



MINUTES OF THE MEETING OF THE CABINET

TUESDAY 13 NOVEMBER 2018
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON

1

Committee Members Present:

Councillor S Akhtar
Councillor J Goodfellow
Councillor N Hampshire
Councillor W Innes (Convener)
Councillor J McMillan

Other Councillors Present:

Councillor F Dugdale
Councillor A Forrest
Councillor J Henderson
Councillor J Williamson

Council Officials Present:

Mrs A Leitch, Chief Executive
Ms M Patterson, Depute Chief Executive – Partnerships and Community Services
Mr J Lamond, Head of Council Resources
Mr D Proudfoot, Head of Development
Mr T Reid, Head of Infrastructure
Mr C Grilli, Service Manager – Legal and Procurement
Mr E John, Service Manager – Sport, Countryside and Leisure
Mr I McFarlane, Service Manager – Planning
Ms S Smith, Acting Service Manager – Economic Development
Ms C McCorry, Service Manager – Community and Area Partnerships
Mr P Forsyth, Team Manager – Assets and Regulatory (Roads)
Mr S Cooper, Team Manager – Communications
Ms A Hood, Team Leader – Employability
Mr P Ritchie, HR Business Partner

Clerk:

Ms A Smith

Apologies:

Councillor F O'Donnell

Declarations of Interest:

None

1. MINUTES FOR APPROVAL – CABINET 11 SEPTEMBER 2018

The minutes of the meeting of the Cabinet of 11 September 2018 were approved.

2. THE EAST LOTHIAN COMMUNITY PLANNING ECONOMIC DEVELOPMENT STRATEGY 2012-22, REFRESH

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) outlining the key points and changes from the refresh of the East Lothian Community Planning Economic Development Strategy (EDS) 2012-22.

Susan Smith, Acting Service Manager – Economic Development, presented the report. She informed Members that work on the EDS refresh had commenced last December. She detailed the various organisations involved in the process; there was comprehensive industry and stakeholder engagement. The State of Play report, Executive Summary and Action Plan were attached as appendices. She drew attention to several key economic development opportunities. She outlined the Strategic Goals, which had been summarised to provide a clear focus on businesses and jobs. She drew attention to adjustments to the wording of the Strategic Objectives. She highlighted several of the priorities, including connectivity and employability. Ms Smith outlined the next stages, advising that the full document would be lodged in the Members' Library once approved.

In response to questions from Councillor McMillan about pathways and employability, Alison Hood, Team Leader – Employability (East Lothian Works) outlined six key areas. She drew specific attention to apprenticeships and to a current framework of two care pathways. She gave details of the types of areas involved. There were also further developments in relation to modern apprenticeships. She confirmed that considerable work was carried out with partnership agencies with the aim of achieving positive destination outcomes.

Councillor Henderson queried how difficult it was to create pathways for people to be able to stay and work in East Lothian. Ms Smith advised that the Economic Development unit worked with businesses to identify training needs with the hope of retaining some people in East Lothian. Ms Hood indicated it was challenging; she outlined work carried out by Skills Development Scotland and East Lothian Works, adding that flexible pathways were being looked at to meet the needs of businesses.

Councillor Akhtar referring to East Lothian Works moving to within the Education Service, asked about the impact on positive destinations. Ms Hood indicated this move would help due to greater connectivity with this service area. She explained that officers were trying to capture everyone they knew that were in a negative status, adding that as positive destinations rose those groups left tended to require greater support.

Douglas Proudfoot, Head of Development, stated that collaboration was key; wider collaboration across the county and beyond was taking place. Aspects of work and education were changing which affected the economy, locally and regionally; this Strategy would allow the Council and its partners to shape the outcomes.

Angela Leitch, Chief Executive, referred to those two care pathways, highlighting the need to make sure that talent within schools was captured. She gave details of an innovative project looking at care provision covering more than one group in society, which would bring forward a different range of jobs. Workforce planning was at the forefront of this.

The Convener proposed an amendment to the report recommendation – *for Cabinet to approve the elements of the Refresh Strategy that would impact on Council resources* – this was seconded by Councillor McMillan.

Councillor McMillan stated this report set out a clear policy and strategy and the priorities going forward. The key areas were increasing the number of businesses and increasing employment opportunities. The Strategy would allow for growth and for innovative new ideas to come forward. He stressed the importance of having a digitally connected local economy.

Councillor Goodfellow drew attention to the Strategy's two primary strategic goals. He referred to business innovations, citing examples within his ward, which were contributing towards meeting these goals.

Councillor Henderson stated this document was reassuringly dynamic. It was essential the Strategy was revised and refreshed; it was a committed document, which was important.

Councillor Akhtar echoed the importance of this document. She outlined several positive aspects, including introduction of modern apprenticeships, developing the young workforce and the increase in positive destinations for young people. She acknowledged the excellent relationships the Council had with external partners/organisations.

Councillor Hampshire also welcomed the report. The Strategy gave significant support to the Local Development Plan. Growth would have a major impact on the viability of town centres, making East Lothian a more attractive place to live. Businesses would consider relocating close to where their employees lived, this had already happened across other areas of Scotland. This Strategy would help to deliver all of this.

The Convener endorsed the Strategy refreshment. It was important the Strategy was flexible. It was not known where economic opportunities would come from but the Council had to be able to respond quickly and ensure that people in East Lothian could take advantage of opportunities when they arose. The original Strategy had been successful and on behalf of Members he thanked staff and all partners for their hard work to date; he also thanked everyone involved for this significant piece of work.

Decision

The Cabinet agreed to note the content of the report and to approve the elements of the Refreshed Economic Development Strategy that would impact on Council resources.

3. EAST LOTHIAN OPEN SPACE STRATEGY 2018

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) setting out the background to, and seeking Cabinet approval of, the East Lothian Open Space Strategy.

Eamon John, Service Manager – Sport, Countryside and Leisure, presented the report, referring to the background in relation to the policy context and requirements. This Strategy provided the evidence base for Open Space policies in the Local Development Plan and for the assessment of planning applications and would contribute to the Council Plan, East Lothian Plan and National Performance Framework. He highlighted the strategic objectives, drawing particular attention to several of these. He gave details of the assessment standards. He highlighted the critical role open spaces played in community life. Protecting and managing open spaces for the growth agenda was very important; this Strategy would allow the Council to align and to protect for future growth.

Mr John, responding to Councillor's McMillan's query, clarified that semi-natural green space referred to areas where wildlife habitats and biodiversity developed.

Councillor Henderson queried the negative response to the cluster assessment in some areas/categories (table on page 60 refers). Mr John, choosing the North Berwick cluster as an example, gave a detailed explanation of the reasons behind this result.

Councillor Hampshire stated that the Council had to do what it could to ensure that maintenance of the open spaces continued to be provided to current high standards, despite budget pressures. Open spaces were extremely important in terms of health and wellbeing.

Councillor Forrest welcomed the report, referring to the positive impact of the strategic objectives across communities within the county.

Councillor McMillan expressed his support. He referred to the sustainable growth and regeneration strategic objective, stating this was of vital importance. He added that the importance of this Strategy in attracting visitors to the county was also significant.

Councillor Goodfellow stated that safeguarding open spaces as the county continued to expand would be achieved by implementing this Strategy and through the Local Development Plan development briefs.

Councillor Henderson remarked that open spaces were fundamentally enshrined in this country's tradition. This Strategy was very welcome.

Councillor Akhtar referred to strategic objectives regarding education and sport, welcoming the holistic approach. She drew attention to forest schools and outdoor learning opportunities for children and young people.

The Convener, on behalf of the Cabinet, thanked all staff, organisations and volunteers across the county for their invaluable contribution. This Strategy was crucial; access to open spaces had a positive impact on both physical and mental health. The Council had made sure that despite the significant growth experienced over the last 20 years that the county's open spaces were protected and this Strategy would ensure continued protection.

Decision

The Cabinet agreed to note the content of the report and to approve the East Lothian Open Space Strategy 2018.

4. VARIOUS ROADS, REV 2 – EAST LOTHIAN, INTRODUCTION AND AMENDMENTS TO TRAFFIC REGULATION ORDERS 2018

A report was submitted by the Depute Chief Executive (Partnerships and Community Services) seeking approval to start the statutory procedures necessary to introduce and amend various Traffic Regulation Orders (TRO) to prohibit waiting, loading and unloading, introduce new speed limits and to ban and permit various types of vehicular traffic.

Peter Forsyth, Team Manager – Assets and Regulatory, presented the report. He informed Members that a review of restrictions had highlighted several areas that required amendment or introduction; these were detailed in Appendix A. He drew particular attention to TRO amendments/introductions at a few specific locations. He referred to the other proposals, for East Linton and Garvald, outlined in Appendices B and C. Police Scotland would be fully consulted on the introduction of all of these proposals/regulations.

Councillor Williamson, in relation to Stoneyhill Primary School, referred to the other entrance to the school at Clayknowes Avenue and asked if this road could be added to the list of potential restrictions. Mr Forsyth confirmed this would be looked at.

Mr Forsyth, responding to questions from Councillor McMillan, remarked that dealing with indiscriminate parking was challenging in terms of the resource required; improvements to this resource was being looked at.

Councillor Hampshire referred to the experimental 20mph speed limit TRO in East Linton. He noted that this TRO would lapse on 21 December 2018 and asked if there would be a delay before this became permanent. Mr Forsyth said there was sufficient time to ask the Scottish Government to extend the experimental TRO for a further 6 months, which would ensure a seamless transition to a permanent arrangement. Regarding questions about other communities considering this and the position as regards current legislation, Mr Forsyth gave details of the current legislative position advising that a decision was awaited from the Scottish Government.

Opening the debate, Councillor Hampshire welcomed the report. He stated that traffic issues were constantly raised at Members' surgeries. The locations had been identified as requiring action and the amendments/introductions would be beneficial to the various communities.

Councillor Akhtar, referring to Meadowbank, Ormiston, indicated that the local community would welcome this parking restriction.

Councillor McMillan praised the engagement carried out with local communities. He stressed the importance of conveying the message regarding indiscriminate parking. He paid recognition to the role of community councils in relation to these issues.

Decision

The Cabinet agreed to approve the initiation of the statutory procedure necessary to introduce and amend Traffic Regulation Orders in accordance with The Local Authorities (Procedures) (Scotland) Regulations 1999 and such introduction and amendments that were in force in respect of locations and proposals listed in Appendices A & B.

5. ANNUAL PENSIONS REPORT 2017/18

A report was submitted by the Depute Chief Executive (Resources and People Services) summarising the early retirement activity within the financial year 2017/18, in accordance with External Audit requirements and Council Policy.

Jim Lamond, Head of Council Resources, presented the report, reminding Cabinet that this report satisfied a longstanding obligation upon local authorities as regards reporting on pensions activity. The report provided details of the various types of pensionable retirements and the actual activity experienced during the 2017/18 financial year. He informed Members of a correction on page 74, paragraph 3.2 (table) – advising that under *Compulsory Severance (pensionable) (Resources and People Services)* it should state 1. He drew attention to some additional detail on pension related historical liabilities that fell due in 2017/18 and outlined expectation for future years.

Decision

The Cabinet agreed to note the content of the report with regard to the pension activity in the financial year 2017/18.

Signed
Councillor Willie Innes
Council Leader and Convener of the Cabinet

REPORT TO: Cabinet

MEETING DATE: 22 January 2019

BY: Depute Chief Executive (Resources and People Services)

SUBJECT: Summary of Contracts Awarded by East Lothian Council,
4 September 2018 – 9 January 2019

2

1 PURPOSE

- 1.1 To advise Members of all contracts awarded by the Council from 4 September 2018 to 9 January 2019 with a value of over £150,000.

2 RECOMMENDATIONS

- 2.1 To note the award of contracts with a value of over £150,000 from 4 September 2018 to 9 January 2019, as listed in Appendix 1 to this report.

3 BACKGROUND

- 3.1 Details of all contracts awarded by the Council are lodged in the Members' Library Service. Appendix 1 to this report contains details of all contracts with a value of £150,000 and above which have been awarded since the last meeting of the Cabinet.

- 3.2 Members are asked to note that reports relating to contracts can be accessed via the following link to the Members' Library Service on the Council's eGov system:

http://www.eastlothian.gov.uk/site/scripts/meetings_committees.php?headerID=102

4 POLICY IMPLICATIONS

- 4.1 None

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

- 6.1 Financial - None.
6.2 Personnel - None
6.3 Other - None

7 BACKGROUND PAPERS

- 7.1 None

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DATE	9 January 2019



**SUMMARY OF CONTRACTS AWARDED WITH A VALUE OF £150,000 AND ABOVE
FOR THE PERIOD 4 SEPTEMBER 2018 – 9 JANUARY 2019**

Originator	Report Title/Project Summary	Contract Awarded To	Contract Value	Members' Library Reference
Depute Chief Executive (Partnerships & Community Services)	Proposed New Housing at Letham Mains, Haddington	Hart Builders (Edinburgh) Ltd	£8,396,965.98	191/18 (Dec 18 Bulletin)
Depute Chief Executive (Partnerships & Community Services)	Proposed New Primary School at Letham Mains, Haddington	Morrison Construction Scotland	£8,631,964.85	04/19 (Jan 19 Bulletin)

9 January 2019

REPORT TO: Cabinet

MEETING DATE: 22 January 2019

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Draft East Lothian Rapid Rehousing Transition Plan 2019/20–2023/24

3

1 PURPOSE

- 1.1 To advise Cabinet of the newly titled strategic policy objective ‘rapid rehousing’ and present the draft East Lothian Rapid Rehousing Transition Plan (RRTP) 2019/20–2023/24 prior to Scottish Government assessment and evaluation.

2 RECOMMENDATIONS

- 2.1 Cabinet is recommended to approve the draft East Lothian RRTP 2019/20-2023/24 as submitted to the Scottish Government, including the aims of the draft RRTP, associated work required to achieve these aims and corresponding request for additional resources totalling £7.221m if East Lothian Council is to achieve own aims under rapid rehousing by 31 March 2024 (£5.225m capital funding and £1.996m revenue funding).

3 BACKGROUND

- 3.1 The Homelessness and Rough Sleeping Action Group (HARSAG) was established by the Scottish Government in October 2017 to consider solutions to end homelessness and rough sleeping. Four suites of recommendations were made in December 2017 and in February, May and June 2018, with the majority of final recommendations accepted by Scottish Ministers across the spectrum of Parliament and welcomed in principle by ALACHO and COSLA in June 2018. The swift transition to a ‘Rapid Rehousing’ approach, to include an element of ‘*Housing First*’ comprises the cornerstone of recommendations.
- 3.2 The key aims of rapid rehousing are to end rough sleeping; transform the use of temporary accommodation and contribute to ending

homelessness across Scotland. Where homelessness cannot be prevented, rapid rehousing refers to:

- A settled, mainstream housing outcome as quickly as possible;
- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better; and
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community.

3.3 While rehousing is expected to be 'rapid', it must also be appropriate, with support in place for households with multiple and complex needs. It is anticipated RRTPs will include an element of '*Housing First*', which refers to a specific model of combined accommodation and support. Housing First places vulnerable homeless people in permanent tenancies from the outset with a comprehensive package of support, as opposed to homeless people starting in temporary accommodation and gradually progressing through services towards independent living. For homeless people with multiple needs beyond housing, Housing First:

- Comprises the first response for people with complex needs and facing multiple disadvantages.
- Recognises a safe and secure home as the best base for recovery and offers personalised, open-ended flexible support for people to end their experience of homelessness and address wider needs.
- Separates the provision of housing and support, offers choice and control to tenants and works to the principles of harm reduction.
- Advocates the use of highly specialist provision within small, shared, supported and trauma informed accommodation, if mainstream housing is not possible or preferable.

In accordance with Housing First, Health and Social Care Partnerships should consider whether housing support and supported accommodation options continue to be part of a local homelessness response or whether their specialist nature aligns them to the health and social care strategic plan and corresponding commissioning frameworks.

3.4 The Council has made some good progress in respect of tackling homelessness in recent years. The homeless prevention approach continues to provide multi-tenure tenancy support to around 425 applicants a year with a 90% success rate in preventing homelessness. As a result of this intervention there has been a reduction in homeless presentations of around 35% since changes to homelessness legislation in 2012. The Cabinet approved a Homelessness Action Plan in November 2017, to ensure legal obligations continue to be met towards homeless clients and enable mitigating actions to be put in place in

respect of the impact of the amendment to the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014. A number of successful outcomes have been achieved to date in respect of the Action Plan, including permanent housing of a number of long-standing cases. Progress is also being made with the Allocations Policy review and void turnover performance.

- 3.5 1,597 new affordable homes have been delivered within East Lothian since 2007, of which 752 are new council homes for social rent. 708 have been delivered through our Housing Association partners again for social rent, with a further 137 intermediate tenures such as discounted sale and mid-market rent delivered through other financial models.
- 3.6 The adopted ELLDP sets out substantial housing land supply that presents an unprecedented opportunity to provide new affordable housing at pace and scale. The Draft Strategic Housing Investment Plan (SHIP) 2019/20 - 2023/24 sets out an ambition to deliver a further 1,000 new affordable homes including 489 new socially rented Council homes. These will be delivered through the Scottish Government's Housing Supply Programme including the council's new-build programme, the housing association's programme and other financial models, over the next five years.
- 3.7 The Council is also developing its supporting Supplementary Guidance on Affordable Housing and its Local Investment Framework on the back of ELLDP 2018 adoption and is engaged with Scottish Government on its review of Housing Beyond 2021.
- 3.8 Notwithstanding this, the Council continues to face significant homelessness challenges including increasing applications; continuing dependence on B&B for temporary accommodation; provision of support for vulnerable households with complex needs; and wider demand pressures on socially rented affordable homes within East Lothian, as detailed in SESplan HNDA2¹. It will be important to carefully manage expectations against the delivery of the HARSAG recommendations as accepted by Scottish Ministers.
- 3.9 HARSAG recommends a five year timescale for the transition to Rapid Rehousing (2019/20 to 2023/24), with costed draft Plans submitted to the Scottish Government by 31 December 2018, for subsequent assessment and evaluation. Circa £19m will subsequently be distributed across the 32 local authorities, taking cognisance of costed RRTPs.

¹ <https://sesplan.gov.uk/assets/images/HNDA/FINAL%20SESPLAN%20HNDA2.pdf>

3.10 A draft East Lothian RRTP 2019/20 to 2023/24 has been prepared and submitted to the Scottish Government for assessment and evaluation (attached as Appendix 1). It aims to:

- create 860 new tenancies (over and above 2017/18 levels)
- create an additional 102 units of new affordable housing supply
- re-designate 150 temporary units as permanent accommodation
- reduce temporary furnished flats from 332 to 182
- reduce length of stay in B&B to a maximum of 7 days for all households
- reduce length of stay to a maximum of 9 months in temporary accommodation
- create 50 Housing First placements

The RRTP will aim to make a meaningful, although realistic impact by 2023/24, with a recognition that further ongoing action will be required to work towards more ambitious aspirations to end homelessness across the county in the longer term.

3.11 To assist local authorities and key partners to take a consistent approach to developing RRTPs across Scotland, HARSAG commissioned the preparation of a planning and implementation framework for Rapid Rehousing, with '*Scotland's Transition to Rapid Rehousing: Market Area Analysis, Legislative and Culture Review*' published in June 2018. The framework sits alongside *Scotland's Transition to Rapid Rehousing: Guidance for Local Authorities and Partners* (2018) and a *Rapid Rehousing Transition Tool*, to assist Plans to be calculated and costed. A link to the framework, Guidance and tool is available at 7.2 of this report.

3.12 Following completion of the Scottish Government assessment and evaluation and corresponding resource allocation, amendments will be made to the draft RRTP and the final East Lothian RRTP will then be presented to Cabinet and the Integrated Joint Board (IJB) in May for formal approval.

4 POLICY IMPLICATIONS

4.1 There are no policy implications directly arising from preparation of the draft East Lothian RRTP 2019/20 – 2023/24. Key aims, priority outcomes and actions set out in the Plan complement and / or align with the wider objectives of the Council Plan 2017-22; East Lothian Local Outcome Improvement Plan 2017-27 and the East Lothian Local Housing Strategy 2018-23.

5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report has been through the Integrated Impact Assessment process and where negative impacts have been identified,

mitigating actions will be put in place. The Integrated Impact Assessment process will be reviewed prior to publication of the final Plan.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – The draft RRTP sets out a requirement for £7.221m to achieve rapid rehousing by 31 March 2024 (£5.225m capital funding and £1.996m revenue funding). In addition, meeting the aspirations of the RRTP is dependent on increasing the supply of affordable housing. Accordingly the draft RRTP clearly states that the resource allocation of £57.871m set out in the draft East Lothian SHIP 2019/20-2023/24 for the delivery of 1,070 units to 2023/24 is critical. The draft RRTP also acknowledges that continuation of the Scottish Government resource allocation of £785k (to fund the provision of homelessness prevention and services during 2017/18 and 2018/19 following the abolition by the DWP of the management fee for temporary accommodation) in 2019/20 is also key, to provide stability and minimise risk as the Council transitions towards a rapid rehousing approach.

The Scottish Government confirmed in December 2018 that it will distribute up to £2million across the 32 local authorities in March 2019 for the preparation of RRTPs, albeit that these have now been prepared, with £40k to be allocated to East Lothian Council.

The remaining £19m from the Ending Homelessness Together Fund will be allocated to local authorities on the basis of assessment and evaluation of costed RRTPs by the Scottish Government in Spring 2019. Criteria for assessment and evaluation is currently being developed by the Scottish Government. Resources allocated by Scottish Government to meet costed interventions identified through RRTPs will be for the 5 year period 2019/20 – 2024/25. There will need to be greater clarity provided from the Scottish Government in respect of longer term financial planning commitments and resource allocation for ongoing revenue interventions identified within RRTPs.

Actions set out in the draft RRTP are predicated on the requirement of £7.221m being met in full, within the wider context of a SHIP resource allocation of £57.871m and continuation of £785k homelessness funding in 2019/20. Any departure from this will require the RRTP to be amended when it is presented to Cabinet in May for formal approval.

- 6.2 Personnel – None

- 6.3 Other – None

7 BACKGROUND PAPERS

- 7.1 Appendix 1: Draft East Lothian RRTP



East Lothian RRT
submission.pdf

7.2 Rapid Rehousing Transition Plan Guidance, framework and transition tool
<http://www.ghn.org.uk/rapid-rehousing-transition-plan/>

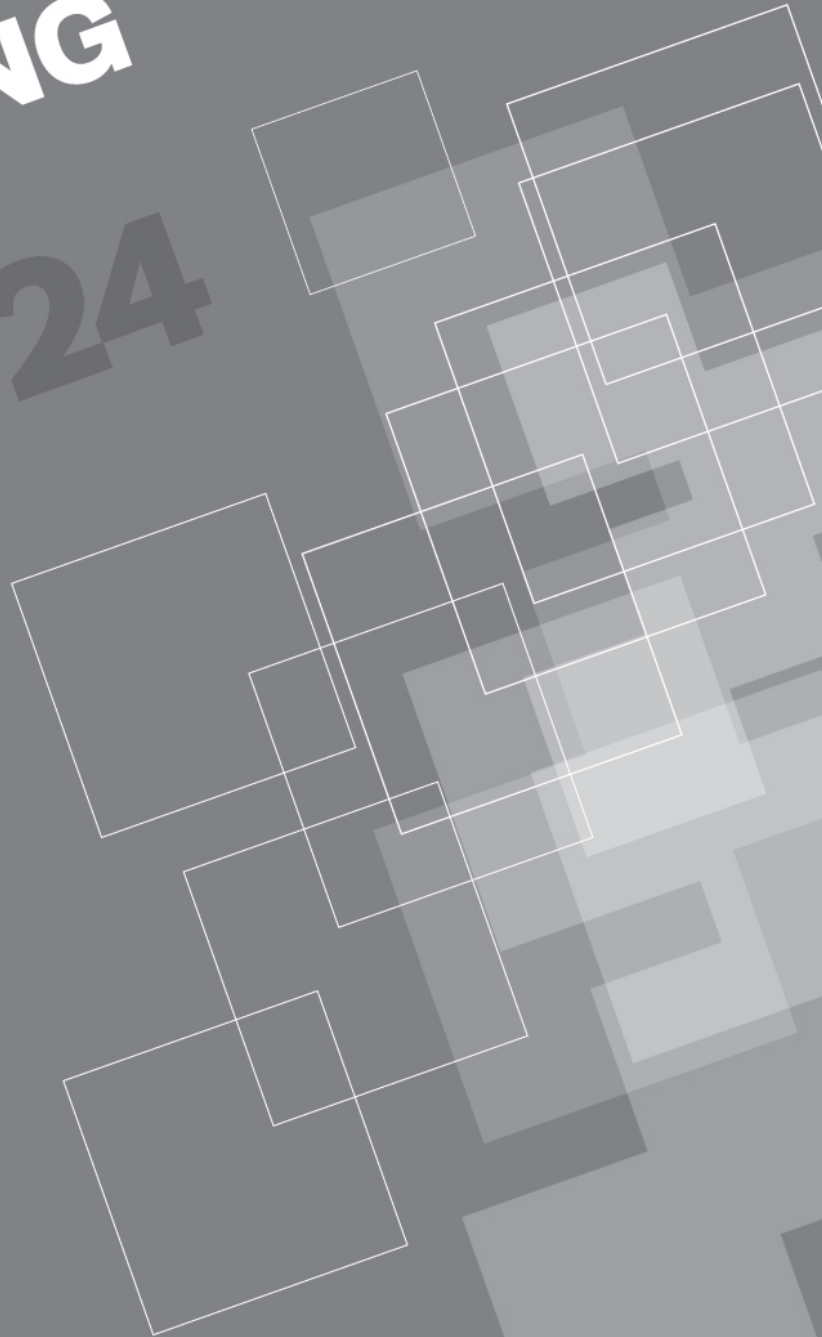
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East Lothian
Council

EAST LOTHIAN
**RAPID
REHOUSING**
TRANSITION PLAN

2019-24



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The East Lothian Position

Our Challenge: East Lothian is part of the highly pressured South East Scotland housing market. There are 3,700 applicants on the Council's housing list with 493 allocations made in 2017/18. 370 additional units of affordable housing are required each year over a 20 year period to meet identified need & demand¹. Against this backdrop, homeless presentations are rising & average length of stay in temporary accommodation has increased to 377 days. Around 300 households were accommodated in B&B in 2017/18. This RRTP estimates a shortfall of **216 units** per annum for homeless households to 2024.

A recent report commissioned by the Social Bite states:

'Temporary accommodation pressure is extraordinarily high in East Lothian with 71% of those owed a duty during the year remaining in temporary accommodation at the end of the year, suggesting acute blockages in the 'flow' of households through temporary accommodation... The very long lengths of stay are due to the local housing market, specifically high demand for and low turnover within social housing, a relatively small, expensive and high demand private rented sector and the low level of local authority rents which mean those in temporary accommodation are often unwilling to consider other housing options'².

Our Resource Requirements: This RRTP sets out a requirement for **£7.221m** to achieve Rapid Rehousing by 31 March 2024 (£5.225m capital funding and £1.996m revenue funding). In addition, meeting the aspirations of this RRTP is dependent on increasing the supply of affordable housing. Accordingly, the resource allocation of £57.871m set out in the Strategic Housing Investment Plan (SHIP) for the delivery of 1,070 units to 2023/24 is critical. Continuation of the Scottish Government £785k resource allocation during 2019/20 is also key, to provide stability and minimise risk as we transition to a Rapid Rehousing approach.

Our Vision: *'A fresh, new partnership arrangement enables a holistic approach to housing options, ensuring everyone has a home that meets their needs and a commitment to work towards ending homelessness in the longer term'* by 2024.

Our Aims:

- Create 860 new tenancies (over and above 2017/18 levels)
- Create an additional 102 units of new affordable housing supply
- Re-designate 150 temporary units as permanent accommodation
- Reduce temporary furnished flats from 332 to 182
- Reduce length of stay in B&B to a maximum of 7 days for all households
- Reduce length of stay to a maximum of 9 months in temporary accommodation
- Create 50 Housing First placements

The RRTP will aim to make a meaningful, although realistic impact by 2023/24, with a recognition that further ongoing action will be required to work towards more ambitious aspirations to end homelessness across the county in the longer term.

¹ <https://sesplan.gov.uk/assets/images/HNDA/FINAL%20SESPLAN%20HNDA2.pdf>

²

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SECTION 1

Introduction



1 Introduction

This section of the RRTP explains the background to the new strategic policy objective 'Rapid Rehousing'. It describes the purpose of this Plan and how it has been developed; outlines the strategic alignment with other key plans and strategies and sets out a vision and corresponding priority outcomes to enable a Rapid Rehousing approach to be achieved by 2024.

1.1 Purpose of the Rapid Rehousing Transition Plan

This Rapid Rehousing Transition Plan (RRTP) sets out how East Lothian Council and key partners anticipate making the transition from the current position in respect of homelessness to a Rapid Rehousing approach, over a five year period from 1 April 2019 to 31 March 2024. It sets out proposals to rebalance the local housing system to support improved outcomes for homeless and potentially homeless people, with a focus on increasing prevention and early intervention; reducing length of stay in temporary accommodation and temporary accommodation stock, in favour of providing permanent accommodation and improving flow through the system, increasing access to housing across all tenures.

It provides:

- a detailed evidence base in respect of the current and projected homelessness pressures, temporary accommodation position and balance between housing need and demand and supply
- a vision / priority outcomes for 2024
- a route map showing how the Council and partners intend to achieve the vision
- an estimate of financial support / resources required to achieve transformation

1.2 National Strategic and Policy Context

- **Programme for Government / Beyond 2021**

The Scottish Government wants everyone to have a home that is warm, affordable and accessible; to support our most disadvantaged communities and promote wellbeing. In September 2018 the Programme for Government was announced and alongside this, a commitment was set out to work on a vision for how our homes and communities should look and feel in 2040 and consider the options and choices to get there. The proposal is to develop a new approach encompassing the whole housing system across all tenures, including consideration of government expenditure, planning and infrastructure delivery and the interface with other policy areas such as economy, health, social care and the environment. The formal discussion paper states that the delivery of more affordable homes is essential to meeting a host of growing challenges i.e. ending homelessness and tackling child poverty. The discussion runs in parallel with the preparation of RRTPs and it is important to take cognisance of the changing policy context when developing and implementing the RRTP.

- **Homelessness and Rough Sleeping Action Group and Requirement for RRTP's**

The Homelessness and Rough Sleeping Action Group (HARSAG) was established by the Scottish Government in October 2017, to consider solutions to end homelessness and rough sleeping. Four suites of recommendations were made in December 2017, February and May 2018 and final recommendations received and accepted by Scottish Ministers in June 2018. A wide range of legislative / policy change is proposed i.e. in relation to the Homeless Persons (Unsuitable

Accommodation Order) (Scotland); intentionality; local connection; and establishing temporary accommodation standards, providing a challenging context for local authorities to transition towards ending homelessness. *'Rapid Rehousing'* and *'Housing First'* comprise the cornerstone of recommendations, with local authorities asked to prepare a five year 'Rapid Rehousing Transition Plan (RRTP)' and submit to the Scottish Government by 31 December 2018.

The evidence supporting Rapid Rehousing models, including Housing First, is considered to be 'overwhelming'. The HRSAG Interim Report (March 2018) states *'it has international evidence backing it to be the most successful intervention for people sleeping rough and with complex needs. It was also the core recommendation of the Scottish Parliament's cross party Local Government & Communities Report on Homelessness (February 2018)'*.

The key aims of Rapid Rehousing are to end rough sleeping; transform the use of temporary accommodation and contribute to ending homelessness across Scotland. Where homelessness cannot be prevented, the approach refers to:

- A settled, mainstream housing outcome as quickly as possible;
- Time spent in any form of temporary accommodation reduced to a minimum, with fewer transitions the better; and
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community.

'Housing First', refers to a specific model within a Rapid Rehousing approach, placing vulnerable homeless people in permanent tenancies from the outset with a comprehensive package of support, as opposed to homeless people starting in temporary accommodation and gradually progressing through services towards independent living. For homeless people with multiple needs beyond housing, Housing First:

- Comprises the first response for people with complex needs and facing multiple disadvantages;
- Recognises a safe and secure home as the best base for recovery and offers personalised, open-ended flexible support for people to end their experience of homelessness and address wider needs;
- Separates the provision of housing and support, offers choice and control to tenants and works to the principles of harm reduction; and
- Advocates the use of highly specialist provision within small, shared, supported and trauma informed accommodation, if mainstream housing is not possible or preferable.

Following submission of the RRTP to the Scottish Government, Plans will be assessed and evaluated and a resource allocation determined for individual authorities to assist delivery. Investment of £21m was announced in June 2018, to support a move towards Rapid Rehousing as part of the £50m Ending Homelessness Together Fund.

The new planning and implementation framework to support local authorities and partners to transition to a Rapid Rehousing approach comprises three elements: *'Scotland's Transition to Rapid Rehousing: Market Area Analysis, Legislative and Culture Review'* published in June 2018, to assist local authorities and key partners to develop RRTPs; *Scotland's Transition to Rapid Rehousing: Guidance for Local Authorities and Partners (2018)* and a *Rapid Rehousing Transition Tool*, consisting of a detailed excel spreadsheet to enable Plans to be consistently calculated and costed³.

³ <http://www.ghn.org.uk/rapid-rehousing-transition-plan/>

In November 2018, 'Ending Homelessness Together: High Level Action Plan'⁴ was published by the Scottish Government, setting out a national vision for homelessness:

National Homelessness Vision:

'Everyone has a home that meets their needs' and 'Homelessness is ended'

- Homelessness is only ever rare, brief and non-recurrent due to effective prevention and rapid response when people have become homeless or are at risk of homelessness
- Homelessness is not caused by policies that impact on the people of Scotland
- Where temporary accommodation is required it is for emergency or very specific reasons only; it is of a high standard and it is fit for the specific purpose required
- Nobody sleeps rough

The Action Plan states 'To end homelessness together we will **ensure a person-centred approach** is embedded across strategy and services; **increase our focus on preventing homelessness** from happening in the first place; **prioritise settled homes for all**; **increase investment to respond quickly** and effectively whenever homelessness happens; and **join up planning and resources** to tackle and prevent homelessness.

This RRTP takes cognisance of the steps set out in the Action Plan to achieve the vision and corresponds with this at a local level.

1.3 Alignment with Local Strategies and Plans

East Lothian Council is actively engaging with the Scottish Government in respect of the Housing Beyond 2021 agenda, working towards the national ambition 'everyone to have a home that is warm, affordable and accessible; to support our most disadvantaged communities and promote wellbeing'. This is reflected in key local strategies and plans.

The RRTP aligns with the wider priorities of the **East Lothian Local Outcome Improvement Plan 2017-27** and the **East Lothian Council Plan 2017-22**, in particular the overarching objective of the Council Plan '*reducing inequalities within and across our communities*' and the strategic goal to '*improve the life chances of the most vulnerable people in our society*'.

The **Local Housing Strategy (LHS)** sets out the strategic approach, priorities and plans for the delivery of housing and related services across a local authority area. This RRTP links to and sits within the wider context of the East Lothian LHS 2018-23, which outlines a vision for '*Healthy, sustainable homes in vibrant communities, that meet increasing levels of need, reduce inequalities and improve wellbeing across all stages of people's lives*'. This RRTP builds on priority outcome 3 of the East Lothian LHS 2018-23 '*Homelessness is prevented as far as possible, with appropriate support in place to promote positive health outcomes and tenancy sustainment*'.

The East Lothian LHS 2018-23 was published recently (June 2018), which is timely in ensuring strategic fit with the RRTP. The LHS states:

'East Lothian Council recognises the current drive towards 'Housing First' models and the need to provide direct access to settled accommodation as quickly as possible, with support... We will explore

⁴ <https://www.gov.scot/publications/ending-homelessness-together-high-level-action-plan/>

the Housing First approach further and continue to work with the Scottish Government in the development of a Rapid Rehousing Framework’.

Enhancing the LHS, the requirement to prepare a RRTP provides a further opportunity to re-assess in more detail how well the local housing system is functioning for homeless and potentially homeless households and enable improved outcomes. The RRTP will be published as a formal supplementary document of the LHS and progress towards the RRTP vision and priority outcomes will form a critical component of the LHS annual review.

The **Strategic Housing Investment Plan (SHIP)** specifies the strategic investment priorities for affordable housing over a five year period to achieve the outcomes set out in the LHS and identify resources required to deliver these priorities. A draft East Lothian SHIP for the period 2019/20 - 2023/24 is currently being consulted on and will be published in spring 2019. Following assessment and evaluation of this initial RRTP, a resource allocation will be determined for East Lothian and implementation of the Plan will commence thereafter. It is anticipated that the RRTP will be an integral part of the SHIP in future, with the RRTP reviewed annually as part of the SHIP process.

At the time of preparing this RRTP, work is ongoing in parallel to develop a new East Lothian **Health and Social Care Strategic Plan** for the period 2019-22, with a corresponding **Housing Contribution Statement**. There is an in-principle agreement with Health and Social Care partners that the final documents will reinforce and support the vision of the East Lothian RRTP.

Table 1.1: Strategic Documents Aligning with the RRTP

Strategy / Plan	Purpose	Relationship to RRTP
East Lothian Local Outcomes Improvement Plan (LOIP) 2017-27	Overarching plan setting out how Community Planning Partners will contribute to the 16 national outcomes; local needs & priorities.	Provides strategic direction for RRTP
East Lothian Council Plan 2017-22	Supports LOIP priorities / sets out how the Council will deliver local priorities.	Provides strategic direction for RRTP
Area Partnership plans	Presents a shared vision for local areas, reflecting local community aspirations.	Informs the RRTP at local level
East Lothian Council Equalities Plan 2017-21	Sets out how the Council will ensure people are not discriminated against.	Provides a strategic equalities framework for the RRTP
Strategic Housing Investment Plan (SHIP) 2019/20 – 2023/24	Sets out housing investment priorities for a five-year period. It demonstrates how affordable housing priorities will be delivered / identifies resources to deliver.	Provides a delivery framework for affordable housing, critical to the RRTP
Health & Social Care Strategic Plan 2019-22	Sets out changes / improvements in relation to health & social care.	Provides strategic direction / aligns with the RRTP in respect of housing support
Housing Contribution Statement 2019-22	Sets out the role of housing providers to achieve health & social care outcomes.	Acts as a bridge between LHS & Strategic Plan providing strategic direction / aligning with RRTP in respect of housing support
East Lothian Children & Young People’s Plan 2017-20	Seeks to ensure children & young people are integrated into the community.	Informs the RRTP

Community Justice Local Outcome Improvement Plan 2017-20	Seeks to deliver improvements in crime reduction.	Informs the RRTP
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Source: East Lothian Council, 2018

1.4 Developing the Rapid Rehousing Transition Plan

Statutory public sector equality duties set out in the UK Government’s Equality Act 2010, require involvement, consultation and engagement with as wide a range of local people as possible. Accordingly, East Lothian Council has prepared this Plan through extensive discussion with partners i.e. the East Lothian Health and Social Care Partnership; housing providers; support providers; East Lothian Tenants and Residents Panel and voluntary sector organisations.

A large scale event was held in November 2018, to consult on a wider vision for Rapid Rehousing in 2024 and the steps we all need to take to get there. Partners were invited to consider and input to the development of a vision; priority outcomes; actions; Integrated Impact Assessment and how we can best work together over the next five years to implement the RRTP and achieve the vision. Partners were also asked to reflect on how we can work towards Rapid Rehousing within the wider context of future change and uncertainty in respect of the ‘*Housing Beyond 2021*’ agenda. A number of smaller meetings were also held with key partners during autumn / winter 2018 to inform the development of the RRTP.

1.5 Vision and Priority Outcomes

It is recognised that a substantial shift in culture will be required to make the transition to a Rapid Rehousing approach. Ultimately, the goal will be to remove the concept of ‘homelessness’ in East Lothian altogether, although it is recognised this will not be achievable in a five year period, particularly within a context of substantive legislative and policy change. Over the period to 2024, we aim to make a realistic and meaningful impact in working towards more ambitious long-term aspirations to end homelessness across the county. With this in mind and taking account of the key issues and challenges identified, changing strategic planning framework and local context, the strategic vision in East Lothian is that by 2024:

‘A fresh, new partnership arrangement enables a holistic approach to housing options, ensuring everyone has a home that meets their needs and a commitment to work towards ending homelessness in the longer term’.

Five priority outcomes are identified to inform this vision:

Priority Outcome 1: Homelessness is prevented as far as possible

Priority Outcome 2: Access to existing housing for homeless households is improved across all tenures

Priority Outcome 3: The homelessness system is more efficient and effective

Priority Outcome 4: Access to support is improved for homeless people with complex needs, where appropriate.

Priority Outcome 5: Supply of new permanent /settled housing is increased across all tenures

SECTION 2

Housing Market



2 Local Housing Market

This section of the RRTP provides commentary on the local housing market as evidenced in detail in the Housing Need and Demand Assessment (HNDA) and Local Housing Strategy (LHS), placing the homelessness position in context⁵.

2.1 Housing Need and Demand

A Housing Need and Demand Assessment (HNDA) estimates the future number of additional housing units required to meet existing and future housing need and demand. East Lothian is part of the South-East Scotland housing market area and accordingly, a HNDA is prepared to cover the South-East Scotland Strategic Development Planning Area or 'SESplan' area.

