GPS & CE Committee - Housing, Homelessness and Rough Sleeping Strategy 2023-2028 – Action Plan Review and Update

17/11/2026

THREE RIVERS DISTRICT COUNCIL

- **GENERAL PUBLIC SERVICES AND COMMUNITY ENGAGEMENT COMMITTEE**

PART I

HOUSING, HOMELESSNESS AND ROUGH SLEEPING STRATEGY – Action Plan Update and Review
(ADCCC)

1 Summary

1.1 Committee are asked to review and note the annual review of the council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 Action Plan.

1.2 Furthermore, the Committee are requested to review and adopt the updated Action Plan.

2 Recommendation

2.1 That:

Committee to review and note the annual review of the council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 Action Plan.

Committee to review and adopt the added section to the council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 Action Plan.

Report prepared by: Jason Hagland, Strategic Housing Manager

Deborah Allen, Housing Operations Manager

3 Details

3.1 As part of the council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028, an Action Plan was produced detailing key projects and aims to be taken or delivered by the Service during the five years, that will ensure the delivery of our key objectives

3.2 These objectives are as follows –

- To prevent and relieve homelessness

- To support our most vulnerable customers into permanent, suitable and sustainable accommodation.

- To improve the standard of housing across the district.

3.3 Appendix One to this report contains the Housing, Homelessness and Rough Sleeping Strategy 2023-2028 Action Plan and provides updates and progress on the actions listed.

3.4 If the action has been marked as Blue the Service considers this action complete, if marked Amber, the project has begun but has been delayed or been intentionally delayed. If marked Red, the action is late, and a new proposed date

has been provided. If the action has been marked Green, this means this action is ongoing or on target.

3.5 In the case where an action or project has been delayed, or is late, the reasons this delay have been provided, and a new date for completion has been set.

3.6 This report will provide further detail and context on the progress against these actions in the plan.

3.7 Action Plan Objective 1 – Prevent and relieve homelessness

3.7.1 1.1 Ensure flexible use of the council's Homelessness, Rough Sleeping and Domestic Abuse Grant – Ongoing

The Homelessness, Rough Sleeping and Domestic Abuse Grant has now replaced the old Homelessness Prevention Grant provided to the council for the prevention and relief of homelessness in the district.

This grant funding has been used for a variety of purposes during this year of our strategy, including paying for grant funded posts within the Service, including the council's Domestic Abuse Caseworker.

The fund has been used to assist the council with temporary accommodation costs when required and financial assistance with deposits required by customers to access the private sector to prevent or relieve their homelessness.

The funding amounts confirmed for this grant are £724,495 for 2026/27 and £724,573 for 2027/28.

3.7.2 1.2 Implement a cost-of living prevention project – Completed

A cost-of-living prevention project was designed and implemented by the Housing Service in 2025/26.

This project included payments made to Registered Providers to clear the rent arrears of vulnerable customers, therefore, preventing their homelessness and the delivery of a cooking on a budget and wellbeing training class attended by households for whom the council was providing with temporary accommodation.

This class demonstrated to these households the importance of healthy home cooking and provided them with some budget friendly, healthy recipes that could be easily recreated at home.

Following the completion of this course, the attendees were provided with a voucher for a supermarket to buy ingredients and were given their choice of a slow cooker, air fryer or multi cooker.

Eligible customers were also provided with vouchers for energy costs.

3.7.3 1.3 All tenants of Registered Providers threatened with eviction are prevented from homelessness – Completed

A protocol has been agreed with the four largest registered providers within the district.

This protocol sets out a formal agreement between Three Rivers District Council and our Registered Provider partners to adopt a preventative and coordinated approach to tenants falling into rent arrears.

This protocol ensures that tenants at risk are identified as early as possible, offered timely and appropriate support, and protected from unnecessary legal action and eviction. The overarching aim is to prevent homelessness and sustain tenancies, while making best use of the districts available social housing and local resources.

3.7.4 1.4 Ensure staff are aware of the any new trends which will predict our busier periods to enable them to prepare sufficiently – Ongoing

Any trends that are identified by the Service, or our partners, are raised with Officers at regular, and, if required in emergency circumstances, ad hoc team meetings.

