

# Notice of meeting and agenda

## Housing, Homelessness and Fair Work Committee

**10.00 am Thursday, 29th August, 2019**

Dean of Guild Court Room - City Chambers

This is a public meeting and members of the public are welcome to attend

The law allows the Council to consider some issues in private. Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

### Contacts

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Tel: 0131 553 8242 / 0131 529 3009

## 1. Order of Business

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- 1.1 Including any notices of motion and any other items of business submitted as urgent for consideration at the meeting.

## 2. Declaration of Interests

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- 2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

## 3. Deputations

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- 3.1 If any.

## 4. Minutes

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- 4.1 Minute of the Housing and Economy Committee of 6 June 2019 – 7 - 20  
submitted for approval as a correct record

## 5. Forward Planning

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- 5.1 Housing, Homelessness and Fair Work Committee Work Programme 21 - 24
- 5.2 Housing, Homelessness and Fair Work Committee Rolling Actions Log 25 - 60

## Business Bulletin

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## **7. Executive Decisions**

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<b>7.2</b>	Delivery Strategy for Powderhall – Report by Executive Director of Place	81 - 90
<b>7.3</b>	Housing Revenue Account Budget Strategy 2020/21 – Report by Executive Director of Place	91 - 104
<b>7.4</b>	MIPIM 2019 - Evaluation – Report by Executive Director of Place	105 - 116
<b>7.5</b>	Economic Advisory Panel Membership – Report by Executive Director of Place	117 - 120
<b>7.6</b>	Place Directorate - Financial Monitoring 2019/20 - Month Three Position – Report by Executive Director of Resources	121 - 130
<b>7.7</b>	Place Directorate – Financial Monitoring 2018/19 – Outturn – Report by Executive Director of Place	131 - 138

## **8. Routine Decisions**

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<b>8.1</b>	Strategic Approach to Private Rented Sector – Report by Executive Director of Place	139 - 152
<b>8.2</b>	Promoting Play on Housing Revenue Account Land - Update – Report by Executive Director of Place	153 - 156
<b>8.3</b>	Edinburgh Social Enterprise Strategy – Report by Executive Director of Place	157 - 162
<b>8.4</b>	Edinburgh Living: Progress Update – Report by Executive Director of Place	163 - 170

## 9. Motions

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9.1 If any.

### Andrew Kerr

Chief Executive

## Committee Members

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Councillor Kate Campbell (Convener), Councillor Mandy Watt (Vice-Convener), Councillor Chas Booth, Councillor Jim Campbell, Councillor David Key, Councillor Kevin Lang, Councillor John McLellan, Councillor Claire Miller, Councillor Gordon Munro, Councillor Iain Whyte and Councillor Norman Work

## Information about the Housing, Homelessness and Fair Work Committee

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The Housing, Homelessness and Fair Work Committee consists of 11 Councillors and is appointed by the City of Edinburgh Council. The Housing, Homelessness and Fair Work Committee usually meets in the Dean of Guild Court Room in the City Chambers on the High Street in Edinburgh. There is a seated public gallery and the meeting is open to all members of the public.

## Further information

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If you have any questions about the agenda or meeting arrangements, please contact Jamie Macrae, Committee Services, City of Edinburgh Council, Business Centre 2.1, Waverley Court, 4 East Market Street, Edinburgh EH8 8BG, Tel 0131 553 8242 / 0131 529 3009, email [jamie.macrae@edinburgh.gov.uk](mailto:jamie.macrae@edinburgh.gov.uk) / [sarah.stirling@edinburgh.gov.uk](mailto:sarah.stirling@edinburgh.gov.uk).

A copy of the agenda and papers for this meeting will be available for inspection prior to the meeting at the main reception office, City Chambers, High Street, Edinburgh.

The agenda, minutes and public reports for this meeting and all the main Council committees can be viewed online by going to [www.edinburgh.gov.uk/cpol](http://www.edinburgh.gov.uk/cpol).

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If you have any queries regarding this, and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact Committee Services ([committee.services@edinburgh.gov.uk](mailto:committee.services@edinburgh.gov.uk)).

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# Minutes

## Housing and Economy Committee

10.00am, Thursday 6 June 2019

### Present

Councillors Kate Campbell (Convener), Watt (Vice-Convener), Booth (substituting for Councillor Rae), Jim Campbell, Doggart (substituting for Councillor Rose), Key, Lang, McLellan, Miller, Munro and Work.

### 1. Minutes

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#### Decision

To approve the minute of the Housing and Economy Committee of 21 March 2019 as a correct record.

### 2. Work Programme

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The Housing and Economy Committee Work Programme for the period June to August 2019 was presented.

#### Decision

To note the Work Programme.

(Reference – Work Programme, submitted)

### 3. Housing and Economy Rolling Actions Log

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The Housing and Economy Committee Rolling Actions Log for June 2019 was presented.

#### Decision

1) To agree to close the following actions:

- Action 1 – Old Town Business Improvement District
- Action 4(1) – Marketing Edinburgh Service Level Agreement
- Action 8(3) – Promoting Play on Housing Revenue Account Land – ‘No Ball Games’ Signs
- Action 10 – Sheltered Housing Liaison Group – Deputation
- Action 11 – Marketing Edinburgh Service Level Agreement
- Action 12(2) – Planning for Universal Credit Full Services
- Action 16 - Motion by Councillor Cameron – COMAS and Social Enterprise

- Action 18 – Business Bulletin
  - Action 19 – Homelessness Task Force – Update
  - Action 22(1) – Improved Access to Edinburgh Airport
  - Action 27(2 & 3) – Edinburgh Tourism Strategy Update Report
- 2) To add an expected completion date to those outstanding actions marked as “ongoing”.
  - 3) To add an expected completion date to Action 22(2) – Improved Access to Edinburgh Airport
  - 4) To update the rolling Actions Log to reflect updates and decisions taken at this meeting.
  - 5) To otherwise note the remaining outstanding actions.

(Reference – Rolling Actions Log, submitted)

#### **4. Housing and Economy Business Bulletin**

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The Housing and Economy Committee Business Bulletin for June 2019 was presented.

##### **Decision**

- 1) To note the Business Bulletin.
- 2) To agree to quarterly briefings on the City Region Deal meetings, on the issues progressed that were relevant to the Housing and Economy Committee.
- 3) To agree to share with the Committee the response to the call for evidence provided by the Council.
- 4) To agree that the report on the MIPIM event would include tangible KPIs and outcomes.
- 5) To agree that future feedback reports on MIPIM would be brought to Committee as early as possible after the event had taken place.

(Reference – Business Bulletin, submitted)

#### **5. Edinburgh Economy Strategy – Annual Progress Report**

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In June 2018 the Housing and Economy Committee approved the Edinburgh Economy Strategy and a five-year programme of work to enable good growth for Edinburgh’s economy.

Details were provided of the progress made towards delivery of the Edinburgh Economy Strategy during the first full year. The progress made against each of the eight steps for good growth outlined in the strategy was detailed and a series of recommendations were provided for priority action and delivery by the Council and partners during year two of strategy implementation in 2019/20.

##### **Motion**

- 1) To note the progress made towards delivery of the Edinburgh Economy Strategy during 2018/19.



- 2) To approve the priorities for delivery during 2019/20.
  - 3) To note the decision of this Council to declare a climate emergency and the subsequent decision at Corporate Policy & Strategy Committee to set a climate target for 2030.
  - 4) To call for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target.
  - 5) To agree that this research and analysis would inform a review of the Edinburgh Economy Strategy in order to develop an outcome based strategy for Edinburgh to meet these commitments, taking into account jobs that would emerge from the need to meet the net zero carbon target, sectoral analysis of carbon footprint and the support, collaboration and leadership that the council would need to provide to move us towards a more sustainable economy.
- moved by Councillor Kate Campbell, seconded by Councillor Watt

#### **Amendment 1**

- 1) To note the progress made towards delivery of the Edinburgh Economy Strategy during 2018/19.
  - 2) To approve the priorities for delivery during 2019/20.
  - 3) To agree that the recruitment of members of the Economic Advisory Panel should be undertaken as proposed in the report, but that the final membership of the panel should be subject to approval by the Housing and Economy Committee within one cycle.
- moved by Councillor Lang, seconded by Councillor Jim Campbell

#### **Amendment 2**

- 1) To note the progress made towards delivery of the Edinburgh Economy Strategy during 2018/19.
  - 2) To approve the priorities for delivery during 2019/20.
  - 3) To note the decision of this Council to declare a climate emergency and the subsequent decision at Corporate Policy & Strategy Committee to set a climate target for 2030.
  - 4) To call for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target.
  - 5) To agree that this research and analysis would inform a review of the Edinburgh Economy Strategy in order to develop a Green New Deal for Edinburgh, which would provide a strategy for a resilient and zero-carbon economy, including a just transition plan to ensure jobs and employment are protected and improved.
- moved by Councillor Miller, seconded by Councillor Booth

In terms of Standing Order 21.11, Amendment 1 was accepted as an addendum to the motion by Councillor Kate Campbell.

## Voting

For the motion - 9 votes

For the amendment - 2 votes

(For the motion – Councillors Jim Campbell, Kate Campbell, Doggart, Key, Lang, McLellan, Munro, Watt and Work.

For the amendment – Councillors Booth and Miller.)

## Decision

To approve the following adjusted motion by Councillor Kate Campbell:

- 1) To note the progress made towards delivery of the Edinburgh Economy Strategy during 2018/19.
- 2) To approve the priorities for delivery during 2019/20.
- 3) To note the decision of this Council to declare a climate emergency and the subsequent decision at Corporate Policy & Strategy Committee to set a climate target for 2030.
- 4) To call for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target.
- 5) To agree that this research and analysis would inform a review of the Edinburgh Economy Strategy in order to develop an outcome based strategy for Edinburgh to meet these commitments, taking into account jobs that would emerge from the need to meet the net zero carbon target, sectoral analysis of carbon footprint and the support, collaboration and leadership that the council would need to provide to move us towards a more sustainable economy.
- 6) To agree that the recruitment of members of the Economic Advisory Panel should be undertaken as proposed in the report, but that the final membership of the panel should be subject to approval by the Housing and Economy Committee within one cycle.

(Reference – Housing and Economy Committee, 7 June 2018 (item 8); report by the Executive Director of Place, submitted)

## 6. Mixed Tenure Improvement Strategy Update

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The Housing and Economy Committee had previously considered the Housing Service's Mixed Tenure Improvement Strategy. The Strategy set out options to develop the Council's Scheme of Assistance to support home-owners maintain and repair their property in mixed tenure blocks where the Council was also an owner.

An update was provided on the Scheme of Assistance and the development of the mixed tenure service team.

## Decision

- 1) To note the update.

- 2) To agree to receive an update report in January 2020.

(Reference – Housing and Economy Committee, 24 January 2019 (item 6); report by the Executive Director of Place, submitted)

## 7. Later Living Housing

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In response to a motion by Councillor Jim Campbell agreed by the City of Edinburgh Council on 13 December 2018, an update was provided on barriers and opportunities for people who needed or wished to move to housing that met their needs in later life.

Findings were drawn on from across Scotland which highlighted common themes in relation to housing for older people. The limited availability of accessible and easily adaptable homes in the private sector was identified.

The commitment from the affordable housing sector that 4,500 of the 20,000 new affordable homes planned in the city over the next 10 years would support Health and Social Care priorities was outlined in the Housing Contribution Statement that supported the Edinburgh Integration Joint Board Draft Strategic Plan 2019/22.

Housing and health and social care partners would continue to work together to ensure that homes were meeting identified need across the city and integrating with services at a local level.

### **Motion**

- 1) To discharge the motion on Later Living Housing by Councillor Jim Campbell agreed by the City of Edinburgh Council on 13 December 2018.
- 2) To note that housing and health and social care partners would continue to work together to deliver better outcomes for older people including addressing the need for suitable housing and integrated services.
  - moved by Councillor Kate Campbell, seconded by Councillor Watt

### **Amendment**

- 1) To discharge the motion on Later Living Housing by Councillor Jim Campbell agreed by the City of Edinburgh Council on 13 December 2018.
- 2) To note that housing and health and social care partners would continue to work together to deliver better outcomes for older people including addressing the need for suitable housing and integrated services.
- 3) To ask Council officers to promote the opportunities identified in this report across all tenures on the supply side and raise awareness on the demand side.
  - moved by Councillor Jim Campbell, seconded by Councillor McLellan

In terms of Standing Order 21.11, the amendment was accepted as an addendum to the motion by Councillor Kate Campbell.

## **Decision**

To approve the following adjusted motion by Councillor Kate Campbell:

- 1) To discharge the motion on Later Living Housing by Councillor Jim Campbell agreed by the City of Edinburgh Council on 13 December 2018.
- 2) To note that housing and health and social care partners would continue to work together to deliver better outcomes for older people including addressing the need for suitable housing and integrated services.
- 3) To ask Council officers to promote the opportunities identified in this report across all tenures on the supply side and raise awareness on the demand side.

(Reference – Act of Council No 10 of 13 December 2018; Edinburgh Integration Joint Board, 29 March 2019 (item 6); report by the Executive Director of Place, submitted)

## **8. The EDI Group – update report**

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An update was provided on the progress of the transition strategy for the EDI Group Limited (EDI) which aimed to close EDI and its subsidiary companies and bring their projects and assets into the Council.

### **Decision**

To note the report.

(Reference – report by the Executive Director of Place, submitted)

### **Declaration of Interests**

Councillor Kate Campbell declared a non-financial interest in the above item as a Director of EDI.

## **9. Commercial Needs Studies**

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The Council commissioned a commercial needs study covering four commercial property markets in Edinburgh – industrial; office; retail and leisure; and visitor accommodation – to inform City Plan 2030 and other relevant Council policies and strategies.

The key findings of the four studies were summarised and potential Council interventions in response were set out.

### **Decision**

- 1) To note the findings of the commercial needs study reports.
- 2) To agree to circulate the links to full documents set out in the report to all Councillors to allow discussion to be fed back to members of the Cross-Party Leadership Forum.

(Reference - report by the Executive Director of Place, submitted)

## 10. Housing Service Improvement Plan: Update

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An update was provided on the planned improvements to the Housing Service. The approach to redesigning the Housing Service with a specific focus on developing more effective and responsive services to customers was outlined which would complement the significant planned investment in tenants' homes and estates.

The plan focused on taking forward six improvement workstreams in 2019/20 prioritising service improvements in repairs and maintenance alongside rent collection, lettings, estate management, housing quality and housebuilding. The measures set out in the improvement plan aimed to significantly improve customer satisfaction, operating performance and reduce costs.

### Decision

- 1) To agree to prioritise the improvement workstreams for 2019/20 set out at paragraph 4.22 of the report by the Executive Director of Place.
- 2) To note that an update on the longer-term approach to service redesign and the three-year plan to support this would be reported to Committee in August 2019.

(Reference – report by the Executive Director of Place, submitted)

## 11. Marketing Edinburgh Update

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Marketing Edinburgh was an arm's length company of the Council whose stated mission was to promote the city to visitors, tourists and investors.

An update was provided on the annual performance of Marketing Edinburgh for the year 2018/19, including a final update on key performance indicators (KPIs) within the Service Level Agreement (SLA) with the Council in 2018/19.

Progress was also reported on the development of a new business plan for Marketing Edinburgh recognising the importance of convention and film to the city as set out in Appendix 1 of the report.

### Decision

- 1) To note the annual performance update from Marketing Edinburgh as detailed in appendix 1.
- 2) To note the progress update and timetable for the development of a new business plan for Marketing Edinburgh including the recognition of the importance of convention and film to the city.
- 3) To note that a progress update would be included in the August Business Bulletin with a detailed implementation plan for the future of Marketing Edinburgh being presented to the Committee on 31 October to ensure plans were firmly in place in advance of 1 April 2020.
- 4) To note that the performance update included in this report would also be reported to Governance Risk and Best Value Committee in August 2019.

(References – report by the Executive Director of Place, submitted)

## 12. Town Centre Fund – Allocations Report

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The Council had been awarded £2.613m from the Scottish Government's Town Centre Fund. This was capital funding that could be used to enhance town centres and was required to be spent in 2019/20 with work commencing or contracts signed.

Approval was sought on the proposed final allocations of the Town Centre Fund.

### Motion

- 1) To agree the proposed allocations of the Town Centre Fund as follows:
    - i) South Queensferry public realm – £1.000m.
    - ii) Granton Station – £1.013m.
    - iii) Westside Plaza phase two – £0.400m.
    - iv) Pennywell Culture and Learning Hub – £0.200m.
    - v) Total for above projects – £2.613m.
  - 2) To agree that Locality Managers considered other suitable projects which would fit with the Council's strategic objectives and would benefit town centres, particularly those in areas of most need. These projects would be considered should funds become available in the future.
  - 3) To agree that, should any of the supported projects not fully spend their allocation during 2019/20, surplus funds should be reallocated among the other projects at the discretion of the Executive Director of Place in consultation with the appropriate Convenor and Vice Convenor.
  - 4) To recommend the Finance and Resources Committee of August 2019 release funds from Albion Equity Ltd shares, to the Corstorphine Community centre project, and call for a further report to the most appropriate Executive Committee before the end of August 2019, on how any additional requirements beyond this amount could be found to enable the project to proceed, either as match funding or Council resources.
  - 5) To agree that progress updates were provided in the Business Bulletins from 31 October 2019 and that a report would be brought back at the first Committee after the end of the financial year setting out project progress and outcomes as appropriate.
- moved by Councillor Kate Campbell, seconded by Councillor Watt

### Amendment

- 1) To agree the proposed allocations of the Town Centre Fund as follows:
  - i) South Queensferry public realm – £1.000m.
  - ii) Granton Station – £1.013m.
  - iii) Westside Plaza phase two – £0.400m.
  - iv) Pennywell Culture and Learning Hub – £0.200m.
  - v) Total for above projects – £2.613m.

- 2) To agree that Locality Managers considered other suitable projects which would fit with the Council's strategic objectives and would benefit town centres, particularly those in areas of most need. These projects would be considered should funds become available in the future.
- 3) To agree that, should any of the supported projects not fully spend their allocation during 2019/20, surplus funds should be reallocated among the other projects at the discretion of the Executive Director of Place in consultation with the appropriate Convener and Vice Convener.
- 4) To note that the funds were likely to be generated from the shares to be redeemed from Albion Equity Ltd and that this could be allocated to the Corstorphine Community Centre and that officers were asked to engage with the Corstorphine Community Centre to identify the funding necessary to complete the project.
- 5) To agree that progress updates were provided in the Business Bulletins from 31 October 2019 and that a report would be brought back at the first Committee after the end of the financial year setting out project progress and outcomes as appropriate.
- 6) To call for a town centre investment strategic statement to enable future decision making.

- moved by Councillor Miller, seconded by Councillor Booth

In terms of Standing Order 21.11, the amendment was accepted as an addendum to the motion by Councillor Kate Campbell.

### **Decision**

To approve the following adjusted motion by Councillor Kate Campbell:

- 1) To agree the proposed allocations of the Town Centre Fund as follows:
  - i) South Queensferry public realm – £1.000m.
  - ii) Granton Station – £1.013m.
  - iii) Westside Plaza phase two – £0.400m.
  - iv) Pennywell Culture and Learning Hub – £0.200m.
  - v) Total for above projects – £2.613m.
- 2) To agree that Locality Managers considered other suitable projects which would fit with the Council's strategic objectives and would benefit town centres, particularly those in areas of most need. These projects would be considered should funds become available in the future.
- 3) To agree that, should any of the supported projects not fully spend their allocation during 2019/20, surplus funds should be reallocated among the other projects at the discretion of the Executive Director of Place in consultation with the appropriate Convener and Vice Convener.

- 4) To recommend the Finance and Resources Committee of August 2019 release funds from Albion Equity Ltd shares, to the Corstorphine Community Centre project, and call for a further report to the most appropriate Executive Committee before the end of August 2019, on how any additional requirements beyond this amount could be found to enable the project to proceed, either as match funding or council resources.
- 5) To agree that progress updates were provided in the Business Bulletins from 31 October 2019 and that a report would be brought back at the first Committee after the end of the financial year setting out project progress and outcomes as appropriate.
- 6) To call for a town centre investment strategic statement to enable future decision making.

(Reference – report by the Executive Director of Place, submitted)

### **13. Appointments to Working Groups 2019/2020**

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The Housing and Economy Committee was required to annually re-appoint the membership of its working groups. The proposed membership structures and remits of each were detailed in appendices 1 and 2 of the report.

#### **Decision**

- 1) To agree the remits of the working groups set out in Appendices 1 and 2 of the report.
- 2) To replace Councillor Day with Councillor Watt on the Homelessness Forum as set out in Appendix One.
- 3) To replace Councillor Day with Councillor Watt on the Homelessness Task Force as set out in Appendix Two.

(Reference – report by the Chief Executive, submitted)

### **14. Granton Waterfront Regeneration – update – referral from the Corporate Policy and Strategy Committee**

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On 14 May 2019 the Corporate Policy and Strategy Committee received an update on the Granton Waterfront Regeneration covering the Development Framework, Strategic Partners, Homes Under Development and Early Action Projects.

The Corporate Policy and Strategy Committee had noted the update, discharged the amended motion by Councillor Mowat from Council on 7 February 2019, and referred the report to the Housing and Economy Committee for information.

#### **Decision**

To note the report.

(References – Act of Council No 19 of 7 February 2019; Corporate Policy and Strategy Committee, 14 May 2019 (item 21); report by the Executive Director of Place, submitted)



## **15. Communal Bins in Muirhouse - Review of the Council's Approach to Waste Disposal and Bin Storage in the High Rise Blocks and Other Communal Living Arrangements in Muirhouse – referral from the Transport and Environment Committee**

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On 16 May 2019 the Transport and Environment Committee had considered a report by the Executive Director of Place providing an analysis of the current situation with regard to waste disposal in Muirhouse including a review of bin store positioning and layout and the use of garbage chutes.

Details were also provided of the appraisal which had been undertaken on whether a lack of bins was responsible for the current situation of overflowing bins and waste strewn bin stores, together with an action plan and timeline to improve conditions in Muirhouse with specific regard to waste disposal.

The Transport and Environment Committee had referred the report to the Housing and Economy Committee for consideration.

### **Decision**

To note the report.

(References – Transport and Environment Committee 16 May 2019 (item 15); report by the Executive Director of Place, submitted)

## **16. Investing in Muirhouse Tower Blocks – Update – referral from the North West Locality Committee**

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On 28 March 2019, the North West Locality Committee had considered a report by the Executive Director of Place providing an update on ongoing repairs and investment and associated tenant and resident engagement in the Muirhouse tower blocks.

The North West Locality Committee had referred the report to the Housing and Economy Committee for information.

### **Decision**

- 1) To note the report.
- 2) To note that local ward members would continue to receive regular briefings with updates to Committee in the Business Bulletin as required.

(References – North West Locality Committee on 28 March 2019 (item 7); report by the Executive Director of Place, submitted)

## 17. Motion by Councillor Miller – Wellbeing Measures

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The following motion by Councillor Miller was submitted in terms of Standing Order 16:

“Committee:

“Notes the benefits of measuring economic success using wellbeing and the potential synergy of wellbeing measures with this Council’s economy strategy, which is to build inclusion, innovation and collaboration in the city’s economy.

Recognises the depth of expertise on wellbeing economics in Scotland, including Wellbeing Economy Governments policy labs and the Wellbeing Economy Alliance.

Calls on officers to identify ways in which wellbeing measures can be incorporated into and strengthen the economic aims of this Council, and to make recommendations to the relevant executive committee(s).

Notes, in addition, that the City Region Deal is a key driver of the regional economy for decades ahead and, within the evaluation framework for the City Region Deal, seeks opportunities to develop wellbeing measures of economic performance where it is possible for Edinburgh to influence its regional partners.”

### **Motion**

To approve the motion by Councillor Miller.

- moved by Councillor Miller, seconded by Councillor Booth

### **Amendment**

To take no action.

- moved by Councillor McLellan, seconded by Councillor Jim Campbell

### **Voting**

For the motion - 8 votes

For amendment - 3 votes

(For the motion – Councillors Kate Campbell, Booth, Key, Lang, Miller, Munro, Watt and Work.

For the amendment – Councillors Jim Campbell, Doggart and McLellan.)

### **Decision**

To approve the motion by Councillor Miller.

## 18. Emergency Motion by Councillor Kate Campbell – Parks and Cemeteries Homeless Evictions

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The Convener ruled that the following item, notice of which had been given at the start of the meeting, be considered as a matter of urgency to allow the Committee to give early consideration to the matter.

The following motion by Councillor Kate Campbell was submitted in terms of Standing Order 16:

“Committee,

Regrets that enforcement notices were issued to people rough sleeping in our parks and cemeteries.

Notes the work of the Homelessness Task Force and the clear policy direction set by both Committee and Council that our role is to support our most vulnerable citizens into accommodation and to remove barriers to accessing services.

Notes that where a criminal act has taken place Police Scotland are able to enforce the law, but that taking action against people on the basis that they are rough sleeping and don't have a home is unacceptable.

Notes the Executive Director of Place is putting together a briefing note for elected members.”

- moved by Councillor Kate Campbell, seconded by Councillor Watt

### **Decision**

- 1) To approve the motion by Councillor Kate Campbell.
- 2) To agree that the Convener would write again to Police Scotland to emphasise cross-party support in condemning their recent actions to issue eviction notices to homeless people rough sleeping in the Council's parks and cemeteries.
- 3) To ensure the Convener and Vice-Convener of the Culture and Communities Committee were briefed on this Committee's decision as leads for the Council's Service Level Agreement with Police Scotland.

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## Housing, Homelessness & Fair Work Committee

29 August 2019

No.	Title / description	Purpose/Reason	Directorate and Lead Officer	Progress updates	Expected date
1	Old Town Bid		Executive Director of Place Lead Officer: Jim Galloway 0131 529 3211 <a href="mailto:jim.galloway@edinburgh.gov.uk">jim.galloway@edinburgh.gov.uk</a>		13 September 2019
2	Town Centre Investment Strategic Statement		Executive Director of Place Lead Officer: Kyle Drummond 0131 529 4849 <a href="mailto:kyle.drummond@edinburgh.gov.uk">kyle.drummond@edinburgh.gov.uk</a>		20 January 2020

3	Rapid Rehousing Transition Plan - Engagement Plan		Executive Director for Communities and Families Lead Officer: Nicky Brown 0131 529 7589 <a href="mailto:nicky.brown@edinburgh.gov.uk">nicky.brown@edinburgh.gov.uk</a>		31 October 2019
4	Assurance Statement - Scottish Social Housing New Regulatory Framework		Executive Director of Place Lead Officer: Jennifer Hunter 0131 529 7532 <a href="mailto:jennifer.hunter@edinburgh.gov.uk">jennifer.hunter@edinburgh.gov.uk</a>		31 October 2019
5	Strategic Housing Investment Plan 2020/21-2024/25		Executive Director of Place Lead Officer: Elaine Scott 0131 529 6789 <a href="mailto:e.h.scott@edinburgh.gov.uk">e.h.scott@edinburgh.gov.uk</a>		31 October 2019
6	Housing Land Audit and Completions Programme 2019 – referral from Planning Committee		Executive Director of Place Lead Officer: Ben Wilson 0131 469 3411 <a href="mailto:ben.wilson@edinburgh.gov.uk">ben.wilson@edinburgh.gov.uk</a>		31 October 2019

7	'No One Left Behind' Employability Provision		Executive Director of Place Lead Officer: Susanne Donkin 0131 529 3257 <a href="mailto:susanne.donkin@edinburgh.gov.uk">susanne.donkin@edinburgh.gov.uk</a>		31 October 2019
8	Marketing Edinburgh		Chief Executive Lead Officer: Laurence Rockey 0131 469 3493 <a href="mailto:laurence.rockey@edinburgh.gov.uk">laurence.rockey@edinburgh.gov.uk</a>		31 October 2019
9	Affordable Housing Policy Delivery		Executive Director of Place Lead Officer: Elaine Scott 0131 529 6789 <a href="mailto:e.h.scott@edinburgh.gov.uk">e.h.scott@edinburgh.gov.uk</a>		31 October 2019
10	Policy Assurance Review		Executive Director of Place Lead Officer: Alison Coburn 0131 529 3149 <a href="mailto:alison.coburn@edinburgh.gov.uk">alison.coburn@edinburgh.gov.uk</a>		31 October 2019
11	Edinburgh International Conference Centre		Executive Director of Place Lead Officer: David Cooper 0131 529 6233 <a href="mailto:david.cooper@edinburgh.gov.uk">david.cooper@edinburgh.gov.uk</a>		31 October 2019

12	Private Sector Leasing Scheme		Executive Director for Communities and Families Lead Officer: Nicky Brown 0131 529 7589 <a href="mailto:nicky.brown@edinburgh.gov.uk">nicky.brown@edinburgh.gov.uk</a>		31 October 2019
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# Rolling Actions Log

## Housing, Homelessness and Fair Work Committee

29 August 2019

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
1	18.01.18	<a href="#">Rent Pressure Zones</a>	1) To agree to work with other local authorities and Scottish Government to develop a shared methodology for gathering evidence that complies with the requirements of Scottish Government Guidance to support the designation of RPZ.	Executive Director of Place	November 2018	November 2018	<b>Closed on 24 January 2019</b> Report submitted to Housing and Economy Committee on 1 November 2018.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) To agree to commission further analysis on the profile of rents and household incomes across localities, postcodes and data zones in the city.	Executive Director of Place	August 2019		This will be included in the Private Rented Sector Strategy report in August 2019.
2	07.06.18	<a href="#">Edinburgh Economy Strategy</a>	As significant political or economic risks to the city's economy emerge, a further report would be presented to the Committee in order to address those risks within the context of the Economy Strategy.	Executive Director of Place	June 2019	June 2019	Report submitted to Committee on 6 June 2019 <b>Recommended for closure</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
3	07.06.18	<a href="#">Marketing Edinburgh Service Level Agreement</a>	1)	Executive Director of Place	March 2019	March 2019	<b>Closed on 6 June 2019</b> - Report submitted to Committee on 21 March 2019
			2)		January 2019	January 2019	<b>Closed 21 March 2019</b> - An update on this was considered by the Housing and Economy Committee on 24 January 2019.  (See also action 18 below)

			<p>3) To develop a funding strategy to enable the continued transition from public funding towards greater private funding that is evidenced over the seven-year period reported in the Annual Review, targeting a reduction of £300,000 CEC Grant funding in the Five Year Strategy.</p> <p>4) To agree that significant focus would be placed on lower carbon tourism in the Five Year Strategy.</p>		<p>October 2019</p>		<p>Marketing Edinburgh are continuing to develop their business plan. An update is included in the Business Bulletin on 29 August 2019.</p> <p>(see also: Action 27)</p> <p>This was incorporated into the SLA for Marketing Edinburgh in 2018/19. In preparing the new business plan for Marketing Edinburgh, they will consider this.</p>
			<p>5) To note that a progress update would be prepared for the</p>		<p>November 2018</p>	<p>November 2018</p>	<p><b>Closed on 24 January 2019</b></p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			Housing and Economy Committee on 1 November 2018.				Update was included in the Business Bulletin for this Committee on 1 November 2018
4	07.06.18	<a href="#">Rapid Access Accommodation with Support for Edinburgh's Rough Sleepers</a>	<p>1) To agree to start a procurement process and return to Committee with a report outlining options for procuring an extended and improved Rapid Access Accommodation Service.</p> <p>2) To focus on partnerships with Third Sector for delivery.</p>	Executive Director for Communities & Families	October 2019		<p>Procurement has now been completed and Rapid Access Accommodation is in place.</p> <p>An update report providing information on the operation of Rapid Access Accommodation to October committee.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
5	30.08.18	<a href="#">Innovative Approaches to Increased Housing Supply</a>	1) To note that the report back on the Strategic Housing Improvement Plan (SHIP) includes a table setting out information on present state, targets, projections and predictions.	Executive Director of Place	November 2018	November 2018	<b>Closed on 24 January 2019</b> Included in the SHIP report to Housing and Economy Committee on 1 November 2018.
			2) To note that the Executive Director of Place intended to report back to this Committee and the Planning Committee in early 2019 on build to rent.	Executive Director of Place	January 2019	January 2019	<b>Closed on 21 March 2019</b> This report was considered by the Housing and Economy Committee on 24 January 2019.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			3) To note the Executive Director of Place to provide an informal briefing to members on the joint Council and Scottish Futures Trust Working Group established to develop a plan for delivering housing and infrastructure at Granton.	Executive Director of Place	May 2019	May 2019	An informal briefing for members was held on 21 May 2019.  <b>Recommended for closure</b>
6	30.08.18	<a href="#">Tenant and Customer Engagement</a>	To agree that the funding for the Edinburgh Tenants Federation (ETF) and the Neighbourhood Alliance (NA) will be extended to 31 March 2020 subject to performance improvement milestones in the revised Service Level Agreements (SLA) being met.	Executive Director of Place	Spring 2020		Work on the Service Level Agreement (SLA) is progressing. Funding agreed until 31 March 2020 subject to performance improvement milestones in the revised SLA being met.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
							An update on the SLA progress was included in the Business Bulletin on 21 March 2019.
7	30.08.18	<a href="#">Promoting Play on Housing Revenue Account Land – ‘No Ball Games’ Signs</a>	1) To note that an update on the outcome of consultations undertaken will be provided to Committee and the Neighbourhood Networks, if appropriate, within 12 months.	Executive Director of Place	August 2019		This is included on the agenda for the Housing Homelessness and Fair Work Committee on 29 August 2019.



