

Service Delivery Plan 2023-26

Service	Community Services	Head of Service	Ray Figg
Service Purpose and Core Functions			
<p data-bbox="114 400 472 432">Leisure and Landscapes</p> <p data-bbox="114 448 454 480">The Role of the Service</p> <p data-bbox="114 517 1912 549">The Leisure and Landscapes department, sits within Community Services, under the Community and Environmental Services Directorate.</p> <p data-bbox="114 585 2038 649">Leisure and Landscapes work is divided into two key sections: Trees and Landscapes and Leisure Development, alongside the management of the Leisure Facility Management Contract.</p> <p data-bbox="114 686 2056 888">Trees and Landscapes is responsible for managing the tree stock within the district; responding to planning applications and providing advice; developing and overseeing Management Plans (Greenspace Action Plans) for key parks and open spaces; and supporting the Council in achieving key objectives linked to the Tree Strategy and the Climate Change & Sustainability Strategy, which includes maintaining Green Flag status across 4 key sites and objectives linked to biodiversity. The section also ensures that the Council complies with its legislative duties in relation to Tree Protection and Tree Management. In addition, the service leads on the Biodiversity Opportunities Audit Action Plan and the Alternative Grass Cutting Regime projects.</p> <p data-bbox="114 925 1442 957">The department also leads on larger leisure project, including the Rickmansworth Aquadrome project.</p> <p data-bbox="114 994 2085 1090">Leisure Development delivers a variety of projects, covering sports, arts, play, targeted programmes aimed at vulnerable residents, health and physical activity programmes, outdoor leisure capital schemes, strategic management of play areas, sourcing of external funding as well as overseeing specific projects within parks and open spaces, which includes the hire of grounds.</p> <p data-bbox="114 1126 2051 1262">Management of the Leisure Facility Management Contract, which commenced on the 1 July 2018 and is a 20 year Design, Build, Operate and Maintain (DBOM) contract. The contract for the leisure facilities includes: William Penn Leisure Centre, South Oxhey Leisure Centre, Rickmansworth Golf Course including the Fairway Inn, Sir James Altham Multi-use games area. This includes regular contract monitoring meetings and visits, ensuring the venues meet their requirements for QUEST as well as general contract management and liaison with residents and Councillors.</p> <p data-bbox="114 1299 2067 1362">The service works closely with a range of internal and external partners, including Environmental Protection, Regulatory Services, Community Partnerships, Legal, Property and Customer Services as well as with a number of community groups, such as schools, sports clubs, leisure providers,</p>			

day care centres, Watford FC Community Sports & Education Trust, Friends of Groups, Countryside Management Service, Herts and Middlesex Wildlife Trust and Leisure Venues.

The service has 5 Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. Trained staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals, depending on the concern raised.

Environmental Protection

The Role of the Service

Environmental Protection sits within Community Services, under the Community and Environmental Services Directorate and provides the waste, recycling, grounds maintenance and street cleansing service across the district, as well as animal welfare and licensing.

The Services team within Environmental Protection deals with three main areas ;

- The collection of waste, clinical waste and recycling from both domestic and trade across the district.
- Grounds Maintenance of parks, open spaces, play areas, football pitches, bowling greens, skate parks etc – grass cutting, litter picking, emptying of bins, inspections and maintenance of equipment, grave digging and cemetery maintenance.
- Street cleansing – barrow beats, litter picking, street sweeping, emptying of bins.

The Enforcement team within Environmental Protection deals with the investigation of fly tipping including carrying out of Police and Criminal Evidence Act (PACE) interviews and preparing cases for prosecution, dealing with contamination, working with housing associations, dealing with abandoned vehicles, enforcement in relation to trade waste and accumulation matters and carrying out house searches in relation to Public Health Funerals.