3.7.5 1.5 Better understanding of rough sleeping in the district – Partially complete.

The council's Housing Development Officer has undertaken GIS training that has enabled this Officer to make use of this software to undertake a mapping exercise of current and historic locations of rough sleepers in the district.

Whilst this historic mapping exercise is complete, ongoing mapping over the course of strategy will enable the Service to identify any new trends with rough sleeper locations in the district and allow us to target our support.

3.7.6 1.6 Promotion of homelessness services – Ongoing

The council's Housing Options Officers are attending the council's Healthy Hubs once a month, providing residents with extended opportunities to engage with Housing Services for advice and assistance with their housing needs. These visits are conducted on a rota basis and advertised so residents are aware of this opportunity to receive face to face housing advice or assistance.

The Service have worked in partnership with Communications to produce videos that promote the council's Housing Service that have been broadcast to residents via the council's social media channels. These videos give residents an informal opportunity to gain an insight on what support the Housing Service can provide and encourages residents who require advice and assistance with their housing to contact the council.

The Housing Navigator has reestablished the council's Homelessness Forum, conducted quarterly, with increased participation and engagement from our partners. The Forum provides partners with information on our current services, including any updates to our structure or new recruitment, quarterly homelessness and temporary accommodation figures for the district and an opportunity to discuss trends identified by the Service or our partners.

A flyer to promote the council's homelessness prevention services has been distributed to GPs within the district.

3.7.7 1.7 All customers to be referred to any support service they require – Complete

Our internal procedures have been updated to ensure that any customer that engages with the Housing Service are referred to the appropriate support they may require. In addition to this, the Service has made financial contributions to relevant services, to ensure that customers engaging with us are given the appropriate priority. This includes financial and budgetary advice provided by Citizens Advice (CA) and housing focused mental health support provided by Hertfordshire MIND.

3.7.8 1.8 Correct and up to date information is always available to customers – Ongoing

Relevant legislative updates are continually reviewed, and policy and procedure are updated to ensure compliance with this. If any changes are required, the information available to customers, via the council's website and any material produced for customers, is updated.

All policies adopted are reviewed every three years, or in line with a significant change in legislation or government guidance, to ensure up to date with legislative requirements.

The council's Housing Allocations Policy was updated and adopted in December 2025. Thes updates included changes required to how the council will treat applications from armed forces veterans and those who are care leavers under 25.

3.7.9 1.9 New Hope to provide the council's Severe Weather Emergency Protocol (SWEP) provision – Complete

The council's Housing Operations Manager held discussions with New Hope Trust to explore the potential of the SWEP provision for the council being provided by this organisation. However, the Service were unable to agree a cost-effective agreement, therefore, the council will continue to provide our SWEP provision internally on an ad hoc basis (accommodation procured when required).

1.10 Housing Allocations Policy to remain up to date with legislative updates – Complete

The council's Housing Allocations Policy was updated and adopted in December 2025. These updates included changes required to how the council will treat applications from armed forces veterans and those who are care leavers under 25.

This Policy is due for review and update again in 2028.

3.7.10 1.11 Revamp of the current Rent Deposit Guarantee Scheme (RDGS) – Cancelled

This project was originally planned to be undertaken in 2024, however, following the announcement of the significant reform to the private rented sector expected following the introduction of the Renters Rights Act in May 2025, it was intentionally delayed and planned to be undertaken in 2025.

Due to the significant period, funding and resource that this project would require prior to going live, following the announcement of Local Government Reorganisation, the decision was taken that this project would be cancelled.

3.7.11 1.12 Increase the level of mediation work and home visits to households – Complete

With the aim to reduce the amount of homelessness applications made to the council because of parental or family evictions, the Service have updated our internal procedures to ensure that a home visit is conducted to every customer that makes a homelessness application to the council (if applicable).

This home visit by Officers ensures that every option to prevent the customers homelessness is explored, including, in the case of parental or family eviction, the option of staying with parents or family members whilst alternative accommodation is sought.

