

# Transport and Environment Committee

10.00am, Tuesday, 15 March 2016

## Saughton Park and Gardens

### Heritage Lottery Fund Delivery Phase Grant Award

Item number	8.4
Report number	
Executive/routine	
Wards	Sighthill/Gorgie

#### Executive summary

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In 2013 a first round development grant from the Heritage Lottery Fund (HLF) enabled the Council to develop master plan proposals to restore and improve Saughton Park and Gardens and to prepare a second round HLF bid application for the funding required to deliver these improvements.

In June 2015 Committee approved a report recommending the submission of the Council's Heritage Lottery Fund 'Parks for People' second round funding application. This report updates the Committee on its successful outcome.

#### Links

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Coalition pledges	<a href="#">P23</a> , <a href="#">P29</a> , <a href="#">P30</a> , <a href="#">P31</a> , <a href="#">P36</a> , <a href="#">P40</a> , <a href="#">P42</a> , <a href="#">P43</a> , <a href="#">P48</a>
Council outcomes	<a href="#">CO4</a> , <a href="#">CO7</a> , <a href="#">CO10</a> , <a href="#">CO17</a> , <a href="#">CO19</a> , <a href="#">CO20</a> , <a href="#">CO23</a> , <a href="#">CO24</a> , <a href="#">CO25</a> , <a href="#">CO26</a> , <a href="#">CO27</a>
Single Outcome Agreement	<a href="#">SO1</a> , <a href="#">SO4</a>

## Saughton Park and Gardens Heritage Lottery Fund Delivery Phase Grant Award

### Recommendations

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It is recommended that the Transport and Environment Committee notes that:

- 1.1 The Council's second round application for funding to the Heritage Lottery Fund (HLF) to improve Saughton Park and Gardens has been successful and that the five year Delivery Phase of the project commenced at the start of 2016.
- 1.2 An update report will be submitted to the Committee prior to the start of the Construction Phase.

### Background

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- 2.1 The Council commenced a project in 2012 to consider options to restore and improve the historic Saughton Park and Gardens, and plans were prepared to support a HLF funding bid application.
- 2.2 At its meeting of 19 March 2013, the Transport and Environment Committee noted that a first round 'Parks for People' bid application to the HLF had been submitted for funding to restore and regenerate Saughton Park and Gardens.
- 2.3 A HLF development grant was awarded to the City of Edinburgh Council on 2 July 2013. This grant of £392,000, along with Council contributions of £141,000, secured funding for up to two years to appoint a Project Manager and Development Officer; for the Council to undertake further consultation, research and design work; and prepare detailed, fully-costed proposals for its second round bid submission in September 2015.
- 2.4 At its meeting of 27 August 2013, the Transport and Environment Committee noted that the first round application to the HLF had been successful and that a two year development phase of the project would commence.
- 2.5 At its meeting of 29 October 2013, the Transport and Environment Committee noted the project governance and management arrangements being put in place. Project staff were appointed and detailed consultation and research was undertaken to inform the development of master plan proposals and bid documentation.
- 2.6 At its meeting of 2 June 2015, the Transport and Environment Committee noted the master plan proposals and matched-funding requirements, and approved the submission of the Council's HLF 'Parks for People' second round bid application.

- 2.7 At its meeting on 20 August 2015, City of Edinburgh Council approved the allocation of £899,000 matched-funding for the Saughton Park Restoration Project and £180,000 for improvements to its two car parks.
- 2.8 The Royal Caledonian Horticulture Society (The Caley) has worked in partnership with the Council to develop the proposals for restoring and refurbishing Saughton Park and Gardens, with its members sitting on the Project Steering Group and the Project Board. The Caley will be an important element of the long-term plans for Saughton Park and Gardens, which will become its new base for operations and learning and member activities.

