Acknowledgements
Anna Evans, Mandy Littlewood, Social Bite and Glasgow Homelessness Network.
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Whichever way you look at it, housing people has to be at the heart of any approach to tackling and ending homelessness.

People with lived experience of homelessness tell us that being able to access housing quickly, with the right level of support and security is fundamental to moving on from being homeless; and the international evidence tells us that what works in tackling rough sleeping is to ensure that people are quickly given access to settled accommodation.

This is why the Homelessness and Rough Sleeping Action Group (HARSAG) has made the concept and practice of ‘rapid rehousing by default’ a cornerstone of its recommendations on ending rough sleeping and transforming the use of temporary accommodation. While no approach is perfect, the evidence is that this approach will be more effective.

The HARSAG recognises the fundamental role to be played in this by local authorities, housing providers, health and social care partnerships and the broad range of organisations that provide support. The HARSAG also recognises that in some localities the transition will not be straightforward. This is why we recommended a 5-year timescale for the transformation to rapid rehousing by default, and also why we commissioned this excellent framework providing both a thorough market analysis, alongside practical guidance for developing local Rapid Rehousing Transition Plans.

**Jon Sparkes**  
Chair, HARSAG

Social Bite were delighted to commission this new framework on behalf of the Scottish Government’s Homelessness and Rough Sleeping Action Group. It was funded by 8,000 people who slept out in Princes St Gardens last December to call for an end to homelessness in Scotland. If that is to be achieved then each local authority must transition to a strategy of rapidly rehousing and supporting our most vulnerable people. This piece of work will be a vital tool in helping to achieve that key objective.

**Josh Littlejohn MBE**  
Co-founder, Social Bite
Hello

The Homelessness & Rough Sleeping Action Group (HARSAG)\(^1\) was set up by Scottish Government in October 2017 to produce short and long-term solutions to end homelessness and rough sleeping\(^1\).

Led by best evidence, the cornerstone of recommendations is a transition to a Rapid Rehousing approach of which Housing First forms a smaller component.

Rapid rehousing is about taking a housing led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.

Transition to a rapid rehousing approach means that some local authorities and partners will have to redress the balance of housing and support options that are available, and how quickly they are accessed.

On behalf of HARSAG, Social Bite commissioned Indigo House to consult on and create a planning and implementation framework to assist local authorities and their partners to make that transition.

This is a practical Guidance document that is *accompanied* by:

- Rapid Rehousing Transition Tool: an excel tool to assist plans to be calculated and costed;

All documents and tools are available on the Scottish Government website.

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\(^1\) Membership at Appendix 4
Rapid Rehousing is a new strategic policy objective embraced by Ministers right across the spectrum of Parliament, and the challenge welcomed in principle by key bodies ALACHO (Association of Local Authority Chief Housing Officers) and COSLA (Convention of Scottish Local Authorities).

Planning and implementing this transition is ambitious, but puts us firmly on the correct course. Some local authorities and partners have already been working toward a housing-led response, others have a longer and bigger challenge ahead.

Local Authorities will take the lead working with their key local partners to bring forward 5-year Rapid Rehousing Transition Plans (RRTPs) by December 2018. The framework recognises that there is no single way to achieve it; there are too broad a range of local factors that will influence how this transition is best planned, costed and achieved.

Therefore, this Guidance has been produced to start the discussion about how we proceed. It provides a step-by-step support to populating the ‘Transition Tool’ to help clarify local baselines and targets and plan the best action that is sensitive to local need. This is intended as an assistance and support to local authorities and their partners, while recognising that this is new tool and framework, as well as a new ambition.

In that spirit, the purpose of this Guidance is to:

- Explain the background to Rapid Rehousing Transition Plans (RRTPs) and convey a process that will now be tested and fine-tuned;
- Set out a proposed template for completion of the RRTPs so that the Plans and accompanying data are provided in a consistent way;
- Provide an accompanying excel spreadsheet (the Transition Tool) for consistent submission of supporting data and assumptions, with recommendations on sources of data that should be consistent with other data submitted to Scottish Government and Scottish Housing Regulator e.g. HL1, HL2/3 and ARC;
- Provide definitions for types of temporary accommodation including making distinctions between hostels, interim, emergency and supported accommodation (Appendix 1).