The HNDA provides a statistical estimate of how much additional housing would be required to meet all future housing need and demand. The most recent HNDA (SESplan HNDA2) evidences a need for 553 additional units of housing each year in East Lothian, over a twenty year period. This equates to 67% affordable housing and 33% market housing.

	Market	Affordable	Total
City of Edinburgh	1,496	2,412	3,908
East Lothian	183	370	553
Fife	347	457	804
Midlothian	117	325	442
Scottish Borders	113	165	278
West Lothian	250	380	630
Total	2,506	4,109	6,615
%	37.9	62.1	-

Source: SESplan HNDA2, March 2015

Housing Need and Demand Balance: The most recent Housing Need and Demand Assessment estimates 370 affordable units are required per annum, from 2012-32.

The Housing Supply Target (HST) builds on the HNDA, providing an estimate of how much additional housing can actually be delivered in practice. The HNDA is the starting point for setting a HST, with further consideration given to those factors which may have a material impact on the pace and scale of housing delivery including:

- Economic factors which may impact upon demand and supply
- Capacity within the construction sector
- The potential interdependency between delivery of market and affordable housing
- Availability of resources
- Likely pace and scale of delivery based on recent development levels
- Planned demolitions, new and replacement housing and housing brought back into effective use

⁵ The full SESplan HNDA2 can be accessed here at: <http://sesplan.gov.uk/housing-need-and-demand-assessment/30/>

The full East Lothian LHS 2018-23 and supporting documents can be accessed at: https://www.eastlothian.gov.uk/downloads/download/13022/local_housing_strategy_2018-23_papers

Following Guidance⁶, a detailed process was undertaken by the SESplan authorities in 2016, to translate the HNDA into HSTs at local authority level. An affordable HST of 189 units per annum (36%) and a market HST of 330 units per annum (64%) were determined for East Lothian in partnership with SESplan authorities⁷, leading to a combined target of 519 units, for 2018-30⁸.

	Market	Affordable	Total
City of Edinburgh	1,220	1,200	2,420
East Lothian	330	189	519
Fife	605	262	867
Midlothian	369	165	534
Scottish Borders	220	128	248
West Lothian	333	300	633
Total	3,077	2,244	5,321

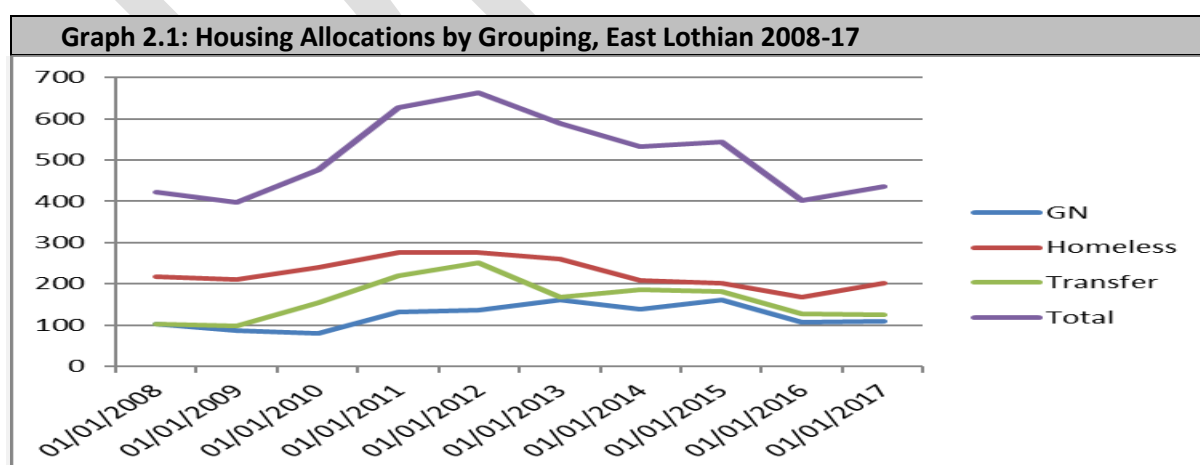
Source: SESplan, unpublished 2016

Need for Affordable Housing as per Housing Supply Target: The affordable HST for East Lothian is 189 units per annum from 2018-30.

2.2 Local Housing Pressure

While the number of households on the Council’s housing list has fallen in recent years, 3,700 households remain on the list⁹. The number of Council homes becoming available to let has been declining generally since a peak of 664 in 2012, despite significant new build activity and other policy interventions. 436 allocations were made in 2016/17 including 201 (46%) to homeless households and 493 allocations were made in 2017/18, including 237 (48%) to homelessness.

Graph 2.1 shows the total number of allocations made each year and highlights the proportion of these made to general needs households, homeless households and transfers. A higher proportion of allocations is made to homeless households than to general needs households or transfers.



Source: East Lothian Council, 2017

⁶ Local Housing Strategy Guidance 2014

⁷ The HNDA identified three alternative futures based on different demographic and economic assumptions, each showing numerical estimates of need and demand. Following analysis, SESplan concluded the most likely outcome will fall between ‘steady recovery’ and ‘wealth distribution’ alternative futures. The former is based on low economic growth future with low migration. The latter is based on a higher level of economic growth than steady recovery, with higher migration, reducing income inequalities and wider distribution of wealth across the region. Wealth distribution estimates have been used to inform HSTs.

⁸ Formally approved by East Lothian Council on 23 August 2017

⁹ 31 November 2018

Table 2.3 shows the number of homeless households, to whom the Council has a full re-housing duty at 30 November 2018 compared with total allocations in 2017/18. It is clear that homelessness need for housing is high, relative to available supply, particularly in relation to one / two apt properties.

Table 2.3: Homeless Households on Housing List, 30 November 2018		
	Total allocations 2017/18	Homeless applicants on housing list
1-2 apt	100	287
1-2 apt sheltered / amenity	70	7
3 apt	221	195
4-5 apt	102	62
Total	493	551

Source: East Lothian Council, November 2018

Extent of Housing Pressure: Approximately 3,700 households are currently on the housing list, including 551 homeless applicants. 493 allocations were made in 2017/18 including 237 (48%) to homeless households.

2.3 Housing Affordability

Expensive private housing in East Lothian, combined with limitations on borrowing, can make it difficult to access owner occupation, particularly for first time buyers. Comparing the ratio of house prices with income levels across the South-East Scotland (SESplan) area provides a key indicator of the relative affordability of owner-occupation. Assessing the ratio of lower quartile house prices to lower quartile earnings enables consideration of whether households with the lowest incomes can afford lower cost housing. The lower quartile ratio across the SESplan area is 7.50 compared with 6.72 nationally. Lower quartile ratios are higher in East Lothian (8.64), followed by City of Edinburgh (8.34) and lowest in Fife (5.70). This means that the average house price paid by a first-time buyer is less affordable for a person on a low to average income in East Lothian than in other areas.

Table 2.4: Ratio of House Prices to Income, SESplan Authority Areas (£000), 2013				
	Lower quartile	Lower quartile house prices	Median	Upper quartile
East Lothian	8.64	123,000	5.76	4.92
City of Edinburgh	8.34	127,314	5.90	5.30
Fife¹⁰	5.70	76,250	4.48	3.79
Midlothian	8.28	115,000	5.34	4.41
Scottish Borders	7.61	97,500	5.98	5.06
West Lothian	6.40	92,500	4.26	3.65
SESplan	7.50	105,261	5.29	4.52
Scotland	6.72	90,000	5.12	4.33

Source: SESplan HNDA2, 2015

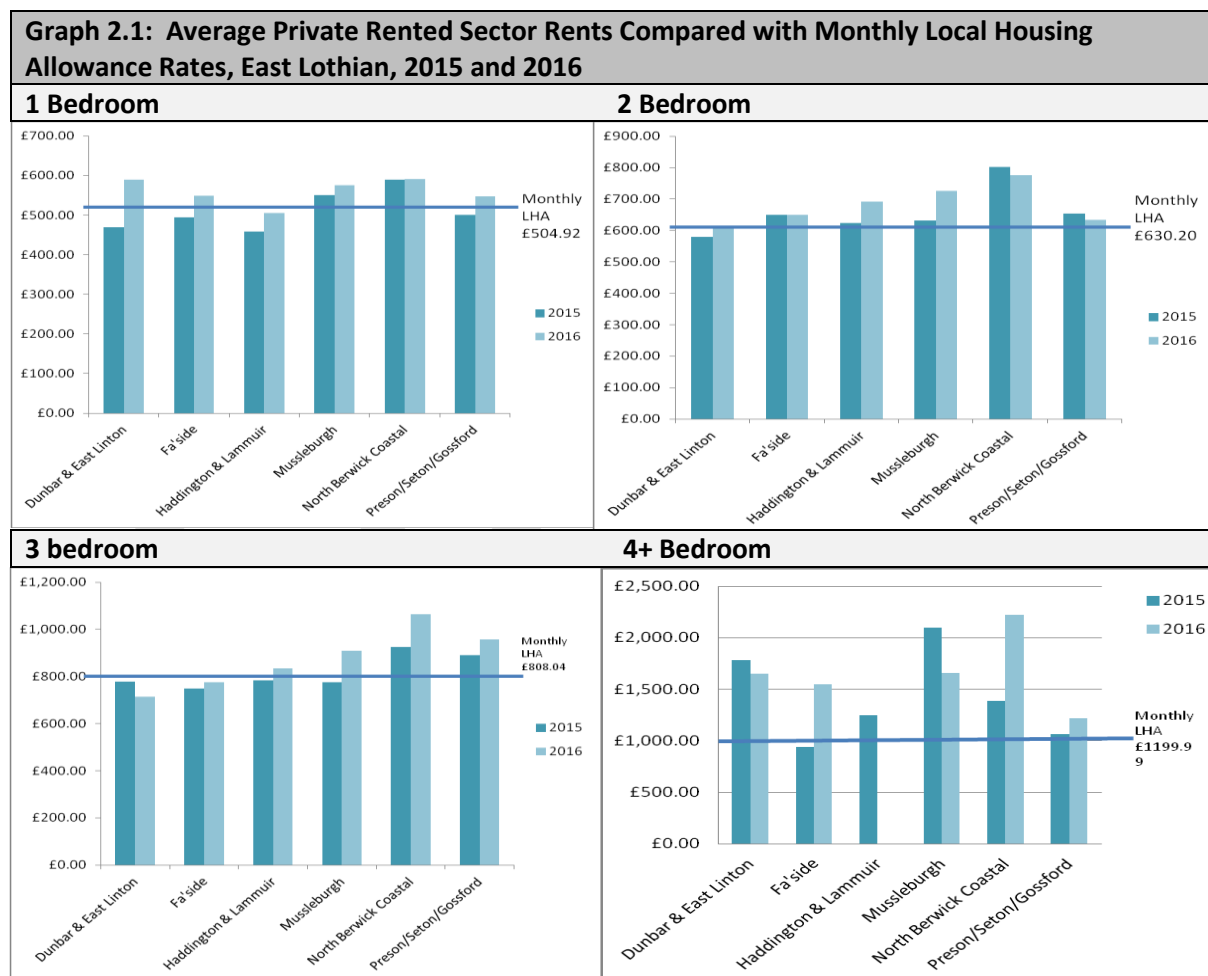
In respect of private rented housing, landlords with one or two properties provide most lets and 44% of accommodation available for rent consists of two-bedroom properties. There is a shortage of one-bedroom properties in particular, with demand far outstripping supply. With major difficulties accessing mortgage finance & shortages in affordable housing, the private rented sector has become

¹⁰ For SESplan purposes in accordance with defined boundaries, 'Fife' refers to the southern part of the administrative area of Fife.

a permanent option for low to medium income households who cannot afford to buy & cannot access social rented housing over the short to medium term.

The difference between rent levels and Local Housing Allowance (LHA) rates provide an indication of affordability in the private rented sector. LHA is Housing Benefit for people renting a home from a private landlord. People under 35 and single usually only receive the shared room rate of LHA, even when living in self-contained accommodation. If rent is higher than LHA, the tenant must pay the difference or find alternative accommodation. Changes to LHA have resulted in additional challenges for those in the private rented sector. The LHA rate was reduced as part of the coalition government welfare reform changes, to the 30th percentile of market rents and has remained frozen since 2015.

Graph 2.1 shows average rents in East Lothian compared to LHA rates. In 2015, average rents for one bed properties were below LHA in all areas excluding Musselburgh and North Berwick Coastal, however in 2016 only properties in Haddington and Lammermuir remained below LHA rate. Rents were above LHA for two bed properties in all areas of East Lothian in 2016. Three bed properties were only affordable in Dunbar & East Linton and Fa'side and average rents for four bed properties were not below LHA rates in any area. It is clear there is a lack of private rented accommodation in East Lothian below LHA rates. With high numbers of households in the sector, either through choice or constraint, this has implications for homelessness, housing need and poverty across the county.



Source: East Lothian Council 2017

Having average rents above LHA levels can place a significant strain on individual households, leaving many seriously exposed and with limited means of meeting shortfalls in rent. The impact on

individual private sector landlords of one or more of their tenants falling into arrears may be substantial, especially where properties are let with a mortgage in place and as such failure of tenants to pay rent may influence the ability of a landlord to maintain their own mortgage payments¹¹. This can lead to private landlords taking steps to protect their income streams, including taking eviction action against tenants in rent arrears and seeking to avoid taking on tenants in receipt of benefits to meet their housing costs. This impacts upon the housing list, increasing demand for social rented housing and affects homelessness, with ‘action by landlord’ typically one of the most common reasons for homelessness at around 18%.

A recent report shows the most limited market in Scotland is the Lothian housing market rental area (including East Lothian) one bedroom rate, with fewer than 5% of advertised tenancies accessible at LHA rate. The monthly shortfall between LHA and real 30th percentile is set out in Table 2.5.

Property size	Shared	1 bed	2 bed	3 bed	4+ bed
Shortfall (£)	9.98	23.82	32.93	32.16	33.76

Source: Scottish Government 2018¹²

Average private rented sector monthly costs relative to LHA: Average rents are well in excess of LHA rates in respect of almost all property sizes, in almost all areas of the county¹³.

While it is clear that privately owned and privately rented housing is generally expensive in East Lothian compared with the national picture, social rents are relatively inexpensive in comparison. Average weekly Council rents are £62.47 in 2017/18, compared with £76.20 nationally¹⁴ and average RSL rents are £85.58 compared to £74.44 nationally¹⁵. Relatively low Council rents in comparison with higher costs for other tenures can result in Council housing being the preferred option for some households, restricting housing options.

2.4 Affordable Housing Completions

During the period 2012/13 to 2016/17 inclusive, there were 628 completions of affordable housing including 510 social rent; 44 mid-market and 74 low cost home ownership. During 2017/18, there were 292 completions comprising 205 social rent; 60 mid-market and 27 low cost home ownership.

East Lothian Council has produced a Strategic Housing Investment Plan (SHIP) for the period 2019/20 to 2023/24. The SHIP sets out East Lothian’s housing investment aspirations and priorities for the next five years. It contributes towards achieving the outcomes set out in the LHS and demonstrates how investment in affordable housing will be targeted to meet these objectives. The focus for the SHIP is the delivery of social rented housing, however it also includes a range of other affordable tenures i.e. homes for mid-market rent and different forms of low cost home ownership. The SHIP shows potential site starts of 1,454 new affordable homes with 1,567 completions over the period of

¹¹ <https://www.publicfinance.co.uk/news/2018/05/welfare-reform-pushes-rent-arrears-scottish-tenants>

¹²

[file:///C:/Users/sandn/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/Annual%20Report%20follow%20up%20paper%20-%20Housing%20and%20Social%20Security%20\(1\).pdf](file:///C:/Users/sandn/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/Annual%20Report%20follow%20up%20paper%20-%20Housing%20and%20Social%20Security%20(1).pdf)

¹³ With the exception of one bed properties in Haddington and three bed properties in Dunbar & East Linton and Fa’side (2016 figures).

¹⁴ Source: Scotland’s Housing Network

¹⁵ ARC data

the Plan (excluding completions of 159 unsubsidised units), however this is aspirational and dependent on a range of factors i.e. infrastructure constraints; reliance on delivery via the private sector and ground conditions. The Council projects £57.871m of subsidy will be required for a programme of 1,070 units which are anticipated to be deliverable on the ground¹⁶. Where there is the ability to develop additional units over and above these 'deliverable' sites, a further £27.203m to develop a total of 1,567 completed units will be required (excluding 159 unsubsidised units). The Scottish Government, Council and partners will collectively look at those projects that can deliver over this period and allocate resources in the best way to maximise delivery and funding. Table 2.6 sets out site starts and completions that the Council considers are deliverable over the five year period, with a breakdown of completions by tenure in Table 2.7.

Table 2.6: Affordable Housing Site Starts and Completions (Deliverable), East Lothian, 2019/20 – 2023/24

	Site starts	Completions	Unsubsidised starts	Unsubsidised completions
2019/20	299	172	137	107
2020/21	334	367	10	52
2021/22	100	351	0	0
2022/23	98	112	0	0
2023/24	35	68	0	0
Total	866	1,070	147	159

Source: East Lothian Council 2018

Table 2.7: Affordable Housing Site Completions by Tenure (Deliverable), East Lothian, 2019/20 – 2023/24

	Housing Association (Rent)	Local Authority (Rent)	Mid-Market Rent	Low Cost Home Ownership	Total
2019/20	48	97	27	0	172
2020/21	163	124	80	0	367
2021/22	106	175	50	20	351
2022/23	52	50	10	0	112
2023/24	25	43	0	0	68
Total	394	489	167	20	1,070

Table 2.8 sets out an aspirational overview of site starts and completions, should further funding be available / development constraints be lifted.

Table 2.8: Affordable Housing Site Starts and Completions (Aspirational), East Lothian, 2019/20 – 2023/24

	Site starts	Completions	Unsubsidised starts	Unsubsidised completions
2019/20	327	172	137	107
2020/21	469	395	10	52
2021/22	308	505	0	0
2022/23	235	332	0	0
2023/24	115	163	0	0
Total	1454	1567	147	159

Source: East Lothian Council 2018

¹⁶ The SHIP refers to those projects which are further advanced in respect of deliverability as 'high priority projects'.

The SHIP does not include new supply via open market acquisitions, although required subsidy is incorporated. Open market acquisitions refers to the Council purchasing properties on the open market, bringing these up to standard and using as Council social rented affordable housing, with a significant proportion provided for homeless households. During 2017/18, the Council secured subsidy of £400k per annum for 10 open market acquisitions. In addition, 12 off the shelf purchases will be acquired, for which £50k subsidy has been secured per property. During the period 2019/20-2023/24, the Council is seeking to purchase 10 open market acquisitions per annum, using £400k subsidy per annum.

While the East Lothian Council SHIP includes the above resource allocation and covers the period to 2023/24, there is currently uncertainty in respect of subsidy levels beyond 2021. The Scottish Government anticipates changing the way public money is spent to support housing services and delivery, including consideration of new sources of funding for, and innovative ways of building homes. The current level of spend nationally is becoming challenging to sustain and a further 50,000 affordable homes target for the next Parliament would cost in the region of £4 billion, with this level of investment still not meeting identified levels of housing need across Scotland. In accordance with this, the Scottish Government has launched a formal discussion on the creation of a vision for housing for 2040, 'Housing Beyond 2021', which will extend to formal consultation in Spring 2019. Key decisions must be reached on future funding as part of the Housing Beyond 2021 agenda, which could have a considerable impact upon whether the aspirations of this RRTP are realised in practice. The delivery of more affordable homes is critical to meeting high levels of estimated housing need in East Lothian, including homelessness pressures and the Council will continue to work closely with the Scottish Government over the coming months to explore innovative financial models to maximise the delivery of social rent and other intermediate tenures.

2.5 Financial Innovation – Affordable Housing Supply

• City Region Deal

The Council is part of the Regional Housing Programme within the East of Scotland and is working hard to collaborate around the successful delivery of 7 significant regional sites including Greater Blindwells in East Lothian. The focus is on delivery of the following key outcomes:

- Accelerated delivery of 7 strategic housing sites with capacity for over 40,000 homes;
- Housing infrastructure delivery and funding solutions;
- Land to develop a robust affordable housing pipeline;
- An affordable housing programme (with a commitment to maximise certainty over future public funding levels for the regional housing programme);
- A pipeline of mid-market rent and low cost market rent homes;
- Accelerated delivery through innovation and supporting regional SME growth;
- Jobs, learning and progression opportunities, meeting current and future industry skills requirements;
- Supporting the development of a consistent all partner approach to community benefits; and
- A strengthened relationship between public, private, and third sector stakeholders.

• Alternative Funding Models

The Council is reliant on its land use planning policy for affordable housing to deliver land on which to provide affordable housing. As part of this policy, all new housing developments of 5 or more units must make an affordable housing contribution of 25%. The policy seeks to deliver a broad tenure mix of 80% social rent and 20% other tenures. The policy sets out a range of affordable

housing 'definitions' which are acceptable and which comply with national planning policy, ranging from social rent to unsubsidised housing for sale.

The Council is working innovatively to identify alternative funding models and has recently agreed a model for a development whereby the building of the homes will be funded by a pension fund and leased to an SPV set up by the Council over a period, with the option for the units to be sold to the Council for £1 each at the end of the 40 year period.

Delivering models such as this without subsidy is an attractive proposition. Moving forward, given the extent of housing growth levels, not all of the affordable units which we will seek to deliver or indeed see delivered, can be done so through subsidy and innovation in funding models should be encouraged. This model, or similar models could allow subsidy to be targeted to deliver social rented housing in areas where the greatest pressure exists.

Projected completions of affordable housing to 2023/24: 1,070 completions are considered likely to be delivered over the period 2023/24. Subsidy levels for affordable housing are yet to be agreed beyond 2021.

2.6 Empty Homes

It is estimated there are 870 empty homes in East Lothian, with around 375 of these consisting of long-term empty homes (vacant for six-months or more). East Lothian has a lower proportion of empty homes (1.9%) compared to the national average of 3.1% in 2016. East Lothian's housing stock also includes 1.1% second homes, just above the national average of 1.0% in 2016.

Research commenced mid-2018, to improve knowledge and understanding around the reasons for empty homes and how home owners can be supported to bring empty homes back into use. The findings of this research will inform a strategic approach to tackling empty homes and delivery priorities going forward, with consideration given to how empty homes brought back into housing stock may be used for homelessness prevention and / or to accommodate homeless households.

SECTION 3

Homelessness Context



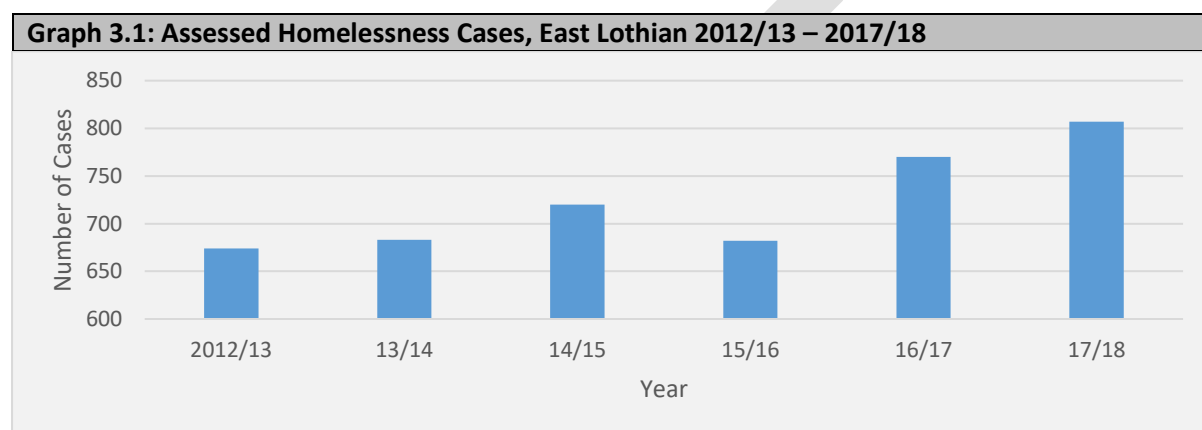
3 Homelessness Context

3.1 Homelessness Position

This section of the RRTP sets out evidence on the current position, key issues and challenges in respect of homelessness in East Lothian.

- **Applications / Assessments**

Homeless applications have been rising in East Lothian since 2015/16, with 807 households assessed as homeless during 2017/18.



Source: East Lothian Council 2018

The main reasons for homelessness in East Lothian are ‘asked to leave’ (comprising the main reason at 39%); ‘relationship breakdown’; ‘domestic abuse’ and ‘action by landlord’, which together account for around 75% of homeless applications.

‘Asked to leave’ predominantly relates to young people asked to leave the parental home and East Lothian has the 6th highest level of youth homelessness nationally at 15.7% compared to 11.7% across Scotland.

Table 3.1: Youth Homelessness, East Lothian , 2016/17-2017/18

	16-24 population	Youth homelessness 2017-18	Rate of youth homelessness per 1,000	Change 2016/17-2017/18	
				No.	%
E. Lothian	10,429	164	15.7	-43	-21
Scotland	593,361	6,954	11.7	-605	-8

Source: The Scottish Government, 2018

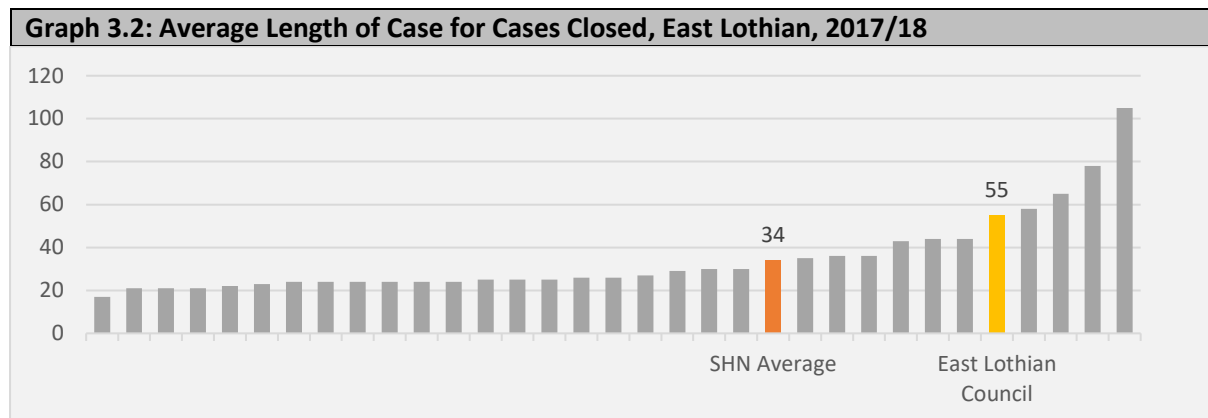
Domestic abuse is a major cause of homelessness in East Lothian. Around 950 incidents of domestic abuse have been recorded by the police per annum since 2014. Between April and September 2018, police officers in East Lothian attended 576 domestic related incidents – 21.5% more than the same period in 2017, which is concerning. Women’s Aid East and Midlothian received 140 refuge requests and accommodated 43 women and 41 children in supported accommodation in 2016/17 across East and Midlothian, with refuge requests increasing by 31% from the previous year. Average waiting time for refuge accommodation was 90 days. In 2019 the Domestic Abuse (Scotland) Act 2018 will be brought into force, criminalising abusive, coercive and controlling behaviours.

East Lothian Council had a duty to find settled accommodation for 573 households assessed as homeless in 2017/18 and at 1 April 2018, there were 593 open homelessness cases, with a duty to find settled accommodation.

- **Length of Time to Complete Cases**

Approximately 79% of assessments are completed within 28 days.

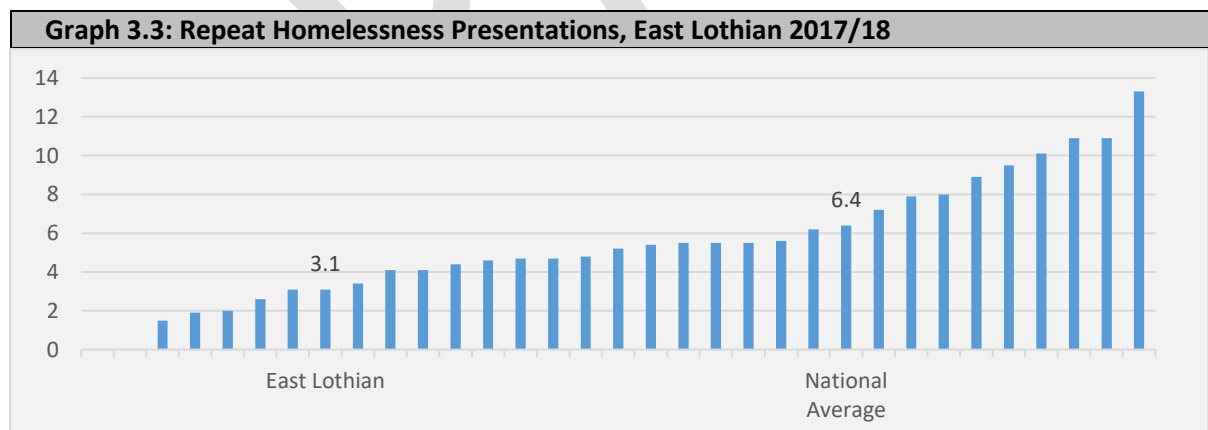
Recent analysis shows that East Lothian Council takes an average of 55 weeks to close a case, compared to 34 weeks nationally.



Source: Scotland's Housing Network, 2018

- **Repeat Homelessness**

East Lothian has a low proportion of repeat homelessness at 3.1% compared with the national average of 6.4%. This reflects homelessness as predominantly a structural issue in East Lothian, with the majority of households simply requiring accommodation.



Source: Scotland's Housing Network, 2018

- **Rough Sleeping**

The number of applications where a household member has reported sleeping rough the night before applying for assistance is 15 in East Lothian (2017/18). This equates to 1.9% of applications, a slight decrease from 2.1% the previous year. Nationally, the average figure is 4%.

- **Severe and Multiple Disadvantage**

The term ‘severe and multiple disadvantage’ (SMD) is used to signify the problems faced by adults involved in the homelessness, substance misuse and criminal justice systems, with poverty an almost universal and mental-ill health a common complicating factor. Recent national research suggests that there are 49 households experiencing severe and multiple disadvantage in East Lothian¹⁷.

Total homelessness assessments: 807

Total new assessments in 2017/18 where the local authority has a duty to find settled accommodation: 573

Open homelessness cases at 31 March 2018: 593

Average length of case in 2017/18: 55 days

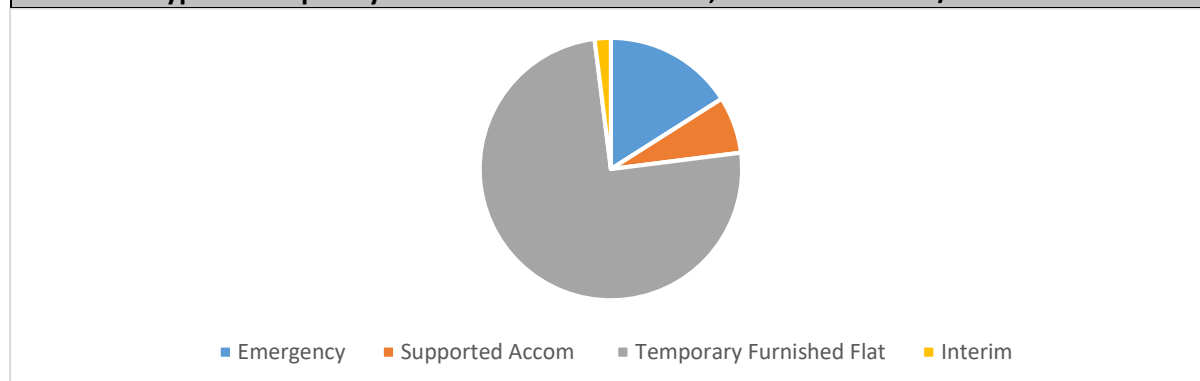
Total households sleeping rough in 2017/18: 15

Prevalence of severe and multiple disadvantage: 49 households

3.2 Temporary Accommodation

East Lothian Council has access to a total of 444 temporary accommodation units, with a breakdown set out in Chart 3.1. Temporary furnished flats are used predominantly (332 units, equating to 75%) although heavy reliance remains also on emergency B&B accommodation (70 places, equating to 16%). There are 32 supported accommodation places and 10 interim places comprising 7% and 2% respectively. 50% of temporary accommodation stock is provided by East Lothian Council, 30% is provided through the private sector leasing scheme, 10% is provided by local Housing Associations and the remaining 10% is provided by other housing providers as supported accommodation. The vast majority of temporary accommodation is located in the west of the county (Musselburgh, Prestonpans and Tranent).

Chart 3.1: Type of Temporary Accommodation Provision, East Lothian 2017/18



Source: East Lothian Council 2018

The Council has increased the provision of temporary accommodation stock by around 45% since 2012, however despite this increase, the level of demand for temporary accommodation is such that the Council remains dependent on B&B. A total of 404 households were living in temporary accommodation at 31 March 2018, including approximately 70 in B&B.

¹⁷ Heriot Watt University: Developing a Profile of Severe and Multiple Disadvantage in Scotland – Working Paper, Homelessness Data Sources (draft v2, 17 April 2018)

It is evident from Table 3.2 that length of stay in temporary accommodation has increased each year since 2012/13. This is for the most part, due to structural pressures within the system i.e. lack of affordable move-on accommodation, low levels of allocations generally and difficulties in relation to accessing the private rented sector. The upwards trend also reflects the changing legislative context, with the Council being unable to discharge its legal duty until settled housing has been secured, for an increasing number of homeless people assessed as being unintentionally homeless. A recent report commissioned by the Social Bite on behalf of the Homelessness and Rough Sleeping Action Group states:

‘The very long lengths of stay in East Lothian are due to the local housing market, specifically high demand for and low turnover within social housing, a relatively small, expensive and high demand private rented sector and the low level of local authority rents which mean those in temporary accommodation are often unwilling to consider other housing options... East Lothian is also the highest user of social sector temporary accommodation in which stays tend to be longer’¹⁸.

Year	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Total applications	1,193	774	674	683	720	661	770	807
Average stay	199	212	176	255	260	334	374	377

Source: East Lothian Council, 2018

Length of stay by type of accommodation is set out in Table 3.3. A recent report states B&B stays are 36 days on average nationally, with the highest levels of 70 days recorded in East Lothian¹⁹.

Accommodation Type	No. Days
Local authority dwelling	416
Housing association dwelling	455
Hostel accommodation	226
B&B	70
Private sector leasing	470
Other	497

Source: ARC Return, 2018

Table 3.4 shows stays in temporary accommodation are particularly lengthy for single adults.

Household Type	2014	2015	2016	2017	Total	Turnover of stock excluding 2+ years
All adults	193.6	295.9	335.1	321.8	287.7	1.27
Households with children	199.5	301.6	312.5	322.6	281.4	1.30

¹⁸

file:///C:/Users/sandn/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/5AZZS73F/SB_TempAccommReport_FinalReport.pdf

¹⁹

file:///C:/Users/sandn/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/5AZZS73F/SB_TempAccommReport_FinalReport.pdf

Single adults	321.3	388.7	423.6	445.3	390.8	0.93
Total	260.7	341.6	373.4	380.5	336.6	1.08

Source: East Lothian Council, 2018

More in-depth analysis shows the length of stay in temporary accommodation excluding / including households in temporary accommodation for over one year. In 2016/17, 121 households were in temporary accommodation for over one year, of which 50 had been in temporary accommodation for over two years.

Table 3.5: Average Length of Stay in Temporary Accommodation, Taking Account of Stays 1+ Years				
Year	2014/15	2015/16	2016/17	2017/18²⁰
Average length of stay (excluding those ≥1)	261	341	373	381
% increase from previous year	-	31%	9%	2%
Average length of stay (including those ≥1)	261	342	373	526
% increase from previous year	-	31%	9%	41%

Source: Arneil Johnston, 2018

Table 3.6 shows the turnover rates of temporary accommodation by East Lothian area. It is clear that the turnover rates in Musselburgh and Tranent reduce significantly when excluding those in temporary accommodation for more than two years.

Table 3.6: Turnover of Temporary Stock by East Lothian Area, 2016-17				
Area	2016	2017	Total	Turnover all stock
Dunbar	271.9	426.8	336.7	1.08
Haddington	310.2	477.4	392.7	0.93
Musselburgh	422.5	625.8	539.6	0.68
North Berwick	334.0	190.8	270.3	1.35
Prestonpans	401.3	513.6	463.3	0.79
Tranent	367.0	450.9	411.4	0.89
Total	373.4	526.1	455.2	0.80
Area	2016	2017	Total	Turnover excluding 2 + years
Dunbar	271.9	426.8	336.7	1.08
Haddington	310.2	436.5	369.1	0.99
Musselburgh	422.5	465.9	445.0	0.82
North Berwick	334.0	190.8	270.3	1.35
Prestonpans	401.3	427.6	414.9	0.88
Tranent	367.0	327.9	348.3	1.05
Total	373.4	415.7	394.2	0.93

Source: Arneil Johnston, 2018

As well as having a significant pool of temporary units, the Council remains reliant on B&B accommodation. The Council placed 305 households in B&B during 2017/18, an increase from 294 the previous year, which is of concern. The Council faces a significant focus on compliance with the Homeless Persons (Unsuitable Accommodation Order) (Scotland) and between 2004 and 2015/16, there were no breaches, however there were 6 breaches during 2016/17 and 13 breaches during

²⁰ This does not analyse a full year of data. The last end of accommodation date is 13 September 2017/18, therefore the average length of stay could be longer by the end of this year.

2017/18. Also of concern is the increase in children in B&B, with 61 children accommodated in B&B during 2017/18. This figure has not risen above 40 in previous years.

Given the need to reduce length of stay in both B&B and temporary accommodation, it is critical to ensure that void times in temporary accommodation are minimised. The year-end outcome for 2017/18 was an average void time of 19 days.

3.3 Costs of Temporary Accommodation

The costs of providing temporary furnished accommodation are generally met by rent payments for the properties, although the implementation of Universal Credit has seen an increase in rent arrears within temporary accommodation tenancies, similar to the increase in rent arrears for mainstream social rented tenancies. Universal Credit has caused the recovery rate to reduce to 27% and future spend remains a significant concern. The fortnightly charge to homeless households varies, dependent on the type and size of accommodation, with costs set out at Table 3.7. Council temporary accommodation rents are generally the least expensive, including a service charge of around £20. Leased property rents include a service charge of around £25; and private sector leased properties are typically the most expensive, inclusive of £110 service charge.

	Council Temporary Accommodation	RSL Leased Properties	Private Sector Leased
2 apt	148	388	335
3 apt	153	377	455
4 apt	160	332	467

Source: East Lothian Council, 2018

Also of concern is the impact of Universal Credit on the costs of B&B accommodation for homeless households. In accordance with the system, a household in receipt of housing costs through Universal Credit must be resident in that accommodation at the time their payment is made. If a household moves into B&B and subsequently moves into alternative accommodation prior to a Universal Credit payment being made, no payment will be made for the period in B&B, leaving the Council with a shortfall to meet. In addition the level of income received by the Council for payment for B&B accommodation has been significantly reduced under Universal Credit.

Costs of B&B range from £44 per night in contracted accommodation to £82 per night in non-contracted B&B accommodation. Households in employment pay the full contribution of £67 per week plus a £15 weekly service charge.

A key component of the HARSAG recommendations is a proposal to change the funding structure for temporary accommodation nationally although it is unclear when this will happen and what this is likely to entail. East Lothian Council intends to carry out a full independent financial appraisal of the current costs associated with temporary accommodation provision and impacts of Rapid Rehousing, to ensure due diligence in respect of decisions around the continued use / ceasing use of temporary accommodation / B&B. This will be a key priority for the Council prior to implementing this RRTP, with a further appraisal carried out, once proposals for the new funding structure become clearer.

Total no. households living in temporary accommodation at 31 March 2018: 404 including 70 in B&B

Type of provision: emergency (70); supported accommodation (32); temporary furnished flats (332) ; interim (10)

Capacity of provision: 12 emergency B&B – 70 rooms; 3 young person supported accommodation projects – 32 rooms; interim - 1 older 25's project – 7 rooms and 3 scatter flats; 332 temporary furnished flats

Average length of stay in temporary accommodation: 377 days

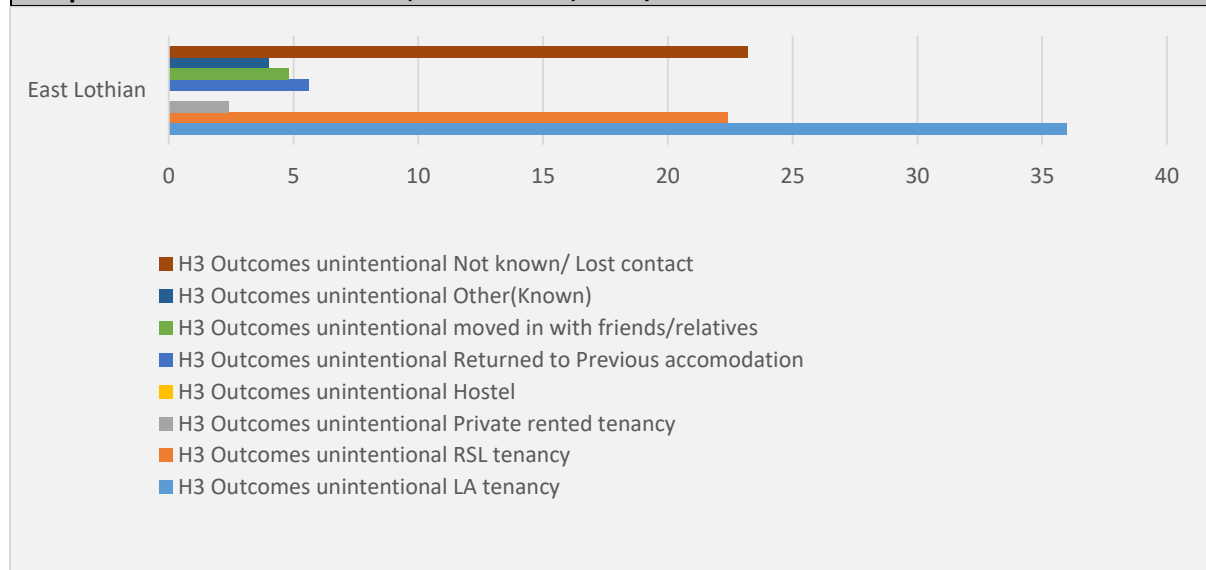
Type of households: Length of stay is considerably longer for single adult households

Weekly Charge including rent / service charges: This varies significantly from £74 to £234 inclusive of service charge

3.4 Rehousing Outcomes

It is clear from Graph 3.4 that the most common outcome for homeless households is a local authority tenancy, with 237 lets (36%) made to homeless households in the social rented sector in 2017/18. Total lets to homeless households in the private rented sector are considerably lower at 25 (3%).

