

# THREE RIVERS DISTRICT COUNCIL STRATEGIC PLAN 2019-22

## 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>	<p>CP18– Reduce the level of anti-social parking in the District.</p> <p>EP13– Manage the behaviour of dogs in our parks and open spaces.</p> <p>CP01 – Satisfaction with ‘keeping public land clear of litter and refuse’</p> <p>CP17– Reduce Fly-tipping across the District</p>		<p>Environmental Protection / Community Partnerships</p> <p>Environmental Protection</p> <p>Environmental Protection</p> <p>Community Partnerships</p>
<b>1.1.2 Maintain the number of accredited open spaces, parks and woodland areas.</b>	<p>LL34 – To maintain accreditation for Green Flag</p> <p>LL32 – UK Woodlands Assurance Scheme (UKWAS) accreditation.</p>		Leisure & Landscape
<b>1.1.3 Preserve the green belt.</b>	ESD04 – Percentage of new homes built on previously developed land.		Economic & Sustainable Development
<b>1.1.4 Minimise waste and optimise recycling</b>	<p>EP10 – Percentage of household waste sent for reuse, recycling and composting</p> <p>EP06 – Tonnes of residual waste</p> <p>CP03 – Satisfaction with refuse collection</p> <p>CP04 – Satisfaction with doorstep recycling</p>		Environmental Protection
<b>1.1.5 Minimise energy and water consumption, reduce CO<sub>2</sub> emissions and increase the use of renewable energy.</b>	<p>ESD11 – Greenhouse gas emissions reported as CO<sub>2</sub> equivalent</p> <p>ESD10 – Home Energy Conservation Authority Report actions</p>		Economic & Sustainable Development

<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		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		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.  ESD02 – Number of affordable homes delivered (gross).  HN01 – Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)  PS04 – provide additional temporary accommodation in the district.		Economic & Sustainable Development  Housing Services  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  RB05 – New Claims: average time to process from receipt of claim to date claim processed.  CP28 – Clients that now receive full benefits they are entitled to following CAS in Three Rivers Intervention		Revenues and Benefits  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</b>	CP14 – No of Community Safety Partnership ASB cases		

<b>crime.</b>	recorded on SafetyNet  CP47 – Perception of ASB as a problem in the local area.		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 Caseworker service  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		Community Partnerships and Herts County Council  Community Partnerships and Herts Mind Network    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		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 benefits.		Leisure & Landscape   Community Partnerships   Leisure & Landscape

<p><b>2.5.2 Contribute to partnership working to reduce health inequalities</b></p>	<p>LL25 a &amp; b – Exercise Referral Scheme: (a) Number of new customers, (b) Number of participants who either complete the 12 week programme or sign up to a leisure venue membership as a result of being on the scheme</p> <p>CP24– number of adults achieving at least 30 minutes of physical activity per week.</p>		<p>Leisure &amp; Landscape</p> <p>Community Partnerships</p>
<p><b>2.5.3 Provide a range of supervised leisure activities and facilities for young people.</b></p>	<p>LL33 – Number of attendances by young people at leisure venues and activities.</p> <p>LL28 – Children's play activities will be termed at least 'Good' by Ofsted</p> <p>LL29 – Number of attendances by children from low income families at Easter and summer play schemes.</p> <p>LL30 – Referral children's satisfaction with leisure projects</p>		<p>Leisure &amp; Landscape</p>
<p><b>2.5.4 Work with the Community and Voluntary sector to meet the needs of local communities</b></p>	<p>CP26 – Funding to the Community and Voluntary Sector, through leverage, officer advice, match funding and external grants</p> <p>CP27 – Number of clients supported by the Citizens Advice Bureau</p>		<p>Community Partnerships</p>

**Our values will be measured by:**

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