Council Plan Delivery Plan Half Year Update

Council Plan Theme	Aims	Action	Owner	Start date	Completion date	Progress update Half Year 2026-27	RAG status
Healthy, safe and thriving communities	Improve access for all ages to health facilities, leisure services and community spaces.	Managing parks and open spaces by delivering the new Green Space Strategy	Leisure and Natural Infrastructure	Apr-25	Mar-27	This document is on track and due for its final round of public consultation. It will then be presented to the Climate Change and Leisure Committee and the Policy and Resources Committee in early 2027.	
	Improve access for all ages to health facilities, leisure services and community spaces.	Enhance existing tennis courts to improve leisure experience for residents	Leisure and Natural Infrastructure	Apr-24	Mar-27	3 new pickleball courts have been installed at Eastbury Recreation Ground. Baldwins Lane and Scotsbridge Tennis Courts have been refurbished.	
	Improve access for all ages to health facilities, leisure services and community spaces.	Delivery of Healthy Hub provision at four locations across Three Rivers as well as pop up hubs	Strategy & Partnerships	Apr-26	Mar-27	Healthy Hub has continued across the four locations in Three Rivers. Expansion is underway to delivery an additional two healthy hub locations in Maple Cross and Mill End following successfully securing funding from HS2 and DWP/HCC	
	Improve access for all ages to health facilities, leisure services and community spaces.	Secure developer contributions through the planning process in accordance with relevant legislation and policy	Regulatory Services	Ongoing	Ongoing	Appropriate contributions continue to be secured through S106 and CIL. Recent appeal schemes have had some contributions contested.	
	Improve access for all ages to health facilities, leisure services and community spaces.	Delivery of active travel and other transport schemes (inc LCWIP)	Regulatory Services	Ongoing	Ongoing	Ongoing schemes including High Elms Lane, Ebury Way and Beryl Bikes	
	Improve access for all ages to health facilities, leisure services and community spaces.	Delivery of Health and Wellbeing Iniatives and development of partnerships	Strategy & Partnerships	Ongoing	Ongoing	Roll out of health and wellbeing events through grant funding. Recruitment of new Community Resilience Officer to provide healthy hub and cost of living support to resident in Mill End and Maple Cross	
	Work with developers and housing providers to help increase affordable housing within the district.	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	Regulatory Services	Ongoing	Ongoing	Current status of Local Plan has limited recent housing delivery. Officer's continue to assess planning applications in accordance with relevant policies.	
	Work with developers and housing providers to help increase affordable housing within the district.	Work in partnership with Registered Providers to agree nomination rights on all new developments containing an affordable housing provision	Housing & Residential Services	Ongoing	Ongoing	Two Nomination Agreements agreed with Regsitered Providers in Q1/2 for two developments delivering afforable housing in the district	
	Work with developers and housing providers to help increase affordable housing within the district.	Complete annual review on council's housing register and TA placements to ensure that correct property sizes are allocated by developers	Housing & Residential Services	Apr-26	Mar-27	Annual Review completed in June 2026	
	Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district	Deliver initiatives through the Community Safety Partnership including Safer Streets, Cuckooing and Hate Crime Awareness	Strategy & Partnerships	Ongoing	Ongoing	VAWG initiatve underway and bidding for new high street CCTV via OPCC and 2x Safer Streets initiatives delivered	
	Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district	We will use a whole system approach by working with partners to jointly target ASB through, ASBAG, ASB Case Reviews and YAP	Strategy & Partnerships	Ongoing	Ongoing	Continuous successful multi-agency management of complex ASB cases and location-based hotspots identified and managed	
	Work with our partners in the Community Safety Partnership (CSP) to maintain a low crime, low antisocial behaviour district	Focus on Prevention of Violence Against Women and Girls (VAWG) and domestic abuse (White Ribbon Accreditation)	Strategy & Partnerships	Ongoing	Ongoing	Reapplied for White Ribbon following succesful 3 years of delivery. Leading the Domestic Abuse Forum taking place quaterly. Undertaking intiatives relating to VAWG by way of 'the whose taking you home' campaign and Christmas 24 days of communtty safety campaign	
	Support planning applications that aim to deliver thriving communities and a healthier environment.	Promoting net carbon zero and the Councils' Climate Agenda at an early stage in pre-application discussions	Regulatory Services	Ongoing	Ongoing	Pre-application advice flags the need to comply with local and national planning policies	
	Support planning applications that aim to deliver thriving communities and a healthier environment.	Implementation of national planning policies and Local Plan policies for renewable energy/energy efficiency	Regulatory Services	Ongoing	Ongoing	Planning applications are being determined based on current local and national policies	
	Work with the voluntary sector to support positive outcomes for vulnerable residents.	Manage and monitor Community and Voluntary Sector Grants	Strategy & Partnerships	Ongoing	Ongoing	All funding agreements signed and delivery underway. Regular monitoring meetings taking place. Three Rivers delivering the Dementia Free objectives with HCC and awareness training being offerd to all staff to equip them with managing those with dementia	
	Work with the voluntary sector to support positive outcomes for vulnerable residents.	Developing and overseeing the Equalities Forum	Strategy & Partnerships	Ongoing	Ongoing	Equalities Forum planned for October 2026 with a focus on Domestic Abuse and Community Tensions. Working with County and local Police on community tensions and actions to combat and improve those.	
