetation from paths, replacing / improving seating and removing barriers and obstacles. It also aims to remove psychological barriers by making entrances more welcoming.

7 Staffing Implications

7.1 Officers within Leisure and Natural Infrastructure, and Trees and Woodlands, will manage implementation of the plan over its lifetime.

8 Environmental Implications

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	0
Travel	0
Goods and Consumption	0
Ecology	3
Adaptation	0
Engagement and Influence	0
Total Overall Average Score	3.0

8.1 New management prescriptions for the woodlands will enable a varied and diverse development of habitats, which will have a positive impact on the flora and fauna across the district.

9 Community Safety Implications

Making entrances to the woods more welcoming and cutting back vegetation to make paths more accessible will hopefully give visitors more confidence to use the woods and feel safer when doing so. **Public Health implications**

Trees and greenery may boost lifespan, this has been studied for 8 years by Harvard researchers and published in April Environmental Health Perspectives.

(<https://health.usnews.com/wellness/articles/2016-12-09/the-many-health-benefits-of-trees>)

10 Customer Services Centre Implications

None specific.

11 Communications and Website Implications

11.1 Implementation of the new management plans may require occasional external and website communications to advise residents and site users when works are taking place on site.

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

12 Risk and Health & Safety Implications

12.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>.

12.2 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.

12.3 The subject of this report is covered by the Landscape and Leisure 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 (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Actions within the Management Plans are not implemented due to a lack of resources	Reputational damage to the Council	Implementation of the plans is monitored and reported to highlight any issues at an early stage	tolerate	Low 4

12.4 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	High	Very High	Very High
	4	8	12	16
Low	Medium	High	Very High	
3	6	9	12	
Low	Low	Medium	High	
2	4	6	8	
Low	Low	Low	Low	
1	2	3	4	
Impact				
Low ----- ➤ Unacceptable				

Impact Score

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

Likelihood Score

4 (Very Likely ($\geq 80\%$))
3 (Likely (21-79%))
2 (Unlikely (6-20%))
1 (Remote ($\leq 5\%$))

12.5 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.

12.6 The remainder are therefore operational risks. Progress against the treatment plans for strategic risks is reported to the Policy and Resources Committee quarterly. The effectiveness of all treatment plans are reviewed by the Audit Committee annually.

Background Papers

Appendix 1 – Croxley hall Management Plan 2025-2030

Appendix 2 – Responses to comments at CCL committee 15 October 2025

Appendix 3 – Response to member questions at CCL committee 15 October 2025

Appendix 4 – Short Equality Impact and Outcome Assessment

Appendix 5 – Environmental Impact Assessment



CROXLEYHALL WOODS

ACTION PLAN 2025 – 2030



Contents

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3. Review of Progress.....	iv
4. Action Plans and Maps 2025 – 2030.....	2
4.1 Annual and Regular Actions.....	2
4.2 Year 1 – 5 Actions	5

1. INTRODUCTION

Three Rivers District Council (TRDC) are working in partnership with the Countryside Management Service (CMS) and the Croxley Green Parish Council (CGPC) to develop a new Greenspace Action Plan (GAP) for Croxleyhall Woods. The GAP will cover a five-year period from 2025 – 2030.

GAPs are map based management plans that give focus and direction to the running and improvement of all types of open space. They are invaluable documents, providing a clear and logical process to determine the activities that should take place on a site over the specified period of time, in order to meet agreed project objectives and core aspirations.

It is our intention to hold a structured engagement process to ensure stakeholders are fully aware of the main elements of the plan. Engagement will be encouraged, and opportunities to feed into the plan in a constructive and timely way will be promoted locally. You are invited to comment on the contents of this Action Plan.

2. BACKGROUND

Croxleyhall Woods is a 15.6 hectare (39 acres) woodland located in Croxley Green, between Rickmansworth and Watford in the south-western corner of Hertfordshire. It is owned and managed by Three Rivers District Council, with support from the Countryside Management Service and the Croxley Green Parish Council. The woodland is a Local Wildlife Site (89/008) and lies within the London Metropolitan Green Belt.

The woodland occupies gently sloping ground rising from the floodplain of the Colne River to the south. It is surrounded on the other three sides by housing and school grounds, making up the southern extent of the settlement of Croxley Green. It is divided into three distinct compartments, separated by railway tracks and a new housing development; all three compartments are linked by a surfaced track, designated as a public bridleway. A number of public footpaths connect to this bridleway. There is a network of informal, unsurfaced walking routes throughout the woodland which appear well used by the local community.

The site is predominantly ancient semi-natural woodland (ASNW), meaning that there has been woodland present on the site for over 400 years. Some parts are considered to be plantations on ancient woodland sites (PAWS), where the ancient woodland composition has been modified, and other parts are secondary woodland, having established in the last 50-100 years following quarrying works. The primary canopy tree species are oak, beech, birch and cherry, with a diverse mixture of minor species, including an unusual abundance of mature rowan trees. Hazel is abundant in the understorey in most parts; the structure of the woodland suggests that much of it was once managed as hazel coppice with oak standards, a practice which declined in Hertfordshire nearly a century ago. Parts of the woodland contain old gravel extraction pits from the early 1900s, and there is evidence of old wood banks with beech boundary stubbs. In the spring the ground flora is abundant with bluebells.

3. REVIEW OF PROGRESS

The previous iteration of a Greenspace Action Plan for Croxleyhall Woods covered the period between 2019 – 2024.

During this time, the ladder steps were replaced in Long Valley Wood replacing the older existing steps that were falling into disrepair. This has allowed continued access to this compartment for the public.

Alongside this, selective felling across the compartments, as well as targeting coppice rotations helped to preserve the ancient woodland features, improve structural diversity, support the long-term sustainability of the woodland, as well as improve the aesthetic and amenity qualities.

While not all actions in the previous plan were completed, the majority of the objectives set out were delivered through this period.

One item not completed during the previous period which is included in this plan is improving the site access of Harvey Road onto Lavrock Lane (into Cpt. 4). This is currently a jumble of prohibitive structures – there is a hinged barrier across the bridleway, and a second across the footpath leading into Cpt. 4, with bollards between the two. This plan will look to rationalise these, ensuring the site remains safe and secure, controlling unwanted vehicle access whilst improving the visual appearance of the area and improving access for woodland management operations.

This plan will also build upon the forestry management started in the previous plan, continuing to focus on a sustainable coppice rotation, as well as management and removal of invasive species such as laurel.

Croxley hall Woods Greenspace Action Plan Site Description

Access point with interpretation

ASNW Oak woodland with cherry and varied understorey

ASNW Oak woodland with sycamore, cherry, rowan and beech. Dense understorey of hazel and beech

Bracken patches alongside path

Large veteran oaks

Ride created through previous sycamore removal

Picnic area

Group of larvae, 8 species

Ancient managed oak woodland over hazel coppice. Element of cherry in canopy.

extensive woodbanks,
pit

Area dominated by beech

Old excavated pit, canopy gap, bamboo and *bumbleia*

Timber steps leading from
RoW into woodland

ASNW mounds with oak,
hazel, field maple & bluebells

Long Valley Wood (part)
Secondary woodland comprising
sycamore, oak, ash, cherry, hawthorn

�ps leading from
woodland

Secondary woodland (oak, sycamore, cherry, beech)

Spring bluebells

bank with veteran beech stools

Legend

- Dog waste bin
- Bench
- Interpretation panel
- ▲ Vehicle barrier
- Litter bin
- Woodbank
- Landform
- Semi-natural woodland
- Footpaths
- Rides, Glades & Scallops
- Secondary Woodland
- Steps

Scale @ A3
1:3,000

Page 1 of 1
Date: November 2024

Drawing Number Rev
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4. ACTION PLANS AND MAPS 2025 – 2030

4.1 Annual and Regular Actions

Abbreviations: CMS – Countryside Management Service, GM – Grounds Maintenance, TRDC – Three Rivers District Council, GM – Grounds Maintenance Contractor, Vols – Volunteers

Ref	Action	Cpt.	When	Lead	Delivery	Est. Cost
0.1	Annual 'spring clean' of site	All	April	TRDC	TRDC GM	
0.2	Clean and maintain existing signage and interpretation	All	April	TRDC	TRDC GM	
0.3	Ride management – mow / strim ride edges	1,3	May	TRDC	TRDC GM	
0.4	Vegetation clearance – entrance points and picnic area	All	June	TRDC	TRDC GM	
0.5	Bracken crushing in recently established patches	1	July	TRDC	TRDC / CMS	
0.6	Coppice sycamore in woodland edge clearings, protect young oaks with tree tubes	2	Nov-Feb	CMS	Vols	Officer Time
0.7	Coppice holly where it is impacting on other species	1,2,3	Nov-Feb	CMS	Vols	Officer Time
0.8	Annual review of GAP action plans	-	March	CMS/ TRDC	CMS/ TRDC	Officer Time
0.9	Tree safety audit and remedial work	All	Ongoing	TRDC	TRDC	
0.10	Empty dog bins	All	Ongoing	TRDC	TRDC GM	

0.11	Empty litter bins	All	Ongoing	TRDC	TRDC GM	
0.12	Respond proactively to garden waste dumping	All	Ongoing	TRDC	TRDC	

Croxley hall Woods

Greenspace Action Plan

Annual and Regular Actions

Task Responsibility	
TRDC led	Contractor delivered
CMS led	
TRDC led	Volunteer delivered
CMS led	



4.2 Year 1 – 5 Actions

Abbreviations: CMS – Countryside Management Service, GM – Grounds Maintenance, TRDC – Three Rivers District Council, GM – Grounds Maintenance Contractor, Vols – Volunteers

Ref	Action	Cpt.	When	Lead	Delivery	Est. Cost
1.1	Coppice hawthorn in canopy along the main footpath	5	Y1	CMS	Contractor	£5,000
1.2	Protect coppiced hawthorn to secure regrowth	5	Y1	CMS	Vols	Officer Time
1.3	Replace all benches on site	All	Y1	CMS	Contractor / Vols	£1,000
1.4	Laurel management and eradication	All	Y1	CMS	Vols / Contractor	Officer Time
2.1	Coppice hawthorn where growth is in the canopy along the main footpath	4	Y2	CMS	Vols	Officer Time
2.2	Protect coppiced hawthorn to secure regrowth	5	Y2	CMS	Vols	Officer Time
2.3	Improve appearance of structures at access off Harvey Road	4	Y2	CMS	Contractor	£5,000
3.1	Protect coppiced hawthorn to secure regrowth	All	Y3	CMS	Volunteers	Officer Time

Croxley hall Woods
Greenspace Action Plan
2025 - 2030

Task Responsibility	
TRDC led	Contractor delivered
CMS led	Volunteer delivered

Year 1

Year 2

Year 3

Year 4

Year 5

Replace all benches
on site

Laurel management
and eradication

Protect coppiced hawthorn stumps
to secure re-establishment across
all compartments

Coppice hawthorn in canopy along main
footpath through Long Valley Wood

Protect coppiced hawthorn stumps
to secure re-establishment

Coppice hawthorn in canopy
along main footpath

Protect coppiced hawthorn stumps
to secure re-establishment



Legend

- Semi-natural woodland
- Footpaths
- Rides, Glades & Scallops
- Secondary Woodland
- Steps
- Woodbank
- Dog waste bin
- Bench
- Interpretation panel
- Vehicle barrier
- Litter bin

Scale (B A3)
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Date
November 2024

Drawing Number
04-03-007

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CCL Committee Question Response 17/20/2025



CLIMATE CHANGE AND LEISURE COMMITTEE – 15 October 2025

ITEM 8 – CROXLEY HALL WOODS MANAGEMENT PLAN

PUBLIC QUESTION RESPONSE

Croxley Green Residents' Association Questions (the answers to which will help us to update local residents):

1. *We commented on the need to control ivy which overwhelms and smothers trees if left unchecked. We see this being undertaken in other managed woods in the area. Can this be added to the Plan?*

TRDC Response:

As a native plant to Britain, Ivy provides nesting habitat for birds, roosts for bats, and is an important source of nectar for insects in the late autumn when few other plants are in flower. Whilst Ivy climbs trees for support and to access light, it does not harm them. However, where a tree is dead or in decline the weight of the Ivy growth in the canopy may act as 'sail' in windy conditions and cause a tree to uproot, or part of the tree to break off.

In certain circumstance the Council may sever Ivy stems at the base of a tree to kill the Ivy and prevent failure of the tree, or to allow inspection of the base of a tree for the presence of decay. However, the Council does not routinely sever Ivy on trees.

2. *It makes sense to liaise and work with owners of neighbouring woodland, namely the Parish Council and, also, London Underground / TFL which, btw, has its own Green Infrastructure and Biodiversity Plan. Is there scope for doing this and including it in the Plan?*

TRDC Response:

The Council will always look to work with neighbouring landowners on issues which affect both owners and where it makes sense to do so. However, individual landowners will have their own aims and objectives for their land and are only responsible for management of the land which they own.

At present, no management issues have been identified, which would benefit being tackled through collaborative working with neighbouring owners, should this change in the future the plan can be amended.

3. *We oppose TRDC plans to improve the barrier access to the woods on Lavrock Lane. An estimated £5,000 is allotted for improving the appearance of barriers put in by TRDC at the Harvey Road end of Lavrock Lane. There's nothing wrong with the current set up that a small amount of foliage clearance can't resolve. A barrier dissuades vehicles accessing Lavrock Lane (a road that, we believe, is now in Parish Council ownership); a locked barrier controls access into the woods; between these barriers, two posts allow for pedestrian access into the woods. Can this be removed from the Plan?*

TRDC Response:

The Council aims to make entrances to all its open spaces welcoming and accessible for visitors and responses to the consultation raised issues of disabled access on Lavrock Lane and a desire for new bins on site.

As a result the Council may alter the layout of entrances, and repair or replace gates, bollards, bins or other structures. But only structures on land owned and maintained by the Council would be repaired or replaced.

Lavrock Lane is a Right of Way (Bridleway 011 Croxley Green) and the Lane, and the gate across it at the Harvey Road entrance, is owned by Croxley Green Parish Council. Changes to this gate will not be made by TRDC.

4. Funding. Can clarification be provided on funding that accompanies this plan? Is a specific amount budgeted for this area of woodland? How much is external funding relied upon and where is it likely to come from? Is all woodland work undertaken by third party contractors?

TRDC Response:

The council does not allocate a specific amount of funding to each individual open spaces but has a budget for capital improvements to its open spaces at various locations across the district.

External funding may be applied for where a suitable project is identified that would meet funder criteria. This may be government grants or charitable sources, such as Forestry Commission or National Lottery.

Major woodland management works are generally carried out by external contractors, with volunteer groups undertaking out smaller scale conservation tasks. The Council's Grounds Maintenance team undertakes regular maintenance tasks such as emptying bins and clearing fallen trees blocking footpaths.

The bin near Harvey road has been removed by our staff, following many months of it being attacked by foxes etc.

It is usual for the council to provide litter and dog waste bins on its open spaces to help reduce littering. However, if there are problems with particular bins, we will consider removing them from certain locations or replacing them with a more secure type. We were not aware this bin had been removed, but we will not replace it unless littering becomes an issue in the area.

I believe there is a lot more holly than identified.

Holly is a native tree species of woodland supporting a range of wildlife. The aim of the plan is to control its spread, but not to eradicate it. Future plans will likely identify Holly in other parts of the wood for control.

What is the plan to tackle the ivy. Extra question here, is this something that volunteers could do with advice from you?

Further the previous response regarding Ivy, there is no plan to tackle Ivy. It will be severed, and / or removed from trees, where necessary, but officers would not advise the systematic removal of Ivy from trees, without good reason.

What plan do we have for the long-term replacement of trees, as there are a number of trees now dying.

Woodland should be self-sustaining, in that new trees will germinate and grow to fill space created by dead trees, and management works such as holly clearance and coppicing of hazel. In some cases, we may undertake replacement planting where there are significant gaps in the canopy. New planting needs direct sunlight to be successful and rarely survives when planted under existing canopy cover.

Coppicing is mentioned in the report, but should we not been doing some now?

Until the plan has been approved by the committee, none of the actions outlined in the new plan will be implemented, other than a basic level of grounds maintenance, such as emptying bins, cutting back vegetation overhanging paths and dealing with potentially dangerous trees.

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Equality impact Assessment

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	Croxley hall management plan 2025-30
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	Trees and Woodlands
EIA Author <i>Name and Job Title</i>	Alex Laurie Principal Tree and Woodlands Officer
Date EIA drafted	02/01/2026
ID number <i>This will be added by the Strategy and Partnerships Team</i>	

Executive summary	
<p>Focus of EIA</p> <p><i>A member of the public should have a good understanding of the policy or service and any proposals after reading this section.</i></p> <p><i>Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'</i></p> <p><i>This section should explain what you are assessing:</i></p> <ul style="list-style-type: none"> <i>If the EIA is attached to a report, summarise the report.</i> <i>Provide information on whether any of the following communities could be affected by the policy, practice, service or function, or by how it is delivered?</i> <i>(age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership) in addition, TRDC recognises other communities may be vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children, (ex) armed forces personnel.</i> 	<p>The project being assessed is a new management plan for Croxley Hall woods, Croxley Green.</p> <p>A new five-year management plan has been developed, the new plan contains management actions for the woodland over the next five years from financial year 2025/26 until 2030/31.</p> <p>The detailed actions relate to woodland management for biodiversity and improvements to public access and interpretation.</p> <p>The impact of the new plan should only be positive and the delivery of it should benefit all users of the woodland by maintaining and, where possible, improving access and interpretation of the woods.</p>

Mitigations		
Protected Characteristic	Potential Issue <i>Against each protected characteristic, make a frank and realistic assessment of what issues may or do occur</i>	Mitigating Actions <i>How can the negative impacts be reduced or avoided by the mitigating measures? Is further engagement with specific communities needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?</i>
Age	No issues identified	No actions required
Disability	<p>Improvements to the access to the woods should benefit users with disabilities.</p> <p>Any physical obstacles, trip hazards, overhanging vegetation, or other impediments which might otherwise restrict access to some users will be removed.</p> <p>This could also help reduce any psychological barriers for users by making the woods more welcoming, and less forbidding.</p>	No actions required
Gender reassignment (or affirmation)	No issues identified	No actions required
Pregnancy or maternity	No issues identified	No actions required
Race	No issues identified	No actions required
Religion or belief	No issues identified	No actions required
Sex	No issues identified	No actions required
Sexual Orientation	No issues identified	No actions required
Marriage and Civil Partnership	No issues identified	No actions required
The council recognises other communities may be vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children and care leavers, (ex) armed forces personnel.	No issues identified	No actions required

Actions Planned

In this section you can add information on additional or proactive steps you are taking that enhance equity, engagement or equality of access to services, as well as those mitigating actions identified in the section above that will be undertaken.

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.

No actions required

Additional Information

Space to provide any additional information in relation to protected characteristics or equity, diversity, equality and inclusion.

N/A

Sign off:

Equalities Lead Officer	Date

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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 review.
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		Croxleyhall Woods Management plan
Brief description (1-2 sentences):		A new five-year management plan has been developed for Croxleyhall Woods. The new plan contains management actions and detailed actions. The detailed actions relate to woodland management.

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? 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 / inputs 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		#DIV/0!	

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>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
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		#DIV/0!	

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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
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?	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?	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		#DIV/0!	

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,	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
22	Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
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>	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	In implemented, the plan will help ensure the site continues to be managed for the benefit of its wildlife. The changes proposed to existing habitats should improve their condition
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	New interpretation panels should provide more information about the site's wildlife to visitors
	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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
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>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	

Average Score		#DIV/0!	
Engagement and Influence			
Question	Impact	Score (0-4)	Justification or mitigation
Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
Average Score		#DIV/0!	
Total Overall Average Score		3.00	

Now assessment is complete copy and paste box into your business case, committee report. (under environmental implications 6). Whole assessment 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	#DIV/0!
Travel	#DIV/0!
Goods and Consumption	#DIV/0!
Ecology	#DIV/0!
Adaptation	#DIV/0!
Engagement and Influence	#DIV/0!
Total Overall Average Score	3.0

e and proceed.

nitigations where possible.

Plan to review these aspects and find mitigations.

it otherwise proceed.

2025-2030

has been developed for Croxleyhall Woods, Croxley Green.

actions for the woodland over the next five years from financial year 2025/26 until 2030/31.

and management for biodiversity and improvements to public access and interpretation.

Impact (select from list)	Revised Score (1-4)
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	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
	#DIV/0!

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
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
Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
	#DIV/0!

Ways to optimise sustainability and work towards net zero carbon:
<ul style="list-style-type: none"> - 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)
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
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:
<ul style="list-style-type: none"> - 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
	#DIV/0!

Impact (select from list)	Revised Score (0-4)
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
Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
	3

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

Ways to optimise sustainability and work towards net zero carbon:
<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.

	#DIV/0!
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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
	#DIV/0!

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.

COMMITTEE REPORT

14/01/2026

CLIMATE CHANGE AND LEISURE COMMITTEE

14 JANUARY 2026

PART I - NOT DELEGATED

BUDGET MONITORING – Period 6

(DoF)

Summary

1.1 This report covers this Committee's financial position over the medium term (2025 – 2028) as at Period 6 (end of September 2025).