The Support team within Environmental Protection deals with replacing damaged street nameplates, administration of abandoned vehicles, administration of the garden waste scheme, all the administration in relation to the Services e.g. invoicing trade and clinical customers, raising of orders for the Services, taxing the vehicles, responding to queries from residents, running the bulky waste service, internal and external reporting of data, as well as the administration in relation to the cemeteries/burials ,football pitch hire and Public Health Funerals.

The Animal welfare and licensing Inspector sits within Environmental Protection and covers the full range of animal welfare duties including enforcement, noise/nuisance (statutory and anti-social behaviour) and the promotion of responsible pet ownership, as well as inspecting and licensing all establishments under the animal welfare legislation and to ensure compliance. This post is responsible for enforcement of the Public Spaces

Protection Order in place in relation to dog restrictions, as well as having the ability to seize and impound stray dogs, including dangerous and aggressive dogs.

The Climate Change, Sustainability and Recycling Officer within Environmental Protection is a shared post with Community Partnerships and deals with all the promotional aspects of all of the functions of Environmental Protection including campaigns and community outreach work.

Officers within the department are also active members of the Hertfordshire Waste Partnership via the following groups; Strategic, Operational and WasteAware and the Hertfordshire Fly Tipping Group and partake in publicly and campaign work accordingly.

The Services also work alongside other departments on specific projects e.g. working with Leisure and Landscapes on Alternative Grassland Management.

Service Projects / Actions / Deliverables

Corporate Framework Link	Key Action/Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Leisure and Landscapes						
	Rickmansworth Aquadrome Management Plan and Project Development Work	Landscapes and Leisure Development Manager	Embed established steering group Prepare funding applications Submit funding applications to progress the project e.g. National Lottery and HS2	April 2023 From April 2023 From July 2023	Variety of internal and external stakeholders linked to the Aquadrome Community Partnerships Property and Major Projects Environmental Protection Finance Comms Legal Regulatory Services	CIL funding application for capital projects will be submitted

					Local community groups and organisations	
	Denham Way Playing Fields – refurbishment and installation of new leisure facilities	Project Development Officer and Sports Development Officer	Installation and Completion	May 2023	HS2 – Funding application submitted – awaiting outcome Community Partnerships Property and Major Projects Environmental Protection Finance Comms Legal Regulatory Services Local community groups and organisations	None
	South Oxhey Playing Fields – refurbishment and installation of new leisure facilities	Project Development Officer and Sports Development Officer	Installation and Completion	May 2023	Community Partnerships Property and Major Projects Environmental Protection Finance Comms Legal Regulatory Services Local community groups and organisations	None
	UKSPF Project – Children’s Swimming Lessons	Leisure Contracts and Landscapes Project Officer	Expand the scheme into William Penn Leisure Centre Project Ends Provide data for the UKSPF	April 2023 March 2024 TBC	SLM Community Partnerships Finance Comms	Funded via UKSPF

	UKSPF Project – Investment in Play areas, Parks, Open Spaces and Woodlands	Landscapes and Leisure Development Manager Leisure Contracts and Landscape Projects Officer	Implement projects outlined in the site Management Plan action plans within South Oxhey Playing Fields and Chorleywood House Estate, along with enhancements to Barton Way Play Area. Provide data for the UKSPF	April 2024 TBC	Friends of Groups and Countryside Management Service Community Partnerships Finance Comms Environmental Protection	Funded via UKSPF
	UKSPF Project – Biodiversity Improvements in Parks and Open Spaces	Community Biodiversity Officer	Implement the BOA action plan. This includes: meadow enhancement, spring wildflower planting, hedgerow planting and restoration work as well as tree planting. Provide data for the UKSPF	From April 2024 TBC	Volunteers and Countryside Management Service Community Partnerships Finance Comms Environmental Protection	Funded via UKSPF
	UKSPF Project – Rickmansworth Aquadrome	Landscapes and Leisure Development Manager	Embed established steering group Prepare funding applications Submit funding applications to progress the project e.g. National Lottery and HS2 Provide data for the UKSPF	April 2023 From April 2023 From July 2023 TBC	Volunteers and Countryside Management Service Variety of internal and external stakeholders linked to the Aquadrome Community Partnerships Property and Major Projects Environmental Protection Finance Comms Legal Regulatory Services	None