## Main report

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- 3.1 Over the past two years development funding awarded by the HLF in July 2013 has been used to progress master plan proposals for Saughton Park and Gardens and prepare the Council's second and final round bid application by a submission deadline of 1 September 2015.
- 3.2 A dedicated Project Manager and a Project Development Officer have been responsible for the management of the project, preparation of the bid, and the extensive consultation and engagement undertaken with park users and other stakeholders.
- 3.3 An experienced multi-disciplined design team and audience development team were appointed to work with the Council to develop the master plan proposals for the park and gardens.
- 3.4 The project aims were to restore Saughton Park and Gardens to their former glory as a major visitor destination showcasing horticulture excellence and offering exceptional recreational and visitor facilities, as well as opportunities for learning and volunteering. The improvements will benefit both the local community and residents across the city, as well as enhancing visitor experience to the capital. The park will be an exemplar in inclusive design, ensuring that everyone - regardless of age, ability, culture and economic standing - can enjoy this valuable resource.
- 3.5 The master plan proposals have been informed by a robust evidence base which has included extensive public consultation and engagement feedback, historical research and archaeology surveys, and a full range of site specific analysis, including topographical, ecological and arboricultural surveys.
- 3.6 The Council submitted its second and final round 'Parks for People' bid application on 31 August 2015 and on 16 December 2015 the HLF confirmed that the application had been successful, awarding a grant of £3.8m to carry out the necessary works and activities to restore and improve Saughton Park and Gardens over a period of five years.
- 3.7 The grant will fund the appointment of a Project Manager and Project Development Officer for five years to manage and deliver all project tasks and

activities. It will also cover all fees and costs associated with the delivery of the capital works programme and activity action plan.

- 3.8 Once the main improvement and restoration works have been completed, new management and maintenance operations will be put in place to ensure the park and gardens are looked after to a high standard. This is a condition of the grant.
- 3.9 An indicative timetable for the delivery phase is provided below:
- Jan 2016 Project initiation
  - Jan to Sep 2016 Technical design and tender package phase
  - Oct 2016 to Feb 2017 Procurement phase
  - Feb 2017 to Jul 2018 Construction phase
  - August 2018 Official re-opening & public launch
  - Sep 2018 onwards New maintenance operations commence
  - Sept 2018 onwards New income generation commences
  - Jun 2019 Green Flag Award application
  - Sep 2019 Visitor Scotland Award application
- 3.10 There are a number of improvements which were not included in the HLF bid application, either because they were not eligible or were not included at round one. This includes drainage and levelling to some of the sports pitches and improvements to the play area to make them more inclusive. Funding will need to be secured for these improvements and these will be the subject of separate committee reports.
- 3.11 The master plan also includes proposals for the development of a micro-hydro scheme and ground source heating. These schemes have not been included in the HLF bid as it would have prevented the Council from claiming any government incentive or feed-in tariff income. A detailed feasibility study and business case will be carried out to consider how these systems can provide sustainable energy not just for the park but for adjoining Council properties. The findings and recommendations will be subject of a separate committee report.
- 3.12 A visual presentation of the master plan proposals is in appendix 2 of this report.

## Measures of success

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- 4.1 Restoration of and improvements to the park and gardens.
- 4.2 Securing a Green Flag Award and a Visit Scotland 4 Start Attraction Award for this Premier Park.
- 4.3 Evidence of increased visitor satisfaction with the park and gardens.
- 4.4 Evidence of increased visitor numbers to the walled gardens.
- 4.5 On-going income generated to sustain site maintenance costs and a quality visitor experience.

## Financial impact

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### Development Phase Budget

- 5.1 The budget set for the development phase of this project was £537,000. This was funded by a development grant of £392,000 from the HLF, which covered 73% of the costs, along with Council matched funding contributions of £141,000 and volunteer in-kind contributions of £4,000.
- 5.2 This phase of the project was completed £127,000 under-budget.