1.2 The Period 6 comprehensive Budget Management report has already been presented to the Policy & Resources Committee at its meeting on 10 November 2025 which sought approval to a change in the Council's 2025 - 2028 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: Michelle Howell (Interim Head of Finance)

APPENDICES

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

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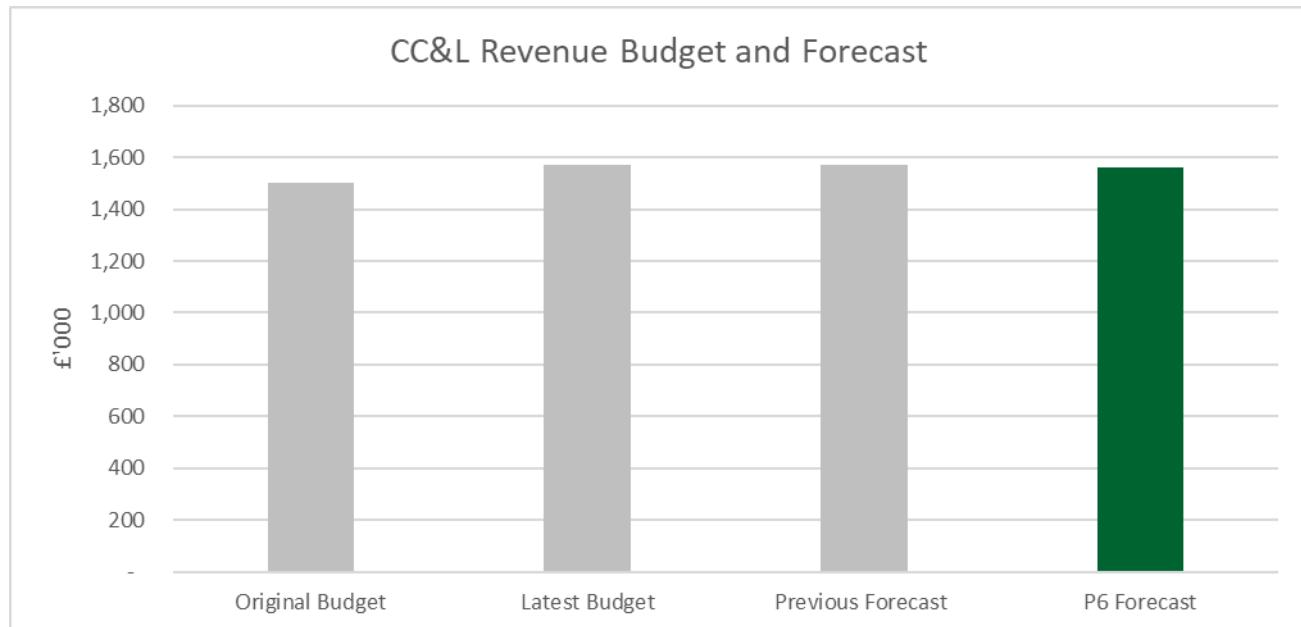
Climate Change and Leisure Committee Detailed Monitoring Report

Overview

1. This appendix sets out the detailed financial monitoring position for budgets within the scope of the Climate Change and Leisure (CC&L) Committee for the 2025/26 financial year. The forecast is based on the position as at Period 6 which covers the period from 1 July 2025 to 30 September 2025.

Revenue

2. The latest forecast is net expenditure of £1.560m against the latest budget of £1.573m. A favourable variance of (£0.013m) is reported. The detailed revenue budgets and MTFP forecast is set out in Annex A.



Service Area	Original Budget Plus		Latest Budget £'000	Previous Forecast £'000	Latest Forecast £'000	Variation to Previous Forecast £'000	Variation to Latest Budget £'000
	Original Budget £'000	2024/25 Carry Forwards £'000					
Leisure	1,173	1,173	1,173	1,173	1,156	(17)	(17)
Sustainability and Climate	331	399	399	399	404	5	5
Total	1,504	1,573	1,573	1,573	1,560	(13)	(13)

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

Capital Investment Programme

4. The latest capital investment programme for 2025/26 is £2.427m. A £0.095m variation 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 September 2025.

Department	Job Title	Comments	Total
Watersmeet	Venue Technician	Not yet advertised	1.00
Total Climate Change & Leisure			1.00

Climate Change and Leisure Committee Detailed Monitoring Report

Appendix 2

Annex A CC&L Committee Medium Term Revenue Budget Service

Climate Change and Leisure											
Leisure	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26	Previous Forecast 2025/26	Spend to Date	Latest Forecast 2025/26	Variance @ P6	Forecast 2026/27	Forecast 2027/28	Officer Comments	
	£	£	£	£	£	£	£	£	£		
Leavesden Country Park	0	0	0	0	23,009	0	0	0	0	2025/26 Pay Award applied	
Watersmeet	47,251	47,251	47,251	47,251	(150,135)	53,586	6,335	41,169	42,128	Budget currently forecast to be spent	
Leavesden Ymca	(35,000)	(35,000)	(35,000)	(35,000)	(28,658)	(35,000)	0	(35,000)	(35,000)	Income is received quarterly	
Oxhey Hall	(3,000)	(3,000)	(3,000)	(3,000)	(2,064)	(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	127,450	127,450	127,450	127,450	45,374	127,450	0	127,450	127,450	Budget currently forecast to be spent	
Maple Lodge BNG	0	0	0	0	0	0	0	0	0		
Scotsbridge River Chess Project	0	0	0	0	(25,593)	0	0	0	0		
Aquadrome Project	0	0	0	0	24,266	0	0	0	0		
Aquadrome	64,615	64,615	64,615	64,615	53,248	64,615	0	64,615	64,615	Budget currently forecast to be spent	
The Bury Green Space	0	0	0	0	(22,110)	0	0	0	0	Awaiting final invoice	
Leisure Venues	(709,455)	(709,455)	(709,455)	(709,455)	(378,773)	(777,956)	(68,501)	(824,679)	(824,679)	Increase in utilities benchmarking costs due to backdated payment, offset by reduction in Real Living Wage requirements for 2025/26, future years reduction in Real Living Wage requirements	
Leisure Activities	124,507	124,507	124,507	124,507	60,962	124,507	0	124,507	124,507	Income and Expenditure budgets required of £12,000 grant funding from HAPpy for holiday playschemes	
Leisure Development	680,239	680,239	680,239	680,239	380,278	699,586	19,347	710,561	720,524	2025/26 Pay Award applied	
Grounds Maintenance	877,513	877,513	877,513	877,513	438,392	902,875	25,362	902,800	902,800	Variance includes inflationary increase in contract for vehicle maintenance of £2,210 and application of 2025/26 Pay Award	
Total	1,173,420	1,173,420	1,173,420	1,173,420	417,496	1,155,963	(17,457)	1,107,723	1,118,645		
Sustainability and Climate											
Sustainability and Climate	Original Budget 2025/26	Original Budget Plus 2024/25 Carry Forwards	Latest Budget 2025/26		Spend to Date	Latest Forecast 2025/26	Variance @ P6	Forecast 2026/27	Forecast 2027/28	Officer Comments	
	£	£	£		£	£	£	£	£		
Energy Efficiency	9,500	27,900	27,900	27,900	0	27,900	0	9,500	9,500	Budget currently forecast to be spent	
Climate Change & Sustainability Projects	207,432	257,567	257,567	257,567	(113,215)	260,540	2,973	298,906	298,906	2025/26 Pay Award applied	
Innovate UK	0	0	0	0	(2,888)	0	0	0	0	Project complete. Grant claimed retrospectively as per grant conditions	
Pest Control	12,755	12,755	12,755	12,755	6,022	12,755	0	12,755	12,755	Budget currently forecast to be spent	
Environmental Maintenance	25,970	25,970	25,970	25,970	19,637	18,680	(7,290)	18,680	18,680	Budget virement for Cemetery software to Cemeteries	
Animal Control	65,829	65,829	65,829	65,829	41,067	67,612	1,783	69,047	69,047	2025/26 Pay Award applied	
Cemeteries	(234,233)	(234,233)	(234,233)	(234,233)	(35,197)	(226,943)	7,290	(226,943)	(226,943)	Budget virement for Cemetery software from Environmental Maintenance	
Trees And Landscapes	243,580	243,580	243,580	243,580	132,081	243,580	0	243,580	243,580	Budget currently forecast to be spent	
Total	330,833	399,368	399,368	399,368	47,506	404,124	4,756	425,525	425,525		
Total Climate Change and Leisure	1,504,253	1,572,788	1,572,788	1,572,788	465,002	1,560,087	(12,701)	1,533,248	1,544,170		

Annex B

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

Supplementary Estimates

Climate Change and Leisure					
Leisure	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Watersmeet	Employees	2025/26 Pay Award applied	6,335	6,381	6,410
Leisure Venues	Third Party Payments	Increase in utilities benchmarking costs due to backdated payment, offset by reduction in Real Living Wage requirements for 2025/26, future years reduction in Real Living Wage requirements	4,678	(42,045)	(42,045)
	Income	Inflationary increase on Leisure Management contract	(73,179)	(73,179)	(73,179)
Leisure Development	Employees	2025/26 Pay Award applied	19,347	16,101	18,260
Grounds Maintenance	Employees	2025/26 Pay Award applied	23,152	23,077	23,077
	Supplies and Services	Inflationary increase in contract for vehicle maintenance	2,210	2,210	2,210
Total			(17,457)	(67,455)	(65,267)
Sustainability and Climate		Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Climate Change and Sustainability Projects	Employees	2025/26 Pay Award applied	2,973	3,941	3,941
Animal Control	Employees	2025/26 Pay Award applied	1,783	1,827	1,827
Total			4,756	5,768	5,768
Total Climate Change and Leisure			(12,701)	(61,687)	(59,499)

Virements

Climate Change and Leisure					
Leisure Activities	Main Group Heading	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2025/26 £	2026/27 £
Environmental Maintenance	Supplies and Services	Budget virement for Cemetery software to Cemeteries	(7,290)	(7,290)	(7,290)
Cemeteries	Supplies and Services	Budget virement for Cemetery software from Environmental Maintenance	7,290	7,290	7,290
Leisure Activities	Supplies and Services	To Spend Happy Grant	12,000	0	0
	Income	Receipt of Happy Grant	(12,000)	0	0
Total			0	0	0
Total Climate Change and Leisure			0	0	0

Annex C CC&L Medium term capital investment programme

Climate Change and Leisure		Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P6 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments	
Leisure															
		£	£	£	£	£	£	£	£	£	£	£	£	£	
Aquadrome Bridge Replacement		0	438,740	438,740	289,956	438,740	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Leavesden Country Park Gate		0	17,191	17,191	9,284	17,191	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Watersmeet Electrical		0	138,443	138,443	0	138,443	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent. Project out for tender
Watersmeet Fire Doors		75,400	75,400	75,400	0	75,400	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Scotsbridge-Chess Habitat		0	8,190	8,190	0	8,190	0	0	0	0	0	0	0	0	Budget is currently forecast to be spent
Open Space Access Improvements		60,000	118,320	118,320	6,885	125,320	7,000	60,000	60,000	0	60,000	60,000	0	0	Budget is currently forecast to be spent
Improve Play Area-Future Schemes		120,000	211,238	211,238	30,587	211,238	0	120,000	120,000	0	120,000	120,000	0	0	Budget is currently forecast to be spent
Aquadrome-Whole Life Costing		11,000	11,000	11,000	39,090	39,090	28,090	11,000	11,000	0	11,000	11,000	0	0	Increase in budget required due to urgent end of life works to footpaths within the Aquadrome
Replacement Ground Maintenance Vehicles		696,800	696,800	696,800	0	696,800	0	540,000	540,000	0	540,000	540,000	0	0	Budget is currently forecast to be spent
Watersmeet-Whole Life Costing		20,000	31,303	31,303	6,011	31,303	0	20,000	20,000	0	20,000	20,000	0	0	Budget is currently forecast to be spent
Pavilions-Whole Life Costing		11,000	12,984	12,984	480	12,984	0	11,000	11,000	0	11,000	11,000	0	0	Budget is currently forecast to be spent
Sub-total Leisure		994,200	1,759,609	1,759,609	382,293	1,794,699	35,090	762,000	762,000	0	762,000	762,000	0		
Page	Sustainability and Climate		Original Budget 2025/26	Original Budgets Plus 2024/25 Rephasing	Latest Budget 2025/26	P6 Spend to Date	Forecast Outturn 2025/26	Variance	Latest Budget 2026/27	Proposed 2026/27	Variance	Latest Budget 2027/28	Proposed 2027/28	Variance	Comments
			£	£	£	£	£	£	£	£	£	£	£	£	
Sustainability Schemes		500,000	500,000	500,000	0	500,000	0	500,000	500,000	0	500,000	500,000	0	0	Budget is currently forecast to be spent
UK Shared Prosperity		0	0	0	1,395	60,401	60,401	0	0	0	0	0	0	0	Capital grant received from UK Shared Prosperity Fund
Cemetery-Whole Life Costing		72,342	72,342	72,342	51,312	72,342	0	5,000	5,000	0	5,000	5,000	0	0	Budget is currently forecast to be spent
Sub-total Sustainability and Climate		572,342	572,342	572,342	52,707	632,743	60,401	505,000	505,000	0	505,000	505,000	0		
Total Climate Change and Leisure		1,566,542	2,331,951	2,331,951	435,000	2,427,442	95,491	1,267,000	1,267,000	0	1,267,000	1,267,000	0		

Annex D

CC&L Explanations of capital variances reported this Period

Description	Details of Outturn Variances to Latest Approved Budget	2025/26 £	2026/27 £	2027/28 £
Climate Change and Leisure				
Aquadrome - Whole Life Costings	Urgent end of life works to footpaths within the Aquadrome	28,090	0	0
UK Shared Prosperity Fund	Capital grant received from UK Shared Prosperity Fund	60,401	0	0
Open Space Access Improvement	Budget virement from Capital Grants and Loans to spend on Pickleball Courts	7,000	0	0
Total Climate Change and Leisure		95,491	0	0

Environmental Forum Refresh COMMITTEE REPORT

14/01/2026

CLIMATE CHANGE & LEISURE COMMITTEE
14 January 2026

PART I
ENVIRONMENTAL FORUM REFRESH AND TERMS OF REFERENCE UPDATE
(DfE)

2.1 Summary

- 2.2 The Three Rivers Environmental Forum has operated successfully for many years. However, since meetings moved online during the COVID-19 pandemic, attendance has steadily declined. Participation is now limited to a small number of regular members, which limits the topics discussed, actions arising and networks created thus reducing value for both attendees and staff.
- 2.3 This report proposes a full refresh of the Forum, including a new name, updated Terms of Reference, and revised format. The aim is to create a more accessible, inclusive, and action-oriented space for knowledge sharing, collaboration, and community engagement on sustainability and climate-related issues.

2. Recommendation

That the Committee:

- 2.1. Approves the new name *Three Rivers Environmental Network (TREN)*.
- 2.2. Approves the revised Terms of Reference (Appendix 1).

3. Details

- 3.1. The Environmental Forum has not kept pace with changing priorities or engagement needs. Attendance has declined, and feedback indicates the current format feels overly formal and inaccessible.
- 3.2. The Climate Change Team recognises the importance of maintaining a space where residents and community groups can engage with the Council. A refreshed model would better connect people, ideas, and initiatives; inspire action; share knowledge; and provide meaningful community input into Council decision-making.
- 3.3. The June meeting trialled a new approach, held in person at Penn Chamber and promoted via social media, the Greener Living newsletter, and direct invitations. The agenda (Appendix 2) encouraged discussion about what residents want from the space, preferred names, format, and accessibility.

3.4. Attendees were asked two core questions:

- *What do you want from the Forum?*
- *How should the Forum be run?*

3.5. Outcomes from Discussions

Proposed Names:

- **Three Rivers Environmental Network (TREN)**
(recommended)
- Three Rivers Sustainable Community
- Three Rivers Community of Communities
- Three Rivers Environmental Partnership

Proposed Format:

- A hybrid programme of in-person and online events.
- Three themed meetings per year, rotating across different venues.
- Online webinars/talks in winter months or where accessibility is a concern.
- A communications hub for updates, campaigns, and best practice.
- Regular feedback loops on how community input is used.
- A platform to share success stories and measure impact.

Meeting Content:

- Standing items: introductions, feedback on actions, Council and community updates, event announcements, community motions/asks.
- Variable items: resident or group case studies, expert sessions (e.g. air quality, retrofit, food systems, biodiversity), workshops, and campaign/resource sharing.

Communications Strategy:

- Simple and engaging joining process.
- Use of social media (professional content, local promotion, short videos).
- Email newsletter via Greener Living.
- Promotion through local networks (schools, parish councils, U3A, youth and faith groups, residents' associations).
- Short video previews of speakers/events.

Inclusivity and Accessibility:

- Hybrid and online sessions to support those with travel or time constraints.
- Less formal meeting style (refreshments, accessible language, welcoming spaces).
- Rotating venues across the district to reach all communities.
- Ensuring all venues are wheelchair accessible.

3.6. As a result of these discussions, a new Terms of Reference has been drafted (Appendix 1) and will be formally presented at the Three Rivers Environmental Network.

3.7. The next meeting will be held on Tuesday 18 November at Watford Rural Parish Hall, testing the rotating venue model, simplified sign-up process, and new communications approach.

4. Options and Reasons for Recommendations

Option 1: Approve the new format, name, and Terms of Reference to revitalise the Forum as the *Three Rivers Environmental Network (TREN)*.

Option 2: Disband the Forum due to declining attendance and value.

It is recommended that Option 1 be approved, ensuring an ongoing platform for Council–community engagement while improving participation, inclusivity, and impact.

5. Policy/Budget Reference and Implications

The recommendations in this report are within the Council's agreed policy and budgets.

The recommendations in this report relate to the achievement of the following performance indicators:

- CP50 District carbon emissions reported as tCO₂e equivalent.
- CP52 Council Operations Carbon emissions reported as tCO₂e equivalent.

A revitalised network will improve community engagement and collaboration, directly supporting progress towards the district's net-zero goals.

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

Equal Opportunities Implications

- 6.1. A short Equality Impact and Outcome Assessment has been completed (Appendix 3).
- 6.2. While moving meetings in person could present barriers for some residents, rotating venues across the district, maintaining wheelchair accessibility, and continuing to provide online sessions will ensure broad inclusivity. This approach supports carers, parents, disabled residents, and others with limited evening availability.

Staffing Implications

- 6.3. At least one officer will continue to attend and support meetings. The move to in-person and hybrid formats will not significantly increase staffing requirements.

Environmental Implications

- 6.4. The refreshed Three Rivers Environmental Network proposed in this report supports the Council and District to reduce emissions to net-zero carbon and increase sustainability across a wide range of areas through resident engagement, community support and behaviour change.
- 6.5. A sustainability impact assessment can be found at Appendices 4 resulting in a score of 3.3

Homes, buildings, infrastructure, equipment and energy	2.33
Travel	2
Goods and Consumption	4
Ecology	4
<u>Adaptation</u>	0
Engagement and influence	4

Public Health implications

6.6. The refresh and continuation of the Forum aims to improve council communications with local individuals and communities, contributing to the prevention of deterioration of health and well-being issues arising from the consequences of climate change. Furthermore, improvements in Home Energy Efficiency through information sharing 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. The Network will include topics connected to biodiversity, nature, and access to green spaces, all critical to maintaining sense of community and improving health and wellbeing.

Customer Services Centre Implications

6.7. None

Communications and Website Implications

6.8. No changes to the website will be needed. Agendas, notes, and meeting details will be published as before.

6.9. Communications will be increased to promote the meetings. This will consist of social media posts and digital display boards and will be done in conjunction with the communications team.

Risk and Health & Safety Implications

6.10. The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. The risk management implications of this report are detailed below.

6.11. 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 plan.

6.12.

Nature of Risk	Consequence	Suggested Control Measures	Response	Risk Rating
The Council fails to act to reduce its' CO2 emissions	The Council <u>Net Zero</u> 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 coordinated 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
The Environmental Forum is not refreshed	Attendance continues to decline, causing officer time to be wasted, and missed opportunities to meaningfully engage with residents and community groups on climate and sustainability. Alternatively, the Forum is disbanded, resulting in the same outcome.	Refresh the Forum to increase attendance and engagement.	Treat	6

6.13. 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.

Likelihood		Low	High	Very High	Very High
		4	8	12	16
Very Likely	Low	Medium		High	Very High
	3	6		9	12
	Low	Low		Medium	High
	2	4		6	8
Remote	Low	Low		Low	Low
	1	2		3	4
Impact					
Low		→ Unacceptable			

Impact Score		Likelihood Score
4 (Catastrophic)		4 (Very Likely ($\geq 80\%$))
3 (Critical)		3 (Likely (21-79%))
2 (Significant)		2 (Unlikely (6-20%))
1 (Marginal)		1 (Remote ($\leq 5\%$))

APPENDICES / ATTACHMENTS

Appendix 1: Revised Terms of Reference

Appendix 2: June 2025 Environmental Forum Agenda

Appendix 3: Equalities Impact Outcome Assessment

Appendix 4: Climate and Sustainability Impact Assessment



THREE RIVERS ENVIRONMENTAL NETWORK

Terms of Reference October 2025

Version 2.2

Contents

Purpose of the Environmental Network.....	2
Objectives of the Three Rivers Environmental Network.....	2
Meetings.....	3
• Format	
• Access and inclusion	
• Administration	
Position of the Chair of the Three Rivers Environmental Network.....	4
The role of Members and Attendees.....	4
Financial procedures.....	5
Review of Terms of Reference.....	5

1. Purpose of the Three Rivers Environmental Network

The Three Rivers Environmental Network (TREN) exists to improve the quality of the environment, support the climate and nature recovery agenda, and help create a healthier, more sustainable future for everyone in Three Rivers.

It brings together community voices, environmental interests, and local knowledge to:

- **Connect** people, ideas, and initiatives
- **Inspire** behaviour change and collective action
- **Educate** with expert insight and lived experience
- **Influence** Council decision-making through community-led input

The TREN provides a space for organisations, charities, community groups, businesses, and residents to:

- Share updates, best practice, and success stories
- Collaborate on joint projects and campaigns
- Give and receive feedback on environmental priorities and initiatives
- Help shape new Council and Partnership strategies, such as the Climate Change and Sustainability Strategy

TREN is not a decision-making body or formal Council committee. It is hosted and administered by Three Rivers District Council.

