

## THREE RIVERS DISTRICT COUNCIL – STRATEGIC PLAN 2005-08

APPROVED IN COUNCIL 7 DECEMBER 2004

### INTRODUCTION

This document brings together the high level, medium- to long-term objectives which the Council considers its priorities for the District. They are informed by and support the priorities of the Three Rivers Community Plan, which was developed by a range of public and voluntary sector partners in order to bring about a whole range of improvements across the district. This TRDC plan focuses on those areas where the Council has a lead role, or can play a key part in delivering or influencing the outcomes.

Its purpose is to guide the Council in its annual planning and performance management process by articulating clearly a series of SMART targets (targets that are Specific, Measurable, Achievable, Resourced and Time-limited) by which we will be able to track our progress towards delivering our long-term objectives.

### Context

Three Rivers District Council was deemed a Good authority by the Audit Commission in 2004, and we are striving to be Excellent. We deliver a wide range of services to the public and we already deliver most of these well. Nevertheless, we have a 2-year programme in place to ensure that by 2006, the performance of all our services to all sections of the community will be as good as or better than the national median. This is important, because delivering good services underpins everything that we do for our public.

Three Rivers as a whole is relatively prosperous and affluent. However, deprived communities do exist in the District, often side by side with more affluent areas, where disadvantaged individuals and groups find difficulty in accessing the full range of services and facilities many of us take for granted.

The Council therefore seeks to balance its efforts between delivering good services, safeguarding the well-being of all and reducing inequalities of access to our services, this last by undertaking those actions it needs to pursue to improve the quality of life for the district's most vulnerable people.

### Definitions

**Vision.** This is our aspirational statement describing the future. The Three Rivers vision is that *the district should be a prosperous, safe and healthy place where people want and are able to live and work.*

The areas where we believe we can help make a difference are the four **themes** in which we want to make our communities **safer, sustainable, prosperous and healthy.**

Overleaf, we have set out four tables equivalent to our themes. For each one we have set out in the left-hand column our **aim**. This describes what we want to have achieved by 2008, by showing the **outcomes** needed to bring about the desired future. So each aim has a SMART outcome.

In the next column we set out our **objectives**, which are all the things we need to achieve in order to realise those aims and outcomes.

Next we list the **activities** we undertake in the pursuit of our objectives.

Finally, we set out all the **SMART targets** we need to have achieved for our activities and our outputs. If we achieve all these, then we should have reached our objectives and secured our desired outcomes.

## SAFER COMMUNITIES

Crime is one of the most obvious factors affecting quality of life but the fear of crime in the District is greater than the reality. Hertfordshire as a whole remains one of the safest counties in the country, with the fourth lowest level of recorded crime and the lowest level of recorded violent crime.

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(1) - We want to reduce the fear of crime</b></p> <p><b>SMART Outcome Target</b>  <i>Fear of crime reduced from x to y by 2008. These figures can only be included once the Community Safety Partnership has developed by the end of November its high level targets following the Community Safety Audit of August-September 2004. Existing CSP targets are shown in italics in the right-hand column.</i></p>	<ul style="list-style-type: none"> <li>➤ By decreasing the opportunities for crime</li> <li>➤ By ensuring clean streets</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Designing out crime by lighting car parks, alley-gating and other architectural works</i></li> <li>➤ <i>Helping secure the homes of vulnerable people</i></li> <li>➤ <i>Speedily clearing up graffiti, particularly racist graffiti</i></li> <li>➤ <i>Speedily clearing up mess and fly tipping</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>No. of schemes/awards planning applications etc.</i></li> <li>➤ <i>No. of schemes upon which Police Architectural Design Officer consulted p.a.</i></li> <li>➤ <i>No. of devices fitted p.a. in homes</i></li> <li>➤ <i>All racist graffiti to be removed from private property within one working day from the time of owner's disclaimer given; all racist graffiti to be removed from council property within 3 working hours of its being reported from the Police; all general graffiti to be removed within one working day (to increase the number of racist graffiti incidents reported and removed from 71 in 2003/4 to 78 in 2004/5 - CSP)</i></li> <li>➤ <i>All fly-tipping to be removed within one working day of report</i></li> </ul>