Graph 3.4: Homeless Outcomes, East Lothian, 2017/18



Source: Scotland's Housing Network, 2018

Over the past five years, the Council has allocated between 40 and 45% of its vacant housing supply to homeless households, increasing to 48% in 2017/18. RSL's allocate around 50% of their general needs properties to homeless households. The proportion of allocations made to homeless households increased as a result of changes to allocations targets in 2016, however despite this, waiting times for re-housing continued to increase and accordingly, there has been a corresponding increase in time spent in temporary accommodation. The proportion of allocations to homeless applicants was reviewed in 2017/18 and by autumn 2018, allocations made to homeless applicants had increased to 62%.

Total lets to statutory homeless households in the social rented sector: 237

Total lets to statutory homeless households in the private rented sector: 13 (2.4%)

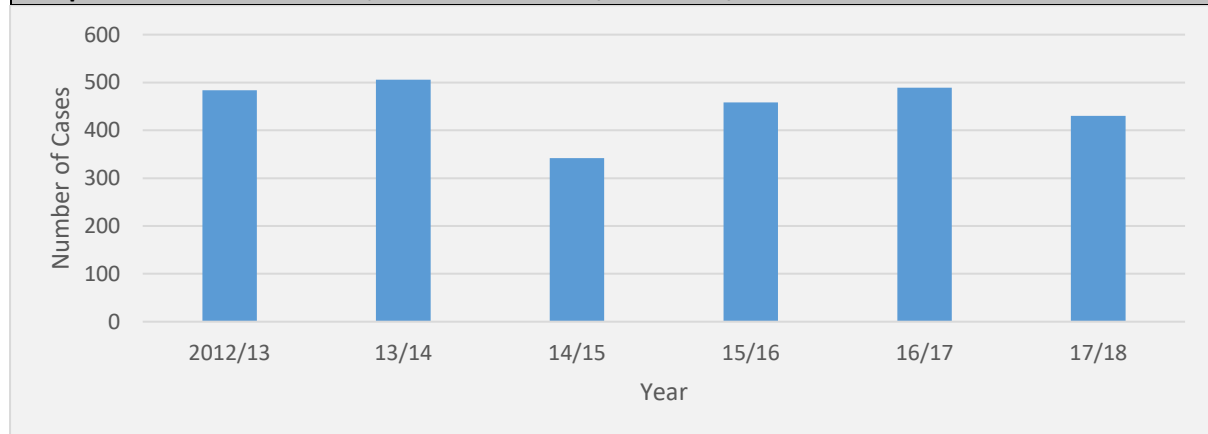
Proportion of social lets made to statutory homeless households by type of landlord (LA and RSL): LA 48% / RSL 50%

All social and private lets made to statutory homeless households as a proportion of new homeless demand i.e. new assessments where there is a duty to house in a year: 41%

3.4 Prevention

East Lothian Council provides a range of prevention activities for households at risk of homelessness, including the provision of advice; assistance to secure accommodation and assessing support needs, with mortgage advice also a significant area. The referral rate from the Council's Prevention Team to the Homelessness Service is around 20-25%, with 23% of cases being able to remain in their current accommodation. Graph 3.5 shows prevention activity in East Lothian since 2012/13.

Graph 3.5: Prevention Cases, East Lothian 2012/13 – 2017/18



Source: East Lothian Council 2018

Typically, prevention activity is delivered in circumstances where individuals are two months away from becoming statutorily homeless. Examples of prevention projects with external partners include:

- **East Lothian's SLAB project** - Supports East Lothian Council to employ two tenancy support workers, to provide support to social housing tenants with regard to welfare reform issues
- **Bridges Project** – Provides direct services to disadvantaged and / or at risk young people
- **Recycling First** – assists families in receipt of benefits to access necessary furniture items and collects second-hand furniture to distribute to disadvantaged household
- **Edinburgh Cyrenians, Asked to Leave / Conflict Resolution** – Supports families where a young person has been asked to leave the home due to relationship breakdown

There has been an increase in the number of households seeking prevention work since 2014/15, with a 7.7% increase between 2015/16 and 2016/17. Recent trends are as follows:

- Demand for the service is maintained at the expected level
- Activities undertaken in prevention cover a range of areas, predominantly the provision of advice, assistance to secure accommodation and assessing support needs
- Mortgage advice and assistance continues to be a significant area in terms of prevention activities

- With regard to outcomes, around 17% of closed prevention cases are closed on the basis of a referral to the Response Team
- Around 83% of cases are closed on the basis that homelessness is avoided and the applicant remained in existing accommodation or found alternative secure accommodation

Rent deposit activity has reduced dramatically from approximately 90-100 per annum from 2010-14 to 16 during 2017/18, which is predominantly due to landlord concerns in relation to Universal Credit, a decline in available property and landlords unwilling to accept homeless referrals from the Council. It will be important to work closely with landlords to improve rent deposit activity where possible.

East Lothian has a Private Sector Leasing (PSL) scheme, through which properties are released from the private rented sector to the Council, via a contracted provider, who is responsible for housing and property management functions. The properties provide an alternative to B&B accommodation for homeless households. The contract requires to be retendered while the Council considers the long term strategy with regard to PSL, given aspirations to reduce temporary accommodation.

East Lothian Council works with the Scottish Government in relation to the national Mortgage to Rent Scheme. This Scheme aims to help people whose homes are in danger of being repossessed to remain in their homes, with the Council buying their home and renting it back to them. One property was purchased through the Scheme in East Lothian in 2015/16, two properties in 2016/17 and two properties in 2017/18.

3.5 Support

The provision of housing support to homeless households is a requirement as per the Housing Support Duty 2013. Local authorities have a legal duty to provide housing support to those assessed as unintentionally homeless and in need of support. While the Housing Support Duty is legally only applicable to homeless households, the intention is to assist with homelessness prevention, therefore where possible, housing support and prevention activities are aimed at all households approaching the Council's housing service. It is clear from Table 3.8 that the provision of support is a key component of the Homelessness Prevention Service.

Prevention Type	No. Provided
Assessment of Support Needs	280
Assistance Alternative Accommodations	250
Assistance Claiming Benefits	189
Assistance Finding Employment Education Training	11
Assistance with Any Addictions	12
Assistance with Costs Essential Goods	26
Assistance with Landlords Mortgage Providers	140
Basic Housing Support	46
Direct Financial Assistance	28
Involvement Social Work Care Services	58
Other Services	16
Provision of Independent Financial/Legal Housing Advice	277
Use of Rent Deposit Guarantee Scheme	81

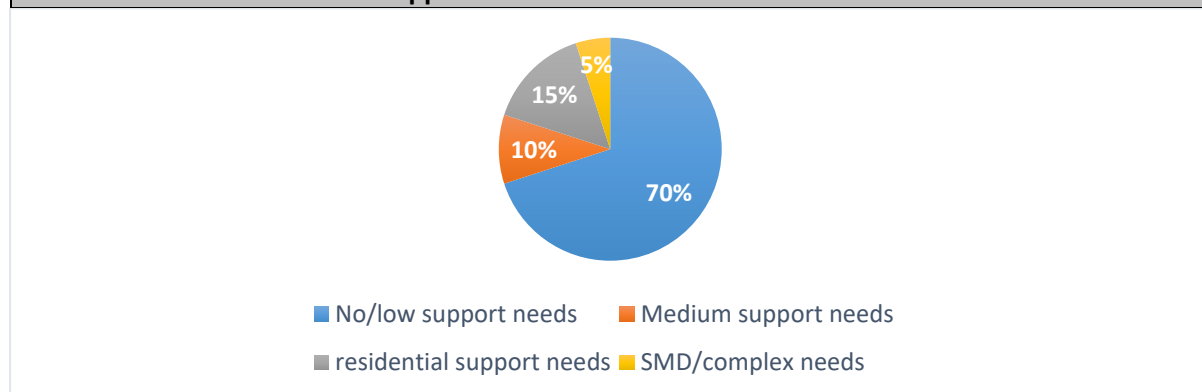
Source: East Lothian Council 2018

East Lothian Council also provides resettlement support. Between 2015/16 and 2016/17, there was a 93% increase in the number of individuals requiring resettlement assistance. In addition, a range of supported accommodation is provided for young vulnerable people at risk of homelessness and for individuals with complex needs, through providers such as Action for Children and Blue Triangle Housing Association.

Housing First provides mainstream settled housing as a first response for people with complex needs. It recognises a safe and secure home as the best base for recovery and offers flexible, open ended support, tailored to the needs of the individual. The model separates the provision of housing and support, offering choice and control to tenants and works to the principles of harm reduction. East Lothian Council recognises the current drive towards a 'Housing First' model and the need to provide direct access to settled accommodation as quickly as possible, with support. The Council acknowledges the significant body of research that indicates the Housing First approach is effective in addressing issues of mental health, substance misuse etc. as the individual is approaching support from a position of increased security in relation to tenure. Evidence to date also shows the Housing First approach to be an effective preventative measure to address chronic homelessness.

Local analysis of a snapshot of households in temporary accommodation at November 2018, suggests there are 415 current homelessness cases (70%) with no or very low support requirements who will easily move into mainstream settled housing with no need for specific support other than signposting and low level housing management support. There are 89 current homelessness cases with medium support needs (15%), whether visiting housing support or multi-professional wrap around support to enable people to live independently in mainstream housing. There are an estimated 59 current homeless cases (10%) with severe and multiple disadvantage or complex needs, who would benefit from intensive wrap around support and a Housing First approach to rehousing. Lastly, there are 30 current homeless cases (5%) where independent living in the community is not possible or preferable for whatever reason (i.e. choice, safety, risk to self and / or others) and for whom shared and supported accommodation is the preferred housing option.

Chart 3.2: Estimated Current Support Needs 2018



Source: East Lothian Council 2018

Estimate of current no / low support needs: 415 (70%)

Estimate of current medium support needs: 89 (15%)

Estimate of current levels of SMD / complex needs: 59 (10%)

Estimate of current need for residential support: 30 (5%)

DRAFT

SECTION 4

Gap Analysis/ Projecting Future Need & Demand



4 Gap Analysis / Projecting Future Need and Demand

This section of the RRTP sets out an analysis of the gap between demand and supply, to show the scale of the issues in respect of homelessness and levels of pressure on temporary and permanent housing stock.

4.1 Methodology

Using triangulation (the use of two or more methods in a study to check the results) provides a test of validity, enables corroboration of findings and ensures this RRTP is well developed, having a deeper understanding of the issues. Where two different methods led to the same or a similar result, there can be increased confidence in the findings, leading to a robust and credible approach and quality outputs. This RRTP firstly uses the method set out in the RRTP transition tool²¹, with validation of this data achieved through cross verification with a second method, comprising independent modelling of temporary accommodation carried out by Arneil Johnston.

Use of the transition tool and secondary data enables a move away from number crunching and promotes a focus on analytical thinking, exploration and reasoning with regard to homelessness and temporary accommodation, within the context of the East Lothian housing market. Following the outlining of data outputs, assumptions and judgements are subsequently made in respect of the East Lothian housing system on the basis of evidence, focussing on reasons for the gap.

- **Method 1: Transition Tool – Baseline Position**

Using the structure provided in the Rapid Rehousing transition tool, a comparison of the current backlog (current caseload where there is a duty to house) plus projected new demand (taken as an average from the last three years of cases with a duty to house) is compared to most recent rehousing history (private rented sector and social rented sector) to statutory homeless households. Allowances are made for lost contacts and refusals. This provides a guide to the gap / scale of the issue between supply and demand and any proportional increase in lets required across housing sectors to meet new and backlog demand over the five year RRTP period.

Running the transition tool on the basis of the current position (Scenario 2: Current Position), the gap between demand and supply is 216 units of accommodation. This figure represents an indication of the level of annual increase required to meet annual homeless demand over the five year period. Over the five year period of the RRTP, the total shortfall is 1,080 units.

It is clear that the tool provides a basic indication of homelessness need i.e. in comparison with the Scottish Government tool for assessing housing need and demand. To use the tool to its full potential, further modelling is carried out to consider potential scenarios of change, given the current policy focus on homelessness and anticipated work towards meeting aspirations. This provides an indication of the likely gap within a different context. For example, the 'current position' reflecting the 2017/18 baseline shown in Table 4.1 uses 48% as a proportion of social lets that are let to statutory homeless households by local authorities, however we know that this has since increased to 62%. In respect of demographic change, there has been a 10.9% increase in population

²¹ <http://www.ghn.org.uk/rapid-rehousing-transition-plan/>

in East Lothian over the last ten years compared to 5.3% across Scotland. This is the second largest increase nationally, behind the City of Edinburgh. Population projections show East Lothian is projected to have the second largest population increase nationally at 8.6%, from 2016-26 (8.3% due to in-migration)²², which is likely to be reflected in higher levels of homelessness. However population change is not part of the RRTP transition tool and it is helpful to factor this in. We are also aware that at present, the outcome of Brexit negotiations is unclear and it is difficult to forecast the potential impact on the economy, although we know this could change dramatically over the next few months as major decisions are reached. Three further scenarios are run using the tool, to show the East Lothian position within a changing context.

- **Method 1: Transition Tool – Scenario Planning**

The RRTP aligns with the wider priorities of the **East Lothian Local Outcome Improvement Plan 2017-27** and the **East Lothian Council Plan 2017-22**, in particular the overarching objective of the Council Plan *‘reducing inequalities within and across our communities’* and the strategic goal to *‘improve the life chances of the most vulnerable people in our society’*. In accordance with this, the East Lothian Partnership is focused on reducing inequalities, tackling poverty and early intervention / prevention, through the East Lothian Local Outcome Improvement Plan. The **Local Housing Strategy (LHS)** sets out the following vision *‘Homelessness is prevented as far as possible, with appropriate support in place to promote positive health outcomes and tenancy sustainment’*.

This RRTP links to and sits within the wider context of these Strategies and Plans and accordingly, the three scenarios reflect the extent to which we could be meeting our strategic objectives:

Scenario 1: Poverty and Inequality – Despite concerted efforts to reduce inequalities, political discontent in respect of Brexit pervades and economic upheaval results in a continuation of austerity, with poverty and unemployment intensifying. Delivery of affordable housing is slow, with reduced capacity in the construction sector and LHS Housing Targets are not met. There is an increase in families in receipt of Universal Credit living in poverty and significant numbers of families experiencing in work poverty, having incomes topped up by Universal Credit. Landlords begin to sell property on the open market, as increased regulation of standards comes into effect and with a declining sector, already expensive rents continue to rise. In accordance with increasing poverty and inequality, homeless applications increase, assessed homelessness cases rise and overall demand for the service grows due to factors such as Universal Credit, within a context of wider population growth. Households remain in temporary accommodation, some for extensive periods, due to ongoing shortages of affordable housing and blockages in the system as the Council struggles to comply with statutory duties in respect of changes to the Homeless Persons (Unsuitable Accommodation Order) (Scotland). Allocations to homelessness reduce slightly below 2017/18 levels as demand on the housing list intensifies and competing priorities remain for smaller properties in particular, with low stock turnover and limited availability of new-build affordable housing.

Scenario 2: Current Position - This sets out the current position, using 2017/18 figures.

Scenario 3: Limited Improvement - Projected high priority affordable housing completions are realised in accordance with the SHIP and Housing Supply Targets in the LHS are met. The DWP, UK government and the Scottish Government consider the implications of the current administration of universal credit and other benefit changes on vulnerable people and make adjustments to ensure a fairer and more just approach, ensuring people have information and support to avoid sanctions. The impacts of austerity begin to reduce, in part due to ongoing work to reduce inequalities within

²² NRS Population change and projections 2016 based <https://www.nrscotland.gov.uk/files//statistics/population-projections/sub-national-pp-16/pop-proj-principal-2016-tab-publication.pdf>

and across our communities and the Council's Welfare Rights Team see a higher rate of income gain for families in poverty. Homeless applications reduce slightly and the current level of allocations to homelessness is maintained as pressures on the housing list begin to subside. Some progress is made to clear the backlog of households in temporary accommodation, particularly in areas of new build affordable housing activity, although other areas across the county remain challenging in respect of homelessness pressures.

Scenario 4: Prosperity and Growth - Projected affordable housing completions are realised in full in accordance with the aspirations of the SHIP, with increased subsidy available. Housing Supply Targets in the LHS are exceeded and the City Region Deal delivers real, tangible opportunities for residents across the region. Embarking on a journey towards accelerating economic and inclusive growth, employment opportunities are opened up and there is a decline in 'in work poverty'. With ample additional supply, allocations to homelessness are increased and the backlog is reduced, enabling a focus on 'current' flow through the system. The Council is able to provide direct access to settled accommodation quickly, with Housing First support in place for those who require this.

The results of Scenarios 1-4 are shown in Table 4.1. It is clear that with Scenario 1, there is potential for the gap between demand and supply to worsen to an estimated 292 units per annum and mitigating action must be put in place to minimise this risk. It is also evident that even with 'Limited Improvement' and 'Prosperity and Growth' scenarios, significant shortfalls of 150 and 91 respectively still remain.

Transition Tool Variables	Scenarios			
	1	2	3	4
Total homeless applications	888	807	767	726
Total new assessments in the financial year where LA has duty to find settled accommodation	630	573	544	516
Open homeless cases where there is a duty to house at 31 March	593	593	534	475
Average length of case (cases closed in financial year - no. of days)	424	385	366	347
Total no. cases in temporary accommodation at 31 March	404	404	384	404
Average length of stay in temporary accommodation	238	216	205	194
Total lets to statutory homeless in the social rented sector	220	237	270	290
Total lets to statutory homeless in the private rented sector	10	25	30	40
Proportion of social lets to statutory homeless households by LAs	43%	48%	62%	65%
Proportion of social lets to statutory homeless households by RSLs	43%	50%	55%	60%
New homelessness demand (i.e. new assessments where duty to house – unintentionally homeless)	630	573	544	516
All lets as a proportion of new homelessness demand	35%	41%	50%	64%
Backlog (current caseload where there is a duty to house)	652	593	534	475
Projected new demand based on average annual caseload (unintentionally homeless) in previous 3 years	545	495	470	445
Lost contacts in most recent financial year	143	130	123	117
Refusals in most recent financial year	9	6	4	2
Demand ²³	512	478	450	421
Supply	220	237	270	290
Gap Between Demand and Supply	292	216	150	91

²³ Demand comprises current backlog divided by 5 to represent the RTRP period plus new annual demand. This is compared to current supply of lets to statutory homeless households to provide a total gap (or surplus) between demand and supply and represents an indication of the level of annual increase required to meet annual homeless demand over the five year period.

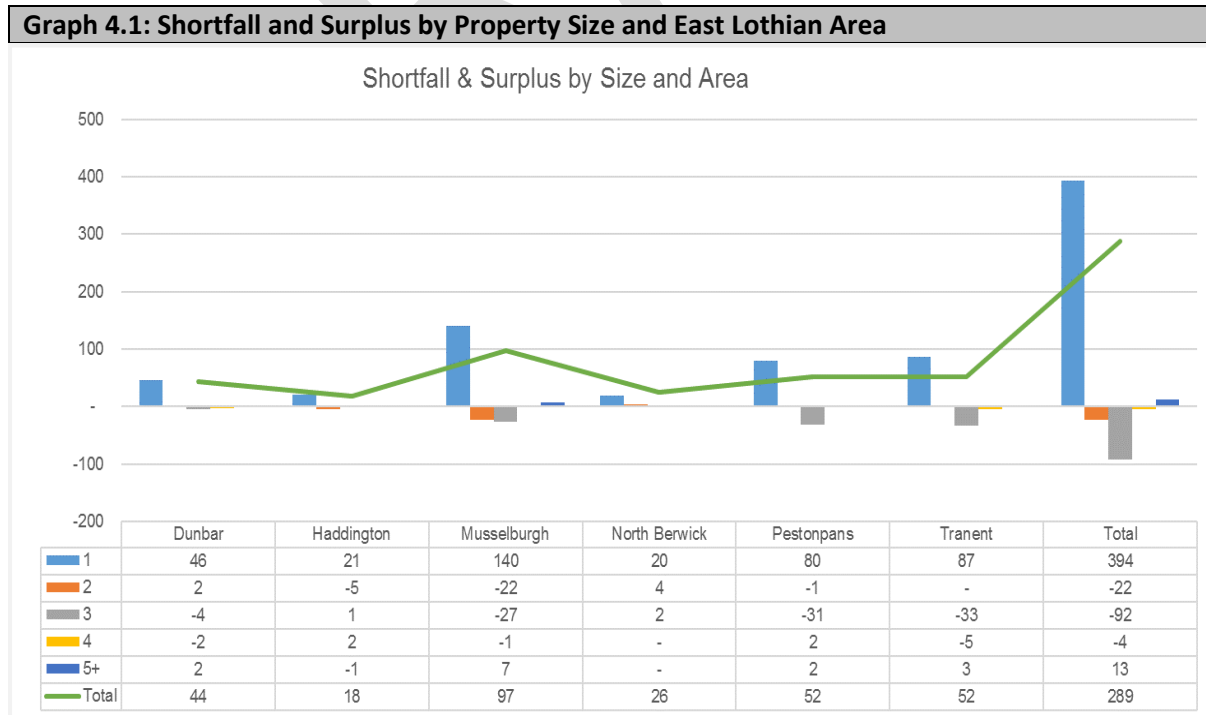
- **Method 2: Temporary Accommodation Modelling**

Independent temporary accommodation modelling completed by Arneil Johnston in March 2018 considered a snapshot of demand in comparison with supply by East Lothian sub-area based on 2016/17 data.

Table 4.2: Homelessness Demand and Supply, East Lothian Sub-Areas, 2016/17							
Demand – 746 Applicants Adjusted for Lost Contact (9%) & 81% Acceptance Rate & 455 Days LOS (0.8x Turnover)							
Size	Dunbar	Haddington	Musselburgh	N.Berwick	Prestonpans	Tranent	Total
1	51	42	153	20	93	88	447
2	12	12	35	5	21	27	112
3	5	14	28	4	16	15	82
4	0	3	10	0	11	3	27
5+	3	0	7	0	3	3	16
Total	71	71	233	29	144	136	684
Current Stock Available by Size and Area (All Stock)							
Size	Dunbar	Haddington	Musselburgh	N.Berwick	Prestonpans	Tranent	Total
1	5	21	13	0	13	1	53
2	10	17	57	1	22	27	134
3	9	13	55	2	47	48	174
4	2	1	11	0	9	8	31
5+	1	1	0	0	1	0	3
Total	27	53	136	3	92	84	395

Source: Arneil Johnston, 2018

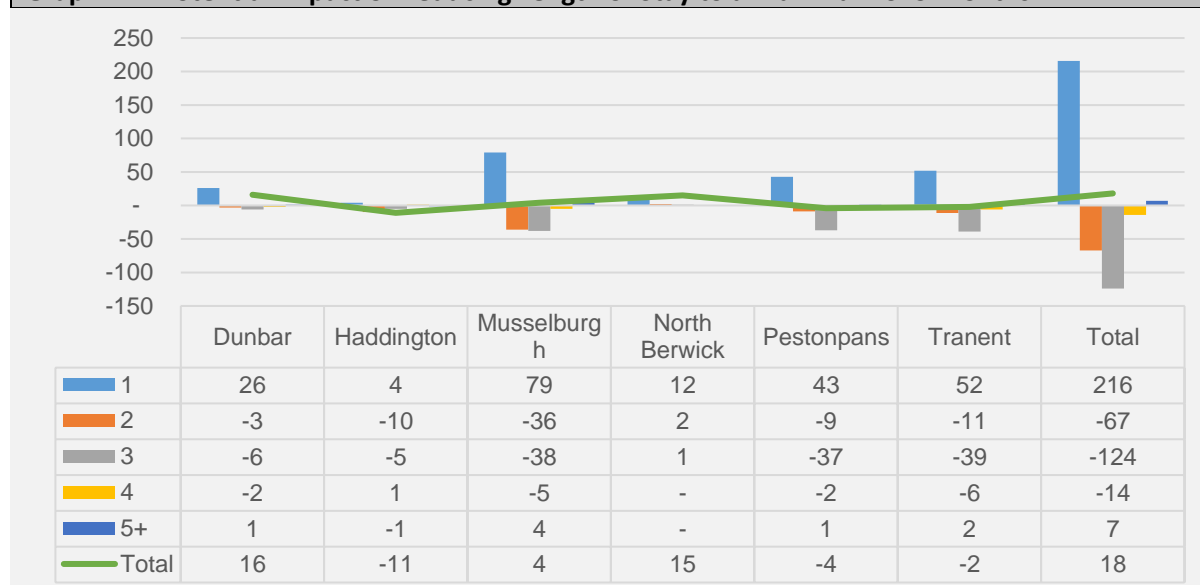
The analysis evidenced a net shortfall of 289 units of accommodation across all areas although the shortfall is highest in Musselburgh (140 units), followed by Tranent (87 units) and Prestonpans (80 units). The shortfall predominantly relates to one bed properties.



Source: Arneil Johnston, 2018

Taking this a stage further, analysis was carried out to consider the potential impact upon the shortfall of reducing length of stay in temporary accommodation to a maximum of 9 months. It is clear that even if this could be realised in practice, shortfalls of accommodation are still evident in the west of the county.

Graph 4.2: Potential Impact of Reducing Length of Stay to a Maximum of 9 Months



Source: Arneil Johnston, 2018

4.2 Bringing the Evidence Together

The RRTP transition tool estimates new demand and potential new supply each year for five years and incorporates a facility to clear the backlog over a five year period. Based on a 2017/18 baseline position, the tool estimates an annual deficit of **216 units**. In contrast, independent temporary accommodation modelling completed by Arneil Johnston in March 2018 considered a snapshot of demand in comparison with supply by East Lothian sub-area based on 2016/17 data and estimated a deficit of **289 units**. While it is acknowledged the differences in methodology are more complex, as a very basic comparison, method 1 provides an annual estimate spread over a five year period and method 2 provides a snapshot at a point in time, (which largely represents year one), with the two outputs broadly similar²⁴. On this basis, recognising that the comparison is not strictly speaking 'robust and credible', it does provide East Lothian Council with further confidence that the figure of 216 units per annum as per the RRTP transition tool comprises a broadly accurate estimate of the gap between demand and supply in respect of accommodation for homelessness.

Table 4.3: Outputs from Methods 1 and 2 – Gap Between Demand and Supply

Method	Gap
RRTP Transition Tool Scenario 1	292
RRTP Transition Tool Scenario 2	216
RRTP Transition Tool Scenario 3	150
RRTP Transition Tool Scenario 4	91
Arneil Johnston	289

Source: East Lothian Council, 2018

²⁴ Taking cognisance of increased supply in 2017/18 relative to 2016/17

Bringing together the evidence set out in respect of the East Lothian housing market and homelessness pressures, it is clear that East Lothian has a unique and challenging set of circumstances, which result in a highly pressured local housing system, difficulties accessing suitable temporary accommodation with continued use of B&B as well as a significant pool of temporary units and limited / slow movement from temporary to permanent accommodation.

A recent independent report commissioned by Social Bite on behalf of the Homelessness and Rough Sleeping Action Group analysed the number of households in temporary accommodation at 31 March 2018 as a proportion of the total applicants in 2017/18 owed a duty to find settled accommodation. The report states:

'Temporary accommodation pressure is extraordinarily high in East Lothian with 71% of those owed a duty during the year remaining in temporary accommodation at the end of the year, suggesting acute blockages in the 'flow' of households through temporary accommodation'.

Mirroring this, a recent report by Crisis focuses on the seven Scottish Council areas with the highest use of 'unsuitable temporary accommodation', which includes East Lothian²⁵. With a continuing trend of increasing use of temporary accommodation year on year, extensive length of stay in B&B, increasing assessed homelessness cases and relatively low levels of lets generally, it is considered likely that the demand for temporary accommodation is still rising and levels have not yet begun to reach a peak. Key features of homelessness include:

- The decline in homeless presentations from 2010 has levelled off and appears to be moving into a position where applications are increasing.
- The level of demand for temporary accommodation is such that the Council remains dependent on B&B for temporary accommodation, with increasing use of such accommodation and households staying in B&B for longer periods. The Council placed 305 households in B&B during 2017/18, an increase from 294 the previous year, which is of concern. There has also been a significant increase in children in B&B, with 61 children accommodated in B&B during 2017/18. This figure has not risen above 40 in previous years.
- The Scottish Government's Homeless Persons (Unsuitable Accommodation Order) (Scotland) has been amended to reduce the time that households subject to the Order (households with children or a pregnant family member) can remain in B&B accommodation from 14 to 7 days. This is likely to be extended to all groups, in accordance with HARSAG recommendations and will place additional pressure on the Council to ensure that families are moved on quickly from B&B accommodation. Between 2004 and 2015/16, there were no breaches, however there were 6 breaches during 2016/17 and 13 breaches during 2017/18.
- Despite higher levels of housing allocations to homeless households, waiting times for re-housing are increasing significantly and as a result, the length of time spent in temporary accommodation is increasing. Turnover in temporary accommodation has slowed down as homeless households await an offer of permanent housing, creating a backlog in the system.

It is evident that homelessness in East Lothian is predominantly a structural issue, with a lack of affordable housing supply across the county, exacerbated by limited land supply and substantial costs required for infrastructure. 1,597 new affordable homes have been delivered within East Lothian since 2007, of which 752 are new council homes for social rent. 708 have been delivered through our Housing Association partners again for social rent, with a further 137 intermediate

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https://www.crisis.org.uk/media/239523/i_wont_last_long_in_here_experiences_of_unsuitable_temporary_accommodation_in_scotland_-pdf.pdf

tenures such as discounted sale and mid-market rent delivered through other financial models. Despite an ambitious new build programme, maximizing opportunities to accelerate affordable housing and actively taking forward a range of innovative solutions with key partners to increase the supply of affordable housing, housing need remains high at an estimated 370 affordable units per annum over a 20 year period²⁶. These structural issues are further exacerbated by the impact of the roll out of full service Universal Credit, which has significantly reduced housing opportunities for homeless households.

It is evident that success with regard to Rapid Rehousing will be premised to a significant extent on increasing the supply of affordable housing. Preparing a five year RRTP within the context of uncertainty around subsidy for affordable housing beyond 2021 is therefore a significant concern for East Lothian Council.

It is acknowledged that it is in the interests of all parties to reduce the use of temporary accommodation and make permanent housing available as quickly as possible, with support provided where appropriate. Within this challenging context, the East Lothian Council RRTP will aim to make a meaningful, although realistic impact by 2023/24, with a recognition that further ongoing action will be required to work towards more ambitious aspirations to end homelessness across the county in the longer term. Achieving these aspirations however, is dependent on increasing the supply of affordable housing in East Lothian and ensuring funding for adequate levels of support.

4.3 Re-Housing Targets

On the basis of evidence in this report, the gap between demand and supply is estimated at circa **216 units per annum**. The housing need / demand figure for homelessness requires to be subsequently refined as a re-housing target, with the need / demand estimate considered a starting point for determining a re-housing target, which in some respects is a policy decision²⁷. Several factors such as the level of finance allocated to deliver the RRTP, housing policies and the capacity of the Council, its housing partners and the construction sector to deliver new affordable housing require to be considered, to inform a realistic interpretation of what can be achieved in practice. In accordance with RRTP Guidance, the proportions and numbers for rehousing / support should include existing backlog cases and likely new case requirements over 5 years, presented as an annual requirement for 5 years.

Table 4.4 sets out how the Council anticipates meeting the shortfall, with proposals set out in this RRTP for 860 new tenancies, over and above 2017/18 levels. This is an average of 172 new tenancies per annum. While this will not meet estimated need of 216 units per annum, it is considered that this will make a meaningful difference in addressing homelessness over the five year period, with further work required beyond 2024. An additional 102 units of new affordable housing supply will be created. Furthermore, 150 temporary units will be re-designated as permanent accommodation over the five year period, reducing the existing pool of temporary furnished flats from 332 to 182.

²⁶ <https://sesplan.gov.uk/assets/images/HNDA/FINAL%20SESPLAN%20HNDA2.pdf>

²⁷ This approach aligns with the Scottish Government Guidance on translating a HNDA figure into a Housing Supply Target.

Table 4.4: Meeting the Shortfall – New Tenancies Additional to 2017/18 Levels, East Lothian						
	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Allocations	70	70	70	70	70	350
Open Market Acquisitions / Off the Shelf	20	6	6	10	10	52
Home & Belonging Project	4	8	8	8	8	36
Rent Deposit Scheme	24	24	24	24	24	120
PRS Investment Model	16	15	15	15	15	76
Discharge into Private Residential Tenancies	25	25	25	25	25	125
Shared accommodation	4	6	8	10	12	40
Veterans Project	-	6	-	-	-	6
New Build Project	-	-	-	-	30	30
Empty homes	5	5	5	5	5	25
Sub-Total	168	165	161	167	199	860
Re-designate temporary units as permanent accommodation	20	30	30	30	40	150
Total	188	195	191	197	239	1,010

Source: East Lothian Council 2018

A locally agreed target is also required in respect of the maximum time that homeless households will be living in temporary accommodation to be achieved within 5 years. Using modelling carried out by Arneil Johnson as a guide and assuming re-housing targets are met, the Council is aiming to achieve a position whereby homeless households will spend a maximum time of **9 months** in temporary accommodation by 2024. In accordance with proposed legislative change, the Council will also aim to achieve a position whereby all homeless households will spend a maximum time of 7 days in B&B.

Gap between demand and supply: 216 units per annum (total 1,010 over 5 years)

Re-housing Target: 172 units per annum (total 860 over 5 years) – over and above 2017/18 levels

Re-designation of temporary units: 30 units per annum (total 150 over 5 years)

Maximum length of stay in temporary accommodation by 2024: 9 months

4.4 Housing First Targets

East Lothian has a high rate of tenancy sustainment generally, with 91.3% of new tenancies sustained for more than a year in 2017/18 compared with 88.7% nationally. For homeless households, the percentage of new tenancies sustained for more than a year was 91.5% in 2017/18 compared with 88.2% nationally. This reflects homelessness as primarily a structural problem in East Lothian, with the majority of households simply requiring accommodation. Repeat homelessness is also relatively low at 3.1% compared with 6.4% nationally.

Section 3.5 of this RRTP sets out a snapshot of support needs in respect of households in temporary accommodation at November 2018, shown in Table 4.5. The proportions of households requiring different levels of support remains unchanged over a number of years and it is anticipated that while homelessness applications / assessed homelessness may increase, the trends in respect of support

requirements are likely to continue. On this basis it is considered that with a 10% increase in applications, taking cognisance of improved flow through the system and a reduction in temporary accommodation, there is likely to be a maximum of 65 households in the homelessness system at any one point in time who could potentially benefit from Housing First. This broadly correlates with recent national research which suggests that there are 49 households experiencing severe and multiple disadvantage in East Lothian. On this basis, provision is set out in this RRTP for 50 Housing First placements by 2023, with further provision made for additional tenancy support.

Housing	Level of Support	No. Current Cases	Proportion Current Cases (%)	No. Current Cases + new need
Mainstream housing	None low (housing management based)	415	70	457
Mainstream housing	Medium (individual housing support wrap around multi-service)	89	15	98
Mainstream housing – Housing First	High level wrap around support	59	10	65
Supported accommodation	Residential support	30	5	33
Total	-	593	100	653

Source: East Lothian Council 2018

SECTION 5

Action plan to achieve Rapid Rehousing



5 Action Plan to Achieve Rapid Rehousing

This section of the RRTP sets out how transformation can be achieved in practice, moving from the current position to achieving a Rapid Rehousing approach. Building on consultation and engagement with a wide range of stakeholders and detailed consideration of what is required to make this approach work, the five priority outcomes are set out with corresponding actions.

Priority Outcome 1: Homelessness is prevented as far as possible

- **Widening and Extending Housing Options**

The homelessness prevention approach provides a range of services including multi-tenure tenancy support to around 425 applicants per annum with a 90% success rate in preventing homelessness. As a result of this intervention, there has been a reduction in homeless presentations of around 35% since 2012. We will continue to take a person-centred approach that focuses on prevention, to work towards ending homelessness and implement a preventative approach on a wider scale. Preventing homelessness is just as important as how we respond and it will be important to work towards targeting resources at prevention and early intervention activities as opposed to crisis response. **We will review and evaluate prevention and early intervention activities.** The Housing Options Hubs are collectively seeking to develop a range of training materials to support local authority staff to obtain the appropriate skills, attitudes and competencies required to implement a preventative approach. Preparation of a 'Housing Options Training Toolkit' will support internal training delivery through e-learning and facilitated training sessions. Working in partnership as part of the East Hub, **we will implement the national housing options training toolkit.** A 'spend to save' prevention fund could form part of the 'toolkit' of options to assist with the prevention of homelessness, with a discretionary scheme available to enable the Council to make relatively small payments in order to prevent homelessness, saving money that could have been spent on temporary accommodation or B&B. **We will implement a 'spend to save' prevention fund** to improve and extend housing options for homeless households.

- **Early Targeted Intervention**

We know we should be targeting interventions at services coming into contact with vulnerable households in advance of homelessness and housing services i.e. Education is well placed to identify those chaotic households which are likely to include young people who may be 'asked to leave'. Acknowledging this, **we will strengthen links with Education and Employability services** and seek to work closely with Job Centre Plus; the Council's Children's Services Team etc. It is recognised that protocols in respect of young people leaving care require clarity and in accordance with this, **we will review again protocol arrangements for young people leaving care to enable a planned approach** and ensure appropriate access to housing including supported accommodation. The Council and its partners understand the importance of a safe home for everyone and acknowledge that individuals leaving custody often face a series of barriers and difficulties in adapting to life outside of prison. Having a secure address can often be the difference between re-entry to the prison system and progress towards desistance. The Council and partners have taken a number of key steps towards achieving SHORE 'Sustainable Housing on Release for Everyone' principles and are committed to **implementing the SHORE standards.** Work is also underway in partnership with the East Hub to **scope the potential provision of a homelessness assessment and advice service in HMYOI Polmont.**

We will **implement pre-tenancy checks** in respect of social rented allocations for early identification of vulnerabilities and **monitor the effects of Welfare Reform / Universal Credit, introducing mitigating measures where possible to ensure no one becomes homeless as a result.**

- **Improve Prevention Activity in the Private Rented Sector**

Recognising that a significant proportion of households become homeless from the private rented sector, **we will develop an information and advice pack for private landlords and tenants.** Acknowledging that we could significantly improve links with private landlords, **we will re-establish mechanisms for private landlord and tenant engagement.** A dedicated resource will be required to proactively improve prevention activity in the private rented sector, focussing on improving links with letting agents, promoting use of the rent deposit scheme, considering options around flat-share, hosting families etc. and **we will recruit a Private Sector Development Officer** to lead on this.

Priority Outcome 2: Access to existing housing is improved across all tenures

- **Improving Access from Temporary to Permanent Accommodation**

The Council has increased the provision of temporary accommodation by around 45% since 2012, ensuring that where homelessness has been unavoidable, we have been able to provide temporary accommodation in accordance with our statutory duties. It is clear from evidence that the principle means of rehousing from temporary accommodation is the allocation of a Council or RSL tenancy. However, with a significant pool of 332 temporary furnished flats, this has removed permanent housing options from the system and in some respects contributed to a backlog in temporary accommodation as homeless households face longer waiting times in temporary accommodation. Congestion in temporary accommodation subsequently results in a build-up of pressure on the Council's housing list, with increasing numbers of homeless households on the priority list for rehousing. It is a risk to the Council that unless action is taken to improve throughput from temporary accommodation it is extremely unlikely that we will be in a position to continue to meet legal responsibilities in relation to the Homeless Persons (Unsuitable Accommodation Order) (Scotland), particularly with proposed changes to a 7 day maximum stay for all households. It is critical that **we carry out a whole systems review of temporary accommodation and implement recommendations** where possible and where this is appropriate. **We will implement a rolling programme to re-designate temporary accommodation as permanent tenancies**, again where this is possible and appropriate. Some households have been in temporary accommodation for lengthy periods of time and we will continue to focus on targeting these households first. It is imperative that we reduce temporary stock and accommodate households in mainstream permanent housing quickly and efficiently. We must work towards rebalancing the housing system in order that we can refocus resources away from the dealing with the backlog of households in temporary accommodation and concentrate on dealing with immediate flow and throughput.