2. Objectives of the Three Rivers Environmental Network

In order to achieve the above, the Three Rivers Environmental Network will:

- a) Be an **inclusive network** of organisations, groups, and individuals active in Three Rivers
- b) Work in **partnership** to improve the environment, tackle climate change, and build resilience
- c) Provide **leadership** and act as a community voice on environmental issues
- d) Consult and engage with residents, community representatives, and local businesses in a meaningful, accessible way
- e) Ensure activities align with national and countywide priorities, including the Hertfordshire Climate Change and Sustainability Partnership
- f) Promote **sustainability**, provide practical advice, and raise awareness of the impacts of climate change locally
- g) Support biodiversity by sharing expertise and encouraging measures to protect and enhance nature
- h) Champion a more **resilient natural environment** for Three Rivers

3. Meetings

TREN will run a **hybrid programme** of in-person and online engagement:

- **Three themed in-person meetings per year**, hosted in rotating locations across Three Rivers (one at Three Rivers House, two elsewhere)
- **Additional webinars or online talks** in winter months or where accessibility is a concern
- An **ongoing communication hub** for updates, events, campaigns, and resources

Format

- **Standing Agenda Items:**
 - Welcome and introductions
 - Feedback on previous actions and impacts
 - Updates from the Council and community groups
 - Announcements of upcoming events or campaigns
 - Community motions or asks to Council
- **Variable Components:**
 - Mini talks from residents or community groups (e.g. heat pump owner, GUCE, Transition Streets participant)
 - Expert sessions on topics such as retrofit, biodiversity, air quality, waste, food systems, water, or climate finance
 - Themed workshops and small-group discussions
 - Sharing of campaign materials and toolkits

Access & Inclusion

- Hybrid and alternative formats for those unable to attend in person (e.g. parents, carers, disabled residents)
- Informal set-up (no rigid seating, refreshments provided, plain language used)
- Rotating venues such as parish halls, schools, or community spaces to reach different wards

Administration

- Meetings organised and supported by Three Rivers District Council
- Questions for updates to be submitted at least 10 days before meetings for full responses; ad-hoc questions welcome during meetings
- Out-of-meeting requests will be answered in writing and shared with the network
- Meeting papers shared in advance where possible.

4. Position of Chair of the Three Rivers Environmental Network

- a) The Chair of the Three Rivers Environmental Network shall be a Councillor who is appointed at Annual Council.
- b) The role of the Chair will be to:
 - Promote collaboration and shared purpose
 - Ensure meetings remain relevant, inclusive, and action-focused
 - Work with the supporting Council Officer Group
 - Resolve conflict and promote constructive problem-solving
 - The Vice-Chair, also appointed at Annual Council, will deputise in the Chair's absence.

5. The role of Members and Attendees

Members are expected to:

- Actively contribute to discussions and share updates from their networks
- Share best practice and raise local environmental issues
- Stay informed on emerging policy and best practice in their area
- Identify resources (financial or in-kind) that could support joint projects
- Attend meetings regularly and share network updates within their own organisations
- Consider the needs of socially excluded or disadvantaged groups in their contributions
- Treat all members, staff, and the public with dignity, respect, and inclusivity

6. Financial Procedures

Current financial implications for TREN are minimal and will be covered by the current Climate Change budget. Administrative support is provided by Three Rivers District Council. Should TREN receive Council-allocated funds or secure external funding, it will follow the Council's Financial Standing Orders and Procedures, with all expenditure reported through the Council's Annual Accounts.

7. Review of the Terms of Reference

Three Rivers District Council will review the terms of reference every three years.

ENVIRONMENTAL FORUM

NOTICE AND AGENDA

For an in-person meeting to be held on Wednesday, 18 June 2025 at 7.30 pm in the Penn Chamber, Three Rivers House, Northway, Rickmansworth WD3 1RL.

Members of the Environmental Forum:-

Councillors:

Jon Tankard (Chair)
Cheryl Stungo

Chris Lloyd (Vice-Chair)

All Councillors are invited to attend.

1. Apologies for Absence

2. Notes

(Pages 3 - 6)

(a) To receive the notes of the meeting of the Environmental Forum held on Wednesday 6 November 2024

(b) Matters arising (if not covered elsewhere on the agenda)

3. An introduction to the evening

A brief overview of the purpose and agenda of the meeting and a reading of a 'Vision' for Three Rivers created by our Climate Conversations group

4. Air quality in Three Rivers: a talk by Nick Egerton, Environmental Health Manager, with time for a Q&A

Questions for the guest speaker should be submitted in advance where possible to committeeteam@threerivers.gov.uk

5. What do you want from the Forum?

This is *your* opportunity to discuss what role the Forum should play for the Council, the Community and for nature, which topic areas you would like covered and the issues you would like discussed

6. How do *you* think the Forum should be run?

Time to explore how you think the Forum should run, such as:

- Preferred locations, timings and frequency
- Meeting format and template agenda

- Membership, participation and communications

7. Any other business

Attendees are asked to notify the committee team in advance of any items they wish to raise: committeeteam@threerivers.gov.uk

8. Next meeting

Tuesday 4 November 2025

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

EQUALITY IMPACT ASSESSMENT (EIA)

Environmental Forum Refresh

14/01/2026

Project Information	
Project Name <i>This should clearly explain what service / policy / strategy / change you are assessing</i>	<i>Environmental Forum Refresh</i>
Service Area <i>Main team responsible for the policy, practice, service or function being assessed</i>	<i>Environment (Climate Change and Sustainability)</i>
EIA Author <i>Name and Job Title</i>	<i>Elen Dolder – Climate, Sustainability and Recycling Officer</i>
Date EIA drafted	<i>06/11/2025</i>
ID number <i>This will be added by the Strategy and Partnerships Team</i>	

Executive summary	
<p>Focus of EIA <i>A member of the public should have a good understanding of the policy or service and any proposals after reading this section.</i></p> <p><i>Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA)'</i></p> <p><i>This section should explain what you are assessing:</i></p> <ul style="list-style-type: none"> <i>If the EIA is attached to a report, summarise the report.</i> <i>Provide information on whether any of the following communities could be affected by the policy, practice, service or function, or by how it is delivered?</i> <i>(age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership) in addition, TRDC recognises other communities may be vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children, (ex) armed forces personnel.</i> 	<p>The Environmental Forum Refresh report details how the Environmental Forum will be renewed and updated along with new Terms of Reference (TOR) in order to increase attendance, engagement, breadth of discussion topics, and provide greater benefit to Members, attendees, and Officers.</p> <p>This involved moving the meeting back to in person to encourage networking and discussion, which attendees felt was missing from online meetings.</p> <p>We will continue to engage with current and potential attendees and take into consideration any other barriers that are present and work to remove them where possible. However, the online format has not proved viable, and has a significantly negative impact on the forum, reducing opportunities for discussion and networking with is invaluable for this work.</p>

Mitigations		
Protected Characteristic	Potential Issue	Mitigating Actions
Age		
Disability	Those with disability limiting travel may find it more difficult to attend in person meetings.	We will ensure any venue used is accessible with accessible facilities. We will hold events and talks online where possible under the banner of the newly proposed Three Rivers Environmental Network, and continue to make notes available online to allow engagement from home.
Gender reassignment (or affirmation)		
Pregnancy or maternity		
Race		
Religion or belief		
Sex		
Sexual Orientation		

Marriage and Civil Partnership		
The council recognises other communities may be vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children and care leavers, (ex) armed forces personnel.	<p>Those experiencing economic deprivation may find it more difficult to travel to attend.</p>	<p>Holding it in different parts of the district encourages residents who may be experiencing economic deprivation, and therefore can't afford to travel across the district, have the option to attend one closer to them.</p> <p>We will hold events and talks online where possible under the banner of the newly proposed Three Rivers Environmental Network, and continue to make notes available online to allow engagement from home.</p>

Actions Planned

In this section you can add information on additional or proactive steps you are taking that enhance equity, engagement or equality of access to services, as well as those mitigating actions identified in the section above that will be undertaken.

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.

- *Ensure all venues are accessible with accessible facilities.*
- *Move the meetings around the District.*
- *Hold talks online and make notes of meetings accessible online.*

Additional Information

Space to provide any additional information in relation to protected characteristics or equity, diversity, equality and inclusion.

Holding the meetings in person improves access for those who may be digitally isolated, due to cost, age, or any other factor.

Sign off:

Equalities Lead Officer	Date



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	
Brief description (1-2 sentences):	

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)	Ways to optimise sustainability and work towards net zero carbon:
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		Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	<ul style="list-style-type: none"> - Insulate buildings to a high standard. - Include energy efficiency measures when carrying - 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, wool- or hemp-based insulation, 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.
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2		Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2	
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	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	3	
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").	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	0		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 / inputs in your project? E.g. re-used or recycled construction materials; timber in place of concrete	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and 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	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		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0	
Average Score		2.33			2.33	

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.

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 possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2		Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2
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		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>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0		Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
12 Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2		Some possible negative impacts for sustainability. Recommendation to review these aspects and find mitigations where possible.	2
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		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0
Average Score		2.00			2.00

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

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 ones?	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
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		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		Neutral or not applicable. Recommendation to consider how benefits could be achieved in this	0
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		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?	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
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		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; seasonal produce; locally sourced.</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	0
Average Score		4.00			4.00

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.

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.

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 etc. Non-amenity= e.g. woodland, grassland, wetland,)	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
22 Does the project create more habitat for nature? E.g. native plants, trees, and flowers	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
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, planting non-native species	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
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.	4		Some positive impact for sustainability. Recommendation to further enhance this aspect where	4
Average Score		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

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?	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
26 Does anythe project , consider how to sustainably protect people from extreme weather?	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
27 Has any planned building work or infrastructure considered how to mitigate flood risk? E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs	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
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		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?	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
Average Score		#DIV/0!			#DIV/0!

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.

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		Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4
Average Score		4			4

Total Overall Average Score

3.27

3.3

Now assesment is complete 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	2.33
Travel	2.00
Goods and Consumption	4.00
Ecology	4.00
Adaptation	#DIV/0!
Engagement and Influence	4
Total Overall Average Score	3.3

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.

COMMITTEE REPORT

14/01/2026

The Green & Stones Orchard
Draft Management Plan,
2025-2030

CLIMATE CHANGE AND LEISURE COMMITTEE
14 January 2026

PART I

The Green & Stones Orchard Management Plan, 2025-2030
ADE

1 Summary

- 1.1 A new five-year management plan has been developed for The Green & Stones Orchard in Croxley Green.
- 1.2 The new plan contains proposed management actions over the next five years from adoption of the plan until March 2030. The detailed actions relate to habitat and wildlife improvements for biodiversity alongside improvements to public access and signage. Should the plans be approved, Officers will seek to implement the actions using existing budgets or where necessary actions will be subject to external funding being secured.

2 Recommendation

- 2.1 That the Climate Change & Leisure Committee:
- 2.2 Adopt the new five-year Management Plan for The Green & Stones Orchard.
- 2.3 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 for actions relating to The Green & Stones Orchard Management Plan.
- 2.4 That public access to the report be immediate.

3 Details

3.1 Plan Development Process

- 3.1.1 The plan was developed by officers from the Leisure & Natural Infrastructure team in partnership with officers from the Grounds Maintenance and Property Services & Facilities teams with support from Croxley Green Parish Council officers
- 3.1.2 The process commenced with the creation of a briefing document which outlined the process and purpose of the management plan. This was consulted upon with the public and local stakeholders. This process invited interested parties to share ideas and thoughts on the management of the sites for the coming five years.
- 3.1.3 Upon completion of the draft plan, a second period of consultation was held to enable stakeholders (detailed 3.2.2) to comment on draft versions of the plans. Minor amendments were made to the plans to produce the final version.

3.2 Consultation Process

- 3.2.1 The initial consultation on the briefing document was held over four weeks between 4th November and 2nd December 2024. The consultation was hosted on the council's "Have your Say" platform; publicised online and received 16 individual responses to the consultation. Appendix D overviews the responses submitted as part of the briefing document consultation process.

3.2.2 Public and stakeholder consultation, on the draft management plan, took place from 7th August to 30th September 2025. The consultation was hosted on the council's "Have your Say" platform; publicised online, on-site through posters and local stakeholders were directly contacted notifying of the consultation. A total of 88 individuals responded.

3.2.3 Some of the key items raised included:

- The future aspirational action "Pond / Wetland Creation on The Green"
- Dislike of parking inhibitors on the Green
- Concerns for future development on the sites
- Opportunities to plant more trees

3.2.4 An overview of the consultation responses is included within the Appendix D with feedback and how this engagement has been incorporated into the management plan development process.

3.2.5 Direct contact with local Stakeholders included: local Councillors; Croxley Green Parish Council; Hertfordshire County Council's Countryside Management Service; Three Rivers Museum; Croxley Green Residents Association; Croxley History Project; Croxley Revels and local allotments.

3.2.6 Following the consultation period, a series of amendments were made to the management plan draft. The more significant amendments were as follows (where applicable paragraph reference points have been included):

- Addition of references throughout the document to direct information sources.
- 1.7: Addition of reference to the Hertfordshire Local Nature Recovery Strategy.
- 3.10: Additional information has been provided in relation to the Pond/Wetland Creation on the Green.
- B2: Inclusion of "The Parish & District councils will continue to prevent illegal parking and unwarranted vehicle incursion to the sites" in relation to a health, safe and secure site.
- E3: Further information on the grassland and hedgerow management.
- Action: Grass Cutting (edge management) – The Green: Amendment to the grass cutting along the hedge lines.
- Action: Preventative measures to restrict unwanted vehicle incursion on The Green at key locations: Removed as now complete, addition of a statement within B2 as above to continue to prevent illegal parking and unwarranted vehicle incursion.
- Action: Installation of a Legend on the Bench at an agreed location: Removed as now complete, management of this bench will now fall into the annual and regular actions.

- Actions: Two actions in relation to the presence of badger setts have been added, firstly signage to make public aware of risk and secondly to consider opportunities of rerouting the path around the badger sett.
- Action: Seek funding for aspirational items, where applicable: Addition of action to investigate and seek appropriate funding for aspirational actions.
- Action: Review Site Risk Assessment: following addition of the site risk assessment, action to ensure it is annually reviewed internally.
- Removal Engagement Response appendix which has been replaced with Appendix D Consultation Report.
- Appendix a – Site Description Map: The map has been amended to show the woodland edge management of the grass alongside the hedgerows.
- Appendix c – General Site Risk Assessment: a risk assessment for the site was included due to several site specific risks.

3.3 Aims & Objectives

3.3.1 The proposed aims and objectives of the management plan are for the site to be:

- a) A Welcoming Place - to provide a welcoming green space for the enjoyment of the local community, finding a balance between biodiversity and public access.
- b) Healthy, Safe and Secure - to provide and maintain clear and safe public access onto, and around The Green and Stones Orchard.
- c) Well-maintained and Clean – to ensure that all aspects of The Green and Stones Orchard are kept clean and well maintained.
- d) Environmental Management – to ensure all aspects of site management are undertaken with sustainability as a guiding principle.
- e) Biodiversity, Landscape and Heritage – to conserve and enhance the important wildlife, landscape and heritage features of The Green and Stones Orchard.

3.3.2 The proposed actions relate to environmental management and improvements for public access and signage; these are subject to availability of external funding and include:

- Planting of orchard trees
- Ecological surveying of the habitats/wildlife within the sites
- Introduction of interpretation boards on the topics of history and ecology
- Delivery of a history project with local stakeholders including community events.

4 Options and Reasons for Recommendations

4.1 The officer recommendation is that the management plan for The Green & Stones Orchard is formally adopted by the Council so that Officers can begin to implement the actions within the plans, subject to available funding where necessary.

4.2 If the plan is not approved, maintenance of the site will continue at a base level, but no additional improvements for biodiversity or public access will be undertaken

5 Policy/Budget Reference and Implications

5.1 The recommendations in this report are within the Council's agreed budgets. The proposals also relate to securing additional funding in order for some proposed actions to be undertaken. Such works will not be progressed until such time as funding is in place.

5.2 The recommendations in this report relate to the achievement of the following performance indicators for the Leisure and Natural Infrastructure Service Plan 2025-2028.

- LNI04 - External Funding secured to support Leisure and Natural Infrastructure Projects and Activities.
- LNI05 - Year on year increase in the area of land owned by Three Rivers District Council, being managed for biodiversity benefit.

5.3 The recommendations in this report relate to the achievement of the following Corporate Framework Objectives:

- Sustainable Communities
- Net Carbon Zero and Climate Resilient

6 Financial Implications

6.1 The Council's Medium Term Financial Plan includes an annual budget to maintain 13 sites with management plans. At present this does not include The Green & Stones Orchard, however works are undertaken at this location by the council Grounds Maintenance team as part of general budgets for that area. This work is supported by the Parish Council who also undertake some general grounds maintenance of the sites. In addition, the Hay Cutting in this location is provided for under the existing budgets for this work .

6.2 There are within the proposed plan a number of actions which will require additional funding in order to be implemented. Delivery of such projects will be dependent on securing external funding which will need to be obtained in advance of projects proceeding.

7 Legal Implications

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

7.2 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.

7.3 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.

7.4 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 or accept receipt of grant funding above the value of £25,000.

7.5 The Green is classified as common land and the associated rights to this are protected by the Commons Act 2006.

8 Equal Opportunities Implications

8.1 A Short Equality Impact and Outcome Assessment is included at Appendix C.

8.2 The assessment outlines the positive impact the project will have on equality. Due in part to improved accessibility through facilitating active travel for all through the site, appropriately managed site furniture, accessible site interpretation and community events.

8.3 Realising these positive impacts is dependent on securing external funding highlighted within this report.

9 Staffing Implications

9.1 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 within existing staff resource.

9.2 The council will also be supported in the delivery of this management plan by Croxley Green Parish Council.

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

10 Environmental Implications

10.1 A Climate & Sustainability Impact Assessment has been completed, with summary results within the table below:

Climate and Sustainability Impact Assessment Summary	
Homes, buildings, infrastructure, equipment and energy	3.00
Travel	3.50
Goods and Consumption	3.00
Ecology	3.00
Adaptation	3.50
Engagement and Influence	4
Total Overall Average Score	3.5

10.2 Appropriate habitat management as outlined within the management plan will have a positive impact on the environmental conditions of the sites.

10.3 Completion of the ecological surveying of the habitat and wildlife of the site will give a greater understanding of the composition and condition of the ecology of the sites.

11 Community Safety Implications

11.1 The proposed management plan, appropriate site management and implementation of the associated action plan are expected to have positive impacts on Community Safety. For example, with preventative measures to restrict unwanted vehicle incursion on The Green at key locations and installation of drop-down bollards at the entrance to Stones Orchard & the 'in' and 'out' vehicle entrances on The Green where events are hosted.

12 Public Health implications

12.1 The proposed management plan, appropriate site management and implementation of the associated action plan are expected to have positive impacts on public health outcomes. Being able to connect with wildlife has a positive impact on both the physical and mental health and wellbeing of individuals.

13 Customer Services Centre Implications

13.1 None that are specific to this report.

14 Communications and Website Implications

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

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

15 Risk and Health & Safety Implications

15.1 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.

15.2 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 plan.

Nature of Risk	Consequence	Suggested Control Measures	Response (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Actions within the	Reputational damage to the	Implementation of the plans is	Tolerate	4

Management Plans are not implemented due to a lack of resources	Council	monitored and reported to highlight any issues at an early stage		
---	---------	--	--	--

15.3 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 ($\geq 80\%$))
 3 (Likely (21-79%))
 2 (Unlikely (6-20%))
 1 (Remote ($\leq 5\%$))

15.4 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.

Report prepared by:

Jess Hodges, Natural Infrastructure Programme Manager
 Francesca Cohen, Natural Infrastructure Projects Officer

Data Quality

Data sources: Public Consultation

Data checked by: Charlotte Gomes, Head of Leisure & Natural Infrastructure

Data rating:

1	Poor	
2	Sufficient	✓
3	High	

Background Papers

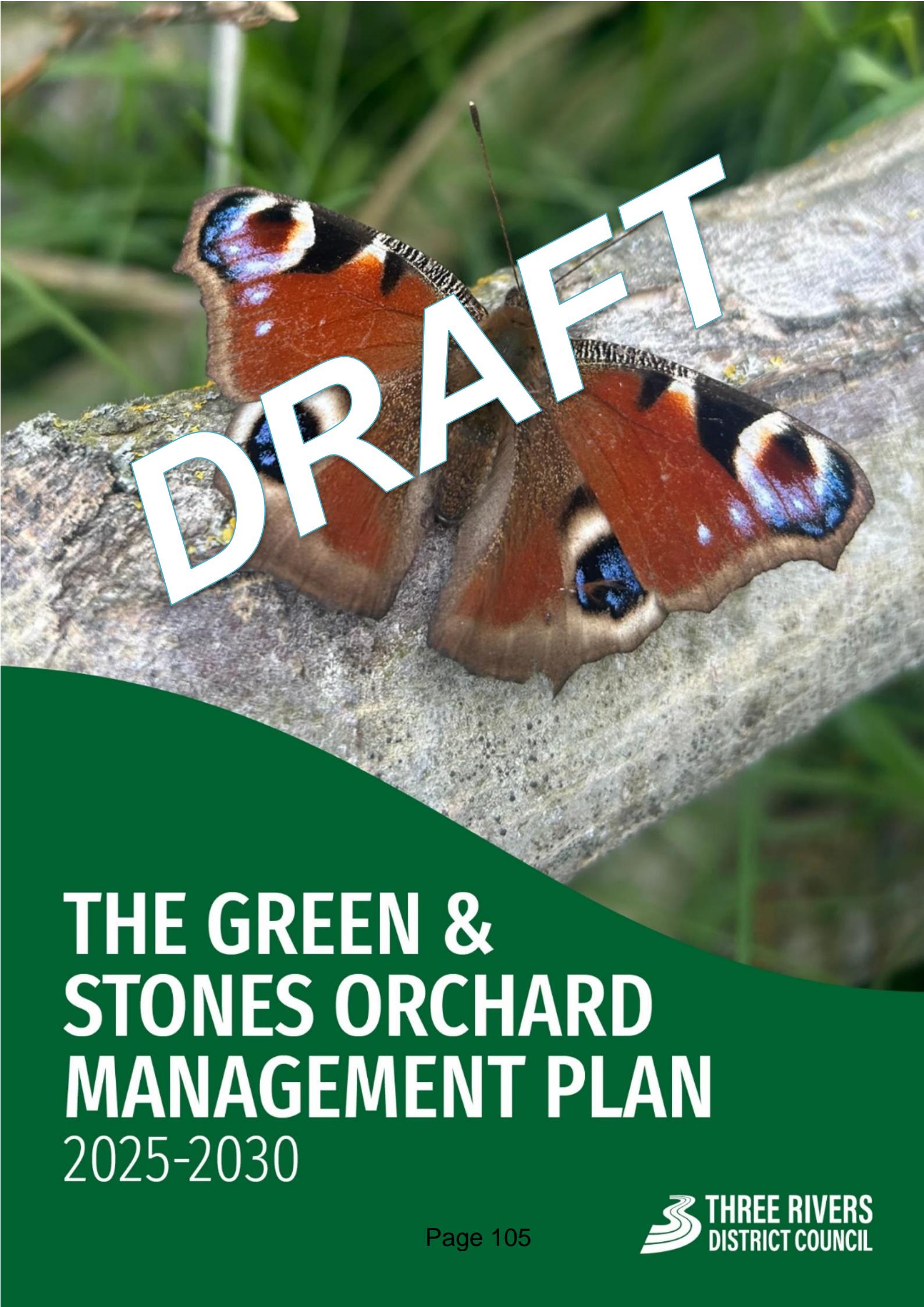
APPENDICES / ATTACHMENTS

Appendix A – The Green & Stones Orchard Management Plan

Appendix B – Climate & Sustainability Impact Assessment

Appendix C – Short Equalities Impact Assessment

Appendix D – Consultation Report



DRAFT

THE GREEN & STONES ORCHARD MANAGEMENT PLAN

2025-2030

Contents

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1.0 WELCOME & INTRODUCTION

Future for The Green and Stones Orchard

- 1.1 The vision for The Green is to provide a network of welcoming green spaces for the enjoyment of the local community, preserving and celebrating the heritage of the site as well as its biodiversity. Public recreation is balanced with wildlife conservation through a mosaic of grassland cuts, alongside proactive community engagement through events and interpretive signage.
- 1.2 In Stones Orchard, exquisite veteran trees are tended carefully among a diverse and evolving age structure to ensure the orchard's sustainable legacy. The vibrant wildflower meadow supports a breadth of wildlife and offers an accessible green backdrop for neighbourhood events.
- 1.3 This plan outlines the management responsibilities for the orchard and grasslands and explores opportunities for site enhancement from both conservation and community engagement perspectives. The future actions of this plan are aspirational and will be subject to external funding.

