

# THREE RIVERS DISTRICT COUNCIL STRATEGIC PLAN 2018-21

## What is our Strategic Plan for?

Each year, Three Rivers District Council updates its Strategic Plan, which takes into account the plans of the Government, the County Council and our many partners. Our Strategic Plan sets out what we want to deliver over the next few years and deals with the services where the Council has a lead role, or can play a key part in delivering or influencing the outcomes. We set out our aims below under the two headings of 'Better Neighbourhoods' and 'Healthier Communities'.

## Values

To underpin what we want to achieve in the next three years we want to ensure that the Council:

- Addresses the shortage of housing for those needing temporary accommodation and those who have not the means to pay market rates;
- Concentrates on aiding the most vulnerable people in our district;
- Promotes sustainable ways of delivering services, reducing the Eco-footprint of the district,
- Creates diverse and harmonious communities that enable people to live in harmony with each other and with their environment;
- Supports the local economy to create good quality jobs and prosperity
- Increases its income through sound investment in order to provide the services the local community wants;
- Maintains public land and assets in the ownership of the public sector.
- Provides excellent customer care whilst providing great services as efficiently as possible;

## The Vision and our Priorities

Three Rivers District Council's vision is that **the district should be a better place for everyone, their neighbourhoods, health, employment and access to services.**

The aims and priorities for the Council are outlined below, and we shall work with public, private and voluntary services to achieve them.

### 1) Better neighbourhoods – we want to:

- maintain high quality neighbourhoods;
- reduce the eco-footprint of the district;
- create access to good quality jobs and employment
- support businesses and the local economy.

### 2) Healthier Communities – we want to:

- develop and improve access to good quality housing;
- create prosperity for all and access to opportunities;
- to support the most vulnerable people in the District;
- provide a healthy and safe environment;
- reduce health inequalities, promote healthy lifestyles, support learning and community organisations.

	<b>Cllr. Sara Bedford Leader of the Council</b>		<b>Dr. Steven Halls Chief Executive</b>	
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<b>1. Better Neighbourhoods</b>			
<b>Objectives</b>	<b>Measures</b>	<b>Target</b>	<b>Lead Service / Partnership</b>
<b>1.1 We want to maintain a high quality neighbourhoods and reduce the eco-footprint of the district</b>			
<b>1.1.1 Maintain high quality local neighbourhoods and streets.</b>	CP18– Reduce the level of anti-social parking in the District.	75%	Environmental Protection / Community Partnerships
	EP13– Manage the behaviour of dogs in our parks and open spaces.	5% reduction on YTD	Environmental Protection
	CP01 – Satisfaction with 'keeping public land clear of litter and refuse'	78%	Environmental Protection
	CP17– Reduce Fly-tipping across the District	1,000	Community Partnerships
<b>1.1.2 Maintain the number of accredited open spaces, parks and woodland areas.</b>	LL34 – To maintain accreditation for Green Flag	3	Leisure & Landscape
	LL32 – UK Woodlands Assurance Scheme (UKWAS) accreditation.	Maintained	
<b>1.1.3 Preserve the green belt.</b>	ESD04 – Percentage of new homes built on previously developed land.	60%	Economic & Sustainable Development
<b>1.1.4 Minimise waste and optimise recycling</b>	EP10 – Percentage of household waste sent for reuse, recycling and composting	60%	Environmental Protection
	EP06 – Tonnes of residual waste	15,000 tonnes	
	CP03 – Satisfaction with refuse collection	80%	
	CP04 – Satisfaction with doorstep recycling	82%	
<b>1.1.5 Minimise energy and water consumption, reduce CO<sub>2</sub> emissions and increase the use of renewable energy.</b>	ESD11 – Greenhouse gas emissions reported as CO <sub>2</sub> equivalent	Target of +/-5% of 1738 tonnes of CO <sub>2</sub> e	Economic & Sustainable Development
	ESD10 – Home Energy	Publication	

	Conservation Authority Report actions	of report	
<b>1.2 We want to support local businesses and the local economy</b>			
<b>1.2.1 Encouragement for business</b>	ESD06 – Change in employment floor-space	+/-5%	Economic & Sustainable Development (Indicators support delivery of the Local Plan).
<b>1.2.2 Champion the local economy</b>	ESD09 – Vacancy rate for town and district centres	<6%	Economic & Sustainable Development