John Mills, Co-Chair of ALACHO believes that RRTPs can offer a vehicle to drive the key changes envisaged by the Homelessness and Rough Sleeping Action Group:

“Rapid Rehousing Plans linked to Local Housing Strategies and Strategic Housing Investment Plans offer each Local Authority and key partners an opportunity to re-assess how permanent and settled housing options are secured for every potentially homeless and homeless household in Scotland. Their key aims are to end rough sleeping in Scotland, transform the use of temporary accommodation, and to contribute to ending homelessness in Scotland. Local Authorities are up for this challenge and have the expertise in homelessness, housing and support services to begin to deliver the Plans during 2019/20. To be successful, we need the full co-operation and resources of our partners in health & social care, the voluntary sector and housing associations to contribute housing options, finances and staff.”

John Mills
Co-Chair, ALACHO
Head of Housing Services, Fife Council
What is Housing First?

**Housing First** provides ordinary, settled housing as a first response for people with complex needs. It recognises a safe and secure home as the best base for recovery and offers personalised, open-ended, flexible support for people to end their experience of homelessness and address wider needs. The model separates the provision of housing and support, offers choice and control to tenants and works to the principles of harm reduction.

Scotland’s Vision for Rapid Rehousing

A safe and secure home is the best base to build and live our lives. Reducing the time people spend homeless and in temporary accommodation also reduces the damage to people’s health and wellbeing that being homeless causes.

*Where homelessness cannot be prevented, Rapid Rehousing means:*

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

And for people with multiple needs beyond housing:

- Housing First is the first response for people with complex needs and facing multiple disadvantages;
- Highly specialist provision within small, shared, supported and trauma informed environments if mainstream housing, including Housing First, is not possible or preferable.
Key Considerations
for Rapid Rehousing and Multiple Needs

1. Integrating an outreach/off-site aspect to local housing options approaches to reach people with multiple needs, and in collaboration with cross-sector frontline services.

2. Housing First, first: evidenced as ‘what works’ for people with multiple needs who may not consider (or been considered for) mainstream housing as an option. With 80-90% tenancy sustainment at the 2-year mark, it is not yet possible to predict the characteristics or profile of people who it will/will not work for. The best approach is Housing First, first for people with multiple needs.

3. Where Housing First doesn’t work, or mainstream housing isn’t wanted (even after strong encouragement) – then the size and quality of shared, supported accommodation is key. Transition plans should progress toward smaller, specialist units within a psychologically informed environment.²

4. Health and Social Care Partnerships should consider whether those shared, supported accommodation options continue to be part of their local homelessness response, or whether the specialist nature aligns them to the broader health and social care strategy and commissioning frameworks.

5. Facilitating a safe, scheduled transition away from any night shelter style provision entirely; but ensuring basic shelter as a minimum for people with no recourse to public funds.

² See Appendix 3
Rapid Rehousing Transition Plans

The Rapid Rehousing Transition Plan (RRTP) is a new planning framework for local authorities and their partners to transition to a rapid rehousing approach.

Their core purpose is to plan how to redress the current balance of housing options for homeless households and realign these to the preferred housing-led approach. In some areas there will be little realignment required, in other areas the challenge will be much greater. This change will likely be a combination of service and housing supply realignment.

Each Local Authority will develop their plans in collaboration over a planned and costed phase of 5 years (2019-20 to 2023-24) by 31 December 2018. RRTPs will then be an integral part of the Strategic Housing Investment Plan (SHIP) and be reviewed annually as part of the SHIP process.

RRTPs will sit within the Community Planning Partners wider strategic planning framework of the Local Outcome Improvement Framework and the Local Housing Strategy. They should be developed closely with Health & Social Care Partnerships, Registered Social Landlords (RSLs) and any other relevant partners.

The Scottish Government will use the Plans to assess progress towards the 5-year vision of rapid rehousing and assist Scottish Government in the allocation of resources for local authorities and their partners to reach their rapid rehousing transition.

Key Considerations

for Rapid Rehousing Transition Plans

RRTPs should be developed within a framework that is aspirational to the vision on p.7 and sensitive to local people’s aspiration and choice. RRTPs will be:

- **informed** by local planning and practice intelligence;
- **framed** by a review and analysis of the current context (‘Scotland’s Transition to Rapid Rehousing’: Market area analysis, legislative and culture review (2018);
- **delivered** in tandem with a national and local government concerted focus on what needs to change (section 4 of that review);
- **equal** to the housing choices and options available to all housing applicants locally.
It is intended that local authorities, health & social care partnerships and housing providers will work collaboratively to develop, implement and resource the plan. It is anticipated that this is undertaken in partnership with the third and independent sector as strategic partners, as well as potential service providers.

