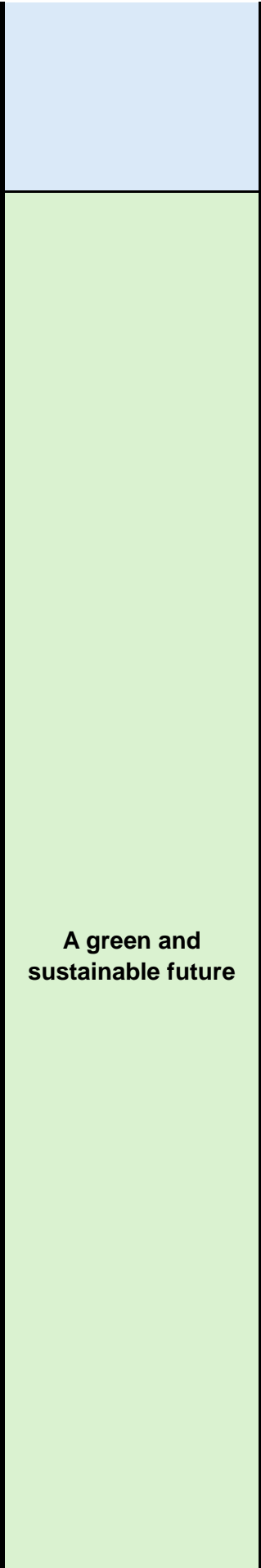
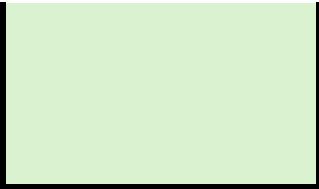


**Council Plan Theme**

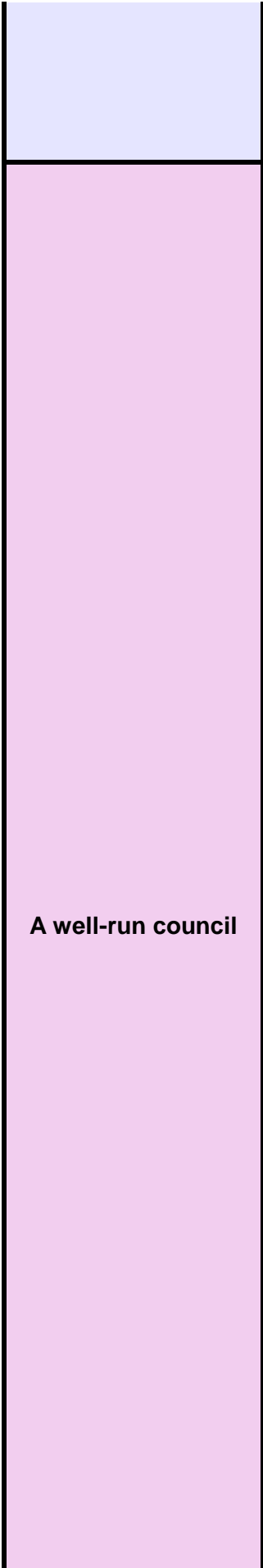
**Healthy, safe and thriving communities**



**A green and  
sustainable future**



**A prosperous and  
vibrant district**



**A well-run council**



<b>Aims</b>
Improve access for all ages to health facilities, leisure services and community spaces.
Improve access for all ages to health facilities, leisure services and community spaces.
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Work with developers and housing providers to help increase affordable housing within the district.
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Work with developers and housing providers to help increase affordable housing within the district.
Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district
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Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district
Support planning applications that aim to deliver thriving communities and a healthier environment.
Support planning applications that aim to deliver thriving communities and a healthier environment.
Work with the voluntary sector to support positive outcomes for vulnerable residents.
Work with the voluntary sector to support positive outcomes for vulnerable residents.
Work with the voluntary sector to support positive outcomes for vulnerable residents.
Actively pursue grant opportunities to fund our major projects and services.
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Actively pursue grant opportunities to fund our major projects and services.
Continue to prevent homelessness in the district.

Continue to prevent homelessness in the district.