Site Description

- 1.4 The Green is a large and cherished area of Common Land on the western edge of the Croxley Green, widely known as 'the triangle.' This grassland stretches from Croxley House to All Saints Church. On the border lies Stones Orchard, a 1.4ha public open space rich in history and biodiversity. Once part of a vast 19th-century orchard (Croxley Green History Project), this area is now a thriving habitat, with a range of veteran fruit trees, including apple, plum, cherry and pear standing among the wildflower-rich grassland and hedgerows. These natural features enhance the site's beauty, alongside supporting local wildlife.
- 1.5 The Green and Stones Orchard serves as a community hub, where locals and visitors visit to enjoy dog walking, informal sport, and picnics. The Green is home to the Croxley Revels, a traditional midsummer fair.
- 1.6 Both sites hold formal status as public open spaces and Local Wildlife Sites (designated due to unimproved grassland habitat), adding to the ecological and cultural significance. The land also sits within the Croxley Green Conservation

Area. Stones Orchard is also designated as a Traditional Orchard, a UK Biodiversity Action Plan (UKBAP) priority habitat.

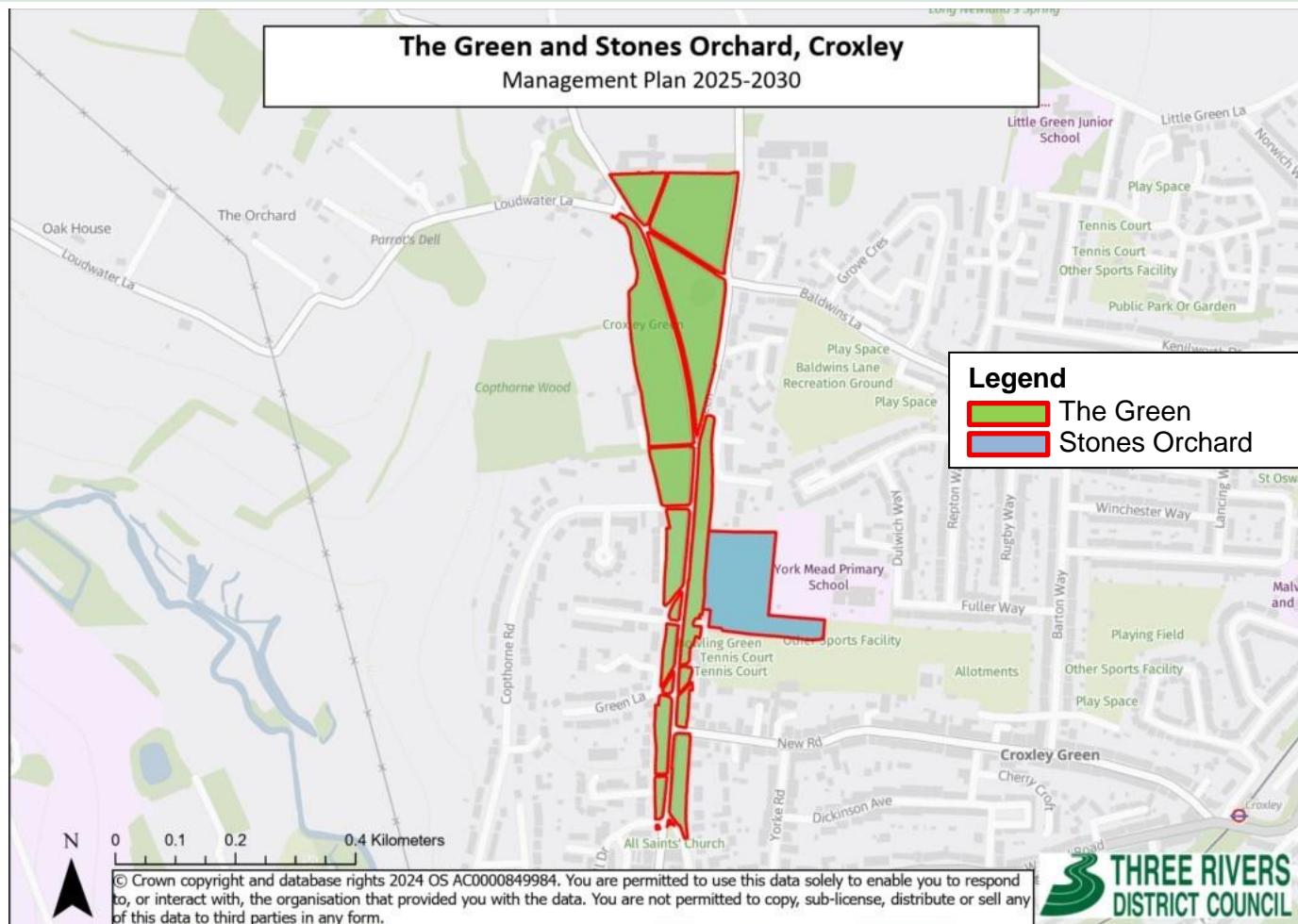
- 1.7 Hertfordshire County Council's Local Nature Recovery Strategy (LNRS) identifies Local Wildlife Sites as 'Areas of Particular Importance for Biodiversity' strengthening both sites as remarkable green spaces. At Stones Orchard, targets within in the LNRS include to manage, restore and prevent further loss of existing traditional orchard sites and to create new traditional orchard habitats. For The Green, LNRS aims include to manage existing grassland to maintain the biodiversity of existing good quality habitats and enhance poor quality sites. The neutral and acidic grassland on The Green, and the traditional orchard at Stones Orchard are also priority habitats under the LNRS.
- 1.8 Accessible and welcoming, The Green and Stones Orchard offers strong transport links to Rickmansworth and Watford via the A412.
- 1.9 Three Rivers District Council (TRDC) are the landowners; with the site managed in partnership with Croxley Green Parish Council (CGPC).



Purpose of This Management Plan

- 1.10 It was decided to create the first joint management plan for The Green and Stones Orchard to safeguard the future of these two green spaces, this five-year management plan sets out a strategy of more than just maintenance. It is a vision for enhancement, addressing conservation, accessibility, and community engagement. The plan will guide ongoing, yearly, and future projects, including but not limited to, structured maintenance, and proposed historical schemes, subject to funding.

Location Maps



This map outlines the boundaries of The Green and Stones Orchard.

2.0 HISTORY & HERITAGE

History

2.1 The Green in Croxley Green has served as a central gathering place for the local community for many years. Originally common land, it was used for grazing livestock and local markets, followed later by events such as fairs and social gatherings. In the 19th century, the area began to see development with the arrival of the railway in 1912 (Croxley Green History Project), which sparked growth in housing and businesses nearby. The Green remained a vital part of the community, with the surrounding landscape gradually transforming from farmland to residential areas. Today, it continues to serve as a public space, hosting events and offering a green retreat amidst the development of the village.

2.2 A series of commemorative trees have been planted along The Green since the late 19th century, stretching from just outside All Saint's Church and up to Stones Orchard (Croxley Green History Project). The first oak was planted in 1897 to commemorate the Diamond Jubilee of Queen Victoria, and many more oak trees have since been planted to celebrate the history of the nation's Kings and Queens. A memorial bench was situated and oak trees planted to commemorate the lives of those lost during WWI, including 100 Croxley residents, and to celebrate the end of WWII and the ringing in of the new millennium in 2000. A conifer was planted by Croxley House following the death of Winston Churchill, and a walnut was planted in 1995 to mark 50 years since the end of WWII. A further 3 English Oaks were planted for Queen Elizabeth II's Diamond Jubilee within the same area. Most recently in 2023, a traditional commemorative oak tree was planted in honour of the coronation of King Charles III.



2.3 Once a vibrant mixed-fruit orchard known for its cherries, originally over 12 acres, Stones Orchard was managed by tenant farmers Walter Stone & Sons from 1893

to 1960 as part of the Parrotts Farm Estate (Croxley Green History Project). During this time, the orchard underwent regular pruning and replanting, while the surrounding grassland served as grazing land and was also used for hay. Local families gathered at The Green in late June and July for "Cherry Sundays," when fresh fruit was sold directly from the orchard. The orchard had a host of livestock including horses, cows, and pigs to graze the meadow and would supply fresh milk to the locals.

- 2.4 In 1960, the land was sold to John Dickinson & Company, but without proper management it soon fell into neglect, and progressive housing and leisure developments reduced the size of the site over time. In 1983, the orchard was sold to TRDC for £1 but remained in a poor condition until the early 1990s, when a renewed effort to restore the site began.
- 2.5 With growing community interest, a new management plan was put forward by TRDC and CGPC, with support from Hertfordshire County Council's Countryside Management Service (CMS) in 1994. Key activities included removing ragwort, coppicing, and replanting hazel hedgerows, and planting new fruit trees with local schools over several years.
- 2.6 Advice from CMS has helped shape the management of the orchard alongside input from the Parish Council rangers, and maintenance by TRDC. In 2013, a habitat survey by the Herts Biological Records Centre (HERC) led to a report on grassland management, followed by a 2014 report on fruit tree care. Some recommendations from both reports have been incorporated into the current management plan.
- 2.7 The history of Stones Orchard is well documented, notably in a booklet by former Croxley Green Parish Councillor Margaret Pomfret, available at the local library and online at [Croxley Residents Association](http://www.croxleyresidentsassociation.org.uk).



© Margaret Pomfret - 'Another tree planted,' 1995



© Watford Observer - The Orchard, April 1939

Archaeology and Interesting Findings

- 2.8 Excavations on The Green were conducted in 1915 on behalf of the British Museum (British Museum). Palaeolithic artefacts were found around the sites of Rickmansworth and Croxley Green, including handaxes and Levallois flake implements.
- 2.9 There are several Grade II listed buildings throughout the site, namely The Artichoke Ale House, The Coach and Horses Public House, Crossley Wylde, Croxley House, Gallopers Cottage, Halewood Cottage, Killingdown Farmhouse, Providence House, and the Well House at Croxley House (Historic England). All were constructed sometime between the 17th and 18th centuries, besides Providence House which is thought to have been built in C16.
- 2.10 At Croxley House, the Wellhead Gear is a series of large and small cogs seated in a wooden frame, which would have been operated by hand to draw up water from the well in the late 18th and early 19th centuries. A monument behind the Coach and Horses Public House commemorates the site of a post-medieval Blacksmith's Workshop.



© Croxley Green History Project - Providence Hall (Doggetts), Reuben Doggett stands at the gate

- 2.11 In 2001 at Stones Orchard, a flint-lined circular depression was observed in the ground lying north of the entrance (Croxley Green History Project). When first examined by archaeologists the depression was approximately 1.1m in diameter and 70cm deep; it was thought to be the remnants of a well or soak-away for the nearby buildings. Excavation was conducted to a depth of 1.2m, revealing in-fill material of relatively modern origin – ceramic building material (CBM) and litter from confectionary and ring pull cans, dating the most recent in-fill at approximately 20 years ago or less. Some of the CBM was typical of material covered from the remnants of farm buildings that had been recorded on a map dated 1839, however, as this material is widespread in the local area, its presence in the pit was not useful for dating the feature. An absence of flint in the northeastern section of the feature could indicate a past partial collapse or could

be evidence of its function as a soakaway; this opening being the entry point for a rainwater culvert. Due to the risk and expense associated with further excavation the project was paused, with the recommendation to explore the site further by examining its Geophysical survey history.



© David Harding - Stones Orchard Excavation, 3rd February 2001

3.0 HABITATS & WILDLIFE

Underlying Landscape

3.1 The geology in the local area is a combination of plateau gravel and river-terrace drift overlying a foundation comprised of predominantly Seaford and Newhaven Chalk Formations (BGS Geology Viewer). Soils are characterised as well-drained, flinty, coarse, and loamy or sandy with a relatively flat topography, but the wider surrounds also include hill, and valley features as well as chalk deposits typical of the Chilterns.

Grassland

3.2 The grassland at The Green comprises of a range of UKHab classified types; neutral grassland, acid grassland and other neutral grassland.



3.3 The triangular centre of the green has been recorded to host the more locally uncommon species including Harebell (*Campanula rotundifolia*), Heath-grass (*Danthonia decumbens*) and Petty Whin (*Genista anglica*). Other species include Heath Bedstraw (*Galium saxatile*), Pignut (*Conopodium majus*), Sheep's Sorrel (*Rumex acetosella*), Common Sorrel (*R. acetosa*), Field Wood-rush (*Luzula*

campestris), Bird's-foot Trefoil (*Lotus corniculatus*), Sweet Vernal-grass (*Anthoxanthum odoratum*) and Brown Bent (*Agrostis vinealis*).

- 3.4 The current maintenance of this grassland consists of an annual cut and lift operation and further sporadic mowing to facilitate community events. The amenity grassland is cut on a tri-weekly cycle.
- 3.5 The northern area of grassland at Stones Orchard consists of 'unimproved neutral grassland,' which is listed in the Hertfordshire Biodiversity Action Plan as a priority habitat, meaning that this is scarce in the county and further declining. The southern area is where the orchard trees preside, where the fallen fruit and leaves can lead to excess nutrients in the soil and therefore reduce species diversity. This grassland is categorised as 'semi-improved neutral,' as well as 'semi-improved and unimproved acid grassland.' The final area of grassland along the eastern edge is separated by a dense hedgerow and is categories as 'species poor neutral grassland.'



- 3.6 Grassland indicator species include Agrimony (*Agrimonia eupatoria*), Oxeye Daisy (*Leucanthemum vulgare*), Common Knapweed (*Centaurea nigra*), Bird's-foot Trefoil (*Lotus corniculatus*), Meadow Buttercup (*Ranunculus acris*), Lady's Bedstraw (*Galium verum*), Common Sorrel (*Rumex acetosa*), Wild Basil (*Clinopodium vulgare*), Wild Carrot (*Daucus carota*) and Prickly Sedge (*Carex muricata*). A survey was undertaken in 2013 to gain knowledge of the grassland species on this site; however, one has not been completed since to gain an updated understanding of the site.
- 3.7 The current maintenance regime on the orchard grassland consists of sporadic standard grass cutting alongside an annual cut and lift operation. The area around the base of the trees is cut less frequently with the aim to protect the tree from

damage, however this does lead to recurrent rootstock suckers growing. The amenity grassland is cut on a tri-weekly cycle.



3.8 Neither site has any formal, surfaced paths. This has resulted in 'desire lines' that have been created by the public. These areas frequently get muddy during the winter periods and lead to grassland areas around them being trampled to avoid the muddy sections.



3.9 Ragwort is present in both The Green and Stones Orchard grassland areas. Livestock do not use either of these sites for grazing, and the arisings from the cut and lift are not used for animal feed. Ragwort is not an issue and rather a positive. It is the main food source of cinnabar moths, which is a priority species under the UK Post-2010 Biodiversity Framework. The ragwort should be maintained to allow cinnabar moths to thrive, but not to take dominance over the grassland.

3.10 An area to the top of The Green shows potential for the creation of a pond/wetland. This area may have historically held water, possibly as a seasonal or permanent feature. Restoring this would enhance local biodiversity, supporting amphibians and aquatic invertebrates, while providing a valuable water source for other wildlife. It would also enhance the natural drainage of The Green. Any plans to develop this feature will be subject to funding.

Deadwood

3.11 The deadwood present both on The Green and in Stones Orchard should be preserved where safe to do so. Deadwood contributes to biodiversity through creating habitats for invertebrates, birds, and small mammals.

Fauna

3.12 Site-specific species surveys have not been undertaken on either of the sites in the last >10 years. The below species have been recorded via HERC and have been requested by TRDC for the purpose of this management plan.

3.13 Brown long-eared bats have been recorded in the vicinity of The Green, but are not confirmed as roosting, or landing within the site. However, it is likely this is the case due to the presence of roosting potential, in terms of hollow sections of veteran trees and foraging potential in the grassland. Badger setts have also been identified in both sites.

3.14 Multiple bird species have been recorded on both sites, this includes but is not limited to song thrush, blackbird, redwing, wren, starling, dunnock, coal tits and red kite.

3.15 Many invertebrate species have been recorded including emperor dragonfly and butterflies: red admiral, small tortoiseshell, common blue and small copper. An invertebrate survey was undertaken at Stones Orchard in 2005 and noted an abundance of Roesel's bush-cricket, meadow grasshopper and small and large white butterflies. Cinnabar moths and their caterpillars have also been observed on the common ragwort.

3.16 Although there are low levels of species recordings, this however does not mean that these species are not present on site. There are appropriate habitats for reptiles such as slow worms and common lizards, bats and small mammals such

as European moles and field mice. Other common bird species are likely to frequent the area due to the good foraging areas and nesting potential.



4.0 ORCHARD TREES

Fruit Trees

- 4.1 The orchard stands out due to its impressive range of tree ages, from newly planted saplings to old, veteran trees, most of which are gathered in the southern half of the site.
- 4.2 The original orchard layout is thought to have followed a loose grid pattern, a design that promotes efficient grassland management and fruit harvesting while preventing excessive shading. While the mature trees show signs of this grid structure, the younger trees have been planted in a more free-form style, giving the orchard a more scattered appearance as it evolves.
- 4.3 The veteran trees, mainly apples, plums, and cherries, are particularly striking. Many in standard-form are grafted onto vigorous rootstocks, and feature characteristic aging traits such as hollow trunks, deadwood, and woodpecker holes. These features make them valuable for biodiversity, supporting deadwood-dependent insects and offering nesting spots for birds and bats. Only a few of exact varieties of fruit are known or have been identified by testing, including Granny Smith and Bramley's Seedling apples, Golden Hornet crab apples, Early Rivers cherry, and Early Rivers and Early Laxton plums. There is a documented history of Hertfordshire Black cherries having been planted at the orchard, and some regeneration stock of this type was planted recently in 2024.
- 4.4 The "mature" trees include apples and cherries in half-standard form, on less vigorous rootstocks. These trees are healthy, with little or no deadwood. Younger trees, primarily cherries, are also present and well-established. Recent plantings include cider apples, pears, plums, and medlars, some of which are heritage Hertfordshire cultivars. Memorial plaques are placed under several trees, including a walnut tree planted in 1995 near the main entrance.



Hedgerows

4.5 The orchard is surrounded by mature hedgerows that are currently overgrown, dense, and in need of management. These hedgerows are notably dominated by holly and English elm, the latter appearing as scrub, which is of particular interest due to its potential role as a food source for the white letter hairstreak butterfly. Hazel is another key species within the hedgerows, much of which has previously been managed through coppicing. Other species present include blackthorn, elder, English oak, field maple, ash, hawthorn, and sycamore, with several trees hosting ivy.

Specimen Trees

4.6 The full breadth of the site is home to many veteran fruit trees which are remnants of the original orchard. Despite their potential structural frailty, veteran trees are desirable landscape features for their unique beauty, heritage value, and the provision of habitat niches specific to declining and decaying wood.

4.7 Hollow and decaying trees are more vulnerable to failure in extreme weather conditions and so these trees will require specialist management to retain them safely in the long term, such as phased canopy reductions and the implementation of bracing and propping systems.



4.8 Healed and partially occluded wounds give information about the traditions, successes and failures of historic pruning practices, a useful focus for educational heritage projects.

5.0 VISITOR INFORMATION

Getting There

- 5.1 Stones Orchard and The Green are well connected open spaces in Croxley Green with Croxley Underground train station ~900m away. The TFL metropolitan line links directly to Watford, Euston, Kings Cross St Pancras, Farringdon, and Liverpool St. While bus routes 320, 322 and 352 are all within a ~300m walk and offer easy access from/to Watford, Rickmansworth, and Hemel Hempstead.

Parking and Entrances

- 5.2 Though there is no dedicated parking at either site, formal parking is available ~300m walking distance from Stones Orchard, near Croxley Green Parish Council offices called 'Community Way' and informal parking along surrounding roads.
- 5.3 There are a number of private access points which cross The Green and are used by some of the adjoining residents.
- 5.4 There are two Public Rights of Way (PROW) through The Green. Croxley 009 runs north to south along the western boundary, and Croxley 010 exits south of the Bowling Green.
- 5.5 Stones Orchard's main entrance has a ~25m track from the closest road, The Green, welcoming both pedestrians and authorised vehicles. Two additional pedestrian entrances connect to the nearest car park and the playing fields.

Facilities for Visitors

- 5.6 Stones Orchard offers benches, including a memorial and picnic bench. The Green provides only memorial benches, placed near the division of site.
- 5.7 Stones Orchard is well-equipped with dog waste bins with one strategically placed at the main entrance. The site also has general litter bins near the benches on site. The Green has dog waste bins and litter bins conveniently placed close to the

roads. Regular maintenance by Croxley Green Parish Council ensures all bins are emptied on a formal schedule.