To assist with these often-difficult negotiations, Officers within the Service have undertaken mediation training that was delivered by an external partner in March 2024

3.7.12 1.13 Work in partnership with Planning Policy and Regulatory Services to ensure the ongoing delivery of affordable housing in the district – Ongoing

The council's Housing Development Officer completed a further review of the housing needs of customers in temporary accommodation and those waiting for a suitable offer of accommodation via the council's Housing Register in January 2026. This review ensures that when we are negotiating with developers about the projected mix of affordable housing within a specific development, the Service are achieving the correct mix for our current requirement. This requirement will be consistently reviewed throughout the term of the strategy and our demands to developers will be adapted to suit.

This review is undertaken annually, therefore, a further review will be undertaken in January 2027.

3.7.13 1.14 Review the target for housing and the affordable housing provision within this action plan, following the adoption of the council's Local Plan – Postponed

This will commence following the adoption of the council's Local Plan.

3.8 Action Plan Objective 2 – support our most vulnerable customers into permanent and suitable accommodation

3.8.1 2.1 Efficient use of the council's five Next Steps Accommodation Programme (NSAP) properties – Ongoing

These properties continue to be let to those households engaging with the Service who require this level of support. Ongoing tenancy support continues to be provided to the tenants by the council's Housing Navigator.

Eight tenants placed in these properties have now secured an assured tenancy in a social housing property within the district, representing a significant and ongoing success for this programme.

3.8.2 2.2 Efficient use of the council's five Rough Sleeper Accommodation Programme (RSAP) properties – Ongoing

As above.

3.8.3 2.3 Vulnerable customers housed in the council's temporary accommodation to be provided support – Ongoing

Vulnerable households who have been placed in temporary accommodation by the council are provided with ongoing tenancy support by the council's Housing Navigator.

3.8.4 2.4 A single homeless pathway for adults with complex needs who are homeless or at risk of homelessness to be established in Three Rivers. – Complete

This project is no longer relevant following Hertfordshire County Council's introduction of the Making Every Adult Matter (MEAM) project.

The council's Housing Navigator is working in partnership with HCC as part of this project with the aim to establish this pathway on a county wide basis.

However, it is important to note, that as part of the new Section to be added to the council's Action Plan, the Service have committed to an action to establish a formal pathway for long term rough sleepers to move to settled accommodation with ongoing support.

3.8.5 2.5 Maximise funding opportunities – Ongoing

The council has participated in every round of the Local Authority Housing Fund (LAHF) that will provide a significant number of properties within the district as affordable housing.

A number of properties delivered via this fund will be utilised as temporary accommodation for those who are homeless and engaging with the council, whilst the remaining properties will be, in the first instance, used to accommodate those on relevant resettlement schemes.

Following this first use and in the medium to long term, these properties will contribute to the overall affordable housing provision available in district.

3.8.6 2.6 RSI-6 funding granted by MHCLG to continue to provide a Housing Navigator post – Complete

Funding for this post has been provided by Central Government until 2028.

3.8.7 2.7 Support victims of Domestic Abuse – Complete

A Domestic Abuse Caseworker has been integrated into the Service since 2024, providing victims of domestic abuse who are engaging with Housing Services with specialist support and guidance.

Alignment with the Domestic Abuse Act 2021 has been introduced to all relevant policy and procedure within the Service. If there are any further updates to legislation in this area over the course of this strategy, these policies and procedures will be updated to reflect this on an ongoing basis

3.8.8 2.8 Further allocation of AeFO MoU funding awarded – Complete

No further funding is to be allocated via this route by Central Government; therefore, this action is no longer relevant and has been marked as complete.

3.8.9 2.9 Oversee the integration of a Domestic Abuse Caseworker within the Housing Service – Complete

A Domestic Abuse Caseworker (DAC) has been integrated into the Service since 2024, providing victims of domestic abuse who are engaging with Housing Services with specialist support and guidance.

The DAC has undertaken both professional Independent Domestic Abuse Advocate (IDVA) training and Independent Sexual Violence Advocate (IVSA) training funded by the Service and. The DAC will continue to undergo relevant training to ensure that the council is aware of, and undertakes, our statutory

obligations to these victims and ensure that the best possible support and advice is available to customers in this circumstance.