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) To agree that a reporting mechanism should be in place for members of the public to alert housing officers to the presence of 'No Ball Game' signs.		November 2018	November 2018	<b>Closed on 24 January 2019</b> An email account has now been established for members of the public to report the presence of 'No Ball Game' signs.
			3) For an update on progress to be included in the Business Bulletin in six months.		March 2019	March 2019	<b>Closed on 6 June 2019</b> - An update was included in the Business Bulletin on 21 March 2019.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
8	30.08.18	<b>Adjusted Motion by Councillor Rose – Improving Access to Edinburgh Airport</b>	1) To note the pressures and risks of the current constraints to vehicle access to Edinburgh Airport especially during busy periods or in the event of an incident.	Executive Director of Place	January 2019	January 2019	<b>Closed on 21 March 2019</b> This report was considered by the Housing and Economy Committee on 24 January 2019.
			2) To note that a new Gogar link road was specifically supported within the Council's Local Development Plan and was included in Edinburgh Airport's 2016 master plan.				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>3) To note the variety of factors in delivering a comprehensive solution to development of the International Business Gateway and neighbouring sites.</p> <p>4) To instruct a report to the Housing and Economy Committee by December 2018 describing:</p> <p>a. details of progress to date on the proposal for supplementary road access to the Airport; and</p> <p>b. options to fast track achieving supplementary road access within a short timescale;</p>		January 2019	January 2019	<b>3) and 4) Recommended for closure –</b> this was covered in the report of 24 January 2019.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<ul style="list-style-type: none"> <li>c. an indication of options and impacts on the Gogar and Maybury junctions;</li> <li>d. options for financing such a scheme.</li> <li>e. the discussion at the meeting of the Edinburgh Airport Consultative Committee in November 2018 which will be attended by senior Council officials and will specifically focus on surface access issues at the airport.</li> </ul>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			5) To instruct that the report come to Housing and Economy Committee but is shared with the Transport and Environment Committee and the Planning Committee.				A link to this report will be provided through the Business Bulletin at the next meetings of the Transport and Environment and Planning Committees.
9	01.11.18	Private Sector Leasing Scheme - Update	To request the Executive Director of Place to submit an update report to a future meeting of the Committee, the report to include information on pricing and the number of private landlords leaving the sector and the reasons for this.	Executive Director for Communities and Families	October 2019		Update included in Business Bulletin for this meeting (item 6.1), with a report to follow in October 2019.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
10	01.11.18	<a href="#">Rent Pressure Zone Update</a>	To agree to a further report in six months as part of wider strategic approach to tackling key issues facing the private rented sector.	Executive Director of Place	August 2019		This is included as part of the Private Rented Sector report to Committee in August 2019.
11	01.11.18	<a href="#">Invitation to Unity in Diversity and ECOC Conference, Florence, 5-7 November 2018</a>	To note that a post-visit report would be provided after the event.  To circulate a briefing to members ahead of the report being submitted to Committee in June 2019.	Executive Director of Place	June 2019		Details were provided in the Business Bulletin on 6 June 2019.  <b>Recommended for closure</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
12	Council 13.12.18	Motion by Councillor Jim Campbell – Later Living Housing	<p>“Council</p> <p>1) Anticipates an increase in demand for housing suitable for later living across all tenures.</p> <p>2) Recognises that building standards have improved the adaptability of modern houses for flexible use, including later living.</p> <p>3) But notes that many individuals look to downsize as they approach later living.</p>	Executive Director of Place	June 2019		<p>Later Living Housing report was submitted to Committee on 6 June 2019 –</p> <p><b>Recommended for closure</b></p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>4) Recognises that the SHIP report to Housing and Economy Committee in November 2018 included the following information:</p> <ul style="list-style-type: none"> <li>• Around 9% of the homes approved in the first two years of the SHIP are specifically designed for older people and those with complex needs</li> <li>• That the majority of new build properties funded through the AHSP are designed to meet the Housing for Varying Needs Standard</li> </ul>				



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<ul style="list-style-type: none"> <li>The SHIP includes grant funding of £500,000 annually for RSLs to carry out adaptations to homes to enable people to remain in their own homes and to live independently.</li> </ul> <p>5) Therefore asks officers to prepare a progress report for the Housing and Economy Committee in three cycles that updates the Committee on the success of these existing policies and whether further steps can be taken to</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>accelerate the delivery of later living accommodation including the identification of any barriers across all tenures.</p> <p>6) The report referred to above should also explore opportunities for co-housing in Edinburgh as it is currently a popular choice for retirement in several other European countries.</p>				

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
13	24.01.19	<a href="#">Mixed Tenure Improvement Strategy</a>	To agree to receive a further report within two committee cycles on progress with delivering the mixed tenure strategy; including the revised Scheme of Assistance and the proposal to establish a Mixed Tenure Service Delivery team to work closely with owners and residents to support investment in mixed tenure repairs.	Executive Director of Place	June 2019		Update report was submitted to Committee on 6 June 2019.  <b>Recommended for closure</b>
14	24.01.19	<a href="#">Empty Homes Update</a>	Agree to receive an annual update on empty homes to include progress with piloting the use of Compulsory Purchase Orders.	Executive Director of Place	January 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
15	24.01.19	<a href="#">Improved Access to Edinburgh Airport</a>	1) To note that a briefing email would be circulated to members on the outcomes of the forthcoming officer discussions with Transport Scotland and that a full update would be included in the Committee's Business Bulletin in March.	Executive Director of Place	March 2019	March 2019	<b>Closed on 6 June 2019</b> - Update considered by Housing and Economy Committee in Business Bulletin on 21 March 2019.
			2) Notes that a further report setting out delivery and finance options will be reported to Committee in 2019.	Executive Director of Place	Policy and Sustainability October 2019	October 2019	An update is included on the Business Bulletin for August 2019. The full report will be submitted to the Policy and Sustainability Committee.

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
16	Council 14.03.19	Street Change Glasgow	<p>Council:</p> <ol style="list-style-type: none"> <li>Notes the report "Street Begging in Edinburgh" commissioned by Edinburgh Community Safety Partnership and published last week.</li> <li>Notes that the above report sets out 16 key recommendations in relation to street begging in Edinburgh.</li> <li>Notes Glasgow's decision to adopt the Street Change scheme.</li> <li>Notes Street Change is a brand and platform that had been developed in Edinburgh but ceased operating last year.</li> </ol>	Executive Director for Communities and Families	October 2019		This will be provided in October 2019

			<p>5. Agrees that officers should report to H&amp;E within three cycles on whether the scheme could be reinstated using a partnership model based on a multi-agency response, gauge the appetite from partners to reinstate the scheme, and assess the role it could play in our wider homelessness strategy. This should include consideration of the Rapid Rehousing Transition Plan, the 16 key recommendations from Shelter's report 'Street Begging in Edinburgh' and draw on examples of initiatives elsewhere in the UK where appropriate.</p>				
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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
17	21.03.19	<a href="#">Business Bulletin – West Edinburgh Relief Road</a>	To note that a report on the West Edinburgh relief road was scheduled to be reported to Committee in August 2019.	Executive Director of Place	October 2019		An update is provided in the Business Bulletin for August 2019 – a report will be submitted to the Policy and Sustainability Committee in October 2019.
18	21.03.19	EICC - Presentation by Marshall Dallas, Chief Executive and Les Florence, Finance and Administration, EICC	To note that an update report was scheduled to be brought to Committee in two cycles (August 2019).	Executive Director of Place	October 2019		
19	21.03.19	<a href="#">City Strategic Investment Fund</a>	1) Requests that a further report is brought back to Committee in two cycles setting out an options appraisal for the Powderhall Stables project.	Executive Director of Place	October 2019		<b>Transferred to Policy and Sustainability Committee, on agenda for October 2019</b>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			2) Agrees that it is now appropriate to undertake a wider review of the use of the fund, to ensure it is deployed to meet the priorities of the economy strategy, and wider city development and regeneration aims including whether it is appropriate to increase the fund to help meet these objectives. A report on this review will come back to Housing and Economy Committee on 15 August 2019.				



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
20	21.03.19	<a href="#">Edinburgh Tourism Strategy Update Report</a>	<p>1) Notes that another update report will be presented in August 2019 prior to a final report at the end of 2019 to approve the new strategy;</p> <p>2) To agree that discussions would take place offline with elected members from all political groups on how to take forward formulating a tourism strategy from the Council's perspective.</p> <p>3) To circulate the link to the Phase 1 report to members once it was live on the ETAG website.</p>	Executive Director of Place	October 2019		<p><b>Transferred to Policy and Sustainability Committee.</b></p> <p><b>2 &amp; 3 Closed on 6 June 2019 -</b> The Phase 1 Edinburgh Tourism 2030 report was emailed to elected members and the Tourism and Residents Working Group on 17 April 2019.</p>

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
21	21.03.19	<a href="#">Marketing Edinburgh Update</a>	<p>1) Note that an annual performance report from Marketing Edinburgh for 2018/19 will be presented to Housing and Economy Committee on 6 June 2019.</p> <p>2) Note that a progress update on the development of the future business plan will be presented to Committee on 6 June 2019.</p>	Executive Director of Place	<p>June 2019</p> <p>June 2019</p>	<p>June 2019</p> <p>June 2019</p>	<p>Report was considered by Committee on 6 June 2019.</p> <p><b>Recommended for closure</b></p>

22	28.03.19	<a href="#">Motion by Cllr Hutchison – Public Communal Bins in Muirhouse</a>	<p>“Committee:</p> <ol style="list-style-type: none"> <li>1) Recognises that adequate provision of suitable waste receptacles was essential to maintaining a clean and safe living environment in communal blocks and that a lack of bins could lead to fly-tipping, unsanitary and unsafe conditions in bin stores and create a living environment which was undesirable for residents.</li> <li>2) Acknowledges that Officers in Waste had confirmed that the current provision of bins in the Muirhouse flats was in line with Council policy.</li> </ol>	Executive Director of Place	June 2019	June 2019	<p>Report was considered by Committee on 6 June 2019.</p> <p><b>Recommended for closure</b></p>
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			<p>3) Acknowledges the work already being undertaken by Officers to review the Council's communal bins policy.</p> <p>4) Requests a report to the Transport and Environment Committee and the Housing and Economy Committee in three cycles comprising a review of the Council's approach to waste disposal and bin storage in high rise blocks and other communal living arrangements, comprising;</p> <p>a. An analysis of the current situation with regard to waste disposal in Muirhouse including a review of bin store positioning and</p>				
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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			<p>layout and the use of garbage chutes.</p> <p>b. An appraisal of whether a lack of bins was responsible for the current situation of overflowing bins and waste strewn bin stores.</p> <p>c. An action plan and timeline to improve conditions in Muirhouse with regard to waste disposal.”</p>				
23	06.06.19	<a href="#">Business Bulletin</a>	To agree to share with the Committee the response to the Infrastructure Commission for Scotland’s call for evidence, provided by the Council.	Executive Director of Place	Circulated 8 August 2019.		<p><b>Recommended for closure</b></p> <p>This was circulated to members in advance of Committee on 29 August 2019.</p>

24	06.06.19	<a href="#">Edinburgh Economy Strategy – Annual Progress Report</a>	<ol style="list-style-type: none"> <li>1) Calls for research and analysis on the current economy and the economic challenges for Edinburgh as a result of this target.</li> <li>2) Agrees that this research and analysis will inform a review of the Edinburgh Economy Strategy in order to develop an outcome based strategy for Edinburgh to meet these commitments, taking into account jobs that will emerge from the need to meet the net zero carbon target, sectoral analysis of carbon footprint and the support, collaboration and leadership that the council will need to provide to move us towards a more sustainable economy.</li> </ol>	Executive Director of Place	Policy and Sustainability Committee June 2020		
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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
			3) agrees that the recruitment of members of the Economic Advisory Panel should be undertaken as proposed in the report, but that the final membership of the panel should be subject to approval by the Housing and Economy Committee within one cycle.	Executive Director of Place	August 2019		Included on the agenda on 29 August 2019
25	06.06.19	<a href="#">Mixed Tenure Improvement Strategy Update</a>	To agree to receive an update report in January 2020.	Executive Director of Place	January 2020		

No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
26	06.06.19	<a href="#">Commercial Needs Studies</a>	To agree to circulate the links to full documents set out in the report to all Councillors to allow discussion to be fed back to members of the Cross-Party Leadership Forum.	Executive Director of Place			Link circulated on 12.06.19 <b>Recommended for closure</b>
27	06.06.19	<a href="#">Marketing Edinburgh Update</a>	<ol style="list-style-type: none"> <li>1) Note that a progress update will be included in the August Business Bulletin</li> <li>2) Notes that a detailed implementation plan for the future of Marketing Edinburgh being presented to the Committee on 31 October to ensure plans are firmly in place in advance of 1 April 2020.</li> </ol>	Executive Director of Place	August 2019  October 2019		Included in the Business Bulletin on 29 August 2019.



No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
28	06.06.19	<a href="#">Town Centre Fund – Allocations Report</a>	<p>1) Agrees that progress updates are provided in the Business Bulletins from 31 October 2019 and a report be brought back at the first Committee after the end of the financial year setting out project progress and outcomes as appropriate.</p> <p>2) Calls for a town centre investment strategic statement to enable future decision making.</p>	Executive Director of Place	<p>April 2020</p> <p>January 2020</p>		<p>Item included in the Business Bulletin for August 2019 and updates will be provided at each cycle. Further report will go to Committee in April 2020.</p> <p>Report due in January 2020.</p>

29	06.06.19	Emergency Motion by the Coalition – Parks and Cemeteries Homeless Evictions	<p>1) Notes the Director of Place is putting together a briefing note for elected members.</p> <p>2) To agree that the Convener would write again to Police Scotland to emphasise cross-party support in condemning their recent actions to issue eviction notices to homeless people rough sleeping in the Council's parks and cemeteries.</p> <p>3) To ensure the Convener and Vice-Convener of the Culture and Communities Committee were briefed on this Committee's decision as leads for the Council's SLA with Police Scotland.</p>	<p>Executive of Director of Place</p> <p>Convener</p> <p>Executive Director of Place</p>	<p>August 2019</p> <p>August 2019</p>		<p>1) Briefing for members will be circulated in advance of Committee on 29 August 2019.</p> <p>2) Meeting took place on 6 August – <b>recommended for closure.</b></p> <p>3) Completed – <b>recommended for closure</b></p>
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No	Date	Report Title	Action	Action Owner	Expected completion date	Actual completion date	Comments
30	06.06.19	Motion by the Green Group – Wellbeing Measures for Economic Success	Calls on officers to identify ways in which wellbeing measures can be incorporated into and strengthen the economic aims of this Council, and to make recommendations to the relevant executive committee(s).	Executive Director of Place	June 2020		

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# Business Bulletin

## Housing, Homelessness and Fair Work Committee

**10.00am, Thursday, 29 August 2019**

Dean of Guild Court Room, City Chambers, Edinburgh

# Housing, Homelessness and Fair Work Committee

Convener:	Members:	Contact:
<p>Convener Councillor Kate Campbell</p>  <p>Vice Convener Councillor Mandy Watt</p> 	<ul style="list-style-type: none"> <li>• Cllr Chas Booth</li> <li>• Cllr Jim Campbell</li> <li>• Cllr David Key</li> <li>• Cllr Kevin Lang</li> <li>• Cllr John McLellan</li> <li>• Cllr Claire Miller</li> <li>• Cllr Gordon Munro</li> <li>• Cllr Iain Whyte</li> <li>• Cllr Norman Work</li> </ul>	<p>Jamie Macrae Committee Officer Tel: 0131 553 8242</p> <p>Sarah Stirling Assistant Committee Officer Tel: 0131 529 3009</p> <p>Lisa Mallon Housing Operations Manager Tel: 0131 529 6291</p>

## Recent News

### Salitre Housing Design Awards 2019

The Council's house building programme continues to be recognised for its design and quality, receiving a commendation at the Saltire Housing Design Awards 2019 for the second phase of the regeneration programme at Pennywell.

The awards were hosted at the Scottish Parliament on the 25 June 2019. These awards recognise the design quality of the affordable homes that have been delivered in the area.

### Edinburgh and South East Scotland City Region Deal Update

#### Housing

On 29 May 2019 the Regional Housing Board met for the second time. Discussion focused on regional affordable housing delivery in the year 2018/19; updates on the seven strategic sites; and priorities for a future series of workshops to develop the regional housing work programme.

On 14 and 21 June 2019, the workshops took place with over 70 attendees across the two days. The first day focused on infrastructure, land and strategic sites and second day on affordable housing, innovation and skills. Regional partners are currently in the process of capturing feedback and input received across the workshops with a view of producing a short report outlining a future regional work programme, to be reported at the next meeting of the Regional Housing Board.

#### Fair Work

On 7 June 2019 the City Region Deal Joint Committee [approved](#) the final four Integrated Regional Employability and Skills (IRES) Programme project propositions:

- Integrated knowledge systems

## Background

### Contact:

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Recent News	Background
<ul style="list-style-type: none"> <li>• Labour market analysis and evaluation</li> <li>• Integrated employer engagement</li> <li>• Workforce mobility</li> </ul> <p>The seven key projects which underpin the £25 million IRES programme have all gained Joint Committee approval and are now progressing towards implementation.</p>	
<p><b>West Edinburgh and Airport Relief Road</b></p> <p>Further progress is being made in relation to West Edinburgh. Council officers have continued to meet with Edinburgh Airport in relation to the Airport Relief Road. Scoping work is now underway on the design of the road in order to allow a planning application to be submitted in due course. It is anticipated that this will be early next calendar year.</p> <p>Work is also progressing on the scoping work to identify the priority West Edinburgh Transport Appraisal (WETA) measures to be delivered through the City Region Deal funding that is available for this purpose. Council Officers have been liaising with Edinburgh and South East Scotland City Region Deal partners to develop a high level Project Delivery Plan (PDP). This PDP will be presented to the next CRD Transport Appraisal Board (26 August 2019) and will set out the next steps of the project with a recommendation to procure multiple disciplinary consultancy support to assist in the progression of the programme and develop an investment package of strategic transport infrastructure for West Edinburgh.</p> <p>The consultant teams in relation to both of the above pieces of work will be tasked with working together to ensure a coordinated approach. The proposed Memorandum of Understanding between the Council and Edinburgh Airport will continue to be developed. It is likely that this will not be signed until the scoping work is complete and there is a clearer understanding of works to be delivered and associated costs.</p> <p>The land owned by New Ingliston Ltd which comprises Phase 2 of the International Business Gateway is now</p>	<p><b>Contact:</b></p> <p>David Cooper,  <a href="mailto:david.cooper@edinburgh.gov.uk">david.cooper@edinburgh.gov.uk</a>  <a href="tel:01315296233">uk</a>  0131 529 6233</p>



been marketed for sale. Officers will track this process and seek early engagement with any new owner.

The procurement of a multi-disciplinary team to undertake a study on the inclusive growth potential of West Edinburgh is underway. This project is being taken forward in partnership with Scottish Government, Scottish Enterprise and the Scottish Futures Trust. It is envisaged that selection of the team will take place shortly and an appointment made in September 2019.

The remit for this work area have been moved from the Housing, Homelessness and Fair Work Committee to the Policy and Sustainability Committee. A report will be provided to that Committee on 1 October 2019. Business bulletin updates will continue to be provided to Housing, Homelessness and Fair Work Committee.

### **Town Centre Fund and Strategic Statement**

On 6 June 2019 the Housing and Economy Committee agreed allocations for the £2.613m of funding that Council received from the Scottish Government as part of the 2019/20 budget settlement. A number of projects were put forward for consideration and progress is now being made on those that received funding allocations.

A detailed design and construction pack has been prepared for South Queensferry and procurement is underway with a contractor expected to be in place by the end of 2019. A contractor is being appointed to remove asbestos from Granton Station and work is underway to move materials from the grounds, with further works being agreed within the project team. On Westside Plaza, detailed designs are being prepared by Harrison Stevens. On the Pennywell Cultural and Learning Hub, work is ongoing with North Edinburgh Arts to progress the development. A monitoring regime is being developed to assess the impact of each project.

In considering this matter the Committee asked that updates be provided on each of the projects that were allocated funding and also asked that officers prepared a Town Centre Strategic Statement to assist in the allocation process should funding be made available in

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Recent News	Background
<p>future years. This work is underway and a report will be brought to the Housing, Homelessness and Fair Work in January for consideration.</p>	
<p><b>Marketing Edinburgh Update</b></p> <p>Since the Housing and Economy Committee on <a href="#">6 June 2019</a> Marketing Edinburgh has made significant progress on developing an approach for its future.</p> <p>The company commissioned external support to undertake an options appraisal and Council officers have been involved in these detailed discussions. This work is due to conclude in late Summer 2019 and is exploring a number of options for transforming the business.</p> <p>A report on the next steps for Marketing Edinburgh will be presented to Committee in October 2019.</p>	<p><b>Contact:</b></p> <p>Paul Lawrence 0131 529 7325 <a href="mailto:paul.lawrence@edinburgh.gov.uk">paul.lawrence@edinburgh.gov.uk</a></p>
<p><b>CivTech 4.0 Challenge Submission</b></p> <p>CivTech is part of the Scottish Government’s Digital Directorate which aims to solve public sector challenges by bringing together public sector expertise and private sector creativity. CivTech has been operating since 2016 with significant benefits to both the Challenge Sponsor organisations and the businesses who bid to propose potential solutions.</p> <p>Colleagues from Edinburgh Shared Repairs Service and the Housing Service collaborated to successfully apply to the latest round of <a href="#">CivTech 4.0</a> with the challenge ‘How can we use technology to manage the property condition of communal areas in privately owned tenements?’. This is the first time the City of Edinburgh Council has had a challenge accepted onto CivTech. All challenges are released on Public Contracts Scotland for a four week application window (Monday 15 July 2019 to Friday 9 August 2019) before shortlisting and selection takes place during August 2019. CivTech manages the procurement process. Three companies are ultimately selected to proceed to the Exploration Stage, where ideas are worked up and pitched for further development. One company per challenge is</p>	<p><b>Contact:</b></p> <p>Martin Macaulay martin.macaulay@edinburgh.gov.uk 0131 529 7393</p>

## Recent News

## Background

selected to proceed to an accelerator stage where solutions are demonstrated at a Demo Day.

The Council's challenge supports the objectives and aims of Edinburgh Shared repairs Service and Housing's Mixed Tenure Improvement Strategy and is an opportunity to trial innovative approaches to property maintenance. The initial outlay from exploration to accelerator stage is £29k plus VAT. The challenge sponsor and successful team have the opportunity to extend their relationship following completion of the accelerator stage, subject to further negotiation. CivTech have provided a list of [FAQs](#) for challenge sponsors.

### **Business Loan Scotland**

Business Loan Scotland (BSL) Ltd is a company set up by all 32 Scottish Local Authorities in 2015 to offer loan finance to small businesses up to £100,000.

The Council approved membership of Business Loans Scotland on 30 April 2015. This followed reports to the Economy Committee ([18 December 2014](#)) and the Finance and Resources Committee ([19 March 2015](#)).

Core funding provided by Local Authorities was matched by the European Regional Development Fund (ERDF), effectively doubling the original investment.

In 2018 ERDF match funding was replaced with Scottish Government direct funding. The new direct funding does not require match from Local Authorities. As a result, a special resolution proposes a change to the articles of association to enable the option for un-matched funds to be returned to member Local Authorities. This differs from the original articles which specified the assets could only be held in an evergreen fund or reinvested in like-minded organisations upon dissolution. The resolution requires the support of 75% or more members to be carried.

The City of Edinburgh Council's direct investment in BLS totals £213,216. As at 31 March 2019, the Council's balance (comprising money invested, match allocation and money out on loan) totals £521,926. Of this,

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0131 529 3211

Recent News	Background
<p>£136,800 is un-matched against ERDF and could, under the revised Articles of Association, be returned to the Council in due course.</p> <p>The Convener and Vice Convener instructed officers to notify BLS that the Council is minded to support the special resolution. Should the resolution be carried, a further report will be prepared for the Finance and Resources Committee setting out options and recommendations in more detail.</p>	
<p><b>Original Edinburgh (previously known as Old Town BID)</b></p> <p>As reported in previous business bulletins, a group of businesses propose a Business Improvement District (BID) in the Old Town (rebranded in May 2019 as <a href="#">Original Edinburgh</a>).</p> <p>The <a href="#">Business Improvement Districts (Scotland) Regulations</a> (2007) cover how BIDs are formed and operate. Local Government and Scottish Government, including its agency the Scottish Towns Partnership, have a role in oversight of the development process of any BID.</p> <p>The Original Edinburgh BID steering group wrote to the Executive Director of Place on 13 June 2019 to give the Council notice of their intention to hold a ballot on 28 November 2019.</p> <p>This formal notice triggered a schedule, under BID legislation, which requires the group to produce a detailed BID Proposal by 22 August 2019. This proposal requires to be assessed by the Scottish Government and the Council, and a decision reached to either allow the ballot to proceed, or to exercise the Council's power of veto. An additional meeting of the committee has been called on 13 September 2019 for this purpose.</p>	<p><b>Contact:</b></p> <p>Jim Galloway  <a href="mailto:jim.galloway@edinburgh.gov.uk">jim.galloway@edinburgh.gov.uk</a>  <a href="#">k</a>  0131 529 3211</p>
<p><b>Homelessness Presentations 2018/19</b></p> <p>Against a projected national increase in homeless presentation, overall there has been a 2.7% reduction in homeless presentations (as at 3 April 2019) between</p>	<p><b>Contact:</b></p> <p>Nicky Brown  <a href="mailto:nicky.brown@edinburgh.gov.uk">nicky.brown@edinburgh.gov.uk</a>  <a href="#">k</a></p>

2018/19 and 2017/18 and a 20.6% reduction over the five year period 2014/15 to 2018/19.

The data for the last five years is as follows:

Year	Total
2018/19	3188
2017/18	3277
2016/17	3376
2015/16	3645
2014/15	4016

Tel: 0131 529 7589

### **Parks and Cemeteries Homeless Evictions**

Committee will recall the Emergency Motion on Parks and Cemeteries Homeless Evictions and subsequent discussion at our meeting on 6 June 2019. A briefing note has been prepared for members to outline the issues and the next steps in ensuring appropriate arrangements and support are in place for people rough sleeping in our parks and cemeteries.

In addition, Councillor Kate Campbell, Housing, Homelessness and Fair Work Convenor, meet with Chief Inspector David Robertson, Local Area Commander: South East Edinburgh - Police Scotland, on 6 August 2019 to discuss the safety and welfare of some of Edinburgh's most vulnerable citizens who are rough sleeping. Concerns regarding the recent eviction of those rough sleeping from public spaces were addressed and they discussed ways that the Council and Police Scotland can work more closely to make sure that similar misguided action is not repeated.

Police Scotland confirmed their commitment to provide support and to continue to work with the Council to ensure the appropriate support is in place. Police Scotland also attended the reconvened Homelessness

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**Recent News****Background**

Task Force, with a focus on bringing together key partners to develop a joined up approach to help those people who are sleeping rough.

# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Delivery Strategy for Meadowbank

Executive/routine Wards Council Commitments	Executive 14 - Craigentinny/Duddingston <a href="#">1,4,15,39,42</a>
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### 1. Recommendations

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- 1.1 It is recommended that the Housing, Homelessness and Fair Work Committee:
  - 1.1.1 notes the consultation that has taken place to date on the Meadowbank masterplan;
  - 1.1.2 agrees the delivery strategy objectives for the wider Meadowbank site; and
  - 1.1.3 notes the intention to submit the masterplan for Planning approval in autumn 2019.

**Paul Lawrence**

Executive Director of Place

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## Delivery Strategy for Meadowbank

### 2. Executive Summary

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- 2.1 This report sets out the delivery strategy objectives for the wider site at Meadowbank and provides a summary of the masterplan proposals that have been developed in collaboration with the community.
- 2.2 Meadowbank represents a unique opportunity to deliver a vibrant new neighbourhood with new mixed tenure housing, local facilities, quality open space and play areas with new connections to and through the existing communities. This will be set in the context of a new first class sports centre and pay respect to the rich industrial history of the site.
- 2.3 The masterplan has been informed by and responds to the feedback received from an extensive programme of community engagement. It balances the challenges of bringing new homes to the area, protecting and enhancing the environment and supporting the delivery of a brand new sports centre.

### 3. Background

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- 3.1 [On 13 March 2008](#), the City of Edinburgh Council approved a report recommending a new build sports centre as the preferred option for replacing the existing sports facilities at Meadowbank.
- 3.2 [On 10 March 2016](#), the City of Edinburgh Council approved the funding package for the sports centre including transfer of surplus sites at Meadowbank to the Housing Revenue Account (HRA). This approach was preferred to disposal of the surplus sites as it ensures the land stays within Council control, can deliver much needed housing including an above policy level of affordable housing, and can create income generating assets.
- 3.3 [On 19 April 2016](#), the Health, Social Care and Housing Committee approved the development of new Council owned homes at Meadowbank and agreed to seek approval to apply for Scottish Government funding through the Affordable Housing Supply Programme (AHSP) to support this.
- 3.4 Planning Permission in Principle (PPP) was approved for the redevelopment of the surplus land on the site for a mix of uses, including residential, student



accommodation, hotel and commercial uses (including Classes 1, 2, 3 and 4), together with car parking, landscaping, drainage and ancillary works at the Development Management Sub Committee on [29 June 2018](#) (18/00154/PPP). The Permission was subject to the submission of a masterplan for approval by the Planning Authority.

- 3.5 Detailed planning permission was granted for the sports centre at the same Development Management Sub Committee on [29 June 2018](#) (18/00181/FUL). The contract for constructing the centre has been awarded to Graham Construction who are on site and the sports centre is expected to open in 2020.

## 4. Main report

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### Delivery Strategy Objectives

- 4.1 The delivery strategy objectives for the mixed use development are:
- 4.1.1 to deliver a major regeneration project and an exceptional place;
  - 4.1.2 to deliver a vibrant new neighbourhood that combines residential, commercial and other local facilities in a holistic way and as part of the existing community;
  - 4.1.3 to deliver an exemplar, highly energy efficient and sustainable development that supports the Council's aim of achieving net zero carbon by 2030;
  - 4.1.4 to deliver new mixed tenure homes on the site, including a minimum of 35% affordable homes for social and mid market rent;
  - 4.1.5 to ensure the development is well connected to the existing neighbourhoods and provides priority to cyclists and pedestrians through its active travel approach;
  - 4.1.6 to ensure safe and attractive public realm, quality open space and play spaces accessible to all;
  - 4.1.7 to promote the natural biodiversity of the area, protecting and supplementing the existing trees and vegetation through the planting strategy; and
  - 4.1.8 to deliver best value for the Council in the development and maintenance of housing and other assets.

Further detail on these elements and how they are incorporated in the proposed masterplan is set out below:

### Housing Mix

- 4.2 The site has been shaped into three distinct areas (A, B and C), each of which reflects the different character of the areas they are set within, see Appendix 1. Area C was previously proposed as a mix of hotel and student accommodation but this is now proposed as a high density residential area suitable for build to rent. This reflects the need for this part of the site to enable the delivery of the Sports

Centre by delivering a receipt to the Council. The homes in area A and B will be a mix of private and affordable housing for sale and rent. A mix of one, two and three bed homes including new family and accessible homes will be provided.

- 4.3 The indicative unit numbers are set out below. These will be further refined as the designs develop and a development partner is sought to work with the council to build out the site.

Site A – 142.

Site B – 227.

Site C – 242.

- 4.4 The height of buildings across the different parts of the site have been carefully considered and are set in the context of the surrounding buildings and natural landmarks. This means that the buildings near the existing low rise homes are much lower and respond to the community concerns expressed throughout the consultation.

- 4.5 Site C is now proposed as high density residential accommodation which will be for rent.

#### **Amenity Mixed Uses**

- 4.6 The proposed masterplan responds to community concerns regarding student and hotel accommodation on the site. The current proposal therefore has no student accommodation or hotel uses and consideration is being given to other complementary uses; including space for a GP surgery.
- 4.7 Meadowbank has been identified by NHS Lothian as one of the preferred options for the relocation of the existing Brunton Medical Practice. The development of a new surgery to replace Brunton Place surgery with sufficient clinical space will enable the practice to increase its current patient list.
- 4.8 Following approval by the Edinburgh Joint Integration Board on 8 February 2019, the NHS Finance and Resource Committee approved an Initial Agreement on 24 July 2019. This provides approval to produce a business case for the options under consideration including detailed costings. A final decision is expected mid 2020.

#### **Landscaping and Public Realm**

- 4.9 All possible ecology and biodiversity opportunities are being explored with the aim of achieving the new benchmark; Building for Nature accreditation, reflecting the highest quality of design and maintenance of green infrastructure in housing and commercial development. The current proposal retains and protects as much of the existing sites' trees and vegetation. Additional tree and plant species have been chosen to be visually and ecologically diverse. Play areas have been dispersed through the site and are focused on integrating natural play elements into landscape spaces.
- 4.10 The public realm has been designed to acknowledge the rich industrial heritage of the site. Part of the site was previously occupied by the St Margaret's Locomotive

Works and a central area based on the former railway turntable is proposed, to form a focal point within the development as 'Turntable Park'. Excavations will also provide educational opportunities for the community to participate.

### **Connectivity and Parking**

- 4.11 The masterplan, with its central location, is designed around the concept of active travel. A new cycle path is proposed through the site linking the established cycle routes from Holyrood Park, providing a renewed link to Clockmill Close, Smokey Brae and Restalrig Road South. In addition, there is a new pedestrian route around the north of the new sports facility providing an active travel connection to Lochend Park and Meadowbank Retail Park.

