



Leisure and Natural Infrastructure Service Delivery Plan 2025 – 2028

Introduction

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

Service Plans are monitored in the following ways:

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

Service Overview

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

The Trees & Woodlands team are responsible for delivering the statutory function of the service through the making and serving 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

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

Service purpose and core functions

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

Service purpose and core functions

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

Projects, Policies and Strategies

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

Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
<p>Provide responsive and responsible local leadership</p> <p>Support and enable sustainable communities</p> <p>Achieve net carbon zero and be climate resilient</p>	New Greenspace Strategy	Leisure Services Manager	New overarching Greenspace Strategy for parks, open spaces and woodlands.	March 2027	Environmental Protection, Legal, Finance, Communications, Friends of Groups, Parish/Community Councils, Councillors and local community groups.	Strategy production within existing resources.
<p>Provide responsive and responsible local leadership</p> <p>Achieve net carbon zero and be climate resilient</p>	Maple Lodge offsite BNG	Natural Infrastructure Programme Manager	To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory BNG.	November 2028 (to complete enhancements, additional 25 years management)	<p>Internal: Environmental Protection, Legal, Finance, Communications, Parish/Community Councils, Councillors</p> <p>External: Consultant Ecologist</p>	Funding secured through Maple Lodge S106 agreement.
<p>Support and enable sustainable communities</p>	Community and Leisure Capital Grants	Leisure Asset Manager	To enhance existing tennis courts at Scotsbridge and Baldwins Lane to improve the leisure experience for the local community.	March 2026	Environmental Protection, Finance, Communications, Councillors and local community groups.	Within existing agreed budgets

Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
LNI01	Tree Preservation Order Applications processed within 8 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI02	Conservation Area Notice Tree Works Applications processed within 6 weeks	New Performance Indicator	New Performance Indicator	100%	100%	100%
LNI03	Successfully established standard (<i>10-12cm girth / 2-3m height at time of planting</i>) trees planted by Three Rivers District Council after a 3-year period.	New Performance Indicator	New Performance Indicator	75%	80%	85%
LNI04	External Funding secured to support Leisure and Natural Infrastructure Projects and Activities.	New Performance Indicator	New Performance Indicator	£1,200,000	£1,300,000	£1,300,000
LNI05	Year on year increase in the area of land owned by Three Rivers District Council, being managed for biodiversity benefit.	New Performance Indicator	New Performance Indicator	436 ha	446 ha	456 ha
LNI06	Percentage of vulnerable participants who take part in leisure activities.	New Performance Indicator	New Performance Indicator	11%	12%	13%

Service Volumes

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

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
Enquiries from the public in relation to trees	300	300	Estimate based on total no. of enquiries received in 2023/24. No increase or decrease in enquires anticipated
Number of planning responses (including tree works applications)	600	600	Estimate based on total no. of tree applications and planning consultations received in 2023/24. No increase or decrease in applications or consultations anticipated
Number of attendances at Three Rivers District Council's leisure activities	13,131	13,500	
Number of trees planted	100	100	

Risk Management

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