3.8.10 2.10 Ensure the council is fulfilling our statutory responsibilities to members and ex-members of the Armed Forces, and their family members – Complete

As part of her professional development, and importantly, as the council are signatories to the Armed Forces Covenant, the council's Housing Solutions Manager undertakes ongoing training and development in this area.

This ensures that the Service are aware of any updates to our responsibilities to this cohort and can fulfil these accordingly (policy and procedural updates etc.)

The update to the council's Housing Allocations Policy in December 2025 introduced several changes for how the council treats applications from this cohort. Whilst some of these changes were made due to changes in Government guidance, some were made to adopt best practice.

3.8.11 2.11 Ensure the council is undertaking best practice with regard to our responsibilities as signatories of the Armed Forces – Complete

The council's Strategic Housing Manager undertook a review into best practice for this cohort.

Following this review, a number of changes were introduced as part of a review an update of the council's Housing Allocations Policy.

These best practice changes included a Band C priority on the council's Housing Register awarded to those who have formerly served in the Armed Forces and a customer who has served in the Armed Forces who has joined the Housing Register as they have a housing need, however, are not currently homeless, will be have their priority date backdated by two years.

3.9 Action Plan Aim 3 – Improve the standard of housing across the district

3.9.1 3.1 Improve awareness of conditions in the private housing sector – Postponed

This project has been intentionally postponed to 2027 due to Local Government Reorganisation.

3.9.2 3.2 Improve standards in the private rented sector – Postponed

An action plan will be developed and implemented following recommendations highlighted as part of the private sector housing stock survey in 2027

3.9.3 3.3 Enable people to remain in their homes and ensure they are appropriate for their needs – Ongoing

The Service is making best use of the funding provided from the Better Care Fund and continue to provide disabled adaptations for residents within the district.

The Service has approved 59 x applications for Disabled Facility Grants (DFG) from residents within the district from 1 April 2025 to 31 March 2026. These works include the installation of wet rooms, wheelchair ramps and in some cases, full extensions. The adaptations funded by these grants provided by the council have enabled the properties to be safe and suitable for the residents to remain within.

3.9.4 3.4 Clear guidance for discharging our homeless duties into the private rented sector – On target

The council's Private Rented Sector was reviewed and updated in January 2024. A further review of this Policy is due to be undertaken in early 2027 and work on this has already commenced.

3.9.5 3.5 Establish a Houses in Multiple Occupation (HMO) monitoring programme – Late

This action has been delayed due to a lack of resources and other more urgent priorities for the council's Residential Environmental Health team. This includes the preparation undertaken for the implementation of the Renters Rights Act 2025.

Following the implementation of this Act, additional capacity has been added to the team, and the programme is currently being drafted to commence in 2027.

Officers have still undertaken multiple visits to HMOs within the district for reasons including licensing applications, licence renewals, complaints of HMOs operating without a licence and complaints of housing disrepair within a HMO.

3.9.6 3.6 Establish a protocol for dealing with complaints of housing disrepair, specifically those relating to damp and mould – Postponed

Postponed until 2027 due to the introduction of the Renters Rights Act to the social housing sector.

3.9.7 3.7 Housing Enforcement Policy – Complete

The council adopted a Private Rented Sector Housing Enforcement Policy in May 2026.

3.9.8 3.8 Ensure we are fully prepared for when the Renters Rights Bill becomes an Act of Parliament – Postponed

The Service was adequately prepared for the introduction of the Renters Rights Act and following the first stage of implementation of the legislation on 1 May 2026, have been undertaking our statutory duties in relation to housing disrepair.

Additional capacity has been added to the council's Residential Environmental Health team to deal with the increase in requirements, all the Officers within the team have been provided adequate training and the council have adopted a Civil Penalty Notice Policy in February 2026.

3.9.9 3.9 Encourage our Registered Providers and developers to build net zero homes, promote sustainable living and make space for nature within any development in the district – Ongoing

In partnership with Regulatory Services and Planning Policy, Officers within the Service continue to engage with developers and Registered Providers during the early stages of relevant planning applications to encourage that these principles are adopted.

