Policy and Sustainability Committee

10.00am, Tuesday, 25 February 2020

Granton Waterfront – Leading the Way in Sustainable Development: Programme Delivery Plan

Executive/routine	**Executive**
Wards	**Forth**
Council Commitments	1, 2, 4, 6, 10, 13, 15

1. Recommendations

1.1 It is recommended that Policy and Sustainability Committee:

1.1.1 note progress with delivering the regeneration of Granton Waterfront;

1.1.2 note the intention for Granton to become a leading example in sustainable development; supporting the transition to net zero carbon, creating an outstanding place and achieving inclusive growth; and

1.1.3 note the Programme Delivery Plan (PDP) and agree that officers proceed to develop an Outline Business Case (OBC) for approval by Committee prior to development of detailed business cases.

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Report

Granton Waterfront – Leading the Way in Sustainable Development: Programme Delivery Plan

2. Executive Summary

2.1 The regeneration of Granton Waterfront creates a £1.3b development opportunity to deliver around 3,500 homes, new commercial and retail space, cultural and visitor attractions and an ambitious coastal park to link Granton Harbour to the greenbelt at Gypsy Brae. The vision for Granton has been developed in partnership with key stakeholders including public sector partners and the community.

2.2 This report outlines the key elements of the PDP which is centred around a Council led, infrastructure first approach to development, supporting the Scottish Government's ambition for Scotland to be a global leader in transitioning to net zero carbon, creating outstanding places and achieving inclusive economic growth.

2.3 The PDP has been informed by the extensive work undertaken to produce the Granton Waterfront Development Framework. This framework sets out the parameters for all development activity in Granton and is intended to guide investment and service delivery decision making. The Development Framework will be presented to the Planning Committee on 26 February 2020 for approval as non-statutory guidance.

2.4 It is anticipated that an 'infrastructure first' approach to the regeneration of Granton waterfront, at an estimated cost at £884m, will be funded from a range of public and private funding sources, including around £196m of Council capital funding to support delivery of affordable homes. The approach will be refined and developed through stage 2, to inform the OBC, with soft market testing carried out to assess market appetite for investment in Granton aligned to the delivery of strategic outcomes. Committee is asked to agree that officers proceed to develop an OBC for future Committee approval.

2.5 This initial investment will attract around £450m of additional public and private sector funding to create a mix of homes and commercial development, delivered through Registered Social Landlord (RSL) and private sector partners achieving an overall gross development value of around £1.3b on land within Council ownership.

3. Background

3.1 In March 2018, the Housing and Economy Committee agreed the high-level objectives for the regeneration of Granton Waterfront including the intention to work collaboratively with the public-sector partners and the local community to develop a vision for Granton. This included agreement to undertake work to update masterplans and studies to support future development.

3.2 Later the same year the Council purchased the Forthquarter site with land in Granton Waterfront held formerly in Waterfront Edinburgh Limited (WEL/EDI) ownership officially transferred over to the Council. A multi-disciplinary team was appointed to prepare a Development Framework and a high level, delivery focused masterplan for Granton Waterfront.

3.3 On 2 October 2018, Corporate Policy and Strategy Committee agreed the membership, scope and remit of Edinburgh's Waterfront All Party Oversight Group (APOG).

3.4 On 1 November 2018, Housing and Economy Committee agreed that the Council would enter into a Memorandum of Understanding (MoU) with key public sector partners to ensure alignment of investment and delivery of regeneration outcomes. Committee were also asked to note progress with delivering the regeneration of Granton Waterfront, the intention to progress with feasibility stages to enable early action projects to be taken forward if viable, and governance arrangements in place for programme management.

3.5 On the 14 May 2019, Corporate Policy and Strategy Committee approved the Council's Sustainability Approach, which included Edinburgh working towards a net zero carbon target by 2030, with a hard target of 2037.

3.6 On 6 December 2019, Finance and Resources Committee approved the appointment of Arcadis to provide project management capacity and capability to support the delivery of Granton Waterfront.

3.7 On 14 May 2019, Corporate Policy and Strategy Committee received an update on Granton Waterfront Regeneration in response to a motion from the City of Edinburgh Council on 7 February 2019.