It is likely that existing strategic planning groups and structures are the correct fit for the development and review of the RRTP, such as homelessness strategic planning groups, strategic housing investment/market partnerships. The Plan should describe how the partners have worked together to develop the RRTP and agree on resource allocation and resource planning. This means for:

- **Community Planning Partners** – aligning the rapid rehousing approach within Local Outcome Improvement Plans and Local Housing Strategies, committing to collaborative approaches to intervene early, providing homeless households with support from across partners to prevent escalating negative outcomes and reduce future demand for costly crisis services.

- **Local authorities** – taking the lead on the assessment of need, development and implementation of Rapid Rehousing Plans, and taking corporate responsibility for support - committing to wrap around support services where these are required from a range of local authority services.

- **Health and Social Care Partnerships / Integrated Joint Boards** – recognising the importance of rapid rehousing and wrap around support for homeless households and committing resources for health and social care services that help households live independently in their own homes in community settings, or where this is not possible to consider what specialist services are required from broader health and social care responses.

- **Housing providers** – based on local authorities’ assessment of rehousing requirements, meeting responsibilities under the Scottish Social Housing Charter and other legal obligations to provide access to existing and new social housing for homeless households collaborating with the developments of local RRTPs.

- **Commissioners and support providers** – to consider the vision for rapid rehousing and to ensure that any new or redesigned housing and/or support is provided within mainstream housing where possible, but if this is not possible or preferable for whatever reason (safety, risk to self or others, choice), then the size and quality of shared accommodation provided should be smaller and within a psychologically informed environment.

- **Frontline workers** - from across all sectors. Delivering this transition relies on the support and skills of people on the frontline who engage directly with people in housing need. To complement existing local approaches, frontline leaders will be invited to coproduce and cascade ideas, information and practice within a new framework facilitated by the Scottish Coproduction Network, the Frontline Network and SHIEN, the Scottish Homelessness Involvement Network.
Template for Contents of
Rapid Rehousing Transition Plans

1. Set out the local housing market and homelessness context

2. Provide the baseline position of temporary accommodation supply

3. Set out the local authority and partners’ 5-year vision for temporary accommodation supply

4. Identifying support needs to enable rapid rehousing

5. Provide a rapid rehousing plan – how the local authority and partners are going to achieve their vision for temporary accommodation supply and settled housing options for homeless households

6. Provide a rapid rehousing resource plan required to deliver the plan and evidence the co-ownership and resourcing of the Plan with wider partners, particularly HSCPs and RSLs
The local housing market context
The RRTP should provide concise commentary on the local housing market as evidenced in the Housing Need and Demand Assessment and Local Housing Strategy. This short high-level summary of the local housing system should put the homelessness position in context including:

- Housing need and demand balance / extent of housing pressure
- Need for affordable housing as per the Housing Supply Target
- Average private rented sector monthly costs relative to the Local Housing Allowance
- Projected completions of affordable housing over the 5 years to 2023/24 as agreed through the Affordable Housing Supply Programme
The RRTP should provide concise commentary and analysis of the current homelessness position in the local authority area, considering recent past trends and the local authority’s projections of how homelessness may change in the short-term future. Published data should be used where possible for the latest financial year. The ‘Transition Tool’ (excel spreadsheet) provides a structure for the data and notes the sources of data that should be used. Using this data local authorities should provide an analysis of the current demand/supply balance for rehousing homeless households.

This analysis should include:

- Total homelessness applications.
- Total new assessments in the financial year where the local authority has a duty to find settled accommodation.
- Open homeless cases as at 31st March.
- Average length of case for cases closed during the financial year.
- Total households sleeping rough at least once in the last 3 months.
- Prevalence of severe and multiple disadvantage, including those that the local authority estimates may fall outside statutory figures.
- Total households living in temporary accommodation at 31st March, with analysis of change by type of temporary accommodation, and conclusion on whether the demand for temporary accommodation is still rising, or if it has reached its peak since legislative change in 2003.
- Average length of stay in temporary accommodation, by type of accommodation.
- Rehousing outcomes – total lets to statutory homeless households in the social rented sector, total lets to statutory homeless households in the private rented sector.
- Proportion of all social lets that are let to statutory homeless households by type of landlord – LA and RSL.
- All social and private lets made to statutory homeless households as a proportion of the new homeless demand i.e. new assessments where there is a duty to house in the year.
- Gap analysis – backlog demand + projected new demand compared to recent rehousing history.