- 5.8 A Public Space Protection Order (PSPO) for dog control is active across the Three Rivers District, with clear signage at the entrance. For details, see <http://www.threerivers.gov.uk/service/public-space-protection-order-pspo>
- 5.9 The Byelaw for Pleasure Grounds, Public Walks and Open Spaces applies to Stones Orchard and the Byelaw for Common Land applies to Stones Orchard. For details, see [Byelaws | Three Rivers District Council](#)



Interpretation

- 5.10 While both the Green and Stones Orchard boasts rich heritage, they currently lack interpretation boards. Adding information about local history and ecology could enhance the visitor experience, offering educational insights alongside the natural aesthetics of the site.

6.0 COMMUNITY SPIRIT & EVENTS

6.1 The Green and Stones Orchard are cherished green spaces in Croxley Green, where locals gather for exercise, outdoor recreation, and dog walking. The health benefits of spending time in nature are well-known, and encouraging use of these spaces will help boost both mental and physical wellbeing.

Annual Highlights

6.2 Since the early decades of the 1900's, Croxley Revels has brought history and tradition to life each summer. This fair is held on The Green and hosts a vibrant scene of market stalls, music, and dance. Drawing crowds of 5,000-10,000 people, it is an event that residents and visitors alike look forward to each year ([Croxley Revels](#)).

6.3 The Green also hosts other popular events, including New Year's Eve fireworks and Croxfest, an annual music event, adding to the site's reputation as an area for community gatherings.

6.4 Stones Orchard keeps local traditions alive with its annual wassailing event. This celebration, complete with Croxley Green's own song, reflects the site's cultural heritage. Prior to WW2, The Green was also home to a cricket pitch. The Croxley Mummers brought traditional wassailing songs to The Green until the 1930's, with sporadic performances in later years.

Historical Events

6.5 The Green has staged many historical celebrations, and community milestones including:

- In the 1920's, May Day festivities
- In 1935, King George V's Silver Jubilee celebrations
- In 1951, Croxley's 'Festival of Britain', providing post-WW2 respite
- In 2013, Queen Elizabeth II's Diamond Jubilee celebrations
- In 2025, 80th VE day celebrations

6.6 In the Victorian times, Stones Orchard hosted cherry fairs during the time of harvest.

7.0 SITE MANAGEMENT & SUSTAINABILITY

7.1 The management of The Green and Stones Orchard is a collaborative effort led by Three Rivers District Council, as the landowners with support from Croxley Green Parish Council and Hertfordshire County Council's Countryside Management Service.

Site Management

7.2 Three Rivers District Council oversees:

- Grounds maintenance through their in-house team
- Budget management and administration
- Grant applications and claims
- Member involvement and reporting
- Tree Health and Safety Management

7.3 Croxley Green Parish Council supports through:

- Grass cutting and litter picking
- Maintenance of dog and litter bins
- Upkeep of site entrances
- Conducting visual inspections and reporting to TRDC as needed

Environmental Sustainability

7.4 Sustainability is at the centre of TRDC's approach, reflecting a strong commitment to environmental responsibility through:

- Peat-Free Policy: No peat is used on site
- Sustainable Materials: All timber used is FSC certified, and cleaning products are phosphate-free

Health and Safety

- 7.5 Tree safety surveys are conducted regularly at all TRDC open spaces, including The Green and Stones Orchard. The council ensures at-risk trees are managed appropriately while retaining safe deadwood in situ for habitat and biodiversity value.
- 7.6 Comprehensive task specific risk assessments guide all site work, including volunteer activities and adhere to requirements for training, PPE, equipment, and COSHH (Control of Substances Hazardous to Health Regulations 2002) standards.
- 7.7 Visitors should always feel safe, with regular patrols by TRDC officers, as well as Croxley Green Parish Council. Reports of anti-social behaviour or vandalism are addressed promptly, typically within 24 hours.
- 7.8 To maintain clear entrances, vegetation and overhanging trees are cut back regularly to improve light levels and visibility. Public access is prioritised, and only authorised vehicles are permitted on-site.
- 7.9 The Parish Council offices are located ~300m away, providing a convenient contact for visitors. A strong relationship between TRDC and the Parish Council ensures public feedback is efficiently managed and acted upon.

8.0 DELIVERING AIMS & OBJECTIVES

The aim and objectives of the management plan are as follows:

Reference	Objective	Description	Department	When?
A. A Welcoming Place – To provide a welcoming green space for the enjoyment of the local community, finding a balance between biodiversity and public access.				
A1	Maintain site entrances to form welcoming, appealing gateways to the sites	The entrance gates will be maintained to ensure they remain fully functional, offering ease of access for all visitors. Regular maintenance will preserve their working condition alongside improving the site entrances appearance. Surrounding vegetation will be managed, with overgrown vegetation and trees routinely cut back. This will improve visibility and light levels, promoting a sense of safety and a more inviting entrance.	CGPC	Monthly
		Any necessary repairs and/or replacements will be addressed, either through ground maintenance or contractor delivery.	TRDC Grounds Maintenance	To be made safe within 1 working day and replaced/repaired within 8 weeks (subject to resource)

A2	Maintain a suitable network of access routes across the site	<p>Regular grass management will keep pathways clear and accessible, enhancing the visitor experience. Maintenance of the amenity cutting. To further improve accessibility, there is a possibility of introducing a formal footpath through Stones Orchard, subject to funding and consultation. This addition would provide a defined and durable route, reducing the need for 'desire lines' and therefore the trampling of the grassland and wildflowers.</p>	CGPC	Monthly
		Hay cut on both sites	TRDC Grounds Maintenance	2x per year
A3	Ensure upkeep of signage at main entrances to ensure clear communication to site users	<p>The main entrance signage will be maintained to ensure it remains clear and informative, helping visitors to understand where they are and what site they are at.</p>	CGPC	Monthly
		<p>There are aspirations to introduce directional signage, guiding visitors to key features and points of interest. The potential for interpretation boards would add an engaging insight to the site's history and ecology. Both the directional signage and interpretation board proposals would be subject to funding.</p>	TRDC Leisure and Natural Infrastructure	Subject to external funding
A4	Manage the hire of grounds process to support ongoing community events	<p>Events will be managed through the current hire of grounds process monitored by the Leisure and Natural Infrastructure team at TRDC. Damage deposits to be taken by TRDC in the event; in the event of damage CGPC to assess and report to TRDC with costings of repairs claiming against the damage deposit.</p>	TRDC Leisure & Natural Infrastructure Team	Response within two weeks of submission

B. Healthy, Safe and Secure – To provide and maintain clear and safe public access onto, and around The Green and Stones Orchard				
B1	Conduct planned and reactive tree works to address safety issues	Urgent safety works will either be rectified the day they are observed, or the immediate drop zone cordoned off until the tree can be made safe. High priority works will be undertaken within 6 weeks of a defect being observed. Low priority, or routine works will be undertaken within 6 to 9 months. In this instance competitive quotes for work will be sought from tree work contractors.	TRDC Leisure & Natural Infrastructure Team	To be made safe within 1 working day and rectified within the timeline stated depending on priority.
B2	Respond promptly to reports of misuse of the sites, ensuring a proportionate response to anti-social behaviour	General site misuse will continue to be proactively managed through the existing grounds maintenance team. Any reports of misuse, either by the public or the Parish Council will be promptly actioned by TRDC. The Parish & District councils will continue to work together to try to prevent illegal parking and unwarranted vehicle incursion to the sites”	TRDC	To be made safe within 1 working day and replaced/repaired within 8 weeks (subject to resource)
B3	Conduct regular tree surveying to prevent safety issues	As per the 2021-2026 tree strategy, the main visitor routes and public areas of The Green and Stone's Orchard will be formally inspected on an annual basis. Any actionable defects will be recorded, and works will be times according to the level of risk.	TRDC Leisure & Natural Infrastructure Team	Annually

C. Well-maintained and Clean – To ensure that all aspects of The Green and Stones Orchard are kept clean and well maintained				
C1	Manage and maintain paths, benches, access infrastructure, the war memorial and signage	Entrances and footpaths will be maintained, ensuring they remain clear of encroaching vegetation through proactive grounds maintenance operations. The Parish Council will regularly monitor the standard of existing benches. Other infrastructure, including signage and fences will be closely monitored during routine site visits by the Parish Council.	CGPC	Weekly visual inspections
		Monitor and conduct repairs for the War Memorial.	CGPC	Weekly visual inspections
		Any necessary repairs and/or replacements will be addressed, either through engaging volunteer task days, ground maintenance or contractor delivery. Replacements will be like-for-like whenever appropriate.	TRDC Grounds Maintenance	To be made safe within 1 working day and replaced/repaired within 8 weeks (subject to resource)
C2	Remove undertake regular litter picking, empty litter bins and conduct small scale vegetation management along access routes	The core maintenance items such as litter picking, emptying litter and dog bins and small-scale vegetation management will be undertaken by the Parish Council. It is anticipated that reports of fly-tipping will be submitted by both the Parish Council and the public.	CGPC	Dog bin collection – 2x p/w. Litter bin – 1x p/w. Small scale vegetation management – checked weekly. Daily litter picking in Stones Orchard, weekly litter picking on The Green.

		Regular spot checks on CGPC maintenance items. Ongoing monitoring will ensure that any required adjustments are implemented	TRDC Leisure and Natural Infrastructure	2x per year
		Fly tipping removal Please refer to council website: https://www.threerivers.gov.uk/services/waste-and-recycling/street-care-and-cleaning#Fly-tipping	TRDC Grounds Maintenance	Within 7 days of report
D. Environmental Management – To ensure all aspects of site management are undertaken with sustainability as a guiding principle				
D1	Ensure all activities adhere to relevant TRDC policies and strategies, including any work undertaken by contractors	Management at The Green and Stones Orchard will be guided by all relevant TRDC policies and strategies including the Climate Emergency and Sustainability Strategy, Local Nature Recovery Strategy and Tree Strategy.	TRDC	Annually
D2	Ensure ongoing maintenance costs are financially sustainable	Budgets are reviewed annually to ensure ongoing maintenance is financially sustainable. As future/aspirational projects are planned, consideration will be given to their potential impact on the financial viability of the maintenance of said plans. By implementing well-planned maintenance strategies, this will ensure long term sustainability for the next five years and into the future. Consideration will be given to future projects on whether they are feasible to be funded by the council or if external funding is required.	TRDC	Monthly

D3	Ensure impacts of climate change are considered in management decisions, both in terms of the effect of climate change on wildlife and habitats and of carbon emissions from management operations	<p>Climate change impacts will be a key consideration in management decisions and in future planning. Including selecting tree species for planting that are resilient to changing conditions and adjusting the timing of grassland management in response to shifts in weather patterns. This will also include fire break cuts adjacent to properties where required. The environmental impact of management operations will be assessed, such as evaluating the necessity of machinery and exploring more sustainable alternatives. When tendering contracts for the site management, environmental sustainability practices/efforts to reduce carbon emissions will be within the evaluation criteria.</p>	TRDC	Annually
D4	Conduct management according to environmental best practice	<p>The council has a strong commitment to environmental sustainability and recognises the impacts its operations have on the environment; reflected in TRDC's policies. Key initiatives include:</p> <ul style="list-style-type: none"> - A presumption against the use of peat - Exclusive use of Forest Stewardship Council (FSC) certified timber across the district - All cleaning materials are phosphate free 	TRDC	Annually

E. Biodiversity, Landscape and Heritage – To conserve and enhance the important wildlife, landscape and heritage feature of The Green and Stones Orchard

E1	Control invasive species	When invasive plant species are identified, action will be taken promptly to limit their spread and mitigate their impact on native fauna. This may include physical removal and the use of environmentally responsible control methods.	TRDC	To be made safe within 1 working day and treatment within 10 working days
E2	Protect and celebrate heritage features	Subject to funding, the site will be enhanced with informative interpretation designed to educate the public about its rich history and wildlife. In addition, engaging events will be proposed to celebrate and highlight the sites unique past and current biodiversity. These potential projects will connect the community with the site and offer educational experiences and opportunities to engage with its history and ecology.	TRDC	Subject to funding
E3	Enhance and manage the habitats on both sites	Amenity grassland will be cut as and when needed in line with events on The Green.	CGPC	Every 3-6 weeks, weather dependent
		The grassland on both sites will be managed by seasonal cutting. Hedgerows will be enhanced by a schedule of management, beginning with a rotational flail and further selective trimming and potential gap planting. Orchard tree management will be maintained through pruning where necessary and regular checks by TRDC tree team. Existing trees will be regularly monitored according to the Tree Strategy.	TRDC	Grassland cutting - 2x per year Hedgerow management – 1x per year on rotation Orchard tree and existing tree

				maintenance - Annually
E4	Provide marketing and community events to celebrate the ecology and history of the sites	The TRDC website will be updated with history and ecology information on both sites. These sites will also be promoted via social media channels using photos taken at the sites. A history project and event will be made, subject to funding, which has the potential to include a new interpretation board and an event detailing the rich history of Stones Orchard. Any community events held will be posted on social media and the website.	TRDC	Website update – Once Promotion – 2x per year History project – subject to funding Community events - Annually

9.0 ACTION PLANS

Annual and Regular Actions

Action	Timeline	Responsible Authority	Delivery	Funding
Habitats				
Grass Cutting (hay cut) – The Green	Up to 2x per year – Late July & early September	TRDC	TRDC Grounds Maintenance	TRDC
Grass Cutting (woodland edge management) – The Green	Up to 1x per year – Autumn (encroachment prevention, undertaken approximately 6 foot from select hedgerows)	CGPC	CGPC	CGPC
Grass Cutting (hay cut) – Stones Orchard	Up to 2x per year – Late July & early September	TRDC	TRDC Grounds Maintenance	TRDC
Grass Cutting (amenity)	Depending on weather conditions – between every 3-6 weeks.	CGPC	CGPC	CGPC
Hedge Management	Annually on rotation (hedges show on site description map) Selective trimming and scrub clearance – 1x per year	TRDC	TRDC Leisure and Natural Infrastructure	TRDC
Tree Maintenance (including orchard trees)	Annually and in the event of severe weather	TRDC	TRDC Leisure and Natural Infrastructure	TRDC

Control of Invasive Species	To be reported immediately upon discovery	CGPC	CGPC to report	TRDC
	To be made safe within 1 working day and treatment to commence within 4 weeks (if appropriate)	TRDC	TRDC to action	TRDC
Facilities				
Litter Collection	3x per week (aligned with other TRDC open spaces)	CGPC	CGPC	CGPC
Dog Bin Collection	2x per week	CGPC	CGPC	CGPC
Fly Tipping Collection	To be reported immediately upon discovery	CGPC	CGPC to report	TRDC
	To be removed within 7 working days	TRDC	TRDC	TRDC
Site Entrance Maintenance: Hard infrastructure check	Monthly	CGPC	CGPC	TRDC
Site Entrance Maintenance: Vegetation clearance	Monthly	CGPC	CGPC	CGPC
Plaque Maintenance	As and when needed	CGPC	CGPC	CGPC
Utility Maintenance Hole	To be checked monthly and reported immediately upon identification of issue.	CGPC to report any issue to TRDC	TRDC	TRDC

Inspections				
Visual Inspections (including furniture, war memorial, site access infrastructure, plaques, invasive species, health and safety issues, vegetation, fly tipping, vehicle incursion)	Weekly	CGPC	CGPC to report any issues to TRDC	CGPC
	To be made safe within 1 working day and replaced/repaired within 8 weeks (subject to resource)	TRDC	TRDC	TRDC
Contract Management (inc. spot checks)	Seasonally	TRDC	TRDC Leisure and Natural Infrastructure	TRDC
Review site risk assessment	Annually	TRDC	TRDC	TRDC

Future Actions – Subject to funding

Action	Timeline	Responsible Authority	Delivery	Funding
Habitats				
Orchard Planting	2025/2026	TRDC	TRDC – Potential volunteer activity	TRDC or External
Pond / Wetland Creation on The Green	Aspirational*	TRDC	TRDC	External

Site Specific Species Surveys	Aspirational	TRDC	TRDC	External
Hedgerow Restoration Opportunities	Aspirational and will be dependent on the hedgerow reaction to management.	TRDC	TRDC – Potential volunteer activity	TRDC or external
Facilities				
Furniture Replacement	As and when needed	TRDC	TRDC	TRDC
Formal Path through Stones Orchard	Aspirational – Funding & Consultation Dependant	TRDC	TRDC	TRDC or External
Operator Signage inc. Bylaws & Parking Rules	Aspirational	TRDC	TRDC	TRDC
2x Interpretation Boards (History & Ecology)	Aspirational	TRDC	TRDC	TRDC or External
Drop down bollards at the entrance to Stones Orchard & the 'in' and 'out' vehicle entrances on The Green where events are hosted	Aspirational	CGPC	CGPC	CGPC
Entrance Enhancements (for example welcome features including signs, fencing and gates, including improvement to the gate at Stones Orchard)	Aspirational	TRDC	TRDC	TRDC or External

Seek funding for aspirational items, where applicable	As and when necessary	TRDC	TRDC	N/A
New signage at badger sett to notify of risk	2026	TRDC	TRDC	TRDC
Investigate opportunities to reroute path around badger sett	Aspirational	TRDC	TRDC	TRDC
Marketing and Events				
History Project w/ Three Rivers Museum	2027	TRDC	TRDC & Three Rivers Museum	TRDC
Website Sections for the 2x Sites	2026	TRDC	TRDC	N/A
Promotion of the 2x Sites	2026	TRDC	TRDC	N/A
Various Community Events	Annually	TRDC & CGPC	TRDC & CGPC	TRDC & CGPC

**Aspirational actions could be subject to funding, consultation, applicability or time.*

10.0 APPENDICES

a. Site Description Map

Site Description - The Green & Stones Orchard

Three Rivers District Council



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 THREE RIVERS
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b. Site Location and Status

The Green	Site Name	Stones Orchard
The Green, Croxley Green, Rickmansworth, WD3 3JA	Site Address	Stones Orchard, Croxley Green, Rickmansworth, WD3 3HX
TQ069961	Grid Reference	TQ070957
10.5ha	Size	2.1ha
TRDC - Croxley Green Conservation Area - Local Wildlife Site	Owner	TRDC - Croxley Green Conservation Area - Local Wildlife Site - Traditional Orchard (Priority Habitat - UKBAP)
- Sarrat Plateau - Thames Valley National Character Area	Designations	- Sarrat Plateau - Thames Valley National Character Area
	Landscape Character Area (LCA)	



Appendix C - Risk Assessment

Name of Assessor	FC	Time	1300	Date of Assessment	05/08/2025
Head of Service Approval	CG	Date	29.10.2025	Next Review Due Date	29.10.2026

Area/Tasks being Assessed	The Green and Stones Orchard – General Site Risk Assessment				
---------------------------	---	--	--	--	--

What is the hazard?	Who might be harmed?	How might people be harmed?	Control measures	Risk rating		Additional control measures (if required / after review)	New risk rating (if required)		Action by whom/when? (if required)
				L	M		H	M	
Badger Setts	Site users / staff	Injury from slip/trip/fall due to the sett itself or from the uprooting of turf Ground uneven or collapsed due to tunnels	Locations of badger setts are mapped and made available to the public and will be referred to in any relevant documents on the site		M		Potential for signage on site to indicate to be careful of badger setts Consider opportunities to reroute path	L	Leisure and Natural Infrastructure, TRDC

What is the hazard?	Who might be harmed ?	How might people be harmed?	Control measures	Risk rating			Additional control measures (if required / after review)	New risk rating (if required)			Action by whom/when ? (if required)
				L	M	H		L	M	H	
Utility Maintenance Hole	Site users / staff	Fatality or serious injury from slip/trip/fall resulting from incorrect placement of cover	Ensure maintenance hole covers are placed back on correctly if removed. Monthly inspection by CGPC on structural integrity and report any issues to TRDC. Inspections should be undertaken after a severe weather event.		M		Ensure contractors are using proper signage / barriers if they are accessing the manhole.				CGPC / Grounds Maintenance, TRDC
Vehicle Movements on site	Site users / staff	Fatality or serious injury from a collision	Vehicle traffic on site confined to essential users.		M		Access revoked from non-essential users.				Leisure and Natural Infrastructure, TRDC
Trees	Site users / staff	Fatality or serious injury resulting from a tree failure	Formal inspection on an annual basis, any actionable defects will be recorded and works will be times according to level of risk. Conduction of reactive tree works will be rectified the day of observation, or the immediate drop zone will be cordoned off until the tree is made safe.		M		Additional inspections after high winds and following reports of unsafe trees				Trees & Woodlands, TRDC

What is the hazard?	Who might be harmed ?	How might people be harmed?	Control measures	Risk rating			Additional control measures (if required / after review)	New risk rating (if required)			Action by whom/when ? (if required)
				L	M	H		L	M	H	
Extreme Weather events (flooding / high winds / heavy snowfall)	Site users	Fatality or serious injury from slips, trips or falls due to flood water or snow, or falling trees	Advice will be uploaded to social media to recommend that the public stay off the sites during this time.	L			Site safety inspection after extreme weather event. Areas that are hazardous should be cordoned off and safe/relevant repairs are undertaken if necessary	L			Grounds Maintenance / Leisure and Natural Infrastructure, TRDC
Anti-social behaviour (unruly dogs / threatening behaviour / conflict between user groups)	Site users / staff	Fatality or serious injury from dogs or other members of the public	Police alerted to incidents and a record of incidents kept and reviewed regularly Responsible dog ownership promoted and encouraged Public Space Protection Order in place for dog control with clear signage at the entrance PSPO to be enforced when required Byelaws in place to prevent activity such as BBQs		M		Additional patrols by PCSO's and the council's animal welfare officer, if necessary	L			Leisure and Natural Infrastructure, TRDC

What is the hazard?	Who might be harmed ?	How might people be harmed?	Control measures	Risk rating			Additional control measures (if required / after review)	New risk rating (if required)		Action by whom/when ? (if required)
				L	M	H		L	M	
Site infrastructure (benches / paths, bins, war memorial, signage)	Site users	Fatality or serious injury, or injury from defective infrastructure	Online reporting mechanism for the public to report any issues or concerns and advised to contact 101 if outside of normal office hours. Croxley Green Parish Council (CGPC) to inspect site infrastructure monthly and to be reported to TRDC. Infrastructure will be made safe within 1 working day and replaced/repaired within 8 weeks (subject to resource).		M		Site users and CGPC encouraged to report dangerous infrastructure to the council. Areas of the site deemed unsafe by officers to be closed to the public pending any necessary repair works.			CGPC / Leisure and Natural Infrastructure, TRDC
Stakeholder activity (Croxley Green Parish Council)	Site users / stakeholders / staff	Fatality or serious injury resulting from stakeholder activities	Stakeholders to risk assess their activities and provide a copy to the Council. All events/activities to be authorised through the TRDC Hire of Grounds Procedure		M		Changes to activities agreed where appropriate			CGPC / Leisure and Natural Infrastructure, TRDC
Unsafe activities / hire of grounds by external organisations	Site users / participants	Fatality or serious injury	Event organisers to risk assess their activities. All events/activities to be authorised through the TRDC Hire of Grounds Procedure		M		Any safety incidents occurring during events reviewed and changes made to future events			Leisure and Natural Infrastructure, TRDC