3.8 On the 20 January 2020, the Housing, Homelessness and Fair Work Committee noted the proposed £2.5b ten year HRA budget strategy to deliver new homes and invest in existing homes to meet housing need and support the delivery of net zero carbon by 2030.

4. Main report

Vision

4.1 The Scottish Government's Programme for Scotland 2019-2020 'Protecting Scotland's Future' sets out the actions to make Scotland the best place in the world to grow up, learn, work and live in. These actions set the ambition for Scotland to

be a global leader in transitioning to net zero carbon, creating outstanding places and achieving inclusive growth in the economy.

4.2 Edinburgh is one of Scotland's fastest growing cities with a population increase of 63,700 (14%) since 2005. Edinburgh's population is projected to increase by an additional 32,000 (6%) over the next ten years from 526,000 in 2020 to 558,000 in 2030.

4.3 The regeneration of Granton Waterfront provides an unmissable opportunity for Scotland's capital city to set the standard for sustainable growth, marking a stepped change in how development can influence how we go about our daily lives. Over the next 10-15 years, this area of the city will be transformed from a post-industrial brownfield site into vibrant new neighbourhoods where people live and travel and grow the economy in an inclusive and considerate way.

4.4 A thoughtful and comprehensive response to climate emergency and achieving net zero carbon has been developed through extensive consultation which will ensure that this transformation will create a new costal neighbourhood with strong links to existing surrounding communities, the wider city and beyond.

Development Framework

4.5 The Development Framework, which will guide future development within Granton Waterfront, will be presented to Planning Committee for approval on 26 February 2020. This guidance sets out the ambition to transform this former industrial site into a new city quarter which will, with time, redefine Edinburgh into one of Europe's top Waterfront destinations to live, learn, work and visit.

4.6 The Development Framework will deliver on land in Council ownership:

4.6.1 around 3,500 homes, of which a minimum of 35% will be net zero carbon;

4.6.2 an ambitious new city park which will link Granton Harbour to the Greenbelt at Gypsy Brae, creating one of Europe's largest coastal parks;

4.6.3 over 9,000 sqm of new commercial/retail space;

4.6.4 a new school, healthcare facility;

4.6.5 high-quality public realm on land; and

4.6.6 preserving and bringing back to use historic structures and buildings to create a strong sense of ownership and place through preserving the rich history and heritage that this area provides.

4.7 In addition, one of the key public sector partners, the National Galleries of Scotland will provide a new facility 'The Art Works' where Scotland's globally important collection of art can be discovered and explored. The facility will be open to everyone and designed to hold and care for our nation's treasures. The National Museums of Scotland propose to create a new public visitor centre and invest in phased removal of the existing perimeter fence, replacing with sensitive boundary treatments utilising building elevations and soft landscaping where practicable. In addition, Edinburgh College have secured funding to develop the business case for

a new Construction Centre of Excellence which would provide an additional learning facility to the area with a focus on innovation and modern methods of construction.

4.8 Drawing on contemporary international best practice, the Development Framework will champion low carbon transport, active travel and sustainable development which will support the Council's recent commitment to achieve net zero carbon by 2030 and the emerging themes of the City Mobility Strategy and City Plan 2030.

4.9 Within the Framework, cultural hubs, business start up space, new jobs and high-quality homes are brought together to create a diverse and exciting place.

4.10 It is anticipated that the regeneration will create hundreds of new employment opportunities linked to growth of new services, business, leisure and creative industries while strengthening the existing retail and small business offer that the area affords. Long term training and employment opportunity will also be provided over the next 10 – 15 years in design development and construction connected to offsite manufacturing and other innovative means of delivering new homes, services and other key infrastructure, bringing long term economic benefits to Granton, the surrounding neighbourhoods and the city.

4.11 The key principles within the Development Framework clearly define this step change and help reinforce the need to be ambitious and innovative in every aspect of this programme, the key principles are presented in appendix 1 of this report.

Programme Delivery Plan

4.12 The PDP has been developed to support delivery of the Development Framework which will be presented to Planning Committee for approval on 26 February 2020. The PDP is contained within appendix 2 of this report.

4.13 The programme has been broken down into four key stages to allow for management of key deliverables and required approvals within the desired timeframes:

4.13.1 **Stage 1**: Programme Delivery Plan: April 2019 – January 2020 (complete).