3.9.10 3.10 Ensure that PRS landlords within the district are aware and fully informed of the funding opportunities available to them to make significant improvements to the standard of their properties – Ongoing

The council held a Landlords Forum at Three Rivers House in March 2026 in which the council's Climate Change and Sustainability Officer presented to the landlords in attendance about funding opportunities available to them to increase the energy efficiency of their properties.

The Service continue to send an annual letter to estate agents and those landlords on the council's Rent Deposit Guarantee Scheme to keep them informed of any funding opportunities available to them.

3.9.11 3.11 Civil Penalty Notice (CPN) Policy – Complete

The council adopted a Civil Penalty Notice Policy in February 2026.

3.10 Action Plan Update – Local Outcomes Framework

3.11 Housing is a dynamic environment, therefore, when the council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 was adopted, the Action Plan that accompanied this strategy was specifically designed to be a live document.

3.12 This enables the council to react quickly to any changing priorities or legislative reform within the sector and amend/adapt our Action Plan to consider this.

3.13 In early 2026, along with the announcement that the Homelessness Prevention Grant would be replaced by the Homelessness, Rough Sleeping and Domestic Abuse Grant (HRSDA Grant), Central Government announced the adoption of the Local Outcomes Framework (LOF).

3.14 The six core outcomes with regard to homelessness that must be measured as part of this Framework and incorporated within the National Plan to End Homelessness are as follows –

3.14.1 Households with children in temporary accommodation per 1000 households

3.14.2 Households with children in Bed and Breakfast (B&B) accommodation for more than six weeks

3.14.3 Percentage of homelessness duties where homelessness was prevented or relieved

3.14.4 Percentage of homelessness duties where homelessness was prevented or relived for people experiencing multiple disadvantage

3.14.5 Number of people sleeping rough on a single night

3.14.6 Number of people experiencing long term rough sleeping over the month

3.15 Any council receiving the new the Homelessness, Rough Sleeping and Domestic Abuse Grant are now expected to translate the national LOF homelessness and rough sleeping measures into an action plan, and their performance is then assessed against those outcomes.

3.16 However, as the council already have a live action plan attached to our Housing, Homelessness and Rough Sleeping Strategy, these measures have been incorporated into a new section within our live Action Plan and presented to you alongside this report.

3.17 Specific actions to adhere to the above outcomes listed have been included within the new section in the Action Plan. Work has already begun on these actions, with initial updates provided within the live document for your review.

3.18 In addition to the production of this a new Action Plan, we are also required to produce a table that demonstrates our baseline data (measured in September-November 2025) for these six core outcomes and our targets for improvements on these core outcomes in the subsequent years. (to the end of this Parliament).

3.19 We have also included a section within the Action Plan on the risks that we have identified that may impact the delivery of these targets against the six core metrics and how we plan to mitigate these risks.

3.20 Along with the six core outcomes that must be measured, there is a number of other outcomes for other cohorts that a local authority can include actions within their Action Plan to address.

3.21 These should only be included if the local authority feels that they are relevant to their local area.

3.22 The outcomes that we have chosen to include from these additional outcomes, as they have ongoing relevance within our district, are located at 9.1 and 10.1 on the new section on the Action Plan.

3.23 These relate to Care Leavers under 25 years of age experiencing homelessness and those who are homeless following a discharge from hospital.

4 Options and Reasons for Recommendations

4.1 It is recommended that Committee to review and note the annual review of the council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 Action Plan.

4.2 Furthermore, it is recommended that Committee review and agree to the adoption of the added section to the council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 Action Plan. This will ensure that the council comply with the required terms of the funding provided to the council.