### **Sustainability Strategy**

- 4.12 The Meadowbank site benefits from good public transport links with the proposed layout creating opportunities for active travel and minimal car use; supporting the Council's aim of achieving net zero carbon by 2030. A heating options appraisal is currently being carried out with input from Zero Waste Scotland to inform the most appropriate heat source for new homes. The options appraisal starts with a fabric first approach to minimise the energy requirements of the homes before looking at a network or individual solution to meeting that requirement. The masterplan identifies a location for an energy centre to serve a district heating network. The Council's development partner will be required to identify a preferred energy services company (ESCO) to deliver, maintain and operate the energy centre and district heating network.
- 4.13 In broader sustainability terms the Council will seek to reuse materials onsite where possible to reduce waste. Contractual obligations will be imposed to ensure contractors minimise and manage their waste, reduce carbon emissions and use materials from sustainable sources.

### **Procurement Approach**

- 4.14 Following approval of the masterplan the Council will develop a procurement strategy to allow the appointment of a development partner to build homes that will be owned by the Council and build the private and commercial units. It is the intention to keep the delivery of the site together as one package to retain control over the programme and quality of development and ensure adherence to the approved masterplan. Consideration will also be given to Meadowbank forming part of a broader procurement exercise along with other mixed use sites that will allow the Council to develop at scale and pace to meet its long-term commitments for the provision of housing. Such arrangements would be reported through the appropriate committees.

### **Enabling Works and Early Action**

- 4.15 There are number of constraints which present particular challenges in developing the site. It is vital that these are addressed promptly in order to achieve certainty on cost and programme. An enabling works package is being prepared to include

works to the retaining walls, treatment of contaminated land, weed removal and relocation of the gas governor.

### **Governance and Oversight**

- 4.16 A programme board chaired by the Executive Director of Place has been established to ensure full co-ordination of all future development activities on the wider Meadowbank site. The focus of these initial meetings has been on the developing masterplan.
- 4.17 In addition, a Meadowbank Sounding Board has been set up including ward councillors, Housing, Homelessness and Fair Work Committee Convenor and Vice Convenor and local representatives such as community councillors, local residents and campaign groups. The group is chaired by an independent third party, selected by councillors.

## **5. Next Steps**

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- 5.1 It is intended that the submission of the masterplan and required documents, which will discharge Condition One of the PPP will be submitted in Autumn 2019 with a determination at Development Management Sub Committee in late 2019.
- 5.2 The finalisation and tendering of enabling works package will be completed in Autumn 2019. It is expected that a contractor would be onsite early 2020 with works scheduled to complete prior to the Sports Centre opening.
- 5.3 Procurement of a development partner will progress in parallel with the masterplan submission. If planning consent is granted in late 2019, further design work will be required before detailed design submissions. It is proposed that this work is carried out once a development partner is appointed in order to benefit from early contractor engagement, buildability expertise and value engineering. It is expected that the partner will be appointed by summer 2020.
- 5.4 Reports will be submitted to the Finance and Resources Committee for contract approval as required, this is expected to be summer 2020
- 5.5 Detailed design submissions to Planning could follow in summer 2020 with an estimated determination around late 2020.
- 5.6 Statutory consents (Scottish Water, Building Warrant, Road Construction) will be ready for submission in autumn 2020 allowing for mobilisation and site start in spring 2021.
- 5.7 It is anticipated the Sounding Board remains in place, meeting regularly to receive project updates and influence design choices.

## 6. Financial impact

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- 6.1 The transfer of the land to the HRA was agreed by Council on [10 March 2016](#) and will deliver a receipt to the General Fund (GF) as part of the sports centre funding package.
- 6.2 The Council will retain ownership of the affordable homes through the HRA and its new housing partnership, Edinburgh Living.
- 6.3 The history and condition of the site means it has high remediation and infrastructure costs so there is a continuing challenge to look at ways to reduce overall development costs and source external funds to support delivery of this key brownfield site. The removal of the student accommodation proposal will also have an impact on the delivery of the level of capital receipt to the GF.
- 6.4 The designs are still at an early stage and further technical information including detailed analysis of site investigation results are required to further refine remediation cost requirements.
- 6.5 A build cost envelope for the project will be established, prior to submission of the masterplan for Planning, to ensure that the project makes a positive return over the 30 year life of the HRA business plan and delivers a capital receipt for the GF. Financial gateway appraisals will be carried out at key delivery stages; including commencement of developer procurement and prior to seeking approval to appoint a developer.
- 6.6 Actions to reduce costs; such as value engineering of construction costs and early contractor engagement to consider buildability will be taken forward alongside exploring external funding opportunities including:
  - 6.6.1 grant funding for social rented homes through the AHSP. Housing Infrastructure Funding for the enabling works is potentially available on the basis funds are spent before May 2021;
  - 6.6.2 Sustrans funding for active travel improvements; and
  - 6.6.3 Low Carbon Infrastructure Transition Funding may be available for the district heating network if this is from a low carbon source.
- 6.7 Committee is asked to agree the delivery strategy objectives for the site and to note the timescales for submitting a masterplan for the site that has been developed in partnership with the local community.

## 7. Stakeholder/Community Impact

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- 7.1 Since June 2018 the design team have led an exemplary and comprehensive approach to community engagement.
- 7.2 A Meadowbank Sounding Board has been set up including ward councillors, Housing, Homelessness and Fair Work Convenor and Vice Convenor and local

representatives such as community councillors, local residents and campaign groups. The group is chaired by an independent third party, selected by councillors.

- 7.3 Four stages of consultation on the masterplan have taken place to date including:
- 7.3.1 August/September 2018: Tell us about Meadowbank - three public drop-in events based on the Scottish Government's Place Standard tool and encouraging the community to bring forward ideas for the site.
  - 7.3.2 November 2018: Community and Stakeholder workshops - focusing on specific areas of interest arising from the initial events including transport, housing, heritage and greenspaces.
  - 7.3.3 January/February 2019: Meadowbank: Ideas and Visions, further public drop-in sessions to outline the findings from the earlier stages, present some ideas about how aspirations could be met and proposed next steps.
  - 7.3.4 The final proposals were presented to the community for final comment at the end of June 2019.
- 7.4 The drop in sessions were well attended, with evening events proving particularly popular. A Saturday session was included in the second and third rounds of events following feedback from the community. Around 250 people attended the first round of events, with the second round attracting around 180. At time of writing the first June session attracted around 40 visitors with two sessions still to take place.
- 7.5 The initial online survey yielded over 450 responses.
- 7.6 A full consultation report will be submitted as part of the Planning process.
- 7.7 The level of community input has been significant and has allowed the Design Team to produce plans that will address concerns whilst delivering an aspirational place appropriate to the central location of the site.

## **8. Background reading/external references**

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- 8.1 [Meadowbank Public Consultation Boards June 2019](#)
- 8.2 [New Meadowbank Sport Centre -Award of Contract, Report to Finance and Resources Committee, 11 October 2018](#)
- 8.3 [Meadowbank Sports Centre, Report to Culture and Communities Committee, 11 September 2018 \(Summary of decisions to date\)](#)
- 8.4 [Meadowbank, Reports to Development Management Sub Committee, 29 June 2018](#)
- 8.5 [21st Century Homes- Housing Development at Fountainbridge and Meadowbank, report to Health Social Care and Housing Committee, 19 April 2016](#)
- 8.6 [Funding Package Proposal for a New Meadowbank, report to Council, 10 March 2016](#)
- 8.7 [National and Regional Sports Facilities, report to Council 13 March 2008](#)

## 9. Appendices

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9.1 Meadowbank site plan.

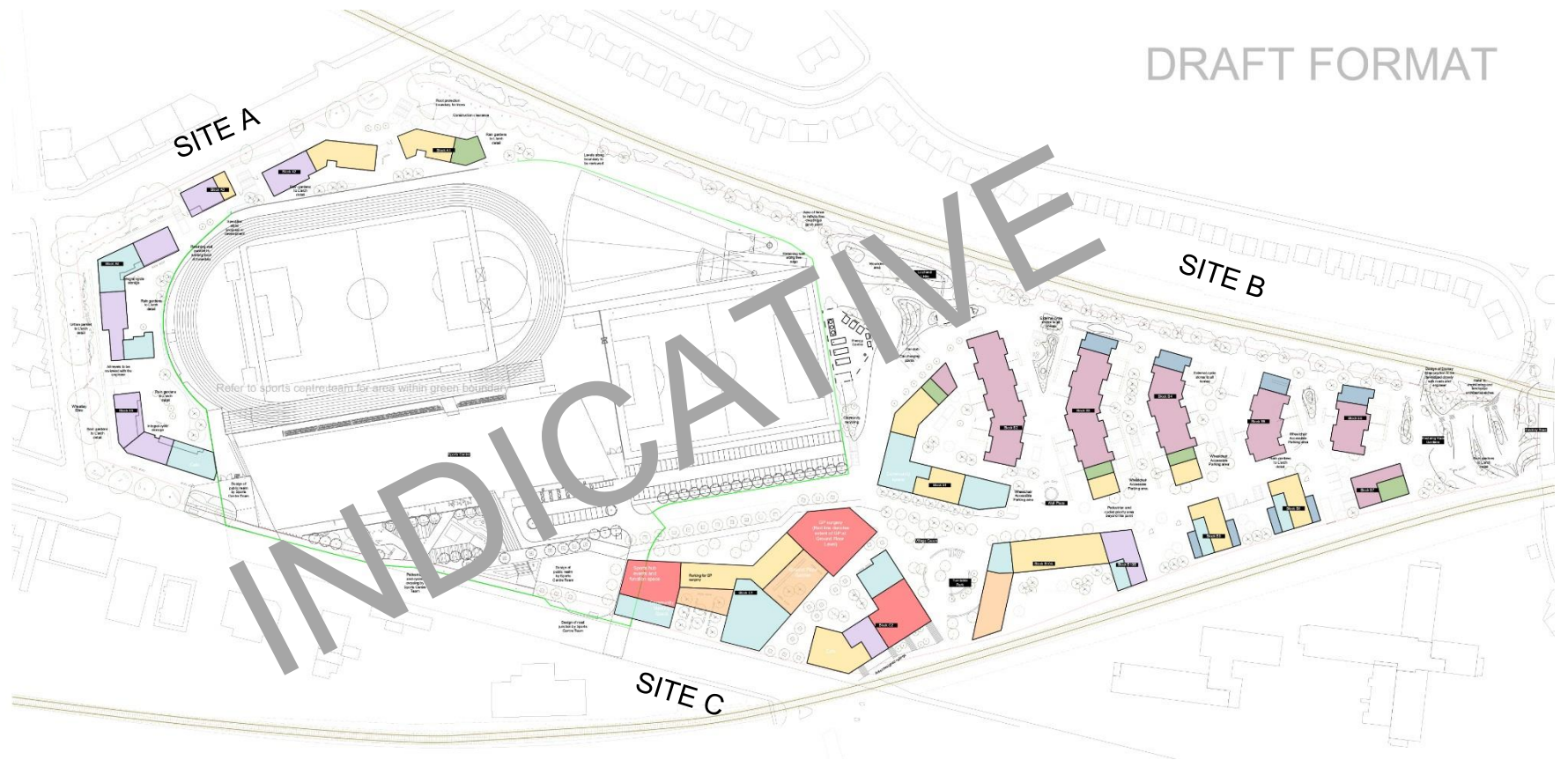
# Appendix 1- Site Plan

DRAFT FORMAT

### LEGEND

- 1 Storey
- 2 Storey
- 3 Storey
- 4 Storey
- 5 Storey
- 6 Storey
- 7 Storey
- 8 Storey

Site A: 142  
Site B: 227  
Site C: 242





# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Delivery Strategy for Powderhall

Executive/routine	Executive
Wards	12 – Leith Walk
Council Commitments	<a href="#">1, 2, 6, 10, 13, 15, 32</a>

### 1. Recommendations

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- 1.1 It is recommended that Housing, Homelessness and Fair Work Committee:
  - 1.1.1 agrees the delivery strategy objectives for Powderhall set out at paragraph 4.2 and 4.3;
  - 1.1.2 agrees the recommended option of retaining ownership of the stables block and leasing to an appropriate operator as the preferred approach;
  - 1.1.3 agrees to discharge the motion to committee on [21 March 2019](#) requesting that a further report be brought back to Committee in two cycles setting out an options appraisal for the Powderhall Stables project; and
  - 1.1.4 agrees to submit a funding application for the stable block and for housing infrastructure grant to assist in funding the development.

**Paul Lawrence**

Executive Director of Place

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## Delivery Strategy for Powderhall

### 2. Executive Summary

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- 2.1 This report sets out the delivery strategy objectives for the proposed housing led, mixed use development at Powderhall, Edinburgh. The Powderhall site comprises the former waste transfer station (WTS), the adjacent former bowling greens and the B listed stables block fronting onto Broughton Road. The Powderhall site has been subject to extensive consultation with the public, community groups and wider Council services to create the approved Place Brief which will inform proposals.
- 2.2 The site presents a fantastic opportunity to create a mixed use, mixed tenure housing development along with a new early years centre, to meet a range of housing needs in the community, close to the city centre. Development of the site will deliver significant economic and social benefits and educational opportunities. The Place Making principles enshrined in the approach to planning and consultation promote the creation of an exemplar sustainable development with a high degree of community support and buy in.
- 2.3 The report sets out the delivery strategy objectives for the wider site and a preferred option for the redevelopment of the stables block that will enable the block to be brought back into immediate use whilst work is taken forward to secure a long-term use that integrates the stables block within the wider development.

### 3. Background

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- 3.1 Following the closure of the waste transfer station in 2016, the Powderhall WTS was identified as a brownfield opportunity for a housing led mixed use development, including affordable housing. On [23 March 2017](#), Finance and Resources Committee approved the transfer of the site to the Housing Revenue Account (HRA) for affordable housing led regeneration. The former WTS has not yet transferred to the HRA as it was undergoing advanced demolition and remediation works which are now complete. The HRA forward funded the cost of these works which will be deducted from the purchase price for the site. The redevelopment opportunity also incorporates consideration of the adjacent bowling greens and the category B listed stables block fronting on to Broughton Road.

- 3.2 During 2018 a programme of community and stakeholder consultation was undertaken to inform the development of a Place Brief for the site. The Place Brief, approved by Planning Committee in [December 2018](#), forms non-statutory guidance for any redevelopment proposal on the Powderhall site and will inform planning submissions. Individual planning applications should be accompanied by a masterplan covering the whole site to show how the different elements link together.
- 3.3 On [21 March 2019](#), Housing and Economy Committee received a report on the City Strategic Investment Fund (CSIF) and agreed a motion from the administration requesting that a further report be brought back to Committee in two cycles setting out an options appraisal for the Powderhall Stables project. This report seeks approval of a preferred option and requests that committee discharges the motion.

## 4. Main report

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- 4.1 The closure of the former waste transfer site at Powderhall has created an opportunity to transform this part of the city into a sustainable, mixed use neighbourhood. This will support several Council commitments including delivering new affordable homes as part of the 20,000 affordable homes target and prioritising the development of brownfield sites. Alongside, housing development an opportunity has been identified to deliver a new nursery in support of the Council's early years strategy and to refurbish the former stables block to create employment opportunities and space for community uses.
- 4.2 A site plan attached at Appendix 1 shows the different elements of the site which require different approaches and funding solutions. These approaches will be brought together in a single masterplan that adheres to the principles of the approved Place Brief but allow a phased and incremental approach to delivery of the site. Community consultation to date has focused on the principles agreed in the Place Brief with consultation on a preferred layout still to take place.
- 4.3 The proposed delivery strategy objectives for the Powderhall development are as follows:
- 4.3.1 to develop a vibrant new neighbourhood combining residential, early years and commercial uses in a holistic and sustainable way;
  - 4.3.2 to deliver an exemplar, highly energy efficient and sustainable development that supports the Council's aim of achieving net zero carbon by 2030;
  - 4.3.3 to deliver new mixed tenure homes on the site, including a minimum of 35% affordable homes for social and mid-market rent;
  - 4.3.4 to deliver a new nursery with older persons affordable housing above (intergenerational living) including shared common space;
  - 4.3.5 to renovate the B listed stables block into flexible workspaces and community/ exhibition space with a new 'civic' courtyard to the rear;

- 4.3.6 to ensure the development is well connected to the existing neighbourhoods and provides priority to cyclists and pedestrians through its active travel approach;
- 4.3.7 to ensure safe and attractive public realm and quality open space;
- 4.3.8 to improve the natural biodiversity of the area by repurposing the brownfield part of the site; and
- 4.3.9 to deliver best value for the Council in the development and maintenance of housing and other assets.

### **Design and Planning**

- 4.4 A full design team has been appointed using the Council's professional services framework to develop design to Royal Institute of British Architects (RIBA) stage 2. Subject to approval of the Delivery Strategy the team will be appointed to develop the designs further and secure Planning consent for each part of the site.
- 4.5 Following approval of the Place Brief and working with this document, the design team has been working on designs for the redevelopment of the site with a view to further community consultation. The following section summarises the approach proposed for future planning applications. It is designed to develop an integrated approach to master planning for the whole site, in consultation with the community, and to allow Planning to be secured timeously as required for individual parts of the site linked to the procurement route and timescales:
  - 4.5.1 A Pre-Application Notice (PAN) for the whole Powderhall site will be submitted in summer/autumn 2019. This will initiate further public consultation events and will include an online consultation exercise.
  - 4.5.2 A detailed planning application for the new nursery is planned for submission in late 2019. The application will be accompanied by a masterplan for the whole site as required by Planning Committee via approval of the Place Brief.
  - 4.5.3 A full planning application for the former waste transfer site will then be progressed. A masterplan will be submitted with this application. This will look to set key objectives around building heights, massing, road layouts and public realm, using the approved Place Brief and will be shaped by the community consultation.

### **Procurement Approach**

- 4.6 Two main procurement approaches have been considered. This is either to treat the site as one single tender/phase or to divide it into two main tenders for the bowling greens and WTS.
- 4.7 It is proposed to breakdown the site into different procurement packages with enabling works across the whole site. This will help meet the timetable required for the provision of the new nursery, help the flow of construction traffic and site access throughout the programme. The main construction phases and procurement packages can be summarised as follows:

- 4.7.1 One off package for the demolition of the waste transfer facility. This is currently underway and due to complete in July 2019.
- 4.7.2 Procurement of a package of site enabling works including utility and sewer diversions.
- 4.7.3 Appointment of a building contractor for the nursery and older persons housing using the procured Council's housing contractor framework.
- 4.7.4 Procurement of a development partner to build affordable homes for the Council as well as housing for sale and/or market rent and commercial units for the mixed tenure development on the former waste transfer site.
- 4.7.5 Refurbishment of the stables block may form a stand-alone exercise or could be packaged with other elements depending on timing and funding

### **Housing Mix**

- 4.8 Initial estimates indicate that around 250-260 new homes could be provided across both sites at Powderhall (WTS and the former bowling greens). The minimum percentage target of affordable homes to be delivered is proposed at 35%, a mix of social rented homes for the Council and mid-market rent for Edinburgh Living. A 35% target seeks to find a balance of delivering a higher percentage than the 25% minimum Affordable Housing Policy (AHP) requirement whilst trying to ensure the site contributes to wider Council objectives with the private housing for sale and/or rent providing a higher capital receipt towards transfer value.
- 4.9 A mix of house sizes and house types will be provided to meet a range of housing needs; including for couples, older people, families and households with specific needs.

### **Sustainability Strategy**

- 4.10 Opportunities for active travel and alternatives to car use will be explored and promoted given the sites location adjacent to the city's cycle network and close proximity to public transport routes (bus and future tram). The WTS also provides an opportunity to create high quality urban realm and new open space regenerating what was a former industrial site.
- 4.11 There are a number of options for delivering an efficient, low carbon energy solution for the site and work is underway to select one of the options having regard to the balance between the capital cost of the options, the most efficient form of heating and ultimately the affordability of energy to customers. Consideration is being given to the Council's objective of being a net zero carbon authority and the contribution this project can make to demonstrating how this can be achieved in a way that is affordable for our customers.
- 4.12 The Scottish Government's district heating objectives will be considered to ensure the scheme is compliant for the purposes of any funding that may be available such as the Low Carbon Infrastructure Transition Programme.

## **Stables Block**

- 4.13 The B listed stables block acts as a vital 'gateway' to the site. Poor or incomplete conversion and lack of control would negatively impact on the housing redevelopment. It had previously been proposed that the stables block be refurbished into work/events space and a bid was made to the Regeneration Capital Grant Fund (RCGF) in mid-2018 to assist in funding this development. The RCGF bid was unsuccessful leaving a funding gap of approximately £1m.
- 4.14 A motion from Housing and Economy Committee has requested that an options appraisal is presented to this Committee within two cycles. This options appraisal is attached at Appendix 2. The preferred option recommended for approval is to retain the stables block and seek to rent it out to offset holding costs, with a view to potentially progressing a refurbishment at a later date, if a funding package can be assembled. The benefit of this approach is that the Council would retain control via conditions in the lease to ensure that the use complimented the housing development. The preference is to seek a partner who specialises in affordable work, community use spaces / creative art space, a use that would work adjacent to housing, which creates a 'destination' purpose for the building for the local and wider community.
- 4.15 This may represent a more challenging prospect for a tenant compared with taking a lease on a refurbished building but officers have engaged with potential operators and there has been interest in this proposed approach. Selection of the right partner may also open-up funding options that are not available to the Council directly. The view of officers is that this is a viable option and the best means of bringing the building back into active use in the short term while also developing plans for further refurbishment.

## **5. Next Steps**

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- 5.1 Subject to approval of the Delivery Strategy: submission of a planning application and associated masterplan in late 2019 for approval of a new nursery combined with housing for older people and enhanced open space on the former bowling greens site.
- 5.2 Preparation of an enabling works package for the whole site.
- 5.3 Preparation and submission of application(s) for funding for the stables block in parallel with securing a tenant to allow the building to be occupied.

## **6. Financial impact**

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- 6.1 As a contaminated brownfield site, the WTS has several constraints to be overcome which increase the cost to redevelop and repurpose the site. Over and above grant funding for new supply of social rented homes, it is recommended that additional

grant and other match funding (for example from the Housing Infrastructure Fund, Low Carbon Infrastructure Transition Programme, Sustrans funding) is sought to assist the Council to deliver the project.

- 6.2 The site is included in the five-year HRA capital programme. A number of actions will be implemented to ensure the project makes a positive return over the 30-year HRA business plan period, these will include:
  - 6.2.1 Value engineering the development to make efficiencies where possible – the design is at a very early stage so this can be considered as the project develops.
  - 6.2.2 Procuring in a way which is efficient and drives savings and value from the development (this was one of the main considerations in developing the procurement approach outlined).
  - 6.2.3 Over and above Affordable Housing Supply Programme (AHSP) funding, seeking grant and other match funding (for example from the Housing Infrastructure Fund, Low Carbon Infrastructure Transition Programme, Sustrans funding and others), to assist in funding the project and offset costs to the Council.
- 6.3 The site is included in the Strategic Housing Investment Plan with a site start and draw down of grant funding for social rented homes, estimated from 2021/22. There could also be draw down of grant against a land transfer in advance of this.
- 6.4 A build cost envelope for the project will be established, prior to submission of a planning application with financial gateway appraisals carried out at key delivery stages; including commencement of developer procurement and prior to seeking approval to appoint a developer.

## **7. Stakeholder/Community Impact**

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- 7.1 A programme of public consultation culminating in a Place Brief has informed the creation of the development masterplan. Information was shared and views gathered at public drop in events, online via the consultation hub and through stakeholder meetings.
- 7.2 The regeneration of Powderhall will provide a new nursery, new homes, high quality public realm and commercial opportunities. The new housing proposed will provide a range of housing opportunities from renting to purchase including opportunities to meet affordable housing needs including for those with specific needs. Alongside the physical benefits of the new built environment, an active transport strategy is being developed to promote active travel, low carbon and connected communities. The masterplan will also provide a design code to enhance open green spaces and set out a sustainable approach in line with Council policy and priorities.
- 7.3 An energy strategy is being developed that will respond to low carbon opportunities for development, adaptation to climate change and sustainable development.

## **8. Background reading / external references**

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- 8.1 [Strategy – Accelerating Housing Delivery and Brownfield Regeneration – Finance and Resources Committee – 23 March 2017](#)
- 8.2 [Powderhall Place Brief – Planning Committee - 12 December 2018](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Powderhall site plan
- 9.2 Appendix 2 - Stables block options appraisal



Appendix 1 - Powderhall site plan (from approved Place Brief)



**Appendix 2 – Stables Block Options Appraisal (preferred option ‘D’ highlighted)**

No.	Description	Pros	Cons
A	<p><i>Do nothing</i> The status quo – the Council retains ownership of the building and it remains mothballed.</p>	<ul style="list-style-type: none"> <li>▪ Full Council control over the building.</li> <li>▪ Nil new capital costs.</li> <li>▪ Scope to refurbish in future.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Holding costs for the General Fund.</li> <li>▪ Ongoing deterioration of the building with risk of vandalism/environmental damage.</li> <li>▪ Business space would require to be provided elsewhere within the development to satisfy LDP policy EMP 9.</li> </ul>
B	<p><i>Sell the building</i> The Council sells the building. The most likely outcome is considered to be that it would be acquired for redevelopment into flats, albeit conditions could be attached to restrict this.</p>	<ul style="list-style-type: none"> <li>▪ Capital receipt (albeit lower if conditions are onerous).</li> <li>▪ Nil running costs.</li> <li>▪ Potential addition to the supply of housing in Edinburgh, helping address shortages.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Greatly reduced Council control.</li> <li>▪ Risk that the building is acquired for a locally unpopular use such as short-term visitor accommodation.</li> <li>▪ Business space would likely require to be provided elsewhere within the development to satisfy LDP policy EMP 9.</li> <li>▪ Potentially weak buyer interest if conditions are overly onerous.</li> </ul>
C	<p><i>Redevelop the building as business space and/or residential units</i> The Council retains the building and redevelops it as business space and/or residential units.</p>	<ul style="list-style-type: none"> <li>▪ Full Council control over the building.</li> <li>▪ Potential rental income in future.</li> <li>▪ Addition to the supply of business space in Edinburgh, helping address shortages.</li> <li>▪ Scope for an investment sale in future.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Significant capital costs.</li> <li>▪ Highly unlikely to be viable without securing significant grant income.</li> <li>▪ Holding costs for the General Fund/ HRA.</li> <li>▪ Complex development to manage.</li> </ul>
D	<p><i>Lease out the building</i> The Council leases out the building in its existing condition to an appropriate / complimentary user.</p>	<ul style="list-style-type: none"> <li>▪ Some Council control over the building.</li> <li>▪ Nil new capital costs.</li> <li>▪ Rental income (albeit likely modest).</li> <li>▪ Running costs partially offset.</li> <li>▪ Scope to refurbish in future subject to successful funding application.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Somewhat reduced Council control.</li> </ul>

# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Housing Revenue Account Budget Strategy 2020/21

Executive/routine Wards Council Commitments	Executive All
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### 1. Recommendations

- 1.1 It is recommended that Housing, Homelessness and Fair Work Committee:
  - 1.1.1 agree to seek tenants' views on the Housing Revenue Account (HRA) budget strategy for inclusion in the 2020/21 HRA budget report;
  - 1.1.2 notes progress to date on reviewing the business planning assumptions has resulted in a 20% reduction (c.£15 million) of the projected deficit (£75 million between years 2022/23 and 2032/33) and a delay in the impact, starting in 2023/24 instead of 2022/23, as reported to Council in February 2019; and
  - 1.1.3 notes the ongoing financial and operational pressures which could impact on the delivery of the HRA budget Strategy and the update on the Housing Service Improvement Plan (HSIP) which seeks to mitigate these.

**Paul Lawrence**

Executive Director of Place

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## Housing Revenue Account Budget Strategy 2020/21

### 2. Executive Summary

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- 2.1 The 30-year HRA Business Plan 2020/21-2049/50 is the financial framework that underpins the Housing Service. The Plan is reviewed annually in consultation with tenants and a five-year Capital Programme and one-year Capital Investment Budget is approved by Council. A comprehensive review of the business plan is currently underway to maximise income and increase efficiency to ensure the business plan remains sustainable.
- 2.2 The 2019/20 Business Plan projected a £75.6 million deficit between 2022/23 and 2032/33. The business plan is currently under review, with key assumptions updated prior to consultation. The net impact of the updates so far has been positive. The total projected deficit is around £15 million less (20% reduction) than that reported in February 2019. The deficit has also been postponed; starting in 2023/24 instead of 2022/23.
- 2.3 Each year tenants are asked for their views on priorities for the Housing Service. Tenants have previously prioritised the acceleration and expansion of affordable housebuilding, investment in homes to make them more modern and easier to heat, delivered alongside accessible and responsive local services. Tenants' views will be sought on what has been achieved to date and what should be prioritised over the next five years.
- 2.4 The HRA Business Plan is expected to operate under increasing pressure in both the short and medium term. A three-year HSIP has been put in place to increase satisfaction, improve performance and reduce operating costs. The 2020/21 budget consultation will ask tenants how they want to be involved in redesigning the housing service to ensure that it is more responsive to customers.

### 3. Background

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- 3.1 On [21 February 2019](#), the Council approved the five-year HRA Budget Strategy 2019/20 to 2023/24. In addition to this, Council approved a draft 2019/20 capital budget, five-year capital investment programme and 30-year Business Plan.

- 3.2 The report also identified a number of operational and financial pressures which included performance flatlining and dipping in some areas, a decline in customer satisfaction and a projected deficit from 2022/23 and the need to mitigate this by reducing annual expenditure by 10%.
- 3.3 On [21 March 2019](#), Housing and Economy Committee approved the 2019/20 HRA capital programme for investment of £108.954 million in new homes, existing homes (including external fabric and estates) and services. This was the largest annual capital investment programme to date in Council homes.
- 3.4 On [6 June 2019](#), Housing and Economy Committee received an update on the HSIP. The report set out the approach to redesigning the Housing Service with a specific focus on developing more effective and responsive services for customers. The approach to improvement complements the significant planned investment in tenants' homes and estates, whilst significantly improving customer satisfaction, operating performance and reducing costs.

## 4. Main report

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- 4.1 The HRA manages the income and expenditure for the Housing Service. The Housing Service provides affordable homes and other services to over 19,500 tenants and 500 home owners in the city. The Housing Service is entirely self-financing and receives no funding from the General Fund (GF).
- 4.2 The Council led house building programme is one of the largest in the country, with the HRA supporting the delivery of a number of Council commitments; including delivery of 20,000 new affordable homes.
- 4.3 The HRA budget is approved by Council following consultation with tenants. The budget is prepared annually following the review of the 30-year HRA Business Plan and the Capital Investment Programme. Appendix 1 sets out the HRA Business Plan and budget setting process.

### **Tenant Priorities**

- 4.4 The Housing Service has an extensive programme of consultation and engagement with tenants. This includes regular surveys to assess customer satisfaction with the service, focus groups to enable in-depth exploration of key issues, tenant panels, tenant led service inspections and scrutiny, resident and community meetings and an annual budget consultation which is co-designed and co-delivered with tenants.
- 4.5 Over 80% of tenants who responded to previous consultations told us that they supported the investment plan, funded by a 2% rent increase, identifying the following priorities to be delivered over a five-year period:
- 4.5.1 building new affordable homes;
- 4.5.2 investing in making existing homes easier and cheaper to heat; and

4.5.3 reducing the cost of living through the delivery of a variety of different services, including an energy advice service, a tenant discount scheme, low cost broadband service and community food growing.

4.6 Subsequent budget consultations have confirmed support for the key priorities, including support to increase rents beyond 2%, if priorities could be delivered more quickly. In 2019/20 around 81% of tenants said they supported the key priorities but, alongside support for capital investment, tenants prioritised investing time and resource in improving core housing services, such as day to day housing management, and repairs and maintenance of Council homes, as well as the wider estate management.

4.7 Following budget consultation, the Council approved the five-year HRA Budget Strategy 2019/20 to 2023/24 in [February 2019](#). The budget included a scaling up of investment in existing and new homes (35% increase on previous year), as well as responding to tenants' requests to prioritise improvements in core services through the HSIP. The HSIP seeks to increase satisfaction, improve performance and reduce annual expenditure by around 10%.

#### **Progress on delivering New Homes**

4.8 The Council's Business Plan, which was approved in August 2017, committed to delivering 20,000 new affordable homes over the next 10 years; half of which will be Council led.

4.9 Since April 2016, 553 Council homes have completed, over 700 new homes are currently under construction and a further 3,000 are in design development. This does not include homes being delivered for low cost home ownership or private sale through Council led procurement, or the new affordable homes funded and delivered by Registered Social Landlords.

4.10 The Council is also leading on the regeneration of Granton Waterfront which is expected to deliver over 3,000 new homes in a new coastal quarter in the city. Delivering mixed, sustainable communities to meet a variety of housing needs across the city remains a core principle of the strategy.

#### **Progress on improving existing homes and estates**

4.11 The HRA business plan assumes investment of around £20,000 per home over the next 15 years to ensure tenants can take pride in their homes and neighbourhood in its entirety, with external and common areas brought up to the same standard as the interior of homes.