- **Improving Access to Social Rented Housing**

The proportion of housing allocation to homeless households increased in 2016, however waiting times for rehousing continued to increase significantly and in parallel with this, the length of time in temporary accommodation continued to rise. We will continue to **review the proportion of allocations to homeless applicants** and seek prioritisation of preference, to ensure targets appropriately reflect demand while ensuring balanced communities. This will focus turnover within the homeless allocations process ensuring that optimum levels of temporary accommodation is available to support eradication of the use of B&B accommodation for households other than in emergency situations. The Council will continue to reduce the time to rehouse applicants. Aligned to this, where we have households who have been living in temporary accommodation for lengthy periods of time, **we will refer long-term cases to the re-housing panel for additional points.** We are

undertaking a comprehensive **review of the existing Council Allocations Policy** with a focus on addressing urgent homelessness pressures i.e. removal of temporary accommodation points, award flat rate of homeless points prioritised by homeless assessment date and review choice options (areas and house types), following detailed consideration in respect of effective approaches to allocations policies within a pressured housing context. The Scottish Government is currently reviewing the effectiveness of Section 5 referrals within the context of a wider review of Allocations Guidance. At present around 50% of RSL lets are made to homeless households. Working in collaboration with our RSL partners, **we will explore options re increasing the proportion of RSL allocations to homeless applicants.**

In part, difficulties from accessing social rented housing arise due to limited numbers of smaller size properties. To make best use of available stock, taking cognisance of good practice examples across Scotland, **we will explore flat-share arrangements for single people in temporary accommodation and B&B** with regard to potential opportunities for temporary and / or settled accommodation.

- **Improving Access to Private Rented Housing**

East Lothian is lacking in respect of a strong and affordable private rented sector, however it is recognised that we could be making better use of private rented housing. Discharge of duty into the private rented sector is currently limited in East Lothian. At present there is some uncertainty around the ability to discharge duty to an unintentionally homeless household into a private residential tenancy. We will clarify our legal responsibilities and actively encourage **discharging duties into the private rented sector** where this is deemed appropriate i.e. affordable and sustainable in the longer-term. We will work collaboratively with landlords to **maximise use of the rent deposit scheme**, providing deposits as opposed to rent guarantees and **retender the private sector leasing contract**, to make best use of the private rented sector and improve access for homeless households. We will also work with owners of empty homes, considering how we can best support owners to bring properties into use for affordable housing to alleviate pressure on the housing list. Exploring examples of best practice nationally, **we will review empty homes initiatives and increase lets to homeless households**

- **Improving Access to Alternative Tenures**

Mid-market renting is a form of affordable housing, enabling people to pay below standard private rent levels in their area. Rents are typically higher than in Council housing. Mid-market rent is currently targeted at households who are struggling to afford or cannot find private rented housing and cannot afford home ownership, but are unlikely to be given priority on the Council's housing list. Over the period of the LHS 2012-17, 44 units of mid-market housing were delivered and the Council is currently in discussions around setting up a Special Purpose Vehicle to help deliver additional units for mid-market rent. This should provide further opportunities to increase the delivery of intermediate tenures, expanding options for those on lower incomes and alleviating pressure on the private rented sector. It will be important for the criteria for the allocation of mid-market rent properties to **promote and enable access into mid-market housing for homeless households in employment**. This should link to improved marketing of mid-market rent housing to low income households generally.

Priority Outcome 3: The homelessness system is more efficient and effective

- **Homeless Operations Policy and Associated Processes**

The Homelessness Operations Policy sets out the approach and process for dealing with casework. Currently, East Lothian Council spends an average of 55 weeks on closing cases compared to 34

weeks nationally. While this may simply reflect a high quality service, it is critical that we can demonstrate we are operating efficiently and effectively and actively driving flow through the system. **We will review the Homelessness Operations Policy** in accordance with the updated Code of Guidance and updated Code of Practice Addendum to ensure efficient and effective working practices. This will provide confidence that case management processes undertaken by Council staff meet the objectives of increased homelessness prevention activities and provide a more effective response when homelessness does occur. We will also use this opportunity to try and reduce levels of 'lost contact', currently at 23% compared with a national average of 10%. Aligned to this, **we will review roles and processes across the Council and streamline where appropriate**. This is likely to include mapping processes for open market acquisitions. Processes in respect of rent arrears will be reviewed, to ensure efficient and effective rent collection that is personalised and takes account of individual circumstances, which can often be challenging within the wider context of poverty and Universal Credit. The provision of furnished temporary tenancies has been highlighted through engagement with partners as further compounding loneliness and isolation, with a view that furniture should only be provided when needed, enabling temporary accommodation to feel more homely, with families surrounded by their own possessions and also potentially leading to savings in respect of the furniture budget. Processes for furnishing temporary accommodation will be reviewed. **We will implement a void policy, process review & prioritisation re homelessness** to improve timescales and prioritise void turnaround, i.e. in relation to cleaning, redecoration etc. employing a temporary Homelessness Voids Officer to focus on the transformation to Rapid Rehousing.

- **Embedding a Culture Change**

In order to support efficient and effective working practices across a wide range of teams, **we will carry out training and awareness raising sessions across the Council** to encourage a shared 'one council' approach. Promoting a culture of compassion and supporting our workforce to uphold the values of respect, understanding and being approachable, sessions will align with the Scottish Government approach to frontline staff and the wider public perception campaign. We will take an innovative approach to training, enabling staff to be actively involved in Rapid Rehousing and working together to end homelessness. We will also review procedures and protocols with partner organisations to embed a culture change and ensure efficient and effective working practices. Recognising a high proportion of households become homeless as a result of domestic abuse and understanding the importance of getting this right, **we will review procedures to ensure a more efficient & effective response to women experiencing domestic abuse**.

Priority Outcome 4: Tenancy sustainment is increased, with improved access to appropriate support for people with complex needs

- **Implementing a Housing First Approach**

Housing First provides mainstream settled housing as a first response for people with complex needs. A critical element of achieving a shift to Rapid Rehousing will be ensuring Housing First support is available to those who need it. **We will implement a Housing First initiative** and secure 50 Housing First placements by 2023, taking cognisance of the formal evaluation of the Housing First pathfinder projects. We recognise the value in working with the East Lothian Health and Social Care Partnership / Integrated Joint Board to jointly consider the resources for health and social care services that could assist households to live independently in their own homes, or where this is not possible, consider what specialist services are required from broader health and social care responses. **We will explore opportunities for collaborative working with public health / East Lothian Health & Social Care Partnership** to ensure a successful approach to Housing First across the

county. To enhance Housing First, we will **ensure targeted support to households in temporary and permanent accommodation** i.e. maximising use of Crisis services and work with local communities to **consider how local communities can reduce social isolation**, i.e. hosting communities. It is also important that we take cognisance of children in temporary accommodation, particularly given the growing numbers of children in B&B. Links must be established with 'Getting it Right for Every Child' (GIRFEC) to ensure a wellbeing assessment is undertaken in relation to each child in the household to make certain that any additional learning and / or social support is put in place to improve outcomes for children and families. **We will make formal consideration of the wellbeing needs of accompanying children (with a focus on domestic abuse) using a trauma informed approach and implement recommendations as appropriate.**

- **Improving Supported Accommodation**

A range of supported accommodation is provided locally i.e. by Blue Triangle Housing Association and Action for Children which is invaluable in supporting our most vulnerable people. The accommodation and support elements are of a high standard and key to achieving priority outcome 4. Notwithstanding this, it is important to ensure services are aligned to achieving Rapid Rehousing / Housing First and **we will review supported accommodation, address recommendations where possible and appropriate and support the development of psychologically informed environments.** In doing so, we will work with East Lothian Health and Social Care Partnership to consider whether supported accommodation continues to be part of a homelessness response or whether its specialist nature aligns it to the broader Health and Social Care Strategic Plan and commissioning frameworks.

- **Ensuring Appropriate Goods and Services for Tenancy Sustainment**

East Lothian has a relatively high rate of tenancy sustainment and low levels of repeat homelessness, evidencing that many homeless applicants simply require a home to call their own. Notwithstanding this, we recognise the value of ensuring households have suitable household goods and access to appropriate services i.e. painting and decorating when setting up a tenancy, to help them rebuild their lives, particularly within the wider context of poverty, deprivation and welfare reform. **We will establish a starter pack scheme, optimising support from local churches.** Alongside this, **we will explore opportunities in respect of the Council's Sustainable Procurement Policy and associated community benefits**, to ascertain the scope for provision of goods and services for homeless people when establishing a tenancy.

- **Ensuring Appropriate Skills for Tenancy Sustainment**

Ensuring people are well skilled for maintaining tenancies will be critical and **we will link with employability and training services, including digital skills development and pre-tenancy training** to help improve sustainment i.e. strengthening links with East Lothian Works and Community Learning and Development. A digital skills training programme commenced February 2018 and the Council's Corporate Policy Team is leading on a wider review of digital skills support services, which will link to homelessness and Rapid Rehousing aspirations. The Council funds the Bridges Project to deliver the highly acclaimed SQA accredited Tenancy Award, working in partnership with Borders College. **We will explore the potential for increased numbers of vulnerable young people including care experienced young people to receive support to attain SQA's accredited Tenancy Award.**

Priority Outcome 5: Supply of new permanent /settled housing is increased across all tenures

- **Ensuring Appropriate Levels of Funding to Meet Targets**

Increasing the supply of affordable housing is critical to achieving Rapid Rehousing and taking cognisance of this, **we will meet Housing Supply Targets set out in the LHS** of 189 affordable units

per annum. Over the period 2018-23 we will ensure that the levels of affordable housing and the housing supply mix helps to support a Rapid Rehousing approach and ensure Rapid Rehousing is a critical component of LHS annual reviews. Levels of subsidy for affordable housing are uncertain beyond 2021 and we recognise that our Rapid Rehousing aspirations are largely dependent on increasing the supply of affordable housing. Within the context of 'Housing Beyond 2021', **we will work with the Scottish Government to consider innovative financial models and ensure continued subsidy for affordable housing** as per required levels set out in the 2018/19 SHIP and maximise subsidy where possible. Linked to this, **we will explore further potential funding opportunities via the City Region Deal & Inclusive Growth agenda.**

- **Incorporating Homelessness into the Development Planning Framework**

We consider that homelessness equates to the high end of housing need and with this in mind, will **seek to influence and incorporate a focus on homelessness into SESplan HNDA3** as appropriate, while ensuring alignment with Guidance and still adhering firmly to robust and credible criteria. Following on from comprehensive needs assessment, **we will agree and include rehousing targets for homelessness in the LHS / SHIP** to meet identified need and ensure homelessness is embedded firmly within the basis of the development planning framework. In parallel with this, we will also produce an East Lothian Local Investment Framework to improve the knowledge and understanding of need and demand in local areas. This information will be used to ensure a balance of affordable tenures and house types is delivered on all new proposed developments. **We will include homelessness analysis in the Local Investment Framework.** This work will aid improved and more effective **targeting in respect of Open Market Acquisitions**, through the SHIP, either for homeless households directly or to assist flow through the system / supply of affordable housing supply generally.

- **Implementing Innovative Models**

Creative approaches and joint working are key to meeting Rapid Rehousing aspirations. **We will seek to implement an innovative PRS investment model**, developed in partnership with Cyrenians and the National Homelessness Property Fund which could potentially provide 35 units in East Lothian and 30 in Midlothian. The model involves investment being made by East and Midlothian Councils, the Scottish Government and the National Homelessness Property Fund to purchase units on the open market and let to households at risk of homelessness or living in temporary accommodation, at LHA rate. Tenancy support would be provided by Cyrenians. This model could make effective use of the PRS to widen housing options and reduce the use of temporary accommodation / B&B. In addition, the Council is exploring the potential of a 'Home and Belonging – 'My Place, My Space' project. This would accommodate 20 care experienced young people in 10 three bed properties, supported by a 'live in' Queen Margaret University student, acting as mentor and providing an element of peer support. It is anticipated the project will reduce isolation and promote a positive environment for care experienced young people, with both students and care experienced young people receiving support via an independent support provider. The model would make effective use of stock, given the shortage of one bed properties in the west of the county. **We will explore the potential of a Home and Belonging project for care experienced young people and implement this.**

- **Targeting Increased Supply at Vulnerable Groups**

Recognising the importance of developing preventative pathways for groups at highest risk of rough sleeping and homelessness, we will also target our efforts in respect of increased supply at these groups. East Lothian Council has joined a commitment made in the East of Scotland to strengthen the public services and support available to the Armed Forces and Veterans Community and to raise awareness of the Armed Forces Covenant. In partnership with Scottish Veterans Garden City Association (SVGA), **we will develop 6 new build units for veterans** including disabled veterans, with corresponding support. Acknowledging the high proportion of young people who become homeless

in East Lothian, **we will commission / develop a supported accommodation service for vulnerable young people** with Blue Triangle Housing Association (BTHA) to provide 4 units of supported accommodation in close proximity to existing BTHA supported accommodation. In response to the high proportion of people who become homeless as a result of domestic abuse in East Lothian, we will **provide 4 additional units of refuge accommodation**, bringing the total to 14. Alongside this, **we will explore best practice models of accommodation for women presenting with co-occurring substance misuse complex mental health issues & domestic abuse & implement recommendations** where appropriate / possible. We will **acquire 12 off the shelf units and bring up to standard for use as permanent / supported accommodation for homeless households**. We will also **develop one or two new build sites in high demand areas, providing circa 30 units of smaller properties** for homeless households requiring support.

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SECTIONS 6 & 7

6: Resources 7: Monitoring & Evaluation



6 Resources

This section sets out the additional financial support required to achieve a Rapid Rehousing approach by 31 March 2024. It provides a summary of what the RRTP is articulating in terms of transformation and what this is estimated to cost, i.e. in respect of increasing the supply of affordable housing; reducing temporary accommodation stock and implementing Housing First.

This RRTP sets out **a requirement for a total of £7.221m, comprising £5.225m capital funding and £1.996m revenue funding to achieve Rapid Rehousing and the corresponding actions set out within the action plan by 31 March 2024. The detail of this is set out below in Table 6.1.** The additional financial support will enable the provision of 860 new tenancies, additional to 2017/18 levels, over the five year period of the RRTP, with corresponding new supply of 102 units for homelessness / prevention of homelessness. 150 temporary accommodation units will also be re-designated as permanent accommodation over the five year period.

East Lothian is in a unique position, as the first local authority in Scotland to experience full roll out of Universal Credit. This has significantly reduced housing opportunities for homeless households. Currently, a proportion of individual claimants are migrating back from Universal Credit to Housing Benefit due to a change in circumstances and it is anticipated a rent increase in Spring 2019 should provide a catalyst for further migration on a larger scale. However it is recognised that these cases will attract a lower level of subsidy than they previously did, resulting in a potential subsidy loss for the Council.

An additional funding allocation of £784,559 for East Lothian Council was agreed in April 2017 for the funding of provision of homelessness prevention and services for a two year period (2017/18 and 2018/19) following the abolition by the DWP of the 'management fee' for temporary accommodation. The Council apportioned £350k of this to Discretionary Housing Payments (DHP) administered by the Benefits Service. This enabled continuation of cover with regard to the temporary accommodation management fee for private sector leasing units, with the balance used for the prevention of homelessness. The Council requires this funding to be maintained at current levels as the success of Rapid Rehousing will include the re-designation of a number of temporary units as permanent accommodation. This will provide a trigger for these households to migrate / re-migrate back to Universal Credit (Housing Costs). Whilst they would no longer be entitled to receive Housing Benefit, single person households could be subject to size criteria / under occupancy under Universal Credit, which would require the Council to award DHP by way of an under occupancy top up. Given this, DHP awards in respect of temporary accommodation management fees may reduce, if only to be replaced by DHP awards for under occupancy. Given the anticipated loss of subsidy; ambiguity in relation to migration / re-migration and uncertainty around private sector leasing (the Council anticipates re-tendering and subsequently appointing an external contractor to manage the private sector leasing scheme for a two year period, while the transition to Rapid Rehousing takes place), the Council will require continuation of the above two year funding allocation of circa £785k in 2019/20, to provide a degree of stability and minimise risk. Further funding levels beyond 2019/20 will require to be reviewed going forward, to enable continued work towards Rapid Rehousing.

It is evidenced in this RRTP that success with regard to Rapid Rehousing will be premised to a significant extent on increasing the supply of affordable housing across the county. Preparing a five year RRTP within the context of uncertainty around subsidy for affordable housing beyond 2021 is of significant concern for East Lothian Council. Given that achieving the aspirations of this RRTP is largely dependent on increasing the supply of affordable housing in East Lothian, in accordance with

this, the resource allocation of £57.871m of subsidy set out in the SHIP for the delivery of 1,070 units to 2023/24 is critical.

This RRTP sets out a requirement for a total of £7.221m to achieve Rapid Rehousing by 31 March 2024, comprising £5.225m capital funding and £1.996m revenue funding. This sum is requested within the wider context of continuation of £785k resource allocation during 2019/20, to provide a degree of stability and minimise risk as the Council transitions to a Rapid Rehousing approach and securing £57.871m subsidy as per the SHIP for the delivery of 1,070 units to 2023/24.

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Table 6.1: Resources Required to Achieve Rapid Rehousing by 2024								
	Funding Partners	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24	Total Capital Funding	Total Revenue Funding
Implement national housing options training toolkit	East Hub	0.009						0.009
Implement a spend to save prevention fund	N/A	0.040	0.040	0.040	0.040	0.040	-	0.200
Scope the potential provision of a homeless assessment and advice service in HMYOI Polmont & implement	East Hub	0.003	0.003	0.004	0.004	0.004	-	0.018
Monitor the effects of Welfare Reform / UC, introducing mitigating measures where possible to ensure no one becomes homeless as a result	SG	0.785	-	-	-	-	-	0.785 ²⁸
Develop an information & advice pack for private landlords / tenants	TBC	-	-	0.005	-	-	-	0.005
Re-establish mechanisms for private landlord / tenant engagement	N/A	-	0.001	0.001	0.001	0.002	-	0.005
Recruit a Private Sector Development Officer	N/A	0.060	0.060	-	-	-	-	0.120
Explore flat-share arrangements for single people in temporary accommodation / B&B & implement	TBC	-	0.020	0.010	0.010	0.005	-	0.045
Maximise use of rent deposit scheme	N/A	0.030	0.030	0.030	0.030	0.030	-	0.150
Review empty homes initiatives & increase lets to homeless households	N/A	-	0.040	0.040	0.040	-	-	0.120
Implement void policy, process review & prioritisation re homelessness	N/A	0.040	0.040	0.020	0.020	-	-	0.120
Carry out training and awareness raising sessions	N/A	-	-	0.002	0.002	0.002	-	0.006
Implement a Housing First Initiative	N/A	0.040	0.050	0.050	0.050	0.050	-	0.240
Ensure targeted support to households in temporary and permanent accommodation	N/A	-	0.040	0.040	0.040	-	-	0.120
Consider how local communities can reduce social isolation & implement scheme	N/A	0.020	0.040	0.040	0.020	-	-	0.120

²⁸ In 2017/18, an additional funding allocation of £784,559 was provided to the Council of which £350k was allocated to Discretionary Housing Payments administered by the Benefits Service. This enabled continuation of cover with regard to the temporary accommodation management fee for private sector leasing units, with the balance used for the prevention of homelessness.

Review supported accommodation, address recommendations where possible & appropriate & support the development of PIE	N/A	-	0.020	-	-	-	-	0.020
Establish a starter pack scheme, optimising support from local churches	N/A	-	0.025	0.025	0.025	-	-	0.075
Meet Housing Supply Targets set out in the LHS	To be secured via SHIP	57.871	-	-	-	-	57.871 ²⁹	-
Implement innovative private rented sector investment model	SG, MLC, Cyrenians	1.833	0.070	0.097	0.097	0.097	1.795 ³⁰	0.399
Explore the potential of a Home and Belonging project for care experienced young people and implement	Bid circa £300k to Life Changes Trust yr1-3	-	-	-	0.100	0.100	-	0.200
Commission / develop a supported accommodation service for vulnerable young people	BTHA	0.008	-	-	-	-	-	0.008
Provide 4 additional units of refuge accommodation	N/A	0.016	-	-	-	-	-	0.016
Acquire 12 off the shelf units & bring up to standard for use as permanent / supported accommodation	SG	0.700	-	-	-	-	0.700	-
Develop one or two new build sites in high demand areas, providing circa 30 units of smaller properties	SG	2.730	-	-	-	-	2.730	-
Total finance required to achieve Rapid Rehousing by 2024³¹ - £7.221m							£5.225	£1.996
Total finance required to achieve Rapid Rehousing by 2024³² - £65.8778m							£63.096	£2.781

²⁹ To be secured via SHIP

³⁰(grant funding and / or loan to be considered)

³¹ Total finance excluding Scottish Government funding to be secured through the SHIP and Scottish Government additional resource allocation - as per 2017/18 level

³² Total finance including Scottish Government funding to be secured through the SHIP and Scottish Government additional resource allocation - as per 2017/18 level

7 Monitoring / Evaluation

The LHS is the overarching statutory strategic document for housing, with the current Strategy covering a five year period from 2018-23. The RRTP will be published as a formal supplementary document of the LHS and progress towards the RRTP vision and priority outcomes will form a critical component of the LHS annual review.

Sitting alongside the LHS, the SHIP specifies the strategic investment priorities for affordable housing over a five year period to achieve the outcomes set out in the LHS and identify resources required to deliver these priorities. A draft East Lothian SHIP for the period 2019/20 - 2023/24 is currently being consulted on and will be published in Spring 2019. Following assessment and evaluation of this initial RRTP, a resource allocation will be determined for East Lothian and implementation of the Plan will commence thereafter. It is anticipated that the RRTP will be an integral part of the SHIP in future, with the RRTP reviewed annually as part of the SHIP process.

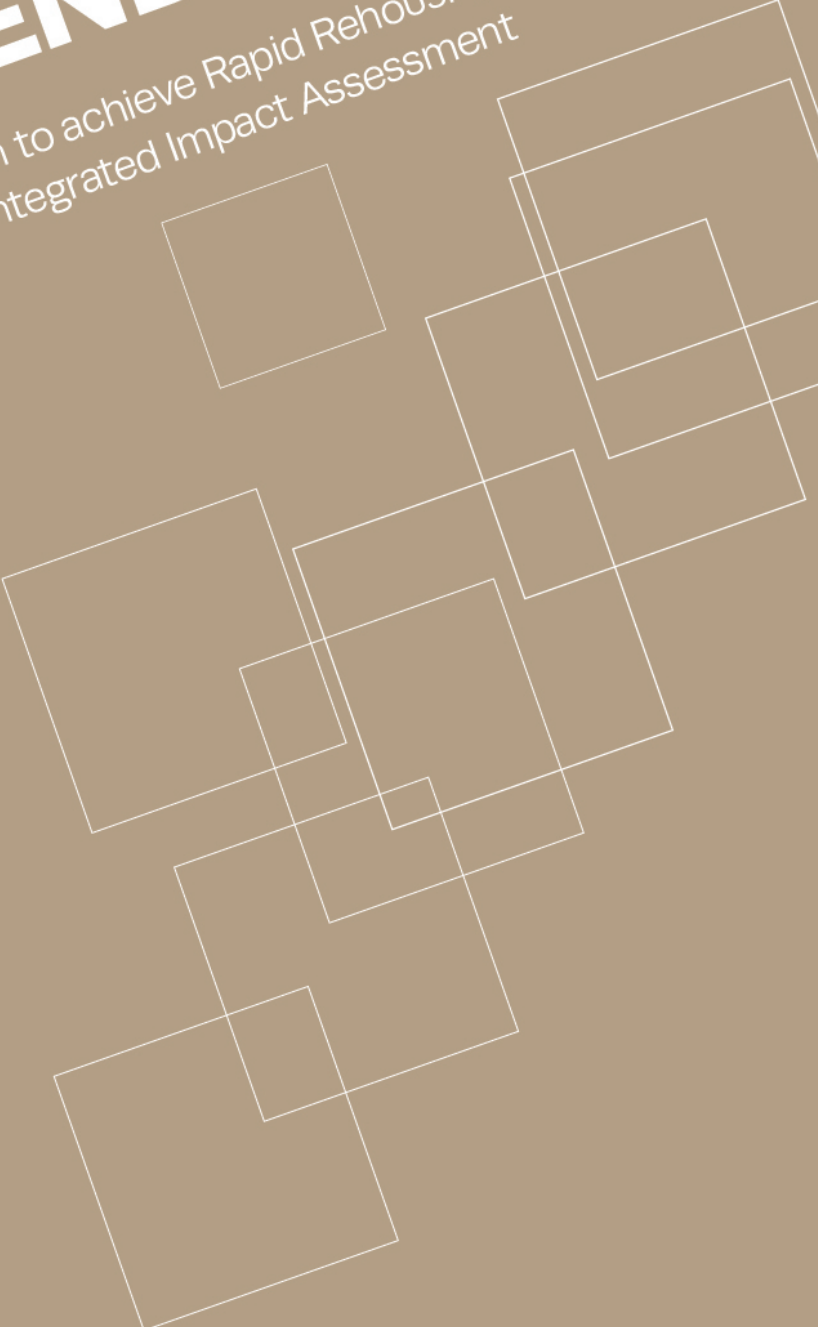
The Council considers the RRTP is a critical workstream and monthly meetings with appropriate Council staff have been set up until December 2021 in the first instance to monitor progress against the action plan. In addition, through consultation and engagement with partners, a key theme was a requirement for improved communication between agencies working with homeless households, with a perceived lack of cohesion in some respects about 'who does what'. Value was recognised in bringing together different perspectives, ideas and new ways of working etc. and a number of partners suggested an RRTP working group could be established to drive forward action. A group role and remit; terms of reference and responsibilities of members will be agreed in Spring 2019 and quarterly meeting dates agreed in advance for members. A wider virtual group will also be established, with information on progress distributed on a quarterly basis and the opportunity to input as and when required. Joint working with neighbouring authorities and through the East Hub will also be used as a vehicle to drive forward progress of RRTP actions, particularly in instances of shared services.

It is recognised that service user engagement will be critical in driving forward progress in relation to the RRTP. A review of homeless service user consultation and engagement will commence in Spring 2019 and mechanisms subsequently formalised for homeless service users to make a valued contribution to working towards ending homelessness and assist with monitoring and evaluation of the RRTP. It is likely that service user engagement will link to wider mechanisms already established in respect of corporate parenting and poverty.

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APPENDICES

- 1: Action plan to achieve Rapid Rehousing
- 2: Integrated Impact Assessment



Appendix One: Action Plan

Action	Timescale	Key Partners	Baseline	Target	Resources Required
Priority Outcome 1: Homelessness is prevented as far as possible					
Review & evaluate prevention / early intervention activities	June 2019	ELC Housing Options	No review in place	Review complete	N/A
Implement national housing options training toolkit	Dec 2019	East Hub	Toolkit development underway	In place by Dec 2019	£9k
Implement a spend to save prevention fund	April 2019	ELC Housing Options	No scheme in place	Scheme operational – Targets TBC	£200k
Strengthen links with Education / Employability services	Ongoing	Skills development Scotland	Limited links in place	TBC	N/A
Review protocol arrangements for young people leaving care to enable a planned approach	April 2019	ELC Housing Options; ELC Children's Services	Protocol drafted & consultation underway	Protocol in place	N/A
Implement SHORE standards	Dec 2019	ELC; SPS; Four Square	SHORE standards under development	SHORE standards implemented & embedded	TBC
Scope the potential provision of a homeless assessment and advice service in HMYOI Polmont & implement	Dec 2019	East HUB; HMYOI Polmont	No resource	Resource in place	£18k
Implement pre-tenancy checks for early identification of vulnerabilities	Dec 2020	ELC Community Housing	Systems in place	Targets TBC	N/A
Monitor the effects of Welfare Reform / UC, introducing mitigating measures where possible to ensure no one becomes homeless as a result	Ongoing	One Council	Working Groups established	Various monitoring regimes in place – rent arrears, homelessness caseload etc.	£785k

Develop an information & advice pack for private landlords / tenants	Dec 2022	ELC Strategic Investment; ELC Licensing; Private Landlord Forum	No resource in place	Resource in place	£5k
Re-establish mechanisms for private landlord / tenant engagement	Dec 2020	ELC Strategic Investment; ELC Licensing; Private Landlord Forum	No mechanisms in place	Mechanisms in place	£5k
Recruit a Private Sector Development Officer	Oct 2019	ELC Strategic Investment; Housing Options	No resource in place	Resource in place	£120k
Priority Outcome 2: Access to existing housing for homeless households is improved across all tenures					
Carry out a whole systems review of temporary accommodation & implement recommendations	Dec 2019	ELC Housing Options; ELC Strategic Investment	No review underway	Review complete	N/A
Implement a rolling programme to re-designate temporary accommodation as permanent tenancies	Ongoing	ELC Housing Options; ELC Community Housing	0	30 per annum	N/A
Review the proportion of allocations to homeless applicants	April 2019	ELC Community Housing	48% (2017/18)	ELC Cabinet Approval re new targets	N/A
Refer long-term cases to re-housing panel for additional points	Ongoing	ELC Housing Options; ELC Community Housing	0	Targets TBC	N/A
Review existing Council Allocations Policy with a focus on addressing urgent homelessness pressures	March 2019	ELC Community Housing	Review underway	Review complete	N/A
Explore options re increasing proportion of RSL allocations to homeless applicants	Ongoing	ELC Community Housing; RSLs	Discussions underway	Agreement in place	N/A
Explore flat-share arrangements for single people in temporary accommodation / B&B & implement	Dec 2021	ELC Housing Options; ELC Strategic Investment	No arrangements in place	Scheme in place Target 40 tenancies	£45k
Discharge duties into the private rented sector	Ongoing	ELC Housing Options	0	125	N/A
Maximise use of rent deposit scheme	Dec 2021	ELC Housing Options; ELC Strategic Investment	16 (2017/18)	30 per annum	£150k
Re-tender private sector leasing contract	Dec 2019	ELC Community Housing; ELC Housing Options	No contract in place	Contract in place	N/A
Review empty homes initiatives & increase lets to homeless households	March 2023	ELC Strategic Investment	Review underway	Review complete Target 25 tenancies	£120k

Promote & enable access into mid-market rent housing for homeless households in employment	March 2023	ELC Strategic Investment	No review of criteria underway	Review complete (25% target)	N/A
Priority Outcome 3: Homelessness systems and processes are more efficient and effective					
Review Homelessness Operations Policy	Dec 2019	ELC Housing Options; ELC Community Housing	No review	Review complete	N/A
Review roles & processes across the Council & streamline where appropriate	Ongoing	ELC Community Housing	No review	Review complete	N/A
Implement void policy, process review & prioritisation re homelessness	July 2019	ELC Community Housing; ELC Property Maintenance	Review underway	Review complete Target 10 days	£120k
Carry out training and awareness raising sessions across the Council	Ongoing	ELC Strategic Investment; ELC Housing Options	0	150	£6k
Review procedures to ensure a more efficient & effective response to women experiencing domestic abuse	Dec 2020	ELC Strategic Investment; ELC Housing Options; Mid & East Lothian Women's Aid	No review	Review complete	N/A
Priority Outcome 4: Access to support is improved for homeless people where appropriate					
Implement a Housing First initiative	April 2023	ELC Housing Options	0	50 HF tenancies	£240k
Explore opportunities for collaborative working with public health / East Lothian Health & Social Care Partnership	Ongoing	ELHSCP, ELC Strategic Investment; Housing Options	Limited collaborative working in place	Projects operational	TBC
Ensure targeted support to households in temporary and permanent accommodation	Ongoing	ELC Strategic Investment; Housing Options			£120k
Consider how local communities can reduce social isolation & implement schemes	Ongoing	ELC Strategic Investment; Housing Options	Limited projects in place	Projects operational	£120k
Make formal consideration of the wellbeing needs of accompanying children (with a focus on domestic abuse) using a trauma informed approach & implement recommendations	Dec 2019	ELHSCP, ELC Strategic Investment; Housing Options; Children's Services, EMWA	No formal consideration	Recommendations implemented	TBC
Review supported accommodation, address recommendations where possible & appropriate & support the development of PIE	Dec 2019	ELHSCP, ELC Strategic Investment; Housing Options; BTHA; AFC	Review underway	Review complete / recommendations implemented	£20k

Establish a starter pack scheme, optimising support from local churches	March 2019	Housing Options; local churches; ELVON; Fresh Start	Protocols / procedures in draft	Scheme in place	£75k
Explore opportunities in respect of the Council's Sustainable Procurement Policy & associated community benefits	Dec 2019	ELC Strategic Investment; Procurement; Housing Options	No Policy in place	Policy agreed	N/A
Link with employability & training services i.e. digital skills development & pre-tenancy training	Ongoing	ELC Strategic Investment; Housing Options	No projects in place	Projects in place	N/A
Explore potential for increased numbers of vulnerable young people including care experienced young people to receive support to attain SQA's accredited Tenancy Award	March 2020	ELC Children's Services; Housing Options; SQA	0	Targets TBC	TBC
Priority Outcome 6: Supply of new permanent housing is increased across all tenures					
Meet Housing Supply Targets set out in the LHS	Annually	ELC Strategic Investment	0	189 per annum	£57.871m
Work with the Scottish Government to consider innovative financial models & ensure continued subsidy for affordable housing as per levels set out in 2018/19 SHIP	March 2020	ELC Strategic Investment; the Scottish Government	No certainty re subsidy beyond 2021	Continuation / certainty re subsidy levels	N/A
Explore further potential funding opportunities via City Region Deal & Inclusive Growth agenda	Ongoing	ELC Strategic Investment	No opportunities identified	Opportunities identified	N/A
Seek to influence and incorporate a focus on homelessness into SESplan HNDA3	Dec 2020	6 SESplan authorities (housing & planning) & SESplan	Development of HNDA3 under consideration	Robust & credible HNDA3	N/A
Agree & include rehousing targets for homelessness in LHS / SHIP to meet identified need	Nov 2019	ELC Strategic Investment	No HST for homelessness	Rehousing targets in SHIP / LHS	N/A
Include homelessness analysis in Local Housing Investment Framework	June 2019	ELC Strategic Investment; Housing Options	No LIF in place	LIF in place	N/A
Targeted purchasing of Open Market Acquisitions	Annually	ELC Strategic Investment & Housing Options	0	52 units	TBC
Implement innovative private rented sector investment model	Dec 2021	ELC Strategic Investment, Housing Options & Finance; Midlothian	0	76 tenancies	£2.194m (grant funding and /

		Council; Cyrenians; National Homelessness Property Fund; SG			or loan to be considered)
Explore the potential of developing a 'Home and Belonging – My Space My Place' project for care experienced young people and implement	Oct 2019	ELC Strategic Investment; Housing Options & Children's Services	Application submitted for 3 years funding to Life Changes Trust	36 tenancies	£200k
Develop 6 new build units for veterans with corresponding support	Dec 2021	ELC Strategic Investment	0	6 units	N/A ³³
Commission / develop a supported accommodation service for vulnerable young people	April 2019	ELC Housing Options & Children's Services; BTHA	0	4 units	£8k
Provide 4 additional units of refuge accommodation	June 2019	ELC Strategic Investment; Mid & East Lothian Women's Aid	10	14 units	£16k
Explore best practice models of accommodation for women presenting with co-occurring substance misuse complex mental health issues & domestic abuse & implement recommendations	Dec 2019	ELC Strategic Investment, Housing Options, ELHSCP, Public protection; Mid & East Lothian Women's Aid	No progress	Report complete / Recommendations implemented.	TBC
Acquire 12 off the shelf units & bring up to standard for use as permanent / supported accommodation	Dec 2019	ELC Strategic Investment	Approval to acquire	12 units	£700k
Develop one or two new build sites in high demand areas, providing circa 30 units of smaller properties	Dec 2019	ELC Strategic Investment	Investigation of appropriate sites	30 units	£2.7m

³³ Funding included within SHIP

Appendix Two: Integrated Impact Assessment (Promoting Equality, Human Rights and Sustainability)



Title of Policy/ Proposal	East Lothian Rapid Rehousing Transition Plan 2019-24
Completion Date	Final Rapid Rehousing Transition Plan anticipated to be published Spring 2019
Completed by	Nicky Sandford, Senior Strategy Officer
Lead officer	Nicky Sandford, Senior Strategy Officer

Type of Initiative:

- Policy/Strategy
 Programme/Plan x New or Proposed x
 Project Changing/Updated
 Service Review or existing
 Function
 Other

1. Briefly describe the policy/proposal you are assessing.

This Rapid Rehousing Transition Plan (RRTP) sets out the evidence base, strategy, priorities and plans to achieve Rapid Rehousing across East Lothian by 31 March 2024.

2. Set out a clear understanding of the purpose of the policy being developed or reviewed i.e. objectives, aims, including the context within which it will operate

This RRTP sets out how East Lothian Council and key partners anticipate making the transition from the current position in respect of homelessness to a Rapid Rehousing approach, over a five year period from 1 April 2019 to 31 March 2024. It sets out proposals to rebalance the local housing system to support improved outcomes for homeless and potentially homeless people, with a focus on increasing prevention and early intervention; reducing length of stay in temporary accommodation and temporary accommodation stock, in favour of providing permanent accommodation and improving flow through the system, increasing access to housing across all tenures.

It provides:

- A detailed evidence base in respect of the current and projected homelessness pressures, temporary accommodation position and balance between housing need and supply
- A vision / priority outcomes for 2024
- A route map showing how the Council and partners intend to achieve the vision
- Estimated costs / resources required to achieve transformation

3. What will change as a result of this policy?

The Rapid Rehousing Transition Plan 2019-24 sets out a wide range of housing related actions, which once implemented will lead to the overall vision being met and five priority outcomes being achieved. The strategic vision for housing is that by 2024 we will have:
'A fresh, new partnership arrangement enables a holistic approach to housing options, ensuring everyone has a home that meets their needs and a commitment to work towards ending homelessness in the longer term'.

Five priority outcomes are identified to inform this vision:

- Priority Outcome 1: Homelessness is prevented as far as possible
- Priority Outcome 2: Access to existing housing for homeless households is improved across all tenures
- Priority Outcome 3: The homelessness system is more efficient and effective
- Priority Outcome 4: Access to support is improved for homeless people with complex needs, where appropriate.
- Priority Outcome 5: Supply of new permanent /settled housing is increased across all tenures

4. Do I need to undertake an Integrated Impact Assessment?

High Relevance	Yes / No
1. The policy/ proposal has consequences for or affects people	Yes
2. The policy/proposal has potential to make a significant impact on equality	Yes
3. The policy/ proposal has the potential to make a significant impact on the economy and the delivery of economic outcomes	Yes
4. The policy/proposal is likely to have a significant environmental impact	No
Low Relevance	

5. The policy/proposal has little relevance to equality	No
6. The policy/proposal has negligible impact on the economy	No
7. The policy/proposal has no/ minimal impact on the environment	Yes
If you have identified low relevance please give a brief description of your reasoning here and send it to your Head of Service to record.	
No / minimal impact upon the environment, identified through Strategic Environmental Assessments in accordance with the Local Housing Strategy (LHS). Environmental impacts are contained within the Local Development Plan as opposed to the LHS / RRTP.	

If you have answered yes to 1, 2, or 3 above, please proceed to complete the Integrated Impact Assessment.

If you have identified that your project will have a significant environmental impact (4), you will need to consider whether you need to complete a Strategic Environmental Assessment.