4.13.2 **Stage 2**: Outline Business Case: Spring 2020 – Spring 2021.

4.13.3 **Stage 3**: Final Business Case(s): Summer 2021 – Summer 2022.

4.13.4 **Stage 4**: Procurement and on-site delivery: 2022/23 – end of project, anticipated 2037.

4.14 A Construction Phasing Programme has been used to inform outline financial modelling and cashflows which are summarised in the Financial Impact section of this report. The key assumptions which have been included within the financial modelling are outlined within the PDP with the key aspects set out below:

4.14.1 the Council will take an infrastructure first approach on all land within it's ownership. This means that the Council will appoint contractors to carry out remediation works and install infrastructure to enable plots to be developed by the Council or third parties. This approach will be reviewed and further refined at OBC stage;

4.14.2 35% of homes will be for affordable rent, achieve net zero carbon and be delivered by the Council or affordable housing partners;

4.14.3 costs associated with proposals on sites delivering the National Galleries of Scotland, National Museums of Scotland and Edinburgh College are not included within the costs;

4.14.4 development and infrastructure costs associated with any future tramline servicing the area are not included; and

4.14.5 optimism bias has been included in line with HM Treasury Green Book guidance and 10% contingency included within project costs.

4.15 The development will achieve net zero carbon across all aspects of the programme, and this will be developed in detail during the next stage of the programme and form part of the OBC.

Infrastructure First Approach

4.16 The Council owns around 120 acres of developable land within the Granton Waterfront area, creating a unique opportunity for the Council to take an infrastructure first approach and work in collaboration with key partners and the community to deliver exemplar regeneration. Infrastructure provides the essential services required to enable a range of activities and land uses, implement sustainable development and address global challenges including climate change whilst creating linkages to enhance socio-economic activity at a city and regional level.

4.17 Previous failed attempts to develop Granton highlight the importance of a strategic approach to the funding and delivery of major infrastructure. A Council led, infrastructure first approach will enable the Council to accelerate development aligned with the key principles of the development framework, supporting delivery of key Scottish Government and Council commitments in relation to transition to net zero carbon, place making and inclusive Growth.

4.18 The benefits of the Council taking an infrastructure first approach are outlined below:

4.18.1 additional controls afforded by this role will ensure a quality driven approach to the design, delivery and management of services and infrastructure, creating a ‘place’ which aligns with the vision, principles and character areas set out in the Development Framework; and

4.18.2 opportunity to take an innovative approach to design, funding and procurement which will aid the acceleration of construction and ensure value for money. This will include engaging small to medium housebuilders and developers who are aligned to the vision and key principles set out in the development framework and Council and Scottish Government priorities.

4.19 Total capital expenditure of £884m has been identified through financial modelling to enable an ‘infrastructure first’ approach, £196m of this will be delivered through

Council capital financing, predominantly through the HRA. This expenditure includes optimism bias in line with the Treasury's Green Book, 10% contingency and all professional fees and client costs. Further detail on capital expenditure and associated funding strategy is outlined in this report.

4.20 An Infrastructure first approach at this stage assumes that the Council undertake all enabling and infrastructure works. Enabling works will primarily consist of decontamination, retaining structures and further land assembly where required. Infrastructure works will include enhanced connectivity, creating new routes which prioritise active travel north/south and east/west through the site, high quality public realm, new city park, new school and around 35% of the homes.

4.21 This 'infrastructure first' place-based approach to regeneration has been successfully implemented in Glasgow's Sighthill and Dundee Waterfront where spatial planning was successfully used to adopt an integrated approach to infrastructure, co-ordination and delivery, unlocking inclusive sustainable economic growth whilst addressed environmental challenges on otherwise sterile brownfield land.

4.22 This approach at Granton waterfront will provide essential infrastructure including homes and services alongside platforms on which future development can take place by other public and private developers. This initial investment will attract around £450m of additional public and private sector funding to deliver the remaining 65% of homes and associated commercial delivered through RSL and private sector partners to achieve an overall gross development value of around £1.3b on land in Council ownership.

4.23 Over the next 12-18 months, during the development of the OBC, further work on technical studies and a programme of soft market testing designed to assess the markets' capabilities of meeting the ambition of the project, will be undertaken which will help validate assumptions and provide risk assurance. This will inform the most effective and efficient route to delivery through funding packages aligned to programme and key local and national priorities.