4.12 Making homes easier and cheaper to heat remains a key priority for tenants. All Council homes need to meet Scottish Government's Energy Efficiency Standards for Social Housing (EESH) by December 2020. At the end of 2018/19, 67% of Council homes met this standard; a 23% increase on 2017/18 levels. It is estimated that the remaining c.5,900 homes will require around £35 million of investment to be brought up to standard. Where practical, EESH will be exceeded and an Energy

Efficiency Rating of C or above will be achieved. Since April 2016, the following investment in improving energy efficiency has been achieved:

4.12.1 4,400 new heating systems;

4.12.2 3,200 homes insulated; and

4.12.3 2,700 new windows and front doors.

4.13 Over the last two years around 4,800 homes have also benefited from new kitchens and bathrooms. This investment ensured that no home had a kitchen and bathroom over 25 years old. By 2020 all homes will have benefited from internal modernisation programmes and all kitchen and bathrooms will be less than 20 years old.

4.14 Around 17,000 (86%) Council homes fully comply with the Scottish Housing Quality Standard (SHQS), with the remaining 14% (c.3,000) of homes considered to be in abeyance. The main reason for these abeyances is the lack of door entry systems in 1,291 mixed tenure blocks. A plan is underway to ensure the majority of blocks are fully compliant over the next three years. Over 1,000 letters have been sent to owners in majority and 50:50 council owned blocks. Around 200 blocks will be upgraded this financial year. Over a third of blocks have only one Council home, these will not be prioritised for door entry installation.

4.15 The mixed tenure housing improvement strategy was approved by committee on [7 June 2018](#). Updates have been provided to committee in January 2019 and June 2019, setting out progress to date including plans to set up a dedicated mixed tenure team and develop an enhanced scheme of assistance to encourage owners to meet their responsibilities for common repairs and to agree to invest in improvements.

#### **Progress on improving services**

4.16 Consultation on the annual budget identified a variety of services that tenants felt would help reduce their living costs and improve the overall quality of the Housing Service. New services have been introduced including a dedicated energy advice service, tenant discount scheme and a housing apprenticeship programme targeted at tenants and their families. There is also an annual campaign to recognise and reward tenants and residents who support their neighbours and look after their communities.

4.17 The way in which services are being delivered also changed, including the replacement of specialist teams with patch teams and generic housing officers and the co-location of property and housing management teams in localities. This has been bolstered with additional training for frontline staff in local offices and a new system of duty housing officers.

4.18 Initial improvements to services have also been delivered including a revised Service Level Agreement (SLA) and improvement plan with Repairs Direct to reduce call waiting times and ensure the right trade is allocated at point-of-contact to ensure repairs can be completed right first time. A Total Mobile solution is in the

process of being implemented to deliver wholesale mobile working improvements, with phase one due to go live by the end of August. The first phase will provide key improvements in customer service and productivity including real time automated appointments and live operative van stock updates.

- 4.19 New methods of rent payment have also been developed and the number of rent payment locations has been expanded. Changes have also been made to the management of arrears cases that are progressed to court action stages to take this debt recovery action back into the Housing Service.

### **Housing Service Improvement Plan (HSIP)**

- 4.20 The HSIP sets out a comprehensive approach to service redesign that will be taken forward in partnership with customers and staff. It recognises that the introduction of the patch-housing model in 2017 was not accompanied by a review of the customer journey, core processes, working practices and systems for delivering housing services. There has also been a degradation of ICT systems over the past three years that has resulted in over reliance on paper-based systems, for example, the issuing of repairs and maintenance jobs to operatives, leading to an overall reduction in productivity.
- 4.21 In [June 2019](#), Housing and Economy Committee received a report on the HSIP that prioritised six improvement workstreams; repairing and maintaining homes, finding and letting homes, collecting rent, looking after estates, improving and building homes. An update on progress with delivery of the Plan is set out in Appendix 2.
- 4.22 Ongoing progress of the HSIP will be provided to Housing, Homelessness and Fair Work committee bi-annually. The next update is due in January 2020. Recruitment is currently underway for a dedicated Senior Responsible Officer (SRO) and Programme Manager to lead on the delivery of the HSIP. An internal governance board consisting of representatives from key service areas including ICT and Customer will meet monthly to progress the workstreams. The progress of the HSIP is also monitored monthly by Corporate Leadership Team (CLT) Change Board.
- 4.23 In addition to the improvement of core housing management services, new services aimed at reducing the cost of living and improving the overall quality of life will be implemented over the next few years. This includes broadband and digital access for tenants and the further expansion of food growing and community gardens across the city.

### **Consultation on next year's budget**

- 4.24 The 2020/21 Budget consultation will seek tenants' views on the budget strategy, what has been achieved to date, priorities over the next five years and tenant experience of services and potential service improvements. The outcome of the consultation will be used to set the annual budget, five-year capital programmes and priorities for the HSIP.



- 4.25 Council rents remain on average almost a third of private sector rents in the city. The proposed 2020/21 budget is in line with the five-year strategy, with rents increasing by 2% each year. This would be the fourth year in a row that rents would be increasing below inflation and below the average local authority rent increase (average increase of 3% over the last three years). Around 80% of tenants each year receive some help with their rents through Housing Benefit and the housing element of Universal Credit (UC). Previous consultation with tenants shows that four out of five tenants support the 2% rent increase required to deliver the investment plan.
- 4.26 Currently rent is charged fortnightly over 48 weeks, with a rent free fortnight over the festive period and the last fortnight in the financial year. The year's budget consultation will include a proposal to change to the current charging periods from 2020/21 to more closely align with monthly UC payments and salaries for tenants in employment. Scheduled rent payment dates for the annual rent charge would be spread over the full year instead of 48 weeks to help tenants' budget better, avoid getting into debt, and manage the monthly UC payments.

### Risks to the Business Plan

- 4.27 The top five risks to the Business Plan are set out in the table below:

Risk	Mitigation
<p><b>Reduction in rental income:</b> Rental income collection fails below the assumed level in the Business Plan, due to welfare reform and the implementation of Universal Credit Full Service (UCFS).</p>	<p>Migration and direct payment processes for UCFS have been improved, which allows the Council to work with tenants at the earliest opportunity to arrange secured rental payment methods. Monitoring framework has also been established for payments received from DWP. Further work is continuing to promote Direct Debit as default pay method.</p>
<p><b>Reduction in customer satisfaction and performance:</b> Operational improvements and service efficiencies are not delivered/ sustained, resulting in growing customer dissatisfaction, and loss of confidence and support from tenants and elected members.</p>	<p>A HSIP was approved in February 2019 with an aim to improve customer satisfaction, operating performance and reduce costs over the next three years.</p> <p>Progress is monitored monthly to Corporate Leadership Team and bi-annually to Housing, Homelessness and Fair Work Committee.</p>
<p><b>Reduction in costs efficiencies:</b> The financial efficiency savings assumed in the latest Business Plan do not materialise, thus deepening the deficit.</p>	<p>The HSIP aims to reduce operating expenditure by 10% to mitigate the deficit and return the Business Plan to a positive balance.</p> <p>Any shortfall in efficiency saving would have to be mitigated through a combination of increases in income and/or a re-phasing or reduction in planned capital investment. The HRA may also have to reduce services to tenants.</p>

<p><b>Mixed Tenure:</b> Over half of Council homes are in mixed tenure blocks where the Council shares responsibility for the repair and maintenance of common areas with home-owners and private landlords. Engaging with owners can be complex and lengthy. Owners may not have the funds to invest at scale in their homes, delaying or limiting investment to Council homes in these blocks.</p>	<p>The implementation of Mixed Tenure Improvement Strategy is underway, including establishing a mixed tenure delivery team, revising the Scheme of Assistance to provide more practical and financial support options to owners and landlords, as well as using the HRA capital investment programme as a catalyst for improvement. The delivery of strategic acquisition and disposal of homes continues to achieve block consolidation.</p>
<p><b>Increasing capital investment costs:</b> The increase in new build construction and development costs could be higher than anticipated due to wider economic uncertainties. Land costs for housing development is also increasing due to competition in the open market for land acquisition.</p>	<p>Build cost inflation assumptions are reviewed annually based on market intelligence.</p> <p>Comprehensive review of Design Guide is underway to increase standardisation and efficiency of design approach. A review on approach to land supply for affordable homes is being carried out with other public sector partners.</p>

- 4.28 In addition to the mitigations set out above, the business plan assumes a £4.5 million contingency fund will be built up by the end of this financial year, rising to £15 million by 2027 to ensure the continuation of the investment programme, even with an unexpected reduction in income or increase in unplanned expenditure.
- 4.29 All risks are kept under review and significant changes will be highlighted to the Housing, Homelessness and Fair Work Committee, Finance and Resources Committee and Governance, Risk and Best Value Committee.

## 5. Next Steps

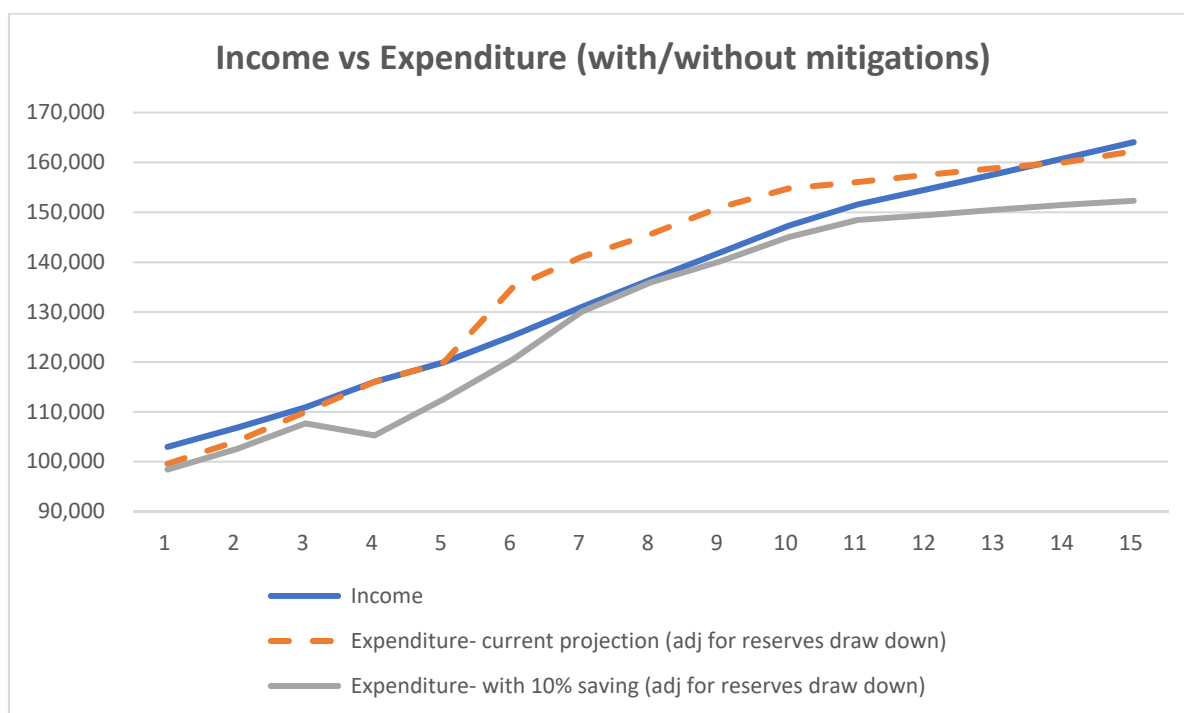
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- 5.1 Further refinement of the key assumptions feeding into the Business Plan will be undertaken in the coming months. This will include updating market intelligence and forecasts and reflecting any changes of government policy or funding (e.g. grant levels for affordable housing and energy efficiency programmes). Capital investment programmes will be reviewed, as well as, investment priorities identified through budget consultation with tenants and members.
- 5.2 Work will be undertaken with tenants to design and implement the 2020/21 budget consultations. Tenants and elected members will be consulted on their priorities between September and October 2019.
- 5.3 A six-monthly review of the HSIP, including an update on progress against the key milestones, will be provided to Housing, Homelessness and Fair Work Committee in January 2020.

- 5.4 The five-year HRA Budget Strategy 2020/21 to 2024/25, draft 2020/21 capital budget and five-year capital investment programme will be presented to Finance and Resources budget committee meeting for approval in early 2020.

## 6. Financial Impact

- 6.1 The 2019/20 Business Plan projected a £75.6 million deficit between 2022/23 and 2032/33. The business plan is reviewed annually and is rolled forward based on the previous year's outturn and approved rent levels. Key assumptions are updated prior to consultation. The net impact of the updates so far has been positive. The total projected deficit is around £15.2 million less (20% reduction) than that reported in February 2019. The deficit has also been postponed; starting in 2023/24 instead of 2022/23.



- 6.2 A summary of the key changes is set out below:

- 6.2.1 Reduction in borrowing costs - The Council's pool rate has reduced from 5% to 4.5%, reducing debt repayment costs by around £31.7 million over the deficit period.
- 6.2.2 HSIP: Repairs - The introduction of Total Mobile will increase productivity, reduce sub-contractor spend, resulting in a saving of £1 million in 2019/20 and £12.5 million over the deficit period.
- 6.2.3 HSIP: Rental income - The introduction of new rent payment methods has resulted improved performance in relation to rent collection rates and void rent loss. In addition to this, changes in Universal Credit resulting in the reprofiling of tenants expected to migrate and the expected rent loss due to migration has had a positive impact on overall income collection. This has

resulted in an £1.3 million projected increase in income over the deficit period.

- 6.3 The overall positive change has been offset by an increase in build cost inflation. Build cost inflation assumptions are reviewed annually based on market intelligence. Latest projections estimate a 5% inflationary rate over the next five years. This is marginally offset by a projected increase in Council Tax Discount Fund monies (based on recent trend analysis), which reduces the overall borrowing requirement.
- 6.4 The HSIP aims to deliver a 10% reduction in expenditure (c.£10 million) by 2022/23 to manage the deficit and bring the HRA back into a stable financial position. Most of the savings are anticipated in years two and three. The profile for delivery of savings recognises the importance of fully scoping workstreams, the need for staff and leadership training to accompany changes to processes and ICT dependencies. £1.2 million savings have been identified in 2019/20, as a result of improvements in income collection and repairs productivity, as set out above.
- 6.5 Further work to check and refine key assumptions will be undertaken prior to the final budget proposal being presented to Council in early 2020. This includes updating market intelligence and forecasts and reflecting any changes of government policy or funding (e.g. grant levels). Capital investment programmes will be reviewed, as well as, investment priorities identified through budget consultation with tenants and members.

## **7. Stakeholder/Community Impact**

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- 7.1 Each year the views of tenants are sought on the HRA budget strategy, investment plan, service improvements and associated rent levels. The approach to engaging tenants on the budget is reviewed annually by a working group of tenants and officers, the Rent Matters Working Group (RMWG). The RMWG is supported by Edinburgh Tenants Federation (ETF). The number of tenants engaging in the budget consultation has significantly increased since the formation of the RMWG.
- 7.2 In addition to the annual rent consultation the Housing Service is in regular contact with tenants and has a wealth of information on tenant satisfaction and priorities from a variety of sources. The Housing Service carries out an annual survey of over 1,000 tenants, as well as, regular focus groups looking at specific topics and various short life working tackling certain issues. Housing officers are now offering annual conversations with each tenant within their patch. This year the annual tenant survey will also include question on the Council-wide budget.
- 7.3 Tenant engagement is being further expanded and enhanced through the HSIP. The programme will be based on sound research and benchmarking, be co-designed with tenants and other stakeholders and will be tested and evaluated on an ongoing basis. Ongoing dialogue will help to keep tenants and staff onboard with the change programme and will ensure they are involved in all aspects of shaping

improvements. To facilitate this, the focus group programme will be expanded, with groups to be held regularly with tenants and staff.

## **8. Background reading/external references**

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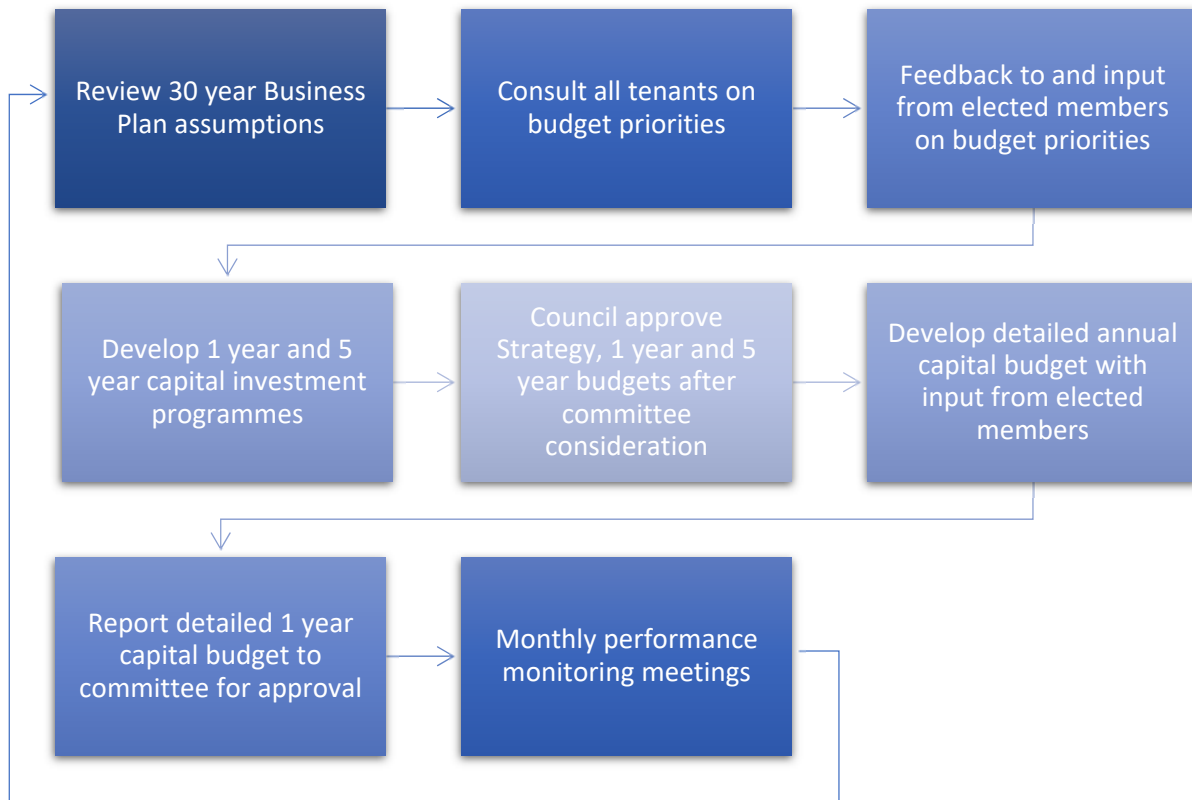
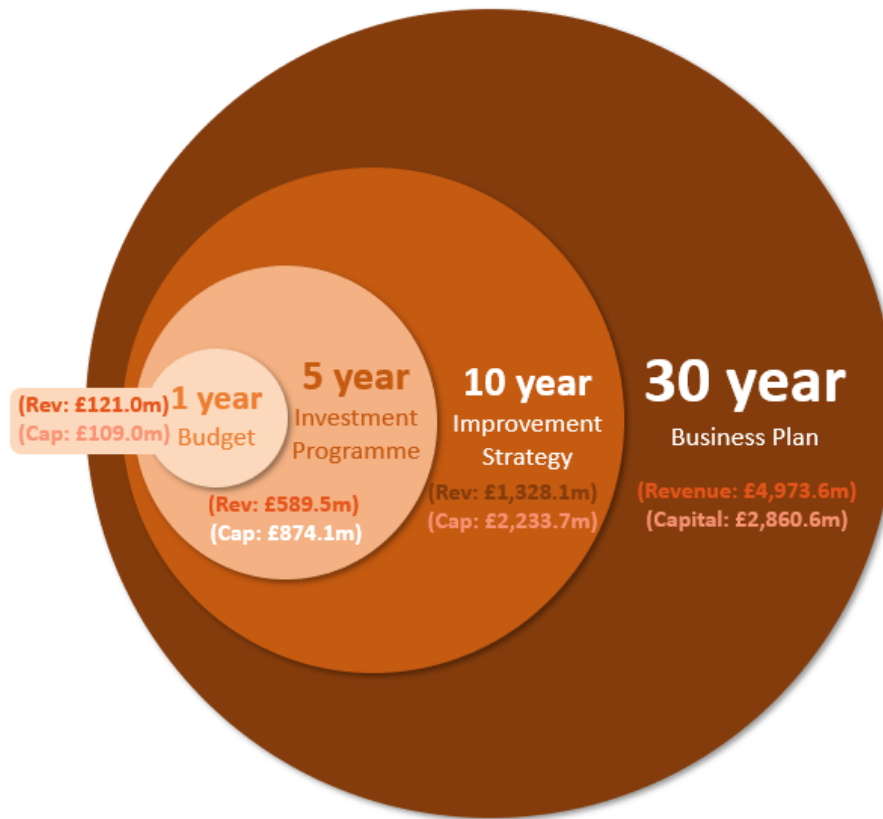
- 8.1 HRA Budget Strategy 2019/24, Finance and Resources Committee on [1 February 2019](#)
- 8.2 2019/20 HRA Capital Programme, Housing and Economy Committee on [21 March 2019](#)
- 8.3 Housing Service Improvement Plan, Housing and Economy Committee on [6 June 2019](#)
- 8.4 Mixed Tenure Improvement Strategy Update, Housing and Economy Committee on [6 June 2019](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Annual Business Planning Process
- 9.2 Appendix 2 – Update on HSIP by workstream

## Appendix 1 – Annual Business Planning Process



## Appendix 2 – Detailed update on HSIP by workstream

The following sets out a summary of the work underway over the next six months against key workstreams of the HSIP. A detailed progress update will be provided to Housing, Homelessness and Fair Work Committee in January 2020.

### Workstream Updates

#### Repairs and Maintenance

**Enhanced mobile working** - Total Mobile solution is in the process of being implemented to deliver wholesale mobile working improvements, with phase 1 due to go live by the end of August. The first phase will provide key improvements in customer service and productivity including real time automated appointments and live operative van stock updates.

Phase 2 will deliver automated text and email reminders to tenants of their appointment the day before and will alert tenants when an operative is on their way, as well as, on-the-spot surveys to be carried out with tenants in their homes. Opportunities for utilising total mobile in other areas of the Housing Service are also being considered across the other workstreams.

**Customer resolution centre** - The current housing repairs and improvements complaints process is managed across two service areas and passed through four teams before a tenant receives a response. The review aims to streamline and eliminate extraneous steps to cut down response times, including revising role/responsibilities, to provide greater autonomy and free up time to focus on preventative actions. A training pack is currently in development, alongside a comprehensive performance monitoring framework. The new customer resolution centre will be piloted from October 2019.

#### Collecting Rent

Ongoing review of core elements of income collection service with a particular focus on managing the transition on tenants on to UC, improvements in rent payment options including moving more tenants onto direct debits as a secure payment option, rent communications and implementation of ICT enhancements to better monitor defaults in scheduled payments to support early intervention is underway.

#### Finding and letting a home

**An accessible online form** - for tenants seeking social rented homes in Edinburgh, allowing them to easily update any change in their household circumstances. The online form is currently in development, with user testing scheduled to take place by September 2019. Applicants will be able to use the for from April 2020. Phase 2 will provide an online housing options checker that will help direct applicants to potential housing options based on their individual household circumstances.

**'Key to Choice Website' upgrade** - Providing improved customer information and real time updates. Phase one is expected to complete in March 2020. Phase two will look at options to improve feedback from applicants on the outcome of the bids they have made and to enable them to set up alerts on searches.

**Empty Homes** – An initial review of the end to end empty homes process has been completed. This has identified key action for improvement in each of the key stages including pre-termination, tenancy termination, repairs period, offers and accompanies viewings, new tenancy arrangement and tenancy start. The individual projects are currently being fully scoped and planned for delivery. The current standard of let for empty homes is currently being reviewed. Consultation will be undertaken with tenants if any changes were being proposed.

Improving homes and estates

**Mixed Tenure** - The approach to facilitate delivery of mixed tenure investment is being progressed with the last update considered by Committee on 6 June 2019, setting out progress to date including plans to recruit a dedicated mixed tenure team and develop an enhanced scheme of assistance to encourage owners to progress repairs and improvements.

**Improving Security** – The main reason for abeyances to SHQS is the lack of door entry systems in 1,290 mixed tenure blocks. A plan is underway to ensure the majority of blocks are fully compliant over the next three years.

**Looking after your Estate** – A project manager has been identified to lead this workstream. A detailed scoping exercise will be undertaken in the next few months

Building new homes

The focus of the housebuilding workstream is to seek to reduce the overall development costs. This is currently focused on a comprehensive review of the design guide which will deliver efficiencies through standardisation and seek to maximise the use of new methods of construction. The design standards will also take cognisance of increasing standards of energy efficiency, fire safety and the need for accessible homes.



# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## MIPIM 2019 - Evaluation

Executive/routine	Executive
Wards	All
Council Commitments	<a href="#">1, 2, 4 and 10</a>

### 1. Recommendations

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- 1.1 It is recommended that the Committee:
  - 1.1.1 Notes the evaluation of the Council's attendance at MIPIM 2019.

#### Paul Lawrence

Executive Director of Place

Contacts:

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## MIPIM 2019 - Evaluation

### 2. Executive Summary

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- 2.1 This report provides an evaluation of the Council's attendance at MIPIM 2019 as part of a 'Team Scotland' approach and sets out the planning underway for attendance at next year's event.

### 3. Background

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- 3.1 MIPIM is a major real estate and investment conference, taking place annually in Cannes, France. Edinburgh has used MIPIM over the last ten years to profile the city's investment opportunities, gain intelligence on investment appetite, sources and flows of investment, benchmark the city's attractiveness to investors, and to nurture and increase investor relationships.
- 3.2 In attending the event this year the Council worked with the Scottish Government and other Scottish cities and key agencies to deliver a new, three year strategy to maximise Scotland's presence and value from engagement at the event.

### 4. Main report

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#### Attendance at MIPIM 2019

- 4.1 Edinburgh attended the event this year as part of 'Team Scotland' achieving a high profile and providing a strong platform from which the city could be promoted. The event was considered a success (see Appendix 1) and allowed for a far greater impact than might otherwise have been achieved.
- 4.2 The Council's Development Manager and Investment and International Relations Manager were both closely involved in the organisation of the event and attended the event to support the delivery of the programme along with representatives from the other project partners. The Council's Leader, Deputy Leader, Chief Executive and Executive Director of Place attended as ambassadors for the City and took the opportunity to promote Edinburgh.
- 4.3 The promotion of the city focused on three key propositions as follows:

*Data Driven Innovation*

4.3.1 Partnership working between the Council, the NHS, the University of Edinburgh and Scottish Enterprise is taking forward development in the BioQuarter, the Innovation Corridor and surrounding area. The commercial development opportunities that were promoted under this theme are at the BioQuarter and the Council's procurement of a development partner for Fountainbridge.

*Waterfront Regeneration*

4.3.2 The Council promoted Edinburgh's Waterfront and the various development opportunities in the area. Considerable focus was placed on the opportunity that the Council has created by consolidating land holdings in the Granton Waterfront area to create a single cohesive regeneration opportunity of a scale attractive to major institutional investors.

*West Edinburgh Expansion*

4.3.3 The Council promoted the significant development opportunities that exist in West Edinburgh. There was a focus on the current work with private and public sector partners in developing infrastructure delivery mechanisms and that the area is now starting to see investment activity again.

4.4 These three core propositions each formed the basis of an event session in the Scotland Pavilion with presentations given by Council attendees along with industry representatives. In addition, Council attendees also attended and contributed to other sessions in the event programme both within and outwith the Scotland pavilion including:

4.4.1 Pre-MIPIM investor events organised by the Department for International Trade;

4.4.2 Panel sessions hosted by other UK cities or companies; and,

4.4.3 Investor dinners and receptions at the event.

4.5 As agreed at the 21 January 2019 meeting of the Housing and Economy Committee the evaluation focusses on two key areas: performance at the event itself and outcomes for the city. Appendix 1 shows the results that have been achieved. These are Scotland level results.

4.6 In relation to the event itself the performance was strong and the measurements of success are shown in Table 1 of Appendix 1. The pavilion space was well designed and delivered, and along with a wide ranging programme of activity and promotion, Team Scotland managed to:

4.6.1 Promote Scotland and in particular the Scottish cities as hubs of investment;

4.6.2 Secure sponsorship from private sector companies in excess of the £120,000 target set;

4.6.3 Attract 576 visitors of whom 283 were at director level or above to the Scotland pavilion;

4.6.4 Help secure new work and investment (or prospective new work and investment) for the Scottish companies who sponsored the event; and,

- 4.6.5 Secure strong interest from partners and sponsors in participating in future year's events.
- 4.7 Some of the analysis in relation to the reach and impact of the promotion activity is still ongoing but the results achieved so far are positive. The feedback from sponsors is very good and the vast majority want to participate again next year with other companies who were in attendance also expressing an interest. On the back of this performance the funding cover from the cities has been reduced from £50,000 to £36,000 and there is the potential for further improvement on this in future years.
- 4.8 The Council's performance indicator in relation to investment and physical development under the previous economic strategy – A Strategy for Jobs, was to secure £1.3 billion of investment over the period of the strategy. This was achieved and attendance at MIPIM was a part of the overall package of activity that helped deliver on that target. The new Economy Strategy and its monitoring framework are more focused on qualitative outcomes rather predominantly quantitative ones and the approach being taken to attract investment is now similarly focused on specific results.
- 4.9 In relation to the outcomes achieved for the city this will be monitored over a period of years. Table 2 in Appendix 1 shows how this will be recorded. The attendance this year has resulted in 23 contacts with investors and developers being made, of which 12 are considered to be new contacts and where leads are being followed up. While there are currently no investments recorded where there is a clear link to MIPIM activity, there has been heightened investor interest in two of Edinburgh's strategic development areas that were promoted at the event. It is likely that this interest will crystallise into actual investment in the coming months.

### **MIPIM 2020**

- 4.10 Given the positive evaluation of the Team Scotland approach to MIPIM 2019, and reflective of the feedback received, MIPIM 2020 will build on the collective profile and contacts established. A thematic approach will be taken to events on the MIPIM 2020 stand which will involve Scotland and its cities setting out the vision for the future and the types of investment required to deliver it. There will be a stronger focus on international engagement to promote Scotland's investment opportunities. This will be complemented by a wider programme of outreach by Team Scotland's key influencers to maximise engagement opportunities across the MIPIM programme and at off-site events. Brexit was a key talking point at the 2019 Event and as the UK and Scotland moves through the process of actually leaving the EU it will continue to be important to engage with the international community and promote investment opportunities.
- 4.11 The emerging themes are as follows:
- 4.11.1 Green Investment - Addressing climate change and promoting sustainable economic growth. Showcasing the energy sector and seeking investment which facilitates change and supports the move to zero carbon cities. This would

include but not be limited to district heating, zero carbon housing both in terms of new build and retrofitting, travel infrastructure and adaption for climate change.

4.11.2 Placemaking and Regeneration - Progressive policies which promote projects with an inclusive agenda. Diversity and corporate social responsibility. Positive investments which enhance reputation and build strong relationships with communities and customers.

4.11.3 Skills, Talent and Innovation - Promotion of Scotland's highly educated workforce as a driver for growth. This would include promoting the excellence of Scotland's universities and leading research institutions in key sectors, re-investment into Scotland from Foreign Direct Investment (FDI) and Research and Development (R&D) performance and competitive advantage in data innovation.

4.11.4 Living - Promotion of Scotland's potential in the Build to Rent sector and other niche residential asset classes.

4.11.5 International Gateways – Promoting Scotland's international gateways as drivers of economic growth. The National Planning Framework (NPF3) identifies commercial and supporting mixed uses with significant development and investment opportunities.

4.12 In addition, there will be a Team Scotland presence at MIPIM UK in London from 14-15 October 2019, reflective of the ongoing importance of the London-based investor market.

## 5. Next Steps

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5.1 The measures of success set out for the three year partnership programme are:

5.1.1 That the Council is able to successfully promote and raise the international profile of the city as successful place to do business;

5.1.2 That this promotion activity results in investment in the city; and,

5.1.3 That this investment is focussed on achieving the Council's economic objectives, with 'good growth' being the central tenet.

5.2 Appendix 1 sets out the Performance Monitoring Framework which reflects the outcomes that have been recorded to date.

## 6. Financial impact

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6.1 There is no financial impact arising from this report. The costs of this year's attendance and next year's attendance is contained within existing agreed budgets.

- 6.2 For attendance in 2019, the budget allowance was £50,000 as the Council's share of funding the Team Scotland pavilion and related costs, and an additional £10,000 to cover travel and accommodation costs. These budget limits were not exceeded and a refund of £13,414 was paid by the Scottish Government as a result of sponsorship targets being surpassed.
- 6.3 The financial cover sought from the Council by the Scottish Government in relation to next year's event has been reduced to £36,000 as opposed to £50,000. This reflects the strong sponsorship support that was received last year and which it is anticipated will be forthcoming again in 2020.

## **7. Stakeholder/Community Impact**

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- 7.1 As mentioned above, the promotion of opportunities in the city and the investors targeted in relation to those opportunities were developed having regard to the Council's Commitments and the Economy Strategy and the objectives relating to addressing inequality. In this regard, the Council's involvement at MIPIM is intended to have a positive impact in terms of addressing inequality in the city.
- 7.2 Consultation and engagement with the private sector to maximise the profile for Edinburgh at MIPIM 2019 was undertaken. It should also be noted that the investment propositions that were promoted are development opportunities in the city that have been or that continue to be the subject of public consultation.
- 7.3 The Scottish Property Federation who supported the event, has written to the Council to provide feedback. The letter is provided in Appendix 2.
- 7.4 The same approach will be taken for 2020 and 2021.

