

Recommendation	Detail	Actions	Owner	Start Date	Completion Date
1. Create space to continue to support officer-councillor relationships	Supporting all councillors to take up co-designed training and pre-meeting briefings. This will further enhance the community leadership role and passion for place exhibited by all members.	Continue to offer pre-committee briefings to Councillors with officers to discuss reports and enhance community leadership.	Committee & Electoral Services Manager	Jun-26	Ongoing
		Training will be co-designed and developed for staff and Councillors on roles, responsibilities and effective relationships.	Associate Director, Corporate, Customer & Community Head of Communications, Customer & Culture	Jul-26	Sep-26
2. Strengthen the place narrative of Three Rivers	Building a vision for inclusive growth across the district. Consider how TRDC intend to maximise opportunities to deliver for all communities, both now and after LGR.	Deliver key regeneration projects, from investment in the Housing Joint Venture Company, Local Authority Housing Fund and high-street enhancements, to strengthen local identity, support inclusive economic growth, and increase opportunities for residents. Working with Hertfordshire County Council to bring forward development of HCC/TRDC sites.	Head of Property & Major Projects	Apr-26	Mar-28
		Deliver a final 'Civic Awards' event that celebrates local achievements, showcases the Three Rivers story, and fosters a sense of shared pride before becoming unitary.	Corporate Services Manager - leading Communications and Engagement Officer Committee & Electoral Services Manager	Jun-26	Summer 2027
		To strengthen and align strategic partnerships across Three Rivers, we will ensure that the Connecting Three Rivers is incorporated within our Council delivery plan and improve communication about partnership activity across the council.	Head of Leisure and Natural Infrastructure Head of Strategy and Partnerships	Jul-26	Ongoing

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3. Establish a clear LGR preparedness programme	Create a clear LGR preparedness programme for Three Rivers to ensure the best possible outcomes for the residents of the district and a smooth organisational transition. This should include bringing the preferred unitary proposal to life prior to any decision and planned spending in Three Rivers for lasting legacy impact.	Embed strong governance through the Major Projects Board and deliver a coordinated communications plan that highlights the impact and legacy of Three Rivers' major projects, reinforcing the council's credibility and preparedness for LGR.	Associate Director, Corporate, Customer & Community Director of Finance	Jun-26	Mar-28
		Oversee a regular working group and officer involvement in the Hertfordshire LGR Programme and workstreams to build the new unitary authorities.	Chief Executive	Apr-26	Mar-28
		Develop a resilient and future-ready workforce through targeted training opportunities, LGR Champions, internal communications on change and capacity planning that positions the organisation to deliver effectively and adapt to LGR change.	SLT - leading Head of Strategy and Partnerships Head of Communications, Customer & Culture	Apr-26	Mar-28
4. Ensure organisational capacity and resilience in key areas	Enhance organisational capacity and resilience to enable you to deal with current business as usual AND transition into the new unitary authority, with a particular focus on key areas such as legal, planning, HR and governance.	Funding for additional capacity in the run up to LGR was built into the 2026 Budget. Review and utilise this funding to resource and support the LGR programme internally. Capacity across services will be considered on a regular basis. Service areas with known capacity issues are regularly considered and additional funding put in where necessary.	SLT	Apr-26	Ongoing
5. Produce a single annual delivery plan and secure critical deliverables	Produce a clear delivery plan from your current strategic frameworks in order to accurately define key resource requirements, actions, deliverables and timescales, which will support the successful delivery of outcomes for Three Rivers and its partners as LGR approaches.	Develop a Council Plan Delivery Plan. Utilise the performance management framework, KPIs and service planning process to ensure oversight and delivery.	Head of Strategy and Partnerships	Jul-26	Mar-27

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<p>6. Further consider how you are able to successfully submit your Local Plan to the Secretary of State by December 2026</p>	<p>This will require scenario planning in relation to the possible outcomes.</p>	<p>The council has received a direction which clearly sets out that Regulation 19 consultation must commence prior to the end of July and submission of the Local Plan for examination must be prior to the end of November. The evidence base supporting the Local Plan is being updated in order to accommodate the additional sites. The Local Plan Regulation 19 Publication documents will then be updated accordingly. The council is providing monthly updates to MHCLG to ensure it is able to meet the timeline set out by the Minister.</p>	<p>Director of Finance Head of Planning Policy and Conservation</p>	<p>Jul-26</p>	<p>Nov-26</p>
<p>7. Sustain motivation and momentum throughout LGR</p>	<p>Sustain the motivation and momentum that has led TRDC to become a financially stable, well regarded, and effective district council. Don't take your foot off the gas!</p>	<p>Provide regular wellbeing sessions and staff social events to support a positive, connected workforce. Strengthen staff recognition through consistent celebration of achievements and contributions.</p>	<p>Head of Strategy and Partnerships Head of Communications, Customer & Culture</p>	<p>Apr-26</p>	<p>Ongoing</p>