Continue to prevent homelessness in the district.

Finalise a local plan that delivers on our statutory responsibilities and the priorities of our residents.

Maintain our performance as a top recycling authority in UK

Maintain our performance as a top recycling authority in England.

Maintain our performance as a top recycling authority in England.

Continue to invest in and improve our parks, open spaces and walking routes.

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Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.

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Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.

Work on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.

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Encourage sustainable transport initiatives and greener vehicle options.

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Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.

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Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.

Attract and retain economic investment in the district.

Attract and retain economic investment in the district.

Continue to build and nourish the council's partnerships with local businesses.

Continue to build and nourish the council's partnerships with local businesses.

Continue to build and nourish the council's partnerships with local businesses.

Encourage and facilitate external investment into our high streets and shopping areas.

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Celebrate and invest in local culture, art and heritage.

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Continue to encourage equal access to council services for all residents.

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Continue to encourage equal access to council services for all residents.

Promote inclusive communities and resident participation.

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Collaborate with partners to advance shared economic, environmental, and community goals.

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Ensure the delivery of good quality, efficient and effective services for our residents.
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Ensure the delivery of good quality, efficient and effective services for our residents.
Maintain a balanced and transparent budget that upholds the council's secure financial position.
Maintain a balanced and transparent budget that upholds the council's secure financial position.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.
Guarantee value for money in all council activities.
Guarantee value for money in all council activities.
Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.
Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.
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Explore the use of existing and developing technology to improve efficiency across the organisation.
Explore the use of existing and developing technology to improve efficiency across the organisation.
Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.
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Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.

<b>Action</b>
Managing parks and open spaces by delivering the new Green Space Strategy
Enhance existing tennis courts to improve leisure experience for residents
Delivery of Healthy Hub provision at four locations across Three Rivers as well as pop up hubs
Secure developer contributions through the planning process in accordance with relevant legislation and policy
Delivery of active travel and other transport schemes (inc LCWIP)
Delivery of Health and Wellbeing Initiatives and development of partnerships
Implementation of relevant Local Plan policies for new development including requirement for affordable housing contributions, public open space and leisure policies, consideration of sustainable forms of development including sustainable transport
Work in partnership with Registered Providers to agree nomination rights on all new developments containing an affordable housing provision
Complete annual review on council's housing register and TA placements to ensure that correct property sizes are allocated by developers
Deliver initiatives through the Community Safety Partnership including Safer Streets, Cuckooing and Hate Crime Awareness
We will use a whole system approach by working with partners to jointly target ASB through, ASBAG, ASB Case Reviews and YAP
Focus on Prevention of Violence Against Women and Girls (VAWG) and domestic abuse (White Ribbon Accreditation)
Promoting net carbon zero and the Councils' Climate Agenda at an early stage in pre-application discussions
Implementation of national planning policies and Local Plan policies for renewable energy/energy efficiency
Manage and monitor Community and Voluntary Sector Grants
Developing and overseeing the Equalities Forum
Boost awareness of Pension Credit to reduce pensioner poverty by Collaborating with Citizens Advice to increase take-up to mitigate the cost of living crisis
Submit the Delivery Phase Funding Application to the National Lottery Heritage Fund for the Rickmansworth Aquadrome Programme.
Apply for Crisis Resilience Funding from Hertfordshire County Council to enhance or develop resilience services within Three Rivers
Identify opportunities to fund sustainable transport schemes in partnership with external stakeholders
Continue to support vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the council's Housing Service