	Work with the voluntary sector to support positive outcomes for vulnerable residents.	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	Revenues and Benefits	May-26	Dec-26	The Council continue to promote Pension Credit to and signpost customers in cases where we have identified a need.	
	Actively pursue grant opportunities to fund our major projects and services.	Submit the Delivery Phase Funding Application to the National Lottery Heritage Fund for the Rickmansworth Aquadrome Programme.	Leisure and Natural Infrastructure	Apr-26	Mar-27	This is on track with the application due to be submitted by 12 November 2026.	

	Actively pursue grant opportunities to fund our major projects and services.	Apply for Crisis Resilience Funding from Hertfordshire County Council to enhance or develop resilience services within Three Rivers	Strategy & Partnerships	Apr-26	Mar-28	Crisis Resilense funding awarded. Health Hub in Maple Cross open and worker started in September to support residents with cost of living advice.	
	Actively pursue grant opportunities to fund our major projects and services.	Identify opportunities to fund sustainable transport schemes in partnership with external stakeholders	Regulatory Services	Ongoing	Ongoing	The Transport and Parking Team continue to explore different funding models for delivery, in 2026 we are working on schemes using CIL, S106 as well as our own budgets.	
	Continue to prevent homelessness in the district.	Continue to support vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the council's Housing Service	Housing & Residential Services	Ongoing	Ongoing	Continued support via the council's Domestic Abuse Caseworker.	
	Continue to prevent homelessness in the district.	Successful implementation of the required legislative changes following the introduction of the Renters Rights Act	Housing & Residential Services	May-26	Mar-29	On target. The council has adopted a Civil Penalty Notice Policy and Private Sector Housing Enfrocment Policy that align with the requirements listed within legislation	
	Continue to prevent homelessness in the district.	Continue to maintain our green RAG rating on the H-CLIC performance dashboard issued by MHCLG	Housing & Residential Services	Ongoing	Ongoing	36% of all homeless applications to the council were prevented in Q1.	
	Finalise a local plan that delivers on our statutory responsibilities and the priorities of our residents.	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	Planning Policy & Conservation	Jul-17	Sep-27	Regulation 19 consultation completed in September, working towards end of November submission.	
	Maintain our performance as a top recycling authority in UK	Redevelopment of satellite depot at Furtherfield	Property/Waste & Environment	Feb-26	Mar-28	Detailed works have been undertaken, which include an on-site transport assessment, to ensure the industrial use of the site can be safely used alongside a satellite vehicle depot for TRDC Waste & Environment vehicles	
	Maintain our performance as a top recycling authority in England.	Procurement of new MRF contract to secure the disposal route for the districts household and commercial recycling waste	Waste & Environment	Mar-25	Feb-27	Final contract being prepared	
	Maintain our performance as a top recycling authority in England.	Procurement of new fleet maintenance contract	Waste & Environment	Dec-25	Jul-26	Complete and operational	
	Continue to invest in and improve our parks, open spaces and walking routes.	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	Leisure and Natural Infrastructure	Apr-25	Mar-27	This strategy is on track and due for its final round of public consultation. It will then be presented to the Climate Change and Leisure Committee and the Policy and Resources Committee in early 2027.	