5. What information/data/ consultation have you used to inform the policy to date?

Evidence	Comments: what does the evidence tell you?
Data on populations in need	<p>Two SESplan Housing Need and Demand Assessments (SESplan HNDA1 and SESplan HNDA2) have been undertaken, published in 2011 and 2015, providing detailed evidence on housing need across the county. The assessments analyse key housing market drivers in order to estimate future demand for housing and provide a shared evidence base for the LHS and Local Development Plan. The evidence in HNDAs sets out the scale, nature, tenure and location of housing need and demand for affordable and market housing, broken down by four distinct tenures: Market housing comprising private (owner occupied) and private rented sector housing and affordable housing comprising intermediate tenures i.e. mid-market rent and social rented housing.</p> <p>The evidence provided in the HNDAs is wide ranging, with some key points from HNDA2 as follows:</p> <ul style="list-style-type: none"> • It is estimated that around 11,400 units of housing are required in East Lothian during the period 2012-32. • Housing need and demand for market housing is 183 units per annum and for affordable housing is 370 units per annum. • Affordability issues are more pronounced in East Lothian relative to other areas in South East Scotland. <p>A Housing Need and Demand Assessment of Particular Needs Groups / Specialist Provision provides estimates of need and demand for specialist provision for a range of particular needs groups, including homeless households, with a particular focus on care experienced young people; veterans and women and their children experiencing or at risk of domestic violence.</p>

	<p>Key points: Homelessness is increasing and demand is rising in respect of a wide range of smaller households i.e. single homeless households, with competing priorities for smaller house types.</p> <p>Local Housing Systems Analysis (LHSA) analyses key elements of the housing system within the wider housing strategy landscape and economic and demographic context. It highlights key emerging trends, projections, issues and challenges, providing a detailed understanding of the local housing system and to what extent it is working well or 'in balance'. It provides evidence on the populations in need in relation to different housing tenures.</p> <ul style="list-style-type: none"> • Key points: There is an acute shortage of affordable housing, particularly social rented housing, with high demand from both general needs and homeless households. As mid-market options are developed, the need and demand for alternative tenures is also likely to increase, with potential demand from homeless households in employment. As increased regulation is enacted in relation to the private rented sector (in relation to condition standards, energy efficiency, tenancy management and rent pressure zones), this sector is considered likely to decrease, with figures showing the sector is starting to level off, which is likely to have a negative impact on homelessness.
Data on service uptake / access	Consideration is given to homelessness service reviews, which provide data on service uptake and outcomes. Consideration is also given to the ability of groups to access homelessness services through individual service related IIAs.
Data on quality / outcomes	Data on quality / outcomes is derived from a range of sources. The Scottish Social Housing Charter sets out key data in relation to social housing outcomes. This enables some consideration of households in need i.e. through analysis of data on homelessness and housing support. Further information is available through HL1; HL2; HL3; Prevent 1 and the East Lothian AVD database.
Research / literature evidence	<ul style="list-style-type: none"> • A range of research / literature evidence informs and underpins the Draft RRTP. This includes wide ranging policy documents i.e. Homes Fit for the 21st Century, the Scottish Government's Strategy and Action Plan for the period 2011- 20; the Scottish Government Discussion Paper Housing Beyond 2021 and the Scottish Government High Level Action Plan on Ending Homelessness. It also includes subject specific literature i.e. the Crisis report 'I Won't Last Long in Here', looks at the experience of people in temporary accommodation, covering the seven most poorly performing authorities in respect of use of unsuitable accommodation (including East Lothian); the Social Bite 'Temporary Accommodation in Scotland' report covers six local authority case studies including East Lothian and sets out some of the pressures that we face locally; and 'Housing Supply Requirements across Great Britain for Low Income Households and Homeless People' could provide a useful starting point for consideration in relation to how homelessness could be better integrated into HNDAs.
Service user experience information	East Lothian Council recognises the value of service user experience / information in informing the RRTP and the importance of mainstreaming equalities. Understanding that some people's views may not readily be heard via the use of traditional engagement methods, 20 focus groups were held during 2016-17 to inform preparation of the Local Housing Strategy. These enabled service user experience (in relation to vulnerable groups) to influence the LHS, promoting an inclusive approach to consultation from the

	<p>start of the development process. The groups had a focus on homeless people and vulnerable households i.e. people leaving prison; young care leavers and young vulnerable people asked to leave.</p> <p>The focus groups provided evidence on the key housing issues and challenges as perceived by vulnerable groups. Attendees at focus groups considered housing related priorities / outcomes; proposed a range of actions to meet those outcomes and contributed towards developing the strategic vision for the LHS. Feedback obtained was also used to inform this RRTP and Integrated Impact Assessment.</p> <p>Two large scale events were also held as part of the draft LHS development process, covering 3 days, which provided a further opportunity for service users to get involved and for the Council to take account of their experiences, with information received on homelessness informing this RRTP. A large scale event on Rapid Rehousing was also held in November 2018, to which around 200 service providers were invited and asked to input views on behalf of service users. One service user was asked to present at this event, to put forward their experience of temporary accommodation as a care experienced young person and influence the policy agenda in respect of Rapid Rehousing.</p>
Consultation and involvement findings	<p>Findings from consultation and engagement in respect of homelessness to inform the LHS are set out in 'East Lothian Local Housing Strategy 2018-23: Supporting Paper 1 – Consultation and Engagement', https://www.eastlothian.gov.uk/downloads/file/27332/proposed_supporting_paper_1_east_lothian_local_housing_strategy_2018-23 - consultation and engagement</p> <p>This evidences all feedback obtained through the formal LHS consultation process and how this has been used to influence the final LHS. Similarly, a large scale consultation event was held early November 2018 to inform the RRTP and findings have been considered and used to inform the RRTP. Comments are currently being collated and an attachment will be available setting out feedback as part of the final RRTP.</p>
Good practice guidelines	The RRTP is informed by Rapid Rehousing Transition Plan Guidance (2018) published by the Scottish Government.
Other (please specify)	N/A
Is any further information required? How will you gather this?	N/A

6. How does the policy meet the different needs of groups in the community?

<ul style="list-style-type: none"> • Women, men and transgender people (includes issues relating to pregnancy and maternity) • Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems) • Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) 	<ul style="list-style-type: none"> • Review protocol arrangements for young people leaving care to enable a planned approach • Scope the potential provision of a homeless assessment and advice service in HMYOI Polmont & implement <p>Research was previously carried out to inform the LHS 2012-17 on LGBT people and housing inequalities, which included consideration of homelessness issues. It is considered the findings of this research are relevant for the R RTP and the study does not require to be updated.</p> <p>Some actions in the R RTP are focussed on women i.e. Explore best practice models of accommodation for women presenting with co-occurring substance misuse complex mental health issues & domestic abuse & implement recommendations. It is acknowledged that there are no such actions for men and this needs to be addressed.</p> <p>A Housing Needs Assessment of People with Particular Needs was carried out in 2017/18 to inform the Local Housing Strategy which is the overarching strategy for housing, providing strategic context for Rapid Rehousing. It sets out the housing needs of people with a physical disability; people with a learning disability; people with autism and people with a mental health condition in some detail. All new build social rented housing is built to Housing for Varying Needs (HVN) Standard and any new supply in place to enable Rapid Rehousing will align with HVN.</p> <p>There are currently good links in place between the LHS and Health and Social Care Strategic Plan, via the Housing Contribution Statement. Building on this, a new Health and Social Care Strategic Plan requires to be in place by Spring 2019, with a Housing Contribution Statement as an integral part of this, which will include Rapid Rehousing, to ensure alignment across all strategies and plans. Within this, disabled homeless people including those with mental health conditions will be recognised and the implementation of Housing First will ensure that homeless people with a disability are not discriminated against and indeed benefit from a Rapid Rehousing approach.</p> <p>ODS Consulting was commissioned by Communities Scotland in 2007 to assess the housing needs of minority ethnic communities across six local authority areas including East Lothian. The study aimed to explore the housing circumstances, needs and preferences of minority ethnic communities, in accordance with Communities Scotland Guidance (2005). This detailed research is considered to remain relevant for the R RTP, being updated i.e. with 2011 Census information.</p>
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<ul style="list-style-type: none"> • Refugees and asylum seekers • People with different religions or beliefs (includes people with no religion or belief) • Lesbian, gay, bisexual and heterosexual people • People who are unmarried, married or in a civil partnership 	<p>Ethnic minorities are four times more likely to live in overcrowded housing (and therefore be at risk of homelessness), with Polish, Bangladeshi and African people experiencing the highest levels of overcrowding (Source: 2011 Census). The LHS sets out the proposed delivery of a range of house sizes including larger house sizes, potentially suitable for ethnic minority families, which should have a positive impact upon homelessness in respect of minority ethnic people.</p> <p>The housing needs of refugees and asylum seekers has been considered at national level although no studies have been carried out in respect of refugees and asylum seekers and the homelessness experience. While Rapid Rehousing is considered likely to have a positive effect upon refugees in providing accommodation and intensive support as quickly as possible, it is recognised that it would be helpful to improve our understanding of housing need and the extent to which our approach is positive and could be improved.</p> <p>Research was carried out on different religions and housing to inform the East Lothian LHS 2012-17. It is not considered appropriate to repeat this study again although it is evident that knowledge of people with different religions or beliefs is limited. Work has been carried out recently with local churches to consider their potential involvement in alleviating homelessness and the RRTP includes an action to establish a starter pack scheme, optimising support from local churches, which would be utilised across the county. Rapid Rehousing, with an associated Housing First approach should ensure that people with different religions or beliefs are accommodated quickly with the appropriate supports in place, however the Council acknowledges that the experience of people with different religions and beliefs in respect of the homelessness process is not well understood. The Council will seek to improve the understanding of this and address any concerns. There could be merit in building on the Starter Pack Scheme and work with local churches to ensure that people with different religions or beliefs are not negatively impacted upon in any way through policies / procedures etc.</p> <p>Research was previously carried out to inform the LHS 2012-17 on LGBT people and housing inequalities, which included consideration of homelessness issues. It is considered the findings of this research are relevant for the RRTP and the study does not require to be updated.</p> <p>Homelessness data shows that one of the key reasons for homelessness is breakdown of a relationship and this will be positively addressed through Rapid Rehousing and Housing First i.e. through actions such as mediation and exploring flat-share arrangements for single people in temporary and / or permanent accommodation.</p>
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<p>Those vulnerable to falling into poverty</p> <ul style="list-style-type: none"> • Unemployed • People on benefits • Single Parents and vulnerable families • Pensioners • Those living in the most deprived communities (bottom 20% SIMD areas) • Looked after children / Those leaving care settings (including children and young people and those with illness) • Homeless people • Carers (including young carers) • Those involved in the community justice system • Others e.g. veterans, 	<p>The RRTP is focussed on homeless people, who are typically more vulnerable to falling into poverty compared with the general population. While this is not the case for all homeless households, research shows a direct correlation between economic disadvantage / multiple deprivation and homelessness. In East Lothian there is an identified link between higher rates of homelessness per population in the more deprived west of the county and lower rates of homelessness per population in the more affluent east of the county. The RRTP seeks to reduce inequalities and includes a number of actions to mitigate against poverty and deprivation, recognising the links between ending homelessness and tackling poverty, particularly child poverty and the associated Delivery Plan.</p> <p>In relation to unemployed households, households on benefits and those living in the most deprived communities, the RRTP acknowledges that Welfare reform is further exacerbating inequalities, particularly in relation to Universal Credit. Issues also exist for people under age 35 in relation to single room rent regulations. The RRTP seeks to mitigate the impacts of Welfare Reform where appropriate / where possible and investigate alternative housing options i.e. flat sharing, build to rent and the Home and Belonging project. It includes actions to link to employability & training services i.e. digital skills development & pre-tenancy training</p> <p>The RRTP sets out an action to review again the existing protocol in respect of care experienced young people and includes an innovative proposed project to accommodate 36 care experienced young people alongside students from Queen Margaret University, providing an element of peer support, with all parties receiving support also from a housing support provider. It is anticipated this will provide additional housing options, with relatively inexpensive rents and a reduction in social isolation and tenancy failure for this vulnerable group, with assistance to save for future housing costs.</p> <p>The RRTP acknowledges that people involved in the community justice system, particularly people leaving prison are at high risk of homelessness and to mitigate this, a key action is to implement the SHORE standards to ensure suitable pathways for people leaving prison, alongside appropriate support provision. The RRTP also includes a proposal to establish a housing advice service at Polmont Young Offenders Institution to prevent homelessness.</p> <p>The RRTP acknowledges that veterans are at high risk of becoming homeless and are vulnerable to falling into poverty. To address this, six units of supported accommodation for veterans are proposed, which will also provide a potential base for further support for veterans.</p> <p>While it is widely acknowledged that there has been a significant amount of work carried out in relation to young homeless people in East Lothian, there remains a lack of services for young people with very complex needs,</p>
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	particularly with regard to accommodation with support. Young people are often required to go to Edinburgh for this, which is costly. A review of existing supported accommodation services has commenced, with recommendations to be taken forward as part of the RRTP and a further 4 units of supported accommodation will be developed in 2019.
Geographical communities <ul style="list-style-type: none"> • Rural/ semi-rural communities • Urban Communities • Coastal communities 	The RRTP acknowledges the wider East Lothian context of relative affluence in the rural east of the county compared with relative deprivation in the urban west, although it is acknowledged there are small pockets of deprivation in the east. This correlates with higher levels of homelessness in the west per population and the corresponding higher demand for services. The RRTP takes cognisance of this in respect of new service development and new supply.

7. Are there any other factors which will affect the way this policy impacts on the community or staff groups?

No

8. Is any part of this policy/ service to be carried out wholly or partly by contractors?

If yes, how have you included equality and human rights considerations into the contract?

The final RRTP will set out lead Council officers responsible for individual actions. However, where individual actions are carried out in part by contractors, this would be subject to procurement processes as appropriate. Commissioned contractors would require to tender for work and as part of this process, be able to demonstrate how equality and human rights considerations have been addressed.

9. Have you considered how you will communicate information about this policy or policy change to those affected e.g. to those with hearing loss, speech impairment or English as a second language?

The RRTP will be available in different formats and languages upon request.

10. Please consider how your policy will impact on each of the following?

Objectives	Comments
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Equality and Human rights	
Promotes / advances equality of opportunity e.g. improves access to and quality of services, status	<p>The RRTP promotes equality of opportunity in numerous ways i.e. with a focus on preventing, reducing and alleviating homelessness, which includes consideration of access to services for homeless people, takes account of existing processes, policies and procedures and where these could be improved and generally improving the quality of life for people who become homeless.</p> <p>The RRTP seeks to advance equality of opportunity for a range of vulnerable groups i.e. care experienced young people, women experiencing domestic violence and veterans, recognising that their particular housing circumstances lend to inequalities. The RRTP includes an action plan, which sets out a wide range of actions to mitigate against identified inequalities.</p>
Promotes good relations within and between people with protected characteristics and tackles harassment	N/A
Promotes participation, inclusion, dignity and self-control over decisions	<p>Consultation and engagement on the wider LHS (which included homelessness) has promoted participation from stakeholders, service users and vulnerable groups, taking a co-production approach to developing the LHS where possible and the LHS aims to promote the dignity and inclusion of all groups; i.e. older people and housing health checks from age 55, to ensure older people can make their own housing related decisions where possible. A further example is covering community empowerment in relation to self-build and custom build.</p> <p>This approach is also reflected in the RRTP, with active service user participation in the large scale consultation event. Service users will actively shape the Care and Belonging Project and be consulted on in respect of key decisions going forward. The overall approach to service user consultation will be reviewed and improved during 2019/20.</p>
Builds family support networks, resilience and community capacity	The RRTP aims to build family support networks in respect of mediation for young people asked to leave the family home / threatened with homelessness. It aims to build resilience and community capacity to alleviate homelessness i.e. hosting communities.
Reduces crime and fear of crime	'Secured by Design' and 'Designing for Streets' standards for all new build housing developments will contribute towards a feeling of safety in respect of new supply and a Housing First approach will provide appropriate support for vulnerable households in permanent tenancies.

Promotes healthier lifestyles including <ul style="list-style-type: none"> • diet and nutrition, • sexual health, • substance misuse • Exercise and physical activity. • Life-skills 	The RRTP will seek to promote healthier lifestyles for homeless people, who are generally identified as having poor health relative to the general population. A reduction of temporary accommodation, rapid rehousing and reducing length of stay in temporary accommodation will promote positive mental health. The promotion of psychologically informed environments (PIE) in supported accommodation will also support positive mental health.
Environmental	
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	<p>The LHS recognises the importance of the need for ‘place-making’ in relation to new housing developments, particularly to ensure social inclusion of vulnerable groups i.e. homeless people. In accordance with Guidance, this RRTP will seek to ensure housing for homeless people is mainstream and located within existing communities where possible.</p> <p>The LHS aims to improve the physical environment of housing through increasing good quality, energy efficient housing stock, with appropriate green space, play areas for children etc. It includes reference to estate inspections, housing renewal areas etc. This is also applicable to Rapid Rehousing and homelessness, to promote tenancy sustainment.</p>
Plan for future climate change	
Pollution: air/ water/ soil/ noise	
Protect coastal and inland waters	
Enhance biodiversity	
Encourage resource efficiency (energy, water, materials and minerals)	
Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk	
Reduce need to travel / promote sustainable forms or transport	
Improves the physical environment e.g. housing quality, public and green space	
Economic	

Maximises income and /or reduces income inequality	The RRTP supports projects / organisations which help young people into positive destinations i.e. Bridges Project; Blue Triangle Housing Association and Action for Children. It includes actions such as 'link with employability & training services i.e. digital skills development & pre-tenancy training' and 'explore potential for increased numbers of vulnerable young people including care experienced young people to receive support to attain SQA's accredited Tenancy Award'.
Helps young people into positive destinations	
Supports local business	
Helps people to access jobs (both paid and unpaid)	The RRTP includes ambitious rehousing targets for homelessness and incorporates specific new supply affordable housing projects, which should increase employment in relation to lower paid jobs i.e. construction and reduce income inequality / boost the local economy. The RRTP also proposes new posts in relation to Housing First; empty homes and the private sector.
Improving literacy and numeracy	
Improves working conditions, including equal pay	With all contracted services undergoing a procurement process in relation to RRTP actions i.e. private sector leasing, this ensures good working conditions and supports the Living Wage.
Improves local employment opportunities	The RRTP includes ambitious rehousing targets for homelessness and targets for Housing First, which should increase employment in relation to lower paid jobs i.e. construction / support and reduce income inequality / boost the local economy.

11. Action Plan

Identified negative impact	Mitigating circumstances	Mitigating actions	Timeline	Responsible person
Welfare reform is having a negative impact upon a large number of vulnerable individuals. In particular, young people under age 35 face inequalities with regard to the single room rent regulations.	N/A	Mitigate Welfare Reform where appropriate / possible and explore housing options i.e. build to rent, flatshare etc.	March 2024	Nicky Sandford, Housing Strategy
The RRTP sets out a number of actions in relation to women and accompanying children experiencing domestic violence, however there are no similar actions included for men.	N/A	Review service provision	March 2024	Nicky Sandford, Housing Strategy
The RRTP focusses on homelessness i.e. increasing allocations to homeless households and targeting specific new supply projects at vulnerable groups. This is	N/A	Review allocations targets and re-evaluate the IIA on an annual basis to ensure negative impacts are minimised. Prepare	Ongoing	Nicky Sandford, Housing Strategy

likely to have a negative impact upon people with general needs, with no vulnerability.		a Local Investment Framework to ensure identified needs / competing priorities are considered and responded to appropriately, with new supply at local level focussed on targeted areas / households in need while also being mindful of longer term goals around sustainable communities.		
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Through annual reviews of the RRTP, ongoing monitoring of service delivery to equality groups will be carried out, outcomes for equality groups taken cognisance of and any issues addressed where the RRTP is not considered to be meeting the needs of equality groups.

DRAFT

REPORT TO: Cabinet

MEETING DATE: 22 January 2019

BY: Depute Chief Executive (Partnerships and Community Services)

SUBJECT: Council Asset Strategy and Management Plan 2018-23

4

1 PURPOSE

- 1.1 To set out the background to and seek Members' approval of the Council Asset Strategy and Management Plan 2018-23.

2 RECOMMENDATIONS

- 2.1 That the Cabinet notes the content of this report and approves the Council Asset Strategy and Management Plan 2018-23.

3 BACKGROUND

- 3.1 Property, land and other assets are among our biggest costs and they have a significant role in delivering the Council's long term goals and objectives. Good management ensures that we hold assets which meet our service needs, are fit for purpose, provide value for money and are efficient and sustainable. This requires us to have a strategic understanding of what assets we hold and require, where they are best located and the cost of managing and maintaining them. In this way, our assets can contribute positively to addressing the challenge to save money, align with partners to achieve more effective use of assets to deliver common objectives, stimulate economic development and regeneration and plan for future population growth.
- 3.2 A key objective of the Plan is to embed a culture and model of asset management that holds assets corporately, in particular property and land, in a way that is aligned to the overall service priorities of the Council and takes account of the needs of community planning partners.
- 3.3 The Plan sets out the structure and governance for the Corporate Landlord model. The Capital Investment and Asset Management Group (CIAMG) is the senior officer governance body with a remit to ensure a culture and

practice of corporate management of assets across the Council. The CIAMG was formed in 2016 to ensure that all proposals, business cases, options and decisions relating to our land and buildings are considered corporately from the outset and recommendations made to the Corporate Asset Group.

- 3.4 Over the coming years, the Council will face the challenge of continued delivery of high quality services with a significantly reduced budget. The Plan sets out a guiding principle of future asset management which is to reduce the footprint of our asset base and associated operational and staffing costs. This will be achieved by understanding and challenging the purpose of holding assets, how they are performing, their costs and risks and by consulting across internal and external stakeholders to seek opportunities for delivering services in more cost effective ways.

4 POLICY IMPLICATIONS

- 4.1 Recommendations will contribute towards all of the objectives of the East Lothian Council Plan 2017 – 2022, but in particular - Growing our Capacity - to deliver excellent services as effectively and efficiently as possible within limited resources.
- 4.2 The commitment to develop a Corporate Landlord model will help to ensure that there is strategic oversight of the Council's assets, providing a corporate and collaborative approach to reviewing service requirements, utilising digital technologies to enable culture change, flexible working and shared use of premises, facilities management and maintenance, development and refurbishment, the outcome being to provide property assets that are fit for purpose and supportive of service delivery. This in turn will free up services to focus upon the operational aspects of service delivery.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a detrimental impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – there is financial provision in the current Capital Programme and the Council will be asked to make appropriate provision in future budgets.
- 6.2 Personnel – none associated with this report
- 6.3 Other – none associated with this report

7 BACKGROUND PAPERS

7.1 Appendix A: Council Asset Strategy and Management Plan

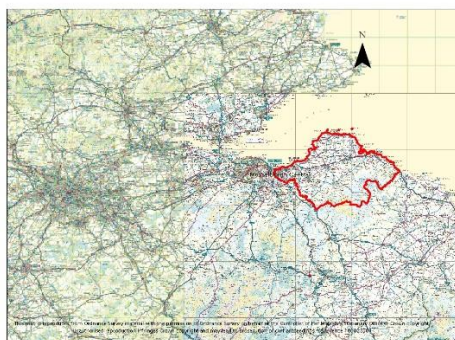
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DATE	21 November 2018



COUNCIL ASSET STRATEGY and MANAGEMENT PLAN 2018 – 2023



- 1 INTRODUCTION
- 2 CONTEXT
- 3 STRATEGY DEVELOPMENT
- 4 STRATEGY OBJECTIVES
- 5 ASSET MANAGEMENT APPROACH
- 6 CAPITAL INVESTMENT PLANNING
- 7 PLANNING AND GOVERNANCE
- 8 IMPLEMENTATION – *Asset categories and Action Plans*
- 9 ASSET PLANNING BY CATEGORY
- 10 SCHEDULES AND APPENDICES



1 INTRODUCTION

This Asset Management Strategy and Management Plan is a high level document which sets out how asset management is delivered for the Council to meet our long term goals and objectives. East Lothian Council is committed to ensuring that the assets that the Council holds contribute to the creation of sustainable communities and the delivery of better public services. We manage our assets as a corporate resource to support the Council's objectives and for the benefit of local communities. We recognise that efficient and effective management of our asset base is particularly important in the light of financial pressures to ensure that our investment in assets results in the greatest positive impact for the people and communities of East Lothian.

East Lothian Council's organisational structure ensures that we integrate our asset management and capital investment strategies to provide a clear and consistent framework for sound management of our resources and asset base, to deliver effective and efficient services. The Asset Strategy and Management Plan will continue to drive change, help demonstrate Best Value, continuous improvement, good performance management and sustainable development. Collaboration with our community planning partners has increased the activity around joint asset management to look for opportunities to maximize the use of our combined assets and meet the wider objective for a lean, energy efficient, sustainable and affordable asset base, which helps to create vibrant and resilient communities and deliver better public services.

Over the coming years, the Council will face the challenges of significant housing and population growth in East Lothian and ensuring that the supporting infrastructure for delivering high quality services is provided in a cost effective and sustainable way.

This Strategy is expected to remain in place for 5 years but will be revised as necessary to take account of changes in Council policy or financial strategy.



New Council Housing at Law View, North Berwick

The Council Plan (2017 – 2022) states the vision that East Lothian should be even more prosperous, safe and sustainable with a thriving and dynamic economy that enables our people and communities to flourish and sets out its strategic goals towards this vision. Importantly, the Plan also acknowledges that the Council cannot do everything that is required on its own and will increasingly become an enabling and empowering authority, working with its citizens, communities, and partners to deliver the solutions that work best for East Lothian.

East Lothian Council owns a diverse range of land, property and other assets that support delivery of services. The quality of our frontline services depends on having operational assets that are located in the right place, are in good condition, are suitable for their purpose and are sustainable in their operational use. Over recent years, the Council has focused on creating a ‘One Council’ approach to delivering its frontline services and this has resulted in a smaller, community focused and better integrated asset base with simpler customer interface. This work will be developed in future not only to respond to the challenging financial pressures but also to ensure that resources are allocated to provide services with a robust model and on a sustainable basis.

East Lothian is a very attractive place to live, work and do business, and for recreation and visiting. Recent development pressures have resulted in the expansion of settlements and an increase in demand for services, particularly for education, community, care and housing with the associated pressure on the capacity of facilities. The county is facing further increase in its population and is projected to grow by about 1% per year over the next 20 years from just over 100,000 to over 125,000 by 2037. Significant growth is projected across all age groups but particularly among children, by almost 33% and older people over 75 years, by almost 100%. The Council’s proposed Local Development Plan 2016 sets out the planning strategy and policies to guide this growth and deliver the required new infrastructure, in particular for education, community, transport and employment.

The purpose of this Asset Strategy and Management Plan is to set out how asset management is delivered for the Council to meet our long term goals and objectives. The Council adopts the asset management planning processes and guidance for local authorities prepared by Audit Scotland and CIPFA that outline the requirement for councils to have effective and efficient asset management, comprehensive investment decision-making, an options appraisals framework and capital investment plans linked to investment priorities.

The Council operates within an overall appraisal system that uses strategic outline business cases to ensure that decisions on both capital and revenue investment are aligned with strategic priorities and are based on robust asset performance data.

This Asset Strategy and Management Plan includes two key schedules -

1. Asset Management Activity Flowchart which summarises the main principles contained in this Plan.
2. Asset Management Action Plan which summarises the main activities, responsibilities and timescales associated with the delivery of this plan.

3 STRATEGY DEVELOPMENT

A number of key documents inform our corporate planning. The Asset Strategy and Management Plan reflects the Council's strategic goals and overarching objective of '*reducing inequalities within and across our communities*'. The range of consultations undertaken by the East Lothian Partnership has informed the preparation of the East Lothian Plan: 2017 – 2027, the Partnership's Local Outcome Improvement Plan which sets out ways in which partners can work together to make a real difference for East Lothian people.

The Asset Strategy and Management Plan is Council wide and is used to support decision making to inform how the Council prioritises investment in its assets in order to support service delivery. It will provide a framework for individual asset management plans, sound governance and performance improvements in the management of the Council's assets.

The Asset Strategy and Management Plan directly informs and is informed by a number of national agendas and local plans.

The Council Plan 2017 -2022

The Council Plan has four objectives:

- Growing our Economy
- Growing our People
- Growing our Communities
- Growing our Capacity

It has an overarching objective - to reduce inequalities within and across our communities.

The Council Plan recognises that wider transformational change is required in how the Council deliver services and states that '*over the next five years, the lifetime of this Plan, the Council will increasingly become*

- *an enabling and empowering authority that works with its citizens and communities, the business and third sectors and other public sector partners to deliver the solutions that work best for East Lothian*
- *a more entrepreneurial authority, developing new ways of ensuring services are provided in the most effective and efficient way possible*
- *a 'digital' authority, fully embracing and exploiting opportunities to use technology to deliver services.'*

The East Lothian Plan 2017 – 2027 (our Local Outcome Improvement Plan)

The East Lothian Partnership is responsible for delivering Community Planning and is responsible for the preparation and implementation of the East Lothian Plan and Local Outcome Improvement Plan 2017 – 2027. The Plan focuses particularly on reducing inequalities, prevention and early intervention and sets a vision for the Council and its partners of:

An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy that enables our people and communities to flourish.

The 2015 Partnership Asset Plan: A Collaborative Approach - confirms the East Lothian Partnership's commitment to the development of well-designed, sustainable places through effective partnership working and the mobilisation of public sector assets and resources towards the delivery of outcomes. The Council is committed to actively looking for opportunities to work collaboratively with our

Community Planning partners, other public bodies and sectors to achieve more effective use of combined assets. This includes co-location, sharing resources and joint procurement.

The **Economic Development Strategy (2012 -2022)** describes the key objective to grow a sustainable economic base for East Lothian and identifies the issues to be addressed in delivering this in the current economic climate.

Individual Asset Strategies

Each asset category has a lead officer who is a member of the Capital Investment Asset Management Group (CIAMG) and is responsible for preparing asset strategies to enable services to fulfil delivery of the strategic goals. These strategies form the basis for preparation of business case plans for projects identified within the Corporate Asset Management Plan and the Capital Plan. The Asset Categories are:

- Property
- Open Space
- Roads, lighting and related assets
- Fleet
- ICT
- Housing

The cross-service Capital Investment Asset Management (CIAMG) group evaluates all individual service asset requirements at a corporate level to ensure that proposals serve a strategic purpose, are collaborative and present the most sustainable way of delivering service and financial outcomes.

Community Asset Transfer (Community Empowerment Act (Scotland) Act 2015 – part 5)

The Council has prepared Policy and Guidance documents to provide a framework for considering requests for Community Asset Transfer under the terms of the Act. This will build on the Council's on-going advice and support for community groups, many of who already lease our assets, and recognises the role which community ownership of assets can play in regenerating communities and enable well-run community organisations to deliver a range of benefits to their communities.

Local Development Plan 2016

The LDP sets out where new development should and should not occur, including housing, education, economic and retail development, new transport links, and other infrastructure. Adopted by the Council in September 2018, the LDP replaces the East Lothian Local Plan 2008 and is a key driver for the efficient and effective planning of new and expanded infrastructure to provide for the Authority's changing and growing communities.



New industrial units in Prestonpans

The **Council Plan 2017 – 2022** sets out the strategic goals which will make the most impact in delivering its key themes and objectives and which provide the focus of all activity within the Council towards reducing inequalities across East Lothian. The Asset Strategy and Management Plan contributes to and supports these goals with the following overarching Objectives to:

- embed a culture that recognises that all assets, in particular property and land are a key corporate resource, where decisions made are clearly linked to corporate and service objectives and take account of the needs of community planning partners
- maintaining and managing our assets over time to improve how those assets which we retain work for us, optimise returns and minimise the costs of operating them
- develop partnerships to achieve more effective use of our assets
- provide a framework for the delivery of new and expanded infrastructure to support new development and population growth
- stimulate Economic Growth and Regeneration in the area
- support the Council in meeting its affordable housing need
- deliver transformational change and harnessing the opportunities offered by technology in the provision of services

We will achieve the Objectives through:

- the governance structure in place through the Corporate Asset Group and the Capital Investment and Asset Management Group
- a Corporate Landlord Model
- aligning financial and service planning with asset planning
- ensuring that asset implications are considered as part of service planning and review
- investing in technology, which together with flexible working practices will further reduce the footprint of our office estate and provide modernised workplaces and learning environments
- our business planning and capital prioritisation model
- ensuring ownership and occupation of assets, including by third parties, is challenged
- maintaining robust integrated data on our assets
- aligning condition survey information with planned maintenance investment strategy
- effective performance management of our property assets
- effective engagement with partners, including developers to agree sustainable financial base for infrastructure growth including for economic and commercial development
- allocating land for employment use through the Local Development Plan
- acquisition of land for employment development on the basis of robust business case
- engagement with Community Planning Partners to look for opportunities for co-location, sharing assets and integrating services
- ensuring we have an equitable and viable charging policy for community and other use of our assets
- developing / holding commercial assets which are fit for purpose and meet the needs of the business community
- reviewing investment assets to ascertain their financial performance and / or how they meet the Council's strategic objectives
- ensuring we have a funded and sustainable Local Housing Strategy in place

5.1 Our vision

To hold assets, which are fit for purpose, support the delivery of the Council Plan, provide value for money and are efficient and sustainable.

East Lothian Council holds its assets as a corporate resource to be used in the delivery of services and to support the delivery of the East Lothian Partnership outcomes. Our assets should meet the needs of our existing and future generations of service users and employees, be compliant with statutory requirements and be affordable.

Over the coming years the Council will face the challenge of continued delivery of high quality services with a significantly reduced budget. The Asset Strategy and Management Plan reflects the Council's priorities and why and how we use our assets to deliver our strategies. The policies and approach adopted by the Council are designed to make sure that the asset strategy is reflected in the decisions of all parts of the organisation.

5.2 Asset Challenge

We aim to challenge our assets by -

- understanding what we own or lease in - ensuring there is defined **purpose** for holding the asset
 - e.g.
 - to provide a service, including assets which may be leased to community groups or the third sector
 - to generate income
 - to provide / promote employment

This will ensure that we do not retain unnecessary or inefficient assets with their associated revenue costs.
- understanding the **opportunities and risks** associated with holding the asset
 - seeking further opportunities for co-location or sharing, building on successful outcomes which have already significantly reduced customer services costs
 - establishing whether opportunities exist for services to be relocated and sites used for alternative purposes or to generate a receipt if of value
 - having adequate data to know whether the condition or operational and management costs of an asset are cost effective and provide value for money or place a service at risk
 - being aware of potential reputational risks for the Council arising from poor asset related decision making including from poor maintenance
- understanding the **performance** of our buildings and land
 - understanding the total financial costs of managing and operating an asset
 - knowing whether assets are sufficiently utilised to justify the operational / management costs
 - knowing whether the asset is suitable for its purpose, meets current and future needs and is in the right location

- knowing the Condition and level of Compliance with statutory requirements and the investment needed over 5 – 10 year period
- having good data management systems in place
- understanding the income from commercial assets and the associated management costs
- using an **option appraisal** process to inform decision making in relation to the management of existing assets and the required future investment
- **consulting** with all relevant stakeholders, internal and external in making decisions about the **outcome** of whether to retain and invest in assets, replace / re-use, or dispose an asset
- transforming cultural and working practices – ensuring shared use of space
- implementing New Ways of Working, including flexible and home working to further reduce the Council's corporate footprint
- reducing carbon emissions through good asset management and targeted investment

This approach informs how we reduce our costs and identify properties and other assets that should be retained for operational or commercial / investment use, and how we prioritise investment in these, together with identifying those that are surplus to requirement.



New 60 bed residential care home and day centre in Tranent

6.1 Financial Strategy

The Councils’ asset plans are underpinned by financial models that determine their affordability. An estimate is made of available resource, considering the inter-dependencies between the capital and revenue budgets. The Asset Strategy and Management Plan supports the delivery of services in conjunction with the Council’s Transformation programme. The Council is also committed to working collaboratively with our Community Planning partners, other public bodies and sectors to achieve more effective use of combined assets.

The Council’s Financial Strategy covers a 5-year period and sets out the financial challenge facing the Council to deliver a capital programme that requires a high level of investment in infrastructure and in particular in the school estate to meet the requirements of the new development allocated under the proposed Local Development Plan.

The table below shows the financial shortfall the Council faces in its Capital Budget over the period to 2023.

Capital Budget 2018/19 to 2022/23	2018/19 (£000)	2019/20 (£000)	2020/21 (£000)	2021/22 (£000)	2022/23 (£000)	5 year spend total (£000)
Gross Expenditure	44,974	46,097	52,639	59,572	59,768	263,052
Total Income	(24,127)	(37,144)	(35,141)	(38,843)	(47,985)	(183,239)
Net Expenditure	20,847	8,953	17,499	20,730	11,784	79,812

The Asset Strategy and Management Plan is key to providing the framework to ensure that the Council has a sustainable asset base and ensuring that our assets are managed efficiently, minimising unnecessary expenditure while maximising income.

6.2 Capital Strategy

In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, the Council is preparing a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.”

6.3 Capital Investment Programme

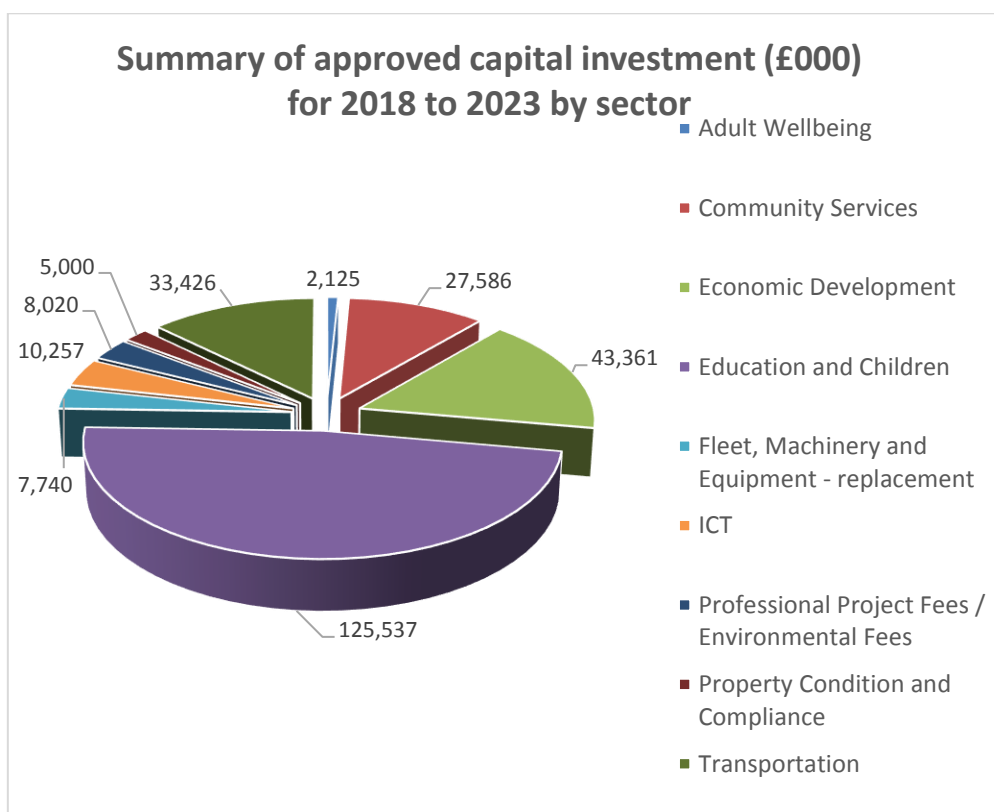
The Council’s capital investment programme for 2018/19 to 2022/23 for general services was approved in February 2018 and relates primarily to major investment in schools, community, roads

and transportation and ICT as well as property lifecycle management programmes. The resources available to support investment include prudential borrowing, Scottish Government capital grant, developer contributions, capital receipts as well as funding from other organisations such as Scottish Futures Trust, Sustrans and government funding for flood protection.

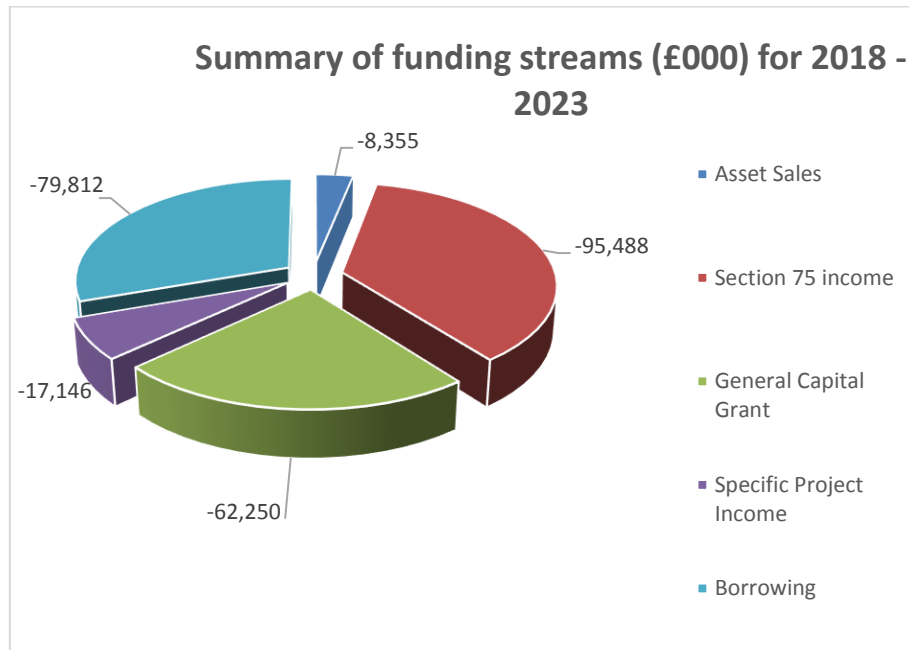
The estimated investment required in the school estate over the next 10 years is in excess of £135M with the Council liable for approximately £30M of this amount. Significant funding will be required to provide new and expanded education capacity for pupils arising from new development and the Council will continue to collaborate with the Scottish Futures Trust to identify additional grant funding to deliver a well-designed school estate. We estimate that approximately £14M additional capital funding will be required to provide capacity to deliver the Scottish Government’s legal commitment to improve early learning and childcare and increase the free entitlement from 600 hours to 1140 hours by 2020.

The Council has prepared Supplementary Planning Guidance: **Developer Contributions Framework** with Technical Notes that describes the need for the provision of additional capacity in facilities and infrastructure in the context of Planning Circular 3/2012: Planning Obligations and Good Neighbour Agreements with Statements of Conformity. The Developer Contributions Framework details the additional capacity and funding required together with the likely contribution costs and the justification for seeking developer contributions towards the infrastructure necessary for over 10,000 additional dwellings to 2030, including Transport network, Education, Sport, Recreation facilities, Health and Social Care facilities, Environmental mitigation and Affordable Housing.