### Delivery Phase Budget

- 5.3 A detailed cost plan was prepared for the Council's round two master plan proposals. It included costs for the capital works, professional fees, staff salaries, publicity and promotion costs, as well as costs to deliver activities and events for the five years of the delivery phase. It also included contingency and an allowance for inflation. The cost plan will be updated during the delivery phase, although it is not anticipated to change significantly.
- 5.4 The total project costs have been estimated to be £5.326m, the breakdown of which can be found in appendix 1. The Council has been awarded £3.799m from the HLF. This represents 71.3% of the costs.
- 5.5 The Council will be providing matched-funding of £899,000 from the Services for Communities (now Place) Capital Investment Programme as approved at the City of Edinburgh Council meeting on 20 August 2015. This represents 16.9% of the total costs.
- 5.6 The remainder of the matched funding required is 3.7%. It is intended that this is raised through external funding. To date the Council has secured £25,000 from the Mushroom Trust and the Caley has secured £4,000 from the Stanley Smith (UK) Horticultural Trust. Plans are in place to secure the remaining £171,000 over the next 12 months.
- 5.7 The Council is able to use volunteer in-kind contributions and the first five years additional management and maintenance costs as matched-funding. The latter will be achieved through the re-organisation of existing Parks and Greenspace staff and does not represent an increase of costs to the Council.
- 5.8 The breakdown is as follows:

<b><i>Detail</i></b>	<b><i>%</i></b>	<b><i>£ '000</i></b>
Total HLF Project Cost	100.0%	5.326
HLF grant	71.3%	3.799
Council capital budget	16.9%	899
External funding	3.7%	200
Management and maintenance	5.9%	313
Volunteer In-time Contributions	2.2%	115

- 5.9 There are aspects of the master plan proposals that the HLF will not fund or were not in the first found bid application as they have only been highlighted through the public consultation carried out during the development phase. These include improvements to the car parks, boundary fencing, sports pitches and children's play area.
- 5.10 The HLF consider the improvements to the car parks as critical to the success of the project and the Council has allocated £180,000 from the Services for Communities (now Place) Capital Investment Programme as approved at the City of Edinburgh Council meeting of 20 August 2015.
- 5.11 The Council will be seeking grant funding from other parties for the improvements to the sports pitches and children's play area improvements. These are less critical and will be subject to separate committee reports at a later stage. The improvements to the boundary fencing will be carried out as part of the park's regular maintenance.

## **Risk, policy, compliance and governance impact**

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- 6.1 Securing funding for this project has ensured that one of Edinburgh's historic assets is protected and once again becomes a significant community and visitor attraction in the south west of the city. Project risks have been assessed and actions put into place to mitigate, reduce or manage the risks. The risk log will be reviewed monthly and updates reported to the Project Board on a quarterly basis.
- 6.2 There is no significant compliance, governance or regulatory implications expected as a result of approving the recommendations in this report. However, the Council will need to comply with the terms of the grant, which will last for a period of 25 years.
- 6.3 The Council will be expected to complete all the actions defined in its round two application, not dispose of the land or building, and maintain the park and gardens to a high standard.
- 6.4 The requirement to deliver significant savings in service budgets, including reductions in staffing, as part of the Council's wider Transformation Programme pose a potential risk to maintaining the benefits that this investment will provide. A detailed and fully costed Management and Maintenance Plan has therefore been developed and will be put in place following the construction phase to ensure that the high standards continue to be maintained during and beyond that period. Failure to properly manage this asset would risk not only the HLF claiming the grant back but also damaging the Council's credibility with the public and the HLF.

## Equalities impact

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- 7.1 A full Equality and Human Rights Assessment was carried out during the development phase of the project and an action plan developed. This is an ongoing process and will continue throughout the delivery phase of the project.
- 7.2 The action plan has guided the development of the master plan proposals which offer many opportunities to advance equality and remove barriers to access.
- 7.3 Site access audits and consultation with groups concerned have been carried out to ensure that designs consider the needs of all park users. Once the improvement works are carried out the park and gardens will be particularly suitable for elderly visitors and those with disabilities. The Activity Plan includes measures to target minority and hard-to-reach groups and provides a range of activities and events which can be enjoyed by all. The Consultation and Engagement Action Plans were developed to limit barriers to involvement and target hard-to-reach groups and this work will continue during the delivery phase.
- 7.4 The contents, analysis or recommendations described in the report do not detract from the delivery of the three General Equality Duties or infringe upon any of the ten areas of rights.