	Continue to invest in and improve our parks, open spaces and walking routes.	Glade Bridge Replacement - to replace the existing glade bridge, which is reaching end of life, with associated biodiversity enhancements	Leisure and Natural Infrastructure	Jul-25	Jun-27	Officers have received planning permission for this project and are now actively identifying funding for the project. However, permission from the Canals and Rivers Trust is yet to be agreed - this is required due to one of the abutments and access ramp being on their land.	
	Continue to invest in and improve our parks, open spaces and walking routes.	The Aquadrome Programme will deliver a suite of improved and sustainable routes for active travel, including the Woodland Walk, hydrological enhancements and an activity programe that will encourage active travel	Leisure and Natural Infrastructure	Apr-27	Mar-30	This is on track with the application due to be submitted by 12 November 2026.	
	Continue to invest in and improve our parks, open spaces and walking routes.	Delivery of the LCWIP priority walking routes	Regulatory Services	Ongoing	Ongoing	The Transport and Parking Team meet with officers at Hertfordshire County Council reguarly to review and promote LCWIP progress	
	Continue to invest in and improve our parks, open spaces and walking routes.	Undertake enforcement action in relation to fly-tipping and other environmental offenses	Waste & Environment	Ongoing	Ongoing	BAU activity - a number of successful court convictions made this year	
	Continue to invest in and improve our parks, open spaces and walking routes.	Investigate walking and cycling improvements across the district	Regulatory Services	Ongoing	Ongoing	Ongoing with some improvements planned along Ebury Way curerntly and more to follow in future programmes.	
	Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.	To deliver the S106 obligations from the Maple Lodge Developments in relation to non-mandatory Biodiversity Net Gain	Leisure and Natural Infrastructure	Apr-24	Nov-28	Initial surveying and baseline measurements have been taken and established. Sites for BNG are currently being finalised and agreed.	
A green and sustainable future	Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.	Delivering a programme of tree planting initiatives and implement a robust monitoring regime	Leisure and Natural Infrastructure	Ongoing	Ongoing	This is being delivered by the Trees and Woodlands team, with updates regularly provided and monitoring recorded as a KPI for the service. Tree planting season commences from November through to February / March.	

	Focus on restoring nature, boosting biodiversity, protecting trees and woodlands and key habitats.	Through the Aquadrome Programme, enhancing, restoring and sustaining the unique habitats of the site	Leisure and Natural Infrastructure	Apr-27	Mar-30	This is on track with the application due to be submitted by 12 November 2026.	
	Work on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.	Undertake a feasibility study to determine the viability of heat network using the waste heat from the Abbotts Langley data centre	Climate Change & Sustainability	Mar-26	Mar-27	Application for Community Energy Fund Grant being submitted - deadline 12 November 2026	
	Work on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.	Deliver grant funding to eligible residents to retrofit their homes	Climate Change & Sustainability	May-25	Mar-28	TRDC continuing to deliver Warm Homes Local Grant funding. First year delivered £258k of energy-saving improvements to 11 properties in Three Rivers. Part-way through second year of scheme now; 9 properties in Three Rivers have received WHLG-funded upgrades so far , with more in the pipeline.	
	Work on adjusting to the impacts of climate change and continue progress on making Three Rivers a more climate resilient district.	Encourage and support self funding homeowners to retrofit their property	Climate Change & Sustainability	Jan-26	Mar-29	Renewable road shows and open house events have taken place across the district. This engagement contract with Grand Union Community energy is now complete, officers are reviewing options to procure a new contract. HCCSP are no longer delivering a solar bulk buy scheme so officers are working on a local delivery project.	
	Encourage sustainable transport initiatives and greener vehicle options.	Continue to work with Hertfordshire County Council on delivering the Local Electric Vehicle Infrastructure (LEVI) fund	Regulatory Services	Ongoing	Ongoing	Ongoing with several batches already reviewed.	
	Encourage sustainable transport initiatives and greener vehicle options.	Monitor the expansion of the Beryl Bike hire scheme and review plans for further expansion	Regulatory Services	Apr-25	Apr-27	Expansion into Rickmansworth, South Oxhey and Leavesden has been consulted on and is being planned for later in 2026.	
	Encourage sustainable transport initiatives and greener vehicle options.	Continue to review the council's Green Travel Plan and encouragement of sustainable travel initiatives	Regulatory Services	Ongoing	Ongoing	The Green Travel Plan is considered to be substainally replaced by the Climate Change and Sustainability Strategy.	
	Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.	Move all election staff role confirmations and appointments to a fully digital system, removing the need for sending multiple letters	Legal, Elections & Democratic Services	Mar-26	Jun-26	Complete the only paper forms used now are with Canvassers which is outside of the Civica MEA app	
	Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.	Install solar panels on SOLC and TRH and Batchworth depot investigate other viable net zero projects for council buildings and car parks	Climate Change & Sustainability	Jan-26	Mar-29	All 3 buildings are complete. Stage 2, officers hope to apply Community Energy Funding feasibility to progress a car park array on William Penn and further extensions to SOLC and WPLC.	
	Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.	Support the delivery of the Hertfordshire Retrofit Strategy as a member of the Hertfordshire Retrofit Partnership	Climate Change & Sustainability	May-25	Mar-29	An officer has been appointed and the first application to MCS Foundation has been submitted for funds.	
	Champion a greener and more sustainable council and district that strives to reduce our carbon footprint.	Create an Energy Plan with associated targets and actions and support the development of Regional Energy Strategic Plans and informing infrastructure upgrades	Climate Change & Sustainability	Jan-25	Mar-28	The draft plan is complete and is being reviewed by UKPower Networks. Aim to take to Climate Change Committee in March.	
	Attract and retain economic investment in the district.	Ensure that all Council owned properties are used efficiently to attract and retain businesses	Property Services & Major Projects	Ongoing	Ongoing	The fit-out of the vacant ground floor at Three Rivers House is now complete, with Harrow Health successfully in occupation. The scheme transforms previously unused space into a revenue-generating asset while bringing new employment opportunities and valuable healthcare services to the local community.	
	Attract and retain economic investment in the district.	Planning and Licensing pre application process offered to prospective applicants to support business opportunities within the district	Regulatory Services	Ongoing	Ongoing	Pre-application service is offered and being used.	
	Continue to build and nourish the council's partnerships with local businesses.	Support initiatives and work with the Chamber of Commerce through Connecting Three Rivers and Partners and Agencies via the Community Safety Co-ordinating Group	Strategy & Partnerships	Ongoing	Ongoing	Connecting Three Rivers recieved a presentation from the DWP on the new Youth Guarantee and local hubs. The partnership agreed to take forward the Community Strategy priority of Stable Economy including the Chamber of Commerce. Action Group set up to explore partnership projects and join local hubs.	
	Continue to build and nourish the council's partnerships with local businesses.	Continue to provide grants for solar installations for businesses	Climate Change & Sustainability	Mar-26	Mar-28	To encourage uptake the Grant for business has been increased from £3,000 to £6,500 and extended to community buildings	
	Continue to build and nourish the council's partnerships with local businesses.	Continue to provide an annual careers fair in partnership with WBC and Herts Futures to encourage career opportunities with local businesses	Climate Change & Sustainability	Annual Event	Annual Event	An event took place in March '26 and repeat is planned for March '28	

A prosperous and vibrant district	Encourage and facilitate external investment into our high streets and shopping areas.	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	Regulatory Services	Ongoing	Ongoing	Ongoing including Rickmansworth central parking review.	
	Encourage and facilitate external investment into our high streets and shopping areas.	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	Climate Change & Sustainability	Mar-26	Mar-28	To encourage uptake the Grant for business has been increased from £3,000 to £6,500 and extended to community buildings	
	Encourage and facilitate external investment into our high streets and shopping areas.	Continue to review wayfinding (signage) around town centre locations	Regulatory Services	Ongoing	Ongoing	New wayfinding is being invested in Rickmansworth and Carpenders Park with other areas being considered for future allocation.	
	Celebrate and invest in local culture, art and heritage.	Rickmansworth conservation area appraisal	Planning Policy & Conservation	Mar-26	Dec-26	To be considered at November P&R and planned to be adopted at December Full Council	
	Celebrate and invest in local culture, art and heritage.	Supporting local community and amateur theatre groups by offering reduced rate packages for multi day highers	Communications, Customer & Culture	Ongoing	Ongoing	Package currently being offered and promoted.	