Capital Investment 2018 – 2023



Funding Streams for Capital Investment 2018 – 2023



6.4 Asset Disposal, Acquisition and Capital Receipts

Disposal - the Council's strategy for asset disposal is that if an asset is no longer required for service delivery and does not meet the criteria for retention or re- as set out in 6.4.1, or for inclusion within the commercial property portfolio, the asset will be declared surplus to the Council's requirements and will be placed on the market for sale. Where a market sale may not be achievable, for example if the market is depressed, retention and inclusion of the asset within the commercial property portfolio may be considered, provided the following criteria are met:

- market demand – there is a good letting prospect
- good revenue potential with minimal short to medium capital outlay
- good potential for medium to long term capital growth

Surplus assets are managed during the disposal process to minimise vacant property, maintenance and security costs.

All capital receipts will be held corporately and used to fund future capital investments or off-set debt charges.

6.4.1 This disposal strategy acknowledges the agreed Outcomes 1.2 and 2.2 of the Local Outcomes Improvement Plan Outcomes and Actions as follows:

“Outcome 1.2 Local businesses are thriving and the business base is expanding.

Action (e) – We will work together to relocate and co-locate, and repurpose suitable surplus assets as employment land.

Outcome 2.2 East Lothian people can live affordably and contribute to a thriving community life in a high-quality environment.

Action (m) – we will develop the right partnerships (including with other sectors) to bring forward appropriate affordable homes for all, and through the Local Housing Strategy we will help residents create and sustain great communities. Partners will use our land and property assets for the benefit of the people of East Lothian, including wherever possible allocating any surplus suitable assets to deliver housing and/or business premises. Our Joint Property Asset Strategic Management Group will work collaboratively on the innovative use of assets belonging to the public sector.

Acquisition - the Council will acquire land or buildings by purchase or lease for service delivery *only* if suitable property cannot be provided from the Council’s existing Estate. The Council may acquire land or property for the following purposes:

- service delivery
- to fulfil strategic objectives for development in line with the Council Plan
- the commercial property portfolio, to increase rental income and to support development and growth of the local economy

The Council may acquire ownership of land and property by -

- market purchase through a bid process or negotiation
- in accordance with the terms of a Section 75 Agreement
- the exercise of compulsory purchase powers

The Council may also acquire land and property by lease.

Where service or strategic need has been identified, option appraisals and costed business cases are prepared and submitted to the Capital Investment and Asset Management Group (CIAMG). The CIAMG then makes a recommendation to the Corporate Asset Group that has responsibility for overseeing the development of strategy and monitoring delivery of the asset management programme.



Refurbished A Listed Dunbar Town House

The Council adopts a Corporate Landlord model and oversees asset management and capital investment at a corporate level; its governance ensures that there is an integrated, cross service approach to decision making.

7.1 Governance of Asset Management

Elected Members have responsibility for approving the Financial Strategy and Council budgets and regular reports on the Capital Plan programme are made to Cabinet.

The **Corporate Asset Group** is the strategic body for asset management and capital investment decisions and projects. It is responsible for effective and efficient asset management at a corporate level. It is chaired by the Chief Executive, sets the direction, and provides leadership in relation to how the Council manages and develops its assets.

The **Capital Investment and Asset Management Group (CIAMG)** is the senior officer governance body with remit as the Council's advisory body with regard to the Council's Asset Management Framework and related activities. The CIAMG oversees the management of each asset category to achieve an effective and efficient overall estate and makes recommendations to the Corporate Asset Group. It includes all Asset Lead Officers and representatives from a range of council services. The role of the CIAMG is to:

- ensure a culture and practice of corporate management of assets across the Council
- ensure all decisions that relate to land and buildings are considered corporately
- consider and assess proposals and business cases for new capital investment and make recommendations to the Corporate Asset Group
- manage and monitor the capital plan programme delivery
- ensure asset management planning is compliant with statutory requirements, including performance monitoring and demonstrating best value
- oversee and periodically review individual service plans and priorities
- establish opportunities for partnership asset planning and collaboration with other public sector organisations to deliver value for money
- consider and evaluate requests from community bodies for asset transfer by sale or lease
- consider and evaluate requests for community organisations for projects which impact on Council land or buildings
- identify lead client officers for capital plan projects
- prepare monthly monitoring report of the general services capital investment plan
- prepare an annual report to the Corporate Asset Group on asset management activity and performance

7.2 Service Asset Planning

Asset Lead Officers are service managers who ensure that day-to-day management responsibilities are clear and that delegated decision-making is undertaken at the appropriate level. The Asset Lead Officers are as follows:

Asset Category	Responsible Officer
Property (including fixed and movable cultural assets)	Service Manager: Strategic Asset and Capital Plan Management
Roads and Related Assets	Service Manager: Roads
Open Space	Service Manager: Sport, Countryside and Leisure
ICT	Service Manager: IT
Fleet	Service Manager: Transport
Housing	Service Manager: Community Housing

The *School Estate Management Plan (SEMP)* is a key strategic plan in its own right and will be updated during 2019. The SEMP is informed by the Local Development Plan (LDP) and sets out the additional pupil capacity and funding required to accommodate the pupils projected to arise from the c.10,000 new dwellings planned in the LDP before 2028. The SEMP will also include updated policy on the provision of Early Learning and Childcare and the infrastructure and funding needed to provide the Scottish Government's commitment to increase the entitlement from 600 to 1140 hours per child per year by 2020.

The Asset Strategy and Management Plan incorporates all physical assets owned and leased by the council, including significant land based assets such as roads, open space, housing and property, together with all equipment, plant and vehicles. The Council invests significant revenue and capital resources in ensuring a wide range of assets are available to support service delivery. The Council's revenue and capital budgets provide resources to support asset management activities and detailed funding information for each asset category is included within the individual asset management plans.

7.3 Business Case and Option Appraisal Gateway process

The Council has in place a process for the development and delivery of capital projects and is developing a clear, understandable method of comparing projects in order to prioritise expenditure. This is to ensure assets are managed and used efficiently and effectively and that we have a sustainable business strategy for those assets that we do retain. The key stages in the process are:

Strategic Appraisal

- Service asset strategies will be prepared and linked to the Council Plan 2017 – 2022 and the East Lothian Plan and Local Outcome Improvement Plan 2017 – 2027
- Projects are identified to meet service strategies and with consideration for opportunities for collaboration with other services or public sector partners.

Assessment

- The process of prioritising capital expenditure includes assessment of the Business Case by the CIAMG for recommendation to the Corporate Asset Group for approval.

Project Planning and Implementation

- Appointment of Project Steering Group and Project Lead
- Procurement options considered
- Project design development
- Construction
- Handover
- Review and Post Occupancy Evaluation

7.4 Best Value

The Council's arrangements for ensuring its assets deliver Best Value are embedded in its Corporate Landlord Approach to asset management. This aims to ensure that all capital investment proposals and planning are evaluated in the light of the Council's strategic objectives and meet other criteria including:

- The project is being developed in collaboration with other internal services or external partners and meets the principles set out in the Partnership Asset Plan.
- The project will lead to increased efficiency and reduction in operational revenue costs.
- The proposal can be shown to meet sustainability criteria in particular with reference to the potential impact on climate change.
- Failure to provide the project will result in a reduction of the council's level of service.
- The project is aligned with the Council's asset activity including its Transformation agenda as set out in section 8.1.

7.5 Risk Management

The Council's Corporate Risk Strategy is prepared in consultation with all Council services and identifies key risks associated with the delivery of all services including asset management and capital planning and is approved by the Council.



New amenity housing in Haddington

Council Asset Activity

An overview of the wide range of Council asset related activity is set out below including a number of transformation and partnership projects, many of which are designed to reduce the footprint of our assets and associated operational costs.

8.1 Partnership asset planning

The 2015 Partnership Asset Plan provided the framework for collaborating with the Scottish Police Authority to co-locate operational and Community Police within the existing Council Head Quarters in Haddington. This will also create a 'Collaborative Hub' enabling Community Police to co-locate with the Scottish Fire & Rescue Local Area Liaison Officers, the Council's Safer Communities Team (including Community Wardens) and other teams and individuals to provide a fully integrated approach to delivering the prevention agenda and broader outcomes. In 2015, the Council collaborated with the NHS to provide intermediate primary care accommodation as part of a new residential care development in Tranent. Future joint activity includes the provision of extra-care housing on a former NHS hospital site in Haddington. In 2016, the Torness Strategic Coordination Centre was relocated from the former Cockenzie Power Station to refurbished accommodation within Council offices in Macmerry, a successful collaboration of several parties including Police, Fire, EDF, NHS, ONR, Scottish and local Government, SEPA and Utility companies. This facility provides shared accommodation and sustained rental income to the Council.

8.2 Creating a Digital Authority

This activity focuses on increasing the number of web-based transactions and commissioning a new Customer Relationship Management (CRM) system in 2018 to facilitate more online access to services and greater use of the National Entitlement Card and Young Scot Card: expansion of the Council's Electronic Document & Records Management System (EDRMS) including cross-departmental working and sharing of documentation and information. This activity will support the Council's review of frontline services delivery locations that aims to ensure that these are utilised effectively with efficient operational costs.

8.3 Review of Community Learning and Development activity

This review is being undertaken with specific focus on managing facilities to deliver better utilisation and lower operational costs. There is a wide range and number of community facilities in East Lothian that carry a significant financial demand for maintenance and management. The anticipated outcome of this review is a reduction in cost for the Council, the implementation of the policy which seeks full recovery of costs or where otherwise, clear justification and documentation of why not. The focus will be to have good access to facilities for residents and more capacity for Community Development Officers to deliver services in their communities, particularly where need is greatest.

8.4 Service re-design and asset rationalisation

A number of service reviews are being undertaken which will have an impact on facilities and assets. Over recent years, the Council has implemented a programme of service integration which brings

together the key Customer Services functions with improved access for residents and effective use of online communication. This has released assets or accommodation for other uses in three of its six main centres. Work is underway to establish the feasibility of similar co-location of library and customer services in Musselburgh and Prestonpans. This will reduce the number of facilities which require to be staffed, provide a simpler customer interface, provide significant financial savings in operational costs and release existing assets for disposal or other use, including potentially for affordable housing.

8.5 Office review and rationalisation

Over the past six years, the Council has significantly reduced its office footprint. This has resulted in the disposal of a number of assets and the re-use of others to support service re-design and local business development. The Council aims to further reduce its footprint and modernise the workplace through continued implementation of New Ways of Working strategy. A target 7:10 ratio of workspace to staff will require further investment in ICT and fitting out for those facilities to be retained, together with agile HR policies. This programme is designed to provide a more flexible and resilient office estate where the emphasis is on 'my work' rather than 'my workplace'. Recent consultation on the Council's budget showed a high level of support for rationalisation of council offices / buildings and community involvement in running facilities.

8.6 Health and Social Care

The Health and Social Care Partnership's strategy to maximise independent living for residents will focus on provision of service to residents at home or in a local setting in order to reduce the time spent in hospital.

- *Day Centres:* the East Lothian Integration Joint Board is undertaking a review of day services for older people in order to improve access to and the quality of day services across the county. Day centres play a key role in preventing admission to hospital and enabling older people to return home following hospital admission, as well as providing respite and support for carers. Investment in future day centre provision will be linked with other community resources and targeted towards health and social care outcomes, including dementia care. There are 10 day centres in East Lothian managed by independent organisations and the review will establish what changes and funding are needed to ensure they are capable of providing the services needed for an increasingly aging population (the number of over 65 year olds is forecast to grow by 72% between 2012 and 2037).
- *Residential Care:* the Integration Joint Board (IJB) is undertaking a review of provision across two Council residential care homes and two local NHS community hospital facilities to deliver on the recommendations of the Housing with Care report. This will take account of the concerns relating to the physical condition and suitability of the two care homes and their future sustainability.
- *Extra Care Housing:* the Council is preparing a plan with the IJB and other partners to deliver on the provision of extra care housing for people with care needs and is in discussion with the NHS to acquire ownership of the former Herdmanflat hospital site in Haddington to facilitate this.

8.7 City Region Deal

Regional Partners, UK and Scottish Governments signed the Edinburgh and South East Scotland City Region Deal Heads of Terms Agreement on the 20 July 2017. Delivering a number of key projects will bring in financial investment to boost gross value added and productivity, while reducing inequalities through the creation of good quality jobs and more affordable housing.

- *Innovation Park at QMU* - this Food & Drink Innovation Hub is a joint collaboration with Queen Margaret University but also includes wider development of strategic housing development of 1500 dwellings, including 375 affordable homes, a new primary school and local centre as well as road infrastructure, retail and leisure amenities.
- *Integrated Regional Skills Programme*: the Heads of Terms agreement identifies £25m of grant funding over the next 8 years to support a programme of interventions that will provide significant training and skills improvements and assist in moving many additional people into employment.
- *Regional Housing Programme*: The acute shortage of affordable homes in East Lothian is a key factor in the cost of living faced by those households as well as significantly contributing to addressing homelessness and tackling inequalities. House building rates for both affordable and market homes fall well below that needed to address current and future demand. Reducing the cost of housing for those on low to moderate incomes would spread the positive economic benefits of growth and generate additional local economic uplift. The Regional Partners supported by Scottish Government have committed to deliver a 10-year ambitious programme of new housing across the region, delivering certainty to SMEs and maximising economic benefit from the construction process. The joint approach between partners and Scottish Government will support the delivery of significant numbers of new homes across the region. The Heads of Terms Agreement includes a revolving Housing Infrastructure Fund of £50m of predominantly private sector loans to help unblock and accelerate seven regionally significant strategic development sites, one of which is Blindwells new town.
- *Cockenzie – former power station*: In March 2018, the Council secured ownership of the former power station site at Cockenzie, previously owned by Scottish Power. The site is approximately 80 hectares and is considered to be of significant value to the economic future of East Lothian. The site contains key infrastructure assets in the form of a connection to the national grid, a railhead and a pier. The Council commissioned consultants to undertake a visioning exercise in respect of the site and this will serve as a basis for further discussion and engagement between the Council and key local and national stakeholders.

8.8 Business and Employment

East Lothian Land Ltd is a not for profit company whose remit is to promote, support and/or effect the development of land and property within the area served by East Lothian Council, to stimulate economic development and regeneration and so to assist in the creation of employment opportunities. ELL works closely with the Council's Estates team to deliver the Council's strategic goals. In 2016, Council offices were rationalised and this released accommodation that was developed to provide 10 individual starter offices for rent in the centre of Haddington. A recently completed development of seven new industrial units at Mid-Road in Prestonpans and the Council's

investment in infrastructure enabled a significant private sector business to relocate to East Lothian. Additional industrial units are currently being planned at Gateside, Haddington.

8.9 Energy

The Council recognises the role that local energy generation and provision could play in tackling issues such as fuel poverty, energy dependence, and carbon emissions as well as reducing energy costs for councils and potentially generating new income streams. A scoping study identified five work streams which form our Energy Transformation Work Plan.

1. Potential for a solar Photovoltaic farm and hydroponics at a former landfill site.
2. Solar Photovoltaics on Council Housing
3. Energy Efficiency Programme and solar for Council public buildings
4. Collaboration with private sector to identify use for heat from Energy for Waste Plant.
5. Energy Partnership – to provide a route to market for solar PV energy resulting in cheaper energy tariff for East Lothian residents.

We anticipate that the benefits deriving from these projects will be delivered within 5 year period.

8.10 Strategic

In 2016, the Council acquired a significant asset, formerly St Joseph’s Residential School in Tranent, having inherited the lease on the asset from the former Lothian Region Council in 1997. The land and buildings are located adjacent to the strategic development site at Blindwells, allocated for major new housing development and may contribute to the resolution of infrastructure issues for this former open cast mining site. One of the Council’s children’s residential centres is located within the grounds of St Josephs and the Council is seeking to re-provide this unit elsewhere. Planning Guidelines have been prepared for the land and buildings, some of which are listed.



9.1 Property

The Property Asset Management Plan 2010 – 2014 was prepared in the context of the 2008 Local development Plan and described the infrastructure identified to provide services in each community. A new detailed Property Asset Management Plan will be prepared to take account of the approved finalised Local Development Plan in 2018, and will set out the Council’s approach to managing its property assets to ensure they are fit for purpose, compliant and support service delivery within our communities. The plan will reflect the investment required to manage and maintain its buildings and to deliver the new infrastructure required to meet the needs of the significant growth in population over the next 10 years.

9.1.1 Context

East Lothian Council owns a diverse property portfolio that supports a wide range of services containing approximately 608 assets covering both land and buildings. The portfolio is divided into –

- **Operational Property** – properties, which are used directly to support delivery of services. The portfolio consists of 270 assets made up of schools, community and recreational facilities, offices, depots and cemeteries, day centres and care homes. This asset group includes assets that may be leased to third sector and community groups. The operational portfolio was valued as at March 2016 at £479,701,325.
- **Non-Operational property** – properties which are retained to generate rental income and / or to support development and growth of the local economy. The portfolio consists of 380 assets made up of Industrial / business units, stores, shops, offices, ground leases, golf courses and caravan parks, allotments and agricultural land. The non-operational portfolio was valued as at March 2015 at £18,912,753. In 2017, the total rental income from the non-operational portfolio was c. £2,365,481. Proactive management and engagement with tenants ensures that occupancy levels remain at c. 94%.

Rental Income and partial breakdown of main categories as at November 2017 (total income £2,365,481)

Industrial Units / Stores	£616,246.00
Retail Units	£326,194.00
Offices	£277,028.00
Industrial land	£227,560.04

Appendix 1 sets out the Council’s Operational and Non-Operational Assets.

9.1.2 Asset Data

The Council manages its property data to enable it to make informed decisions based on asset performance. The Council uses the CIPFA Property Asset Management data management system to hold CAD plans and Condition and Suitability information for its operational properties. Title, lease and mapping information is held on a Badger data management system for operational and

commercial assets. These systems will be reviewed in 2018 /19 with a view to having a comprehensive, integrated system with a GIS mapping platform.

9.1.3 Performance Management and Indicators

Our overall performance management framework is based on an integrated risk profile for assets: this enables us to analyse the overall performance of an asset across a range of the key performance indicators and highlight assets that do not provide best value and may not have a sustainable case for retention, unless there is a clear strategic or service need. Key Statutory Performance Indicators on asset performance are reported to the Council's Policy, Performance and Review Committee and Core Facts on the schools' estate condition, suitability and utilisation are returned to Scottish Government annually. Condition surveys for public buildings are carried out on a 3 – 5 year rolling programme, completed in 2018. Performance management will be developed further with formal reporting put in place to the Corporate Asset Group on the performance data held and its impact on the future of assets and services.

Investment is made in property assets to ensure that –

- **Statutory Compliance** requirements are met
- assets are maintained in a satisfactory **Condition** and are suitable for their intended need
- there is sufficient **Capacity** in place at the right time to meet the needs of East Lothian's increasing population, including arising from additional housing development allocated in the proposed Local Development Plan 2016.
- Assets are **Suitable** for their purpose including for anticipated changing service needs – e.g. changes in teaching and learning, new Care Inspectorate requirements etc.

During 2018, the Council will undertake a review of how it assesses the Suitability of its schools in the light of new guidance from Scottish Government in November 2017 and is engaging with other Scottish Local Authorities in doing this.

Asset information for Condition, Suitability, Fire risk, Accessibility and Operational costs for Energy and Water use are combined in a single spreadsheet in order to provide an integrated performance assessment of each asset to inform decision making on the future of assets as well as highlighting required planned investment. Limited budgets over coming years will require expenditure to be targeted mainly towards ensuring that properties are maintained compliant with statutory legislation and in a satisfactory condition.

Appendix 2 sets out an extract from the Integrated Asset Risk Management profile for Community Assets. These performance indicators are analysed in conjunction with strategic Council and Service objectives and will provide a holistic basis for decision making in relation to the future of assets.

The Council participates in the Scottish Benchmarking Group supported by CIPFA and provides data annually on key performance indicators. The scope of Benchmarking data will be reviewed to include Energy and Water consumption and the investment in assets, split between Planned and Reactive Maintenance.

The Council is also a member of the CIPFA Strategic Asset Network and benefits from the sharing of information and good practice in the wide spectrum of asset management within the public sector.

9.1.4 Property Priorities 2018 – 2023

Investment in new or extended facilities is directed towards those areas of infrastructure which are required to support growth in the authority, and in particular in the Education / Learning estate. Investment of approximately £135M is required in the school estate over the period to 2030. It is the Council's practice to consult widely on the vision for major new projects, including with community planning partners – Police and Health, to ensure that significant investment delivers value and benefit for the whole community.

Provision will be required in the following key areas:

Education and Lifelong Learning

- One new secondary education facility and three new or replacement primary schools and will be required to meet established and future capacity demands.
- Extensions and alterations to approximately seventeen existing primary schools for similar reasons
- Projects to implement the Scottish Government's commitment to expand the provision of early learning and childcare from 600 hours to 1140 hours by 2020. The Council is seeking to make best use of its existing estate including taking into account expanding capacity by improving outdoor play provision. However, in addition to expanding provision through collaboration with partner providers, we have identified requirement for two new Early Years Centres and extensions and alterations to twelve primary schools to enable the commitment to be met, and subject to grant funding from Scottish Government.

Children's Services

- Re-provision of a residential children's centre currently located at St Josephs, Tranent.

Health and Social Care Partnership

- Extra care housing in collaboration with partner providers
- Review and re-provision as required of two existing residential care homes and two local community hospitals. The Integrated Joint Board is currently consulting on the model of care and this will inform the nature and quantum of future need. Two of the three Council care homes do not meet current Care Inspectorate standards and do not perform well against the performance criteria for condition, accessibility fire risk and suitability.

Healthy Living and Community

- Replacement sports pavilions at Ormiston, Whitecraig and Wallyford
- Replacement sports pavilion at Polson Park, Tranent in partnership with local community
- New or expanded community facilities at Whitecraig and Port Seton
- Upgrading of coastal facilities including public toilets

A separate qualitative assessment for pavilions, synthetic pitches and tennis courts was carried out in October 2012 and again in March 2017. This informed the programme for prioritising investment in community facilities and identified funding streams including from SportScotland, community groups, developer contributions and the Council's capital plan.

Amenity Services

Replacement of depot at Meadowmill, Tranent. Major structural and condition issues at the existing facility generated a strategic review of how service needs could be rationalised and delivered more efficiently for the area from a new single facility.

Transformation and partnership projects

- Co-location with Police Scotland in John Muir House, providing a collaborative hub and delivering partnership working outcomes
- Improved access to the Brunton Hall, Musselburgh to establish feasibility to co-locate library and customer services, providing an integrated facility and releasing a site for other uses or disposal
- Continued investment in the office portfolio through implementation of New Ways of Working strategy with the objective to modernise the workplace and further reduce our office footprint.

Non-operational properties

The Council manages its commercial properties in compliance with the relevant legislation and within budgetary constraints and seeks to improve their condition when void. Where significant investment may be required, a business case appraisal is prepared to establish whether investment in the property or disposal provides best value for money and the most sustainable solution.

9.2 Open Space

The Council's Open Space Strategy sets out the Council's approach, commitment and management to protect, enhance and manage its open space assets as required by Scottish Planning Policy. The Strategy also sets out the policy framework and standards for the procurement of new open space and outdoor sports provision in East Lothian towns and villages and for the provision of Green Networks, Public Parks and Gardens, Amenity Greenspace, Sports areas, Play space, Allotments and Community Growing Spaces.

Open Space Audits were carried out in 2009 and updated in 2016. This identifies the total amount of open space as 1,453.11 hectares.

Appendix 3 sets out the breakdown of Open Space by type.

The Open Space Strategy sets out the Council's long-term vision for open space.

East Lothian has a network of well-designed, multi-functional, connected and accessible open spaces with a rich diversity of wildlife and habitats that are an invaluable asset for communities and visitors. Our open spaces play a critical role in the life of a community, encouraging healthy living by providing opportunities for sport, children's play, relaxation, education and local events, close to where people live. These important natural spaces contribute significantly to East Lothian's quality of place, supports biodiversity, flood and coastal management, whilst supporting the local economy. The contribution to the wider green network provides high quality active travel and path routes to and between open spaces and the countryside around towns.

Realising this vision requires a framework of policy, funding and management approaches to continue to provide diverse and high quality open spaces, which meet the needs of local communities and the wildlife it supports. The Strategy emphasises the need to make more of existing resources, as opposed to adding to overall levels of supply and to ensure that the full

potential of open spaces is realised, moving towards a more integrated and inclusive approach to their management.

The Strategy also sets out the standards for provision of open space in each community and how this is used to evaluate new housing developments and delivering the Central Scotland Green Network goal: *“To ensure that every home in central Scotland is within 300m of an attractive, safe and well-maintained green space or accessible countryside.”*

9.2.1 Burial Grounds

The Council adopted a Burial Ground Strategy in 2015 and this sets out the requirements for the next 50 – 70 years and identifies communities where additional provision should be provided. There are significant barriers to delivering this strategy including cost and ability to acquire land, topography and ground conditions. The potential for a crematorium development in East Lothian is also being explored to establish whether this might represent a viable business proposition for the private sector.

9.2.2 Allotments

The Council is preparing an Allotment and Food Growing Strategy in response to the requirements of Part 9 of the Community Empowerment (Scotland) Act 2015. The National Society of Allotment and Leisure Gardeners suggest a national standard of 20 allotments per 1,000 households. Overall demand in East Lothian is currently lower than this and is highest in the main towns. The area currently has 152 allotment plots with a further 36 planned (188). There are around 300 people on the waiting list. This means that for every one hundred households there is currently demand for around one allotment plot in East Lothian. With growth in households predicted over the period of the LDP the demand for allotment space will be fluid and the Council will require to maintain waiting lists in order to accurately determine demand at any given time. The Council’s allotment strategy will seek to prioritise provision of allotment space for each cluster area within each cluster area as deemed necessary. In the event cluster provision is not possible the Council will consider provision of allotment space at local authority level.

9.4 Roads, lighting and related assets

The Council approved a Roads Asset Management Plan in November 2015. This presents a summary of the road assets and details -

- the current condition of the asset
- the service that the asset and current budgets are able to provide
- the options available for the future

The report includes 20-year forecasts to enable decisions to be taken with understanding of their long term implications. Investment in carriageways is being made through carriageway reconstruction, resurfacing and preventative treatments. These measures are designed to maintain the ‘steady state’ condition of the carriageway network at a constant annualised depreciated value in line with previous years.

Significant future development will have a major impact on the roads infrastructure in East Lothian. The Council has prepared draft Supplementary Guidance which sets out the impact on the transport network, the likely cost for mitigating this impact and how developers will contribute to this on a proportionate basis.

9.5 Fleet

The Council maintains a fleet of vehicles and plant to support the delivery of services. It includes:

- 26 Cars
- 24 Buses/minibuses
- 199 Vans up to 3.5t
- 49 HGV's including tippers, gritters, Refuse Collection Vehicles and road sweepers.
- 118 items of plant including trailers, excavators, tractors, road rollers and road maintenance equipment.

Electric vehicle leasing is optimised through Transport Scotland funding, with 9 vehicles being utilised within the council at present with further funding being secured for additional vehicles.

The estimated fleet replacement cost is valued at £10.2m for vehicles and £2.8m for plant.

Current Asset Performance

The Fleet is continuously assessed to ensure appropriate and fit for purpose types of vehicle and plant are provided to support the delivery of the council's services. Systems are used to manage information for fleet maintenance, costs, scheduling and fuel. These systems are reviewed regularly to ensure compliance and best value for the service. Statutory requirements to meet Operator Licensing legislation are carried out along with testing and maintenance regimes to ensure all vehicles and plant are Roadworthy in line with DVSA and insurance requirements.

The Council works closely with its stakeholders to understand and respond to their needs as far as is practicable. The service is benchmarked with other Scottish Local Authorities and public sector bodies to ensure it delivers best value.

Environmental performance of the fleet is continuously assessed, when procuring new vehicles and plant and alternative fuels are considered and evaluated. Where possible the highest rated Euro emission engines are specified. Fuel saving technology is utilised where possible and the Fleet is fitted with telematics to identify best utilisation and operational objectives.

Investment in the in-house bus fleet has reduced transportation costs within Education and Child Services, Further development of this service will incorporate Adult Services transportation requirements.

Investment Needs

The Councils current provision for Fleet replacement is £1.35m per annum, which is in place until 2022/23. This presents challenges to all services delivered, regular assessment of the fleet operating costs are required along with ensuring future procurement meet the needs of operational users.

9.6 ICT and Digital

Over recent years, the Council has invested in information and communications technologies (ICT) in support of service delivery, improvements in organisational efficiency and increasing attainment levels within our schools. This investment has typically been in response to individual service requirements to meet service specific objectives with little or no integration with other services or systems. However, our customers' expectations have increased and they are no longer willing to be constrained by our internal structures and systems. Instead, they expect Council Services to be more dynamic, reflecting their customer journey and being accessible in ways and at times that suit them.

Customer expectation must be placed alongside the requirement for sustained reductions in already squeezed budgets. It is unlikely that minor tinkering with existing services will meet these expectations and a major change in the way services are delivered is required. This will only be achieved through the exploitation of technology, innovation and redesign of core services.

The redesign will include the implementation of more flexible ways of working and further rationalisation of our accommodation along with the streamlining of processes to more accurately reflect the customer journey. This will require continued investment in our digital infrastructure and the introduction of modern information systems to enable a 'Digital by default' approach to service delivery.

In March 2017, the Council approved its Digital Strategy supporting this strategic approach. It recognises that a Digital Strategy is not an ICT strategy but a Council Wide Business Strategy with a number of inter-dependent projects and partners including other public sector bodies, local authorities, third sector organisations and Scottish Government.

CCTV - Dunbar, Haddington, Musselburgh, North Berwick, Cockenzie and Port Seton, Prestonpans, Tranent and Wallyford have town centre CCTV cameras which are linked back to the Contact Centre at Penston House.

9.7 Housing

Strategic Context

A new Local Housing Strategy is currently being prepared for the period 2018-23 and due to be published by summer 2018. The new LHS will sit within the context of the recently published East Lothian Council Plan 2017-22, which acknowledges a shortage of affordable housing across the county.

A second South East Scotland Strategic Development Plan (SESplan) Housing Need and Demand Assessment (HoNDA) was approved as 'robust and credible' by the Scottish Government in March 2015. This provides a range of estimates of housing need and demand over different time periods. SESplan HoNDA2 figures show a need for around 553 new additional units of housing per annum in East Lothian over the period 2012-30, comprising 370 affordable housing units and 183 units of market housing.

Whilst the current priority is the delivery of social rented housing, it is anticipated that the majority of alternative forms of tenure will come forward as mid-market rent (MMR) or low cost home ownership (LCHO).

The Council's Strategic Housing Investment Plan (SHIP) covers the 5 year period 2018/19 – 2023/24 and has been prepared in accordance with revised Scottish Government Guidance on Preparing Strategic Housing Investment Plans issued in July 2017.

The purpose of this Strategic Housing Investment Plan (SHIP) is to set out East Lothian's housing development priorities and demonstrate how they will be delivered through a range of funding streams. The priorities identified will deliver the outcomes set out in East Lothian's Local Housing

Strategy (LHS) and guide the application of Scottish Government and Local Authority funding for housing development through the Strategic Local Programme (SLP) over the coming five year period. The SHIP includes affordable housing supply through new provision, replacement, rehabilitation, remodelling, housing provided or assisted by other Scottish Government initiatives and housing provided by Local Authorities.

The ability to deliver will be dependent upon a combination of affordable housing providers, which includes Registered Social Landlords (RSLs), East Lothian Council and the private sector. It will also be dependent on complex funding models delivering different tenures. A range of options for funding affordable housing in the future need to be considered. To support strategic planning, the Scottish Government informed the council that its resource planning assumptions (RPA) for the next 3 years would be at least:

2018-19	2019-20	2020-21
£8.907M	£10.007M	£10.889M

As of April 2017, the Council housing stock level was 8,649 categorised in the following tables by the approximate year of construction.

Housing stock by year of construction

Pre 1919	41	0.47%
1919-1944	2385	27.58%
1945-1964	3230	37.35%
1965-1982	1894	21.90%
Post 1982	1099	12.71%
Total	8649	100.00%

Current Asset performance

The Scottish Housing Quality Standard is one of the main drivers of housing asset management. Progress towards achieving this Standard is reported annually to the Scottish Housing Regulator. At the year ending March 2017, approximately 96% of the Council's housing stock was assessed as being compliant with the Scottish Housing Quality Standard, an increase from 77% in March 2013.

Appendix 4 sets out the detailed information for the Council housing stock in relation to the SHQS criteria for compliance. To ensure the Council meets the SHQS, expenditure for upgrading its housing stock is prioritised based on surveys targeted to address the key SHQS criteria.

Future Priorities

The Council's integrated Housing Asset Management Plan will be completed during 2018 in line with the Scottish Housing Regulator's guidance. This will set out the Council's approach to new development, its investment strategy, the risks and options associated with procurement and delivery vehicles. It will also describe how the Council manages its core stock, to ensure it is maintained in good condition and in compliance with statutory and regulatory standards, how it

manages voids and its performance management and reporting processes. The impact of the Energy Efficiency Standard for Social Housing (EESH) published in March 2014, which sets minimum standards for implementation by 2020, will also be addressed in the Plan.

Housing Investment Plan

In Feb 2017, Council approved a capital budget of £23,421m for 2017/18. The Plan is separated into four main elements:

1. Modernisation of existing stock - £11,297m, including
 - meeting the SHQS/EESH requirements
 - modernisation programmes – kitchens, bathrooms and rewires
 - disabled adaptations
 - alterations to alleviate overcrowding
 - local initiatives
2. Fees - £1.254m
 - fees associated with architectural, surveying, engineering and legal services.
3. New Affordable Housing - £10.120m budget provision.
 - 100 Council units were complete during 2016/17 with an estimate of 140 units to be provided over the next three years (2017/18-2019/20)
 - 34 properties were also purchased through the open market in 2016/17 and 2017/18 and the Council will continue to acquire some properties in 2017/18 and beyond, dependant on Scottish Government subsidy and potential programme slippage
4. Mortgage to Rent - £0.75m
 - Allocation to enable the Council to participate in the National Mortgage to Rent scheme, which aims to prevent repossession and homelessness.

The Strategic Housing Investment Plan sets out the resources required to deliver this programme, which includes

- Housing Revenue Account prudential code borrowing for the new build programme
- Registered Social Landlord private finance
- Developer contributions through Discount Housing for Sale
- Second home council tax income of approximately £460k p.a.
- Commuted Sums obtained through the Council's land use policy for Affordable Housing, when on site provision cannot be achieved
- Developer opportunities to directly deliver affordable housing

The Council's borrowing capacity is being reviewed as part of the strategic review of the Housing Revenue Account. However, the Council will continue to work closely with its partners and the private sector to ensure that we make the most of any opportunities available.



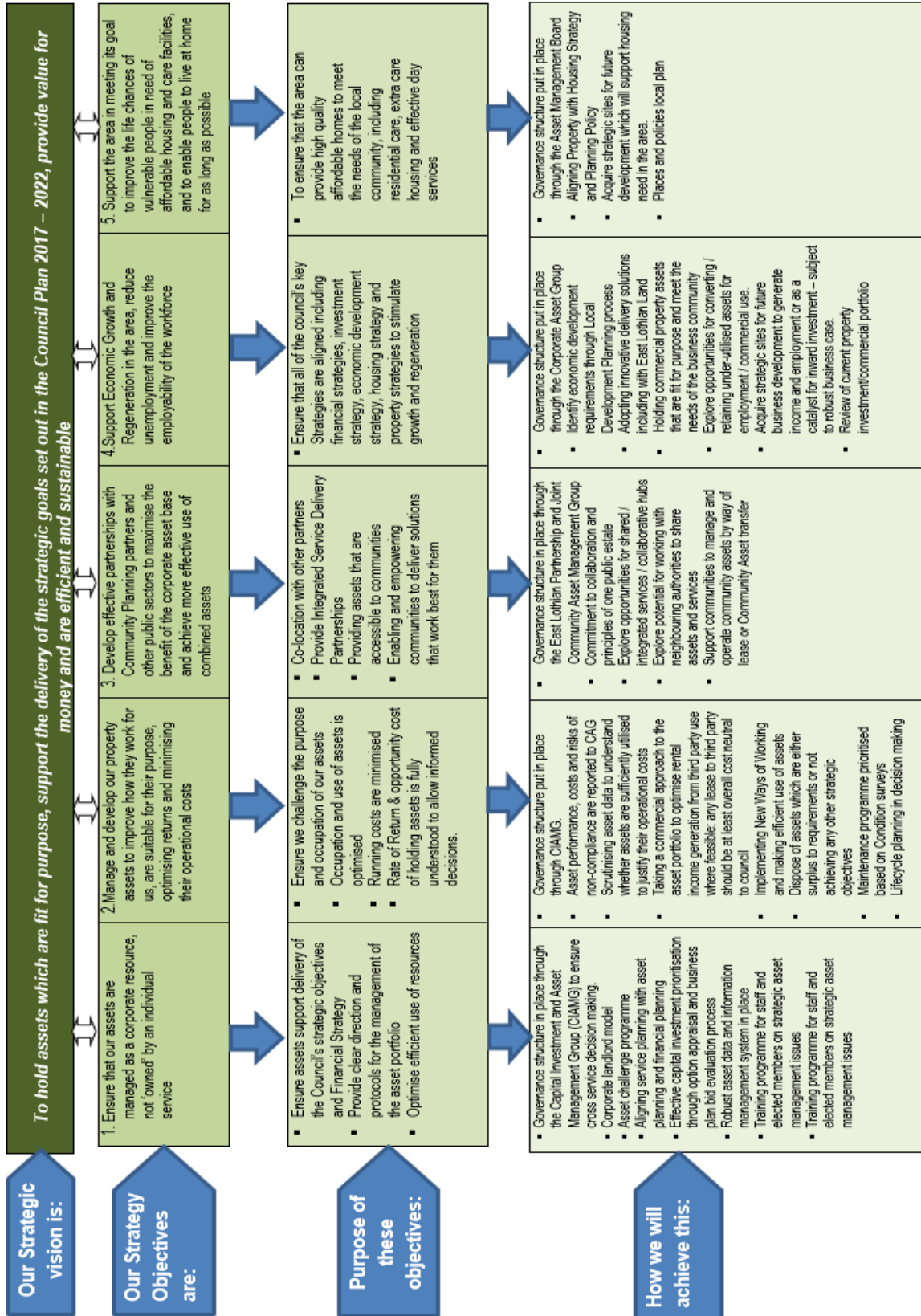
Affordable housing in North Berwick

SCHEDULE 1

TABLE AND FLOWCHART SUMMARISING OUR PROPERTY ASSET MANAGEMENT ACTIVITY

East Lothian Council 2017

This plan summarises our Asset Management Strategy



SCHEDULE 2

Action Plan for the Council Asset Strategy and Management Plan 2018 – 2020

Number	Action	Responsibility	Date
1	Review Governance Structure for asset management and improve reporting and accountability to Elected Members	CAG	by June 2019
2	Review Service structures to review responsibilities for Strategic and Operational Asset Management and their alignment with Capital Plan delivery	Corporate SACPM	by June 2019
4	Prepare Capital Strategy	Corporate Finance	by end 2018
5	Formalise Corporate Landlord protocol and provide training to Service Managers to embed culture and ensure all senior staff are clear on the Council's arrangements for asset management and the limits to their delegated responsibility	CIAMG	By June 2019
6	Prepare annual report to Corporate Asset Group on property asset performance	Service Managers – SACPM and Engineering Services	By end 2019
7	Implement Performance Management Framework setting out reporting responsibilities for performance data.	Service Managers – SACPM and Engineering Services	by end 2019
8	Review Benchmarking data to include indicators for Planned and Reactive maintenance expenditure to demonstrate relationship between Planned Lifecycle investment and requirement for Reactive maintenance and associated risks to asset availability.	Service Managers – SACPM and Engineering Services	by end 2019
9	Ensure all assets are correctly recorded on Asset Management system	Service Managers – SACPM and Engineering Services	by end 2018
10	Undertake review of current asset management systems to identify options, resources and costs for holding key asset data in a holistic, accessible manner, including GIS mapping and better use of mobile technology.	SACPM, Estates Team Manager, Engineering Services Manager	by end 2019
11	Review and prepare new assessment for Schools' Suitability Assessment	SACPM, Education	By September 2019
12	Update Property Asset Management Plan	SACPM, Estates Team Manager,	By September 2019
13	Update Schools Estate Asset Management Plan	Service Manager: SACPM /Education	by June 2019

14	Complete Housing Asset Management Plan	Housing Manager	by end 2019
15	Complete review of Day Centre provision for older people	Integration Joint Board, SACPM	by end 2019
16	Complete review of model of care for older persons to inform requirements for residential care and extra care housing	IJB / Housing	by end 2019
17	Review role of East Lothian and Local Area Partnerships to ensure alignment of asset related activity and decision-making.	CAG / Communities / SACPM	by June 2019

Shedule 3 Asset Challenge Flowchart



APPENDIX 1

Schedule of Operational Assets - 270

Service	Total assets
<ul style="list-style-type: none"> • Offices • Multi-use facility – Penston House -Contact Centre /Offices /Torness Strategic Coordination Centre / Depot • Multi-use facility – Brunton Hall/Offices/area office/ Theatre and Cultural • Multi-use facility – Dunbar Road / offices/Library and Museum store/ archive store • Area office / offices Prestonpans 	3 1 1 1 1
Education <ul style="list-style-type: none"> • Primary, Nursery and Early Years centres • Secondary • Special Education facility 	35 6 1
Health and Social Care <ul style="list-style-type: none"> • Day Centres • Older Persons Residential Care • Children’s Centres 	9 3 4
Community and Leisure <ul style="list-style-type: none"> • Community Centres • Community Centres /Libraries • Community Centre/Library/ Area offices • Community Centre/Resource centre • Community Centre /Day Centre • Libraries • Library / Area offices • Library /Area office/ Museum • Library/Museum/Archive • Town House • Town House / Museum / Community Council Chamber • Museums • Community / Town Halls • Parks/Pavilions/ Bowling greens / Tennis courts • Sports centres / swimming pools 	10 1 1 1 1 6 1 1 1 1 1 2 10 79 6
Facilities <ul style="list-style-type: none"> • Cemeteries • Depots / Civic Amenity Sites • Depot/Outdoor Education facility • Outdoor residential centre • Public Conveniences • Harbours 	38 11 1 1 25 3
Sheltered Housing	4

Schedule of Non-Operational / Commercial Assets - 380

Asset	Number	Comments
Retail Units	46	
Industrial units	97	
Offices	43	
Land -Agricultural & garden ground	24	Includes Cropping Lets and Seasonal Grazing
Golf courses	5	Includes op and non-op
Allotment sites	6	
Ground leases	66	Includes Chalet Sites and substation sites
Car Parks	28	Includes op and non-op
Caravan Sites	5	
Stores	29	
Recreation	14	Includes halls, pavilions, clubhouses and bowling greens
Workshop Homes	3	
Miscellaneous	14	Includes doocots, , fixed clocks etc.