Connectivity

4.24 The Granton Waterfront Framework supports the Council's City Mobility Strategy by designing in a vast network of new routes which promote walking and cycling over car use. Car parking has been reduced to maximum 25% or less and there is a commitment to improve connectivity in the first instance by enhanced bus services with a view to looking at higher capacity public transport options in stage 2 of the OBC.

4.25 The Council recently commissioned the Edinburgh Strategic Sustainable Transport Study (ESSTS). This study considered the case for the development of transit across ten key corridors and concluded that there are four corridors for which high capacity public transport should be considered further, including Granton.

4.26 Building on the ESSTS and recent publication of the City Mobility Strategy, a transport options appraisal is required during stage 2 to explore the options available to enhance connectivity between Granton Waterfront and the City Centre

to support the regeneration and enhance the attraction of Granton as a place to live, work and visit.

4.27 This appraisal will examine in more detail the feasibility of a high capacity public transport route to Granton, which will include consideration of a tram line. A high-level Scottish Transport Assessment Guide (STAG) based assessment, building on ESSTS (and with reference to previous STAG work on the corridor where appropriate) will help identify a preferred mode and route choice across both southern and northern sections.

4.28 Details of any future appraisal are currently being developed, however, it is likely this will address possible alignments; technical feasibility; programme; deliverability; environmental impacts; passenger demand; costs; and economic benefits. Phasing of any high capacity public transport will also need to be considered as will the wider impacts on the public transport network. Throughout the appraisal process, engagement will take place with all key stakeholders.

Progress

4.29 The Council are currently working with, and supporting, the community on land and buildings within Granton Waterfront which includes Friends of Granton Castle Walled Garden and Granton:Hub in Madelvic House. Both of these projects are aimed at supporting community enterprise and improved health and wellbeing.

4.30 The Council have also granted a lease to Edinburgh Wake Ltd on the quarry pond for leisure use as a wake boarding park. It is anticipated the site will be operational in spring/summer 2020.

4.31 The Council have appointed a contractor through the SCAPE framework to take forward the restoration of the Granton Station building which will bring this building back into the community. Works will commence in Spring 2020 to create a new enterprise hub, with completion in early 2021.

4.32 On 28 January 2020, the Culture and Communities Committee agreed to contribute £100,000 towards the lighting of the Granton gas holder and a launch event as part of their report on Festivals and Events Core Programme 2020/21. This funding is subject to further project feasibility and additional funding of around £50,000. Works are currently ongoing to establish overall feasibility and secure all required funding to light up the structure on Edinburgh's skyline, signifying the rich heritage and future ambition of the area.

4.33 Meanwhile uses for temporarily empty buildings or land provides an opportunity to generate activity and vibrance in the area while the final vision is realised. The implementation of meanwhile uses can benefit the local community by providing affordable space that can help incubate innovative enterprise and empower people to take ideas forward while longer term projects come to realisation.

4.34 Through consultation with local groups and business a series of possible meanwhile uses have been identified, including:

4.34.1 Urban Wind Turbine pilot;

4.34.2 Beach Box Granton - Shipping containers to be sited on the shoreline to provide affordable space for cafes or leisure;

4.34.3 The Platform - Market and events at the station building, platform and surrounding open space;

4.34.4 lighting of the gas holder;

4.34.5 adventure playground - outdoor learning space for children in collaboration with Edinburgh College;

4.34.6 hoarding exhibitions - animate the hoardings while showcasing work of partners and local people or organisations; and

4.34.7 Forthside Festival - utilise the open space at Gypsy Brae for a range of outdoor activities set against the backdrop of coastal views.

4.35 These will be further scoped out and taken forward where possible as part of stage 2 activities.

Culture and Learning and Work Strategies

4.36 Culture and Learning and Work strategies have been produced to create and strengthen an integrated place-based approach:

4.36.1 a Learning and Work strategy has been produced by Scottish Futures Trust (SFT) in partnership with City of Edinburgh Council, National Galleries of Scotland, National Museums of Scotland and Edinburgh College to create a strong inclusive environment for learning, skills development and more and better work;

4.36.2 a Culture Strategy has been produced in response to the ambition to deliver culture led regeneration at Granton Waterfront. It has been developed by SFT in partnership with City of Edinburgh Council's housing, culture and lifelong learning teams and in consultation with North Edinburgh Arts, Creative Scotland and Creative Carbon Scotland; and

4.36.3 the objectives and next steps for both strategies are outlined within the PDP.