		Low	High	Very High	Very High
		4	8	12	16
Likelihood	Low	Medium	High	Very High	
	3	6	9	12	
	Low	Low	Medium	High	
	2	4	6	8	
	Low	Low	Low	Low	
		Impact			
		Low -----> Unacceptable			

Impact Score

4 (Catastrophic)

Likelihood Score

4 (Very Likely ($\geq 80\%$))

3 (Critical)

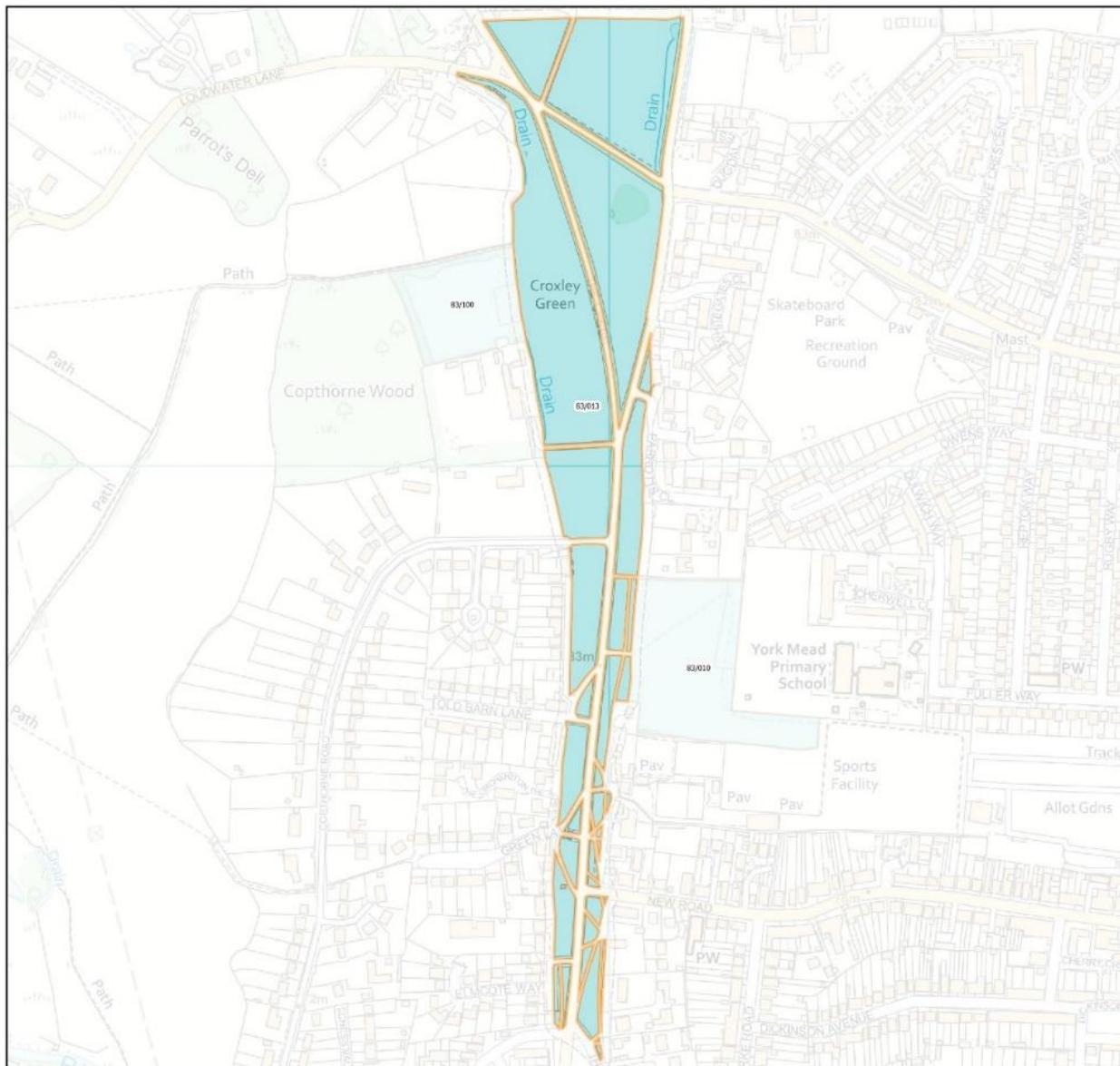
3 (Likely (21-79%))

2 (Significant)

2 (Unlikely (6-20%))

1 (Marginal)

1 (Remote ($\leq 5\%$))



Local Sites Map 1

Search Information

Search boundary

Local Sites

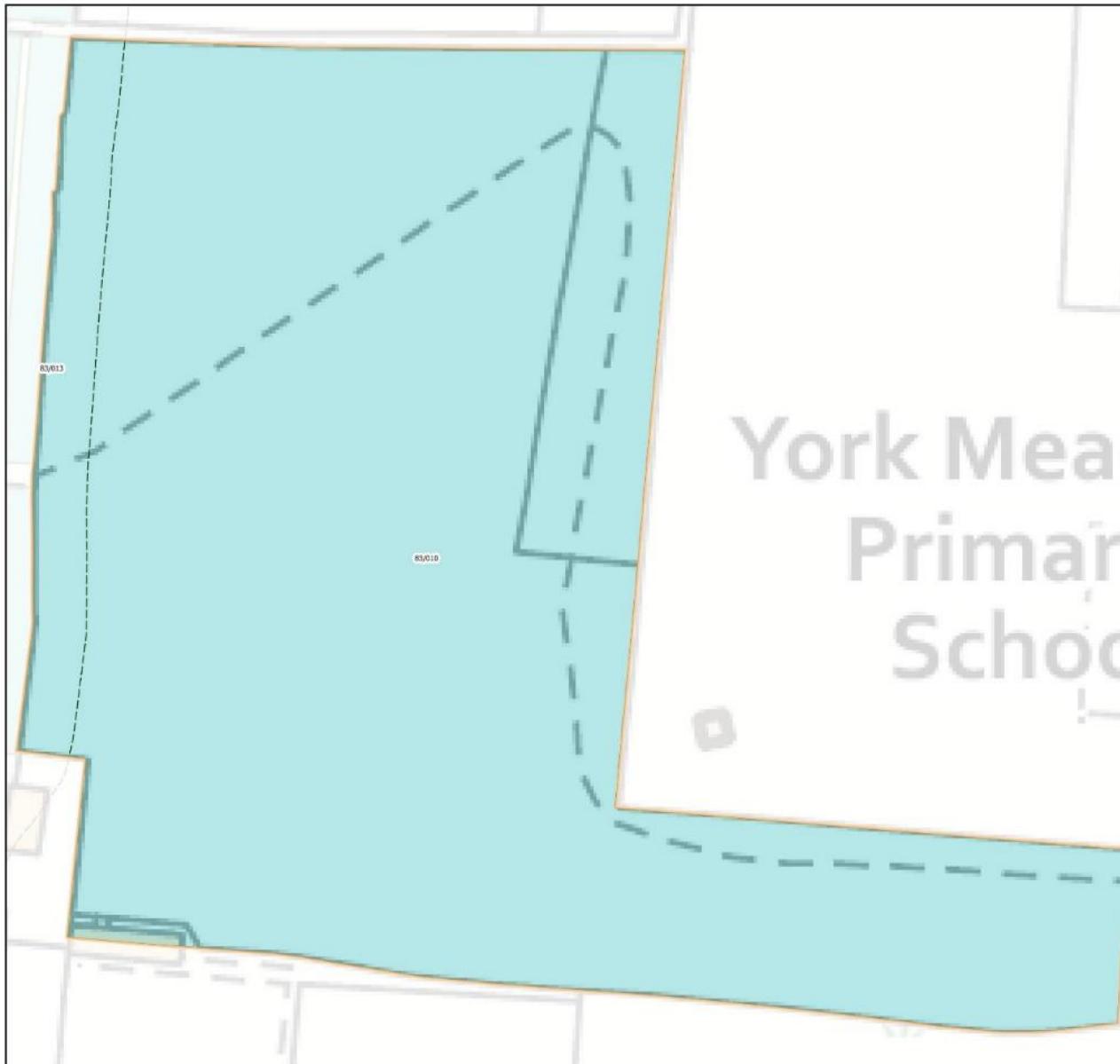
Local Wildlife Sites

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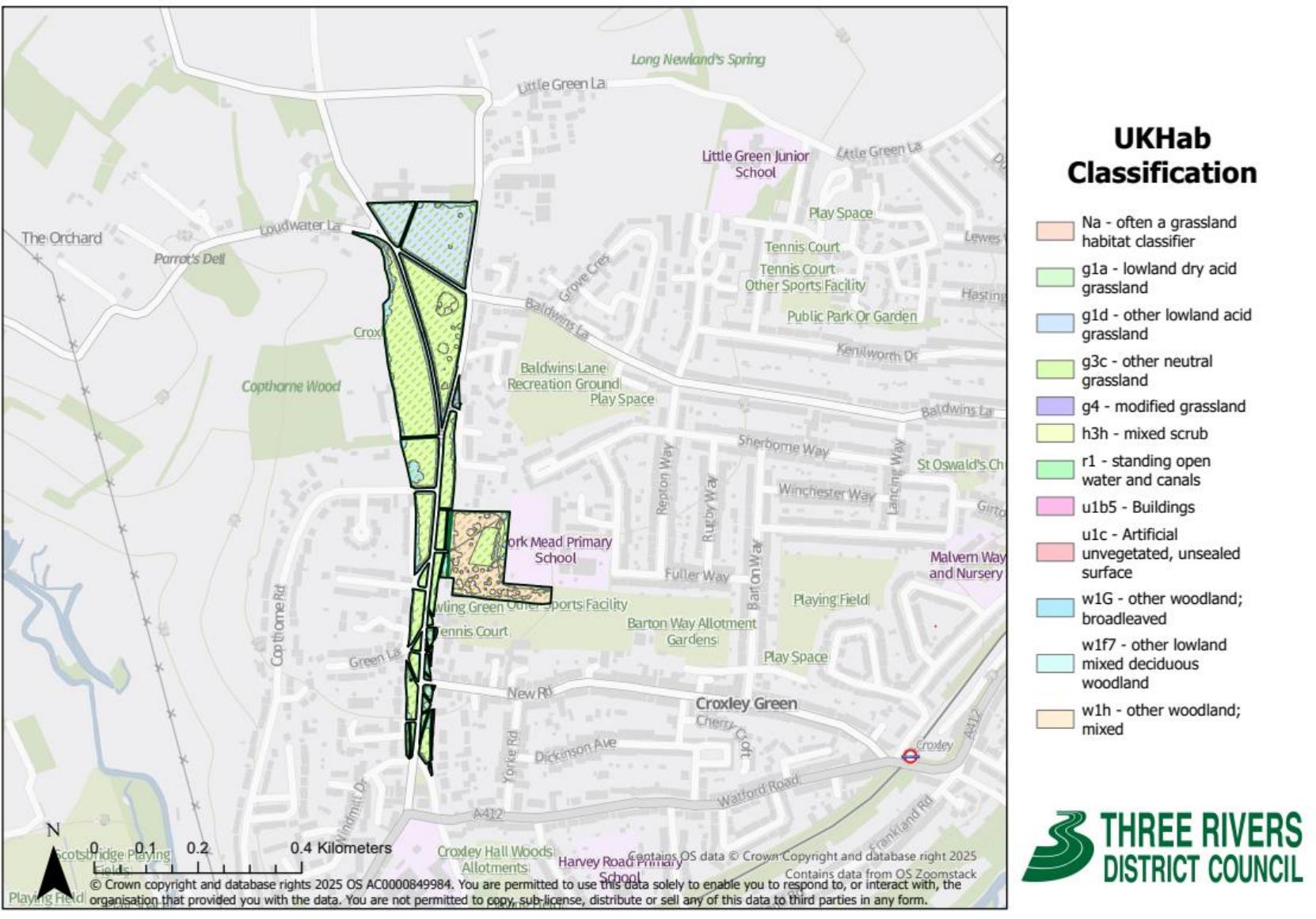


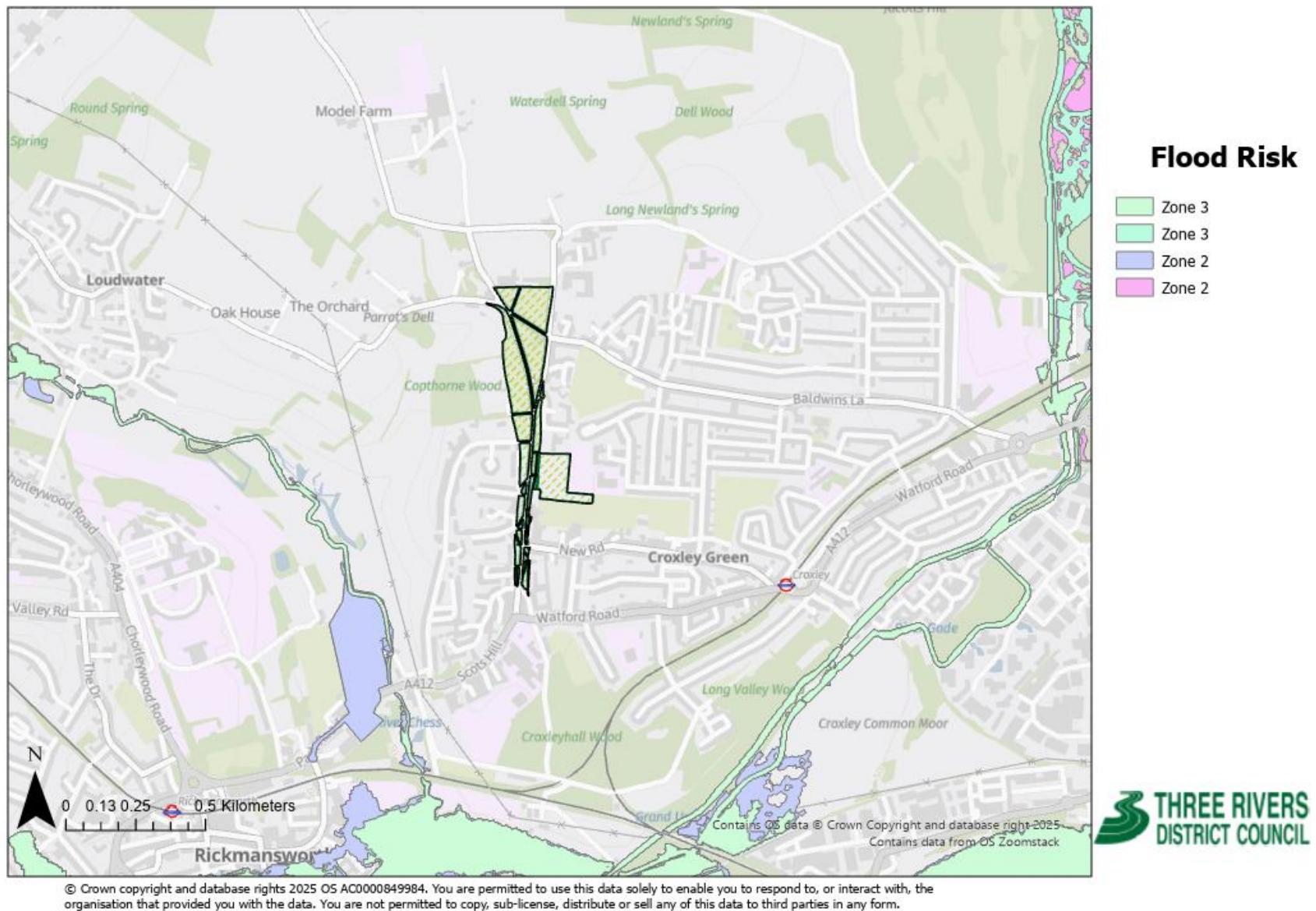
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c. Byelaws

The Byelaw for Pleasure Grounds, Public Walks and Open Spaces dated 05-10-2020 applies to Stones Orchard. The PDF of this byelaw can be viewed here – [Byelaws | Three Rivers District Council](#)

The Byelaw for Common Land dated 1984 applies to The Green. The PDF of this byelaw can be viewed here - [Byelaws | Three Rivers District Council](#)

e. Policy context

TRDC Strategies

Corporate Framework

Each year, Three Rivers District Council updates its Strategic Plan. This is a document that brings together our high level, medium- to long-term objectives which, following consultation and analysis of data, the Council considers to be its priorities for the district.

It focuses on those areas where the Council has a lead role or can play a key part in delivering or influencing the outcomes. Its purpose is to guide the Council in its annual consultation, planning, resource allocation and performance management process. [Corporate Framework \(threerivers.gov.uk\)](#)

Climate Emergency and Sustainability Strategy

The council's [Climate Emergency and Sustainability Strategy](#) sets out how the council can improve and lead by example in our own operations. It also sets out how we will work with and assist the residents, businesses, and other stakeholders in our area to reduce their impact on the environment, improve sustainability and adapt to and build resilience to a changing climate.

Nature Recovery Strategy

TRDC have produced a Nature Recovery Strategy to specifically address the Council's approach to protection of the natural world within the district. The strategy recognises the rich diversity of wildlife already present within the district, both within

protected nature reserves as well as public open space, residential gardens, grass verges, and more.

At the heart of the strategy is a five-year Action Plan, which identifies and prioritises actions to be undertaken by the Council, and others for the benefit of Biodiversity.

The full strategy is available on the [Biodiversity in Three Rivers](#) section of the TRDC website.

Tree Strategy

The [Three Rivers District Council Tree Strategy](#) identifies the actions to be taken over the next five years to protect and sustainably manage existing trees and woodlands. It also sets out the council's plans to increase the number of trees by planting new ones, while ensuring the right trees are planted in the right places and are properly maintained.

Local Plan

The current [Local Plan](#) for the district was published in 2014. Three Rivers District Council is preparing a [new Local Plan](#) that will set out a vision and policy framework for the future levels of growth within the district until 2038. These documents include policies which relate to nature conservation.

HCC Strategies

Sustainable Hertfordshire Strategy

Hertfordshire County Council declared a climate emergency in July 2019 and have since committed to make Hertfordshire cleaner, greener and more sustainable.

HCC want to:

1. Lead in their own operations
2. Enable sustainability with their programmes, policies and decisions
3. Inspire businesses and residents to take action

The ambitions of the [Sustainable Hertfordshire Strategy](#) include achieving net zero greenhouse gas emissions before 2050, ensuring communities are ready for future climates and improve wildlife in our land and water by 20% by 2050.

f. References

Croxley Green History Project (Stones Orchard) – Accessed at
<https://www.croxleygreenhistory.co.uk/stones-orchard.html>

Croxley Green History Project (Railway) - Accessed at
<https://www.croxleygreenhistory.co.uk/the-railway-to-croxley-green.html>

Croxley Green History Project (Commemorative Trees) - Accessed at
https://www.croxleygreenhistory.co.uk/trees_on_the_green.html

British Museum (Croxley Green) - Accessed at
<https://www.britishmuseum.org/collection/term/x44370?page=2>

Historic England – Accessed at <https://historicengland.org.uk/>

Croxley Green History Project (Stones Orchard Excavation) - Accessed at
<https://www.croxleygreenhistory.co.uk/stones-orchard-excavation.html>

BGS Geology Viewer – Accessed at
https://geologyviewer.bgs.ac.uk/?_ga=2.111620484.1070538592.1736436929-199863663.1736436929

Croxley Revels - Accessed at <https://croxleyrevels.co.uk>

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 review.
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		The Green & Stones Orchard Management Plan (2021-2026)
Brief description (1-2 sentences):		This plan outlines the management regime for the orchard, including tree planting, pollinator enhancement from both conservation and planting, and the removal of non-native species.

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	Not applicable
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	Not applicable
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	Not applicable
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	Not applicable
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	Some positive impact for sustainability. Recommendation to further enhance this aspect where possible and proceed.	3	Any potential new/replacement site furniture is selected based on its longevity, opportunities for recycled materials is preferred.
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	Not applicable
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	Not applicable

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	Not applicable
	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	Not applicable
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	Not applicable
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	Maintaining access points and pathways to encourage active travel.
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	The sites are located in close proximity to Croxley train station, a 15 minute walk with bus stops within the site. Maintaining access points and pathways to encourage active travel.
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	Not applicable
	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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	Not applicable
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	Not applicable
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	is selected based on its longevity, opportunities for recycled materials is preferred.
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 would inform visitors on the heritage and wildlife of the site

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	Not applicable
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	Any potential new replacement site furniture is selected based on its longevity, opportunities for recycled materials is preferred.
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	Not applicable
	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, gardens, lakes, rivers, ponds etc.)	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Appropriate management of the site for both people and wildlife increase the resilience and sustainability of the greenspaces and their protection for the future.
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	Through enhancement, replanting, successional planning and management
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	Appropriate habitat management to enhance and diversify species composition within the site. Advocating the "right tree right place" frame of mind.
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 would inform visitors on the heritage and wildlife of the site
	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?	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
26	Does any 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	Maintenance of the trees and hedgerow to increase/maintain shade
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>	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.	0	
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	Potential for path improvements, although subject to funding and public consultation

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	Appropriate habitat management and habitat creation will increase the resilience of the sites
	Average Score		3.0	
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?	Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	Through public engagement with events, online, signage and interpretation.
	Average Score		4	
	Total Overall Average Score		3.42	

Now assessment is complete copy and paste box into your business case, committee report. (under environmental implications 6). Whole assessment 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	3.00
Ecology	3.00
Adaptation	3.50
Engagement and Influence	4
Total Overall Average Score	3.5

e and proceed.

nitigations where possible.

Recommendation to review these aspects and find mitigations.

it otherwise proceed.

ment Plan

sibilities for the orchard and grasslands and explores opportunities for site and community engagement perspectives.