## **8. Background reading / external references**

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None.

## **9. Appendices**

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- Appendix 1 – Performance Indicators and Monitoring Framework
- Appendix 2 – Letter of support from Scottish Property Federation

## Appendix 1 – Performance Indicators and Monitoring Framework

**Table 1 - MIPIM 2019 Event Measurements (Team Scotland Evaluation)**

Ref	Specific: - a specific area for improvement	Measurable: - indicator of progress	Assignable: - who will do it	Realistic: what results can realistically be achieved given available resources.	Time related: when the result(s) can be achieved	Output
1	Build a long term major brand presence for Scotland and leading Scottish Cities.	Awareness of Scotland as an investment destination amongst global investor community. Evidence – 5 articles published in real estate/national press publications. Market Research Survey. 2018/2019/2020/2021	Lead-Steering Group/ Operations Group	Partially achievable through MIPIM 2019 but also linked to longer term MIPIM activity and associated events and initiatives.	March 2019	Achieved. 2 Full page Property Week adverts 2 page feature with Cab. Sec Derek Mackay in Property Week perspectives supplement. 2 Full page Estates Gazette Adverts. MIPIM website gold sponsor package Social media activity
2	Showcase the Scottish system to demonstrate the positive business environment with a modern innovative economy to build demand for property investment in Scotland's leading cities.	Perception of Scotland as having a positive business environment amongst real estate community – investors, financiers, developers and intermediaries. Evidence - Market Research Survey 2018/2019/2020/2021.	Lead – Sponsorship and Programme Group	Partially achievable through MIPIM 2019 but also linked to longer term MIPIM activity and associated events and initiatives	March 2019	Ongoing: planned market research survey autumn 2019
3	Promote cities under wider Scottish presence.	Press coverage, enquiry leads. Evidence – 5 national press articles, 5 real estate press articles, 10% increase in social	Lead- Senior Partners, Scottish Cities Alliance	Ongoing activity.	March 2019	Achieved for 2019: Ref 1 above

		media hits between MIPIM 2019 and MIPIM 2020.				
4	Build strong private sector, collaborative support.	Support for MIPIM 2020 initiative. Evidence – SPF agree to be Partner for MIPIM 2020. Sponsor satisfaction survey – target 60% satisfied or very satisfied.	Lead – Scottish Property Federation	Partially achievable through MIPIM 2019 but also linked to longer term MIPIM activity.	March 2019	Achieved. SPF indicated support for MIPIM 2020. Post event Survey of 22 sponsor responses: 54.5% very satisfied (12 no.) 45.5% satisfied (10 no.)
5	Use MIPIM as a forum to promote strategic investment propositions.	Dissemination of prospectus. Evidence – No of directly related enquiries, target 10.	Lead – Scottish Enterprise/Scottish Development International	Ongoing activity	March 2019	Ongoing: Evaluation Survey response: 30% of responses secured new business and 90% expect to secure additional business as a result of attending MIPIM.
6	Provide a platform to assist Scottish companies to internationalise.	Scale of participation by Scottish companies – direct and indirect. Evidence – Meet target of 8 Gold sponsors, 8 Silver sponsors, 8 Bronze sponsors and sponsorship target of £120,000.	Lead – Scottish Enterprise/Scottish Development International	Specific opportunities at MIPIM and other events	March 2019	Financial target exceeded although composition of sponsor packages varied from forecast. 5 Gold 10 Silver 3 Bronze
7	Create an agenda setting interesting programme for MIPIM to increase international interest in Scotland, its leading cities, major investment opportunities and	Quantity and quality of MIPIM delegates visiting Scotland at MIPIM 2019. Evidence - Meet target of 500 visitors with 50 at Director level (Pass readers)	Lead – Sponsorship and Programme Group	Programme to be completed by end 2018 for delivery at MIPIM 2019.	March 2019	Achieved. 576 Visitors 283 Director level & above



	private sector services.					
8	Focus attention on core issues for global investors.	Engagement with private sector partners (SPF) and real estate community and agreement of core themes for MIPIM 2019. Evidence – Community support for MIPIM 2020 shown through continued SPF engagement and 10% increase in number of sponsors.	Lead-Sponsorship and Programme Group	Ongoing consultation with investors, real estate community and testing at MIPIM 2019.	March 2019	Good indication of continued support from existing sponsors
9	Showcase the role of Scotland's Innovation hubs in Dublin, Berlin and London.	Promotion of hubs at MIPIM 2019 and associated increase in enquiries related to capital investment. Evidence – Attendance at Capital Investment Attraction events post MIPIM 2019 in Dublin, Berlin, and London Hubs (Target - 30 businesses including 5 potential investors at each).	Lead – Scottish Enterprise/ Scottish Development International	Primarily at MIPIM 2019 and subsequently as hubs become fully established.	March 2020.	Ongoing. London Hub event planned for later in 2019. Dublin and Berlin will be assessed in line with market evidence for capital flows/ market interest.

**Table 2 - Post MIPIM Measurements**

Year	Contacts made	Leads generated	Investment Activity in Edinburgh What, where and when	Metrics – GDV, FTE, GVA What has been achieved	Outcomes – Sustainability, Inclusivity, Wellbeing Commentary on progress and/or outcomes.
2019	23	12	None recorded as yet	None recorded as yet	There has been significant market interest in two of the city's strategic development areas that were promoted at MIPIM this year. No firm outcomes are recorded as yet
2020	-	-	-	-	-
2021	-	-	-	-	-

## APPENDIX 2 – Letter of support from Scottish Property Federation

Dear David

This is just a quick and overdue note to thank you and your colleagues for your support and liaison with the SPF and senior real estate investors and developers as part of Team Scotland at MIPIM 2019.

Our members have reported that they felt the Team Scotland pavilion and the presence and engagement of key officials and leading politicians of all parties raised the game for Scotland and its leading cities this year at MIPIM, the world's largest property investment conference with a unique blend of strong UK/Scottish presence as well as the world's major real estate investors.

The clear engagement between key investors and Team Scotland, such as Legal and General, British Land, Moorfield, PGIM and others was testament to the success of the initiative. The willingness of CEC leaders from both parts of the administration and officials, including the CEO and Executive Director Place and yourself, was also particularly noted and welcome. Investors and developers, Scottish, UK and overseas, now had a locus in which to discuss and consider investment in Scotland thus providing a strong platform for follow-up engagements.

We recognise this is a major commitment for CEC but we do believe the Team Scotland approach is the right one and benefits all Partners. The SPF is certainly set to support the Team Scotland initiative again in 2020 and we hope that CEC may again be able to play a leading role in the 2020 once again.

Kind regards,

David

David Melhuish

Director

Scottish Property Federation

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# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Economic Advisory Panel Membership

Executive/routine	Executive
Wards	All
Council Commitments	<a href="#">2, 3, 5 and 6</a>

### 1. Recommendations

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- 1.1 It is recommended that the Housing, Homelessness and Fair Work Committee:
  - 1.1.1 agrees the proposed membership of the Economic Advisory Panel; and
  - 1.1.2 agrees to discharge the motion, from 6 June 2019, that the final membership of the Panel should be subject to approval by Committee within one cycle.

**Paul Lawrence**

Executive Director of Place

Contact: Chris Adams, Strategy Manager - City Strategies

E-mail: [chris.adams@edinburgh.gov.uk](mailto:chris.adams@edinburgh.gov.uk) Tel: 0131 529 6258

## Economic Advisory Panel Membership

### 2. Executive Summary

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- 2.1 This report provides details of the selection process and proposed membership of the Economic Advisory Panel for the confirmation of the Housing, Homelessness and Fair Work Committee.

### 3. Background

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- 3.1 In June 2019, the Housing and Economy Committee approved the Edinburgh Economy Strategy annual report and the launch of a new Economic Advisory Panel. It was agreed that the proposed membership of the Panel would be presented to Committee for confirmation in one cycle.

### 4. Main report

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#### **Remit and Purpose**

- 4.1 The new Economic Advisory Panel will build on existing joint working with key economic partners, such as through the Regional Enterprise Council, and support business engagement in the delivery of the Edinburgh Economy Strategy.
- 4.2 The Panel will be chaired by the Convener of the Housing, Homelessness, and Fair Work Committee, with the Vice Convener as deputy chair, and will work with the Council to advise and collaborate on actions to make sure that Edinburgh's economic growth is sustainable and benefits all our citizens.
- 4.3 Members of the Panel will meet approximately three times a year.

#### **Selection Process and Proposed Members**

- 4.4 Panel members have been selected through a process of nomination by the Convenor and Vice Convenor in consultation with the Executive Director of Place.

- 4.5 Selection of members has been undertaken to ensure that a mix of members provides:
- 4.5.1 a strong experience from the business and commercial community;
  - 4.5.2 a range of different business and commercial interests including development, retail, technology, creative industries; and
  - 4.5.3 an appropriate mix of representation of members across age, gender and background. Members will be appointed subject to their suitability and agreement to commit time to actively participate in the Panel.
- 4.6 The following members have been approached and have confirmed their interest in sitting on the Panel:
- 4.6.1 Kat Brogan – Managing Director, Mercat Tours;
  - 4.6.2 Garry Clark – East of Scotland Development Manager, Federation of Small Businesses;
  - 4.6.3 Jamie Coleman – Chief Executive Officer, Codebase;
  - 4.6.4 Maurissa Fergusson – Head of Property and Facilities, Scotmid Co-operative;
  - 4.6.5 Liz McAreavey – Chief Executive Officer, Edinburgh Chamber of Commerce;
  - 4.6.6 Claire Pattulo – Chief Executive, Edinburgh Social Enterprise;
  - 4.6.7 Christa Reekie – Director (Development and Housing), Scottish Future Trust;
  - 4.6.8 Gordon Robertson – Director of Communications, Edinburgh Airport and Chairman, Marketing Edinburgh;
  - 4.6.9 Ashley Shannon – Director of Operations, University of Edinburgh and Edinburgh BioQuarter; and
  - 4.6.10 Roddy Smith – Chief Executive Officer, Essential Edinburgh
- 4.7 An invitation to join the Panel will be extended to the Chief Executive Officer of Original Edinburgh, provided that the BID ballot is successful.
- 4.8 Membership of the Panel will be reviewed annually, and committee will be updated on any proposed changes.

## **5. Next Steps**

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- 5.1 The inaugural meeting of the Economic Advisory Panel will be held over the autumn to discuss the future business of the Panel and meeting dates.
- 5.2 Committee will be updated on the development and progress of the Panel through regular updates in the business bulletin.

## **6. Financial impact**

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- 6.1 There is no financial impact arising from this report.

## **7. Stakeholder/Community Impact**

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- 7.1 Key partners in the private sector and economic community were consulted on the proposed launch a new Economic Advisory Panel in advance of the Edinburgh Economy Strategy Annual Update in [June 2019](#).
- 7.2 The Economic Advisory Panel will provide stakeholders with an opportunity to advise and collaborate with the Council in order to achieve the objectives set out in Edinburgh's Economic Strategy, delivering good growth that benefits all of Edinburgh's citizens.

## **8. Background reading / external references**

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- 8.1 [6 June 2019](#), Edinburgh Economy Strategy Annual Update, Housing and Economy Committee
- 8.2 [7 June 2018](#), Edinburgh Economy Strategy, Housing and Economy Committee



# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Place Directorate – Financial Monitoring 2019/20 – Month Three Position

Executive/routine

Wards

Council Commitments [1 and 10](#)

### 1. Recommendations

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- 1.1 It is recommended that the Housing, Homeless and Fair Work Committee notes:
  - 1.1.1 the forecast position in respect of the Housing Revenue Account (HRA), capital and revenue budget; and
  - 1.1.2 the position in respect of the General Fund (GF), revenue budget.

**Paul Lawrence**

Executive Director of Place

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## Place Directorate – Financial Monitoring 2019/20 – Month Three Position

### 2. Executive Summary

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- 2.1 The Executive Director of Place is forecasting the following month three positions against the HRA and GF budgets:

#### **HRA**

- 2.1.1 Revenue - as at month three, a balanced position is forecast in 2019/20, with a projected contribution of £23.000m towards new housing investment;
- 2.1.2 Capital - as at month three, it is forecast that in 2019/20 the capital budget of £108.954m will be fully spent; and

#### **GF**

- 2.1.3 Revenue - as at month three, a residual pressure of £1.236m remains in the Place GF budget. Place Directorate remains fully committed to making the necessary efforts to deliver identified operational cost pressures and are actively developing their budget management strategy and framework to bring the Place revenue budget towards balance.

### 3. Background

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- 3.1 The HRA is a ring-fenced statutory account that the Council manages on behalf of tenants. The HRA is funded from rents relating to Council housing and related assets and is used to fund the provision of Council housing in line with tenants' priorities.

- 3.2 In [February 2019](#), the Council approved the five-year HRA Budget Strategy. This was informed by extensive consultation with tenants, focused on investing in homes and services that reduce tenants' cost of living and includes significant investment in both new and existing affordable housing, while keeping rent increases affordable. The five-year HRA Budget Strategy 2019/24 included a five-year capital programme of £874.112m. The 2019/20 investment programme of £108.954m represents an 34% (£28m) increase on 2018/19 levels. This increase relates primarily to the New Homes Development programme.
- 3.3 The HRA budget has historically been considered as low risk as high demand for Council housing has resulted in a limited void periods and a stable income stream. However, there are elements of this budget that are demand led and can potentially be variable. To mitigate the risks and pressures, the budget is set on a foundation of conservative assumptions, which are tested and modelled before seeking Council approval.
- 3.4 The approved HRA budget for 2019/20 is derived from the longer-term strategy. It comprises of a budgeted revenue income of £100.661m, costs of £98.015m. The in-year contribution towards housing investment is supplemented by a budgeted draw down of £20.354m from the Strategic Housing Investment Fund reserve (a combination of the Repairs and Renewals fund and Council Tax Discount Fund), accumulating in a total £23.00m revenue contribution towards in year capital investment.
- 3.5 The total 2019/20 approved gross GF revenue budget for the Place Directorate is £236.511m. The net budget is £43.543m after adjusting for income from other parts of the Council, external grants and other income. This budget is net of £8.975m of additional savings (excluding in year efficiencies requirement) approved by Council in February 2019.
- 3.6 This report provides an update on financial performance against the above budgets.

## 4. Main report

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### HRA – Revenue Budget

- 4.1 At month three the overall position as compared to the approved budget set out in paragraph 3.4 and Appendix 1, comprises: forecast revenue income of £100.682m; costs of £98.036m; the in-year contribution and draw down from reserves are forecast on budget, accumulating in a total of £23.00m revenue contribution towards in year capital investment.
- 4.2 The HRA borrows to finance the planned housing investment and house building capital programmes. 'Debt Charges' are capital financing costs (principal repayments and interest). Debt charges amount to almost 40% of HRA expenditure, therefore excellent treasury management is essential to running an efficient housing service. Over recent years, surpluses have been used to repay debt which allows more capacity to fund housing investment. As set out in

Appendix 1, the impact of ongoing monitoring and development of treasury management arrangements has seen a forecast reduction in costs of £0.421m compared to budget in 2019/20. This benefits the HRA both in year and in the future.

- 4.3 The Property Maintenance outturn for 2018/19 was £25.860m. Following the development of the Housing Service Improvement Plan, the Property Maintenance budget for 2019/20 was set at £23.742m. As set out in Appendix 1, the anticipated expenditure in 2019/20 is £24.350m, an improvement over the previous outturn position of £1.510m (6%). Efficiencies arising from planned service improvements are expected to yield a further £1.2m of efficiencies this year which are not currently forecast. Assuming these efficiencies are realised, a reduction in expenditure for Property Maintenance of £2.71m (10.5% reduction) would be achieved by the end of this financial year.
- 4.4 As can be seen from Appendix 1, net rental income and housing management costs are forecast to be on track with small favourable variances projected at month three.
- 4.5 As per the annual HRA budget process, the assumptions underpinning the business plan are reviewed in parallel with in-year variances to ensure that they are realistic and achievable. The variances described, where recurring in nature, have been reflected in the approved HRA revenue budget, approved by Council on [21 February 2019](#).

#### **HRA – Capital Budget**

- 4.6 As at month three, the HRA Capital Programme 2019/20 is forecast to be spent in full. The 2019/20 investment programme of £108.954m represents an 34% (£28m) increase on 2018/19 levels.

#### **Place Directorate GF – Revenue Budget**

- 4.7 As reported to Finance and Resources Committee on 15 August 2019, Place Senior Management and Divisional Management Teams are continuing work to address the financial challenge faced by the Directorate. A budget management strategy has been formulated and is being further developed to address the required efficiency measures of £2.810m and £9.366m of identified pressures.
- 4.8 A suite of management action has been identified and is being implemented which will address efficiency measures and £8.130m of identified pressures if fully delivered. This leaves an unfunded residual budget pressure at month three of £1.236m. The management actions to address corporate efficiency targets and pressures are shown within Appendix 2.
- 4.9 The revenue budget approved by Council in [February 2019](#) requires Place Directorate to achieve incremental savings of £8.975m in 2019/20. These are detailed in Appendix 2. The sum of the approved savings and the management action is £19.915m. A red, amber, green (RAG) analysis is regularly undertaken in consultation with Heads of Service. This is shown within Appendix 2. Delivery of all savings is monitored monthly by the Place Senior Management Team (SMT). At

month three this indicated that 80% of these savings (£15.868m) were assessed as green or amber with those at red totalling £4.047m. The month three position assumes that all actions in Appendix 2 will be realised in year.

- 4.10 Appendix 2 relates to the Place Directorate as a whole. Pertinent elements which should be brought to the attention of this Executive Committee are set out below.

**19/20 Approved Savings, Efficiency Savings or Mitigations assessed as red.**

<b>Management Action</b>	<b>£m Red</b>	<b>Narrative</b>
Area Based Regeneration	125	Accounting treatment review of costs incurred to create Council assets and optimise permissible capital elements underway. High level of confidence can be achieved but due diligence requires to be completed.
Place Development Efficiencies.	230	Review third party spend in Economy Service. Action to be finalised in early course.
Place wide cost efficiencies; reduction in overtime, agency and discretionary spend.		All services will require to reduce costs to achieve Directorate Efficiency Savings. Impacts on specific Executive Committees will be reported as appropriate.

- 4.11 Progress has been made by Place Directorate in terms of making positive inroads to addressing the financial challenge within the first quarter of 2019/20. In addition to monthly reporting of the budget position to Place SMT the comprehensive annual budget realignment exercise commenced in 2018/19 has been undertaken in 2019/20 and will be followed up with a robust mid-year review in October.
- 4.12 This will provide confidence that the budget realignment undertaken earlier in 2018/19 and the associated budget management strategy are based on sound principles on which to increase budget sustainability going forward.

## **5. Next Steps**

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- 5.1 Place Directorate is committed to delivering mitigating management action to address identified budget pressures on an ongoing basis and will continue to report on progress towards the delivery of a balanced budget.
- 5.2 In addition to the introduction of realigned budgets and half-year reviews, a more strategic approach is being implemented in terms of budget management and Place

SMT is looking to the 2019/20 budget management strategy as part of a rolling process not confined to the current financial year.

- 5.3 The reported month three position in respect of the GF revenue assumes full delivery of approved savings and management action to address identified financial pressures and risks. Work must be prioritised to treat risks associated with delivery of the measures specified within Appendix 2 as a minimum.
- 5.4 Given the trends observed in recent years, it is felt prudent to incorporate delivery risk contingencies based both on past years' experience and the specific Finance assessments. A council-wide risk contingency has been reported to Finance and Resources Committee pending development of a clearer service monitoring position over the coming months.
- 5.5 The Executive Director of Place is fully committed to making all efforts to identify management action to reduce the budget pressures. However, given the magnitude of these pressures, there is the potential for a significant level of overspend. A clearer monitoring position will be established in the coming months as mitigation measures are implemented.
- 5.6 A six-monthly review of the Housing Service Improvement Plan including an update against the key milestones will be provided to Housing, Homelessness and Fair Work Committee in January 2020.

## **6. Financial impact**

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- 6.1 The Council's Financial Regulations set out Executive Directors' responsibilities in respect of financial management, including regular consideration of their service budgets. The position set out in the report indicate pressures arising within the Place Directorate GF and HRA which require to be addressed.

## **7. Stakeholder/Community Impact**

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- 7.1 Consultation was undertaken as part of the HRA and GF budget setting processes.
- 7.2 Successful delivery of the HRA budget will support investments to improve the energy efficiency of Council Homes.

## **8. Background reading/external references**

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- 8.1 [Housing Revenue Account Budget Strategy 2019/20](#)
- 8.2 [Housing Revenue Account Budget Strategy 2019/24](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Place Directorate - HRA Revenue Projection: 2018/19 – Month Three Position
- 9.2 Appendix 2 – Place Directorate – General Fund Approved Revenue Budget Savings 2019/20 – Month Three Position

**Appendix 1 – Place Directorate - HRA Revenue Projection: 2019/20 – Month Three Position**

	<b>19/20 Budget</b>	<b>Month Three Forecast</b>	<b>Variance</b>
	£m	£m	£m
Net Income	-100.661	-100.682	-0.022
Reserve draw-down Strategic Housing Investment Fund	-20.354	-20.354	0.000
<b>Total Income</b>	<b>-121.015</b>	<b>-121.036</b>	<b>-0.022</b>
Housing Management	31.915	31.749	-0.166
Property Maintenance	23.742	24.350	0.608
Debt Service	42.358	41.937	-0.421
Housing Investment (CFCR)	23.000	23.000	0.000
<b>Total Expenditure</b>	<b>121.015</b>	<b>121.036</b>	<b>0.022</b>

Note: The reserve draw-down is from the Strategic Housing Investment Fund which is made up of the Repairs and Renewals Reserve and the Council Tax Discount Fund. The forecast reserve drawdown forms part of the approved capital programme for 2019/20. CFCR denotes Capital Funded from Current Revenue.



## Appendix 2 – Place Directorate – General Fund Approved Revenue Budget Savings 2019/20 – Month Three Position

Management Action Category	Approved Management Action	Total £000	Green £000	Amber £000	Red £000
Approved Savings	Tourism and Marketing Reform	300	300	0	0
Approved Savings	Improved Approach to Street and Environmental Enforcement	750	0	500	250
Approved Savings	Localities Phase Two	300	0	150	150
Approved Savings	Commercialism and Income Maximisation - Pre-planning Applications	100	100	0	0
Approved Savings	Commercialism and Income Maximisation - Culture	150	150	0	0
Approved Savings	Area-Based Regeneration	250	0	125	125
Approved Savings	Parking Action Plan Phase 2	369	0	70	299
Approved Savings	Fleet Review	500	0	500	0
Approved Savings	Clean and Green (2018/19 additional spend)	250	250	0	0
Approved Savings	Roads (Additional funding) (2018/19 additional spend)	250	250	0	0
Approved Savings	Capitalisation of Road Maintenance Budget	500	500	0	0
Approved Savings	Commercialism and Income Maximisation - Full Cost Recovery & Consent	1,025	574	307	144
Approved Savings	Commercialism and Income Maximisation - Parks and Greenspaces	150	20	0	130
Approved Savings	Joint Procurement of Waste Contracts	325	0	162	163
Approved Savings	Re-provision of public conveniences	250	0	250	0
Approved Savings	Cultural grants	52	52	0	0
Approved Savings	Transport Reform	500	0	500	0
Approved Savings	Economic Development	1,200	0	1,200	0
Approved Savings	New Ways of Working - Public Safety and Business Continuity	130	0	130	0
Approved Savings	Parking - increase charges by average of 4.5% per annum over four years	800	400	400	0
Approved Savings	Discretionary income (Fees and Charges)	824	618	100	106
Mitigations/Efficiencies	Workforce Control - Reduction in Agency and Overtime (Place)	900	0	450	450
Mitigations/Efficiencies	Reduction in Discretionary Expenditure (Place)	650	180	235	235
Mitigations/Efficiencies	Place Development - Efficiencies	730	250	250	230
Mitigations/Efficiencies	Place Management - Efficiencies	530	0	265	265
Mitigations/Efficiencies	Service Containment of Increment Costs (Place)	1,200	300	400	500
Mitigations/Efficiencies	Operational Efficiencies - Senior Management Review (Place)	100	0	50	50
Mitigations/Efficiencies	Realise Full Year Impact of Previously Approved Savings (Place)	1,200	1,000	200	0
Mitigations/Efficiencies	Implement Service Reforms (Place)	200	0	100	100
Mitigations/Efficiencies	Reduction in Budget Pressures (Place)	1,000	250	750	0
Mitigations/Efficiencies	Value for Money Audits (Place)	300	0	150	150
Mitigations/Efficiencies	Contract Efficiencies (Place)	600	0	200	400
Mitigations/Efficiencies	Pentland Hills Operations (Place)	100	0	50	50
Mitigations/Efficiencies	Localities and Communities Investment Funding	130	130	0	0
Mitigations/Efficiencies	Transport Review	1,200	700	250	250
Mitigations/Efficiencies	Planning Appeals	300	150	150	0
Mitigations/Efficiencies	Millerhill Operations (Place)	1,800	1,800	0	0
		<b>19,915</b>	<b>7,974</b>	<b>7,894</b>	<b>4,047</b>
<b>Total Approved Savings</b>	<b>(excludes efficiency)</b>	<b>8,975</b>	<b>3,214</b>	<b>4,394</b>	<b>1,367</b>
<b>Total Mitigations/Efficiencies</b>	<b>(includes efficiency)</b>	<b>10,940</b>	<b>4,760</b>	<b>3,500</b>	<b>2,680</b>
<b>Total Management Action to be Delivered £000</b>		<b>19,915</b>	<b>7,974</b>	<b>7,894</b>	<b>4,047</b>
<b>Total Management Action to be Delivered %</b>		<b>100%</b>	<b>40%</b>	<b>40%</b>	<b>20%</b>

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# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Place Directorate – Financial Monitoring 2018/19 – Outturn

Executive/routine

Wards

Council Commitments [1 and 10](#)

### 1. Recommendations

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- 1.1 It is recommended that the Housing, Homelessness and Fair Work Committee notes:
- 1.1.1 the provisional out-turn position in respect of the Housing Revenue Account (HRA), capital and revenue budget; and
  - 1.1.2 the provisional out-turn position in respect of the General Fund (GF), revenue budget.

**Paul Lawrence**

Executive Director of Place

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## Place Directorate – Financial Monitoring 2018/19 – Outturn

### 2. Executive Summary

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- 2.1 The report sets out the provisional 2018/19 revenue out-turn position for the Place Directorate based on the unaudited annual accounts in respect of HRA and GF budgets, as summarised below:

#### HRA

- 2.1.1 Revenue - A balanced revenue position was achieved in 2018/19, with a contribution of £32.800m delivered towards new housing investment;
- 2.1.2 Capital - Capital investment expenditure of £80.962m was achieved against a budget of £80.934m; and

#### GF

- 2.1.3 Revenue - The revenue position for the overall Place Directorate at 2018/19 outturn was a £2.736m spend over budget. The provisional 2018/19 revenue outturn for the Council as a whole shows an overall underspend of £1.582m.

### 3. Background

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- 3.1 The HRA is a ring-fenced statutory account that the Council manages on behalf of tenants. It is funded from rents and service charges relating to Council housing and related assets and is used to fund the provision of Council housing in line with tenants' priorities.
- 3.2 On [22 February 2018](#), the Council approved the five-year HRA Budget Strategy 2018/19 to 2022/23. The approved HRA budget for 2018/19 was £99.692m. This included a £9.250m contribution from revenue and a £24.648m contribution from the investment fund reserve towards the housebuilding and housing improvement capital programmes.
- 3.3 The total 2018/19 approved gross GF revenue budget for the Place Directorate was £219.637m. The net budget was £51.559m after adjusting for income from other parts of the Council, external grants and other income. This budget is net of

£6.951m of additional savings approved as part of the 2018/23 revenue budget framework by Council on [22 February 2018](#).

- 3.4 The Council's statement of Accounts for 2018/19 was passed to the external auditor by the statutory deadline of 30 June 2019. This report sets out the provisional out-turn position for the revenue budget as detailed within the unaudited statement. This report provides an update on financial performance against the above budgets.

## 4. Main report

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### HRA – Revenue Budget

- 4.1 The outturn overall position as compared to the approved budget and the reported month nine forecast as reported to Housing and Economy Committee, [21 March 2019](#) is shown in Appendix 1. The main points of note in respect of financial performance are set out in this section of the report.
- 4.2 In the final quarter of 2018/19 an overall improvement in the financial position resulted in an in-year contribution of £6.757m towards housing investment rather than the £5.526m forecast at period 9. The in-year contribution was supplemented by a draw-down of £26.043m from reserves, accumulating a total of £32.800m revenue contribution towards in year capital investment.
- 4.3 Pressures had been forecast in respect of net rental income in 2018/19. Lower than anticipated annual rental income was offset by a reduction in former tenant arrears, due to effective arrears management and the impact of the roll out of Universal Credit. This meant that the position was more positive than expected at £99.927m.
- 4.4 The outturn in Housing Management saw a more favourable variance than had been anticipated (at £0.746m). This was achieved through a reduction in support costs for Corporate Services received combined with management action to address cost pressures from pay award and new housing developments.
- 4.5 Property maintenance costs were £4.343m higher than budget, this is higher than had been projected during the financial year. These increases were the result of additional costs in property maintenance as a result of difficulties with integration of systems, an increased number of missed appointments and timing issues in recharges being processed from/to the GF. The Housing Service Improvement Plan includes actions to address these issues from 2019/20 onwards.
- 4.5 The HRA borrows to finance the planned housing investment and house building capital programmes. 'Debt Charges' (capital financing costs (principal repayments and interest)) amount to circa 35% of HRA expenditure, therefore excellent treasury management is essential to running an efficient housing service. Prudent treasury management and in year surpluses being used to offset capital borrowing resulted in a reduction in costs of £0.869m compared to budget in 2018/19.
- 4.6 The assumptions underpinning the HRA business plan are reviewed in parallel with in-year variances to ensure that they are realistic and achievable. The variances described, where recurring in nature, have been reflected in the HRA revenue

budget, approved by Council on [21 February 2019](#) and the Housing Service Improvement Plan (HSIP) approved at Housing and Economy Committee on [6 June 2019](#).

### **HRA – Capital Budget**

- 4.7 The HRA Capital budget was approved in February 2018, with the Housing Investment Programme: Delivering the Budget Strategy in 2018/19 approved on [7 June 2018](#). This detailed plans to build new homes, improve tenants' homes and services and upgrade external fabrics and estates.
- 4.8 In 2018/19 HRA capital expenditure amounted to £80.962m, an 11% increase on the previous year. Although projected slippage of circa £4m was reported at the end of month 9, a balanced budget was achieved. This was primarily due to a major contractor going into administration, as well as delays in some contract starts and gaining necessary agreement to progress improvement works in mixed tenure blocks. In response to this, other elements of the programme were accelerated including the Council house building programme and wider neighbourhood improvements to achieve a balanced budget. Slippage in 2018/19 has been prioritised as part of the 2019/20 HRA capital programme.
- 4.9 As a result of the investment in 2018/19:
- 4.9.1 over 1,400 homes benefited from energy efficiency improvements, including new heating systems, windows and doors and insulation;
  - 4.9.2 around 1,800 homes were modernised, receiving new kitchens, bathrooms and electrical and water tank upgrades;
  - 4.9.3 a total of 182 new homes were completed at Pennywell, Calder Gardens, West Pilton Grove and Clermiston, including the 22 mid-market homes that were purchased by Edinburgh Living; and
  - 4.9.4 at the end of the financial year over 700 new homes were under construction, with a further 3,000 homes in design and development stage.

### **Place Directorate GF – Revenue Budget**

- 4.10 As last reported to Finance and Resources Committee on 1 February 2019 and Housing and Economy Committee on 21 March 2019, Place Senior Management and Divisional Management Teams deployed a financial strategy in 2018/19 to treat the financial challenges faced by the Directorate including identified pressures of £11.5m, comprising £4.8m of legacy and £6.7m in year pressures.
- 4.11 The revenue budget approved by Council in [February 2018](#) required Place Directorate to achieve incremental savings of £6.951m in 2018/19 in addition to addressing pressures (4.10). Appendix 2 summarises the reported forecast (savings assessed as green or amber) in relation to savings delivery and the actual savings realised within the provisional outturn.
- 4.12 Significant progress was made in terms of management action to address these pressures including budget realignment with robust mid-year review and on-going budget monitoring which includes a red, amber, green (RAG) analysis. When last

reported at month nine indicated that 85% of these savings (£5.879m) were assessed as green or amber with those at red totalling £1.072m and representing the majority of forecast overspend at month nine.

- 4.13 As outlined in Appendix 2 an element of Amber assessed savings were not realised in year. This mainly accounts for the increase in provisional outturn overspend from the projected £1.314m to £2.736m.
- 4.14 The £2.736m overspend is the provisional general fund outturn position for the overall Place Directorate as it is the responsibility of the Executive Director of Place to deliver a balanced budget over the Directorate as a whole. Areas of overspend which relate to this Executive Committee and should be noted are:

### **Economy**

4.14.1 The income reduction assumption of £0.274m previously reported in relation to an emergent pressure in the Economy Service was provided for within the 2018/19 accounts. This relates to retrospective payment of European Social Fund funding for employability related costs incurred in previous financial years. Management action including an assessment of required evidence to secure payments and negotiation of arrangements to improve access to evidence where required has been undertaken to reduce the cost exposure to the Council. Efforts will continue to reduce this risk further, both in year and looking forward.