Successful implementation of the required legislative changes following the introduction of the Renters Rights Act
Continue to maintain our green RAG rating on the H-CLIC performance dashboard issued by MHCLG
Following direction from government to add more sites to Local Plan, supporting evidence is being updated. Regulation 19 consultation will commence in July 2026 and the plan will be submitted to the Planning Inspectorate in November 2026. Examination is expected early next year with adoption of the plan expected spring/summer 2027
Redevelopment of satellite depot at Furtherfield
Procurement of new MRF contract to secure the disposal route for the districts household and commercial recycling waste
Procurement of new fleet maintenance contract
Through the new Green Space Strategy outline how sustainable travel will be implemented across the Council's green estate, including opportunities to upgrade routes, subject to securing external funding
Glade Bridge Replacement - to replace the existing glade bridge, which is reaching end of life, with associated biodiversity enhancements
The Aquadrome Programme will deliver a suite of improved and sustainable routes for active travel, including the Woodland Walk, hydrological enhancements and an activity programme that will encourage active travel
Delivery of the LCWIP priority walking routes
Undertake enforcement action in relation to fly-tipping and other environmental offenses
Investigate walking and cycling improvements across the district
To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory Biodiversity Net Gain
Delivering a programme of tree planting initiatives and implement a robust monitoring regime
Through the Aquadrome Programme, enhancing, restoring and sustaining the unique habitats of the site
Undertake a feasibility study to determine the viability of heat network using the waste heat from the Abbots Langley data centre
Deliver grant funding to eligible residents to retrofit their homes
Encourage and support self funding homeowners to retrofit their property
Continue to work with Hertfordshire County Council on delivering the Local Electric Vehicle Infrastructure (LEVI) fund
Monitor the expansion of the Beryl Bike hire scheme and review plans for further expansion
Continue to review the council's Green Travel Plan and encouragement of sustainable travel initiatives
Move all election staff role confirmations and appointments to a fully digital system, removing the need for sending multiple letters
Install solar panels on SOLC and TRH and Batchworth depot investigate other viable net zero projects for council buildings and car parks

Support the delivery of the Hertfordshire Retrofit Strategy as a member of the Hertfordshire Retrofit Partnership
Create an Energy Plan with associated targets and actions and support the development of Regional Energy Strategic Plans and informing infrastructure upgrades
Ensure that all Council owned properties are used efficiently to attract and retain businesses
Planning and Licensing pre application process offered to prospective applicants to support business opportunities within the district
Support initiatives and work with the Chamber of Commerce through Connecting Three Rivers
Continue to provide grants for solar installations for businesses
Continue to provide an annual careers fair in partnership with WBC and Herts Futures to encourage career opportunities with local businesses
Implementation of a Parking Management Programme designed to manage parking demand, balancing the need to encourage turnover for visitors while accommodating longer-term parking for businesses, residents, and visitors
Solar grants from TRDC and air source heat pump grants are available to high street businesses. These are promoted through social media and the business newsletter
Continue to review wayfinding (signage) around town centre locations
Rickmansworth conservation area appraisal
Supporting local community and amateur theatre groups by offering reduced rate packages for multi day highers
Provide film hire opportunities for local and national film organisations within Three Rivers
Delivery of Artistmeet, providing 4 showcase opportunities for local, aspiring artists
Support local providers of holiday activities for children, by working in partnership to deliver the Three Rivers ACE (Accessible Childcare for Everyone)
Service signposting and regular attendance at the Healthy Hubs by the council's Customer Service Representatives to widen accessibility for residents
Continue to maintain an above sector average accessibility tool on the council's website that remains disability compliant
Assist council departments by offering residents and businesses a clear, single point of contact for enquiries
Implement the outcomes from the Aquadrome Accessibility Audit to provide opportunities for all - from physical disabilities to those with sensory or medical needs
Maintain and develop the Inclusion and Wellbeing Working Group to achieve the council's Equality Objectives
Proactively deliver a programme of community co-design opportunities as outlined in the Three Rivers Play Space Strategy
Commitment to engage with our communities on new schemes, projects and policies utilising the Have Your Say platform
Inspire businesses to adopt renewable energy and EV infrastructure through encouragement and grant offers, thus improving business resilience through reduced energy costs

