

LEISURE & NATURAL INFRASTRUCTURE
Service Delivery Plan
2027 – 2030

THREE RIVERS DISTRICT COUNCIL

Service Area	Leisure and Natural Infrastructure	Directorate	Environment

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 PDRs and Council Plan Delivery Plan mid-year review.

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, along with monitoring and responding to trends in the sector. 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.

THREE RIVERS DISTRICT COUNCIL

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
	Leisure Services
Healthy, safe and thriving communities	• 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 and cultural 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.
A green and sustainable future	• 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	• 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 support to local sport clubs and cultural organisations to develop and expand their offering to the community, through collaborative working and sharing funding advice and guidance. • Provides a process for film organisations to apply to film within Council owned parks and open spaces.
A well-run council	• 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	• 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.
A green and sustainable future	• 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	• 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	• 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 as 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	• 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	• 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	• Providing opportunities for local contractors and consultants to bid for TRDC tree and woodland management works.
A well-run council	• 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

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 A green and sustainable future A prosperous and vibrant district A well-run council	Delivery of the Rickmansworth Aquadrome Programme	To deliver the Rickmansworth Aquadrome Management Plan, which includes - Creating a biodiverse and sustainable environment, welcoming for all, a friendly site community and a high quality Local Nature Reserve.	October 2022	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.
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.

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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 2027	Environmental Services, Finance, Communications, Legal, 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	December 2027	Environmental Services, Finance, Legal, Communications, Councillors and local community groups.	External funding to be applied for
Healthy, safe and thriving communities A green and sustainable future A prosperous and vibrant district	Parks and Heritage Improvement Projects	To enhance district owned and maintained parks and open spaces, in particular heritage features and those improving health and wellbeing.	September 2026	March 2028	Environmental Services, Finance, Communications, Legal, 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 2027/28 financial year

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
Strategy	Tree Strategy	Existing	December 2027	

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	2025/26 Actual	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target
LNI01	Tree Preservation Order Applications processed within 8 weeks		100%	100%	100%	100%
LNI02	Conservation Area Notice Tree Works Applications processed within 6 weeks		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.		85%	85%	85%	85%
LNI04	External Funding secured to support Leisure and Natural Infrastructure Projects and Activities.	£1,071,464	£1,300,000	£2,000,000	£2,000,000	£1,000,000
LNI05	Year on year increase in the area of land owned by Three Rivers District Council, being managed for biodiversity benefit.		456	457	458	459
LNI06	Percentage of vulnerable participants who take part in leisure activities.	Qtr 1 35% Qtr 2 40% Qtr 3 41% Qtr 4 56%	Qtr 1 25% Qtr 2 30% Qtr 3 20% Qtr 4 20%	Qtr 1 25% Qtr 2 35% Qtr 3 35% Qtr 4 25%	Qtr 1 25% Qtr 2 35% Qtr 3 35% Qtr 4 25%	Qtr 1 25% Qtr 2 35% Qtr 3 35% Qtr 4 25%

SERVICE VOLUMES

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

Description	Projected annual volume for 2027/2028	Estimated annual volume for 2028/29	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 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 2024/25. No increase or decrease in applications or consultations anticipated
Number of attendances at Three Rivers District Council's leisure activities	7630	8000	Previous figures included Back to Netball, Junior Netball and Netball Now which we now do not deliver.
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.