					Local community groups and organisations	
Environmental Protection						
	TBC – review service based on outcome of the Resources and Waste Strategy – details of which are pending	Head of Community Services, Waste and Environment Manager, Environmental Strategy Manager	TBC – there are currently no timescales on release of the documents (this has been delayed several times due to changes in Government department set ups) and proposals and therefore milestones cannot be set at this point in time.	TBC	Hertfordshire Waste Partnership Finance Communications Legal Community Partnerships	TBC

Service	Community Partnerships	Head of Service	Emma Sheridan
Service Purpose and Core Functions			
Community Partnerships			
<ul style="list-style-type: none"> • Supporting people to embrace and maintain healthier lifestyles such as losing weight, taking more exercise, improving their diet, reducing alcohol consumption or stopping smoking via the Healthy Hub and delivery of the local Health Inequalities Programme • Providing support and commissioning oversight to voluntary sector groups to deliver activities and build resilience • Supporting vulnerable people and communities through targeted work including co-ordination of the Council's response to the Cost of Living Crisis • Delivering and supporting a wide-ranging programme of community events, engagement and consultation activities • Facilitating the Local Strategic Partnership including Strategic co-ordination of the Three Rivers Community Strategy 			
Community Safety & Safeguarding (Statutory Function)			
<ul style="list-style-type: none"> • Working with the Police and other partners to address crime and anti-social behaviour. • Lead service for meeting the Council's obligations to safeguard children and vulnerable adults • Facilitation of the Community Safety Partnership including the Domestic Abuse Safeguarding Group and coordination of the delivery of the Safeguarding and Managing Crime Plan • Management of District Community CCTV infrastructure and contracts 			
Performance and Projects			
<ul style="list-style-type: none"> • Strategic co-ordination of the Council's Corporate Framework Plan, Service Planning, Performance and Project Management reporting. • Strategic co-ordination of the Comprehensive Equalities Policy and its implementation and monitoring (Statutory Duty) 			

Sustainability & Climate Change						
<ul style="list-style-type: none"> • Strategic Co-ordination of the Councils Sustainability and Climate Change Strategy, its delivery and monitoring • Supporting communities in implementing sustainable actions and becoming more resilient to a changing climate • Co-ordinating the delivery of home energy efficiency programmes with District partners 						
Link to Corporate Framework	Key Action/ Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Community Partnerships						
SC	Delivery of the Place Based Health Inequalities Programme	Community Partnerships Manager	<ul style="list-style-type: none"> • Submission to HCC of quarterly monitoring report • Submission of Annual Plan to HCC 	Quarterly until Apr 24 April 23	HCC PCNs, CVS	Externally funded by HCC Public Health
SC	Adoption of new Community Strategy	Community Partnerships Manager	<ul style="list-style-type: none"> • Adoption of a new Community Strategy by LSP • Review of relevance 	Jun 2023 Jun annually		Within existing resources
SC	Development of Sustainable Community Hubs	Community Partnerships Manager	In development			Within existing resources and supported by UKSPF
Community Safety						
SC	Review of ASB policy	ASB Manager	Revised ASB policy approved	Aug 24	Police, Legal Services	Within existing resource
RRLL SC	Review of Safeguarding Children, Young People and Adults At Risk Policy	Head of Community Partnerships	Revised Policy approved	Jul 23	HCC, Police, Legal Services	Within existing resource
SC	ASB Conference	ASB Manager	Agree venue and agenda Hold event	Mar 23 Oct 23		Within existing resource