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>1) - We want to reduce the fear of crime (cont.)</b></p> <p><b>SMART Outcome Target</b>  <i>Fear of crime reduced from x to y by 2008.            These figures can only be included once the Community Safety Partnership has developed by the end of November its high level targets following the Community Safety Audit of August-September 2004. Existing CSP targets are shown in italics in the right-hand column.</i></p>	<ul style="list-style-type: none"> <li>➤ By ensuring clean streets (cont.)</li>   <li>➤ By increasing Community Safety communications to remind people of the low rate of crime in the district</li>   <li>➤ By undertaking joint ventures with partners</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Speedily clearing up abandoned cars</i></li>   <li>➤ <i>Initiating and joining communications campaigns</i></li>   <li>➤ <i>Developing joint ventures through participating in the CSF, Chief Officers' Group on Crime and Drugs</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>98% of abandoned vehicles removed within set timescale: Those of value with owner – 14 days            Those of no value with owner – 7 days</i></li> <li>➤ <i>Those of no value with no owner – 24 hours</i></li>   <li>➤ <i>Target can only be included once the Community Safety Partnership has discussed the matter. The development of the Policing Plan, which includes the target setting process for the Police, is due to take place during Nov/Dec 04.</i></li> <li>➤ <i>As the opportunities arise</i></li> </ul>

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(2) We want to reduce the number of incidents of anti-social behaviour</b></p> <p><b>SMART Outcome Targets</b>  <i>Reduction in the number of ASB incidents reported across the Three Rivers District by 5% from 4934 in 2003/4 to 4687 in 2004/5</i></p> <p><i>Reduction in the number of ASB incidents reported in the targeted area of Mill End and Maple Cross area by 20% from 698 in 2003/4 to 559 in 2004/5</i></p> <p><i>Targets set for further reductions in succeeding years</i></p>	<ul style="list-style-type: none"> <li>➤ By increasing the presence of authority on the streets</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Provision or support of Wardens, Police Community Support Officers (PCSO), Barrow Beats</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 8 Police Community Support Officers in place by April 2005</li> <li>➤ All scheduled Barrow Beats employed by April 2005</li> </ul>

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(3) We want to reduce the number of incidents of violence</b></p> <p><b>SMART Outcome Target</b>  <i>A reduction in incidents of violence each year until 2008</i></p>	<ul style="list-style-type: none"> <li>➤ By targeting preventative and punitive action</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Use of Section 30 powers &amp; ASBOs</i></li> <li>➤ <i>Prolific &amp; Other Priority Offender Strategy (POPOS)</i></li> <li>➤ <i>Demoted Tenancies</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>As appropriate: to have aided obtaining appropriate and proportionate Section 30 and ASBO powers contained within the Crime and Disorder Act 1998 and the Anti-Social Behaviour Act 2003, whilst supporting the police to pursue post-conviction ASBOs and encouraging other agencies to take action</i></li> <li>➤ <i>As appropriate. Individuals identified under the POPO strategy will each have a tailored action plan.</i></li> <li>➤ <i>As appropriate</i></li> </ul>
	<ul style="list-style-type: none"> <li>➤ By increasing the number and use of Leisure and Community facilities available to targeted groups</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Providing youth shelters, skate parks, leisure centres</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase in number of facilities: (PI reference 512 – 517)  3 new low key informal skateboarding areas; 2 youth shelters; refurbishment of 3 play areas; installation of 10 new play areas through S106 agreements, inc.:  Huntonbury Village Dev'ment  Ovaltine site  Primrose Hill – increase size of present play area  Hunton Bridge  Leavesden Aerodrome</li> </ul>

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(3) We want to reduce the number of incidents of violence (continued)</b></p> <p><b>SMART Outcome Target</b>  <i>A reduction in incidents of violence each year until 2008</i></p>	<ul style="list-style-type: none"> <li>➤ By increasing the number and use of diversionary Leisure activities available to targeted groups</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Providing activities at a range of facilities e.g. free swims, sports &amp; arts development courses</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ To develop the following projects:</li> <li>➤ SHADE (open access, multi-activities for 10-16yrs) Funded subject to annual Building Safer Communities (BSC) funds</li> <li>➤ Active Communities Development Fund (ACDF) project - funded to summer 05, then subject to annual revenue funding</li> <li>➤ Mill End youth project 2004/05 - funded to March 05, then subject to annual BSC funds</li> <li>➤ Introduce SJA membership scheme for young people</li> <li>➤ Leisure Summer Activities programme but any expansion requires additional resources</li> <li>➤ Targets for attendance included in Community Safety Strategy, Sport England funding for ACDF and Leisure PIs (See appendix)</li> </ul>

## SUSTAINABLE COMMUNITIES

Three Rivers has a high quality environment, including attractive countryside. However, both the natural and built environment are subject to pressures, particularly from development and congestion linked to increased levels of traffic.