Homes under Development

4.37 Over 700 homes have either recently been completed or are under development within Granton Waterfront by our RSL partners, Port of Leith Housing Association (PolHA), Link and Places for People through the Affordable Housing Supply programme.

4.38 The Council have recently appointed CCG under our House Building Framework (lot 2), to design, manufacture and build around 400 mixed tenure homes at Western Villages which is part of the Forthquarter site in Granton Waterfront. It is anticipated that the construction of these new homes will commence in Spring 2021 setting the standard for the wider site in line with the vision and key principles and our transition to net zero carbon.

Governance and Work Streams

4.39 On 6 December 2019, Finance and Resource Committee approved the appointment of Arcadis Consultants to provide project management capability and capacity to help the Council's in-house project team deliver stage 2, OBC for the Granton Waterfront Programme.

4.40 The governance structure and project workstreams to deliver this stage are set out in appendix 3.

4.41 A Granton programme team is now in the process of being assembled. For posts yet to be filled within the structure, interim arrangements have been put in place while recruitment is undertaken, this will allow a full team to operate from Spring/ Summer 2020.

4.42 A number of workstreams have been identified relating to the OBC development: Development and Regeneration, Enabling and Infrastructure, Transport, and Culture, Learning and Work. Roles and responsibilities within these workstreams have been further outlined in section 5.1.3 in the attached PDP.

4.43 Project costs of around £2m have been identified to complete stage 2 of the programme which will include assembling the team, assessment of a high capacity public transport route and further technical studies to inform the OBC. This will be funded through a combination of HRA and City Strategic Investment Fund (CSIF) funds (as reported in the CSIF Strategic Programme report on this agenda, the allocation of funding is £604,658).

4.44 On completion of stage 2 of this delivery plan, a report will be presented to a future Policy and Sustainability committee for approval to proceed to stage 3 and development of the final business case(s).

Funding Strategy

4.45 The Scottish Government has committed though City Region Deal to work with local authorities in Edinburgh and South East Scotland to share development risk to support the delivery of seven strategic sites of which Granton forms one as part of Edinburgh's Waterfront. Work has begun with Scottish Government and SFT to identify potential funding aligned to key strategic outcomes at a local and national level. A working group will be established with Scottish Government and SFT to progress this work. It is anticipated that this will involve engagement with the Scottish National Investment Bank and other agencies with a remit to support inclusive growth and green infrastructure.

4.46 In December, the Council working in partnership with Off Site Scotland (a consortium of offsite construction companies, Scottish Government, SFT, Construction Scotland Innovation Centre (CSIC) and Edinburgh Napier University submitted a bid to the UK Government Industrial Strategy Challenge Fund to support a Housing Demonstrator Project. The funding bid was not successful, however the partners are committed to taking the project forward and are currently exploring alternative approaches to funding.

4.47 The Demonstrator aims to develop a new, innovative, collaborative business model to support the use of offsite construction methods to deliver high quality new homes

with a focus on net zero carbon and whole life performance. The ambition is to demonstrate time, cost, quality improvements through:

4.47.1 a new approach to collaborative procurement and delivery;

4.47.2 standardised house types and whole life performance standards; and

4.47.3 risk and benefits sharing between partners.

4.48 This project aligns closely with the two strategic aims of the Regional Housing Programme to deliver a step change in innovation and inclusive growth in the housing and construction sectors; and deliver a step change in the supply of new homes across the South East of Scotland. The model will be developed and piloted on a 1,000 homes pipeline across the city region. The ambition is that the model will deliver a blueprint for UK wide public sector procurement of affordable housing.

4.49 A Granton prospectus has been commissioned to provide information for potential public and private sector investors, community partners and stakeholders on the Granton development opportunity.

Risk

4.50 Key risks and mitigating action in relation to the delivery programme are outlined within appendix 4 and include upfront funding of infrastructure, escalating construction costs, programme overruns and connectivity.