Collaborate with local businesses to understand their needs and how the council can support their growth
Secure funding for promoting and allocating grants through the Connecting Three Rivers Fund to deliver partnership initiatives and the Community Strategy
Monitor and deliver the Corporate Peer Challenge Action Plan
Provide financial support to residents on low incomes by running a take-up campaign to promote the Council Tax Reduction Scheme
Ensure call wait times are kept to a minimum, not exceeding 10 minutes, improving experience for those who can only use phone contact
Adopt the updated Customer Experience Strategy and monitor outcomes
Governance and allocation of CIL spend to ensure the money is well spent
To complete the review of the constitution to ensure it is up to date and delegations and procedures are in line with current practices.
Review and maintain the council's policy and procedure on RIPA
Review the annual canvass procedure
Produce an annual Medium Term Financial Plan (MTFP)
Ensure budget monitoring reports are presented to the relevant Committee within agreed timeline to enable robust scrutiny
Prepare and analyse annual and quarterly Performance Management reports to monitor performance over time and against target
Oversee the major and minor project reporting process, including management of the major projects board
Lead and coordinate the Connecting Three Rivers Board (including the Community Safety Board) and develop and progress actions to achieve the Community Strategy
Ensure minutes and decisions post committee and Full Council are circulated within the agreed timeframe
Implement a new procurement strategy
Finance colleagues to guide and oversee robust budget monitoring process in collaboration with Heads of Service
Develop a regular podcast series highlighting the council's work across all service areas, for internal and external use
Empower residents to have their say through the delivery of the annual residents survey
Providing the council's elected and corporate leadership with communications support for external platforms to reach a diverse audience across the district and further afield
To develop a chatbot function on the main website to reduce the number of calls and emails to customer services at TRDC
Exploration of greater integration with the Finance system to provide live rent accounting
Proactively manage and maintain the Council's Tree Stock
Ensuring the Council's woodlands have up to date, and deliverable Management Plans

Complete garage, car park, footpath and road refurbishment in accordance with the works programme
Undertake an investment Property review

<b>Owner</b>	<b>Start date</b>	<b>Completion date</b>
Leisure and Natural Infrastructure	Apr-25	Mar-27
Leisure and Natural Infrastructure	Apr-24	Mar-27
Strategy & Partnerships	Apr-26	Mar-27
Regulatory Services	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Housing & Residential Services	Ongoing	Ongoing
Housing & Residential Services	Apr-26	Mar-27
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Revenues and Benefits	May-26	Dec-26
Leisure and Natural Infrastructure	Apr-26	Mar-27
Strategy & Partnerships	Apr-26	Mar-28
Regulatory Services	Ongoing	Ongoing
Housing & Residential Services	Ongoing	Ongoing