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(1) We want to conserve resources</b></p> <p><b>SMART Outcome Target</b></p> <p><i>Reduce by 10% energy &amp; water consumption in Council-owned operational buildings with subsequent reduction in CO2 emissions by 2010.</i></p> <p><i>5% reduction in energy and water consumption in public &amp; private sector housing and in businesses across the district by 2010</i></p> <p><i>5% increase in renewable energy production and uptake across the district by 2010</i></p>	<ul style="list-style-type: none"> <li>➤ By minimising waste</li> <li>➤ By minimising energy &amp; water consumption</li> <li>➤ By reducing CO2 emissions</li> <li>➤ Increased production and/or use of renewable energy across the district</li> </ul>	<ul style="list-style-type: none"> <li>➤ Optimise recycling and waste reduction opportunities</li> <li>➤ Strive to improve energy efficiency of all existing operational property.</li> <li>➤ New Council construction to achieve high energy efficiency</li> <li>➤ Strive to improve SAP ratings to above National Average</li> <li>➤ Provide and promote advice on insulation, energy efficiency and renewable energy across all sectors.</li> <li>➤ Increased purchase of "Green" energy where appropriate for Council property</li> <li>➤ Planning process to encourage developers to include renewable technology within their applications</li> </ul>	<ul style="list-style-type: none"> <li>➤ 33% recycling target achieved by 2005/6; &gt;33% 2006/07; target for 2007/08 to be set in March 2006</li> <li>➤ 10% reduction in energy consumption per m<sup>2</sup> of total operational property</li> <li>➤ Replacement pavilions more energy saving: build 2004/05</li> <li>➤ Replace heating plant at WPLC (wet side) starting 2006</li> <li>➤ Meet Building Regulation part L2</li> <li>➤ Improvement in SAP ratings to above National Average</li> <li>➤ Contact 200 businesses and 1500 residents pa to provide advice</li> <li>➤ Increase volume of Green energy purchased by 5% at next tender</li> <li>➤ Supplementary Planning Guidance and/or include in Local Development Framework</li> </ul>

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(1) We want to conserve resources (continued)</b></p>	<ul style="list-style-type: none"> <li>➤ Increased production and/or use of renewable energy across the district (continued)</li> </ul>	<ul style="list-style-type: none"> <li>➤ To research and employ renewable technology on council-owned property where appropriate</li> <li>➤ Institute TRDC Green Transport Plan</li> <li>➤ To be a key partner in the countywide Green Hearts project.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Carry out feasibility studies on all capital schemes</li> <li>➤ To be considered and agreed by Exec by end March 2005</li> <li>➤ With partners to develop a programme of arts activities countywide in 2004/05 and implement from 2005 onwards.</li> </ul>
<p><b>(2) We want to conserve Open Space</b></p> <p><b>SMART Outcome Target</b>  <i>An increase in open space accessible to the public by 2008</i></p>	<ul style="list-style-type: none"> <li>➤ By protecting the Green Belt</li> <li>➤ By encouraging development of Brown Field sites</li> <li>➤ By protecting Green Field sites and maintaining or, where possible, extending Biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>➤ Developing appropriate Local Development Framework (LDF) policies</li> <li>➤ 65% development on previously developed land</li> </ul>	<ul style="list-style-type: none"> <li>➤ Included in LDF</li> <li>➤ Monitored results in relevant financial year</li> <li>➤ Monitored results in relevant financial year</li> <li>➤ Increase areas of meadow grass by 2 acres by 2006</li> </ul>

## PROSPEROUS COMMUNITIES

Three Rivers as a whole is relatively prosperous and affluent. There are deprived communities, often side by side with more affluent areas, where disadvantaged individuals and groups find difficulty in accessing the full range of services and facilities many of us take for granted.