	Celebrate and invest in local culture, art and heritage.	Provide film hire opportunities for local and national film organisations within Three Rivers	Leisure and Natural Infrastructure	Ongoing	Ongoing	Information advertised on the council website: https://www.threerivers.gov.uk/services/your-council/communications/filming-in-three-rivers#Filming%20in%20parks 2 requests received since 1 April 2026.	
	Celebrate and invest in local culture, art and heritage.	Delivery of Artistmeet, providing 4 showcase opportunities for local, aspiring artists	Leisure and Natural Infrastructure	Ongoing	Ongoing	2 have been delivered since the 1 April 2026.	
	Continue to encourage equal access to council services for all residents.	Support local providers of holiday activities for children, by working in partnership to deliver the Three Rivers ACE (Accessible Childcare for Everyone)	Leisure and Natural Infrastructure	Ongoing	Ongoing	Support has been provided to 3 local providers over the Easter holidays, May half term and summer holidays.	
	Continue to encourage equal access to council services for all residents.	Service signposting and regular attendance at the Healthy Hubs by the council's Customer Service Representatives to widen accessibility for residents	Communications, Customer & Culture	Ongoing	Ongoing	CSC attending Healthy Hubs, including the new one at Maple Cross	
	Continue to encourage equal access to council services for all residents.	Continue to maintain an above sector average accessibility tool on the council's website that remains disability compliant	Communications, Customer & Culture	Ongoing	Ongoing	The accessibility score for our website, as measured by Siteimprove, is currently 88.9, exceeding the government sector benchmark of 87.3.	
	Promote inclusive communities and resident participation.	Assist council departments by offering residents and businesses a clear, single point of contact for enquiries	Communications, Customer & Culture	Ongoing	Ongoing	CSC continue to offer single point of contact for enquiries, with introduction of live chat and chat bot extending the offering.	
	Promote inclusive communities and resident participation.	Implement the outcomes from the Aquadrome Accessibility Audit to provide opportunities for all - from physical disabilities to those with sensory or medical needs	Leisure and Natural Infrastructure	Apr-27	Mar-30	The website has been updated to provide information on accessibility at the Aquadrome: https://www.threerivers.gov.uk/services/leisure-parks-culture/parks-open-spaces/rickmansworth-aquadrome#Accessibility physical improvements will take place subject to securing external funding.	
	Promote inclusive communities and resident participation.	Maintain and develop the Inclusion and Wellbeing Working Group to achieve the council's Equality Objectives and the offer of our Third Party Reporting Centres for the reporting of Hate Crime and the objectives from the community safety strategic priorites	Strategy & Partnerships	Ongoing	Ongoing	Action plan has been agreed and new review process is being developed. A new template for the action plan is being developed for 2027 following audit recommendation. New EDI policy and objectives will be taken through the committee process in November/Decemeber for agreement. TPRC's have been promoted during hate crime awareness week.	
	Promote inclusive communities and resident participation.	Proactively deliver a programme of community co-design opportunities as outlined in the Three Rivers Play Space Strategy	Leisure and Natural Infrastructure	Apr-25	Mar-30	Public engagement is currently taking place as part of the Hayling Road play space project - this has included on site consultation, online consultation and visits to local schools.	
	Promote inclusive communities and resident participation.	Commitment to engage with our communities on new schemes, projects and policies utilising the Have Your Say platform	All service areas	Ongoing	Ongoing	We continue to use the Have Your Say platform to engage with our communities on new schemes, projects and policies, including the Local Plan that received 1,118 resposnes, providing opportunities for residents to share their views and help shape local decision-making.	
	Collaborate with partners to advance shared economic, environmental, and community goals.	Inspire businesses to adopt renewable energy and EV infrastructure through encouragement and grant offers, thus improving business resilience through reduced energy costs	Climate Change & Sustainability	Ongoing	Ongoing	To encourage uptake the Grant for business has been increased from £3,000 to £6,500 and extended to community buildings	
	Collaborate with partners to advance shared economic, environmental, and community goals.	Collaborate with local businesses to understand their needs and how the council can support their growth	Property Services & Major Projects	Ongoing	Ongoing	Working closely with local businesses, the Property Team continues to unlock growth by letting commercial accommodation to local enterprises, whilst developing opportunities for new homes with its housing partners, such as with new homes at The Queens Drive in Mill End and Pollards in Maple Cross.	

