



# STRATEGY & PARTNERSHIPS

## Service Delivery Plan

### 2026 – 2029

Service Area	Strategy and Partnerships	Directorate	Corporate, Customer and 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:

- 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

Strategy and Partnerships is part of the Corporate, Customer and Community Directorate and covers the following areas:

- Corporate support
- Emergency planning and health and safety
- Data protection
- Community development, equalities and health and wellbeing
- Community safety, safeguarding and anti-social behaviour
- Partnerships and Health and Wellbeing work for Three Rivers

A core aim of the Strategy and Partnership team is to collaborate with public, private, and voluntary sector organisations in the delivery of services and initiatives that promote the wellbeing and safety of residents within the community. The team carries out this role by ensuring that the council complies with its legislative duties including responsibilities on community planning and crime and disorder through Connecting Three Rivers.



## SERVICE OVERVIEW cont.

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

# BUDGET

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

# SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	<b>Corporate Services</b>
Healthy, safe and thriving communities	<ul style="list-style-type: none"> <li>• Building and improving community cohesion in Three Rivers through community development and working with partners.</li> </ul>
A well-run council	<ul style="list-style-type: none"> <li>• Lead the development, coordination, and facilitation of the Service Planning process.</li> <li>• Prepare and analyse annual and quarterly Performance Management reports.</li> <li>• Manage the major and minor projects process on behalf of the major projects board.</li> <li>• Ownership of the Council Plan which is our overarching strategy that shapes our priorities and actions.</li> <li>• Overview of emerging national policy and local government challenges.</li> <li>• Oversee the Policy and Strategy Register</li> <li>• Administrative support to the Chief executive, the Leader of the council and the senior leadership team.</li> <li>• The team are involved in Local Government Reorganisation (LGR), including associated workstreams and programme management activities and internal planning.</li> <li>• Provision of the Emergency Planning and Business Continuity services, as required by the Civil Contingencies Act 2004.</li> <li>• Reviewing and updating the strategic risk register and advising on risk management arrangements for all services.</li> <li>• Co-ordinating and responding to Subject Access Requests under the Data Protection Act 2018 and oversee the Freedom of Information requests working with Customer Experience under the Freedom of Information Act 2000.</li> <li>• Contract Management and Oversight of Health and Safety for the council.</li> </ul>

# SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	<b>Community Safety &amp; Safeguarding</b>
Healthy, safe and thriving communities	<ul style="list-style-type: none"> <li>• Facilitation of the Community Safety Partnership including Connecting Three Rivers (Community Safety Board), Community Safety Coordinating Group, Anti-Social Behaviour Action Group and Youth Action Panel.</li> <li>• Coordination of the delivery of the Community Safety Action Plan as well as fundraising and project development with partners when Police and Crime Commissioner Funds are available.</li> <li>• Working with the Police and other partners to address crime and anti-social behaviour. For example, through ASB Case work, ASB Case Reviews and enforcement action.</li> <li>• Coordination of Domestic Abuse and Violence against Women and Girls Forum and White Ribbon Accreditation.</li> <li>• Management of District Community Safety Partnerships CCTV infrastructure and contracts.</li> <li>• Oversight and Management of Service Level Agreements including PSCOs and the Community Support Service which offers support for people with complex mental health needs.</li> <li>• Develop initiatives or campaigns to tackle Hate Crime, Modern Slavery and Cuckooing.</li> <li>• Lead and champion work to delivery the Protect and Prevent Duty.</li> </ul>
A well-run council	<ul style="list-style-type: none"> <li>• Lead service for meeting the Council's obligations to safeguard children and vulnerable adults. Overseeing the Designated Safeguarding Leads and policy direction.</li> </ul>

# SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	<b>Community Partnerships &amp; Health</b>
Healthy, safe and thriving communities	<ul style="list-style-type: none"> <li>• Facilitating the Local Strategic Partnership (Connecting Three Rivers) including co-ordination of the Three Rivers Community Strategy.</li> <li>• Supporting people to embrace and maintain healthier lifestyles including; losing weight, taking more exercise, improving their diet, reducing social isolation or stopping smoking via the Healthy Hub.</li> <li>• Manage and monitor grant funding provided to local organisations through Service Level Agreements including Watford and Three Rivers Trust and Citizen Advice Service.</li> <li>• Providing support to voluntary sector groups to deliver activities and build resilience.</li> <li>• Working with the South West Herts Health &amp; Care Partnership and Herts and West Essex Integrated Care Board to develop health integration plans.</li> <li>• Supporting vulnerable people and communities through targeted work including co-ordination of the Council's response to the Cost of Living and coordination of associated funding.</li> <li>• Developing and overseeing the Equalities Forum, working to foster good relations, engage local community groups and build community cohesion.</li> <li>• Allocation of voluntary sector capital funding to infrastructure that promotes and supports the wider determinants of health and health inequalities.</li> </ul>
A prosperous and vibrant district	<ul style="list-style-type: none"> <li>• Securing funding for, promoting and allocating grants through the Connecting Three Rivers Fund to deliver partnership initiatives and the Community Strategy.</li> <li>• Support initiatives and work with the local Chamber of Commerce's through Connecting Three Rivers.</li> </ul>
A well-run council	<ul style="list-style-type: none"> <li>• Coordinating and delivering objectives of the Equality, Diversity and Inclusion Policy, and overseeing the Inclusion and Wellbeing Working Group.</li> </ul>



# 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	Review of the council's privacy notices and deliver review of data retention.	Data Protection and Resilience Manager	To review privacy notices and the Council's data retention within each service area.	December 2026	All Service Areas	N/A
Healthy, safe and thriving communities	Healthy Food Environments (if PHIP funding application is successful)	To create a Food Partnership and Food Plan across Three Rivers, Watford, Broxbourne and Stevenage to develop and deliver initiatives to cause positive long term behaviour change resulting from a healthier food environment	Dependent on funding outcome	March 2028	Environmental Health (commercial) WBC / BBC / SBC HCC	Additional revenue secured through grant funding. If application is unsuccessful the project will not be delivered
Healthy, safe and thriving communities	HS2 funded expansion of Healthy Hub (if funding application is successful)	Increasing hub provision across the district, and absorbing the coordination, promotion and pop-up delivery function from other officers.	Dependent on funding outcome	March 2028	TBC	Additional revenue secured through grant funding. If application is unsuccessful the expansion will not be delivered

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Healthy, safe and thriving communities	Real Love Rocks	<p>Real Love Rocks seeks to raise awareness of the different types of abuse and exploitation that children and young people experience.</p> <p>This project is reliant on 70% of schools signing up to the project (20 out of a possible 29 schools).</p>	Commencement Date February 2026		Real Love Rocks	

# POLICIES AND STRATEGIES

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal Date	Additional comments
Policy	Health and Safety Policy	Existing	June 2026	N/A
Policy	Equality, Diversity and Inclusion Policy	Existing	July 2026	N/A
Strategy	Risk Management Strategy	Existing	September 2026	N/A
Policy	Safeguarding Children, Young People and Adults At Risk Policy	Existing	December 2026	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	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target
SP01	Number of ASB Case Reviews Received	4	5	10	10	15
SP02	Number of Legislative Enforcement Actions taken for ASB	1	12 (3 per quarter)	12 (3 per quarter)	12 (3 per quarter)	12 (3 per quarter)
SP03	Number of incidences of support provided by the Healthy Hub	726	450	800	850	900
SP04	Percentage of FOI and EIR requests responded to within timeframe (20 working days)	99.6%	100%	100%	100%	100%
SP05	Percentage of SAR requests responded to within timeframe (30 days)	N/A	100%	100%	100%	100%
SP06	Number of partnership initiatives held	N/A	36	36	40	40

# 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
Number of open ASB Cases	70	90	The team are working in partnership with Housing Providers dealing with more complex cases including those with mental health, drug, alcohol, and domestic abuse behaviours.
Citizens Advice: Number of clients supported	8000	8500	The number of clients supported was more than projected for 23/24. Cases are very complex with multiple problems and therefore often return for further support. The cost-of-living crisis is affecting this.
Citizens Advice: Number of clients assisted with debt, Amount of debt written off Average amount per client of any debts written off	2000 £450,000 £14,000	2500 £450,000 £15,000	Cost of living has significantly impacted on the type and levels of debt residents are experiencing.

# RISK MANAGEMENT

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