House prices are among the highest in the country, due to our proximity to London and the scarcity of suitable land for development. The cost of renting or buying houses in Three Rivers has many knock-on effects, which we all recognise in the high cost of living and, as employers, in staff recruitment and retention.

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(1) We want to reduce those pockets of deprivation across the District to an acceptable level.</b></p> <p><b>SMART Outcome Target</b>  <i>By 2008, no ward in the district will be in the bottom quintile of the Government's overall Indices of Deprivation</i></p> <p><i>DWP PSA target: Increase the employment rate across those of the local authority's wards with the poorest labour market performance by one percentage point and reducing the gap between the employment rate across these wards and the national average by one percentage point</i></p>	<ul style="list-style-type: none"> <li>➤ By improving or facilitating Housing</li> <li>➤ By improving or facilitating Employment opportunities</li> <li>➤ By improving or facilitating Training and Development</li> <li>➤ By improving or facilitating affordable and accessible Childcare</li> </ul>	<ul style="list-style-type: none"> <li>➤ Decent homes standards</li> <li>➤ Private sector housing grants</li> <li>➤ Unfit housing in private sector</li> <li>➤ Landlords' Forum</li> <li>➤ Affordable housing</li> <li>➤ Economic development &amp; regeneration initiatives</li> <li>➤ Planning policies</li> <li>➤ Recognising need and providing courses appropriate in form and content to the user</li> <li>➤ Summer playschemes, etc.</li> </ul>	<ul style="list-style-type: none"> <li>➤ All DHS standards met by 2010</li> <li>➤ Negotiated as appropriate via Section 106 Planning agreements</li> <li>➤ In Local Development Framework</li> <li>➤ Production of LDF</li> <li>➤ To develop the Learning for Leisure programme. See Leisure PI's in Appendix.</li> <li>➤ To develop the Active Communities Development project. See Leisure PI's.</li> <li>➤ To increase attendances on playschemes. See Leisure Services PIs in Appendix.</li> <li>➤ To develop the existing playschemes project. See Leisure Services PIs.</li> </ul>

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
	<ul style="list-style-type: none"> <li>➤ By improving access to benefits</li>   <li>➤ By Supporting and Enabling the voluntary sector</li> </ul>	<ul style="list-style-type: none"> <li>➤ Providing information to residents</li>   <li>➤ Providing grant aid support (subject to the outcome of the Best Value Review of voluntary services)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Achieve joint funding with HCC for take-up campaign by November 2004</li> <li>➤ Article in TR Times by April 2005 on access to benefits</li> <li>➤ Include info on Council Tax demand in February 2005</li> <li>➤ To support the CAB's and other key organisations</li> </ul>
<p><b>(2) We want to work towards equalising opportunities for access to Transport across the district</b></p> <p><b>SMART Outcome Target</b>  <i>Unavailable - Awaiting 2x reviews of public transport</i></p>	<ul style="list-style-type: none"> <li>➤ Change in pattern and use of transport opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Providing cycling opportunities</li> <li>➤ Providing walking opportunities</li>   <li>➤ Providing parking restraints</li> <li>➤ Encouraging public transport provision</li> </ul>	<ul style="list-style-type: none"> <li>➤ As per Cycling Strategy</li> <li>➤ As per Cultural Strategy, which is currently under review</li> <li>➤ Implement SPA &amp; LDF</li> <li>➤ Produce Activity maps for the general public (link to Healthy Communities below)</li> </ul>
<p><b>(3) We want to improve economic vitality</b></p> <p><b>SMART Outcome Targets</b>  <i>Council-owned commercial property is fully let and thriving</i></p> <p><i>Council-owned neighbourhood shops in the District offer physical accessibility to all</i></p> <p><i>Retail shopping parades provide a balanced range of trades and services</i></p>	<ul style="list-style-type: none"> <li>➤ By ensuring town centres and local shopping parades are well maintained, clean and tidy</li>   <li>➤ By implementing the Economic development strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Clearing up graffiti, abandoned cars, fly tipping</li> <li>➤ Increasing presence of Wardens, PCSOs, Barrow Beats</li> <li>➤ Programme of refurbishments</li>   <li>➤ Employment of a joint ED Worker <i>to be confirmed</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ See under Safer Communities</li> <li>➤ 8 CPSOs in place by April 2005</li> <li>➤ All scheduled Barrow Beats employed by April 2005</li> <li>➤ As per Capital Programme</li> </ul> <p><i>Targets to be agreed if Worker post is agreed</i></p>