## Sustainability impact

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- 8.1 The impacts of the master plan proposals in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties have been considered during the development phase.
- 8.2 The proposals in the report encourage a reduction in carbon emissions, generate zero carbon energy, and reduce energy demands. They will increase the city's resilience to climate change, help to reduce wastage, and encourage reuse and recycling of waste.
- 8.3 The proposals will help to achieve a Sustainable Edinburgh through environmental good stewardship, building stronger communities, reducing inequality, and encouraging education and lifelong learning. They will contribute towards Edinburgh's prosperity and provide an exemplar for use of green technologies and zero carbon energy solutions.
- 8.4 The proposals have considered the long-term financial sustainability of the park and gardens. Improvements to the design of the park and gardens and to the management and maintenance routines will ensure better use of resources while investment in volunteers will ensure high calibre support for management and maintenance activities. New income generation streams will fund a new Community and Volunteer Development Officer, help to cover any increased maintenance costs and fund a programme of events and activities.

## Consultation and engagement

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- 9.1 A full Communications and Engagement Strategy and Action Plan was prepared and delivered during the development phase of the project. This Plan will now be updated to ensure that all stakeholders continue to be positively engaged with and listened to and that their views are acted upon throughout this next phase of the project.

## Background reading/external references

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[Report to Transport and Environment Committee on 19 March 2013 - Heritage Lottery Application Saughton Park and Gardens](#)

[Report to Transport and Environment Committee on 27 August 2013 – Heritage Lottery Funding Approved Saughton Park and Gardens](#)

[Report to Transport and Environment Committee on 29 October 2013 – Saughton Park and Gardens Heritage Lottery Fund Project Board](#)

[Report to Transport and Environment on 02 June 2015 – Saughton Park and Gardens Heritage Lottery Fund Round 2 Submissions](#)

[Report to the City of Edinburgh Council on 20 August 2015 – Reprioritisation of the Services for Communities Capital Investment Programme](#)

[Saughton Park Stage 3 Design Report](#)

[City of Edinburgh Council – Saughton Park Project Web Page](#)

[Heritage Lottery Fund ‘Parks for People’ grant programme](#)

[Green Flag Awards](#)

[Visit Scotland Quality Assurance Rating](#)

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## Links

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| <b>Coalition pledges</b> | <b>P23</b> Identify unused Council premises to offer on short low-cost lets to small businesses, community groups and other interested parties |
|                          | <b>P29</b> Ensure the Council continues to take on apprentices and steps up efforts to prepare young people for work                           |



**P30** Continue to maintain a sound financial position including long-term financial planning

**P31** Maintain our City's reputation as the cultural capital of the world by continuing to support and invest in our cultural infrastructure

**P36** Develop improved partnership working across the Capital and with the voluntary sector to build on the "Total Craigroyston" model

**P40** Work with Edinburgh World Heritage Trust and other stakeholders to conserve the city's built heritage

**P42** Continue to support and invest in our sporting infrastructure

**P43** Invest in healthy living and fitness advice for those most in need

**P48** Use Green Flag and other strategies to preserve our green spaces

#### **Council outcomes**

**CO4** Our children and young people are physically and emotionally healthy

**CO7** Edinburgh draws new investment in development and regeneration

**CO10** Improved health and reduced inequalities

**CO17** Clean - Edinburgh's streets and open spaces are clean and free of litter and graffiti

**CO19** Attractive Places and Well Maintained – Edinburgh remains an attractive city through the development of high quality buildings and places and the delivery of high standards and maintenance of infrastructure and public realm

**CO20** Culture, sport and major events – Edinburgh continues to be a leading cultural city where culture and sport play a central part in the lives and futures of citizens

**CO23** Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community

**CO24** The Council communicates effectively internally and externally and has an excellent reputation for customer care

