

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.

	Cllr. Sara Bedford Leader of the Council		Dr. Steven Halls Chief Executive	
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1. Better Neighbourhoods			
Objectives	Measures	Target	Lead Service / Partnership
1.1 We want to maintain a high quality neighbourhoods and reduce the eco-footprint of the district			
1.1.1 Maintain high quality local neighbourhoods and streets.	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.	167	Environmental Protection
	CP01 – Satisfaction with 'keeping public land clear of litter and refuse'	76%	Environmental Protection
	CP17– Reduce Fly-tipping across the District	950	Community Partnerships
1.1.2 Maintain the number of accredited open spaces, parks and woodland areas.	LL34 – To maintain accreditation for Green Flag	3	Leisure & Landscape
	LL32 – UK Woodlands Assurance Scheme (UKWAS) accreditation.	TBC	
1.1.3 Preserve the green belt.	ESD04 – Percentage of new homes built on previously developed land.	60%	Economic & Sustainable Development
1.1.4 Minimise waste and optimise recycling	EP10 – Percentage of household waste sent for reuse, recycling and composting	60%	Environmental Protection
	EP06 – Tonnes of residual waste	14,000 tonnes	
	CP03 – Satisfaction with refuse collection	83%	
	CP04 – Satisfaction with doorstep recycling	85%	
1.1.5 Minimise energy and water consumption, reduce CO₂ emissions and increase the use of renewable energy.	ESD11 – Greenhouse gas emissions reported as CO ₂ equivalent	Target of +/-5% of 1738 tonnes of CO ₂ e	Economic & Sustainable Development

	ESD10 – Home Energy Conservation Authority Report actions	N/A for 2019-20 – Report again in 2020	
1.2 We want to support local businesses and the local economy			
1.2.1 Encouragement for business	ESD06 – Change in employment floor-space	+/-5%	Economic & Sustainable Development (Indicators support delivery of the Local Plan).
1.2.2 Champion the local economy	ESD09 – Vacancy rate for town and district centres	<6%	Economic & Sustainable Development

2. Healthier Communities			
Objectives	Measures	Target	Lead Service / Partnership
2.1 We want to improve access to and develop good quality housing			
2.1.1 Improve or facilitate access to housing.	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)	60	Housing Services
	PS04 – provide additional temporary accommodation in the district.	TBC	Major Projects
2.2 We want prosperity for all and access to opportunities			
2.2.1 Improve access to benefits	RB04 – Time taken to process Housing Benefit and Council Tax Support change in circumstances	9 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

2.3 We want to support the most vulnerable in our District			
2.3.1 Reduce anti-social behaviour and crime.	CP14 – No of Community Safety Partnership ASB cases recorded on SafetyNet	116	Community Partnerships
	CP47 – Perception of ASB as a problem in the local area.	9%	
2.3.2 Support vulnerable people	CP16 – No of families supported by Thriving Families and Families First	133	Community Partnerships and Herts County Council
	CP21– No of victims of Domestic abuse supported Caseworker service	160	Community Partnerships and Herts Mind Network
	CP29 – Number of clients onto a Debt Relief Order	33	
	CP30 – Number of clients no longer at threat of eviction that were at threat of eviction	400	Community Partnerships and Citizen's Advice Bureau
	CP31 – Number of clients still at threat of eviction that were at threat of eviction	35	
2.4 We will provide a safe and healthy environment.			
2.4.1 Ensure the safety of people in the district.	EHC12 – Percentage of food establishments in the area which are broadly compliant with food hygiene law	91.2%	Environmental Health - Commercial
	EHC04 & EHC05 – All high risk and other food premises inspected	95% & 95%	
	CP07 – Perception to the extent to which public services are working to make the area safer	73%	Community Partnerships
2.5 We will reduce health inequalities, promote healthy lifestyles, support learning and community organisations			
2.5.1 Improve and facilitate access to leisure and recreational activities for adults	LL31 – Number of attendances by adults at leisure venues and activities.	460,473	Leisure & Landscape
	CP02 – Satisfaction with parks and open spaces	94%	Community Partnerships
	LL24 – Sheltered Housing	90%	

	Scheme: Percentage of older people reporting specific health benefits.		Leisure & Landscape
2.5.2 Contribute to partnership working to reduce health inequalities	LL25 a & 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	TBC	Leisure & Landscape
	CP24– number of adults achieving at least 30 minutes of physical activity per week.	81.5%	Community Partnerships
2.5.3 Provide a range of supervised leisure activities and facilities for young people.	LL33 – Number of attendances by young people at leisure venues and activities.	226,420	Leisure & Landscape
	LL28 – Children's play activities will be termed at least 'Good' by Ofsted	Good	
	LL29 – Number of attendances by children from low income families at Easter and summer play schemes.	1,250	
	LL30 – Referral children's satisfaction with leisure projects	90%	
2.5.4 Work with the Community and Voluntary sector to meet the needs of local communities	CP26 – Funding to the Community and Voluntary Sector, through leverage, officer advice, match funding and external grants	TBC	Community Partnerships
	CP27 – Number of clients supported by the Citizens Advice Bureau	7,500	

Our values will be measured by:

Measures	Target	Lead Service
CP05 – Satisfaction with Three Rivers District Council	74%	All Services, monitored by Community Partnerships.
CO02 – Public perception of how well informed they feel about public services	65%	Monitored by Corporate Services (Communications)
CP46 – The perception of value for money from Three Rivers District Council	56%	All Services, monitored by Community Partnerships.