	Collaborate with partners to advance shared economic, environmental, and community goals.	Secure funding for promoting and allocating grants through the Connecting Three Rivers Fund to deliver partnership initiatives and the Community Strategy. Apply for funding from the OPCC to secure community confidence and safety under community safety umbrella	Strategy & Partnerships	Ongoing	Ongoing	Ongoing - one successful fundraising event was held, raising £1,300. Additional funding requested from Chime Housing and Homegroup - awaiting decision.	
A well-run council	Ensure the delivery of good quality, efficient and effective services for our residents.	Monitor and deliver the Corporate Peer Challenge Action Plan	Strategy & Partnerships	Jul-26	Dec-26	The Corporate Peer Challenge Action Plan has been implemented, with progress reviewed every two months. Regular updates are provided to CMT and JLT, ensuring actions remain on track and are underpinned by effective governance. A follow-up review with the peer team will be scheduled to evaluate progress against the commitments set out in the plan.	
	Ensure the delivery of good quality, efficient and effective services for our residents.	Provide financial support to residents on low incomes by running a take-up campaign to promote the Council Tax Reduction Scheme	Revenues and Benefits	May-26	Dec-26	The Council continue to encourage customers to apply for Council Tax Reduction. We continue to monitor the Universal Credit Data Service files to award without the need for an application and actively engage to reduce debt and help those struggling to pay their Council Tax Bill when working through recovery lists by applying Council Tax Reduction where possible.	
	Ensure the delivery of good quality, efficient and effective services for our residents.	Ensure call wait times are kept to a minimum, not exceeding 10 minutes, improving experience for those who can only use phone contact	Communications, Customer & Culture	Ongoing	Ongoing	Median average call wait time each month is circa. 10 seconds, mean average circa. 1 minute	
	Ensure the delivery of good quality, efficient and effective services for our residents.	Adopt the updated Customer Experience Strategy and monitor outcomes	Communications, Customer & Culture	Apr-26	Mar-29	Strategy was approved and adopted at P&R committee on 8 October. Service action plans will now be developed.	
	Ensure the delivery of good quality, efficient and effective services for our residents.	Governance and allocation of CIL spend to ensure the money is well spent	Regulatory Services	Ongoing	Ongoing	Allocation of CIL funding continues to support community and infrastructure community projects	
	Ensure the delivery of good quality, efficient and effective services for our residents.	To complete the review of the constitution to ensure it is up to date and delegations and procedures are in line with current practices.	Legal, Elections & Democratic Services	Ongoing	Ongoing	The necessary changes to the Constitution caused by the National Scheme of Delegation of Planning Functions are being put in place	
	Ensure the delivery of good quality, efficient and effective services for our residents.	Review and maintain the council's policy and procedure on RIPA	Legal, Elections & Democratic Services	Jun-26	Dec-26	Ongoing. Details of use of powers have been supplied to central government audit	
	Ensure the delivery of good quality, efficient and effective services for our residents.	Review the annual canvass procedure	Legal, Elections & Democratic Services	Jun-26	Jun-27	Changes have been made to the internal process with more checks introduced, both through the Electoral Register and quality assurance checking of outgoing letters. There is scope to further improve this function as we have the ability to move to email alongside letters	
	Maintain a balanced and transparent budget that upholds the council's secure financial position.	Produce an annual Medium Term Financial Plan (MTFP)	Finance	Ongoing	Ongoing	Medium Term Plan agreed at Budget Council in February 2026. MTP is updated as part regular budget monitoring	
	Maintain a balanced and transparent budget that upholds the council's secure financial position.	Ensure budget monitoring reports are presented to the relevant Committee within agreed timeline to enable robust scrutiny	Finance	Ongoing	Ongoing	Budget Monitoring Reports P3 to Committees and on to Full Council in October 2026. P6 to go to committees in	
	Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.	Prepare and analyse annual and quarterly Performance Management reports to monitor performance over time and against target	Strategy & Partnerships	Ongoing	Ongoing	The Q1 KPI report was presented to CMT, highlighting standout performance, areas of improvement and areas where performance has declined, together with the next steps required to bring results back on target.	
	Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.	Oversee the major and minor project reporting process, including management of the major projects board	Strategy & Partnerships	Ongoing	Ongoing	The Q1 major projects update has been presented to CMT, and the biannual minor projects report is due to be presented at the end of October. Meetings continue to be held bi-monthly to ensure effective governance.	
	Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.	Lead and coordinate the Connecting Three Rivers Board (including the Community Safety Board) and develop and progress actions to achieve the Community Strategy	Strategy & Partnerships	Ongoing	Ongoing	Meetings have taken place in June and September. Well attended. Community Strategy Actions undertaken and work to focus on Economic Development now agreed focus.	
	Set clear performance targets that are aligned with our Council Plan to ensure accountability and continuous improvement.	Ensure minutes and decisions post committee and Full Council are circulated within the agreed timeframe	Legal, Elections & Democratic Services	Ongoing	Ongoing	Minutes are continuing to be published within timeframes with minor anomalies for complicated meetings requiring officer (outside of the committee team) review	
	Guarantee value for money in all council activities.	Implement a new procurement strategy	Finance	Apr-26	Nov-26	Current Procurement Strategy agreed in November 2023. Procurement Strategy currently under review.	
	Guarantee value for money in all council activities.	Finance colleagues to guide and oversee robust budget monitoring process in collaboration with Heads of Service	Finance	Ongoing	Ongoing	Finance business partners meeting regularly with budget holders ensure robust financial management. P6 to Committee November 2026.	
	Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.	Develop a regular podcast series highlighting the council's work across all service areas, for internal and external use	Communications, Customer & Culture	Apr-26	Nov-26	Podcast now live and available on Spotify.	

	Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.	Empower residents to have their say through the delivery of the annual residents survey	Communications, Customer & Culture	Oct-26	Dec-26	Due to Local Governemnt Reorganisation it was agreed that the Residents Survey would not run this year. Individual service areas will continue there own engagement when required.	N/A
	Provide clear, timely, and innovative communication to keep residents informed, engaged and empowered.	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	Communications, Customer & Culture	Ongoing	Ongoing	Through the council's ever-expanding and enhancing communications techniques the communication team continues to provide support to the elected and corporate leadership across a wide variety of platforms, from traditional media relations, in-person events, press releases, newsletters and written statements - to audio visual and graphic content across X, Spotify and Youtube and more.	
	Explore the use of existing and developing technology to improve efficiency across the organisation.	To develop a chatbot function on the main website to reduce the number of calls and emails to customer services at TRDC	Communications, Customer & Culture	Apr-26	Dec-26	The chatbot has now been implemented on the council's website. Between April and September 2026, the chatbot handled 799 customer sessions and successfully resolved 265 enquiries without staff intervention, achieving a 33.2% deflection rate. During the same period, telephone demand was slightly lower than in 2025, with 31,389 calls received compared with 31,543.	
	Explore the use of existing and developing technology to improve efficiency across the organisation.	Exploration of greater integration with the Finance system to provide live rent accounting	Property Services & Major Projects	Apr-26	Mar-27	The anticipated integration is not achievable as initially hoped. An operational alternative solution is being implemented. Whilst it won't benefit from full integration, it will provide access to near-live data.	
	Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.	Proactively manage and maintain the Council's Tree Stock	Leisure and Natural Infrastructure	Apr-26	Mar-27	Tree surveying has been completed by an external consultant. Priority areas for works have been identified and all high risk work delivered along with some medium risk work. Completion of outstanding medium risk work requires significant additional budget.	
	Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.	Ensuring the Council's woodlands have up to date, and deliverable Management Plans	Leisure and Natural Infrastructure	Ongoing	Ongoing	Management Plans are updated on a rolling basis. Oxhey Woods Management Plan is currently being updated and due to be presented to committee in June 2027.	
	Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.	Complete garage, car park, footpath and road refurbishment in accordance with the works programme	Property Services & Major Projects	Apr-26	Mar-27	The programme for 2026/27 has been completed. Officers have re-prioritised budgets to continue working on the early implementation of 2027/28 projects.	
	Continue to be responsible, conscientious and proactive landowners across the council's diverse estate.	Undertake an investment Property review	Property Services & Major Projects	Apr-26	Mar-27	The Property Team have undertaken engagement with the Tenants of all three major investment properties owned by TRDC. For the Council's banking investments, lease renewals are currently under negotiation. A broader review of the portfolio will be concluded by the end of March 2027.	

RAG Status
COMPLETE
ON TRACK
RISK
DELAYED