Performance and Projects						
RRLL SC GBB NZCR	Delivery of the UKSPF programme	Head of Community Partnerships	Reporting to MPB Reporting to HMG	Quarterly Apr Annually	Leisure & Landscapes Comms Ec Dev CVS delivery partners	Externally funded
Sustainability and Climate Change						
RRLL SC NZCR	Agreement on the route to zero for council operations and subsequent implementation	Climate Change and Sustainability Strategy Officer	Trajectory report to P&R and LEC	P&R spring '23	APSE	External grants will be required to fully deliver against this
SC NZCR	Implementation of home Energy Efficiency schemes	Climate Change and Sustainability Strategy Officer	<ul style="list-style-type: none"> Optimise and assist access to ECO4 funds and projects for Three Rivers residents Enable private residents to have access to solar PV schemes WAVE 2 Social Housing Decarbonisation fund 	'22-'26 TBC in govt guidance Annually TBD if application successful	EON and NEF HCCSP, Solar Together Thrive	Externally funded programme

Directorate	Community and Environment	Director	Geof Muggeridge
Service	Regulatory Services	Head of Service	Kimberley Rowley

Service Purpose and Core Functions

Regulatory Services is part of the Directorate of Community and Environmental Services. It comprises the following services: Development Management, Licensing, Land and Property, Transport and Parking Projects, Parking Services including Parking Enforcement, Environmental Health (commercial) and LA1/Building Control.

Development Management - Responsible for dealing with all matters under the Town and Country Planning Act, including determining planning applications and other related consents, providing professional pre-application advice to residents and prospective developers, investigating allegations of breaches of planning control and defending appeals lodged against the decisions of the Local Planning Authority.

Licensing - Responsible for the determination of licensing applications and the grant of licences in respect of Hackney Carriage and Private Hire vehicles, drivers and operators; house to house and street collections, lotteries, street trading consents and gaming machines. To also investigate complaints, enforcement of conditions tied to premises licences and undertake inspections at licences premises.

Land and Property – Responsible for Local Land Charges, Street Naming and Numbering, Corporate Land and Property Gazetteer, Section 106 Financial Monitoring, Assets of Community Value and CENSUS.

Transport and Parking Projects – Through TPP the District Council promotes better transport for people living and working in and around the District. The programmes we deliver enable and encourage people to use more sustainable ways to travel - making it easier to walk or go by bike and providing better buses & new travel options. We also improve infrastructure to promote better car and cycle parking (managing parking on local roads to make it safer and non-obstructive, with better off-street parking to keep roads clear).

Parking Services/Enforcement– the Partnership Parking Service is currently provided by Hertsmere BC on behalf of TRDC. This service includes the provision of Civil Enforcement Officers to check and enforce parking controls and the administration and processing of the parking permit process. The Head of Service manages the parking contract.

LA1 – provides the statutory function of Building Control for Hertfordshire Building Control on behalf of eight Local Authorities (including Three Rivers) in Hertfordshire. This includes issuing Statutory Notices, and managing the SLA between Hertfordshire Building Control and the eight Member Authorities. HBC provide the Building Control service.

Environmental Health Commercial – management of the EH commercial service which is provided by Watford Borough Council on behalf of TRDC. Service includes management and delivery of the Food Hygiene Inspection programme and food sampling programme, administering of the national Food Hygiene Rating Scheme and submission of the annual LAEMS returns, investigation of all complaints about the hygiene of food businesses, or about food that has been bought or eaten, provide and manage Air Quality Management responsibilities including submission of Annual Screening Assessment (ASR) to DEFRA, responding to planning application consultation on new developments with regard to air pollution and contaminated land, provision and management of contaminated land services, provision of the LA Health and Safety at Work enforcement service, provision of the ID control and tracing service, via PHE and respond to outbreaks of infectious disease, management of the LAPPC services (via a third party) and management and administration of the Skin Piercing licensing service.