Appendix 3 provides recent analysis by Heriot Watt University on SMD by local authority area using HL1 data.
Homelessness Position

Note on gap analysis:
Using the structure provided in the excel spreadsheet a comparison of the current backlog (current caseload where there is a duty to house) plus projected new demand (taken as an average from the last three years of cases with duty to house), is compared to most recent rehousing history (PRS and SRS) to statutory homeless households. Allowances are made for lost contact and refusals. The purpose is to show the gap between demand and supply. This is for illustrative purposes only to provide local authorities and partners with a guide to show the current gap / scale of the issue between supply and demand and any proportional increase in lets required across housing sectors to meet new and backlog demand over the 5 year Rapid Rehousing Transition period. The reasons for any gap will vary by housing market e.g. process, access to existing and new supply, insufficient total affordable supply that is available.
The purpose of the baseline position is to provide detailed information on the current temporary accommodation for homeless households. The HRSAG work has found that the current definitions around temporary accommodation are unclear, particularly around hostel and supported accommodation. Through the RRTP annual returns, change can be monitored in the supply and profile of temporary accommodation over time, measuring these against HRSAG’s vision for temporary accommodation that is described at page 7.

The RRTP should provide concise commentary and analysis on the baseline position, comparing this against the optimum position for temporary accommodation as outlined above. The baseline position structure is set out in the excel spreadsheet with definitions of temporary accommodation set out in Appendix 1. This sets out four overarching types of temporary accommodation:

- Emergency
- Interim
- Temporary furnished flats
- Other

For each of these categories, the baseline data structure requires detailed information on:

- Capacity
- No of households living in the accommodation at 31 March, and net flows in/out in the year
- Type of provision
- Type of households
- Level of support provided
- Average length of stay in the last year
- Weekly charge including all rent and service charge
- Housing First capacity if any
Rapid Rehousing 5 year vision / Projections

The RRTP should set out the vision for the change in temporary accommodation supply by year 5 - 2023/24, including refining capacity of any hostels and supported accommodation and scaling up Housing First capacity to meet projected local need. There should be a concise commentary and analysis of the key areas of change. This is a quantification of change between the current temporary accommodation supply and the future projected profile. The excel spreadsheet uses the same structure for the baseline and the 5 year projections, with a summary sheet to calculate the change in volume, type and profile of supply over the 5 years.

It is expected that overall in Scotland there will be a reduction in the volume of temporary accommodation and reduction in the length of stay in temporary accommodation as people are rehoused into settled housing.

For each of the temporary accommodation categories, the projections data requires the same detailed information as the baseline data categories.

For each of the categories, the 5 years vision / projections required detailed information on:

- Capacity
- No of households living in the accommodation at 31 March, and net flows in/out in the year
- Type of provision
- Type of households
- Level of support provided
- Average length of stay in the last year
- Weekly charge including all rent and service charge
- Housing First capacity
In moving to rapid rehousing, a critical part of the shift will be to remove tenancy readiness culture and language. The majority of households experiencing homelessness have no, or low support needs. Some households may have higher support requirements, and for them rapid rehousing means supporting people in their own settled home rather than in temporary or supported accommodation for prolonged periods of time.

Rapid rehousing strategies therefore require local authorities and HSCPs to assess and quantify the level of support needs, and to plan and resource these support requirements to ensure households are rehoused as quickly as possible.

The RRTP should estimate support needs setting out proportions with commentary and analysis:

**No/low support needs**
- Proportion of current homeless cases with no/low support requirement who will easily move into mainstream settled housing with no need for specific support other than signposting and low-level housing management support provided by housing providers.

**Medium support needs**
- Proportion of current homeless cases with medium support needs whether visiting housing support, or multi-professional wrap around support to enable people to live independently in mainstream housing.

**SMD /Complex needs**
- Proportion of current homeless cases with severe and multiple disadvantage or complex needs who would benefit intensive wrap around support and a Housing First approach to rehousing.

**Residential Support**
- Proportion of current homeless cases where independent living within the community is not possible or preferable for whatever reason (safety, risk to self or others, choice), and for whom shared and supported accommodation is the preferred housing option.

Health and Social Care Partnerships could also consider whether those shared, supported accommodation options continue to be part of their local homelessness response, or whether the specialist nature aligns them to the broader health and social care strategy and commissioning frameworks.

Commentary should be provided on these projections, and whether the local authority and HSCP expects the profile above to continue in future or if it may change, and how.
The RRTP should then set out how the local authority and partners are going to move from the current position to the future vision. The Plan encompasses the change required in temporary accommodation supply, and any change required in housing supply systems and wrap around support to redress the balance of settled housing options for homeless households.