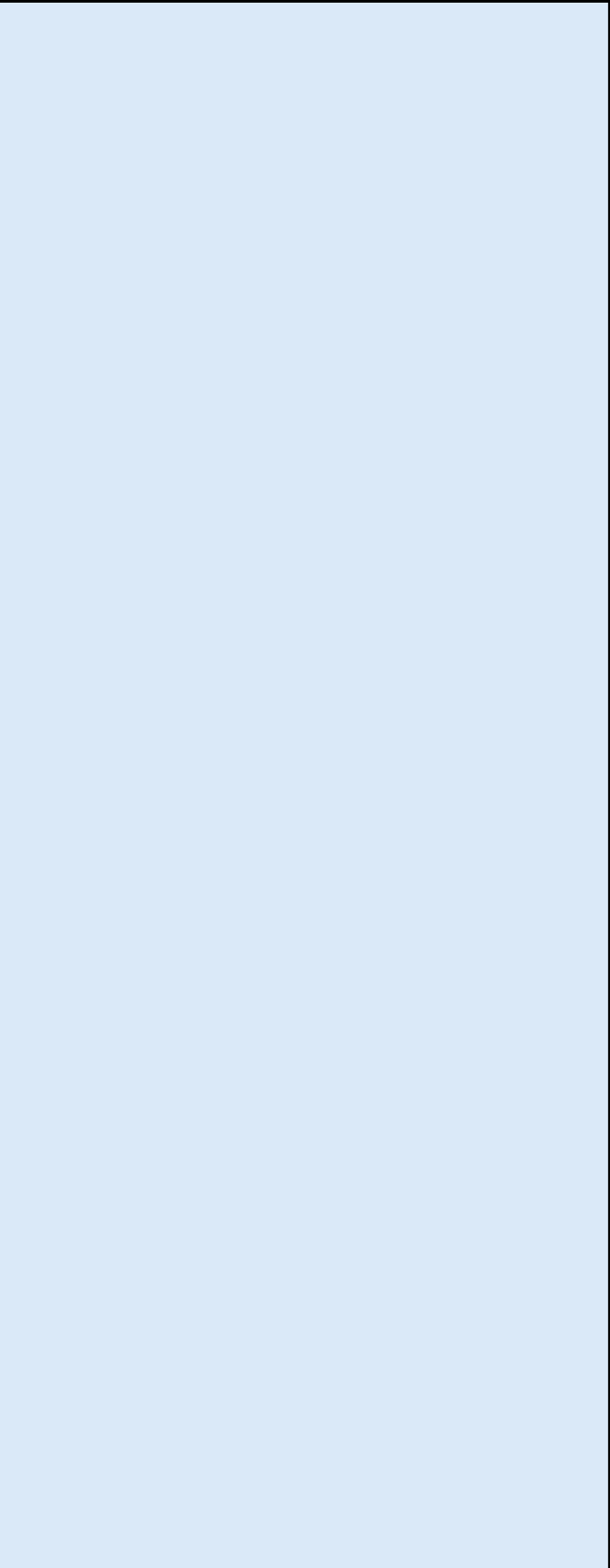
Housing & Residential Services	May-26	Mar-29
Housing & Residential Services	Ongoing	Ongoing
Planning Policy & Conservation	Jul-17	Jun-27
Waste & Environment	Feb-26	Mar-28
Waste & Environment	Mar-25	Feb-27
Waste & Environment	Dec-25	Jul-26
Leisure and Natural Infrastructure	Apr-25	Mar-27
Leisure and Natural Infrastructure	Jul-25	Jun-27
Leisure and Natural Infrastructure	Apr-27	Mar-30
Regulatory Services	Ongoing	Ongoing
Waste & Environment	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-24	Nov-28
Leisure and Natural Infrastructure	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-27	Mar-30
Climate Change & Sustainability	Mar-26	Mar-27
Climate Change & Sustainability	May-25	Mar-28
Climate Change & Sustainability	Jan-26	Mar-29
Regulatory Services	Ongoing	Ongoing
Regulatory Services	Apr-25	Apr-27
Regulatory Services	Ongoing	Ongoing
Legal, Elections & Democratic Services	Mar-26	Jun-26
Climate Change & Sustainability	Jan-26	Mar-29