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(3) We want to improve economic vitality (continued)</b></p>	<ul style="list-style-type: none"> <li>➤ By ensuring town centres are accessible to all</li> <li>➤ By improving local employment</li> <li>➤ By improving neighbourhood retail accessibility.</li> <li>➤ By providing a comprehensive spread of local trades and services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Parking policies</li> <li>➤ DDA compliance</li> <li>➤ Walking / cycling routes</li> <li>➤ Access to transport</li> <li>➤ Apply Best Value property review policies concerning market rents and targeted subsidy.</li> <li>➤ Actively selecting appropriate users to maintain essential services through enforcement of lease clauses.</li> <li>➤ Consultation with local residents to identify range of trades and services required.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 95% of Council-owned shops let at all times.</li> <li>➤ All void shops relet within 3 months</li> <li>➤ Total enforcement of current use clauses in shop leases and the drawing up of a policy for selecting user criteria in future applications to ensure fully let and prosperous neighbourhood shopping</li> <li>➤ User questionnaire to be sent to all retail lessees</li> </ul>
<p><b>(4) We want to ensure that the employee base is maintained across the District</b></p> <p><b><i>SMART Outcome Target</i></b>  <i>That the unemployment rate remains below the Hertfordshire average</i></p>	<ul style="list-style-type: none"> <li>➤ By providing sufficient employment land to encourage employers into the district</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduction of the need to commute out of the District</li> <li>➤ Develop Local Plan / Local Development Framework policies to encourage employment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Present allocated employment land evaluated and secured as appropriate</li> </ul>

## HEALTHY COMMUNITIES

Hertfordshire overall is a very healthy county, with a higher than average life expectancy rate. Yet there are still major inequalities in health - certain areas of Hertfordshire have historically higher rates of coronary heart disease, diabetes and mental health problems. Over recent decades, deaths from heart disease and stroke have fallen, but the overall death rate from cancer has remained constant. Improvement in lifestyle to reduce risk factors, including action on smoking, substance misuse, physical activity and a reduction in levels of obesity are priorities.

Contextually, the Council aims to improve access to local service which promote health / a healthy lifestyle while working with its partners on narrowing health inequalities

Our Aims and their Outcomes	Objectives	Activities	SMART targets for our Objectives and Activities
<p><b>(1) We want to contribute to the years of good health and independent living enjoyed by older people</b></p> <p><b>SMART Outcome Target</b>  <i>Increased opportunities to enable all those who wish to, to lead an independent life</i></p>	<ul style="list-style-type: none"> <li>➤ By increasing the take-up of Leisure activities by older people</li> </ul>	<ul style="list-style-type: none"> <li>➤ Promotion / provision of Leisure facilities / courses, etc.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Develop the 50+ programme at all facilities</li> <li>➤ Run Adult Art Courses</li> <li>➤ To review and produce an update of the active retired brochure</li> <li>➤ Increase attendance at projects for older people from 1800 in 04/05 each year until 05/06</li> <li>➤ 2351 attendances on the cardiac rehabilitation in South Oxhey 04/05</li> <li>➤ To complete the <i>Celebrating South Oxhey Arts</i> project</li> </ul>
	<ul style="list-style-type: none"> <li>➤ By providing support and facilities to allow the elderly to remain in their homes</li> </ul>	<ul style="list-style-type: none"> <li>➤ Disabled Facilities Grants</li> <li>➤ Home repairs assistance grants</li> <li>➤ Provide a Lifeline Service that is affordable</li> <li>➤ Provide meals on wheels</li> <li>➤ Fuel Grants</li> <li>➤ Concessionary travel scheme</li> <li>➤ To develop an at-home exercise programme.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Full use of annual budget</li> <li>➤ Full use of annual budget</li> <li>➤ Full use of annual budget</li> <li>➤ 30,000 meals a year 04/05</li> <li>➤ Full use of annual budget</li> <li>➤ Full use of annual budget</li> <li>➤ Subject to budgets, provide the services of an elderly persons' exercise specialist, to visit housebound people.</li> <li>➤ Develop a training programme for care workers to support exercise programmes.</li> </ul>