The RRTP should set out how local authorities and partners will move homeless households into settled housing outcomes as quickly as possible. This will be different for each local authority and depend on whether the key challenges are:

**Key Challenges**
- process - getting households through homelessness system
- policy - access to existing housing
- support – access to the right type of support
- supply - insufficient total affordable housing supply

The RRTP should use the analysis undertaken for sections 1-4 above, and outline its plan to deliver rapid rehousing within five years.

**Elements of the Transition Plan should include:**

- Actions to increase focus on prevention to stop homelessness happening in the first place.
- A decision on the proportions and numbers for rehousing/support supply requirements to meet current backlog cases and likely new cases requirements over 5 years, presented as an annual requirement for 5 years:

<table>
<thead>
<tr>
<th>HOUSING</th>
<th>SUPPORT</th>
<th>%</th>
<th>Nº</th>
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<tr>
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<tr>
<td>Mainstream housing</td>
<td>Medium (individual housing support / wrap around multi-service)</td>
<td></td>
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</tr>
<tr>
<td>Mainstream housing - Housing First</td>
<td>High level wrap around support</td>
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<tr>
<td>Supported Accommodation</td>
<td>Residential support</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rapid Rehousing Plan
Elements of the Transition Plan (continued)

- A locally agreed target for the maximum time that homeless households will be living in temporary accommodation to be achieved within 5 years.

- For all mainstream housing, a locally agreed annual rehousing target to meet backlog and new demand over 5 years, made up of the social rented sector, private rented sector and other housing options. For the social rented sector this may require increasing the proportion of allocations and nomination agreements with RSLs to meet the 5 year rehousing target.

- Setting up dedicated rehousing teams with focused responsibility for getting homeless households through the system quicker by sourcing rehousing options, and where required working with wider teams to ensure support is in place for rehousing.

- Working with social housing providers to optimise the rehousing process – common housing registers, common allocation policies, common matching process/teams with ‘just in time’ allocations to ensure homeless, or those in greatest housing need are being housed.

- Developing rehousing solutions in the private rented sector, including enhanced use of rent deposit schemes, development of social letting agencies, use of empty homes grants with conditions for rehousing homeless households, Help to Rent schemes.

- The rehousing target may include converting temporary furnished flats to settled home / Scottish Secure tenancies where the balance of inflow/outflow allows.

- The strategy may identify that the existing housing supply is insufficient to meet the current backlog and newly arising need within 5 years, even with increased focus on prevention, and increased lets to homeless households in the social and private sectors. The strategy should refer to the LHS and SHIP targets to increase supply.

- Mainstream existing Housing First initiatives and upscale in line with local projected need.

- An Equalities Impact Assessment (EQIA) which further considers socio-economic inequality.
This transition to rapid rehousing may be achieved within existing resources, and/or by savings created through service redesign or refocus. Transition may also require additional resources over and above the existing resource allocated locally.

Each of the partners will bring different resources and capacity to contribute; working together to maximise mainstream housing and streamline joint commissioning, while expensive forms of temporary accommodation are minimised.

The ‘Transition Tool’ (excel spreadsheet) provides a structure for resource requirements to be set out over a 5-year period. Resources required for additional housing supply will continue to be channelled through the Affordable Housing Supply Programme, with RRTPs focused on:

- access to housing supply
- redesign of services
- redesign of existing temporary accommodation supply
- support requirements to enable people to move to settled housing as quickly as possible

The Scottish Government Ending Homelessness Together Fund may provide a source to draw down new resources for a specific purpose within RRTPs; the mechanism for this is currently being determined by Scottish Government.
Appendix 1
Types of Temporary Accommodation

The ‘Transition Tool’ (excel spreadsheet) sets out detailed sub definitions under each of the four sub types of temporary accommodation. It is acknowledged that there will be some overlaps between types and sub definitions. Local authorities should categorise their temporary accommodation using a ‘best fit’ approach.

Emergency
Emergency accommodation is provided at the first point of contact of the homeless household with the local authority (if accommodation is needed). In a rapid rehousing model it should only be short term as settled accommodation is sourced and made available.

Interim
Interim accommodation is accommodation provided under the Homeless Persons (Provision of Non-permanent Accommodation) (Scotland) Regulations 2010 – accommodation provided that meets the need of section 4 of that SSI and before the LA has discharged its duty into settled accommodation.