4.51 Committee is asked to note progress and agree that officers proceed to develop an OBC for Granton regeneration.

5. Next Steps

5.1 The regeneration of Granton will look to bring innovation into every aspect of the programme from design to delivery which will be captured in both the approach to funding and procurement.

5.2 A robust collaborative approach between national and local government, public sector institutions and the local communities will ensure Granton Waterfront as Scotland's most aspirational project, integrating complex specialist skills, policy sectors, projects and actions, in a manner that will set new standards and norms and help position Scotland and Edinburgh amongst the best of contemporary European neighbourhoods. The next steps are as follows:

5.2.1 undertake projects identified within workstreams as outlined within section 5.1.3 of the PDP to produce an OBC for Granton over the next 12-18 months. This will deliver on the community and stakeholders vision and ambition for Granton and the wider area and align with Scottish Government's actions and Council commitments;

5.2.2 as part of the OBC, develop further in partnership with the Scottish Government and SFT, innovation in design, construction, funding and procurement to reduce capital costs and deliver long term savings. This will

include the opportunity to explore off site manufacturing and the benefits that this could bring; and

5.2.3 work collaboratively with the community, partners and private sector to deliver a programme of meanwhile uses over the next 12-36 months. This will be aimed at empowering local people, creating affordable work and creative space and building on the vision, key principles and character areas within the Development Framework.

6 Financial impact

6.1 As part of stage 1, developing the PDP, the Council has developed a financial model to assess programme cashflows, based on the development framework and a range of assumptions which include the Council taking forward the Programme delivery through an 'infrastructure first' approach and achieving net zero carbon by 2030.

6.2 The financial model assumes an overall investment of £884m. Funding totalling £196m is projected, comprising council investment through HRA capital funding, capital investment supported by Edinburgh Living, Section 75 developer contributions and capital receipts from residual land values. At present, this demonstrates that there is an overall net capital funding requirement of £688m. In addition, a revenue funding requirement of £12m exists in relation to industrial unit site acquisition.

6.3 Based on the current phasing strategy, approximately 70% of the funding would be required between 2020 and 2026 with the majority of the expenditure relating to infrastructure and decontamination. This is in line with the 'infrastructure first' approach.

6.4 It is unlikely that the net capital funding requirement can be contained within the Council's capital programme. For illustrative purposes, if the Council were to borrow for the net capital funding requirement, the annual revenue debt servicing costs would be an approximate average of £24m over a 45 year period.

6.5 It is therefore essential that the Funding and Procurement Strategy, in the next stage of the programme development, investigates a range of funding sources prior to finalising the OBC. These will include:

6.5.1 grant funding from Scottish Government and other third party providers, this will include the Scottish Government's commitment though City Region Deal to work with Local Authorities to share risk on the seven strategic sites of which Granton forms one as part of Edinburgh's Waterfront;

6.5.2 discussion with possible private sector investment partners to investigate optimum public/private models; and

6.5.3 further consideration of financial viability to HRA and Edinburgh Living.

6.6 Discussions have already commenced with the Scottish Government and Scottish Futures Trust around a high-level funding strategy examining the potential for elements of the development to be supported by external funders and also where the Council can risk share with other public and private sector partners.

6.7 There are a number of opportunities to reduce the funding requirement that will need be investigated, as part of the procurement and funding strategy. These will be undertaken in stage 2 and will include:

6.7.1 establishing outcomes and impacts that will be delivered by the development at Granton Waterfront across a wider range of metrics;

6.7.2 examining detailed funding requirements for individual packages of infrastructure phase by phase;

6.7.3 exploring means of reducing capital costs including:

- exploring alternative decontamination strategies that are more cost effective;
- reducing build costs while improving quality, reducing defects and deliver long term savings in management and maintenance;
- reviewing extent of site servicing;
- exploring wide range of funding streams with potential partners;
- liaising with Scottish Government regarding potential for support to enable delivery. It will also be essential that the costs associated with the National Museums of Scotland and National Galleries of Scotland sites are included in any discussions with Scottish Government to ensure a joined-up approach; and
- identifying commercial opportunities, particularly in relation to the gas holder.

6.8 The technical studies and additional work set out above are expected to create cost certainty enabling a reduction in the optimism bias assumption in line with Treasury's Green Book guidance.