<b>2. Healthier Communities</b>			
<b>Objectives</b>	<b>Measures</b>	<b>Target</b>	<b>Lead Service / Partnership</b>
<b>2.1 We want to improve access to and develop good quality housing</b>			
<b>2.1.1 Improve or facilitate access to housing.</b>	ESD01 – Net additional homes provided.	180	Economic & Sustainable Development
	ESD02 – Number of affordable homes delivered (gross).	72	
	HN01 – Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	168	Housing Services
	PS04 – provide additional temporary accommodation in the district.	19	Major Projects
<b>2.2 We want prosperity for all and access to opportunities</b>			
<b>2.2.1 Improve access to benefits</b>	RB04 – Time taken to process Housing Benefit and Council Tax Support change in circumstances	7 days	Revenues and Benefits
	RB05 – New Claims: average time to process from receipt of claim to date claim processed.	15 days	
	CP28 – Clients that now receive full benefits they are entitled to following CAS in Three Rivers Intervention	2,500	Community Partnerships and Citizen's Advice Bureau
<b>2.3 We want to support the most vulnerable in our District</b>			

<b>2.3.1 Reduce anti-social behaviour and crime.</b>	CP14 – No of Community Safety Partnership ASB cases recorded on SafetyNet  New – CP47 – Perception of ASB as a problem in the local area.	TBC  12%	Community Partnerships
<b>2.3.2 Support vulnerable people</b>	CP16 – No of families supported by Thriving Families and Families First  CP21– No of victims of Domestic abuse supported  CP29 – Number of clients onto a Debt Relief Order  CP30 – Number of clients no longer at threat of eviction that were at threat of eviction  CP31 – Number of clients still at threat of eviction that were at threat of eviction	83  100  33  400  35	Community Partnerships    Community Partnerships and Citizen's Advice Bureau
<b>2.4 We will provide a safe and healthy environment.</b>			
<b>2.4.1 Ensure the safety of people in the district.</b>	EHC12 – Percentage of food establishments in the area which are <b>broadly compliant</b> with food hygiene law  EHC04 & EHC05 – All high risk and other food premises inspected  CP07 – Perception to the extent to which public services are working to make the area safer	91.2%  95%  74%	Environmental Health - Commercial   Community Partnerships
<b>2.5 We will reduce health inequalities, promote healthy lifestyles, support learning and community organisations</b>			
<b>2.5.1 Improve and facilitate access to leisure and recreational activities for adults</b>	LL31 – Number of attendances by adults at leisure venues and activities.  CP02 – Satisfaction with parks and open spaces  LL24 – Sheltered Housing Scheme: Percentage of older people reporting specific health	427,904  92%  90%	Leisure & Landscape  Community Partnerships  Leisure & Landscape

	benefits.		
<b>2.5.2 Contribute to partnership working to reduce health inequalities</b>	LL25 a&b – Exercise Referral Scheme: (a) Number of new customers, (b) Number of participants who complete a 12 week programme.  CP24– number of adults achieving at least 30 minutes of physical activity per week.	a) 140 b) 60  85.6%	Leisure & Landscape  Community Partnerships
<b>2.5.3 Provide a range of supervised leisure activities and facilities for young people.</b>	LL33 – Number of attendances by young people at leisure venues and activities.  LL28 – Children's play activities will be termed at least 'Good' by Ofsted  LL29 – no. of attendances by children from low income families at Easter and summer play schemes  LL30 – Vulnerable children's satisfaction with leisure projects	226,178  Good  1,110  90%	Leisure & Landscape
<b>2.5.4 Work with the Community and Voluntary sector to meet the needs of local communities</b>	CP26 – Funding to the Community and Voluntary Sector, through leverage, officer advice, match funding and external grants  CP27 – Number of clients supported by the Citizens Advice Bureau	£45,000  7,500	Community Partnerships

**Our values will be measured by:**

Measures	Target	Lead Service
CP05 – Satisfaction with Three Rivers District Council	73%	All Services, monitored by Community Partnerships.
CO02 – Public perception of how well informed they feel about public services	67%	Monitored by Corporate Services (Communications)
CP46 – The perception of value for money from Three Rivers District Council	56%	All Services, monitored by Community Partnerships.