Community Infrastructure Levy - The Senior CIL Officer undertakes the administration (including enforcement, collection etc.) and monitoring of the Community Infrastructure Levy. Under The Community Infrastructure Levy Regulations 2010 (as amended) charging authorities are required to produce an Infrastructure Funding Statement (IFS) that sets out details about planning obligation receipts (CIL and S106), and anticipated expenditure. The IFS is published by the 31 December each year (alongside the Annual Monitoring Report) and covers the previous monitoring year.

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Development Management						
	Development Management service provision review to include Press Notice review and Validation process efficiencies	DM Team Leaders	Review of Press Notices and associated costs	Oct 2024	Other Council depts.	Potential saving tbc
			Review of Validation processes and potential for further cost recovery for the service	Jan 2025	n/a	Potential saving tbc
	Wider use of Enterprise and mobile working solutions to encourage efficiencies in licensing and DM	DM Team Leaders	Continued implementation of Enterprise and Mobile Apps to increase departmental efficiencies and offer further self service options	Jan 2025	n/a	Increased efficiencies leading to improved service/PIs
Land Registry						
	Transfer of the Local Land Charges Register (LLC1) to the Land Registry.	JS/GG	Initial data analysis has taken place and local authority currently reviewing snapshot data	Potential completion Qtr 4 2023/24 but	Land Registry	New burdens payment expected for

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			cleansing. Currently waiting to move into delivery aspect of project, potentially from November 2022, subject to HM Land Registry resource.	awaiting Delivery Plan timetable		<p>delivery stage to assist with delivery and resource (2 payments £20k and £40k).</p> <p>On project completion TRDC will lose LLC1 income but still have to maintain the register.</p> <p>Personal Searches will also be redirected to the Land Registry potential reducing CSC resource required.</p>
Transport and Parking						
	Parking Management Plan : Parking Management Policies and Parking Infrastructure Management Plan (managing parking on TRDC land)	PS	<p>Delivery of an updated Parking Infrastructure Management Plan:</p> <p>Development Management Policies adopted</p> <p>Parking Infrastructure Management Plan</p>	<p>July 2023</p> <p>July 2023</p>	N/A	N/A

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	Adoption of the LCWIP	PS	Adoption of the Plan	Qtr 1 2023/24	HCC	Work will progress within existing budgets
	Cycling & Walking Scheme Programme	PS	Progress schemes in accordance with an agreed Programme where feasible	Jan 2025	Multiple	Work will progress within existing budgets
	Retail Parades Revitalisation Programme	PS	Procure and substantially deliver EVCP scheme	Qtr1: May 2023	None	Work will progress within existing budgets
	Better Buses and BB Infrastructure Programme	PS	Ensure 4 routes effectively served; deliver up to 2 infrastructure improvement schemes where feasible.	March 2024	HCC	Work will progress within existing budgets
	Sustainable Travel Planning and Promotion	PS	Progress 2 initiatives to completion where feasible and budgets allow.	March 2024	None	Work will progress within existing budgets
	Parking Management Programme	PS	Progress schemes in accordance with the agreed Programme, which is reviewed every 2 years.	March 2025	HCC as Principal	Work will progress within existing budgets
	Parking Infrastructure & Highway Enhancement Programmes	PS	Progress identified schemes to completion where feasible	March 2024	None	Work will progress within existing budgets
Environmental Health						
	WBC EH provision of the TRDCs EH commercial service	KR	Existing arrangements expire May 2024, To commence review and continued service provision Qtr 1 2023/24	June 2023 commence review.	Watford BC	Potential for increased revenue costs depending on service provision

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Others						
	Review of existing parking contract (existing Partnership arrangements expire 8 April 2023) and commence new contract for 9 April 2023 and beyond.	KR	Review new/extended parking contract Soft market testing followed by formal investigation of options involving support by external consultants.	Qtr 3 Sept to Dec 2024		Future revenue costs of new service provision Costs of external consultancy support