Page 150

Impact (select from list)	Revised Score (1-4)
Some possible negative impacts for sustainability. Recommendation to review these aspects and find	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
Some positive impacts 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
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)
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
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 area, but otherwise proceed.	0
	3.50

Ways to optimise sustainability and work towards net zero carbon:	
<ul style="list-style-type: none"> - 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)
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
Some positive impact for sustainability. Recommendation to further enhance this aspect where	3
Some positive impact for sustainability. Recommendation to further enhance this aspect where	3

Ways to optimise sustainability and work towards net zero carbon:	
<ul style="list-style-type: none"> - 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
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
	3.00

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)
<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
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

Ways to optimise sustainability and work towards net zero carbon:
<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.

Strong positive impacts for sustainability. Recommendation to proceed as is with this aspect.	4	
	3.50	

Impact (select from list)	Revised Score (0-4)	Ways to optimise sustainability and work towards net zero carbon:
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"> - 'Make every contact count', by using contact points with residents, businesses and community groups to promote understanding of the climate emergency.
	4	
	3.5	

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 needed

Title	The Green & Stones Orchard Management Plan	ID No	LL010
Team/Service	Leisure & Natural Infrastructure		
Focus of EIA	<p>A new five-year management plan has been developed for The Green & Stones Orchard in Croxley Green.</p> <p>The new plan contains management actions over the next five years from financial year April 2025 until March 2030. The detailed actions relate to habitats and wildlife improvements for biodiversity and improvements to public access and signage.</p> <p>The aims of the management plans are as follows:</p> <ul style="list-style-type: none"> • A Welcoming Place – To provide a welcoming green space for the enjoyment of the local community, finding a balance between biodiversity and public access. • Healthy, Safe and Secure – To provide and maintain clear and safe public access onto, and around The Green and Stones Orchard • Well-maintained and Clean – To ensure that all aspects of The Green and Stones Orchard are kept clean and well maintained • Environmental Management – To ensure all aspects of site management are undertaken with sustainability as a guiding principle • Biodiversity, Landscape and Heritage – To conserve and enhance the important wildlife, landscape and heritage feature of The Green and Stones Orchard 		

Assessment of overall impacts and any further recommendations	
The aims of the site management plans will be to improve the condition and management of the sites for the benefit of people and wildlife including but not limited to:	
<ul style="list-style-type: none"> - Maintaining clear entrances and pathways facilitating active travel for all. Including keeping entrances sufficiently wide ensuring that people using mobility aids can access the site and reducing/mitigating hazards along the paths quickly. Additionally, through the aspirational action of a more formalised path, year-round accessibility may be enhanced following consultation with the public and stakeholders. - Appropriately managed site furniture (mainly bins and benches) - Opportunities for public events - Improved site interpretation to inform in varying forms including onsite and online. - Habitat enhancements 	
Potential Issues	Mitigating Actions
In the event that the management plans are not adopted there is a potential risk of site deterioration. The minimal management would therefore take place which may reduce physical accessibility and reduce opportunity to visit a valuable calm/quiet greenspace resource.	Recommendation to committee is to approve the site management plan following public consultation
Actions Planned	
All associated actions are outlined within section 8.0 DELIVERING AIMS & OBJECTIVES of The Green & Stones Orchard Management Plan document.	

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: Jess Hodges

Date: 22.07.2025

Equalities Lead Officer: Shivani Davé

Date: 30/07/2025

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) in addition, TRDC recognises other communities may be vulnerable to disadvantage, this includes carers, people experiencing domestic abuse, substance misusers, homeless people, looked after children, (ex) armed forces personnel.

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 on people with protected characteristics (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 people with protected characteristics – 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.

The Green and Stones Orchard Draft Management Plan Consultation Report

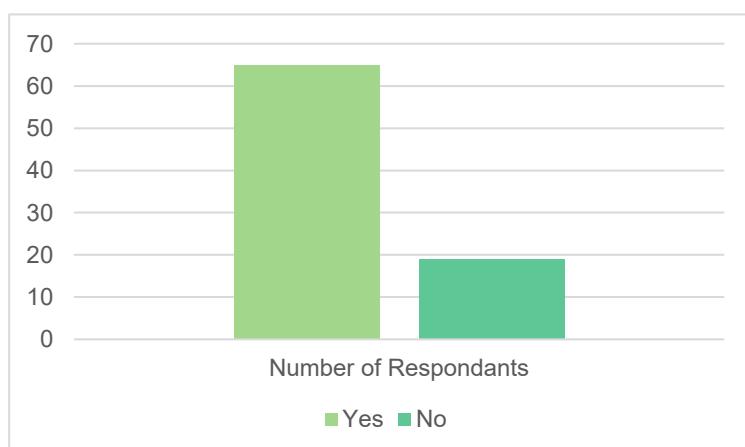
23/10/2025

1. Introduction

- 1.1 The Green and Stones Orchard Draft Management Plan (2025-2030) was created to enhance the management and maintenance of both sites. Three Rivers District Council actively consulted with the public to understand the potential requirements or desires the community may have for these green spaces.
- 1.2 The initial consultation on the briefing document was held over four weeks between 4th November and 2nd December 2024. The council received 16 individual responses to the consultation.
- 1.3 The draft management plan was made public on the 7th August 2025 and the consultation period ran until the 30th September 2025, lasting a total of 55 days. 88 individuals responded to the consultation.
- 1.4 The consultations were hosted on the council's "Have your Say" platform.
- 1.5 The consultation period was advertised through the following forms:
 - social media
 - the Three Rivers District Council website
 - local community groups
 - posters within the sites
 - video promotion
 - direct communication with key stakeholders

2. Consultation Feedback

- 2.1 Q1. Do you agree with the aims and objectives of the draft management plan?



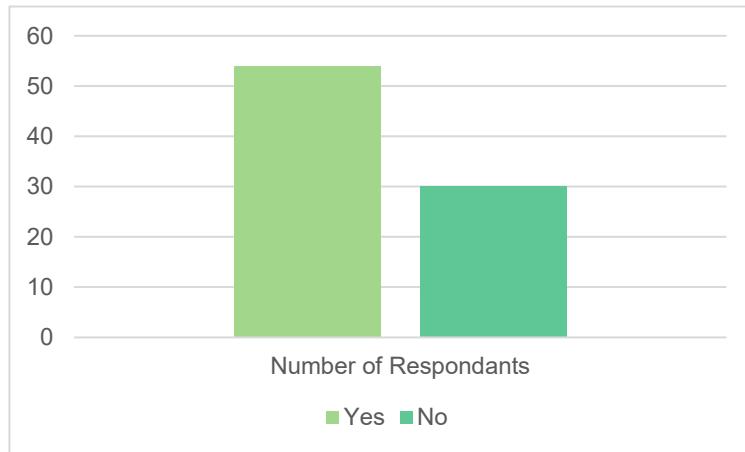
2.2 Q.2 Please provide any comments on the aims and objectives of the draft management plan

Topic	No. of mentions	How will this be addressed?
Memorial trees missing	1	Officers will review records and adhere to the Council's memorial tree policy (https://www.threerivers.gov.uk/memorial-tributes#Memorial%20trees)
Concern of paved/stoned footpaths	3	To further improve accessibility, there is a possibility of introducing a formal footpath through Stones Orchard, subject to funding and further consultation.
Concern of too much signage	1	This will be considered within objective A3.
Dislike of parking inhibitors on the green	24	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Concern of pond	1	A pond or wetland may be introduced to the site; this will be dependent on various surveys and research as to if it is an appropriate opportunity.
Keeping it natural	1	The aims and objectives of the management plan will aim to protect and enhance the site both for nature conservation and public amenity.
Ensuring management	2	The aims and objectives of the management plan will aim to protect and enhance the site both for nature conservation and public amenity.
Transfer of ownership to CGPC	3	Three Rivers District Council is the landowner of The Green and Stones Orchard. This comment therefore sits outside of the management plan for The Green & Stones Orchard.
Uniformity of management plans across the District	2	The management plans for major sites within the district all follow a similar template for their contents but will differ with the needs of each site.
Illegal parking on the green	1	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council

		and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Speeding	1	Hertfordshire County Council responsibility
Concern of development	5	The aims and objectives of the management plan will aim to protect and enhance the site both for nature conservation and public amenity.
More tree planting	2	On the action plan within the future actions section there is an aim for orchard planting which would be sensitive to the sites.
Material (e.g. bark) used for footpath	1	To further improve accessibility, there is a possibility of introducing a formal footpath through Stones Orchard, subject to funding and further consultation.
More biodiversity actions	1	Future actions are subject to funding; within the action plan there are various actions that will improve biodiversity. If a future opportunity were to become apparent the council has the opportunity to consult on this if required. Following consultation, further opportunities to benefit biodiversity within grassland management and hedgerow restoration were identified.
More ecology surveys to be completed	1	In the action plan within the future actions section, this will be subject to external funding.
More signage	1	On the action plan within the future actions section and may be subject to external funding dependent on its contents.
Use of other parking inhibitors to be used (posts/bunds etc)	3	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Keeping the green as a conservation area	1	The aims and objectives of the management plan aim to protect and enhance the site both for nature conservation and public amenity.
Concern the aims and objectives are too vague/aspirational	2	As funding and/or resource become available the actions will be further developed.
More information on the green as a conservation area	1	This sits outside of the management plan for The Green & Stones Orchard; the Croxley Conservation Area is in relation to

		development management and planning policy.
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2.3 Q3. Do you agree with the action plan?



2.4 Q.4 Please provide any comments on the action plan

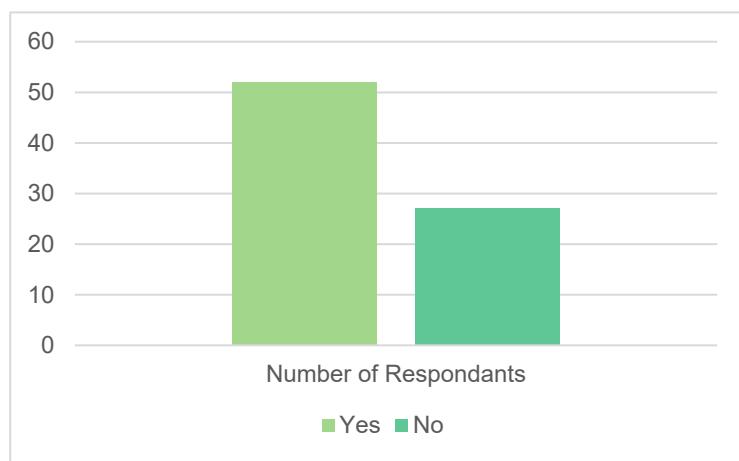
Topic	No. of mentions	How will this be addressed?
Hedgerows to be maintained	1	This is within the management plan as an annual/regular action.
In favour of a wetland area	2	A pond or wetland may be introduced to the site; this will be dependent on various surveys and research as to if it is an appropriate opportunity.
Enforcement of unauthorised parking	1	This sits outside of the management plan for The Green & Stones Orchard.
Fixing bunding	1	This will be reviewed within the site inspections.
Transfer of ownership to CGPC	1	Currently Three Rivers District Council is the land owner of The Green and Stones Orchard. This comment therefore sits outside of the management plan for The Green & Stones Orchard.
In favour of formal path	1	To further improve accessibility, there is a possibility of introducing a formal footpath through Stones Orchard, subject to funding and further consultation
Aims and objectives too aspirational/vague	2	As funding and/or resource become available the actions will be developed.
Plan should mention potential funding sources	1	Potential sources of funding will be dependent upon the nature of the

		project, the timeline it follows, partners that may be involved and the scale of the works. Some potential avenues may be as follows: National Lottery Funding, Landfill Communities Funding, Community Infrastructure Levy.
Concern of a formal path	4	To further improve accessibility, there is a possibility of introducing a formal footpath through Stones Orchard, subject to funding and further consultation
Concern of drop down bollards	1	The action of: Preventative measures to restrict unwanted vehicle incursion on The Green at key locations will be considered through the management plan period.
Dislike of parking inhibitors on the green	22	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Consulting on the plan via paper leaflets and talks	1	The consultation adhered to the councils standard methods. It was hosted on the council's "Have your Say" platform; publicised online, on-site through posters and local stakeholders were directly contacted notifying of the consultation
Dog litter bins emptied more often	2	This is outlined within the annual/regular actions and is the responsibility of Croxley Green Parish Council.
Using alternative parking inhibitors (smaller rocks, fences, wooden posts, steel posts etc)	4	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
No more benches	1	There is no intention at present to increase benches on site.

Not in favour of a wetland area	1	A pond or wetland may be introduced to the site; this will be dependent on various surveys and research as to if it is an appropriate opportunity
More wildflowers	1	Following the site specific surveys, there may be the opportunity to sow wildflower seed inline with the plant communities present on site.
In favour of information boards	1	This will be considered within objective A3.
Plant more trees	3	Within the future actions section there is an aim for orchard planting which would be sensitive to the sites.
Survey on invasive species and flood risk	1	Within the future actions section, this will be subject to external funding. Within the site inspections, any invasive species identified are recorded and appropriate action taken.
Procedure to follow actions (with an independent body to ensure they are fulfilled)	2	Site management plans are internally reviewed annually and then renewed at the expiration of the plan.
Right to appeal against TRDC actions	1	This sits outside of the management plan for The Green & Stones Orchard.
Stop removal of ragwort	1	Action plan states ragwort will be kept and only removed when necessary
Option for grazing	1	Due to the nature of the Green being common land and the regulations surrounding this, grazing is not currently feasible. Similarly with the nature of events and the sensitivity of an orchard grazing is not currently feasible within Stones Orchard.
Clarification on aims for fauna and grassland	1	The objectives with D and E outline the aims of relevant actions.
Clarification on aims for path	1	To further improve accessibility, there is a possibility of introducing a formal footpath through Stones Orchard, subject to funding and further consultation.
Action plan for removing parking inhibitors	1	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of

		the future Management Plan for The Green and Stones Orchard
The green as a conservation area to have more clarity	1	This sits outside of the management plan for The Green & Stones Orchard. The Croxley Conservation Area is in relation to development management and planning policy.
Concern of informational signage	1	This will be considered within objective A3

2.5 Q.5 Is there anything else you would like to see in the draft management plan?



2.6 Q.6 Please provide information on what you would like to see in the draft management plan?

Topic	No. of mentions	How will it be addressed?
Meadow creation	1	The council's Alternative Grassland Management initiative includes The Green & Stones Orchard - https://www.threerivers.gov.uk/services/environment-climate-emergency/biodiversity#Alternative%20Grassland%20Management%20Initiative . Through appropriate management the aim is that wildflowers will be able to thrive.
Craft fair	1	The council welcomes organisations to hire parks and open spaces through the Hire of Grounds process - https://www.threerivers.gov.uk/services/leisure-parks-culture/hire-parks-open-space
Transfer of ownership to CGPC	4	Three Rivers District Council is the landowner of The Green and Stones Orchard. This comment therefore sits outside of the management plan for The Green & Stones Orchard.

Dedicated car park/alternative parking	2	This sits outside of the management plan for The Green & Stones Orchard.
A plan for deterring parking, enforcing no parking/unauthorised parking	6	The action of: Preventative measures to restrict unwanted vehicle incursion on The Green at key locations will be considered through the management plan period.
Dislike of parking inhibitors	21	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Cycle lanes	1	This sits outside of the management plan for The Green & Stones Orchard.
Enforcement of speeding	1	The highway falls under the responsibility of Hertfordshire County Council and is outside of the remit of the management plan
Bus shelter	1	The highway/bus shelter falls under the responsibility of Hertfordshire County Council and is outside of the remit of the management plan
Enforcement of policing vandalism	1	Within the B2 aim; reports of ASB are reported to the Police.
Tree planting	2	Within the future actions section there is an aim for orchard planting which would be sensitive to the sites
Dogs to be kept on leads	1	A Public Space Protection Order (PSPO) for dog control is active across the Three Rivers District, with clear signage at the entrance. For details, see http://www.threerivers.gov.uk/service/public-space-protection-order-pspo
No development	1	The aims and objectives of the management plan will aim to protect and enhance the site both for nature conservation and public amenity
More benches	1	There is no intention at present to increase benches on site.
Alternative measures for parking inhibitors (high kerb, wood posts)	7	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard

Link to other district plans, as well as traffic, visitors and branding	1	Within the Appendices, there is a section which outlines the relevant Policy Context.
Keep bee hives	1	The council are not bee keepers; however, if approached by a beekeeper this can be considered if it aligns with the management plan and does not impact health & safety.
Fenced dog area	1	Due to the nature of the Green being common land and the regulations surrounding this, fencing an area is not currently feasible. Similarly with the nature of events and the sensitivity of an orchard fencing an area for dogs is not currently feasible within Stones Orchard.
Dog free zone	1	Due to the nature of The Green being common land and the regulations surrounding this, fencing an area is not currently feasible. Similarly with the nature of events and the sensitivity of an orchard fencing an area for dogs is not currently feasible within Stones Orchard. A Public Space Protection Order (PSPO) for dog control is active across the Three Rivers District, with clear signage at the entrance. For details, see http://www.threerivers.gov.uk/service/public-space-protection-order-pspo
Clarity of management of unhealthy trees	1	Within the annual/regular actions tree maintenance is undertaken annually and additionally in the event of severe weather or a report of a dangerous tree.
Clarity on character and look of the green	1	This sits outside of the management plan for The Green & Stones Orchard; the Croxley Conservation Area is in relation to development management and planning policy.
Returning the green to a previous state	1	The aims and objectives of the management plan will aim to protect and enhance the site both for nature conservation and public amenity
H&S report for the parking inhibitors	3	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Bylaws to be upgraded and used	1	This sits outside of the management plan for The Green & Stones. The byelaws covering The Green, also include all other common land in the District. The byelaws covering Stones Orchard were updated in 2020 - https://www.threerivers.gov.uk/services/your-

		council/byelaws#Byelaws%20for%20pleasure%20grounds%20public%20walks%20and%20open%20spaces
Aims and objectives too aspirational/vague	1	As funding and/or resource become available the actions will be developed.
Clarity on the green as a conservation area	1	This sits outside of the management plan for The Green & Stones Orchard, the Croxley Conservation Area is in relation to development management and planning policy.
Community orchard creation	1	Within the future actions there are plans for future orchard planting and community events.

2.7 Q7. Please provide any further feedback on the draft management plan

Topic	No. of mentions	How will they be addressed?
Mention of CGPC surveys	1	Officers will compile and review all existing and available data to the council.
Dislike of parking inhibitors	16	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Enforcement of unauthorised parking	2	This sits outside of the remit of the management plan for The Green & Stones Orchard
Fix bunding	1	This will be reviewed within the site inspections.
Employment of a dog warden	1	There is an Animal Welfare & Licensing Inspector employed by the District Council that works across the district.
Consultation wanted on replacement building of red cross	1	This sits outside of the management plan for The Green & Stones Orchard
In favour of information boards	1	This will be considered within objective A3.
Control on speeding	1	The highway falls under the responsibility of Hertfordshire County Council
Clearer signage for dog bins	2	This will be considered within objective A3

Restoring the hedgerows	1	This is within the management plan as an annual/regular action.
Making a wider pavement	1	The highway and pavements fall under the responsibility of Hertfordshire County Council
Alternative means for parking inhibitors	3	Parking restrictions were previously introduced to prevent illegal parking following complaints from local residents and Councillors. This was a partnership project between Croxley Green Parish Council and Three Rivers District Council and is now complete and therefore sits outside of the future Management Plan for The Green and Stones Orchard
Plant more trees	1	Within the future actions section there is an aim for orchard planting which would be sensitive to the sites.
Opening hours of the recycling centre	1	This sits outside of the management plan for The Green & Stones Orchard
Transfer of ownership to CGPC	2	Currently Three Rivers District Council is the landowner of The Green and Stones Orchard. This comment therefore sits outside of the management plan for The Green & Stones Orchard
Ensure history is correct	1	Officers will review the historic element of the management plan and will credit/reference where the information was gathered.

3. Conclusion

3.1 Following the gathered feedback from the public, community groups, ward, parish and district councillors as well as our colleagues at Countryside Management Service (CMS) the draft management will be amended where appropriate taking into consideration all relevant responses given.

3.2 The final management plan will be shared in January 2026.

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COMMITTEE REPORT

SERVICE PLANS
2026-2029
14/01/2026

CLIMATE CHANGE & LEISURE COMMITTEE
14 January 2026

PART I /PART II

**Service Plans 2026-2029
(ADCCC)**

1 Summary

1.1 This report presents an overview of the service plans, which articulate the councils' ambitions, priorities, and performance targets, and outline how each service area is contributing to the delivery of the new Council Plan which will launch in April 2026. Each plan incorporates Key Performance Indicators, service volumes, and references to associated strategic, operational, and climate resilience risks.

2 Recommendation

2.1 That: the Climate Chang & Leisure Committee provide any comments or suggested amends to the 2026–2029 service plans. Final service plans will be approved by Council in conjunction with the budget.

Committee Decision on Public Access:-

1. Public access to report - immediate

Report prepared by: Katie Stacey, Policy & performance Manager

3 Details

3.1.1 The Council is in the process of developing a new Council Plan for the period 2026–2029, which will be launched alongside the corresponding service plans for the same timeframe.

3.1.2 The new themes and aims for the Council Plan 2026-2029 are going through the committee process and will be submitted to budget setting council in February.

3.1.3 The 4 new themes are:

3.1.3.1 Healthy, safe and thriving communities.

3.1.3.2 A green and sustainable future.

3.1.3.3 A prosperous and vibrant district.

3.1.3.4 A well-run council.

3.1.4 These 4 new themes have been incorporated into the service plans for 2026-2029.

3.1.5 The service plans will be submitted to the appropriate committee for review and comment.

- 1st December 2025, Policy and Resources

- 13th January 2026, General Public Services and Community Engagement Committee.
- 14th January 2026, Climate Change and Leisure Committee.

3.1.6 Following these meetings and sign off through the committee process, final service plans will be submitted to budget setting council in February.

3.1.7 A review of Key Performance Indicators has been conducted with each service area, and the revisions are documented in Appendix ii.

4 Options and Reasons for Recommendations

4.1.1 To provide comments and/or propose amendments to the 2026–2029 service plans, enabling each service area to advance their work in alignment with the council's strategic priorities and statutory obligations.