APPENDIX 2

Performance Management Indicators for property assets

ASSET TYPE	ASSET NO.	ASSET NAME	TOTAL ROOM AREA OF ASSET	CURRENT CONDITION RATING OF ASSET	CURRENT SUITABILITY RATING OF EACH ASSET	CURRENT ACCESSIBILITY STATUS OF EACH ASSET	CURRENT FIRE RISK ASSESSMENT RATING OF EACH ASSET	ENERGY EFFICIENCY OF EACH ASSET Please speak to the Energy Officer for detailed explanation and background			CAD PLANS AVAILABLE	OP/NO	ASSET TYPE	ASSET SUB TYPE 1	ASSET SUB TYPE 2
								ELECTRICITY ACTUAL kWh/m ²	GAS ACTUAL kWh/m ²	£/m ² /Annum Lighting, Power and Heating					
Community Centre	0049	Whiteraig Community Centre (part of School)	202.50	B	B	NO	MOO	42	128	£8.05	Yes	OP	COM		
Community Centre	0050	Wallyford Community Centre	897.70	B	B	NO	TOL	53	176	£11.12	Yes	OP	COM		
Community Centre	0052	North Berwick Community Centre	950.50	B	A	NO	MOO	51	166	£10.29	Yes	OP	COM		
Community Centre & Library	1053	Longdiddy Community Centre	926.20	A	A	NO	TOL	59	233	£12.32	Yes	OP	COM	LIB	
Community Centre	1116	Stoneyhill Community Centre	899.30	B	B	NO	MOO	No data	N/a	N/a	Yes	OP	COM		
Community Centre	1189	Fisherow Community Centre	?	B	TBC	NO		No data	N/a	N/a	No	OP	COM		
Community Centre & Resource Centre	1282 & 0111	Prestonpans Community & Resource Centre	1095.00	B	A	YES	?	58	170	£10.59	Yes	OP	COM	ARC	
Community Centre	1391	Elphinstone Community Centre	251.30	A	A	NO	TRIV	37	150	£8.67	Yes	OP	COM		
Community Centre	1412	Ormiston Community Centre	387.00	A	A	YES	MOO	39	94	£7.35	Yes	OP	COM		
Library & Resource Centre	1538	Port Seton Community Centre & Library	3065.60	A	A/B	NO	MOO	43	110	£7.37	Yes	OP	COM	LIB	ARC
Community Centre	1777	Pennyport Community Facility	922.70	A	A	YES	TOL	67	92	£10.06	Yes	OP	COM		
Community Centre & Library & Area Office	1900	The Bleachingfield Centre	2029.40	A	A	YES	TOL	48	84	£8.99	Yes	OP	COM	LIB	OFF
Hall	1406	Dunbar Corn Exchange	?	TBC	TBC	TBC		20	0	£2.60	No	OP	HAL		
Hall	1408	Haddington Corn Exchange	818.50	C	A	NO	MOO	35	168	£15.17	Yes	OP	HAL		
Hall	1409	Musselburgh Old Town Hall	666.70	C	A	NO	TOL	6	177	£4.88	Yes	OP	HAL		
Hall	1410	Hope Rooms	187.00	A	A	YES	TOL	175	0	£21.28	Yes	OP	HAL		
Hall	1413	Trevelyan Hall	331.00	C	B	NO	TRIV	97	0	£11.43	Yes	OP	HAL		
Hall	1414	Prestonpans Town Hall	398.10	C	A	NO	MOO	19	249	£7.98	Yes	OP	HAL		
Hall	1415	Macmerry Village Hall	311.30	C	D	NO	TRIV	71	0	£9.33	Yes	OP	HAL		
Hall	1416	Tranent Town Hall	308.70	B	C	NO	TOL	123	0	£14.87	Yes	OP	HAL		
Hall	1429	East Linton Chambers	63.00	A	A	NO	TOL	14	0	£3.29	Yes	OP	HAL		
Hall (Council Chambers)	1643	Council Chambers	65.20	B	C	NO	TOL	16	0	£3.48	Yes	OP	MIS	HAL	
Hall	1778	Gullane Recreation Hall	155.60	C	B	NO	TOL	156	0	£16.74	Yes	OP	HAL		
Miscellaneous	1139	Musselburgh Intereak Cafe	77.50	TBC	A	NO		62	0	£8.70	Yes	OP	YOU	MIS	

Community Assets – extract from Integrated Risk Matrix – Condition; Suitability; Access; Fire risk; Utilities

APPENDIX 3

Schedule of Open Space by type

Type of Open Space		Amount
Public Parks	Country Parks	192.32ha
	Town Parks*	53.03ha
	Local Parks*	102.33ha
Private Grounds		17.31ha
Amenity Greenspace*		121.68ha
Play space*		3.73ha
Sports Areas		61.54ha
Green Corridors*		10.63ha
Semi-natural Greenspace*		392.83ha
Functional Greenspace		485.40ha
Civic Space		12.72ha
Total		1,453.11ha

*Including privately owned open spaces

APPENDIX 4

Housing Stock SHQS Compliance March 2017

Total stock - number	8637*	100%
Number compliant with tolerable standard	8637	100%
Number free from serious disrepair	8636	99.99%
Number which are energy efficient	8634	99.97%
Number with modern facilities & services	8597	99.54%
Number healthy, safe & secure	8637	100%
Number exempt from SHQS	15	0.17%
Number in abeyance from SHQS	286	3.31%
Number fully meeting SHQS	8290	95.98%

* The difference between this figure and the 8,649 quoted earlier is because the eight Mid-market Rent properties owned by the Council and leased out and four non self-contained units are not included for SHQS purposes.

REPORT TO: Cabinet
MEETING DATE: 22 January 2019
BY: Depute Chief Executive (Resources and People Services)
SUBJECT: Policy on Severe Weather or Adverse Events

5

1 PURPOSE

- 1.1 To seek Cabinet approval for the new HR Policy on Severe Weather or Adverse Events replacing the current Adverse Weather Policy and Absences Outwith Employees Control.

2 RECOMMENDATIONS

- 2.1 That Cabinet approve the revised Policy with immediate effect and rescind the current Adverse Weather Policy and Absences Outwith Employees Control.

3 BACKGROUND

- 3.1 The Council Policy on Adverse Weather Policy and Absences Outwith Employees Control was implemented in November 2011.
- 3.2 Following the adverse weather known as “the Beast from the East” in February/ March 2018, the Council asked for the policy to be reviewed to reflect the circumstances of that event.
- 3.3 Accordingly a revised draft of the policy was shared with Council Management Team following a benchmarking exercise with other Councils. The revised draft of the Policy was then shared with the Joint Trades Unions at the start of November, before going out to employee consultation between 5 and 23 November 2018.
- 3.4 The feedback from the consultation exercise resulted in 43 responses. In terms of a breakdown of the responses we had 15 from Education, 10 from Council Resources, 6 from the HSCP, 5 from Development, 3 from Communities & Partnerships, 3 from Infrastructure and UNISON.

- 3.5 The feedback was very mixed in relation to equality and fairness of the policy e.g. employees feeling penalised because of where they live, versus those who attended work in February/March 2018, while those who didn't get the time back. There was also feedback on knowledge and understanding of Business Continuity Plans within elements of the workforce and some positive feedback of employees who were unable to get into work being deployed on organised community support.
- 3.6 The policy would replace the current Adverse Weather Policy and Absences Outwith Employees Control and the main changes are:
- The Policy has been expanded to take account of other adverse events in addition to weather
 - Much clearer definition of employees only travelling if they feel safe to do so. Different employees will have different experiences depending where they live, public transport, etc.
 - There was significant feedback about Business Continuity Plans, whether that be lack of knowledge of them, what should happen in weather warning situations, etc. so the policy has been strengthened to make better awareness and putting the onus on managers and individuals to ensure they are aware what should happen in adverse weather or events
 - Service areas that don't already, need to ensure they clearly identify "business critical activities" in their Business Continuity Plans
 - Advice that employees who live in more rural areas may wish to consider holding some annual leave back where this is possible to offset impact of severe weather and impacts on pay
 - To ensure consistency closure of premises will be approved by Chief Executive or their designated nominee
 - Feedback around breakdown of normal care arrangements doesn't only effect children but other caring responsibilities, this is now reflected in the policy
 - Some additional health & safety advice included re employees operating from a temporary work location
- 3.7 The Policy does not explicitly refer to the Policy or Met Office weather warning system (Red, Amber and Yellow), because these can be different for local situations, though they are explained in Appendix 1 to the policy. The whole policy is about what to do in an adverse weather or event and different employees will have different levels of confidence at all levels of weather warning. The focus is about employee safety and linking in with Business Continuity Plans and what employees should do in these circumstances.

4 POLICY IMPLICATIONS

- 4.1 This Policy will replace the current Adverse Weather Policy and Absences Outwith Employees Control.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

6.1 Financial

- 6.1.1 There are no direct financial implications from the review of this policy.

6.2 Human Resources

- 6.2.1 The policy has been subject to consultation with the Joint Trades Unions and wider employee workforce. The current policy will be replaced on Elnet.

6.3 Other - none

7 BACKGROUND PAPERS

- 7.1 Policy on Severe Weather or Adverse Events.

AUTHOR'S NAME	Paul Ritchie
DESIGNATION	HR Business Partner
CONTACT INFO	01620 827767 pritchie@eastlothian .gov.uk
DATE	24 December 2018

POLICY ON SEVERE WEATHER OR ADVERSE EVENTS

1. **INTRODUCTION**
2. **ABSENCES DUE TO SEVERE WEATHER OR ADVERSE EVENTS**
3. **SEVERE WEATHER- HEALTH AND SAFETY**
4. **STATUS OF THE POLICY**

The Policy has been subject to review and consultation and replaces the previous version dated November 2011.

The Policy applies to all employee groups.

December 2018

POLICY ON SEVERE WEATHER OR ADVERSE EVENTS

1. INTRODUCTION

- 1.1 The Council recognises that employees may periodically face difficulties attending their place of work and returning home during periods of severe weather or where there are disruptions to public transport or some other adverse event. While the Council is committed to protecting the health and safety of all our employees, it must ensure that disruption caused to its services remain minimal and that key public services are delivered where possible.
- 1.2 The purpose of this policy is to outline the responsibilities of employees for attendance at work during severe weather conditions, disruptions to public transport or some other adverse event and to define appropriate procedures.
- 1.3 It also confirms the Council's Policy with regard to other unauthorised absences which are outwith employees' control. The following list is not exhaustive but covers the following situations - absence resulting from climate and/or environmental reasons, local emergencies and disruption to travel infrastructure.

2. ABSENCES DUE TO SEVERE WEATHER OR ADVERSE EVENTS

- 2.1 All employees of the Council have a duty to make every effort to report for work on time each working day. It is however recognised that there may be occasions when weather or some other adverse event are so severe that some employees will be prevented from reporting to work or will report late and/or need to leave work early.
- 2.2 In the first instance employees should make themselves familiar with their services Business Continuity Plan which will give advice to employees on what they should do in any adverse event. Managers should ensure this information is readily available to all employees in their team(s).
- 2.3 It is essential that employees are aware of the "critical activities" listed in their service Business Continuity Plan and how these activities will be managed when severe weather and/or an unexpected event impacts on the Council area.
- 2.4 Employees should use their best endeavours to attend work if it is safe to do so. However, it is not the Council's intention that employees put themselves at unnecessary risk when trying to attend work. Employees

should use their own judgement and, if unable to attend work should contact their line manager at the earliest opportunity.

- 2.5 All employees absent or delayed must contact their Line Manager as early in the working day as possible. An employee who does not report for duty due to severe weather or some adverse event and does not work will not be paid. This absence should be recorded on the normal Special Leave Form and approved as unpaid special leave. Alternatively, those employees may, with their Line Manager's agreement, substitute accrued annual leave, TOIL and/or flexi leave (where available and applicable) for the period of absence. Employees who live in more rural areas or further away from their normal workplace may wish to consider holding back some of their annual leave for events such as adverse weather.
- 2.6 When an employee has made contact with their Line Manager and reports they have tried but cannot get to their place of work, then the line manager may where it is appropriate and subject to service needs authorise the employee to undertake agreed work for an agreed number of hours at their home (normally but not necessarily their contractual hours), this will be treated as ad hoc home working for an agreed period. The employee will be paid for the hours worked but with their Line Manager's agreement may use flexi, TOIL or annual leave where applicable/ appropriate to make up the full working day and pay. The employee should return to their normal work location as soon as their route to work and travel arrangements permit (this may be later the same day).
- 2.7 In certain exceptional circumstances an employee may work from another work location within the Council. However, the approval of the line manager must be sought before this may happen and this approval will be dependent on the availability of work and the suitability of the work location or as per agreed departmental *business continuity* plans.
- 2.8 Employees who work at nights will be expected to report for work during periods of severe weather in the same way as other employees. However, for employees required to work in the outdoors appropriate risk assessments should be carried out prior to employees being asked to do so in extreme bad weather conditions.
- 2.9 In certain exceptional emergency situations or instances of particularly severe weather the Executive Directors may seek volunteers and/or may need to redeploy employees temporarily, on a short-term basis, (i.e. up to 5 days in any one period of emergency) to other appropriate duties within the Council, commensurate with their normal role e.g. Non-emergency work may be placed on hold and resources allocated to assist with the clearing of roads and footpaths, or supporting and assisting vulnerable individuals within the community, subject to the requirements of PVG clearance and/ or appropriate risk assessments being undertaken.

- 2.10 If there is no alternative workplace available, when the Chief Executive or their designated nominee, takes the decision to close an establishment (workplace) or to instruct employees to leave early, the employee will be afforded normal contractual hour's credit (i.e. to a maximum of their normal working day).
- 2.11 An employee who has reported for work and then asks to leave early will be credited/paid for the hours they have worked. Alternatively, with their line manager's agreement, they may substitute accrued annual leave, TOIL and/or flexi leave (where available and applicable) for the balance period of absence on that working day and will receive their normal contractual pay.
- 2.12 Where the employee's absence cannot be covered by any of the alternative means detailed above, a Special Leave Form confirming the day's absence is unpaid or that the employee only worked a portion of their normal contractual working day, should be completed in the normal way. If the period of unpaid leave amounts to a number of days, the employee may request a longer period of pay deduction from Payroll. This repayment would be for a maximum period of 3 months from the date of first absence.
- 2.13 The Council expects all its employees, including those with mobility issues to make reasonable attempts to reach their place of work if it's safe to do so. However where an employee has specific mobility or other impairment which means they cannot get to work, they should contact their manager and their individual circumstances will be taken into consideration. Managers' should consider whether working from home or from another Council establishment might be approved and should consider the particular circumstances at the place of work at the time.
- 2.14 Where an employee has childcare or other caring arrangements that have broken down as a consequence of the severe weather conditions or an adverse event e.g. their child's school is closed, it is impossible to take the child/children/family member to a carer, etc. and the employee remains at home to care for their child/children/adult, their absence is unpaid special leave as per the provisions of the Special Leave Policy. Again the employee may, with their line manager's agreement, substitute accrued annual leave, TOIL and/or flexi leave (where available and applicable) for the period of absence.

3. SEVERE WEATHER - HEALTH AND SAFETY

- 3.1 If employees feel it is safe to travel they should give consideration to the following when travelling in severe weather and unusual climate or environmental conditions:

- Delaying the journey to a more suitable time, using public transport if possible or going by a potentially safer route.
 - Listening to radio reports and adjusting the journey appropriately.
 - Ensuring that a mobile phone is readily available to summon help and is fully charged.
 - Friends, relatives and work colleagues (as appropriate) are aware of their intended route and likely arrival time so that they can summon help if needed.
 - Carrying a flask of hot coffee/soup/drinks and other high energy foods.
 - Having a spade, tow rope and other equipment to help release a stuck vehicle.
 - Having a supply of warm blankets in case you are stuck in a location for an extended time.
 - Ensuring your vehicle is fully fuelled so that you can maintain the vehicle's heating in the case of an extended delay.
 - Carrying a torch, to get help if needed.
 - Carrying suitable footwear, warm clothing and overcoat for the conditions, if a breakdown occurs e.g. sturdy boots, scarf and gloves, waterproof jacket.
- 3.2 If an employee is temporarily re-deployed to a temporary work, they should ensure they sign into that workplace and that someone who is normally based in the workplace arranges a quick local induction into the premises i.e. where the welfare facilities are, muster points and fire exits.

4. STATUS OF POLICY

- 4.1 This Policy has been the subject of consultation with the recognised Trade Unions as a Council Policy and is not a collective agreement. The Council reserves the right to review, suspend or amend this Policy.

Head of Council Resources
December 2018

MET OFFICE WEATHER WARNING CLASSIFICATION

The Met Office operate a warning system based on Red/Amber and Yellow. This warning system is supplemented by Police Scotland and Scottish Government advice with regard to travel which has led to confusion and as a result of this the warning system is likely to be reviewed in due course.

The warning system from lowest level warning to highest level is detailed below:

Yellow Warning: Yellow warnings can be issued for a range of weather situations. Many are issued when it is likely that the weather will cause some low level impacts, including some disruption to travel in a few places. Many people may be able to continue with their daily routine, but there will be some that will be directly impacted and so it is important to assess if you could be affected. Other yellow warnings are issued when the weather could bring much more severe impacts to the majority of people but the certainty of those impacts occurring is much lower. It is important to read the content of yellow warnings to determine which weather situation is being covered by the yellow warning.

Amber Warning: There is an increased likelihood of impacts from severe weather, which could potentially disrupt your plans. This means there is the possibility of travel delays, road and rail closures, power cuts and the potential risk to life and property. You should think about changing your plans and taking action to protect yourself and your property. You may want to consider the impact of the weather on your family and your community and whether there is anything you need to do ahead of the severe weather to minimise the impact.

Red Warning: Dangerous weather is expected and, if you haven't already done so, you should take action now to keep yourself and others safe from the impact of the severe weather. It is very likely that there will be a risk to life, with substantial disruption to travel, energy supplies and possibly widespread damage to property and infrastructure. You should avoid travelling, where possible, and follow the advice of the emergency services and local authorities

REPORT TO: Cabinet

MEETING DATE: 22 January 2019

BY: Depute Chief Executive (Resources & People Services)

SUBJECT: Budget Development 2019

6

1. PURPOSE

- 1.1 To present to Cabinet an update on matters affecting development of budgets including the draft budget proposals prepared on behalf of the Administration.

2. RECOMMENDATIONS

- 2.1 Cabinet is asked to approve the draft budget proposals as contained within the report appendices noting the intention of the Council Leader to invite further discussion with other political groups via Group Leaders between now and the formal budget setting meeting of Council on 12 February.
- 2.2 To request that any formal amendments to the draft proposals be submitted in accordance with the timeline agreed by Council on 11 December 2018.

3. BACKGROUND

- 3.1 At meetings of the Council held on 30 October and 11 December 2018, information was provided in relation to likely forward financial prospects and the 5 year Financial Strategy incorporating the new Capital Strategy was formally approved.
- 3.2 A new framework governing development of budgets was also approved that would require the Administration to bring forward to Cabinet a balanced draft budget proposal reflecting the most up to date information on the Local Government Finance Settlement.
- 3.3 In November, the Council launched a public budget consultation process for General Services that formally closed on 24 December 2018. The process consisted of a combination of two Focus Groups which focussed on 'Appetite for Change / Doing things Differently' and was supported by an online survey together which generated feedback from around 450 individuals. A summary review of the consultation findings is attached as **Appendix 1** to this report. A

more comprehensive analysis and review has been prepared and has been lodged in the Members Library Service.

- 3.4 In accordance with normal practice, a statutory consultation with rent payers has recently been undertaken by the Head of Development. The views of more than 1,200 respondents have been secured. The summary findings from the consultation process are contained within **Appendix 2** and as with the General Fund consultation, further details are available within the full report lodged in the Members Library Service.

Local Government Settlement

- 3.5 On 12 December 2018, the COSLA President received written notification from the Cabinet Secretary for Finance of the likely financial settlement it would receive from Scottish Government. The corresponding Finance Circular and **draft** individual Council settlement allocations were received from the Scottish Government on 17 December 2018. The settlement offer is based upon a set of Scottish Government Draft Budget Proposals that have yet to secure formal approval through the Scottish Parliamentary process and are therefore still subject to change. Based upon our best interpretation of the settlement offer at the time of writing, the most significant national features are as follows:

Local Government Settlement - Scotland

- One year financial settlement covering 2019/20 only;
- Cash year on year increase in revenue budget (including Revenue Support Grant and Specific Grants) of £163 million;
- Settlement incorporates additional funding for new policy obligations amounting to £400 million;
 - £234 million Early Learning & Childcare 1140 hours
 - £120 million investment in Integration
 - £30 million FPNC under 65's
 - £10 million Carers Act
 - £3 million implementation of Barclay review
 - £3 million access to Free Sanitary Products in Public Places
- Overall cash reduction to core Revenue Budget of £237 million (2.4%)
- The settlement offer does not specify any sanctions for non-conformance but still incorporates a number of expectations and requirement to:
 - Maintain Pupil Teacher Ratio at a national level,
 - Secure places for all Probationer Teachers who require one,

- Restrict any increase on Council Tax to a maximum of 3%.
- In terms of capital, the previous reduction in capital funding of £150m applied in 2016/17 has now been reinstated. An additional £25 million specific grant funding for the delivery of Early Years (1140 hours) has been included as well as an additional £50 million to support Town Centre to stimulate regeneration and sustainability of town centres, the distribution of which is still to be agreed.

Local Government Settlement East Lothian Council

- Provisional estimated reduction in Revenue Support Grant of £1.917m. (1.2%) This reduction includes the additional funding which we have received for new obligations of £2.3m, including Health & Social Care (£2.0m) and additional funding to support the Carers Act (£0.2m), all of which come with increased investment obligations. Taking this into account, the core revenue funding has been reduced by £4.2 million (2.5%).
- Increase in specific grants of £5.476m, most of which relates to previously announced (May 2018) funding in relation to the delivery of 1140 hours.
- Given the wider uncertainty around the local government settlement including; one year financial settlement, greater fiscal flexibility of Scottish Government, wider economic environment particularly in relation to the UK's withdrawal from the EU and national political uncertainty around support for the Scottish Budget; officers have retained the working assumption in relation to Revenue Support Grant funding to reflect 'flat cash' for years 2 and 3.
- Despite pay negotiations for 2018/19 still on-going, pay assumptions reflecting the current 'offer', which if implemented would include the period until 2020/21, has been reflected within the 3 year budget. A further 2% has been reflected for all pay bargaining groups in 2021/22.
- Taking all of this into consideration, the Council faces an estimated funding gap across the next 3 financial years of £7.9m in 2019/20, rising to £12.0m in 2021/22.
- In terms of capital, the overall capital grant remains broadly in line with planning assumptions although some grant funding has been provided re-profiled to reflect expenditure plans relating to Flooding programmes.

DRAFT Administration Budget Proposals

- 3.6 Draft revenue and capital budget proposals for both General Services and the Housing Revenue Account have been prepared on behalf of the Administration and are attached within **Appendix 3** (General Services Revenue), **Appendix 4** (General Services Capital) and **Appendix 5** (Housing Revenue Account – Revenue and Capital).
- 3.7 It is important to note that because the Scottish Government's draft national budget will not be finalised until 21 February 2019, there is still a possibility that the settlement offer made to Local Government could change. Reflecting upon the same process last year, national political negotiation and intervention resulted in a positive financial adjustment to the initially proposed grant

settlement offer. Once again, there has been some speculation that something similar may occur for 2019-20 and in preparing their draft proposals, the Administration has built in additional anticipated grant support on a similar scale to that received at the same stage last year. Should the final level of grant support become known between now and the formal budget setting meeting in February, it may be necessary to review some of the specific proposals identified within the Administration Draft Budgets. It should also be noted that despite best efforts, the relatively late notification and subsequent clarification of the settlement offer have meant that it has not yet been possible for the Administration to bring forward a balanced budget for all 3 years. Certain proposals built into the proposed General Services Draft Budget are more general and still require further review and potentially moderation before they could be presented to Council as part of a formal budget proposal.

Next Steps – Budget Amendment Process

3.8 Subject to approval of the draft Administration budget proposals within this report by Cabinet, the framework to manage any budget amendments which may arise between approval and Council budget setting meeting on 12 February was agreed by Council in December and as a reminder is set out below:

- An amendment must be presented to Council in the form of an alternative budget proposal. The amendment must be deemed competent, both in its ability to be delivered as well as ensuring that it can still deliver a balanced budget.
- Political Group Leaders should during this period work with Finance around any suggested budget changes which may be reflected within any final proposed amendments, with any final amendments to be considered by Council to be submitted through Group Leaders to the Chief Financial Officer (delegated to the Service Manager, Business Finance) no later than **Friday 1 February 2019**.

4. POLICY IMPLICATIONS

4.1 The Draft proposals have been prepared in accordance with the new Financial Strategy approved by Council on 11 December 2018.

4.2 There are no direct policy implications associated with approval of these draft budget proposals but clearly should they be supported by Council in February, individual elements within the proposals may lead to policy changes.

5. INTEGRATED IMPACT ASSESSMENT

5.1 The subjects contained within this report are currently being progressed through the Integrated Impact Assessment process.

6. RESOURCE IMPLICATIONS

- 6.1 Financial – the proposals contained within this report have been prepared within the context of the Council’s approved Financial Strategy. Although potentially the proposals will have significant financial implications, given this report simply seeks to secure approval of a set of draft budget proposals on behalf of the Administration, there are currently no direct financial implications arising.
- 6.2 Personnel - none at this stage
- 6.3 Other – none at this stage

7. BACKGROUND PAPERS

- 7.1 Financial Prospects 2019/20 and beyond – Report to Council 30 October 2018
- 7.2 Council Financial Strategy 2019-24 – Report to Council 11 December 2018
- 7.3 Public Budget Consultation – General Services – Members Library Service
- 7.4 Public Budget Consultation – Rent Consultation – Members Library Service
- 7.5 SPICE Briefing on Local Government Finance, Draft Budget 2019-20 and provisional allocations to local authorities can be found per the attached link.

<https://sp-bpr-en-prod-cdnep.azureedge.net/published/2018/12/19/Local-Government-Finance--Budget-2019-20-and-provisional-allocations-to-local-authorities/SB%2018-90.pdf>

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DATE	17 January 2019

Appendix 1 - Summary of Analysis of General Services Budget Consultation Exercises: December 2018

1. Background

- 1.1 The Council ran an online budget consultation on the 2019/20 budget during December 2018.
- 1.2 We received a total of 458 responses (compared to 920 in 2017).
- 1.3 We asked respondents to list their top 7 priority services. Last year we asked for the top 5 priorities so the composite rank totals are higher this year, but the ranking of the services is almost identical (see **Annexe 1**). The top five priority services are:
 1. School & early years (4.70)
 2. Services to protect children from harm and support families (3.48)
 3. Support for vulnerable adults (3.23)
 4. Maintenance of roads, pavements and lighting (2.98)
 5. Waste and recycling services (2.82)
- 1.4 We asked respondents to score 7 hard choice savings from least to most acceptable on a scale of 1-6. The 7 choices have been given a 'mean' score – total score given to each divided by the number of people who responded to that question.
- 1.5 As is shown in **Annexe 2** and the table below the options that received most support/ least resistance are:
 - Rationalise & review Council assets / office provision
 - Introduce charges for uplifts for disposal of bulky items.
- 1.6 The options which are most resisted / received least support are:
 - Commercialisation of Outdoor Learning
 - Charging for garden waste collection.

‘Hard choices’ ranking and scoring

	Option	Mean score	% Total 6, 5 & 4	% Total 1, 2 & 3	No answer
1	Rationalise & review Council assets / office provision	5.26	74%	17.49%	8.52%
2	Introduce charges for uplifts for disposal of bulky items	4.0	58.73%	35.15%	6.11%
3	Reduce the frequency of uplifting garden Waste to a monthly collection	3.97	58.95%	36.68%	4.37%
4	Removal of Taxi Card scheme	3.58	46.95%	43.23%	9.83%
5	(Cut) grant support to local businesses	3.49	45.41%	44.13%	10.26%
6	Commercialisation of Outdoor Learning	3.12	40.17%	50.22%	9.61%
7	Charge for garden waste collection	2.82	31.88%	57.64%	10.48%

- 1.7 Where we can make a comparison with last year’s survey the options received slightly lower levels of support.
- 1.8 The Courier led with a story about the garden waste charge option and I expect that will have fired up some opponents of this proposal, which will have had some impact on the responses.
- 1.9 It is clear from many of the comments made by respondents that there is some confusion around what is meant by ‘commercialisation of Outdoor Learning’ with many people suggesting this covered lessons on environmental issues rather than the provision of services provided by the outdoor learning service.
- 1.10 Finally, we asked about support for higher levels of Council Tax (see **Annexe 3**).
- 55.24% of respondents said they would be prepared to support a 5% increase (59.8% in 2017) and 43.45% (38.5% in 2017) said they would not support a 5% increase
 - Only 17.25% said they would support a 10% increase (20.2% in 2017).

ANNEXE 1: Prioritisation of Services (458 responses)

	Top Priority	2018 Composite Rank (Top 7)	2017 Composite Rank (Top 5)
Schools & Early Years	46.51%	4.70	3.40
Services to protect children from harm and to support families	12.23%	3.49	2.22
Support for vulnerable adults, including frail / elderly people to allow them to remain in their own home	6.77%	3.24	1.80
Maintenance of roads, pavement and lighting	8.95%	2.97	1.52
Waste and recycling services	6.99%	2.82	1.12
Homelessness Services	3.93%	1.51	0.87
Street Cleaning	1.53%	1.48	N/A
Maintenance of parks, gardens and open spaces	1.75%	1.31	0.64
Libraries	3.93%	1.29	0.60
Community centres / village halls	1.97%	1.23	0.64
Swimming pools / leisure centres	0.44%	1.16	0.64
Support for business and economic growth	1.53%	0.84	0.50
Subsidised public transport	1.09%	0.69	0.37
Arts/ cultural activities and events	0.22%	0.35	N/A
Museums/ heritage activities and events	0.22%	0.29	N/A
Museums / Arts / cultural activities / heritage activities and events	N/A	N/A	0.23

ANNEXE 2: Hard Choices Options Scoring (458 responses)

	1 = Least accept able	2	3	4	5	6 = Most accept able	No ans wer	Mea n Sco re
1. Rationalise & review Council assets / office provision	4.59% 21	5.48 % 25	7.42 % 34	12.4 5% 57	14.1 9% 65	47.36% 217	8.52 % 39	5.26
2a. Reduce the frequency of uplifting garden waste to a monthly collection	14.19% 65	10.7 0% 49	11.7 9% 54	13.1 0% 60	18.1 2% 83	27.73% 127	4.37 % 20	3.97
2b. Charge for providing the garden waste service	31.44% 144	14.8 5% 68	11.3 5% 52	11.3 5% 52	10.9 2% 50	9.61% 44	10.4 8% 48	2.82
3. Grant support to local businesses	11.14% 51	14.6 5% 68	18.3 4% 84	20.5 2% 94	13.3 2% 61	11.57% 53	10.2 6% 47	3.40
4. Commercialisation of Outdoor Learning	23.58% 108	12.2 3% 56	14.4 1% 66	19.4 3% 89	11.3 5% 52	9.39% 43	9.61 % 44	3.12
5. Removal of Taxi Card Scheme	13.97% 64	14.1 9% 65	15.0 7% 69	16.1 6% 74	13.7 6% 63	17.03% 78	9.83 % 45	3.58
6. Introduce charging for uplifts for disposal of bulky items	12.66% 58	11.1 4% 51	11.3 5% 52	14.1 9% 65	16.8 1% 77	27.73% 127	6.11 % 28	4.00

ANNEXE 3: Council Tax Increase Options (458 responses)

	2018	2017	2018	2017
	Prepared to support up to 5% increase	Prepared to support up to 5% increase	Prepared to support up to 10% increase	Prepared to support up to 10% increase
Agree	55.24% (253)	59.8% (550)	17.25% (79)	20.2% (186)
Disagree	43.45% (199)	38.5% (354)	81.66% (374)	77% (708)
No answer	1.31% (6)	1.7% (16)	1.09% (5)	2.8% (26)

Paolo Vestri
Service Manager – Corporate Policy & Improvement

Appendix 2 – Summary of HRA Rent Budget Consultation

1 PURPOSE

- 1.1 To outline the results of the consultation exercise on the proposals to increase the Council House Rents in 2019/20.
- 1.2 To outline the key aspects of the consultation process.

2 RECOMMENDATIONS

- 2.1 Council is asked to note the results of the consultation exercise.
- 2.2 Council is asked to note the consultation process and that this will be further improved and consolidated on in future years.

3 BACKGROUND

- 3.1 The Council has a statutory obligation under the Housing (Scotland) Act 2001 to consult with all tenants when making any proposals to increase rents. In doing so the Council must:
 - consult all tenants affected by the proposal, and
 - have regard to the views expressed during the consultation exercise.

Consultation Approach

- 3.2 With the continued aim of improving on the approach to consulting on rent proposals adopted in previous years, the Council undertook to continue to work with and agree a robust approach in conjunction with East Lothian Tenants & Residents Panel (ELTRP).
- 3.3 The longstanding Project Group comprising of Council staff from Community Housing, Revenues and Finance, the Cabinet Spokesperson for Housing, as well as members of ELTRP reconvened in September 2018 to discuss and agree the approach for the consultation on the 2019/20 proposed increase.
- 3.4 **The Project Group:**
 - designed, agreed and implemented the consultation approach for the rent proposals, which gave tenants the opportunity to complete a consultation questionnaire to give their views on the rent consultation and proposed rent increase. It was agreed that tenants would also have the opportunity to complete their questionnaire online. They could comment in other ways too i.e. via free phone, email or by writing in.

- designed a customer friendly consultation letter, which included key information to tenants on what their rent pays for and also on a proposal to consider a potential rent increase of 5% and:
 - agreed the timeline for the consultation.
- 3.5 All of the above measures continue to build upon similar successful exercises over the last few years.

Consultation Outcome

- 3.6 The vast majority of the feedback was received through the questionnaire, 5 of which were completed online, a reduction from the previous year when 11 were received.
- 3.7 A total of 1,262 completed questionnaires (including 3 responses from local Tenants and Residents Associations) were received. This represents a return rate of 14.74% of all letters issued (compared to a 12% return rate last year). ELTRP also responded by providing a written report with their feedback.
- 3.8 The results of all the feedback received from tenants who completed the consultation questionnaire are shown below.
- 95% of those who responded were happy with the level of consultation and information they get about the annual rent increase (95% in previous year)
 - 92% said that they think the rent they pay is good value for money (91% in previous year)
 - 78% said they think the Council are proposing a fair increase of 5% (79% in previous year)
 - 95% agree with the Council's commitment to build new houses to help address the housing shortage in East Lothian (94% in previous year)
 - 98% agree that the Council should continue to modernise its existing stock (e.g. new kitchens/bathrooms/rewiring/improving energy efficiency/major structural work) (same percentage as previous year).
- 3.9 We asked tenants a slightly different question this year about if they agree that their rent should pay for delivering the housing service to tenants and 98% agreed.

We also gave tenants the opportunity to tell us what they would like us to do more of and what we can do better. Over 400 comments were received which consisted of general comments as well as suggestions about services. The top three areas which comments related to were repairs, modernisation and rent issues.

- 3.10 East Lothian Tenants and Residents Panel made a written response to the consultation after holding a consultation event in December 2018 to inform ELC tenants and gather additional views regarding the potential rent increase.
- 3.11 ELTRP reported that the majority of attendees have already returned their questionnaire and as a result there was very limited additional feedback during the consultation session.
- 3.12 A number of suggestions were made for future improvements to the consultation process and these will be considered and worked through with the project group.
- 3.13 A summary of all the responses received from tenants who completed the questionnaire is shown in Appendix 1.

4 POLICY IMPLICATIONS

- 4.1 The improved consultation process underlines the Council's commitment to its Tenant Participation Strategy.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report has been through the Integrated Impact Assessment process. Those tenants who may experience financial difficulty as a result of the proposed increase have been signposted to the Council's Benefits and Welfare Rights teams.