**CO25** The Council has efficient and effective services that deliver on objectives

**CO26** The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives

	<b>CO27</b> The Council supports, invests in and develops our people
<b>Single Outcome Agreement</b>	<p><b>SO1</b> Edinburgh's Economy Delivers increased investment, jobs and opportunities for all</p> <p><b>SO4</b> Edinburgh's communities are safer and have improved physical and social fabric</p>
<b>Appendices</b>	<p>Appendix 1: Cost Estimates – Delivery Phase</p> <p>Appendix 2: Saughton Park and Gardens Master Plan &amp; Design Images</p>

## Appendix 1: Cost Estimates – Delivery Phase

### Saughton Park Restoration Project

#### Cost Estimates at RIBA Stage 3 - Round Two Bid Submission

Cost Heading		Amount		
HLF Project Costs	Details	Round 2	Round 1	Mid-Review*
Capital Costs	- restoration and new build construction costs	3,363,472	3,487,975	3,487,975
Professional Fees	- e.g. designers, quantity surveyors, etc	303,595	352,614	266,524
Activity Costs	- e.g. volunteer training, materials and events budgets	79,050	111,480	68,250
Other Costs	- building warrants, publicity and evaluation costs	45,300	47,580	23,880
Contingency for above costs	- HLF requirement 10% allowance for unanticipated work	281,866	385,404	384,663
Inflation for construction materials	- HLF requirement 14% allowance based on BCIS indices	369,982	374,015	488,317
Nr 2 Project Staff x 5 yrs	- Project Manager and Development Office to deliver project	455,000	257,016	428,360
5yrs Increased Mgt and Maint Costs	- value of increased resources to look after park	313,105	250,000	250,000
5yrs Volunteer Time	- e.g. oral history interviews, gardening, etc	114,850	29,000	29,000
<b>Total HLF project costs</b>		<b>5,326,220</b>	<b>5,295,084</b>	<b>5,426,968</b>

HLF Project Income				
HLF Grant Request - 71.3%	-Final HLF grant request increase £92k (2.5%) from round 1	3,799,174	3,707,100	3,798,878
<b>Matched Funding Breakdown:</b>				
CEC Capital 16.9%	- Final CEC funding £40k (4.7%) increase from round 1 (secured Committee June 2015)	899,091	858,984	899,091
CEC Micro-Hydro Capital 4.61%	- already secured and to be used to deliver scheme outwith HLF funded project	0	250,000	250,000
External Funding 3.7%	- £28k raised to date and remainder to be raised by December 2016	200,000	200,000	200,000
Mgt & Maint Increase over 5 yrs 5.9%	- re-structure of staff/no monetary impact	313,105	250,000	250,000
Volunteer Time over 5 yrs 2.2%	- volunteer time/no monetary impact	114,850	29,000	29,000
<b>Sub-total matched funding</b>		<b>1,527,046</b>	<b>1,587,984</b>	<b>1,628,091</b>
<b>Total HLF project income</b>		<b>5,326,220</b>	<b>5,295,084</b>	<b>5,426,968</b>

HFL Project Budget - Difference between round one and round two	
Stage 3 budget at round two	5,326,220
Stage 1 budget at round one	5,295,084
<b>Total increase between round one and two</b>	<b>-31,136</b>
Works considered important by the HLF but not covered by their grant	
Balgreen Entrance Improvements - to improve parking and make entrance safer	13,000
Fords Road Entrance Improvements - to improve parking and make approach safer	167,000
<b>Total Costs for other works not included in the HLF bid (Funding secured Committee June 2015)</b>	<b>180,000</b>

\* These figures were reported in the Committee June 2015 report and are provided here for reference.





Stables, Courtyard and Café to the West of the Walled Gardens



View of Cafe



View of Stables Courtyard



Improvements to Main Drive





Restoration of Winter Gardens



New herbaceous borders along Grand Avenue



Bandstand in new location



Water of Leith 'Living Landscape' planting



Saughton Weir



Diagram of the proposed Saughton Micro-Hydro Scheme



Example of a Micro-Hydro Scheme