4.1.2

5 Policy/Budget Reference and Implications

5.1 The recommendations in this report are not linked to any specific budget allocation. Each individual service plan outlines its own proposals and must ensure alignment with existing budget provisions or, where necessary, engage with their Finance Business Partner to request additional funding.

6 This report is not associated with any specific Key Performance Indicators (KPIs). Each individual service plan sets out its own KPIs, which are monitored on a quarterly and/or annual basis.

7 Financial Implications

7.1 None arising from this report – each service area is responsible for their own budget

8 Legal Implications

8.1 None arising from this report.

9 Equal Opportunities Implications

None specific to this report - individual service areas will carry out an Equalities Impact Assessment when required.

10 Staffing Implications

None specific to this report – individual service plans will detail any staffing implications.

11 Environmental Implications

None specific to this report - individual service areas will carry out a Sustainability Impact Assessment when required.

12 Community Safety Implications

Several actions outlined in the service plans are aimed at enhancing community safety across the district, building on the positive work already underway.

13 Public Health implications

A number of objectives and actions within the service plans are designed to enhance the overall health and wellbeing of the district. Building on the positive progress achieved under the current Corporate Framework this work will continue with the new Council Plan.

14 Customer Services Centre Implications

None specific to this report.

15 Communications and Website Implications

15.1 The Service Plans will be available to view on the website alongside the Council Plan and quarterly and annual KPI reports.

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>. 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.

16.2 The subject of this report is covered by the service plans. 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 (tolerate, treat, terminate, transfer)	Risk Rating (combination of likelihood and impact)
Council does not agree the service plans.	There is no clear direction for individual services. Risk to achieving the aims set out in the Council Plan.	Council to agree service plans to direct the work of services.	Tolerate	4

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	High	Very High	Very High
	4	8	12	16
Low	Medium	High	Very High	
3	6	9	12	
Low	Low	Medium	High	
2	4	6	8	
Low	Low	Low	Low	
1	2	3	4	
Impact				
Low -----> Unacceptable				

Impact Score
 4 (Catastrophic)
 3 (Critical)
 2 (Significant)
 1 (Marginal)

Likelihood Score
 4 (Very Likely ($\geq 80\%$))
 3 (Likely (21-79%))
 2 (Unlikely (6-20%))
 1 (Remote ($\leq 5\%$))

16.3 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.

Data Quality

Data sources:

Data sources are specific to each service plan aligning to the new Council Plan 2026-2029.

Data checked by: Individual Heads of Service for their service plan, Katie Stacey, Emily McGuigan and Rebecca Young for the overall report.

Data rating:

1	Poor	
2	Sufficient	X
3	High	

Background Papers

APPENDICES / ATTACHMENTS

- i. Service Plans 2026-2029
- ii. Key Performance indicator amends.

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CLIMATE CHANGE & SUSTAINABILITY

Service Delivery Plan

2026 – 2029

Service Area	Climate Change and Sustainability	Directorate	Environment
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Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the councils' themes detailed in the Council Plan. They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

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

SERVICE OVERVIEW

- Strategic Co-ordination of the Councils Sustainability and Climate Change Strategy and Action Plan, its delivery and monitoring of progress.
- Supporting communities to identify and implement sustainable actions and become more resilient to a changing climate.
- Facilitating the delivery of home energy efficiency programmes with District partners.
- Delivering net zero projects for Council buildings.
- Establishing a District Energy Plan, working with UK Power Networks and Regional Energy Strategic Plans to accelerate the district decarbonisation.
- Encouraging the uptake of community energy projects to expand the renewable energy production in the district.
- Actively seeking external funding to support the work identified above.
- Feasibility study for a heat network to utilise the waste heat from Abbots Langley data centre
- Encouraging the expansion of renewable energy in the business sector

BUDGET

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

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
Healthy, safe and thriving communities	<p>We create healthier homes through the delivery of grant funding to residents to enable installation of home energy efficiency measures.</p> <p>We improve well being through the facilitation of community gardens to provide greater access and engagement with nature and food production.</p>
A green and sustainable future	<p>We inspire residents and businesses to install renewable energy, and energy saving measures to reduce district emissions, and contribute towards net zero by 2050.</p> <p>We work with the Local Plan Team to develop and implement energy efficiency and sustainable policies in the emerging Local Plan.</p> <p>We are planning the energy requirement to enable district decarbonisation, and support the development of heat networks where feasible.</p> <p>We educate and inspire residents and businesses to adopt sustainable behaviors and energy reduction measures through a comprehensive engagement programme.</p> <p>We facilitate and support the delivery of net zero projects on council owned buildings.</p>
A prosperous and vibrant district	<p>We inspire businesses to adopt renewable energy and EV infrastructure through encouragement and grant offers, thus improving business resilience through reduced energy costs.</p>

PROJECTS

Council Plan Theme	Project Title	Project Description & Proposed Outcome(s)	Project Start Date (Month/Year)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Healthy, safe and thriving communities	Warmer Homes Local Grant	Deliver grant funding to eligible residents to retrofit their homes	May 2025	March 2028	National Energy Foundation and Watford Borough Council	Over grant period: Ext. Admin funding £129,700 Capital Funding £159,763
A Green and sustainable future	Hertfordshire Retrofit Strategy	Support the delivery of the Hertfordshire Retrofit Strategy as a member of the Hertfordshire Retrofit Partnership	May 2025	March 2029	HCCSP, National Energy Foundation	In Climate Change Budgets
Green and sustainable future	Three Rivers Energy Plan	Create an Energy Plan with associated targets and actions and support the development of Regional Energy Strategic Plans and informing infrastructure upgrades	January 2025	Actions will continue to deliver through to March 2029	UK Power Networks Greater Southeast Net Zero Hub, R	In Climate Change Budgets
A Green and sustainable future	Net Zero Projects on council buildings and car parks	Install solar panel on SOLC and TRH and investigate other viable net zero projects for council buildings and car parks	January 2026	March 2029	Geo Green, Chiltern Solar, Phil Whiting, Grand Union Community Energy	Viable projects will utilise the ringfenced capital sustainability fund
A Green and sustainable future	Encourage households to reduce energy consumption and adopt sustainable lifestyles	Encourage and support self funding homeowners to retrofit their property, through projects such as the Solar Together, Sustainable Streets, communications, and engagement events	January 2026	Actions will continue to deliver through to March 2029	Grand Union Community Energy, Solar Together	In Climate Change Budgets

PROJECTS

Council Plan Theme	Project Title	Project Description & Proposed Outcome(s)	Project Start Date (Month/Year)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
A Green and sustainable future	Three Rivers and Watford Heat Network	Undertake a feasibility study to determine the viability of heat network using the waste heat from the Abbotts Langley data centre	March 2026	March 2027	DESNZ Heat Network Development Unit, WBC, Appointed consultant, NHS England, Watford Community Housing, HCC	In Climate Change Budgets from multiple years £100,000
A Green and sustainable future	Support business sustainability and growth	Encourage uptake of solar panels and battery storage in SME's to reduce energy bills, improve energy security and minimise grid infrastructure upgrades.	January 2026	March 2028		In Climate Change Budgets
A Green and sustainable future	Encourage households to reduce energy consumption and adopt sustainable lifestyles	Encourage and support self funding homeowners to retrofit their property, through projects such as the Solar Together, Sustainable Streets, communications, and engagement events	January 2026	Actions will continue to deliver through to March 2029	Grand Union Community Energy, Solar Together	In Climate Change Budgets

POLICIES AND STRATEGIES

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

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
TBC	Energy Offsetting Principles	New	October 2028	N/A
Strategy	Climate Emergency and Sustainability Strategy	Existing	October 2028	N/A

KEY PERFORMANCE INDICATORS TO SUPPORT THE COUNCIL PLAN

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

KPI Ref	KPI Title	2022 Actual	2023 Actual	2024 Ambition	2025 Ambition	2026 Ambition
CCS01 Ambition shows trajectory needed to achieve legislated UK government 2050 target	District carbon emissions reported as tCO ₂ e equivalent, under Local authority control, % decline from base year 2018 ONS report this data 2 years in arrears	333,244 tCO ₂ e 17% decline on 2018	311,555 tCO ₂ e -27% decline on 2018	326,260 tCO ₂ e 19% decline on 2018	313,730 tCO ₂ e 22% decline on 2018	301,200 tCO ₂ e 25% decline on 2018
CCS02	Carbon emissions from council operations reported as tCO ₂ e equivalent	2044	1972	1911	1850	1703

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 & NATURAL INFRASTRUCTURE Service Delivery Plan 2026 – 2029

Service Area	Leisure and Natural Infrastructure	Directorate	Environment
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Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the councils' themes detailed in the Council Plan. They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

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

SERVICE OVERVIEW

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 of 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

Council Plan Theme	Service's contribution to the Council Plan Theme
Leisure Services	
Healthy, safe and thriving 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.
Page 203 A green and sustainable future	<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.
A prosperous and vibrant district	<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.
A well-run council	<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.

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
Natural Infrastructure & Projects	
Healthy, safe and thriving 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. To review large developments that are in the pipeline and how these impact the need for leisure facilities and provide a more physically active environment.
Page 24 Green and sustainable future	<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.
A prosperous and vibrant district	<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.
A well-run council	<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. To review all necessary legislative requirements in relation to carbon literacy, sustainability and impact within construction management of all works on TRDC site.

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
Trees and Woodlands	
Healthy, safe and thriving 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.
A green and sustainable future Page 205	<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.
A prosperous and vibrant district	<ul style="list-style-type: none"> Providing opportunities for local contractors and consultants to bid for TRDC tree and woodland management works.
A well-run council	<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 and charitable sources.

PROJECTS

PROJECTS

Council Plan Theme	Project Title	Project Description & Proposed Outcome(s)	Project Start Date (Month/Year)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
A prosperous and vibrant district A well-run council A green and sustainable future	Maple Lodge offsite BNG	To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory BNG.	April 2024	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.
Healthy, safe and thriving communities A prosperous and vibrant district	Community and Leisure Capital Grants	To enhance existing tennis courts to improve the leisure experience for the local community.	April 2024	March 2026	Environmental Protection, Finance, Communications, Councillors and local community groups.	Within existing agreed budgets
Healthy, safe and thriving communities A green and sustainable future	Glade Bridge replacement	To replace the existing glade bridge, which is reaching end of life, with associated biodiversity enhancements	July 2025	June 2026	Environmental Protection, Finance, Communications, Councillors and local community groups.	Within existing agreed budgets

POLICIES AND STRATEGIES

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

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
Strategy	Greenspace Strategy	New	March 2027	New overarching Greenspace Strategy for parks, open spaces and woodlands.
Policy	Memorial Bench, Memorial Trees and Memorial Plaques Policy	Existing	December 2026	

KEY PERFORMANCE INDICATORS TO SUPPORT THE COUNCIL PLAN

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

KPI Ref	KPI Title	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target
Page 209	LNI01 Tree Preservation Order Applications processed within 8 weeks	N/A	100%	100%	100%	100%
	LNI02 Conservation Area Notice Tree Works Applications processed within 6 weeks	N/A	100%	100%	100%	100%
	LNI03 Successfully established standard (10-12cm girth / 2-3m height at time of planting) trees planted by Three Rivers District Council after a 3-year period.	N/A	75%	80%	85%	85%
	LNI04 External Funding secured to support Leisure and Natural Infrastructure Projects and Activities.	N/A	£1,200,000	£1,300,000	£1,300,000	TBC
	LNI05 Year on year increase in the area of land owned by Three Rivers District Council, being managed for biodiversity benefit.	N/A	436 ha	446 ha	456 ha	466 ha
	LNI06 Percentage of vulnerable participants who take part in leisure activities.	N/A	11%	12%	13%	14%

SERVICE VOLUMES

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

Description	Projected annual volume for 2026/2027	Estimated annual volume for 2027/28	Notes / explanation for estimated change
Enquiries from the public in relation to trees	300	300	Estimate based on total no. of enquiries received in 2024/25. No increase or decrease in enquiries anticipated
Number of planning responses (including tree works applications)	600	600	Estimate based on total no. of tree applications and planning consultations received in 2024/25. No increase or decrease in applications or consultations anticipated
Number of attendances at Three Rivers District Council's leisure activities	13,600	13,600	
Number of trees planted	100	100	

RISK MANAGEMENT

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

COMMUNICATIONS, CUSTOMER & CULTURE

Service Delivery Plan 2026 – 2029



Service Area	Communications Customer & Culture	Directorate	Corporate Customer & Community
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Introduction

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the councils' themes detailed in the Council Plan. They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

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SERVICE OVERVIEW

The Communications, Customer & Culture 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 cont.

Corporate 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

SERVICE OVERVIEW cont.

Corporate 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

SERVICE OVERVIEW cont.

Customer Service

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
- Planning and coordination of council wide Learning & Development

SERVICE OVERVIEW cont.

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 community 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

Council Plan Theme	Service's contribution to the Council Plan Theme
	Corporate Communications & Digital Services
Healthy, safe and thriving 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 district.</p> <p>The team promotes available funding and support to audiences across all its corporate channels.</p> <p>Surveys for customer engagement are produced by the service, including the Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>The Council's website has an accessibility tool, pages are regularly updated and is disability compliant (Regulation WAG2.2) scoring above the sector average.</p>
A green and sustainable future	<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, audio, 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 grant funding and support around home and business energy efficiency to audiences across all 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>

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
Corporate Communications & Digital Services (continued)	
A prosperous and vibrant district	<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 work 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, other newsletters and social media platforms.</p> <p>The Communications and Digital Services Team also supports the ongoing development of the Three Rivers Local Plan, through promotion of all key stages of the plan's lifecycle, include public consultations.</p>
A well-run council	<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 Plan 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. Providing communications and digital support for internal communications including leading the regular large-scale Staff Day events and support external meetings between the Council and partner organisations.</p> <p>Surveys for customer engagement are produced by the digital service, including the Annual Residents' Survey – which is also promoted and analysed by the team.</p> <p>The Communications and Digital Services Team is instrumental in the development and transition towards Local Government Reorganisation, leading on corporate and internal communication and engagement and working hand in hand with partners across the county, district and borough councils.</p>

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
Customer Services	
Healthy, safe and thriving communities	<p>Provision of administrative support across Council services.</p> <p>Manage the Council's outsourced standby (out of hours emergency) service.</p> <p>Service signposting and regular attendance at the Healthy Hubs to assist customers to widen accessibility for the customer experience.</p>
A green and sustainable future	<p>Promoting the website 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.</p> <p>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.</p>
A prosperous and vibrant district	<p>The Customer Service Centre supports council departments by providing residents and businesses with a clear first point of contact. The team helps with enquiries about local services, opportunities, and events, ensuring that information is accessible to all. In doing so, the customer service team promotes inclusive communities, encourages participation, and supports the council's wider council plan.</p>
A well-run council	<p>Provide administrative support across Council services to assist Departments in delivering their service to customers.</p> <p>Review Compliments & Complaints policy and learning, implementing changes where necessary.</p> <p>Continue to invest in staff development and training and promote CSC Academy. Answering a variety of enquiries via phone, email and face to face regarding Council services.</p> <p>Continue to answer 90%+ of Council enquiries at first point of contact.</p> <p>Ensure call wait times are kept to a minimum, not exceeding 10 mins, improving experience for those who can only use phone contact. Responsible for ensuring that staff request for training and development once approved are booked. In addition, review and update e-Learning for council staff and manage mandatory training for staff to ensure that the council is compliant.</p>

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	Watersmeet Theatre
Healthy, safe and thriving communities	<p>Delivering 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 students.</p> <p>Inspiring local community groups to take advantage of the lower hire rates for charity organisations in order to increase their engagement with the community.</p>
A green and sustainable future	<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>
A prosperous and vibrant district	<p>Providing attractive packages to host local business events.</p> <p>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.</p> <p>Working with other Council services to expand audience reach.</p> <p>Supporting local community and amateur theatre groups by offering affordable rates for multiday hires.</p> <p>Nurturing the relationship with the Friends of Watersmeet to extend volunteering.</p>
A well-run council	<p>Developing and enhancing customer touchpoints.</p> <p>Expanding package offers that turn a night out into an occasion.</p> <p>Achieving consistently high customer satisfaction results.</p> <p>Responding promptly to customer feedback.</p> <p>Continuing to invest in staff development and training.</p> <p>Delivering against the Customer Experience Strategy action plan objectives.</p>

PROJECTS

Council Plan Theme	Project Title	Project Description & Proposed Outcome(s)	Project Start Date (Month/Year)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
A well-run council	Podcast Platform	To develop a more regular podcast series highlighting the council's work across all service areas, for internal and external use. To trial and select the most suitable podcast editing and publishing platform.	April 2026	November 2026	<ul style="list-style-type: none"> • Platform provider • Guest speakers from diverse partner organisations 	No additional budget required.
A well-run council	Chatbot service on TRDC website	To develop a chatbot function on the main website to reduce the number of calls and emails to customer services at TRDC.	April 2026	December 2026	<ul style="list-style-type: none"> • Orlo • Byte 9 	No additional budget required.
A well-run council	Customer Experience Strategy	Existing	April 2026	Development of the next 3 year strategy	<ul style="list-style-type: none"> • Internal 	Customer Experience Strategy

POLICIES AND STRATEGIES

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

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
Strategy	Customer Experience Strategy	Existing	April 2026	Development of the next 3 year strategy

KEY PERFORMANCE INDICATORS TO SUPPORT THE COUNCIL PLAN

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

KPI Ref	KPI Title	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target
CX01	Number of subscribers to GovDelivery Service	45,355	48,000	51,500	55,385	59,260
CX02	Average customer satisfaction score for online services (score 1 - 5) 1= very unsatisfied, 5 = very satisfied	4.2	4.2	4.2	4.2	4.2
CX03	Percentage of customer enquires submitted via the portal My.ThreeRivers	40%	41%	42%	43%	44%
CX04	Percentage of calls with first point resolution	96%	90%	90%	90%	90%
CX05	Number of tickets sold for co-promoted live shows at Watersmeet (incl. pantomime)	23,679	24,000	24,500	25,000	25,500
CX06	Percentage of complaints received and fully upheld at stage one, stage two and ombudsman (LGSCO)	N/A	35%	32%	30%	30%

SERVICE VOLUMES

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

Description	Projected annual volume for 2026/2027	Estimated annual volume for 2027/28	Notes / explanation for estimated change
Completion of the Annual Residents' Survey	500	500	The 2026/27 Residents Survey follows a highly publicised LGR engagement survey, and will run for a shorter period than 2024/25/ This may have a negative impact on the number of completions – but is yet to be determined.
Page 225 Total unique visits to website	292,500	313,000	Improved communication across a broader range of channels is expected to reduce the need for audiences to access the website directly to obtain information. This supports the KPCX01 increasing subscriptions to GovDelivery newsletters. The planned introduction of live chat and chatbot functions over the next 18 months is also likely to influence visitor behavior. In parallel with these developments, continued monitoring of the website's bounce rate is recommended. The current bounce rate is 43.03%; by comparison, a rate of around 40% is generally considered healthy. A lower bounce rate indicates that visitors are engaging with the site and accessing multiple pages, while a higher bounce rate may suggest that users are not finding the information they require.
Monitoring Call Wait times	1m 30s mean average wait time	1m 20s mean average wait time	Ensure call wait times are kept to a minimum, improving experience for those who can only use phone contact. The planned introduction of live chat and chatbot functions over the next 18 months is also likely to impact on call wait times.
Number of Subscriptions on GovDelivery Service (email notifications)	91,200	97,500	Annual numbers of subscriptions across all newsletters is continuing in a positive direction. However, a greater focus on boosting subscription to the council's residents' newsletter, which although it has grown by 2% could benefit from greater promotion to align its increase with those seen by the Bin Collections Newsletter. Watersmeet currently has 23,000 subscribers, which is included in the projected annual volumes for future years.

RISK MANAGEMENT

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

<u>Department</u>	<u>PI Owner</u>	<u>Ref</u>	<u>Title</u>	<u>Amendment</u>
Climate Change and Sustainability	Jo Hewitson	CCS01	District carbon emissions reported as tCO2e equivalent	Targets updated - adjusted annually to reflect the change in the source data
Climate Change and Sustainability	Jo Hewitson	CCS02	Carbon emissions from Council operations reported as tCO2e equivalent	Targets updated - Emissions data takes up to 6 months to calculate, aiming for September each year for the previous year.
Customer Experience	Ben Terry / Judy Simpson	CX05	Number of tickets sold for co-promoted live shows at Watersmeet (incl. pantomime)	Targets updated - Adjusted following slightly improved actuals.

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CLIMATE CHANGE AND LEISURE COMMITTEE WORK PROGRAMME - 21/05/2025 - 19/05/2026
WORK PROGRAMME

No.	Items to be considered	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
1.	Budget Management Report P10 - CC&L	11 Mar 2026	This report covers this committees financial position over the Medium term (2025-2029) as at Period 10 (end of January)	Budget Management Report P10 - CC&L	Sally Riley, Finance Business Partner	
2.	Climate Emergency and Sustainability Action Plan Update	11 Mar 2026	Climate Emergency and Sustainability Action Plan Update report	Climate Emergency and Sustainability Action Plan Update	Elen Dolder, Climate Change, Sustainability and Recycling Officer	
3.	Prestwick Road Meadows Management Plan 2026-2036	11 Mar 2026	Prestwick Road Meadows Management Plan 2026-2036	Prestwick Road Meadows Management Plan 2026-2036	Kelly Barnard, Leisure Contracts and Landscape Officer	
4.	Pond Wood Management Plan 2026-36	11 Mar 2026	A new 10-year management plan for Pond Wood, South Oxhey	Pond Wood Management Plan 2026-36	Alex Laurie, Principal Trees and Woodlands Officer	

No.	Items to be considered	Date of Next Meeting	Purpose of the Report	How the work will be done	Responsible Officer	Outcome Expected
5.	Rickmansworth Aquadrome Programme	24 June 2026		Rickmansworth Aquadrome Programme	Emma Sheridan, Associate Director – Environment	
6.	Watersmeet Annual Review 2025/26	9 September 2026	A presentation on Watersmeet performance during 2025/26 financial year	Presentation	Ben Terry – Watersmeet General Manager Judy Simpson Marketing & Campaigns Manager	
Page 230	Service Plans	18 November 2026		Presentation and report	Rebecca Young - Head of Strategy and Partnerships	