4.14.2 The approved Economy saving of £0.600m was not met in full as shown in Appendix 2. The review to better align the service to the Economy Strategy is ongoing and will complete in 2020/21. The part realisation of the saving in year arose from cost efficiencies across the service, however in 2019/20 the 2018/19 saving will be met in full.

## **5. Next Steps**

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- 5.1 Place Directorate is committed to delivering mitigating management action to address identified budget pressures on an ongoing basis and will continue to report on progress towards the delivery of a balanced budget.
- 5.2 Some of the management actions that have already been identified are one-off in nature, meaning that, although they assist in addressing the immediate challenge, a permanent sustainable solution still needs to be identified. Work is ongoing to identify options to achieve a permanent solution. In addition to the introduction of realigned budgets and half-year reviews, a more strategic approach is being implemented in terms of budget management and Place Senior Management Team is developing a rolling budget management strategy to address on-going challenges in the service budget.
- 5.3 GF savings assessed as red in 2018/19 were reported to the respective Executive Committees in year. The Place Directorate 2019/20 budget management strategy looks to address the non-delivery of 2018/19 approved savings in 2019/20.

- 5.4 A six-monthly review of the HSIP including an update against the key milestones will be provided to Housing, Homelessness and Fair Work Committee in January 2020.

## **6. Financial impact**

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- 6.1 The report identifies a provisional balanced position on the HRA together with a provisional revenue overspend of £2.736m on the Place GF budget for the year ending 31 March 2019. The report identifies a number of pressures and risks which will require to be addressed as a matter of urgency through the 2019/20 budget management strategy.

## **7. Stakeholder/Community Impact**

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- 7.1 Consultation was undertaken as part of the HRA and general fund budget setting processes.
- 7.2 Successful delivery of the HRA budget will support investments to improve the energy efficiency of Council Homes.

## **8. Background reading/external references**

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- 8.1 [Housing Revenue Account Budget Strategy 2018/23](#)
- 8.2 [Housing Revenue Account Budget Strategy 2019/20](#)
- 8.3 [Housing Investment Programme Delivering the Budget Strategy in 2018/19](#)
- 8.4 [Place Directorate Financial Monitoring 2018/19 Month 9](#)

## **9. Appendices**

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- 9.1 Appendix 1 – HRA Revenue: 2018/19 – Outturn
- 9.2 Appendix 2 – Place Directorate – General Fund Approved Revenue Budget Savings 2018/19 – Outturn



## Appendix 1 – HRA Revenue: 2018/19 – Outturn

	2018/19 Budget	Reported Projected Outturn	Actual Outturn	Outturn Variance to budget £m	Note
	£m	£m	£m	£m	
Net Income	-99.692	-98.526	-99.927	-0.235	*1
Reserve draw-down SHIF	-24.648	-27.636	-26.043	-1.395	*2
<b>Total Income</b>	<b>-124.340</b>	<b>-126.162</b>	<b>-125.970</b>	<b>-1.630</b>	
Housing Management	29.043	29.318	28.297	-0.746	*3
Property Maintenance	21.517	23.980	25.860	4.343	*4
Debt Service	39.882	39.702	39.013	-0.869	*5
Strategic Housing Investment	33.898	33.162	32.800	-1.098	*6
<b>Total Expenditure</b>	<b>124.340</b>	<b>126.162</b>	<b>125.920</b>	<b>1.630</b>	

**Note 1:** Net Income was £1.4m higher than forecast and £162k above budget. Net Income is the total rent due to be collected, less written off former tenant arrears and rent loss due to empty homes. It also includes service charges and costs recovered in relation to communal heating schemes and owner occupiers. Former tenant arrears written off in 2018/19 was lower than forecast, due to effective arrears management and the impact of Universal credit roll out was not as adverse on rent collection (resulting in the provision set aside for bad debts not being fully required).

**Note 2:** The Strategic Housing Investment Fund (SHIF) is an amalgamation of the Repairs and Renewals (R&R) Fund and the Council Tax Discount Fund (CTDF). The 2018/19 drawdown was £1.395m less than forecast at Month 9. "Drawn Down from SHIF" is now required to reduce the borrowing needed to support the delivery of the capital investment programme, to reduce debt charges expenditure in future years.

**Note 3:** "Housing Management" includes core housing management services, new tenant and community services like energy advice and modern apprenticeships. It includes employee costs, central support costs and recharges, premises and other expenditure. It was £0.746m below forecast. HRA's portion of Council-wide reduction in overheads, has resulted in Support Service Costs being £0.589m lower in 2018/19 compared to 2017/18.

**Note 4:** 'Property Maintenance' includes responsive repairs, estates maintenance, routine gas servicing and the costs associated with bringing empty homes back into use. The increased spend in 2018/19 compared to 2017/18 is primarily due to difficulties in integrating and improving ICT systems and an increase in subcontractor spend to meet demand. Actions to address these issues are being progressed in the Housing Service Improvement Plan.

**Note 5:** The HRA borrows to finance the planned housing investment and house building capital programmes. 'Debt Charges' are capital financing costs (principal repayments and interest). The debt charges are £0.869m below due to prudent treasury management and in year surpluses being used to offset capital borrowing in previous years and a reduction in the Loan Pool Interest Rate.

**Note 6:** 'Strategic Housing Investment' is the sum of any in-year surplus and "Drawn Down from SHIF". It is used to fund new capital investment (CFCR), repay old HRA debt or mitigate unforeseen risks. It was 1% (£0.362m) below forecast.

## Appendix 2 - Place Directorate - General Fund Approved Revenue Budget Savings 2018/19 – Provisional Outturn

PLACE DIRECTORATE APPROVED SAVINGS 2018/19	APPROVED SAVING £M	FORECAST SAVING £M (REPORTED)	DELIVERED SAVING OUTTURN £M
Fleet financing model (includes £0.200 accelerated from 19/20)	0.500	0.500	0.325
Community Recycling Centres	0.200	0.200	0.100
Roundabouts and Verge advertising	0.300	0.100	0.000
Sign Workshop	0.100	0.100	0.100
Events	0.100	0.100	0.100
Transport Policy Enforcement	0.300	0.300	0.300
Garden Waste collection (net of exemption funding) ^	1.250	0.750	0.750
Grounds Maintenance - Edinburgh Leisure	0.375	0.375	0.210
Parking permits and pay and display	0.300	0.300	0.250
Income from events in Cultural Venues	0.050	0.050	0.050
Income from the Scott Monument	0.025	0.025	0.025
Align Economic Development to new strategy (includes £0.100m accelerated from 19/20).	0.600	0.600	0.450
Public Transport Initiatives	0.350	0.350	0.200
Waste collection improvements to working patterns	0.498	0.498	0.000
Parking – increase charges by 4.5% p.a.	0.800	0.428	0.430
Culture Third Party Payments	0.155	0.155	0.155
Fees and Charges Increase	1.048	1.048	1.048
<b>Total Savings</b>	<b>6.951</b>	<b>5.879</b>	<b>4.493</b>
<b>Pressure from savings unrealised in 2018/19</b>		<b>1.072</b>	<b>2.458</b>

^ The proposal exceeded sign up assumptions. Savings shortfall relates to the revised implementation date which means that income received spans two financial years.

\*Projected saving reflected savings assessed as Green and Amber as at 31/12/18. Includes impact of substitute measures in same service area where appropriate.

# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Strategic Approach to Private Rented Sector

Executive/routine Wards Council Commitments	Routine All
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### 1. Recommendations

- 1.1 It is recommended that Housing, Homelessness and Fair Work Committee:
  - 1.1.1 notes the strategic approach to the private rented sector set out in this report;
  - 1.1.2 agrees to discharge the motion from 1 November 2018 to receive a further report on the strategic approach to tackling key issues facing the private rented sector; and
  - 1.1.3 agrees to receive a report within two committee cycles on development of a broad policy framework to support Build to Rent (BTR).

**Paul Lawrence**

Executive Director of Place

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## Strategic Approach to Private Rented Sector

### 2. Executive Summary

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- 2.1 On [1 November 2018](#), Housing and Economy Committee considered an update report on Rent Pressure Zones (RPZ) and agreed to a further report in six months as part of wider strategic approach to tackling key issues facing the private rented sector.
- 2.2 This report sets out a strategic approach to the private rented sector (PRS). The high demand for housing of all tenures means that the PRS must play its part in meeting housing need and supporting the growth of the city. A combination of increasing supply, improving access to and quality of the private rented housing stock is essential to meet the housing needs of a growing city. This report sets out the Council's approach on tackling these challenges.

### 3. Background

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- 3.1 On [1 November 2018](#), Housing and Economy Committee agreed a motion to receive a report in six months' time as part of a wider strategic approach to tackling key issues facing the private rented sector.
- 3.2 On [3 October 2018](#), the Council published specific Planning Guidance for BTR developments. It set out that BTR should be place specific, high quality and energy efficient, whilst benefiting from on-site shared facilities. It also recognised that BTR can offer opportunities for rapid place making, whilst still delivering 25% on-site affordable housing.
- 3.3 On 24 January 2019, Committee considered reports on [Empty Homes Update](#), [Mixed Tenure Improvement Strategy Update](#) and [Approach to Build to Rent](#). These workstreams all contribute to the strategic aims set out in this report.
- 3.4 On [21 March 2019](#), Committee approved the Rapid Rehousing Transition Plan (RRTP) submitted, as a draft, to the Scottish Government at the end of 2018. A key priority within the RRTP is the focus on work required to prevent homelessness from the PRS.
- 3.5 On [14 May 2019](#), a Short Term Letting in Edinburgh Update was reported to Corporate Policy and Strategy Committee. It set out the enforcement actions taken

by the Council and the decision of the Scottish Government Reporter. As well as, the on-going engagement with Scottish Government on the introduction of a licensing system and the required policy changes to tackle the issues arising from the short term let sector.

## 4. Main report

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### Context

- 4.1 Since 2000 the proportion of households in the PRS in Edinburgh has doubled. The PRS now accounts for over a quarter (60,000) of Edinburgh's households; significantly higher than the national average (15%). Over the same period, owner occupation rates have fallen by 9% to 60%, demonstrating a shift within the private sector from home ownership to private renting.
- 4.2 The time tenants spent in an Edinburgh PRS home is nearly half the national figure, at just 1.5 years in the city compared with nearly three years in the country as a whole. The average advertised monthly private rent in Edinburgh was over £1,100 in the first quarter of 2019, compared to a national average of £790 (Citylets Datahub). The next highest Scottish city is Glasgow with an average of £770. In Edinburgh, private rents have seen exceptional growth since 2014, which increased by over 30% between 2014 and 2019. Last year alone Edinburgh experienced average rental growth of 5.0% compared to national average annual growth of 1.7%.
- 4.3 It is estimated that there is a loss of around 10% of PRS homes to short term lets in recent years. The loss is more prevalent in the city centre and north Edinburgh. The rapid growth in short term lets is having an impact on both supply and rent levels. Between 2014 and 2017 the city saw 2,700 more properties per year listed as available on Airbnb, while PRS stock fell 560 per annum. Research also indicates a displacement of demand, with rents rising significantly above average (between 20-27% over the period 2014-17) in areas bordering a high concentration of short term lets.
- 4.4 Private rented households are more likely to live in flats than houses, 92% of the private rented households in Edinburgh live in flats, compared to 56% of homeowners and 83% of social rented households. Private rented homes are also more likely to be 'older' than homes in the other sectors, with 60% of private rented homes being built before 1945; compared to the 49% in owner-occupation and 16% of the social rented homes.
- 4.5 This older, flatted profile has increased the challenges in installing energy efficiency measures in the private rented homes. This partly explains why the PRS has the lowest percentage of homes installed with full central heating; highest percentage of homes with less than 100mm loft insulation; and highest percentage of homes with urgent disrepair.

- 4.6 The PRS in Edinburgh is made up of a high percentage of individual landlords. A snapshot of [Landlord Registration](#) (September 2018) showed that over 80% of the approved landlords in Edinburgh owned only one property; compared to an average of 65% found in a 2011 research by Scottish Government.
- 4.7 The age profile of the residents in the PRS tends to be younger, with 67% of PRS tenants in Edinburgh aged under 35 years old; compared to 23% in social rented sector and 14% in owner occupied sector. However, there is an increasing trend of families with children and households headed by someone aged 35 or over living in private rented homes.
- 4.8 Despite the overall number of homeless applications going down year on year, the percentage of households coming from the PRS has been increasing in recent years. Around 20% of homeless households came from the PRS; almost double the Scottish average.

### **The challenge**

- 4.9 There are many sub-sectors within the private sector: owner occupation; traditional PRS lets and PRS lets regulated as Houses in Multiple Occupation (HMOs); short term lets (STL); purpose-built student accommodation (PBSA); and BTR properties. Homes can move from one sub-sector to another sub-sector as a result of changes in the wider housing market and economy, as well as changes to legislation.
- 4.10 The relationships amongst the sub-sectors and those between private sector and public/social sector are complex and present different challenges in relation to supply, management and standards of the sector. The diverse and dispersed landlord makeup in the PRS can make consultation and engagement on changes challenging.
- 4.11 The lack of adequate supply of homes of all tenures, and the loss of traditional PRS lets to short term lets, means that rent levels in the PRS have been increasing faster than inflation, reducing the affordability and accessibility of the sector to people in housing need.
- 4.12 The older and tenemental nature of homes in the sector can make it more difficult to install new technology/products to help increase the liveability, accessibility and energy efficiency of homes. Edinburgh does not have a history of factoring arrangements for managing and maintaining communal areas, coupled with a complex ownership profile can make essential repairs and maintenance challenging.
- 4.13 The high demand for housing of all tenures means that the PRS must play its part in meeting need and demand. A combination of increasing supply, increasing access to the sector for people in housing need and improving quality of homes is essential to meet the housing needs of a growing city. This report sets out the Council's approach on tackling these challenges.

## **Strategic Approach**

- 4.14 Scottish Government published [‘A Place to Stay, A Place to Call Home – A Strategy for the Private Rented Sector in Scotland’](#) in 2013. It set out a vision that *‘A private rented sector that provides good quality homes and high management standards, inspires consumer confidence, and encourages growth through attracting increased investment’*.
- 4.15 A number of Council services and workstreams are already contributing to this strategic aim. Our approach to tackling key issues in the private rented sector echoes the Scottish Government’s strategy and aims to:
- 4.15.1 increase supply of homes to help meet need and demand;
  - 4.15.2 improve access to and management of homes in the sector;
  - 4.15.3 improve affordability within the sector; and
  - 4.15.4 improve quality and conditions of homes in the sector.
- 4.16 Since the report on PRS was requested at Committee in November last year, there has been significant activity in the sector. There have been Scottish Government and Parliament consultations on short term lets, a proposed Fair Rents (Scotland) Bill, which is also known as the Mary Barbour Bill and energy efficiency regulations for private rented property. Locally there has been the publication of Living Rent Campaign’s ‘Rent Control’ report and consultation on whether the Council should make an application to the First Tier Tribunal on behalf of the tenant regarding repairing standards, as well as engagement with the BTR sector on development of a broad policy framework to support the development of purpose-built rented housing. The detail of which is set out under each aim below.

### **Increase supply to help meet needs and demand**

- 4.17 The high housing costs in the PRS is due to lack of supply to meet demand. The most effective way to address this in Edinburgh is to increase supply of good quality and well managed housing for rent.
- 4.18 The Council and housing association partners are committed to delivering 20,000 new affordable and low-cost homes over a ten-year period to help meet housing need and demand in the city; around half of the homes will be delivered by the Council’s housebuilding programme.
- 4.19 The Council’s housebuilding programme is growing annually, with around 1,300 homes completed or under construction this year. A further 3,000 homes are in design development stage across mixed tenure sites. Homes are being delivered primarily for social rent, with a mix of housing for sale, MMR and market rent across many sites with a view to creating vibrant, sustainable communities for the future.
- 4.20 In February 2018, the City of Edinburgh Council agreed to enter into agreements with Scottish Futures Trust (SFT) to establish two Limited Liability Partnerships (LLPs) to deliver 1,500 homes high quality, well managed homes for market and MMR for households on low to moderate incomes. Edinburgh Living LLPs are now operational. A separate report to this Committee provides an update on Edinburgh

Living and the intention to develop a framework to enable the Council to invite proposals from private sector developers to deliver homes for Edinburgh Living.

### **Scottish Government Mid-Market Rent Invitation**

- 4.21 Council officers have been working in partnership with landowners, developers and Scottish Government to support the delivery of mid-rent homes on private sector sites through the Scottish Government Mid-Market Rent (MMR) invitation.
- 4.22 Places for People (PfP) have been successful in securing £47.5m in loan funding through the scheme and will utilise the loan to attract additional equity investment, likely to come from pension funds. The project will provide 1,000 affordable MMR homes, across Scotland. There are a number of projects being pursued in Edinburgh with around 500 homes currently identified as potential projects for the city.
- 4.23 Council officers are also working with Forth Ports and Rettie & Co. on a proposal to secure pension fund investment on privately owned land at Western Harbour. The proposal has been submitted to Scottish Government Ministers for approval and supports delivery of 1,600 affordable homes without grant. Homes will be targeted at people on moderate incomes, with the loan repayable to Scottish Government over 25 years.

### **Market Led BTR**

- 4.24 BTR can deliver rented accommodation at pace and scale and is not dependent on the rate of house sales. BTR has traditionally been associated with the high end, upper quartile of the rental market, offering enhanced onsite amenities. However, in Edinburgh, affordable housing led BTR has been delivering professionally managed, quality rented homes at below market rents for nearly ten years. The Council is currently a partner in eight National Housing Trust LLPs with around 598 homes in management and 288 under development.
- 4.25 On [24 January 2019](#), Housing and Economy Committee considered a report on Approach to Build to Rent. The report highlighted the opportunity that BTR provides to accelerate housing development; supported by institutional investment; whilst delivering 25% affordable housing. BTR can also offer a living arrangement that is similar to purpose built student accommodation for graduates migrating from student to working lives or provide a housing option for older people seeking accessible, easy to maintain housing in the city.
- 4.26 The BTR sector has become more diverse over recent years with some developers targeting the lower and middle rather than upper end of the market with a focus on placemaking within a community setting rather than provision of on-site amenities. Officers are in discussions with a number of BTR developers with a potential to deliver over 3,000 homes across the city over the next few years. On 31 July 2019, the application for 234 BTR homes at [159 Fountainbridge](#) was approved by Development Management Sub Committee, with 58 tenure blind affordable homes being delivered, managed and maintained by the applicant (Vastint) and secured under Section 75 Agreement. The homes will be let at affordable rents for 25 years.



- 4.27 A workshop was held with BTR developers and investors (informed by an online questionnaire) in June 2019 to explore challenges and potential solutions to accelerate development of BTR. This engagement will inform the development of a broad policy framework to support the growth of BTR aligned to the delivery of Council objectives. Further consultation will take place with stakeholders prior to bringing a report to committee on the proposed framework. Committee is asked to agree to receive a report on the BTR framework within two committee cycles.

#### **Improve access to and management of homes in the sector**

- 4.28 The up-front costs of private renting can be a significant barrier to low income households, as tenants are asked to pay a deposit and rent in advance. Landlords can also be reluctant to rent properties to households claiming benefits.
- 4.29 The Council has commissioned Crisis to deliver 'Help to Rent Edinburgh', a service to help people who are currently homeless in Edinburgh to find and keep a home in the PRS. For example, where appropriate, the service will provide help to find a flatmate or a flat-share, to get a deposit and pay rent in advance, to find furniture, and to sort out any tenancy problems.
- 4.30 In addition to improving access to the PRS amongst homeless households, there is a need to prevent private rented households from becoming homeless. In 2019/20, the Council agreed to put in place a dedicated officer in each of the localities to work with private rented tenants at risk of becoming homeless. These officers will provide intensive support from the point of contact when a Notice to Quit is received, with the priority being to support tenants to find alternative housing in the private rented or mid rent sector.

#### **4.31 Private Sector Leasing Scheme (PSL)**

The Council introduced PSL in 2005, to provide medium-term accommodation for homeless households while they were looking for settled permanent accommodation. The scheme now manages around 1,700 properties. The Council agreed to increase the investment in this scheme at Finance and Resources Committee on [23 January 2018](#). By increasing the amount of rent that can be offered to landlords, it is hoped to increase the retention rates of existing landlords, and new landlords will be encouraged to join the scheme.

#### **New Private Residential Tenancy (PRT)**

- 4.32 Through the PRTs Scotland Act 2016, a new PRT was introduced on 1 December 2017. The PRT agreement has introduced important changes to tenants' rights and responsibilities and offers more security. PRTs are open-ended, with no fixed-term period and no end date and can only be ended if the tenant chooses to leave and gives notice, or if one or more of the 18 grounds for eviction apply. The First Tier Tribunal Scotland is responsible for resolving disputes between tenants and landlords over eviction and civil proceedings.
- 4.33 Rent can only go up once a year under the PRT agreement, with landlords given at least three months' notice. Tenants can appeal to a rent officer if they feel their

rents have risen too much. Tenants can also apply to the First Tier Tribunal for Scotland to resolve legal disputes with their landlords on rents and repairs.

- 4.34 A communications strategy was developed in December 2018 (one year after the PRT came into force) to raise awareness of private rented sector tenants' rights. A new web page was created and promoted on social media; including information on tenants right to challenge a rent rise by requesting an appeal by a Rent Officer.
- 4.35 The Council has existing powers to help improve the management of private rented housing and has recently consulted on exercising a specific statutory power to support private tenants by referring landlords to a tribunal, if the property does not meet the required standard. The consultation asks if the Council should make an application on behalf of the tenant where the tenant is considered vulnerable and the Council thinks that it is appropriate to do so. An update will be provided to Regulatory Committee in October.

### **Houses in Multiple Occupation (HMO) Licensing**

- 4.36 The Council introduced a revised licensing fee structure in June 2017. Existing licence holders can apply for a three-year licence for the same fee as a one-year licence, providing that the Council has no previous or current concerns with the property/landlord. The revised fee structure therefore provides an incentive to landlords to look after their properties and promptly attend to issues.
- 4.37 The Council will continue to exercise existing powers to regulate the sector, ensuring tenants' rights are protected, as well as actively engaging in national debate and discussion to introduce new regulations and powers to help manage the sector.

### **Improve affordability within the sector**

- 4.38 As highlighted in paragraph 4.2, private sector rents in Edinburgh are the highest in Scotland and increasing faster than other cities. The only mechanism currently available to the Council to cap rent increases is to apply to Scottish Ministers to have an area designated as a Rent Pressure Zone.

### **Rent Pressure Zones (RPZ)**

- 4.39 Councils can apply to Scottish Ministers to have an area designated as a RPZ if they can prove that rents are rising by too much; The rent rises are causing undue hardship to tenants; and there is increasing pressure to provide housing or subsidise the cost of housing as a consequence of the rent rises within the proposed zone.
- 4.40 RPZs are designed to address the problem of rents rising by too much in hot-spot areas and they are not intended to be applied to a whole local authority area. Where a RPZ is applied, the cap can last for up to five years. It will only affect rent rises once tenancies have started. Initial rents for new tenancies are not affected by the cap and will continue to be market-led.
- 4.41 An update on RPZ was provided to Housing and Economy committee in November 2018. Committee was asked to note that the timescales to collect robust actual rent

data, required for any RPZ application, is likely to be three to five years. In August 2018, Citylets launched a new PRS database to capture rents as they are set and any subsequent rent rises. To date around half of the letting agents in the city have signed up. Officers will continue to work in partnership with local authorities interested in exploring RPZs, Scottish Government and other partners to develop a compliant methodology for gathering robust evidence required for an RPZ application.

- 4.42 On 14 May 2019 Pauline McNeill (MSP) lodged a proposal for a Bill in the Scottish Parliament to protect private sector tenants by introducing measures to limit rent increases and increase the availability of information about rent levels. The consultation closed on the 8 August 2019.
- 4.43 Living Rent [published a paper in February 2019](#) that sets out their proposals for rent controls in Scotland. Proposals include introducing a points-based system of rent control linked to quality and amenities; such as size of rooms, energy performance and kitchen facilities.
- 4.44 It is likely that new legislation by the Scottish Parliament would be required to introduce any rent controls or other measures to limit recent increases in the private rented sector.

### **Short-Term Lets (STLs)**

- 4.45 As set out in paragraph 4.3, the rapid rise of short term lets is having a significant impact not only on the supply and affordability, but also on community cohesion due to a significant transient population and community safety due to increases in antisocial behaviour.
- 4.46 A STLs virtual team across several services (Trading Standards, Environmental Health, Private Rented Services, Planning and Community Safety) was created in 2018 to review all complaints received about STLs and, where possible, address poor practice through existing powers.
- 4.47 The team prioritises enforcement activity in relation to those STLs believed to be operating on a commercial basis. When investigating the cases, it must be established whether the use of a residential premises for short term holiday lets is a material change of use. Since July 2018, 216 new cases have been opened and while 120 are ongoing, 23 have been subject to enforcement action. In-house training has been carried out to ensure that officers take a consistent and robust approach to all investigations.
- 4.48 In addition, the team is piloting the use of impact warning letters to tackle a large concentration of STLs at Western Harbour. A checklist of Best Practice has also been produced to educate owners of their obligations in terms of permissions, safety at the property and managing visitors. The Planning service has also piloted taking enforcement action against key safes on listed buildings.
- 4.49 The Council is seeking additional regulatory powers to tackle the issues arising from the STL. Scottish Government carried out a consultation on the regulation of short term lets between April and July 2019. The Council actively promoted the

consultation through social media, locality drop in events to encourage the general public, community councils and other bodies to respond. The Council will continue having dialogue with government officials and help to shape any new regulatory powers to tackle issues from the STL sector.

### **Improve quality and conditions of homes**

- 4.50 The Housing Beyond 2021 discussion paper has indicated the Scottish Government's intention to place more emphasis on improving the quality of homes, in relation to accessibility, energy efficiency, quality and safety. While the regulations like Scottish Housing Quality Standards (SHQS) and Energy Efficiency Standard for Social Housing (ESSH) have improved the quality and standards of social rented housing significantly in the last 20 years, more improvement is needed in the private sector, especially the PRS.

### **Edinburgh Shared Repairs Service (ESRS)**

- 4.51 In addition to the implementation of existing government legislation, the Council has developed various services to support owners and landlords to improve property conditions, energy efficiency, and health and safety, of homes in recent years. This includes using statutory notices and 'Missing Share' powers to help owners and landlords to repair and maintain the common areas of tenement blocks through the Council's ESRS.
- 4.52 The Council has been involved in the Parliamentary working group on Maintenance of Tenement Scheme Property, which seeks to improve legislation on maintenance to flats. The group published its final report in June 2019, with recommendations covering three areas: building inspections, owners' associations and Building Reserve Funds, and how these aspects interlink. This was debated in Parliament on 26 June 2019. The Minister for Local Government, Housing and Planning made a commitment to provide a substantive response to the recommendations in autumn 2019. The Council will continue to contribute to the debate and discussion on improving the legislation and any subsequent implementation details.

### **Mixed Tenure Improvement Strategy**

- 4.53 For mixed tenure blocks where the Council is one of the owners, where appropriate, the Council will continue to take the lead on repairs, maintenance and improvement in the common areas of the blocks as part of the Mixed Tenure Improvement Strategy. This will include establishing a mixed tenure delivery team, revising the Scheme of Assistance to provide more practical and financial support options to owners and landlords, as well as using the Housing Revenue Account (HRA) capital investment programme as a catalyst for improvement. An update on the Mixed Tenure Improvement Strategy will be provided to Committee in January 2020.

### **Home Energy Efficiency Programmes for Scotland (HEEPS)**

- 4.54 The Council has secured more than £20m government funding since 2013/14 through the area-based schemes (ABS) of the Home Energy Efficiency Programmes for Scotland (HEEPS), which later changed name to Scotland's

Energy Efficiency Programme (SEEP) to cover both domestic and non-domestic properties; and more recently to Energy Efficient Scotland (EES).

- 4.55 The funding has been used to install loft, loft top-up and cavity wall insulation for homes in areas with high level of fuel poverty, hard to treat cavity wall insulation, flat roof insulation, and solid wall insulation for houses and mixed tenure blocks. The Council will continue to make the best use of funding available to levering investment to improve energy efficiency of private sector homes.
- 4.56 The Council will continue to work with partners and communities to maximise the funding available, as well as, actively engaging in the national debate on improving energy efficiency, including Scottish Government's consultation on introducing regulations for energy efficiency for private rented property; which is open (from 17 June 2019) until 13 September 2019. The proposal includes a minimum energy efficiency standard and would require landlords of privately rented homes to ensure their properties achieve EPC E from 1 April 2020 at a change of tenancy and then EPC Band D from 1 April 2022 at a change of tenancy.
- 4.57 Although the announcement on EESSH2 in June 2019 only applies to social rented housing, this will again have an impact on private sector homes where energy efficiency measures are required in common areas of a mixed tenure blocks. The Council will continue to review the situation and reflect any changes in Mixed Tenure Improvement Strategy and Scheme of Assistance to ensure owners and landlords are supported throughout the process.
- 4.58 Committee is asked to note the strategic approach to the private rented sector set out in this report Real and lasting changes to the sector will be dependent upon joint working with a wide range of stakeholders including tenants, individual landlords, landlord forums, housing developers and Scottish Government.

## 5. Next Steps

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- 5.1 Continue to work with PRS landlords, developers, Scottish Government and other stakeholders to progress the following workstreams:
- 5.1.1 increase supply through BTR. A report on the BTR framework will be provided within two committee cycles;
  - 5.1.2 provide an update on the Mixed Tenure Improvement Strategy to Committee in January 2020;
  - 5.1.3 continue to exercise existing powers to regulate the STL sector, ensuring tenants' rights are protected, as well as actively engaging in national debate and discussion to introduce new powers to help manage the sector;
  - 5.1.4 continue to work with partners and communities to maximise the funding available for improving energy efficiency of homes, as well as, actively engaging in the national debate on minimum standards;

- 5.1.5 continue to work with other local authorities, Scottish Government and other partners to improve the availability and robustness of PRS data and develop a compliant methodology for gathering robust evidence required for an RPZ application; and
- 5.1.6 continue to contribute to the debate on improving the Maintenance of Tenement Scheme Property and any subsequent implementation proposals.

## **6. Financial impact**

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- 6.1 There are no direct costs arising from this report. Costs related to individual workstreams are contained within existing budgets.

## **7. Stakeholder/Community Impact**

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- 7.1 The Council has been undertaking engagement and consultation with the stakeholders on various PRS issues highlighted in this report. This has included:
  - 7.1.1 working in partnership with Association of Local Authority Chief Housing Officers (ALACHO) and its local authority members, Scottish Government, third sector and other interested stakeholders to develop a methodology for acquiring new datasets and gathering the robust evidence base required for an RPZ application;
  - 7.1.2 a workshop with BTR developers and investors (informed by an online questionnaire) in June 2019 to explore challenges and potential solutions to accelerate development of BTR, covering issues on land, planning and affordable housing. Further consultation will take place with stakeholders prior to bringing a report to committee on the proposed framework within two committee cycles;
  - 7.1.3 in response to Scottish Government's consultation on Short Term Letting, the Council actively promoted the consultation through social media, locality drop in events to encourage the general public, community councils and other bodies to respond; and
  - 7.1.4 The Council has been actively involved in the Scottish Parliamentary Working Group on Maintenance of Tenement Scheme Property and will continue to contribute to the debate and discussion on improving the legislation and any subsequent implementation details.

## **8. Background reading/external references**

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- 8.1 City Housing Strategy Update – Housing and Economy Committee [2 November 2017](#).

- 8.2 Strategic Housing Investment Plan (SHIP) 2018-23 – Housing and Economy Committee [2 November 2017](#).
- 8.3 [ESES City Region Deal Heads of Terms Agreement](#) – July 2017.
- 8.4 Edinburgh Economy Strategy – Housing and Economy Committee, [18 January 2018](#).

## **9. Appendices**

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- 9.1 None.

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# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Promoting Play on Housing Revenue Account Land - Update

Executive/routine	Routine
Wards	All
Council Commitments	<a href="#">39</a>

### 1. Recommendations

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- 1.1 It is recommended that committee:
  - 1.1.1 note the update in relation to 'No Ball Games' signs on Housing Revenue Account (HRA) land; and
  - 1.1.2 to discharge the action agreed at committee on 30 August 2018 that an update on the outcome of consultations undertaken relating to 'No Ball Games' signage should be provided to committee within 12 months.

**Paul Lawrence**

Executive Director of Place

Elaine Scott (Housing Services Manager)

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## Promoting Play on Housing Revenue Account Land - Update

### 2. Executive Summary

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- 2.1 On [30 August 2018](#), Committee considered a report on the use of 'No Ball Games' signage on Housing Revenue Account (HRA) land and the approach Locality Housing Teams would take to consult with residents on the potential use of suitable areas for active play. It was agreed that an update on work undertaken would be provided to Committee within 12 months.
- 2.2 'No Ball Games' signs are not common on HRA land and the overall approach is to seek to identify solutions to nuisance and disruption whilst encouraging play wherever possible. Opportunities for outdoor play are considered as part of the design and layout for new Council housing developments.
- 2.3 In the last year, housing officers have been progressing this work in the Localities and engaging with residents on the potential removal of signs where they may no longer be required. This report updates on this ongoing work.