5 Policy/Budget Reference and Implications

5.1 The recommendations in this report are within the Council's agreed policy and budgets.

5.2 The recommendations in this report relate to the achievement of the following performance indicators.

5.2.1 HN01 – Maximum number of households living in temporary accommodation on the last day of the quarter.

5.2.2 HN03 – Maximum number of households in temporary accommodation throughout the year.

5.2.3 HN06 – Promote access to the private sector lettings in order to prevent and relieve homelessness.

5.2.4 HN11 – Percentage of households prevented or relieved from homelessness.

5.3 The impact of the recommendations on this/these performance indicator(s) are as follows:

The annual review of the Action Plan of the council's Homelessness and Rough Sleeping Strategy 2023-2028 will ensure that the council continue to take action to reduce the number of households in temporary accommodation and ensure we are acting to consistently prevent or relieve the homelessness of our customers.

It will also provide us to review any significant changes in Government direction within the sector or significant legislative changes that will require changes to the live document.

Staffing, Community Safety, Public Health, Customer Services Centre, Risk Management and Health & Safety Implications

None specific.

6 Financial Implications

6.1 The Action Plan that has been produced as part of the Council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 contains several actions to be implemented. Specific actions on this plan have been included to increase our prevention of homelessness and reduce rough sleeping within the district, therefore, decreasing the expensive cost of temporary accommodation to the council.

6.2 For those actions/projects that require financial input, the Service will make use of the Homelessness, Rough Sleeping and Domestic Abuse Grant. This is ring fenced funding provided by Central Government for the purpose of prevention and relief of homelessness in the district

7 Equal Opportunities Implications

7.1 An Equal Opportunities Impact assessment was completed for the council's Housing, Homelessness and Rough Sleeping Strategy when adopted in January 2024.

7.2 This impact assessment predicted no impact on those people with protected characteristics arising from the objectives stated with the strategy.

8 Legal Implications

8.1 The manner in which the council ensures compliance with our statutory requirements, particularly new legislation, is dealt with specifically at the appropriate point in the body of this report.

9 Environmental Implications

9.1 A Sustainability Impact Assessment was completed for the Housing, Homelessness and Rough Sleeping Strategy when adopted in January 2024.

10 Public Health implications

10.1 Annual review of our progress against the Action Plan will contribute to the prevention of deterioration of health and wellbeing issues that can be attributed to poor housing condition by improving the overall standard of housing across the district.

11 Communications and Website Implications

11.1 Once the annual review has been noted by Committee and should committee agree to the updated Action Plan presented, the assistance of the Communications team will be required to upload the updated Action Plan to the council's website.

12 Risk and Health & Safety Implications

12.1 The Council has agreed its risk management strategy which can be found on the website at http://www.threerivers.gov.uk. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

12.2 The subject of this report is covered by the Housing Services service plan(s). Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	**Consequence**	**Suggested Control Measures**	**Response** *(tolerate, treat terminate, transfer)*	**Risk Rating** *(combination of likelihood and impact)*
Failure to implement the actions on the Action Plan over the course of the strategy	A decrease in the prevention and relief of homelessness in the district. A decrease in the standards of property within the district. Worsened outcomes for our most vulnerable customers who are experiencing homelessness	The actions within the Action Plan completed within the term of the strategy	Treat	6
Failure to adopt a Local Outcomes Framework Action Plan	The council will not be adhering to our duty to produce an Action Plan as a requirement of receipt of the Homelessness,	Adopt the Local Outcomes Framework Action Plan section within the new Action	Treat	4

	Rough Sleeping and Domestic Abuse Grant	Plan		

12.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Likelihood: Very Likely → Remote				
	Low 4	**High** 8	**Very High** 12	**Very High** 16
	Low 3	**Medium** 6	**High** 9	**Very High** 12
	Low 2	**Low** 4	**Medium** 6	**High** 8
	Low 1	**Low** 2	**Low** 3	**Low** 4
	Impact Low ----------▶ Unacceptable			

Impact Score	**Likelihood Score**
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

12.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

Data Quality

Data sources:

MHCLG Data

Official UK Government correspondence

Council ICT system

Data checked by:

Jason Hagland, Strategic Housing Manager

Data rating:

1	**Poor**	
2	**Sufficient**	**X**
3	**High**	

Background Papers

APPENDICES / ATTACHMENTS

Appendix 1 – HHRSS Updated Action Plan

THREE RIVERS
DISTRICT COUNCIL