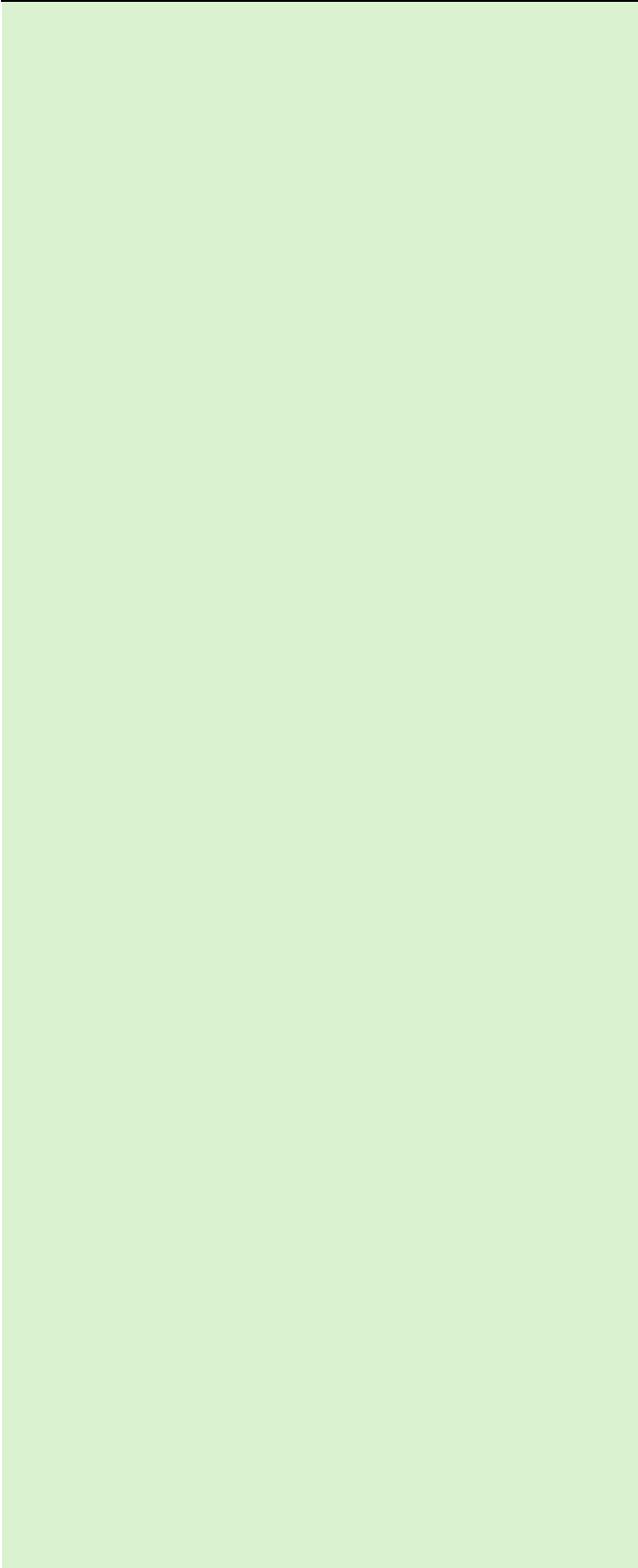
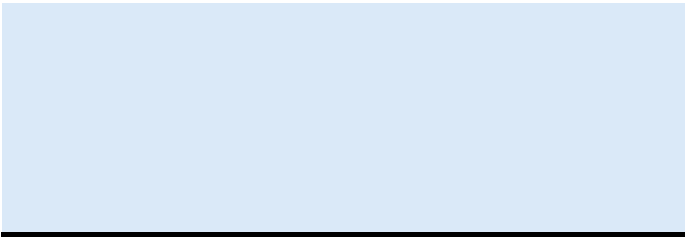
Climate Change & Sustainability	May-25	Mar-29
Climate Change & Sustainability	Jan-25	Oct-27
Property Services & Major Projects	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Climate Change & Sustainability	Mar-26	Mar-28
Climate Change & Sustainability	Ongoing	Ongoing
Regulatory Services	Ongoing	Ongoing
Climate Change & Sustainability	Mar-26	Mar-28
Regulatory Services	Ongoing	Ongoing
Planning Policy & Conservation	Mar-26	Dec-26
Communications, Customer & Culture	Ongoing	Ongoing
Leisure and Natural Infrastructure	Ongoing	Ongoing
Leisure and Natural Infrastructure	Ongoing	Ongoing
Leisure and Natural Infrastructure	Ongoing	Ongoing
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-27	Mar-30
Strategy & Partnerships	Ongoing	Ongoing
Leisure and Natural Infrastructure	Apr-25	Mar-30
All service areas	Ongoing	Ongoing
Climate Change & Sustainability	Ongoing	Ongoing