### 3. Background

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- 3.1 On [3 May 2018](#), Council requested that officers report to the Housing and Economy Committee on how best to consult with tenants and other residents on the approach to 'No Ball Games' signage on HRA land.
- 3.2 On [30 August 2018](#), Committee considered a report on the use of 'No Ball Games' signage on HRA land and the approach Locality Housing Teams would take to consult with residents on the potential use of suitable areas for active play. An initial update was included in the Business Bulletin provided to Committee on [21 March 2019](#).
- 3.3 Since then, housing officers have been reviewing the use of signs in their individual patches and engaging with residents on the potential removal of signs located on buildings or land on the HRA that may no longer be required. They have also been identifying areas that could benefit from wider discussions on alternative uses and opportunities to consider Neighbourhood Environment Projects (NEPs). This work remains ongoing.

- 3.4 To help with raising awareness amongst residents, an information page was created on the Council website and residents were encouraged to report the location of 'No Ball Games' signs for potential review. A leaflet was also made available in the localities and an article included in an edition of the City of Edinburgh Council tenants' newsletter, the Tenants' Courier. The Evening News also promoted the [initiative](#). These led to a few enquiries and some feedback from residents, the press and staff, which were followed up locally.

## 4. Main report

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- 4.1 Across the city, 'No Ball Games' signs are being identified by tenants, residents and housing officers. The Locality Housing Teams are at different stages with progressing this work. All have, however, begun to identify signage for removal where signs are held on the HRA and there is potential for land to be used for play, and consultations are underway with residents. There are also a number of signs that are located on private developments where any decision on the use of the areas of land and use of signs is the responsibility of the owners or as set out in the title deeds.
- 4.2 Each Locality Housing Team has been responsible for its own consultation to ensure that tenants and other residents have an opportunity to give their views on the future approaches to use of HRA land. The approach to consultation will vary dependent on the areas where the signs are located and the number of residents to be consulted but it will include visits to residents by the patch officers, stair/local resident surveys and local meetings as appropriate.
- 4.2.1 The North West Locality is in the process of completing ongoing consultations in 10 streets where 'No Ball Games' signs are in place. Of these, four streets have either confirmed or are expected to confirm removal of the signs; the remaining six streets have either confirmed or are expected to confirm retention. Further 'No Ball Games' signs have been identified and the Team will continue to progress with consulting with residents to confirm the future approach.
- 4.2.2 Discussions are being progressed with tenants and other residents in the South East Locality. There are several sites, particularly in city centre locations where the signs are on blocks onto pathways or hard landscaping where an alternative use is not likely to be suitable. Initially 17 sites have been identified for potential removal of signs and work is ongoing to complete consultations in other locations that have been identified. Overall it is estimated that around 30% of signs in the locality are likely to be suitable for removal where areas of ground have been identified as suitable for play.
- 4.2.3 The South West Locality has identified around 12 'No Ball Games' signs that they are beginning to consult residents on to confirm the future approach. Officers are assessing which areas are not suitable for play, for example, the

gable ends of buildings onto pathways, versus where there are clear amenity/potential play areas which may be an option for alternative uses to be taken forward through a NEP.

4.2.4 The North East Locality has prioritised consultation in the area that prompted the initial discussion on 'No Ball Games' signs at Committee. This consultation is now complete, and residents have agreed that the signs in this area can be removed. Two further consultations have been completed with residents in one location agreeing to signs being removed and another near a tower block, where there is already a play and ball park in the immediate area, will be retained. The Team are progressing consultations with residents in a further 19 areas where there are 'No Ball Games' signs to ensure resident views are taken in to account as this work moves forward.

4.3 Identifying NEPs to support any potential use of areas for active play will be actioned in the next phase of activity and dependent on funds available.

## **5. Next Steps**

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5.1 This report discharges the action agreed on 30 August 2018 that an update on the outcome of consultations undertaken should be provided to committee within 12 months.

## **6. Financial impact**

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6.1 The cost of this consultation activity is being contained within existing HRA budgets.

## **7. Stakeholder/Community Impact**

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7.1 There are no adverse stakeholder/community impact implications arising from this report.

7.2 Use of HRA land by children, young people and communities for active play and interaction can have a positive impact on health and mental wellbeing.

## **8. Background reading/external references**

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8.1 None.

## **9. Appendices**

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9.1 None.

# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Edinburgh Social Enterprise Strategy

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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- 1.1 It is recommended that Committee:
- 1.1.1 endorse the aims of a refreshed strategy for Social Enterprise in Edinburgh;  
and
  - 1.1.2 notes the continuing support provided by the Council to Edinburgh Social Enterprise network and the active support of Business Gateway for the sector.

**Paul Lawrence**

**Executive Director of Place**

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## Edinburgh Social Enterprise Strategy

### 2. Executive Summary

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- 2.1 This report provides information on the refreshed Social Enterprise Strategy for Edinburgh.

### 3. Background

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- 3.1 A report to the Housing and Economy Committee, Support for Social Enterprise on [21 March 2019](#) highlighted the development of a refreshed Social Enterprise Strategy for Edinburgh.
- 3.2 At the time, the refreshed strategy was not ready for publication and an action was noted for another report to be prepared in due course.
- 3.3 The Social Enterprise Strategy for Edinburgh “Enterprising Edinburgh has since been published in May 2019. This is in line with the [Edinburgh Economic Strategy](#) which recognises Social Enterprise and the Social Economy as key contributors to improved economic outcomes for the city, and further underlines Edinburgh Social Enterprise network’s role in representing the sector within the City Region Deal governance structure.

### 4. Main report

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- 4.1 The Council is a key strategic partner of the Edinburgh Social Enterprise network (ESE) and an active participant in the development of a refreshed Social Enterprise Strategy for Edinburgh, “Enterprising Edinburgh” published in May 2019.
- 4.2 The strategy is available to download from the ESE [website](#).
- 4.3 In summary the strategy asserts that “Social Enterprise and the Social Enterprise ecosystem are key to a vibrant economy that delivers the best outcomes for the people of Edinburgh, increasing social value and improving lives”.

- 4.4 The strategy has three overarching objectives:
  - 4.4.1 to grow the Social Enterprise Community;
  - 4.4.2 to increase the sustainability of the Social Enterprise Community; and
  - 4.4.3 to substantiate how the Social Enterprise Community adds value and makes a difference in social and economic outcomes
- 4.5 Those who support the Social Enterprise Strategy are committed to investing in and reinforcing enabling factors, such as, but not restricted to:
  - 4.5.1 policy and research development;
  - 4.5.2 increasing and allocating resources;
  - 4.5.3 expanding networks and information sharing;
  - 4.5.4 seeking opportunities for collaboration;
  - 4.5.5 peer support, mentoring and training;
  - 4.5.6 providing specialist support and advice; and
  - 4.5.7 promoting and sharing best practice in sectoral governance and leadership.
- 4.6 The Council continues to support ESE by providing a £10,000 annual grant which supports the city's "Buy the good Stuff" campaign, and by linking initiatives such as Business Gateway in line with the Economy Strategy.
- 4.7 Business Gateway has benefitted from a full time Growth Adviser specialising in Social Enterprise, in post since 2013. Since then, the Council has supported 561 individuals, charities and community groups exploring social enterprise. Around 30 new social enterprises are assisted to start, and a further 300 receive regular support per year.
- 4.8 The Council's procurement practices are in line with Scottish Government guidance in relation to Small to Medium Enterprises (SME), third sector organisations and social enterprise so they can compete for opportunities.

## **5. Next Steps**

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- 5.1 The Council aims to continue to support ESE in the implementation of its refreshed strategy through:
  - 5.1.1 continued £10,000 grant funding to support "Buy the Good Stuff";
  - 5.1.2 continuation of Business Gateway Links and specialist adviser in the new Business Growth and Inclusion Service structure;

- 5.1.3 additional and enhanced links to Community Benefits and Corporate Social Responsibility through the new Commercial Development and Investment Service Structure; and
- 5.1.4 continue to review procurement processes and procedures, in line with the relevant regulations and Scottish Government guidance, with the aim of increasing opportunities for social enterprises. This will include the provision of lots or sub-contract opportunities in large contracts and the provision of project bank accounts on construction projects;
- 5.1.5 workshops with representatives from Social Enterprises will take place as part of engagement on the development of the Council's new procurement strategy, to be published in the spring of 2020. The procurement strategy will include a statement on the role of Social Enterprises in the Council's supply chain.

## **6. Financial impact**

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- 6.1 There are no direct additional financial impacts for the Council as a result of this report.

## **7. Stakeholder/Community Impact**

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- 7.1 ESE consulted with a wide range of partners, stakeholders and service users in the development of their refreshed strategy.
- 7.2 Each stakeholder now needs to identify how they or their organisation change the way they do business to:
  - 7.2.1 increase engagement with social enterprise through for example, mentoring, in-kind support (pro-bono expertise, access to office/workshop space);
  - 7.2.2 create opportunities for social enterprise by opening up supply chains or simplifying procurement processes;
  - 7.2.3 sharing risk for start-up and growth through investment, sponsorship or seed funding;
  - 7.2.4 develop shared values and responsibility for social and economic outcomes;
  - 7.2.5 collaborate with social enterprise through for example, MOUs to deliver Community Benefit or Corporate Social Responsibility outcomes; and
  - 7.2.6 be a champion for Social Enterprise and encourage business partners to purchase from the sector.



## **8. Background reading/external references**

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- 8.1 [Support for Social Enterprise – Report to Housing and Economy Committee 21 March 2019](#)
- 8.2 [Enterprising Edinburgh; A social Enterprise Strategy for Scotland's Capital City 2019-2030](#)

## **9. Appendices**

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- 9.1 None.

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# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Edinburgh Living: Progress Update

Executive/routine	Routine
Wards	All
Council Commitments	<a href="#">1, 6, 10</a>

### 1. Recommendations

- 1.1 It is recommended that the Housing, Homelessness and Fair Work Committee:
  - 1.1.1 notes the progress made with the growth of the Edinburgh Living Limited Liability Partnerships (LLPs) in 2019 and the strong pipeline of housing acquisitions secured through the Council's house building programme; and
  - 1.1.2 agrees to receive a report in two Committee cycles on the strategy for procuring new homes on private sector land.

**Paul Lawrence**

Executive Director of Place

Contact: Elaine Scott, Housing Services Manager

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## Edinburgh Living: Progress Update

### 2. Executive Summary

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- 2.1 Following approvals from the Council and Scottish Government, the Edinburgh Living LLPs are operational. Demand for mid-market rent homes is high against the background of an increasing population and high private sector rents. Edinburgh Living has a strong pipeline of homes to acquire for market and mid-market rent over the next four years through the Council's housebuilding programme.
- 2.2 In order for Edinburgh Living to operate at scale, a framework for engaging with developers to secure housing built on private sector land is being developed and will be reported to committee in two cycles. This will help accelerate housing development and contribute to the delivery of the 20,000 affordable homes commitment.
- 2.3 The target market for Edinburgh Living is households on low to moderate incomes and raising the profile of the mid-market rent tenure as a sustainable option for working homeless households is a key piece of ongoing work.

### 3. Background

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- 3.1 On [17 September 2015](#), the City of Edinburgh Council agreed to enter into a partnership with Scottish Futures Trust (SFT) to accelerate housebuilding through the acquisition of homes for market rent and mid-market rent.
- 3.2 This proposal formed part of the housing programme in the Edinburgh and South East Scotland City Region Deal in 2017. This included Scottish Government consent for the City of Edinburgh Council to on-lend up to £248 million to two LLPs, one for market rent and one for mid-market rent, for the purpose of delivering a minimum of 1,500 homes in Edinburgh.
- 3.3 £16.1m in Scottish Government grant funding has also been secured through City Region Deal to support Edinburgh Living to acquire over 700 mid-market rent homes contributing to the Council's commitment to deliver 20,000 new affordable homes.
- 3.4 On [18 January 2018](#), the Housing and Economy Committee agreed that the Council could enter into agreements with SFT to establish two LLPs for mid-market and

market rent. The Council's stake in the mid rent LLP is 99.999% and 99% in the market rent LLP.

- 3.5 The same Committee agreed, in principle, that homes developed by the Council within mixed tenure developments for market rent and mid-market rent could be transferred to the LLPs on vacant possession, subject to agreement by the Finance and Resources Committee.
- 3.6 This report was referred to the City of Edinburgh Council on [1 February 2018](#) to confirm the appointment of elected members and an Executive Director to represent the Council on the LLPs' Corporate Body, alongside a Director from SFT.
- 3.7 In [June 2018](#) and [December 2018](#), the Finance and Resources Committee agreed homes constructed as part of the Council's mixed tenure housebuilding programme would be transferred on completion to the Edinburgh Living mid-market rent LLP in the financial years 2018/19 and 2019/20 respectively.
- 3.8 In December 2018, a contract was awarded to Lowther Homes, part of the Wheatley Group, to provide day to day Management and Maintenance services to the Edinburgh Living LLPs. Lowther Homes has significant experience in the day to day management of homes for market and mid-market rent.
- 3.9 The Edinburgh Living mid-market rent LLP purchased its first 22 homes in January 2019.

## **4. Main report**

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- 4.1 The Edinburgh Living LLPs are now operational and homes are in management at Clermiston and Hailesland. Updates through business bulletins have been provided to the Housing and Economy Committee over the last 18 months, in line with what was agreed as part of the Edinburgh Living governance structure. This report provides a more substantial progress update and overview of the delivery pipeline into 2020.

### **Progress Update and Demand**

- 4.2 The Council's approach to tackling housing need in the city, includes a commitment to deliver 20,000 new affordable homes through its own housebuilding programme and with external partners.
- 4.3 The Council's housebuilding programme is delivering homes primarily for social rent but within mixed tenure developments which include housing for sale, mid-market rent and market rent. The Council currently has around 1,000 homes under construction as part of the mixed tenure Council house building programme and around 3,000 in design development across mixed tenure sites.
- 4.4 It is anticipated that Edinburgh Living will have purchased around 300 homes by April 2020 all built through the Council's housebuilding programme. Over the next year the pipeline of purchases for Edinburgh Living includes sites across the city,

ensuring that good quality housing options across a number of tenures are being delivered in areas people want to live.

- 4.5 New homes for market and mid-market rent will be completed over the next 12 months in Pennywell, Royston, Drumbryden, Craigmillar and North Sighthill. An outline programme to December 2020 is provided at Appendix 1.
- 4.6 The demand for mid-market rent as a tenure has been evidenced in recent developments. For example, the National Housing Trust (NHT) development at Western Harbour attracted around 42 applications per property and Edinburgh Living's own development at Clermiston attracted 80 notes of interest within the first three days of advertising.
- 4.7 Private sector rents have risen year on year since 2010 which has increased both the need for and popularity of mid-market rent homes to those on low to moderate incomes. The average private rent in Edinburgh increased by 47% from £752 per month in Quarter 3 in 2010 to £1,108 per month in Quarter 3 in 2018.
- 4.8 Feedback from tenants at the new developments has been positive, particularly in relation to the size of homes, the standard of the development and the professional service received from Lowther Homes.
- 4.9 Management performance is monitored on a monthly basis through reporting and a regular contract meeting. Lowther Homes also attend the Edinburgh Living Senior Management Team meeting quarterly as part of the contract management approach. Rent collection is being managed well with minimal arrears over the first six months of operation.

#### **Impact on Homelessness**

- 4.10 Given the current level of private rents, mid-market rent also offers a viable opportunity for working households accessing the Council's homelessness services. These households may have been made homeless or are at risk of homelessness but bring in an income that will allow them to successfully sustain a mid-market rent tenancy in the long-term.
- 4.11 Housing and Homelessness services officers have been working together and with the EdIndex Board to raise the profile of the mid-market rent tenure as a housing option for working homeless households. The Council is continuing to work with Edinburgh Living's letting agent, Lowther Homes, to directly signpost clients to homes being delivered through Edinburgh Living. This approach is also being developed with other mid-market rent housing providers in the city. A proportion of Edinburgh Living homes are targeted at this client group.
- 4.12 In February the Council agreed to provide funding for a private sector homelessness team. Once fully established, this team will play an important role in providing further support for working homeless households to access mid rent housing in the city, including Edinburgh Living homes, where it is a viable housing option for their circumstances.

## **Accelerating the Delivery of Homes**

- 4.13 The Council's housebuilding pipeline offers a healthy supply of homes for the Edinburgh Living LLPs to purchase over the next few years. However, to meet the Council's ambition for Edinburgh Living to operate at scale, accelerate housebuilding in the city and support the development of housing on brownfield sites, a strategy is required to further increase the number of homes available for Edinburgh Living to purchase, beyond the current pipeline.
- 4.14 In [January 2018](#), a report to this committee highlighted that in addition to the Council's own housebuilding pipeline, there were also likely to be opportunities for Edinburgh Living to acquire homes directly from market developers. Under the governance structure of the LLPs, the Council has the responsibility to identify homes for the LLPs to purchase.
- 4.15 A strategy is currently being developed to enable the Council to engage with the private sector on Edinburgh Living's behalf. The aim is to develop a framework to ensure that homes purchased by the LLPs are delivered in well-designed, well-connected, sustainable communities and offer a high level of quality and financial viability for the LLPs.
- 4.16 Recent discussions with developers with access to their own land supply indicates that there is an appetite to work with the Council and Edinburgh Living in the delivery of new homes and further market testing will be carried out as part of the strategy development.
- 4.17 The Council and/or Edinburgh Living could purchase new build completed homes 'off the shelf' from private developers, however, opportunities to do so, at a price that would be affordable to Edinburgh Living, are likely to be limited. In this acquisition strategy the Council and Edinburgh Living would also not be able to exercise control over specification and design of the homes.
- 4.18 Should the Council wish to specify requirements for the homes to be constructed by the private developers, an Official Journal of the European Union (OJEU) compliant process will be required to engage with private developers to enable quality developments to be brought forward that meet the requirements of the Council and Edinburgh Living.
- 4.19 The proposed strategy and timescales for inviting bids from private sector developers will be reported to committee in two cycles with financial approvals sought thereafter from Finance and Resources Committee.

## **5. Next Steps**

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- 5.1 Two reports will be considered by Finance and Resources Committee in August 2019 and December 2019, to agree further purchases from the Council's housebuilding pipeline in 2020/21.

- 5.2 A report will be brought to this committee in two committee cycles on the strategy for procuring new homes on private sector land.

## **6. Financial impact**

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- 6.1 The recommendations within this report do not carry a direct financial impact.
- 6.2 Edinburgh Living purchases are funded through lending from the Council and, for mid-market rent homes, an element of Scottish Government grant. Consent has been granted by Scottish Ministers allowing the Council to lend to Edinburgh Living.
- 6.3 The loans from the Council to the LLPs are based on a 40-year annuity repayment structure, similar to a mortgage. Repayments are made to the Council by Edinburgh Living on a six monthly basis through the net rental income generated from letting homes.
- 6.4 Prior to purchase, a report to Finance and Resources Committee sets out the borrowing required by the LLPs and an assurance that the homes being purchased have met a financial viability test that ensures they are capable of generating a sustainable income stream that can cover current and future running costs and repayment of the loan.
- 6.5 Edinburgh Living purchases homes from the Council in return for a capital receipt to the Housing Revenue Account.
- 6.6 Financial risk to the General Fund (GF) in the event of LLP default is mitigated by the Council having first ranking security on the homes after repayment of Scottish Government Grant provided for the mid-market rent LLP.

## **7. Stakeholder/Community Impact**

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- 7.1 The LLPs have a key role to play in delivering the Council's housing strategy and commitment to deliver 20,000 homes. The development of the LLPs will also have a positive impact on the local economy, through creating opportunities for local businesses as well as jobs in construction.
- 7.2 The governance approach was agreed by the Housing and Economy Committee in [January 2018](#) and ratified by Council the following month. It is based on the following principles:
- 7.2.1 The LLPs are made up of two partners, the City of Edinburgh Council and SFT.
- 7.2.2. The day to day management of the LLPs is delivered by a Senior Management Team made up of senior officers of the Council and a senior officer from SFT. The LLPs are governed by the two Members, the Council and SFT, and meet as a Corporate Body represented by four elected members, the Executive Director of Place and a Director from SFT.



- 7.2.3 Reports will be delivered to the Housing, Homelessness and Fair Work Committee and the Governance, Risk and Best Value Committee providing updates on the operations of the LLPs.
- 7.3 New build homes are built to high standards in terms of energy efficiency and sustainability. There will be a strong emphasis on providing homes that are cheap to heat and affordable to manage for tenants.
- 7.4 Community benefits secured through housing contracts and the management and maintenance contract can enhance the local environment.

## **8. Background reading/external references**

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- 8.1 [Accelerating House Building – referral from the Health, Social Care and Housing Committee, City of Edinburgh Council, Thursday 17 September 2015](#)
- 8.2 [21<sup>st</sup> Century Homes – Housing Development at Fountainbridge and Meadowbank, Health Social Care and Housing Committee, Tuesday 19 April 2016](#)
- 8.3 [City Housing Strategy Update, Health, Social Care and Housing Committee, Tuesday 13 September 2016](#)
- 8.4 [City Deal – Proposal for New Housing Partnership with Scottish Futures Trust, Housing and Economy Committee, Thursday 02 November 2017](#)
- 8.5 [City Deal – New Housing Delivery Partnership Implementation, Housing and Economy Committee, Thursday 18 January 2018](#)
- 8.6 [City Deal – New Housing Delivery Partnership Implementation – Referral from the Housing and Economy Committee, City of Edinburgh Council, 01 February 2018](#)
- 8.7 [Annual Treasury Strategy 2017-18 - referral from the Finance and Resources Committee, City of Edinburgh Council, Thursday 16 March 2017](#)
- 8.8 [Annual Treasury Strategy 2018-19, City of Edinburgh Council, Thursday 15 March 2018](#)
- 8.9 [Edinburgh Living: Management, Maintenance and Letting Services – Award of Contract Under Delegated Authority, Finance and Resources Committee, Thursday 11 October 2018](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Edinburgh Living Delivery Programme (mid-market and market rent homes acquired or currently under construction)

# APPENDIX 1

DELIVERY PROGRAMME – PROJECTS ON SITE			
PROJECT	Homes	2019	2020
Clermiston	22		
Hailesland Place	11		
Greendykes G	56		
North Sighthill	88		
Royston	22		
Dumbryden Phase 1	19		
Pennywell TC	52		
Craigmillar TC	139		
Pennywell Phase 3	97		
Totals	506		

# Housing, Homelessness and Fair Work Committee

10.00am, Thursday, 29 August 2019

## Internal Audit – Homelessness Services – referral from the Governance, Risk and Best Value Committee

Executive/routine  
Wards  
Council Commitments

### 1. For Decision/Action

---

- 1.1 The Governance, Risk and Best Value Committee has referred the attached Homelessness Services Audit to the Housing, Homelessness and Fair Work Committee for review and scrutiny.

**Andrew Kerr**

Chief Executive

Contact: Jamie Macrae, Committee Officer

E-mail: [jamie.macrae@edinburgh.gov.uk](mailto:jamie.macrae@edinburgh.gov.uk) | Tel: 0131 553 8242

# Referral Report

## Internal Audit – Homelessness Services – referral from the Governance, Risk and Best Value Committee

### 2. Terms of Referral

---

- 2.1 The Governance, Risk and Best Value Committee on 13 August 2019 considered a report by the Chief Internal Auditor, [Internal Audit Annual Opinion for the year ended 31 March](#), which detailed the outcome of the audits carried out as part of the Council's 2018/19 Internal Audit annual plan and the status of open Internal Audit findings as at 31 March 2019.
- 2.2 The Governance, Risk and Best Value Committee agreed:
- 2.2.1 To note the Internal Audit opinion for the year ended 31 March 2019.
- 2.2.2 To request that the Chief Executive, Executive Directors and Chief Officer of the Edinburgh Health and Social Care Partnership, supported by the Chief Internal Auditor, report to the relevant Executive Committee at the earliest opportunity and the subsequent Governance, Risk and Best Value Committee setting out clear plans to ensure the closure of all historic and overdue internal audit management actions to enable an improvement to the overall Internal Audit Opinion for 2019/20.
- 2.2.3 To refer all audits with a red finding to the next meeting of the appropriate Executive Committee for their consideration and that action plans would be reported back to the Governance, Risk and Best Value Committee.
- 2.3 This report therefore refers the Homelessness Services Audit to the Housing, Homelessness and Fair Work Committee for consideration.

### 3. Background Reading/ External References

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- 3.1 [Internal Audit Annual Opinion 2018/19](#) – report by the Chief Internal Auditor
- 3.2 [Governance, Risk and Best Value Committee – 13 August 2019 – Webcast](#)

**4. Appendices**

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Appendix 1 – Internal Audit – Homelessness Services

# *The City of Edinburgh Council*

## Internal Audit

### Homelessness Services

Final Report

8 July 2019

CW1808

**Significant  
enhancements  
required**

Significant areas of weakness and non-compliance in the control environment and governance and risk management framework that puts the achievement of organisational objectives at risk.

# Contents

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Appendix 2: Areas of audit focus	20

This internal audit review is conducted for the City of Edinburgh Council under the auspices of the 2018/19 internal audit plan approved by the Governance, Risk and Best Value Committee in March 2018. The review is designed to help the City of Edinburgh Council assess and refine its internal control environment. It is not designed or intended to be suitable for any other purpose and should not be relied upon for any other purpose. The City of Edinburgh Council accepts no responsibility for any such reliance and disclaims all liability in relation thereto.

The internal audit work and reporting has been performed in line with the requirements of the Public Sector Internal Audit Standards (PSIAS) and as a result is not designed or intended to comply with any other auditing standards.

Although there are a number of specific recommendations included in this report to strengthen internal control, it is management's responsibility to design, implement and maintain an effective control framework, and for the prevention and detection of irregularities and fraud. This is an essential part of the efficient management of the City of Edinburgh Council. Communication of the issues and weaknesses arising from this audit does not absolve management of this responsibility. High and Critical risk findings will be raised with senior management and elected members as appropriate.

# 1. Background and Scope

## Background

In accordance with the Housing (Scotland) Act 1987 as amended by the Housing (Scotland) Act 2001; the Homelessness Etc. (Scotland) Act 2003; and the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2004; and the Housing (Scotland) Act 2010, the Council has a legal duty to assist people presenting as homeless or at risk of homelessness.

### Homelessness position in Edinburgh

The number of people presenting as homeless to the Council has reduced by 32% over the last decade, from 4,881 applications in 2008/09 to 3,290 in 2018/19. Assisting the homeless, remains a significant challenge for the Council, with 3,061 applicants (93%) assessed as homeless or at risk of homelessness in the last year.

Homelessness cases are assessed and managed by housing officers in localities; temporary accommodation services and the Access Point. Housing officers manage individual cases until the Council's duties have been fully discharged. As at 31 March 2019, there were 24.5 full time equivalent Housing Officers managing a total of 3,876 open homeless cases. Throughout the year caseloads vary per officer from 130 – 190, dependent on demand, resources and absences.

In 2018/19, the average case length for homelessness applications was 365 days, up from 293 days in 2017/18. The Service has advised this increase is due to a lack of permanent or settled housing and increased presentations from private rented sector tenants (up from 17% in 2013 to 24% in 2018).

### Advice and Assessment Services

Advice on housing options and the availability of services is provided free of charge at the Council's four locality offices (during office hours); through the customer contact centre (outwith office hours); and via the Council's website. Dedicated services for vulnerable applicants are also available through The Access Point (TAP).

The Council must carry out an assessment to decide if a statutory homelessness duty is owed and must ensure applicants are eligible for assistance and have recourse to public funds. The Council aims to complete its enquiries and inform the applicant of the outcome within 28 days.

The Council must make enquiries and record its decisions in line with the three tests of homelessness, which are as follows:

1. Is the applicant homeless, or threatened with homelessness?
2. Is the applicant intentionally homeless?
3. Does the applicant have a local connection to the City of Edinburgh?

The Council operates a duty appointment system for applicants who are at immediate risk of homelessness or have nowhere to stay that night. An interview should be carried out the same day or temporary accommodation provided until the next available appointment.

The Council also has a duty to inquire whether an applicant (or any other person residing with the applicant) has housing support needs, and where identified, must develop a support plan and make referrals to support services as required. Gold priority can be awarded to people presenting as homeless, should they be assessed as requiring specific housing e.g. ground floor, wet floor shower, or ramped/level access. This is carried out by the advice and assessment service.

### Temporary Accommodation

The Council should provide temporary accommodation to applicants who require it, until its statutory duty is discharged. The Council's temporary accommodation consists of furnished flats; bed and breakfast accommodation; shared houses; and hostels.



Under the Homeless Persons (Unsuitable Accommodation) (Scotland) Amendment Order 2017, pregnant women and families can be only be placed in unsuitable accommodation for a maximum of 7 days, unless exceptional circumstances apply. The Council records and monitors any breaches daily, taking action to resolve.

Over the past 12 months the Council has reduced the number unsuitable accommodation breaches from 166 in Q1 2018/19 to 43 in Q2 2019/20. This is a result of a number of initiatives including:

- Allocating an extra 40 council properties for temporary accommodation;
- Investing in extras funding for private sector leasing (PSL) properties; and
- Working with partner Registered Social Landlords (RSLs) to secure a further 75 properties.

### **Allocation of permanent accommodation**

The Council advertises homes available to rent from the EdIndex partnership (the City of Edinburgh Council and 19 Housing Associations) through the online 'Key to Choice' system.

As at 31 March 2019, there were 21,000 applicants on the EdIndex waiting list. Properties are allocated according to the Council's Letting Policy. Statutory homeless applicants are awarded 'Silver Priority, which are ranked by the date silver priority awarded and then by date of application. In 2018/19, circa 1,404 allocations were made to homeless applicants from a total of 3,002 available lettings, with an average of 187 bids per property. The Council lets 7 out of 10 homes to homeless households.

### **Homelessness case management**

Case Management Procedures require Housing Officers to review progress with cases every 12 weeks to confirm that applicants' details remain accurate and they are consistently bidding for available properties.

Processes are also in place for managing 'lost contact' cases'. These are defined as a protracted absence of any sign that a person remains homeless and is actively seeking rehousing by placing bids and maintaining contact with the service.

### **Quality Assurance**

The Council has developed a case management checklist which covers all key areas in the assessment and case management process. Team Leaders required to undertake case file reviews and discuss outcomes at one to one meetings with housing officers.

An audit section is also included within the Homelessness Information System (HIS) database to record the date and name of officer performing the review and any comments regarding the outcomes of the case file review.

### **Statutory Reporting**

The Council is required to report performance and data on statutory homelessness duties and outcomes to the Scottish Government and Scottish Housing Regulator quarterly and annually. Due to known limitations with the Homelessness Information System (HIS) database, data extraction and preparation of reports is a predominantly manual process mainly reliant on one experienced team member, who performs data cleansing checks to ensure the data is complete, relevant and in the correct format in line with documented processes.

### **Scope**

The objective of this review was to assess the adequacy of design and operating effectiveness of the key controls established to ensure the Council meets its statutory homelessness duties, through review of key documents and testing of key processes, and discussions with key members of staff.

We also reviewed a sample of 146 homelessness case files across all four localities for the period 1 April 2018 to 31 December 2018. This included homeless assessment cases; lost contact cases and cases where the applicant had received an offer of permanent accommodation.

### **Limitations of Scope**

The scope of this review was limited to the operational processes in place to ensure the Council meets its statutory homeless duties. The following areas were specifically excluded from the scope of this review:

- Access to out of hours homelessness services – this is included within the scope of the Emergency Prioritisation and Complaints audit.
- Homelessness management strategies - the Council's Rapid Rehousing Transition Plan (RRTP) was approved by the Council's Housing and Economy Committee in March 2019. A review of the RRTP and the supporting delivery framework will be considered within the scope of the Prevention Services review included in the 2019/20 Internal Audit annual plan.
- Whilst this review considered how the Council is meeting its statutory duty to provide interim accommodation, it does not consider the Council's overall approach to use of interim accommodation, as this was subject to review in 2017, and will also be included in the scope of the review above.

### **Reporting date**

Our audit work concluded on 5 June 2019 and our findings and opinion are based on the conclusion of our work as at that date.

## 2. Executive summary

Total number of findings: 3

Summary of findings raised	
High	1. Homelessness performance and quality assurance
High	2. Data quality and performance reporting
Medium	3. Provision of homelessness advice and information

### Opinion

#### Significant enhancements required

Our review confirmed there are significant control weaknesses in relation to the design and operating effectiveness of key controls established to ensure the Council meets its statutory homelessness duties.

Consequently, two high and one medium rated findings have been raised.

The two High rated findings reflect the need to ensure that appropriate performance standards and measures are established, and an effective first line (service) quality assurance process implemented to provide ongoing assurance that homelessness policies and procedures are consistently applied across the Council in line with applicable legislation; regulations; Scottish Government and Scottish Housing Regulator expectations; and other relevant internal Council policies.

Whilst management recognises and acknowledges the limitations of the Homelessness Information System (HIS) database use to record and manage homeless applications and is taking appropriate action to replace the system (a project is underway to migrate HIS to the Northgate system). Implementation of the new system has been delayed to September 2020 due to a series of issues related to the build and data loading. A project board is in place to ensure governance and monitoring of the migration and includes representatives from the service area, ICT services and CGI.

To ensure effective security of personal sensitive data stored and processed in the HIS and prevent unauthorised access, it is essential that HIS user access profiles are reviewed and updated to ensure that all users have unique user log on IDs and passwords, and that a data protocol is designed; implemented; and monitored as part of the quality assurance process to support accurate recording, processing, and extraction of homelessness data. These interim measures should improve compliance with General Data Protection Regulation (GDPR) requirements until the new Northgate system is implemented.