Temporary furnished flats
Self-contained flats based in the community used as temporary homeless accommodation.

Other
Anything else not included in above used as temporary homeless accommodation.
Appendix 2
Psychologically Informed Environments

A Psychologically Informed Environment (PIE) “… is one that takes into account the psychological makeup – the thinking, emotions, personalities and past experience – of its participants in the way that it operates.”

It’s an approach to supporting people out of homelessness, in particular those who have experienced complex trauma or are diagnosed with a personality disorder. It also considers the psychological needs of staff: developing skills and knowledge, increasing motivation, job satisfaction and resilience.

This appendix describes the prevalence of homelessness with severe and multiple disadvantage (SMD), by local authority area in Scotland. SMD is a shorthand term used to signify the problems faced by adults involved in the homelessness, substance misuse and criminal justice systems with poverty an almost universal, and mental ill-health a common, complicating factor.

The data table is from Mandy Littlewood, Heriot-Watt University: Developing a Profile of Severe and Multiple Disadvantage in Scotland - Working Paper: Homelessness Data Sources (draft v.2, 17 April 2018). It draws on an analysis of HL1 data produced by Josie Knowles, Scottish Government.

<table>
<thead>
<tr>
<th>SMD</th>
<th>Homeless</th>
<th>Adult Popn</th>
<th>SMD/ 1000</th>
<th>Homeless /1000</th>
</tr>
</thead>
<tbody>
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<td>274,500</td>
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<td>Orkney</td>
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<td>79</td>
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<td>Perth &amp; Kinross</td>
<td>122</td>
<td>714</td>
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<td>Renfrewshire</td>
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<td>681</td>
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<tr>
<td>Scottish Borders</td>
<td>89</td>
<td>541</td>
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<td>Shetland</td>
<td>16</td>
<td>111</td>
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<td>South Ayrshire</td>
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<td>605</td>
<td>94,700</td>
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<tr>
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<td>1,661</td>
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<tr>
<td>Stirling</td>
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<tr>
<td>West Dunbartonshire</td>
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<td>979</td>
<td>74,000</td>
<td>2.9</td>
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<tr>
<td>West Lothian</td>
<td>123</td>
<td>1,085</td>
<td>142,100</td>
<td>0.9</td>
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<tr>
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<td>5,768</td>
<td>29,101</td>
<td>4,436,700</td>
<td>1.3</td>
</tr>
</tbody>
</table>
SMD per 1000 of Population by Local Authority Area

![Bar Chart](chart.png)
Appendix 4
Scottish Government Homelessness & Rough Sleeping Action Group (HARSAG)

Membership
- Jon Sparkes (Chair)
  *Crisis*
- Rt Rev Dr Russell Barr
  *Former Moderator, Church of Scotland*
- Maggie Brunjes,
  *Homeless Network (GHN)*
- Mike Dailly,
  *Govan Law Centre*
- David Duke MBE
  *Street Soccer Scotland*
- Professor Suzanne Fitzpatrick
  *Heriot-Watt University*
- Josh Littlejohn MBE
  *Social Bite*
- Lorraine McGrath
  *Simon Community Scotland/ Streetwork*
- Susanne Millar
  *Glasgow City Council*
- John Mills
  *Fife Council & ALACHO*
- Shona Stephen
  *Queens Cross Housing Association*
- Alison Watson
  *Shelter Scotland*

In Attendance
- Hazel Bartels
  *Scottish Government*
- Ian Brady
  *Depaul International*
- Lesley Fraser
  *Scottish Government*
- Nicola Harwood
  *Depaul UK*
- Matt Howarth
  *Scottish Government*
- Julie Hunter
  *North Lanarkshire Council*
- Marion Gibbs
  *Scottish Government*
- Catriona MacKean
  *Scottish Government*
- Lynsey McKean
  *Scottish Government*
- John Sharkey
  *Scottish Government*
- Dave Signorini
  *Scottish Government*
- Martin Smith
  *Perth & Kinross Council*
- Graham Thomson
  *Scottish Government*
- Ruth Whatling
  *Scottish Government*

Secretariat
- Lynn McMath
  *Crisis*
- Stephen O’Connor
  *Scottish Government*
- Julie Stuart
  *Scottish Government*

Consultant Experts in Attendance
- Anna Evans
  *Indigo House*
- Mandy Littlewood
  *Heriot-Watt University*
- Neil Morland
  *Housing Consultant*
- Dr Beth Watts
  *Heriot-Watt University*