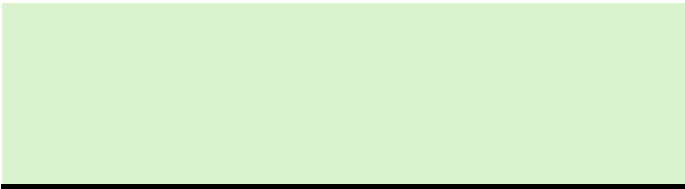
Property Services & Major Projects	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Jul-26	Dec-26
Revenues and Benefits	May-26	Dec-26
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Apr-26	Mar-29
Regulatory Services	Ongoing	Ongoing
Legal, Elections & Democratic Services	Ongoing	Ongoing
Legal, Elections & Democratic Services	Jun-26	Dec-26
Legal, Elections & Democratic Services	Jun-26	Jun-27
Finance	Ongoing	Ongoing
Finance	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Strategy & Partnerships	Ongoing	Ongoing
Legal, Elections & Democratic Services	Ongoing	Ongoing
Finance	Apr-26	Nov-26
Finance	Ongoing	Ongoing
Communications, Customer & Culture	Apr-26	Nov-26
Communications, Customer & Culture	Oct-26	Dec-26
Communications, Customer & Culture	Ongoing	Ongoing
Communications, Customer & Culture	Apr-26	Dec-26
Property Services & Major Projects	Apr-26	Mar-27
Leisure and Natural Infrastructure	Apr-26	Mar-27
Leisure and Natural Infrastructure	Ongoing	Ongoing

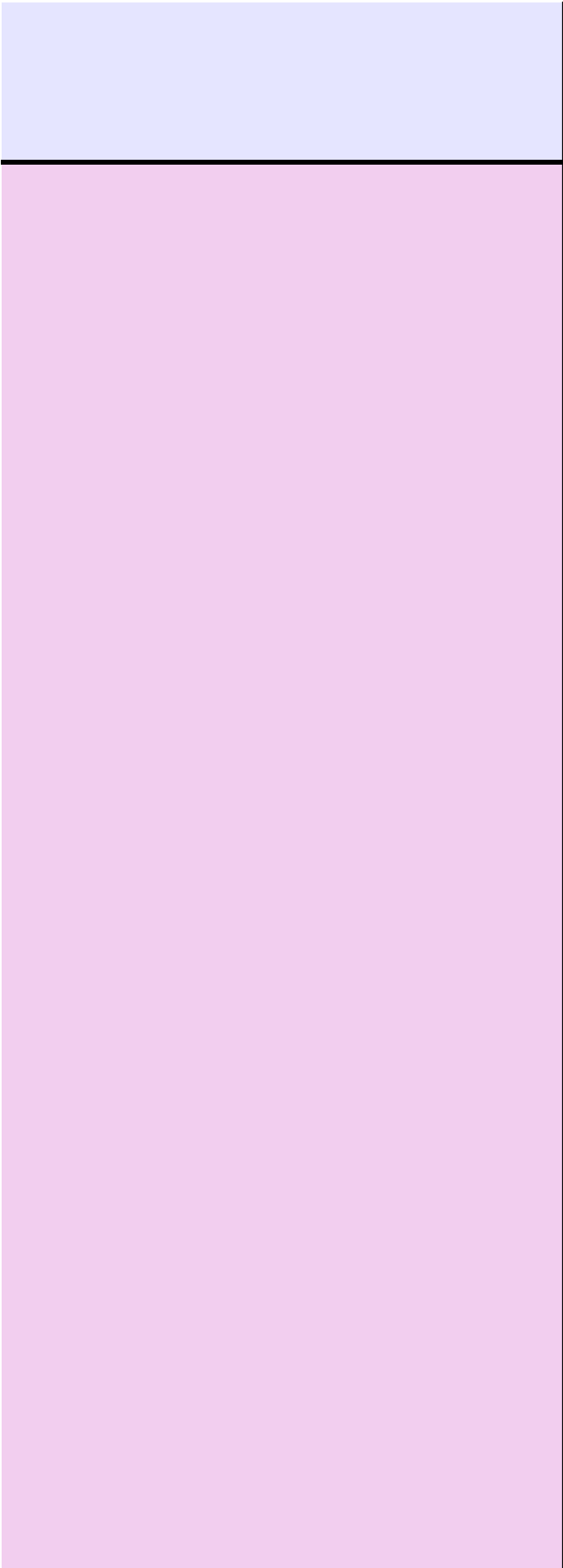
Property Services & Major Porjects	Apr-26	Mar-27
Property Services & Major Porjects	Apr-26	Sep-26

**Progress update Half Year 2026-27**











Progress update Full Year 2026-27	RAG status