Whilst homelessness service operational performance is reported to senior management, there is currently no performance reporting provided to the Council's Housing and Economy Committee, although management has advised that this is currently under development. Additionally, limited performance information is reported publicly to customers, in comparison to other Scottish Local Authorities.

The medium rated finding highlights the importance of ensuring that appropriate and timely information and advice is available through multiple communication channels to help people and / or their advocates make the right choices to address their housing situation. If customers can access relevant information at the right time, this should reduce the extent of initial contact and support required from the Council, alleviating demand and pressures on the Homelessness service.

Our detailed findings and recommendations are included at Section 3 below.

## Management response

Management acknowledge the issues raised during the audit and will commit to implementing improvement actions to address these. The Homelessness Service is facing increasing pressure with a lack of affordable housing options and move on accommodation available for applicants presenting in Edinburgh. This has resulted in a significant increase in Housing Officers workload due the extremely high number of open homelessness cases and the increase in average time taken to rehouse an applicant in to permanent accommodation. Average Housing Officer caseload is between 130-190 cases, which impacts ability to carry out the full requirements of our case management procedures effectively.

There are over 3,000 homeless households that apply to the Council each year for whom it has a duty to find a settled home. The number of homeless applications has been decreasing due to the Council and its partner's extensive homelessness prevention work, but pressure on temporary housing is increasing with people spending longer in temporary accommodation due to the length of homeless cases. This is caused by the limited settled housing options relative to the scale of demand.

The housing market pressure experienced in Edinburgh is fundamentally different to any other housing market in Scotland. This has led to high housing costs, high need for affordable housing, and high unmet need, which has a significant impact on the ability to rehouse homeless households. Household income inequality is growing, and the already pressured housing market is expected to be under increasing pressure as the city grows at a faster pace than elsewhere in Scotland.

The following issues are also impacting demand for services:

- Between 2016-2026 the population of Edinburgh will increase by 7.7%, double the projected growth rate for the whole of Scotland at 3.2%, and household population is projected to increase by 11.5%, almost twice the projected increase of 6.4% for Scotland as a whole.
- Demand for new homes in Edinburgh is between 38,000 and 46,000 over the next ten years, of which over 60% needs to be affordable.
- Only 15% of Edinburgh's overall housing stock is available for social rent, compared to Scottish average of 25%.
- Private rents in Edinburgh average over £1,000 a month, this well above current Local Housing Allowance and is not affordable for a majority of applicants; the national average is £800.
- In 2017/18, around 800 people presented as homeless from a private rented sector tenancy, a customer group that has begun to increase year on year.
- Increased loss of private rented sector properties to the short term lets market.
- To buy a home in Edinburgh costs over 6 times the average income.
- 111% of all social lets in Edinburgh would be required to meet all homeless needs through the social rented sector, i.e. even if all available social lets are to homeless households there would still be a supply gap and it would not allow for needs of other priority groups to be met.
- The Council's Business Plan 2017-2022 includes a commitment to deliver 20,000 affordable homes by 2027; one of the largest council-led house building programmes in the UK. There is a significant shortfall of settled housing available for all housing needs groups in Edinburgh.

# 3. Detailed findings

## 1. Homelessness performance and quality assurance

High

Our review of existing homelessness policies, procedures and operational processes established that:

### 1.1 Homelessness policies and procedures

- **Review of policies and procedures** - a range of policies and procedures aligned to best practice and relevant legislation are in place, but have not been subject to regular review, with several last reviewed in 2013/14;
- **Standard templates** – are not used to ensure the format of policy and procedures documentation is consistent and subject to appropriate version control;
- **Local interpretation of policies and procedures** – Locality Team Leaders issue instructions via email that result in local interpretation of policies and procedures; inconsistent application; and variances in approach; and
- **A 'Housing Options Protocol for Care Leavers'** was drafted and shared with the Council's Young People's Services in January 2019, however, feedback is yet to be received to allow the protocol to be finalised, implemented and communicated.

Management has advised that a review of all policies and procedures is currently in progress and due to be completed by 30 September 2019.

### 1.2 Homelessness Operational Processes

- **Records Management and retention** – paper case files could not be located for 17 cases chosen as part of our sample. Business Support advised these files were not recorded as archived.
- **Average appointment waiting times** where emergency assistance was not required was 11.6 working days in 2018/19. The average waiting time has subsequently increased, averaging 21.9 working days in March. Management has advised this is due to staff absence and mandatory training for new ICT system, including the delivery by officers.
- **Capacity** - Housing Officers advised that limited capacity is available to manage cases in line with the timescales set out in the Council's procedures. It was noted the average caseload per officer was 138 cases. Management advised that, officers generally have one day per week for casework, which makes providing support to all cases challenging so prioritisation from officers is on a case by case by case basis.
- **Homelessness assessments** reportedly often take longer than the allocated one-hour slot, resulting in multiple interviews; which impacts waiting times;
- **Duplication of effort when recording information** - for example, taking handwritten notes in interviews, and then transferring to system (laptops and computers are available for use during interviews);
- **Completion of Action Plans** following interview, rather than during the interview with the applicant;
- **Inconsistent approach to scheduling regular reviews** - for example using calendar reminders or Excel logs, with a number of officers managing caseloads through paper lists.
- **Eligibility checklists and applicant identification** – only 72% of cases files (59 of 82 cases) sampled had completed eligibility checklists and copies of applicant identification on file, to evidence that the applicant was eligible for assistance and had recourse to public funds;
- **Recording applicant circumstances, advice given and final decision** - 21% (17 of 82 cases) of case files did not include a clear record of the applicant's circumstances; the advice given; and the reason for the Council's final decision;

- **Application of the 'Three Tests of Homelessness'** - 11% of case files (9 of 82 cases) could not evidence that the Council had considered and documented in sequence, its decisions in line with the 'Three Tests of Homelessness';
- **Applicant declaration** – applicants are required to sign a declaration pro-forma to demonstrate they understand their legal duty to disclose accurate information. Testing found the pro-forma was only completed in 2% of cases (2 of 82 cases) reviewed. Housing Officers advised this was due to ambiguity on whether the proforma meets the requirements of the General Data Protection Regulations (GDPR).  
Consultation with the Council's Information Governance Unit, and Legal department confirmed that the declaration proforma should be revised;
- **Action plans** - evidence of completed action plans that were provided to the applicant was available in only 24% of the case files (20 of 82 cases) reviewed;  
Housing Officers advised that some action plans had been emailed to applicants, however we were unable to confirm as this was not noted on the electronic file, or a copy of the email retained in the paper case file;
- **Written decision letters** – there was no evidence of copies of decision letters for 20% of case files (16 of 82 cases) reviewed;
- **12 weekly case review process** - for 96% of cases (79 of 82 cases), there was no evidence to demonstrate the housing officer had regularly followed the Council's 12 weekly case review process. with several instances of limited contact for periods of 6 to 12 months.
- **Lost contact** - in 72% of cases (23 of 32 closed cases sampled), housing officers did not consistently follow the Council's 'Lost Contact' procedures to ensure all efforts were made to contact applicants prior to closing their case, again with several instances of no contact attempts being made for 6 to 12 months.
- **Pre-allocation advice and support** - in 87% of cases (13 of 15 cases sampled), there was limited evidence to demonstrate the housing officer had contacted the applicant to provide pre-allocation advice and support, prior to an offer of permanent accommodation.

### 1.3 Quality Assurance

Our sample testing across 82 case files found no evidence of completion of case file reviews, with no documentation retained on file, and the audit section on Homelessness Information System (HIS) database incomplete.

We also reviewed a system report which recorded completion of the audit section on HIS and noted the audit field had not been complete on any case files since February 2017.

### **Risks**

- Housing officers are not operating in line with the Councils policies and procedures;
- Failure to meet statutory and regulatory duties in relation to homelessness;
- Assistance may be provided by applicants who are not eligible, and with no recourse to public funds;
- Applicants who need to wait up to four weeks for an appointment may be provided with insufficient information to prevent homelessness occurring or reoccurring for example, where a customer is served a two-month Notice to Quit/Section 33 notice by a landlord;
- Applicants are not aware of their legal duty to disclose accurate information;
- Inaccurate record keeping for evidencing decision making and to support statutory appeals;
- Non-compliance with records management policies and General Data Protection Regulations (GDPR);
- Applicants are not aware of decision outcome and their legal right to appeal; and

- Inability to demonstrate the applicant was provided with relevant information, such as benefits advice and support; to help sustain their tenancy and prevent repeat homelessness.

### 1.1 Recommendations: Policies and procedure framework

Management have advised all policies and procedures are currently being reviewed. As part of that review the following should be considered:

1. A policy and procedure review schedule should be developed and maintained to ensure all documents are reviewed at least every three years or earlier where required due to legislative or operational changes;
2. Use of a standard template for all policies and procedures to ensure all documents:
  - Clearly state the Title of the document and whether it is a policy, procedure or process note;
  - Clearly state how the policy or procedure ensures compliance with applicable legislation;
  - Include a Version Control table, stating creation date; version number; policy owner and date next review due;
  - Include within the footer, the title, date and version number; and
  - Appendix to reference links to other relevant policies and procedures.
3. All policies and procedures should be stored in a controlled and centrally managed location, with clear responsibilities for reviewing and updating documents, and previous versions should be archived;
4. Implementation of a protocol for communicating updates to policies and procedures by a Senior Officer only, to ensure consistent application of policies and procedures across all localities and other offices; and
5. The Housing Options Protocol for Care Leavers should be finalised in conjunction with Young People's Services; approved and communicated.

### Agreed Management Actions

1. A full policy and procedure review schedule will be developed and maintained to ensure all documents are reviewed at least every three years or earlier where required due to legislative or operational changes. An initial review of all policies and procedures will take place this year.

<b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Brian Stewart, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant	<b>Implementation Date:</b> 31 January 2020
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2. Agreed, the recommendation will be implemented in full.

<b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Brian Stewart, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant	<b>Implementation Date:</b> 31 January 2020
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3. Agreed, the recommendation will be implemented in full.

<b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Brian Stewart, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant	<b>Implementation Date:</b> 31 January 2020
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4. The Service Manager will implement a protocol for communicating updates to policies and procedures relating to Homelessness Prevention and Housing Options Team, to ensure consistent application of policies and procedures across all localities and other offices

<p><b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families  <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager.</p>	<p><b>Implementation Date:</b> 30 September 2019</p>
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5. We will, in conjunction with Young People’s Services, finalise the Housing Options Protocol for Care Leavers. It will be approved by the Council’s Housing, Homelessness and Fair Work Committee and communicated by the end of this financial year.

<p><b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families  <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Scott Dunbar, Looked After Children Senior Manager; Debbie Herbertson, Homelessness Services Manager; Steve Harte, Young People’s Services Team Manager; Nichola Dadds, Senior Executive Assistant</p>	<p><b>Implementation Date:</b> 30 April 2020</p>
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## 1.2 Recommendations: Review of appointment waiting times and increased efficiencies

The current appointment system should be reviewed with the aim of reducing appointment waiting times for non-emergency applicants. In doing so, management should consider

1. Introducing measures to provide applicants with relevant information at the time of first contact; whether that is in person or on the telephone. This should include:
  - Working with Customer Service and Business Support staff to ensure applicants are advised what documents they will be required to bring to their interview;
  - Review of current interview processes and time allocated to identify where efficiencies can be made, for example through better use of technology, to allow assessments to be complete in one appointment in the majority of cases;
  - Early intervention for applicants threatened with homelessness within two months to enable the Council to take steps to prevent the homelessness occurring where possible.
2. Introduction of a service standard for conducting interviews within a specified number of days from point of initial contact, with associated performance monitoring and reporting to management in place.

### Agreed Management Actions

1. Staff will provide relevant information at initial point of contact, whether that is in person or on the telephone.
 

A script will be provided for Customer Service and Business Support staff to ensure that that applicants are advised on the documents they are required to bring to their interview; a follow up appointment letter will also clarify what documentation is required when attending appointment.

Current interview processes and time allocated will be reviewed to identify where efficiencies can be made. This will involve reviewing the current interview space availability and the use of technology to support staff to complete assessments in one appointment wherever possible.

The continued delivery of early intervention and prevention work will be supported through the review of processes and the service is currently recruiting four additional officers, to ensure increase capacity to deliver high quality prevention work.



**Owner:** Alistair Gaw, Executive Director of Communities and Families  
**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 January 2020

2. Agreed, a service standard for conducting interviews within 14 days from point of initial contact will be introduced, with associated performance monitoring and reporting to management put in place.

**Owner:** Alistair Gaw, Executive Director of Communities and Families  
**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 October 2019

### 1.3 Recommendations: Review of legal duty to disclose declaration

1. The legal declaration proforma should be revised in consultation with the Council's Information Governance Unit and Legal department to ensure it accurately sets out the applicant's legal duties and any action which could be taken in line with relevant legislation; the Homelessness Code of Guidance; and General Data Protection (GDPR) regulations. The form should be regularly reviewed in line with the policy review schedule (refer recommendation 1.1) to ensure it remains up to date;
2. Housing officers should ensure all applicants are advised of their legal duties and a copy of the signed declaration should be retained within the case file. Completion of legal declarations should be checked as part of Case files reviews.

### Agreed Management Actions

1. Agreed, the recommendation will be implemented in full.

**Owner:** Alistair Gaw, Executive Director of Communities and Families  
**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 October 2019

2. Housing Officers will ensure that all applicants are advised of their legal duties and a copy of the signed declaration will be retained within the case file. Completion of legal declaration will be checked as part of case file reviews.

**Owner:** Alistair Gaw, Executive Director of Communities and Families  
**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 October 2019

### 1.4 Recommendations: Monitoring compliance with policies and procedures

1. A communication should be issued to all Housing Officers and Business Support staff to remind them of their responsibility for managing and storing records including electronic files and emails. Communication should include links to the Council's Records Management Policy, Retention Schedule and Records Management factsheets available via the Orb.
2. A communication should be issued to all Team Leaders and Housing Officers to reinforce the requirement to comply with the Council's policies and procedures and advise that ongoing

compliance with policies and procedures will be monitored and reported.

3. A regular case file review process for new assessments; open cases; and closed cases should be implemented to monitor compliance with policies and procedures and identify any training and development needs.

The process should be documented and should include, but not be limited to the following:

- clearly defined roles and responsibilities for the both senior officer performing the case file review, and the housing officer managing the case;
- defined frequency and sample size of case file reviews to be performed;
- appropriate coverage of team members, with focus on new team members, or those where results of previous case file reviews indicate that improvement is required;
- requirement to document completion of the case file review using the Case Management Checklist;
- requirement to record the date; name of officer carrying out the case file review; and a summary of the review outcomes and subsequent actions to be taken within the 'Audit' section of the Homelessness Information System (HIS) system;
- retention of completed checklist within the case file;
- process for addressing follow-up actions; and
- monitoring and reporting arrangements, including any significant and / or systemic themes identified that need to be addressed.

4. Compliance with policies and procedures should be a performance objective for all Team Leaders and Housing Officers. Completion of case file reviews and outcomes should be discussed at regular performance meetings and annual looking back/forward conversations. Any training needs identified should be recorded and addressed, and improvement actions clearly set out.

### Agreed Management Actions

1. Agreed, a communication will be issued to all Housing Officers and Business Support staff to remind them of their responsibility for managing and storing records including electronic files and emails. Communication will include links to the Council's Records Management Policy, Retention Schedule and Records Management factsheets available via the Orb.

<p><b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families  <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant</p>	<p><b>Implementation Date:</b> 30 September 2019</p>
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2. A communication will be issued to all Team Leaders and Housing Officers to reinforce the requirement to comply with the Council's policies and procedures and advise that ongoing compliance with policies and procedures will be monitored and reported.

<p><b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families  <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant</p>	<p><b>Implementation Date:</b> 30 September 2019</p>
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3. Agreed, the recommendation will be implemented in full.

<p><b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families  <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie</p>	<p><b>Implementation Date:</b> 31 October 2019</p>
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Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

4. Agreed, the recommendation will be implemented in full.

**Owner:** Alistair Gaw, Executive Director of Communities and Families  
**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
30 November 2019

## 2. Data quality and performance reporting

High

The Homelessness Information System (HIS) database contains significant amounts of personal sensitive information in relation to homeless applicants.

Management acknowledges that there are limitations with the Homelessness Information System (HIS) database use to record and manage homeless applications and has advised that whilst a project to migrate HIS to the Northgate system commenced in 2015, implementation has been delayed to September 2020 due to a series of issues related to the build and data load of the new system.

Our review identified a number of areas where the quality and accuracy of data recorded in and reported from HIS requires improvement:

- **user access profiles** - system users do not use unique usernames and passwords to access the database. Furthermore, the same shared username and password has been used to access the system since circa 2011 and is documented within the HIS user manual;
- **case records** - can be accessed and amended by all users and no audit trail is in place to record any changes made and by whom;
- **data fields** - can be bypassed data and incomplete or inaccurate data entered; and
- **electronic records** - are not destroyed within 5 years in line with the Council's records retention schedule, with system records dating back to 2002.

The requirement to cleanse and audit the data in HIS was also raised in a previous internal audit in 2017 on Short Term Homelessness provision. This finding is outstanding pending migration to Northgate.

### Service Standards and public performance reporting

Whilst the Council has publicised high level figures such as reductions in homelessness presentations due to housing options and prevention advice, it does not regularly report performance information relating to homelessness service provision and outcomes to its customers. In addition, there are no Service Standards setting out what customers can expect from the service in terms of timescales and how the Council is performing against these.

A review of other local authorities including Glasgow City Council, Perth and Kinross Council, West Dunbartonshire Council and South Lanarkshire Council noted regular performance reporting and established Service Standards in place.

### Committee Reporting

The Council does not currently report homelessness and housing options performance information to the Housing and Environment Committee. Management has advised that a suite of performance

measures and reporting is currently under development and proposals will be presented to the Committee in August 2019.

## Risks

- Potential non-compliance with General Data Protection Regulations (GDPR) Article 5(1)(f) and Article 32 in relation to information security and security of processing;
- Potential non-compliance with the Council's internal information governance policies;
- The Council cannot rely on the quality and accuracy of data collected and reported both internally and externally as reflected in the specific findings in this audit;
- Inaccurate data recording on service needs, demand and outcomes may impact informed decision making on service delivery, investment and funding;
- The Council cannot provide assurance it is providing an efficient and effective statutory service.

## 2.1 Recommendations: Improving data quality and accuracy of reporting

1. A review of HIS user access profiles and rights should be completed to control access to the system. Where possible unique user log on IDs and passwords should be provided for all users, with a requirement to change passwords on a regular basis;
2. An interim 'Data Protocol' should be established and implemented until the migration of data from the Homelessness Information System to Northgate is completed, with the objective of controlling input and processing of homelessness data in the HIS and reducing interim data quality issues. The protocol should set clear rules in relation to the quality, format, and completion of data input and processed;
3. Data input quality checks should also form part of regular case file reviews as set out in recommendation 1.4;
4. A risk-based approach should be taken and documented to determine if data quality checks will be performed on historic data held within the system; and
5. Records held within HIS should be managed within the Council's Records Retention Policy and Schedule. This should a detailed plan for destruction of records over 5 years old.

## Agreed Management Actions

1. Unique user log on IDs and passwords will be provided for all users, with a requirement to change passwords on a regular basis to improve system security.

**Owner:** Alistair Gaw, Executive Director of Communities and Families

**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Emma Morgan, Senior Change and Delivery Officer; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 January 2020

2. An interim 'Data Protocol' will be established and implemented until the migration of data from the Homelessness Information System to Northgate is completed, with the objective of controlling input and processing of homelessness data in the HIS and reducing interim data quality issues. The protocol will set clear rules in relation to the quality, format, and completion of data input and processed.

**Owner:** Alistair Gaw, Executive Director of Communities and Families

**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Emma Morgan,

**Implementation Date:**  
31 January 2020

Senior Change and Delivery Officer; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

3. Data input quality checks will also form part of regular case file reviews as set out in recommendation 1.4.

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**Implementation Date:**  
31 January 2020

4. Agreed, a risk-based approach will be taken and documented to determine if data quality checks will be performed on historic data held within the system.

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**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Emma Morgan, Senior Change and Delivery Officer; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 January 2020

5. Records held within HIS will be managed within the Council's Records Retention Policy and Schedule. The ongoing management and deletion of historical records will form part of the data cleansing project as HIS migrates to Northgate.

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**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Emma Morgan, Senior Change and Delivery Officer; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 October 2020

## 2.2 Recommendations: Service Standards and performance reporting

1. The Council should consider developing Service Standards which set out what customers can expect the Council in relation to homelessness advice and assistance. Service Standards should be SMART (specific; measurable; achievable; relevant; time bound; and evaluated regularly) and clearly defined. Suggestions for Service Standards include, but should not be limited to:
  - appointment waiting times
  - % assessment decisions with 28 days
  - % applicants provided with temporary accommodation
2. The Council should report performance information in relation to Service Standards and key homelessness outcomes regularly on the Council's website and other forums such as social media; and
3. Proposals for performance reporting to the Housing and Economy Committee should consider (but not be restricted to) monitoring areas highlighted in finding 1; performance against agreed service standards (if implemented), compliance with applicable regulations, policies, and procedures; and data quality protocols.

## Agreed Management Actions

1. We will develop Service Standards which set out what customers can expect in relation to homelessness advice and assistance. Service Standards should be SMART (specific; measurable; achievable; relevant; time bound; and evaluated regularly) and clearly defined. Proposed Service Standards include:

- appointment waiting times
- % assessment decisions with 28 days
- % applicants requiring and eligible for temporary accommodation receiving an offer

<b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant	<b>Implementation Date:</b> 30 November 2019
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2. We will report performance information in relation to Service Standards and key homelessness outcomes regularly on the Council's website and other forums such as social media

<b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Emma Morgan, Senior Change and Delivery Officer; Debbie Herbertson, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant	<b>Implementation Date:</b> 31 March 2020
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3. We will report performance information through a dashboard to the Housing and Economy Committee, officers are currently working with elected members to finalise the key performance indicators required.

<b>Owner:</b> Alistair Gaw, Executive Director of Communities and Families <b>Contributors:</b> Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Emma Morgan, Senior Change and Delivery Officer;	<b>Implementation Date:</b> 31 January 2020
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<b>3. Provision of homelessness advice and information</b>	<b>Medium</b>
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Review of homelessness information, advice, and support provided by the Council noted the following areas where this could be improved:

Homelessness Webpages

The Council's webpages include only basic information relating to homelessness, such as contact details for locality offices and out of hours assistance. Limited information is provided on the range of homelessness services provided by the Council such as housing options, homelessness assessments and temporary accommodation. The website does not detail and signpost customers to other support and advice agencies who may be able to offer specialist help and assistance.

Additionally, the Council's website does not provide information for landlords and creditors (such as mortgage providers) on their legal duty to disclose any actions or proceedings which may put a household in the City of Edinburgh area at risk of homelessness in line with Section 11 of the Homelessness Etc (Scotland) Act 2003.

During our review management provided updated website content which is currently in draft. The service is currently working with Customer and Digital Services to progress this.

Information Leaflets

The Council provides a range of leaflets relating to Homelessness and Temporary Accommodation including how an applicant can keep in touch; how to bid on property; advice of storage or property and guidance on priority status.

Review of the leaflets confirmed that they only provide further advice to those who have already contacted the service for assistance, with limited written information available to those contacting the service for the first time.

#### Self-serve facilities

Customers who require housing options advice and information from the Council must attend an interview in person during office hours. No facility is currently available to allow applicants to receive advice and information based on their circumstances at a time convenient to them.

As part of our review, we considered information provided by other local authorities, and note a number including Fife Council have developed online self-service housing advice tools which can be accessed by applicants 24 hours a day, 7 days a week.

### **Risks**

- Customers are not aware of the range of homelessness advice and assistance available;
- Information is not readily available to vulnerable and hard to reach groups;
- Information is not available in a timely manner to prevent homelessness occurring; and
- Service demands are impacted through provision of advice in relation to ongoing non-emergency enquiries.

### **3.1 Recommendations: Communication and provision of information**

The Council should introduce a range of communication methods to ensure customers are aware of the information and support services available. This should include:

1. Consultation with current and previous applicants, and other agencies to understand information requirements and communication preferences for receiving information.
2. The Council's website should be updated to include the following:
  - Information on the range of advice and support available from the Council and what customers can expect including:
    - emergency homelessness assistance;
    - temporary accommodation;
    - housing options advice – including other housing providers;
    - homeless assessments;
    - signposting to other support and advice agencies including financial/debt/legal advice; foodbanks; health services; and drug/substance addiction services; and
    - Inclusion of a frequently asked questions (FAQs) section
  - Legal duties of landlords and creditors such as mortgage providers in relation to issuing a Homelessness Section 11 Notice.
  - Webpages should be subject to regular review to ensure the information remains up to date and in line with policies and legislation.
3. The Council should also develop a leaflet for applicants based on the information set out above. The leaflet should be made available in all Council offices, locality offices, libraries, health centres, Citizen Advice Bureaus, charities and other local support and advice agencies.
4. The Council should consider development of an online self-service housing options advice tool which can be accessed via the Council website and smart phone. The tool would allow applicants to enter details about their circumstances and receive advice on pre-defined outcomes.

The tool would not replace the right for applicants to request information and advice in person, however, would allow applicants to receive person centred advice at a time convenient to them.

### Agreed Management Actions

1. A series of engagement events will take place over the remainder of 2019, linked to the development of the Council's Rapid Rehousing Transition Plan. These events will allow the opportunity to engage with all partners including, service users, statutory partners and third sector providers. A focus of these events will include how and what we communicate.

**Owner:** Alistair Gaw, Executive Director of Communities and Families

**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Debbie Herbertson, Homelessness Services Manager; Brian Stewart, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
31 March 2020

2. Following the engagement events with key stakeholders, the Council's website will be updated to include the information set out within the recommendation, and any other information relevant to key stakeholders.

Webpages will be subject to regular review to ensure the information remains up to date and in line with policies and legislation.

**Owner:** Alistair Gaw, Executive Director of Communities and Families

**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Rapid Rehousing Transition Plan Lead Officer (currently recruiting); Debbie Herbertson, Homelessness Services Manager; Brian Stewart, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
30 April 2020

3. Following the engagement events with key stakeholders, we will develop a leaflet for applicants based on the information set out above, and any other relevant information.

The leaflet will be made available in all Council offices, locality offices, libraries, health centres, Citizen Advice Bureaus, charities and other local support and advice agencies.

**Owner:** Alistair Gaw, Executive Director of Communities and Families

**Contributors:** Jackie Irvine, Head of Safer and Stronger Communities; Nicky Brown, Homelessness and Housing Support Senior Manager; Rapid Rehousing Transition Plan Lead Officer (currently recruiting); Debbie Herbertson, Homelessness Services Manager; Brian Stewart, Homelessness Services Manager; Nichola Dadds, Senior Executive Assistant

**Implementation Date:**  
30 April 2020

4. This may be a longer-term option for the service, we are dependent on CGI/Digital Services to progress this option. The current delay in implementing Northgate for our service as well as developing an online EdIndex housing application form has impacted progressing this further.

It is our aim to develop an online self-service housing options advice tool which can be accessed via the Council website and smart phone.

**Owner:** Alistair Gaw, Executive Director of Communities and Families

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**Implementation Date:**  
31 January 2023



# Appendix 1: Basis of our classifications

Finding rating	Assessment rationale
<b>Critical</b>	<p>A finding that could have a:</p> <ul style="list-style-type: none"> <li>• <b>Critical</b> impact on the operational performance; or</li> <li>• <b>Critical</b> monetary or financial statement impact; or</li> <li>• <b>Critical</b> breach in laws and regulations that could result in material fines or consequences; or</li> <li>• <b>Critical</b> impact on the reputation of the Council which could threaten its future viability.</li> </ul>
<b>High</b>	<p>A finding that could have a:</p> <ul style="list-style-type: none"> <li>• <b>Significant</b> impact on operational performance; or</li> <li>• <b>Significant</b> monetary or financial statement impact; or</li> <li>• <b>Significant</b> breach in laws and regulations resulting in significant fines and consequences; or</li> <li>• <b>Significant</b> impact on the reputation of the Council.</li> </ul>
<b>Medium</b>	<p>A finding that could have a:</p> <ul style="list-style-type: none"> <li>• <b>Moderate</b> impact on operational performance; or</li> <li>• <b>Moderate</b> monetary or financial statement impact; or</li> <li>• <b>Moderate</b> breach in laws and regulations resulting in fines and consequences; or</li> <li>• <b>Moderate</b> impact on the reputation of the Council.</li> </ul>
<b>Low</b>	<p>A finding that could have a:</p> <ul style="list-style-type: none"> <li>• <b>Minor</b> impact on operational performance; or</li> <li>• <b>Minor</b> monetary or financial statement impact; or</li> <li>• <b>Minor</b> breach in laws and regulations with limited consequences; or</li> <li>• <b>Minor</b> impact on the reputation of the Council.</li> </ul>
<b>Advisory</b>	<p>A finding that does not have a risk impact but has been raised to highlight areas of inefficiencies or good practice.</p>

Please see the Internal Audit Charter for full details of opinion ratings and classifications.

# Appendix 2: Areas of audit focus

The areas of audit focus and related control objectives included in the review were:

## Advice and Information

- The Council has developed a range of policies and procedures for homelessness and housing support which are aligned to best practice including the Code of Guidance on Homelessness;
- The Council publicises information in a range of ways and places to ensure maximum accessibility; including in person, online, in other languages and formats; and to people with disabilities;
- Information provided includes how Council services (including emergency assistance) can be accessed; details of the Council's duties and case management processes; what is required of the applicant; and what the applicant can expect; and
- The Council provides housing options advice and support including advice on maintaining the applicant's current home (where possible); signposting to other support and advice agencies (including mediation); and details of other housing providers in Edinburgh.

## Homelessness Assessment

- All applicants seeking homelessness advice and assistance are offered an appointment for an interview;
- If the applicant has nowhere to stay that night, the interview is carried out the same day, or interim accommodation provided until the interview is arranged;
- All interviews are conducted in private meeting rooms, with the individual's requirements considered, including provision of same sex officers; interpretation or translation services; and arrangements for hard of hearing or visually impaired applicants;
- The Council undertakes eligibility checks to establish if the applicant is eligible for homelessness assistance prior to offering accommodation and/or an assessment;
- The Council's processes ensure that all homelessness assessments consider the three tests of homelessness in line with relevant legislation and the Code of Guidance on homelessness;
- Interviewing officers advise applicants of their legal duty to disclose accurate information relevant to their assessment, and all applicants sign a proforma to demonstrate their understanding;
- The Council retains a clear record of the circumstances; advice given; and reasons for the final decision, with all appropriate evidence recorded;
- Information recorded during interviews and assessments is limited to that required to make an assessment, with consideration given to the General Data Protection Regulations (GDPR);
- The Council prepares an action plan detailing the options for each individual applicant, and a copy of this is provided to the applicant;
- Applicants are provided with written notification of the Council's decision and right to request a review of the decision within 21 days; and

- Reviews are carried out by a senior officer, with the decision and reasons provided in writing; and
- Complete and accurate records are maintained, including evidence required to support completion of the three stages of the homeless assessment; copy of the outcome and action plan; decision letter (translated if required); signed declarations and any discharge of duty letters.

### **Housing Support and Advice**

- A Care Leavers protocol is in place to ensure the Council meets its corporate parenting responsibilities and assist young people who are leaving care with accessing appropriate accommodation;
- The Council undertakes assessments to establish if an applicant or household has support needs, with the appropriate EdIndex priority ratings allocated. This includes providing advice and appropriate referrals and contacting other agencies and services;
- The Council provides information, advice, and services for storage of property and kennelling of pets including timescales for disposal and rehoming where necessary.

### **Temporary Accommodation**

- Policies and procedures are in place which set out how the Council will meet its responsibilities to provide temporary accommodation to people who are homeless or threatened with homelessness in Edinburgh;
- The Council fulfils its duty to provide temporary accommodation to applicants who require it, and accurately records where this is not possible; and
- Use of shared house; bed and breakfast; and other unsuitable accommodation for pregnant women and families is limited to 7 days, and where this is breached is accurately recorded and reported to the Scottish Government.

### **Case Management**

- Case management and regular review processes are in place to ensure the Council effectively manages cases until all statutory duties are discharged;
- Applicants are allocated a housing officer for the duration of their case, are provided information on how to contact their housing officer; and how often their housing officer will contact them to review their case, temporary accommodation position, benefits and support needs, and bidding activity;
- Applicants are provided with clear information on their responsibilities during the process, including keeping their contact details up to date, notifying their housing officer of any changes in circumstances, and how to actively bid for properties on a weekly basis as required;
- Silver Priority is awarded at date of award of priority and then by date of application for starters in line with the Council's letting policy;

- Housing Officers adhere to lost contact procedures, with a clear audit trail of efforts to contact, dates and reasons for closure and re-opening of cases evidenced by follow-up notes; and

Housing officers contact applicants prior to any offer of settled accommodation to explain the allocation and sign up process, any support or benefit requirements and to reinforce implications of refusing one offer, and discharge of duty.

### **Performance monitoring and reporting**

- The Council undertakes regular case file audits and quality assurance reviews to ensure it is meeting its statutory duties effectively;
- Processes are in place to ensure the Council accurately gathers and reports data and information on homelessness and housing options as required by the Scottish Government and Scottish Housing Regulator; and
- The Council regularly monitors and reports at both a senior officer and Committee level on a wide range of homelessness processes and performance including compliance with statutory duties, case management, and outcomes.