Douglas Proudfoot - Head of Development

James Coutts – Service Manager Community Housing & Homelessness

Budget 2019-2022	2019/20 Budget			2020/21 Budget			2021/22 Budget		
	2018/19 Base Budget £'000	Changes £'000	Total Budget £'000	2019/20 Base Budget £'000	Changes £'000	Total Budget £'000	2020/21 Base Budget £'000	Changes £'000	Total Budget £'000
CORPORATE INCOME									
Revenue Support Grant	(169,285)	(1,083)	(170,368)	(170,368)	-	(170,368)	(170,368)	-	(170,368)
National Non-domestic Rates Grant									
Specific Grants	(3,927)	(5,476)	(9,403)	(9,403)	(4,455)	(13,858)	(13,858)	265	(13,593)
Council Tax	(56,690)	(2,596)	(59,286)	(59,286)	(4,416)	(63,702)	(63,702)	(4,708)	(68,410)
Social Care Fund	(6,240)	-	(6,240)	(6,240)	-	(6,240)	(6,240)	-	(6,240)
Renewable Energy/Loan Interest	(71)	-	(71)	(71)	-	(71)	(71)	-	(71)
Transfer to/(from) Reserves	(2,140)	(860)	(3,000)	(3,000)	3,000	-	-	-	-
Transfer to/(from) HRA Surpluses	-	-	-	-	-	-	-	-	-
EXPENDITURE LIMIT	(238,353)	(10,015)	(248,368)	(248,368)	(5,871)	(254,239)	(254,239)	(4,443)	(258,682)
LESS CORPORATE COMMITMENTS									
Valuation Board Requisition	636	-	636	636	(6)	630	630	-	630
Council Tax Reduction Scheme	5,000	100	5,100	5,100	-	5,100	5,100	-	5,100
Asset Management	(4,345)	-	(4,345)	(4,345)	-	(4,345)	(4,345)	-	(4,345)
Debt Charges	19,711	264	19,975	19,975	721	20,696	20,696	1,388	22,084
Transformational Change Programme / New ways of working	(255)	(345)	(600)	(600)	(547)	(1,147)	(1,147)	(650)	(1,797)
Staffing / Vacancy Management / Senior Management Review	-	-	-	-	(231)	(231)	(231)	-	(231)
Pension Deficit	503	-	503	503	-	503	503	-	503
External Audit	312	15	327	327	-	327	327	-	327
Criminal Justice Social Work Funding	1,129	-	1,129	1,129	-	1,129	1,129	-	1,129
Apprenticeship Levy	508	23	531	531	17	548	548	17	565
Housing Benefit Loss/Discretionary Payments	1,380	-	1,380	1,380	-	1,380	1,380	-	1,380
	24,579	57	24,636	24,636	(46)	24,590	24,590	755	25,345
FUNDING FOR COUNCIL SERVICES	(213,774)	(9,958)	(223,732)	(223,732)	(5,917)	(229,649)	(229,649)	(3,688)	(233,337)
SERVICE PLANNED EXPENDITURE									
Resources & People Services									
Education									
Pre-school Education & Childcare	7,209	4,608	11,817	11,817	4,479	16,296	16,296	1,318	17,614
Additional Support for Learning	7,789	175	7,964	7,964	109	8,073	8,073	24	8,097
Schools - Primary	36,850	1,241	38,091	38,091	1,698	39,789	39,789	513	40,302
Schools - Secondary	39,118	1,318	40,436	40,436	1,728	42,164	42,164	988	43,152
Schools Support Services	3,547	(33)	3,514	3,514	60	3,574	3,574	75	3,649
Education total	94,513	7,309	101,822	101,822	8,074	109,896	109,896	2,918	112,814
Council Resources									
Financial Services	1,650	23	1,673	1,673	54	1,727	1,727	39	1,766
Revenues & Benefits	1,923	(128)	1,795	1,795	70	1,865	1,865	51	1,916
IT Services	2,012	111	2,123	2,123	51	2,174	2,174	48	2,222
Legal & Procurement	539	7	546	546	16	562	562	12	574
Human Resources & Payroll	1,506	(218)	1,288	1,288	37	1,325	1,325	27	1,352
Licensing, Admin & Democratic Services	3,434	24	3,458	3,458	106	3,564	3,564	73	3,637
Council Resources total	11,065	(181)	10,884	10,884	334	11,218	11,218	250	11,468
Resources & People Services total	105,578	7,128	112,706	112,706	8,408	121,114	121,114	3,168	124,282
Health & Social Care Partnership									
Adult Wellbeing	50,720	1,722	52,442	52,442	-	52,442	52,442	-	52,442
Children's Wellbeing	13,884	672	14,556	14,556	190	14,746	14,746	139	14,885
Sub-total	64,605	2,394	66,999	66,999	190	67,189	67,189	139	67,328

Budget 2019-2022

	2019/20 Budget			2020/21 Budget			2021/22 Budget		
	2018/19 Base Budget £'000	Changes £'000	Total Budget £'000	2019/20 Base Budget £'000	Changes £'000	Total Budget £'000	2020/21 Base Budget £'000	Changes £'000	Total Budget £'000
Partnerships & Community Services									
Development									
Planning	1,116	(19)	1,097	1,097	54	1,151	1,151	39	1,190
Economic Development & Strategic Investment	1,820	(94)	1,726	1,726	2	1,728	1,728	(12)	1,716
Community Housing	1,979	4	1,983	1,983	20	2,003	2,003	15	2,018
Property Maintenance Trading Activity	(763)	(50)	(813)	(813)	(50)	(863)	(863)	-	(863)
Development total	4,151	(159)	3,992	3,992	26	4,018	4,018	42	4,060
Infrastructure									
Facility Support Services	3,362	168	3,530	3,530	81	3,611	3,611	80	3,691
Facility Trading Activity	(205)	(16)	(221)	(221)	(16)	(237)	(237)	-	(237)
Landscape & Countryside Management	5,458	(68)	5,390	5,390	121	5,511	5,511	101	5,612
Asset Planning & Engineering	2,346	164	2,510	2,510	106	2,616	2,616	82	2,698
Roads Network & Flood Protection	4,428	141	4,569	4,569	83	4,652	4,652	67	4,719
Roads Trading Activity	(763)	35	(728)	(728)	28	(700)	(700)	35	(665)
Transportation	1,163	(43)	1,120	1,120	23	1,143	1,143	18	1,161
Waste Services	7,309	226	7,535	7,535	229	7,764	7,764	157	7,921
Healthy Living	3,429	(84)	3,345	3,345	42	3,387	3,387	37	3,424
Infrastructure total	26,527	523	27,050	27,050	697	27,747	27,747	577	28,324
Communities & Partnerships									
Corporate Policy & Improvement	996	123	1,119	1,119	26	1,145	1,145	19	1,164
Community & Area Partnerships	7,799	(80)	7,719	7,719	(56)	7,663	7,663	91	7,754
Arts Development	689	2	691	691	15	706	706	11	717
Customer Services Group	3,429	27	3,456	3,456	102	3,558	3,558	73	3,631
Communities & Partnerships total	12,913	72	12,985	12,985	87	13,072	13,072	194	13,266
Partnerships & Community Services total	43,591	436	44,027	44,027	810	44,837	44,837	813	45,650
TOTAL SERVICE EXPENDITURE	213,774	9,958	223,732	223,732	9,408	233,140	233,140	4,120	237,260
Budget Deficit/(Surplus)	(0)	-	(0)	(0)	3,491	3,491	3,491	432	3,923
Funding (Surplus) / Shortfall			(0)			3,491			3,923
Band D Council Tax									
% increase / (decrease) in Band D			3.0%			5.0%			5.0%

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
CORPORATE INCOME									
Revenue Support Grant (RSG)/Non Domestic Rates (NDR)									
Assumed General Change in RSG/NDR	1,917	-	1,917	-	-	-	-	-	-
Change in RSG awarded by Scottish Government	-	(3,000)	(3,000)	-	-	-	-	-	-
Additional investment from SG Settlement									
Revenue Support Grant (RSG)/Non Domestic Rates (NDR) total	1,917	(3,000)	(1,083)	-	-	-	-	-	-
Specific Grants									
Specific Grants received from Scottish Government									
1140 Hours	(5,451)	-	(5,451)	(4,455)	-	(4,455)	(1,300)	-	(1,300)
Pupil Equity Fund Reduction in Specific Grant from 2021/22	(25)	-	(25)	-	-	-	1,565	-	1,565
Specific Grants total	(5,476)	-	(5,476)	(4,455)	-	(4,455)	265	-	265
Council Tax									
Total change in number of chargeable properties	(2,596)	-	(2,596)	(4,416)	-	(4,416)	(4,708)	-	(4,708)
Incorporating additional properties and increase in Council Tax by 3% per annum									
Council Tax total	(2,596)	-	(2,596)	(4,416)	-	(4,416)	(4,708)	-	(4,708)
Transfer to/(from) Reserves									
General Fund Balances	(860)	-	(860)	3,000	-	3,000	-	-	-
Use of Planned Reserves									
Transfer to/(from) Reserves total	(860)	-	(860)	3,000	-	3,000	-	-	-
CORPORATE COMMITMENTS									
Valuation Joint Board									
Expected reduction in requisition from Lothian Joint Board	-	-	-	(6)	-	(6)	-	-	-
Valuation Joint Board total	-	-	-	(6)	-	(6)	-	-	-
Council Tax Reduction Scheme									
Total scheme funding	100	-	100	-	-	-	-	-	-
Ongoing Costs	100	-	100	-	-	-	-	-	-
Staffing / Vacancy Management / Senior Management Review									
Review of Senior Management	-	-	-	-	(231)	(231)	-	-	-
Staffing / Vacancy Management / Senior Management Review total	-	-	-	-	(231)	(231)	-	-	-
Transformational Change									
Efficiencies generated through a programme of transformational change / new ways of working & exploring further options for partnership working	255	(600)	(345)	-	(347)	(347)	-	(400)	(400)
Income Generation / Commercialisation	-	-	-	-	(200)	(200)	-	(250)	(250)
Exploring new opportunities for the Council to generate new income and maximise existing income and explore more opportunities for the Council to become more commercial									
Transformational Change total	255	(600)	(345)	-	(547)	(547)	-	(650)	(650)
Debt Charges									

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/In creased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/In creased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/In creased Income £000	Total Change £000
Interest and Principal repayments Reflecting the annual cost of historic and new capital projects	264	-	264	721	-	721	1,388	-	1,388
Debt Charges total	264	-	264	721	-	721	1,388	-	1,388
External Audit			-			-			-
Change in external audit requirements	15	-	15	-	-	-	-	-	-
External Audit total	15	-	15	-	-	-	-	-	-
Apprenticeship Levy									
Increase linked to assumed pay increases	23	-	23	17	-	17	17	-	17
Apprenticeship Levy total	23	-	23	17	-	17	17	-	17
SERVICE PLANNED EXPENDITURE									
RESOURCES AND PEOPLE SERVICES									
Pre-School Education & Childcare									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	24	-	24	21	-	21	15	-	15
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(10)	(10)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(5)	(5)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(6)	(6)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	4	-	4	3	-	3	3	-	3
Review of Nursery Staffing Provision <i>Review of wider nursery staffing provision</i>	-	(350)	(350)	-	-	-	-	-	-
1140 Hours <i>1140 Hours</i>	5,451	-	5,451	4,455	-	4,455	1,300	-	1,300
Pre-school provision <i>Review the provision of pre-school provision</i>	-	(500)	(500)	-	-	-	-	-	-
Pre-School Education & Childcare total	5,479	(871)	4,608	4,479	-	4,479	1,318	-	1,318
Additional Support for Learning									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	32	-	32	29	-	29	20	-	20
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(8)	(8)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(4)	(4)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(1)	(1)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	6	-	6	5	-	5	4	-	4
ASL Provision - Meadowpark	150	-	150	75	-	75	-	-	-

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
<i>Revenue costs associated with capital redurbishment at Meadownpark</i>									
Additional Support for Learning total	188	(13)	175	109	-	109	24	-	24
Schools - Primary									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	990	-	990	879	-	879	624	-	624
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(300)	(300)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(10)	(10)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(76)	(76)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	202	-	202	143	-	143	137	-	137
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	42	-	42	51	-	51	52	-	52
Facility Services Charges <i>Increases in Facilities Charges in line with salary increases</i> <i>Effect of increase in Scottish Living Wage to £8.93</i>	61	-	61	46	-	46	45	-	45
Waste Recharges <i>Increase in Waste Recharges</i>	7	-	7	7	-	7	7	-	7
Increase in Electricity Charges <i>Increase in Electricity Charges</i>	-	-	-	14	-	14	14	-	14
Increase in Gas Charges <i>Increase in Gas Charges</i>	12	-	12	11	-	11	11	-	11
Additional Support to Schools <i>Review provision of additional support to schools</i>	-	(40)	(40)	-	-	-	-	-	-
Primary pupil roll increase <i>Estimated financial effect of the expected increase in the Primary Roll up to 9556 by September 2021 in line with updated projections</i>	195	-	195	340	-	340	287	-	287
Reduction in PEF <i>Reduction in Pupil Equity Funding received from 17/18</i>	-	-	-	-	-	-	(1,253)	-	(1,253)
Expansion of School Estate <i>Additional revenue costs of primary school extensions and new builds</i>	158	-	158	207	-	207	589	-	589
Schools - Primary total	1,667	(426)	1,241	1,698	-	1,698	513	-	513
Schools - Secondary									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	793	-	793	711	-	711	509	-	509
Performance Factor <i>To be achieved through a range of actions including management of vacancy and /</i>	-	(225)	(225)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(10)	(10)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(30)	(30)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	142	-	142	99	-	99	97	-	97
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	31	-	31	38	-	38	1	-	1
PPP Contract <i>Increase in PPP contract charges for Education facilities</i>	150	-	150	276	-	276	284	-	284
			171						

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Increase in Electricity Charges <i>Increase in Electricity Charges</i>	-	-	-	14	-	14	14	-	14
Increase in Gas Charges <i>Increase in Gas Charges</i>	8	-	8	8	-	8	8	-	8
Waste Recharges <i>Increase in Waste Recharges</i>	3	-	3	3	-	3	3	-	3
Winter Leavers <i>Reduce the budget to reflect winter leavers</i>	-	(17)	(17)	-	-	-	-	-	-
Physical Education <i>Review the provision of PE including the utilisation of specialist</i>	-	(12)	(12)	-	-	-	-	-	-
School Based Technicians <i>Service Review of School Based Technician Services</i>	-	(16)	(16)	-	-	-	-	-	-
Secondary School Extensions <i>Additional costs relating to planned extensions to Secondary schools</i>	82	-	82	57	-	57	28	-	28
Increase in PEF <i>Increase in Pupil Equity Funding received from 17/18</i>	-	-	-	-	-	-	(312)	-	(312)
Facility Services Charges <i>Increases in Facilities Charges in line with salary increases</i>	35	-	35	22	-	22	21	-	21
Improving options in the Senior Phase across the Authority <i>Use of IT to enhance/support delivery of curriculum in the senior phase (S4-S6). Subject to changes in Scottish Government policy re teacher/pupil ratio</i>	-	-	-	-	-	-	-	(160)	(160)
Increase in school roll <i>Increase in secondary school roll up to 6476 by September 2021 in line with updated projections</i>	384	-	384	500	-	500	495	-	495
Schools - Secondary total	1,628	(310)	1,318	1,728	-	1,728	1,148	(160)	988
Schools Support Services									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	32	-	32	29	-	29	21	-	21
Performance Factor <i>To be achieved through a range of actions including management of vacancy and /</i>	-	(20)	(20)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(16)	(16)	-	-	-	-	-	-
Scholar Contract <i>Review of contract</i>	-	(12)	(12)	-	-	-	-	-	-
IT <i>TIC</i>	100	-	100	10	-	10	10	-	10
SEEMIS <i>Increase in SEEMIS costs</i>	24	-	24	15	-	15	1	-	1
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	3	-	3	1	-	1	39	-	39
Curriculum for Excellence <i>Reduce Curriculum for Excellence</i>	-	(14)	(14)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Graduate Funding <i>Removal of funding provided to support Graduates</i>	-	(100)	(100)	-	-	-	-	-	-
East Lothian Works <i>Service Review with East Lothian Works</i>	-	(33)	(33)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	6	-	6	5	-	5	4	-	4
Schools Support Services total	165	(198)	(33)	60	-	60	75	-	75

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Financial Services									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	52	-	52	47	-	47	33	-	33
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(17)	(17)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(14)	(14)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	10	-	10	7	-	7	6	-	6
Income Generation <i>Review recharge to Trusts</i>	-	(5)	(5)	-	-	-	-	-	-
Financial Services total	62	(39)	23	54	-	54	39	-	39
Revenues & Benefits									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	68	-	68	60	-	60	43	-	43
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(21)	(21)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(20)	(20)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	13	-	13	10	-	10	8	-	8
Senior Management Saving <i>Senior Management Saving</i>	-	(105)	(105)	-	-	-	-	-	-
Investment to mitigate the loss of DWP Admin Subsidy <i>Additional investment to mitigate the loss of DWP Admin Subsidy</i>	-	(60)	(60)	-	-	-	-	-	-
Revenues & Benefits total	81	(209)	(128)	70	-	70	51	-	51
Information Technology									
Increases in Pay Costs <i>Effect of assumed pay increase</i>	45	-	45	40	-	40	28	-	28
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(15)	(15)	-	-	-	-	-	-
Sale of IT equipment <i>Sale of IT equipment following IT refresh programme</i>	-	(10)	(10)	-	(10)	(10)	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(14)	(14)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	9	-	9	6	-	6	5	-	5
New IT System Costs / Support for Digital <i>Investment in IT infrastructure</i>	140	-	140	15	-	15	15	-	15
Internal Recharge <i>Increase Capital recharge to accurately reflect staff time</i>	-	(44)	(44)	-	-	-	-	-	-

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Information Technology total	194	(83)	111	61	(10)	51	48	-	48
Legal & Procurement									
Increases in Pay Costs <i>Effect of assumed pay increase</i>	16	-	16	14	-	14	10	-	10
Performance Factor <i>To be achieved through a range of actions including management of vacancy and /</i>	-	(7)	(7)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(5)	(5)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	3	-	3	2	-	2	2	-	2
Legal & Procurement total	19	(12)	7	16	-	16	12	-	12
Human Resources & Payroll									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	36	-	36	32	-	32	23	-	23
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(14)	(14)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(14)	(14)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Senior Management Saving <i>Senior Management Saving</i>	-	(130)	(130)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	7	-	7	5	-	5	4	-	4
New IT System Costs <i>Cost of implementing new HR and payroll system</i>	(100)	-	(100)	-	-	-	-	-	-
Human Resources & Payroll total	(57)	(161)	(218)	37	-	37	27	-	27
Licensing, Admin & Democratic Services									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	111	-	111	99	-	99	70	-	70
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(30)	(30)	-	-	-	-	-	-
Service Review <i>Service Review within Licensing</i>	-	(37)	(37)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019</i>	22	-	22	16	-	16	13	-	13
Vacancy Management <i>Vacancy Management</i>	-	(30)	(30)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Income <i>3% uplift on existing income</i>	-	(9)	(9)	-	(9)	(9)	-	(10)	(10)
Licensing, Admin & Democratic Services total	133	(109)	24	115	(9)	106	83	(10)	73
HEALTH & SOCIAL CARE PARTNERSHIP			174						

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Adult Wellbeing									
Criminal Justice <i>Additional Expenditure to match Offender Services funding</i>	172	-	172	-	-	-	-	-	-
Criminal Justice Social Work Funding <i>CJA Funding through Offender Services Budget from April 2018</i>	-	(172)	(172)	-	-	-	-	-	-
Additional investment - Health & Social Care <i>To deliver a wide range of priorities including; Living Wage, Sleepovers, NCHC, Non National Care Home Contract, Care at Home increases and pay award</i>	2,210	-	2,210	-	-	-	-	-	-
Integration of Health and Social Care <i>Including: review and redesign models of care; savings and efficiencies generated through joint working and shifting the balance of care</i>	-	(488)	(488)	-	-	-	-	-	-
Adult Wellbeing total	2,382	(660)	1,722	-	-	-	-	-	-
Children's Wellbeing									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	182	-	182	163	-	163	116	-	116
Performance Factor <i>To be achieved through a range of actions including management of vacancy and /</i>	-	(60)	(60)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(4)	(4)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(62)	(62)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	36	-	36	26	-	26	22	-	22
Supported Accommodation <i>Housing Support Costs</i>	37	-	37	-	-	-	-	-	-
Use of technology <i>Use video link for some external reviews</i>	-	(2)	(2)	-	-	-	-	-	-
Pre-paid cards <i>Introduction of pre-paid cards for young people</i>	-	(20)	(20)	-	-	-	-	-	-
Increase in Electricity Charges <i>Increase in Electricity Charges</i>	-	-	-	1	-	1	1	-	1
Residential Placement <i>Sell one residential placement at Lothian Villa</i>	156	-	156	-	-	-	-	-	-
Additional Investment <i>Additional investment designed to support a range of pressures including existing demographic, services pressures, investment in operational staff and the delivery of new legislative requirements</i>	409	-	409	-	-	-	-	-	-
Children's Wellbeing total	820	(148)	672	190	-	190	139	-	139
PARTNERSHIPS & COMMUNITY SERVICES									
Planning									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	52	-	52	47	-	47	33	-	33
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(19)	(19)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Vacancy Management	-	(29)	(29)	-	-	-	-	-	-

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Vacancy Management									
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	10	-	10	7	-	7	6	-	6
Archaeology Services <i>Provision of pre-application engagement and commercial focus for promoting service</i>	-	(10)	(10)	-	-	-	-	-	-
Planning Fees <i>Increase in fees</i>	-	(20)	(20)	-	-	-	-	-	-
Planning total	62	(81)	(19)	54	-	54	39	-	39
Economic Development & Strategic Investment									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	50	-	50	45	-	45	32	-	32
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(11)	(11)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(9)	(9)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Tourism Events <i>Rationalisation of financial support provided for Tourism events</i>	-	(125)	(125)	-	-	-	-	-	-
HEEPS <i>Develop in-house capacity to deliver HEEPS</i>	-	-	-	-	(50)	(50)	-	-	-
Scottish Open <i>Hosting Scottish Open</i>	50	-	50	-	-	-	(50)	-	(50)
City Deal <i>Project Office Costs</i>	43	-	43	-	-	-	-	-	-
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	1	-	1	-	-	-	-	-	-
Business Support Grant <i>Reduce Business support grant</i>	-	(100)	(100)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	10	-	10	7	-	7	6	-	6
Economic Development & Strategic Investment total	154	(248)	(94)	52	(50)	2	(12)	-	(12)
Asset Planning & Engineering									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	80	-	80	72	-	72	51	-	51
Property Maintenance Costs <i>Impact of increase in property maintenance costs</i>	61	-	61	21	-	21	21	-	21
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	16	-	16	12	-	12	9	-	9
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	10	-	10	1	-	1	1	-	1
Asset Planning & Engineering total	167	(3)	164	106	-	106	82	-	82
Property Maintenance Trading									

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Efficient Workforce Management/Property Services Service Review <i>Group savings target to be met from service redesign, strict management of vacancy staffing, agency costs and increased productivity</i>	-	(30)	(30)	-	(30)	(30)	-	-	-
Income Generation - new opportunities <i>Explore new opportunities for income maximisation</i>	-	(20)	(20)	-	(20)	(20)	-	-	-
Property Maintenance Trading total	-	(50)	(50)	-	(50)	(50)	-	-	-
Facility Support Services									
Increase in Pay Costs <i>Effect of assumed pay increase.</i>	9	-	9	8	-	8	6	-	6
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(8)	(8)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019</i>	2	-	2	1	-	1	1	-	1
Vacancy Management <i>Vacancy Management</i>		(5)	(5)			-			-
Buysmart Reviews <i>Review of Framework spend across all areas</i>		(3)	(3)			-			-
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	24	-	24	26	-	26	27	-	27
Increase in Electricity Charges <i>Increase in Electricity Charges</i>	-	-	-	17	-	17	18	-	18
Increase in Waste charges <i>Increase in Waste Charges</i>	1	-	1	2	-	2	2	-	2
Increase in Gas Charges <i>Increase in Gas Charges</i>	4	-	4	3	-	3	3	-	3
Facility Services Charges <i>Increases in Facilities Charges in line with salary increases</i>	33	-	33	24	-	24	23	-	23
Rent Increase <i>Increased annual rent for Randall House from October 2018</i>	37	-	37	-	-	-	-	-	-
Public Conveniences <i>Review of public convenience provision</i>	74	-	74	-	-	-	-	-	-
Facility Support Services total	184	(16)	168	81	-	81	80	-	80
Facility Trading									
School Meals <i>Increase in cost of school meals in year with future years subject to an annual</i>	-	(16)	(16)	-	(16)	(16)	-	-	-
Facility Trading total	-	(16)	(16)	-	(16)	(16)	-	-	-
Landscape & Countryside Management									
Increase in Pay Costs <i>Effect of assumed pay increase.</i>	138	-	138	124	-	124	88	-	88
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(45)	(45)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(5)	(5)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(46)	(46)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	26	-	26	20	-	20	16	-	16
Depot Replacement <i>Additional revenue costs relating to Depot Replacement</i>	14	-	14	-	-	-	-	-	-
			177						

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Service Review <i>Service review of Sports, Countryside, Leisure & Amenity Services</i>	-	(96)	(96)	-	-	-	-	-	-
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	2	-	2	2	-	2	2	-	2
Increase in Electricity Charges <i>Increase in Electricity Charges</i>	-	-	-	1	-	1	1	-	1
Increase in Waste charges <i>Increase in Waste Charges</i>	1	-	1	1	-	1	1	-	1
Income Generation - new opportunities <i>Explore new opportunities for income maximisation</i>	-	(20)	(20)	-	(20)	(20)	-	-	-
Income <i>3% uplift on existing income</i>	(7)	-	(7)	(7)	-	(7)	(7)	-	(7)
Commercial Income <i>Play area installation for private developers</i>	-	(30)	(30)	-	-	-	-	-	-
Landscape & Countryside Management total	174	(242)	(68)	141	(20)	121	101	-	101
Roads Network									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	55	-	55	49	-	49	35	-	35
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(16)	(16)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(12)	(12)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Income <i>3% uplift on existing income</i>	(5)	-	(5)	(5)	-	(5)	(6)	-	(6)
Electricity <i>Increased Electricity costs</i>	96	-	96	20	-	20	21	-	21
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	3	-	3	4	-	4	4	-	4
Increase in Vehicle Fuel <i>Increase in Vehicle Fuel</i>	12	-	12	7	-	7	7	-	7
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	11	-	11	8	-	8	6	-	6
Roads Network total	172	(31)	141	83	-	83	67	-	67
Roads Trading									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	46	-	46	41	-	41	29	-	29
Income Generation - new opportunities <i>Explore new opportunities for income maximisation</i>	-	(20)	(20)	-	(20)	(20)	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	9	-	9	7	-	7	6	-	6
Roads Trading total	55	(20)	35	48	(20)	28	35	-	35
Transportation									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	20	-	20	17	-	17	12	-	12
Performance Factor	-	(13)	(13)	-	-	-	-	-	-

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
<i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>									
Electricity <i>Increased Electricity costs</i>	-	-	-	1	-	1	1	-	1
Vacancy Management <i>Vacancy Management</i>	-	(7)	(7)	-	-	-	-	-	-
Increase in Vehicle Fuel <i>Increase in Vehicle Fuel</i>	6	-	6	2	-	2	3	-	3
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Council Fleet <i>Review use of Council Fleet</i>	-	(50)	(50)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	4	-	4	3	-	3	2	-	2
Transportation total	30	(73)	(43)	23	-	23	18	-	18
Waste Services									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	63	-	63	56	-	56	40	-	40
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(25)	(25)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(23)	(23)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(5)	(5)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	12	-	12	9	-	9	8	-	8
Electricity <i>Increased Electricity costs</i>	-	-	-	1	-	1	1	-	1
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	3	-	3	3	-	3	3	-	3
Increase in Vehicle Fuel <i>Increase in Vehicle Fuel</i>	51	-	51	10	-	10	10	-	10
Waste Disposal <i>Increase in tonnage and indexation costs</i>	150	-	150	150	-	150	95	-	95
Waste Services total	279	(53)	226	229	-	229	157	-	157
Healthy Living									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	23	-	23	21	-	21	15	-	15
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(11)	(11)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(8)	(8)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	5	-	5	3	-	3	3	-	3
Increase in NDR charges	3	-	3	3	-	3	3	-	3
			179						

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
<i>Increase in poundage rates from April 2017</i>									
Electricity <i>Increased Electricity costs</i>	-	-	-	4	-	4	4	-	4
FES Contract <i>Increase in FES Contract</i>	50	-	50	-	-	-	-	-	-
PPP Contract <i>Increase in PPP contract charges for Mercat Gait above assessed inflation rate</i>	7	-	7	11	-	11	12	-	12
Enjoy Contract Payments <i>Reduction in contract payment to Enjoy</i>	-	(150)	(150)	-	-	-	-	-	-
Healthy Living total	88	(172)	(84)	42	-	42	37	-	37
Community Housing									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	20	-	20	17	-	17	13	-	13
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(10)	(10)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(7)	(7)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	4	-	4	3	-	3	2	-	2
Community Housing total	24	(20)	4	20	-	20	15	-	15
Corporate Policy & Improvement									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	25	-	25	22	-	22	16	-	16
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(12)	(12)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(9)	(9)	-	-	-	-	-	-
Additional Investment <i>Investment to support Transformation and Digital agenda</i>	160	(50)	110	-	-	-	-	-	-
CRM System <i>Additional Costs of CRM System</i>	12	-	12	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Musselburgh Racecourse <i>Remove marketing payment</i>	-	(5)	(5)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	5	-	5	4	-	4	3	-	3
Corporate Policy & Improvement total	202	(79)	123	26	-	26	19	-	19
Community & Area Partnerships									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	84	-	84	77	-	77	54	-	54
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(31)	(31)	-	-	-	-	-	-
Vacancy Management	-	(31)	(31)	-	-	-	-	-	-
			180						

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/In creased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/In creased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/In creased Income £000	Total Change £000
<i>Vacancy Management</i>									
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(5)	(5)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	17	-	17	12	-	12	10	-	10
PPP Contract <i>Increase in PPP contract charges for Community Learning Centre/Musselburgh East Community Association.</i>	5	-	5	9	-	9	9	-	9
Facility Services Charges <i>Increases in Facilities Charges in line with salary increases</i>	10	-	10	7	-	7	7	-	7
New Whitecraig Community Centre <i>Additional revenue costs relating to new Community Centre</i>	40	-	40	-	-	-	-	-	-
Port Seton Community Centre Extension <i>Additional revenue costs relating to Community Centre extension</i>	23	-	23	-	-	-	-	-	-
Electricity <i>Increased Electricity costs</i>	-	-	-	4	-	4	4	-	4
Increase in Waste charges <i>Increase in Waste Charges</i>	1	-	1	1	-	1	1	-	1
Increase in Gas Charges <i>Increase in Gas Charges</i>	3	-	3	2	-	2	2	-	2
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	4	-	4	4	-	4	4	-	4
Village Halls <i>Transfer ownership of Village Halls to Community</i>	-	-	-	-	(70)	(70)	-	-	-
Service Review <i>Service review of Community Learning & Development</i>	-	(200)	(200)	-	-	-	-	-	-
Partnership Funding <i>Review and reduction of partnership funding grants</i>	-	-	-	-	(102)	(102)	-	-	-
Community & Area Partnerships total	187	(267)	(80)	116	(172)	(56)	91	-	91
Arts Development									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	14	-	14	13	-	13	9	-	9
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(7)	(7)	-	-	-	-	-	-
Vacancy Management <i>Vacancy Management</i>	-	(5)	(5)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	3	-	3	2	-	2	2	-	2
Arts Development total	17	(15)	2	15	-	15	11	-	11
Customer Services									
Increases in Pay Costs <i>Effect of assumed pay increase.</i>	94	-	94	86	-	86	60	-	60
Performance Factor <i>To be achieved through a range of actions including management of vacancy and / or service redesign etc</i>	-	(31)	(31)	-	-	-	-	-	-
Buysmart Reviews <i>Review of Framework spend across all areas</i>	-	(3)	(3)	-	-	-	-	-	-
			181						

Description	2019/20			2020/21			2021/22		
	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000	Budget Change £000	Efficiency Measures/Savings/Increased Income £000	Total Change £000
Vacancy Management <i>Vacancy Management</i>	-	(33)	(33)	-	-	-	-	-	-
Increase in LGPS Contribution Rates <i>Increase in contribution rates, 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>	19	-	19	14	-	14	11	-	11
Library Books <i>Reduce purchase of Library Books</i>	-	(20)	(20)	-	-	-	-	-	-
Increase in NDR charges <i>Increase in poundage rates from April 2018</i>	2	-	2	2	-	2	2	-	2
Electricity <i>Increased Electricity costs</i>	-	-	-	1	-	1	1	-	1
Income <i>3% uplift on existing income</i>	(3)	-	(3)	(3)	-	(3)	(3)	-	(3)
Facility Services Charges <i>Increases in Facilities Charges in line with salary increases</i>	2	-	2	2	-	2	2	-	2
Customer Services total	114	(87)	27	102	-	102	73	-	73
TOTAL	14,670	(4,712)	9,958	9,755	(347)	9,408	4,290	(170)	4,120

Appendix 4

	2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	
Aberlady Primary - extension		40	740	451	20	1,251	
Aberlady Primary - outdoor facility incl 1140	8	149	4			153	
Accelerating Growth - Enabling Infrastructure	270	3,100	10,323	12,098	11,741	39,262	
Amenties - Machinery & Equipment - replacement	104	190	185			375	
Blindwells Primary - new school	-		113	814	8,784	7,915	17,626
Brunton Hall - Improved Community Access	-		260	1,357	23	1,639	
Campie Primary - 1140	4	80	2			81	
Capital Plan Fees	1,604	1,604	1,604	1,604	1,604	8,020	
Cemeteries (Burial Grounds)	440	287	200			487	
Coastal / Flood Protection schemes - East Beach, Dunbar	220					-	
Coastal / Flood Protection schemes - Haddington	100	256	3,500	4,500	100	8,356	
Coastal / Flood Protection schemes - Musselburgh	628	613	243	807	2,138	2,402	6,203
Coastal Car Park Toilets	13	150				150	
Cockenzie Primary - hosting	-		28			28	
Community Intervention	194	200	200	200		600	
Core Path Plan	60	50	50	50		150	
Court Accommodation - incl. SPOC	64	1,554	201	3		1,758	
Cycling Walking Safer Streets	143	171	142	142	142	597	
Dunbar Grammar - extension	5,613	140				140	
Dunbar Grammar LDP - extension	-					-	
Dunbar Primary - John Muir Campus - Early Learning and 1140		83	469	840	19	1,410	
Dunbar Primary - John Muir Campus - extension	-		102	497	1,043	21	1,662
Dunbar Primary - Lochend Campus - extension	-				113	113	
East Linton Primary - extension including Early Learning and 1140	80	913	406	18	-	-	1,338
East Linton Rail Stop / Infrastructure	-			1,068	500		1,568
East Saltoun Community Hall	-			400			400
Elphinstone Primary	-				21		21
Gullane Primary - extension including Early Learning and 1140	80	100	2,111	1,414	50	-	3,675
Haddington Corn Exchange - upgrades	199	640	11				650
Haddington Infant School - upgrades	264	6					6
Haddington Town House - Refurbishment and Rewire		548	100				648
Herdman Flat	40	160					160
Inveresk Mills - upgrades	86	83	4				88
IT Programme	2,000	2,110	2,110	2,110	2,110	2,110	10,550
Includes additional Schools IT provision							-
Kings Meadow Primary - hosting	3						-
Knox Academy - extension	-				452	4,804	5,257
Law Primary - extension including Early Learning and 1140	1,151	184	1,522	941	35	-	2,682
Letham Primary - New School	230	6,775	2,383	147			9,305
Lewisvale Park Tennis Courts	-						-
Longniddry Primary - extension	-	34	170	1,900	1,405	47	3,556
Loretto Primary - 1140	2	38	1				38
Macmerry Primary - extension	-			57	863	12	931
Mains Farm Sports Pitch & Pavilion	276	429	7				436
Meadowmill - New Depot	224		1,138	17			1,155
Meadowpark Communications Provision - upgrades	293	8					8
Musselburgh Grammar - upgrades	-	283	283				566
Musselburgh Primary - 1140 upgrades	2	36	1				37
New Craighall Primary - Phase 1	-		100	503	6,130	3,439	10,172
New Craighall Primary - Phase 2	-						-
New Letham Primary - Extension	-						-
New Musselburgh Additional Secondary Education Provision	3,703	1,700	9,300	16,738	7,247	470	35,456
New ways of working Programme	13		195	200	200	200	795
North Berwick High School - Extension	130	5,489	4,372	123			9,984
Ormiston Primary - extension	15	20	1,017	510	23		1,571
Parking Improvements	325	250	250	392			892
Pencaitland Primary	-					11	11
Pinkie St Peter's Primary - extension including Early Learning and 1140	1	160	3,126	1,492	66	-	4,844
Polson Park	13	138					138
Port Seton - Community Centre Extension	202	1,048	20				1,068
Preston Lodge High School (phase 1)	-			170	1,989	1,001	3,159
Preston Lodge High School (phase 2)	-				113	57	170
Prestongrange Museum	4	100	669	316			1,085
Prestonpans Infant School - extension	533					268	268
Prestonpans Primary - upgrades	-				2	68	70
Property Renewals	1,000	1,750	1,750	1,750	1,750	1,750	8,750
School Estate - Curriculum Upgrades		330	330	330	330	330	1,650
Replacement - CRM Project (Customer Services)	225						-
Replacement Pathways Centre	-			1,046			1,046
Residential Care Homes Provision, subject to Older People Review	5					1,000	1,000
Roads	5,706	5,500	5,500	5,500	5,500	5,500	27,500

Roads - externally funded projects	1,195	267		783	1,009	2,975	5,034
Ross High School - extension	300	5,815	4,095	130			10,041
Sports and Recreation LDP	-					7,085	7,085
Sports Centres	200	200	200	200	200	200	1,000
St Gabriel's Primary - extension including Early Learning and 1140	5	58	725	10	-	-	793
Support for Business / Town Centre Regeneration	108	561	1,593	32			2,185
Synthetic pitches	181	19					19
Tranent Early Learning Centre 1140	-	262	2,233	1,445	50		3,990
Vehicles	1,348	1,850	1,850	1,850	1,350	1,350	8,250
Wallyford Primary - New School	13,140	300					300
Wallyford Primary (Phase 2) - New School	-						-
Waste - New Bins	137	150	160	155	140	120	725
Waste - Machinery & Equipment - replacement	15	40	40	40	40		160
West Barns Primary - extension including Early Learning and 1140	-	175	925	447	20	-	1,567
Whitecraig Community Centre	959	483	21				504
Whitecraig Primary - extension including Early Learning and 1140	-	324	4,778	1,790	92	-	6,985
Windygoul Primary	-				770	4,984	5,754

Total Expenditure	48,004	71,860	67,384	58,050	51,857	297,155
Total Income	-36,347	-38,232	-31,811	-39,936	-30,435	-176,761
Net Expenditure	11,657	33,629	35,573	18,114	21,422	120,394

ADMINISTRATION - HRA BUDGET PROPOSALS 2019/20-2023/24

	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	
Rent Increase	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	
BUDGET							
	£000	£000	£000	£000	£000	£000	
Income							
House Rents (Incl External Rent)	(28,384)	(30,341)	(32,568)	(34,942)	(37,418)	(39,759)	
Garage Rents	(606)	(636)	(668)	(701)	(736)	(773)	
Services/Service Charges	(577)	(642)	(674)	(706)	(739)	(775)	
Other Income	(137)	(188)	(192)	(195)	(198)	(201)	
Interest	(25)	(55)	(56)	(46)	(30)	(18)	
Total Income	(29,729)	(31,862)	(34,158)	(36,590)	(39,122)	(41,526)	
Expenditure							
Employee Costs	3,032	3,257	3,488	3,580	3,579	3,651	
Repair Costs	8,996	9,176	9,360	9,547	9,738	9,933	
Void Rents (Incl Garage Void)	711	749	793	837	884	934	
Bad Debt Provision	810	585	630	675	722	772	
Operating Payments	1,116	1,116	1,116	1,116	1,116	1,116	
Transfer Payments	584	500	500	500	500	500	
Internal Recharges	2,716	3,020	3,219	3,243	3,235	3,300	
Debt Charges	9,756	10,928	12,166	13,463	15,046	16,587	
Total Expenditure	27,721	29,331	31,272	32,961	34,820	36,793	
Management of Balances							
Opening (Surplus) / Deficit	(5,395)	(5,703)	(5,434)	(3,771)	(2,200)	(1,411)	
Capital from current revenue	1,700	2,800	4,550	5,200	5,090	4,400	
(Surplus)/ Deficit for Year	(2,008)	(2,531)	(2,886)	(3,629)	(4,302)	(4,733)	
Closing (Surplus) / Deficit	(5,703)	(5,434)	(3,771)	(2,200)	(1,411)	(1,744)	
Capital Expenditure							
Modernisation/Extensions	11,297	11,998	11,998	11,998	11,998	11,998	59,990
Council Housing	11,010	18,657	17,147	20,990	21,043	17,580	95,417
Housing Opportunities Fund	0	0	0	0	0	4,000	4,000
Fees	1,288	1,395	1,514	1,477	1,410	1,438	7,234
Mortgage to Rent	769	840	840	840	840	840	4,200
Total	24,364	32,890	31,499	35,305	35,291	35,856	170,841
Debt to Income	-32.8%	-34.3%	-35.6%	-36.8%	-38.5%	-39.9%	

ADMINISTRATION - HRA BUDGET PROPOSALS 2018-2023

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000	£000
HRA Income						
House Rents						
Rent income adjustments relating to rent increases, house building and RTB sales	(1,957)	(1,902)	(2,227)	(2,374)	(2,476)	(2,341)
<i>Changes as result of RTB sales and rent increases</i>						
Rent income from External Customers		(55)	(55)	(55)	(55)	(55)
Garage Rents						
Rent income adjustments relating to rent increases	(30)	(30)	(32)	(33)	(35)	(37)
<i>Changes as result of rent inceases</i>						
Service Charges						
Income adjustments relating to service charge adjustments	(58)	(30)	(32)	(32)	(33)	(35)
<i>Changes as result of recharge adjustments</i>						
Other Income						
Homeless Rents	(1)	(51)	(4)	(3)	(3)	(3)
Interest						
Interest on accumulated balances	26	(30)	(1)	10	16	12
<i>Internal interest received</i>						
TOTAL	(2,020)	(2,098)	(2,351)	(2,487)	(2,586)	(2,459)
HRA Expenditure						
Staffing						
General Inflation Increase	93	91	98	105	72	72
<i>Increase in line with assessed inflation rate</i>						
Increment Costs		50	52	53		
<i>Increment and NI increased costs</i>						
Increase in LGPS Contribution Rates	11	11	8	7		
<i>Increase in contribution rates from 20.4% to 20.9% from April 2018, 21.4% from April 2019 and 21.9% from April 2020</i>						
Orchard System Project Team	-	73	73	(73)	(73)	-
<i>Orchard System Review project team, incl pay award,superann and increments19/20</i>						
	104	225	231	92	(1)	72
Repairs						
General Inflation Increase	258	180	184	187	191	195
<i>Increase in line with assessed inflation rate</i>						
	258	180	184	187	191	195
Void Rents						
Rent adjustments relating to RTB sales and rent increases	33	38	44	44	47	50
<i>Changes as result of RTB sales and rent inceases</i>						
	33	38	44	44	47	50

ADMINISTRATION - HRA BUDGET PROPOSALS 2018-2023

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000	£000
Bad Debts						
Rent adjustments relating to RTB sales and rent increases <i>Changes as result of RTB sales and rent inceases</i>	55	(225)	45	45	47	50
	55	(225)	45	45	47	50
Operating Expenses						
General Inflation Increase <i>Contribution to Lothian & Borders Police for Musselburgh Police Team</i>	-	-	-	-	-	-
Grounds Maintenance work - new estates <i>Savings arising from review of insurance</i>	-	-	-	-	-	-
Low cost home ownership <i>Consultant cost to explore new models to support low cost home ownership</i>	(150)	-	-	-	-	-
	(150)	-	-	-	-	-
Transfer payments						
General Inflation Increase <i>Increase in line with assessed inflation rate</i>	-	-	-	-	-	-
	-	-	-	-	-	-
Internal Recharges						
General Inflation Increase <i>Increase in line with assessed inflation rate</i>	26	81	91	97	65	65
Restructure of Procurement <i>Contribution to two Procurement Officers</i>	-	120	-	-	-	-
Orchard System Project Team <i>Recharge team to Capital</i>	-	73	73	(73)	(73)	-
Housing Strategy & Devt Service Review <i>50% of full year recharge following Service Review in 19/20</i>	-	30	35	-	-	-
	26	304	199	24	(8)	65
Debt Charges						
Debt Charges <i>In year changes in debt repayments</i>	241	1,172	1,238	1,297	1,583	1,541
	241	1,172	1,238	1,297	1,583	1,541
Transfer to General Services						
Change in transfer to General Services	(995)	-	-	-	-	-
TOTAL	(2,448)	(404)	(410)	(798)	(727)	(486)