6.9 Project costs of around £2m have been identified to take forward stage 2 of the programme which will include assembling the team, assessment of a high capacity public transport route and further technical studies to inform the OBC. This will be funded through a combination of HRA and CSIF funding.

6.10 The Granton funding strategy represents an element of front funding from the HRA. The aim of the Funding and Procurement Strategy, to be developed as part of finalising the OBC, is to consider funding solutions to allow the HRA to recover this over the period of the approved project.

7. Stakeholder/Community Impact

7.1 A programme of engagement has been integrated in to the creation of the development framework with information shared and views gathered in person at events, online via the consultation hub and in information stations hosted in key locations around the area. The views gathered have shaped the various stages of the framework development.

7.2 A community drop in will be held on 20 February 2020 with an Exhibition to run for two weeks following this to 5 March 2020 in Edinburgh College on West Granton Road to highlight the resulting Development Framework, how this has been shaped through consultation and the intention to present this to Planning Committee on 26 February 2020.

7.3 The regeneration of Granton Waterfront will provide a new primary school, healthcare facility, new homes, high quality public realm and commercial opportunities. Alongside the physical benefits of the new built environment, a Culture Strategy and Learning and Work Strategy has been developed to promote lifelong opportunity.

7.4 The framework will also provide a design code to protect against uncoordinated future development and set out a sustainable approach in line with Council policy and priorities. Expertise in carbon impact, adaptation to climate change and sustainable development, have been commissioned as part of the development framework to mitigate any adverse impacts of future regeneration. This will take full cognisance of the Council's commitment and future reporting on the transition to net zero carbon by 2030.

8 Background reading/external references

8.1 Granton Waterfront Development Framework, February 2020. Link required

9 Appendices

9.1 Appendix 1 – Development Framework Key Principles

9.2 Appendix 2 – Programme Delivery Plan (PDP)

9.3 Appendix 3 – Programme Governance and Workstreams

9.4 Appendix 4 – Key Project Risks

Appendix 1 - Development Framework Key Principles

GRANTON PRINCIPLES

COASTAL

Celebrating the Firth of Forth's unique shoreline to be inclusive, climate resilient and biodiverse. Enhancing and expanding spaces to provide open access to natural and urban coastal activities for the neighbourhood, community and city.

RE-CONNECTED

Linking new and existing neighbourhoods not only with each other but with surrounding areas, Granton Harbour and the city – both physically and socially. Ensure regeneration benefits surrounding neighbourhoods and prioritise low carbon travel.

LIVING

Inhabiting pleasant streets and pen spaces which incorporate nature to improve well-being for all in the community and enhance biodiversity.

URBAN

A vibrant urban environment, with space for living in a 21stCentury urban condition, providing an intelligent mix of housing, working, education and dynamic civic and cultural destinations.

ROBUST + FLEXIBLE

Creating a robust framework, with space for future flexibility to create fresh and diverse opportunities for health, energy, production, work, and learning that stand the test of time.

ROOTED

Reinvigorating existing heritage assets and working in partnership with local community organisations and residents to further strengthen Granton's identity, physical environment and character.

RESPONSIBLE

Developing a self-sustaining neighbourhood within the wider city of Edinburgh with a circular economy addressing the climate emergency, work, enterprise, learning, health, energy and social mobility.

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Appendix 2 - Programme Delivery Plan (PDP)

February 2020

Programme Delivery Plan

FINAL

Granton Waterfront Programme
City of Edinburgh Council

making the **difference**

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1 Introduction

1.1 Purpose of the Programme Delivery Plan

This Programme Delivery Plan (PDP) is a core approved document. The plan provides:

- A description and brief history of the Granton Waterfront Programme and a summary of the Development Framework for the area;
- A proposed outline phasing strategy for delivery over a 15 year horizon;
- All costs and revenues associated with the Programme and cashflows in line with the proposed outline phasing strategy;
- A recommended methodology for Programme Management for the next stage of Programme delivery (Stage 2) in relation to:
  - Governance and organisation;
  - Baseline master schedule and management protocols;
  - Cost management protocols;
  - Risk management;
  - Change management;
  - Stakeholder & communications management;
  - Safety, Health, Environment & Quality;
  - Design development and management; and
  - Document control & information management.
- Next steps to be carried out during Stage 2 in relation to:
  - Implementing the Programme Management measures set out in this PDP;
  - Programme resourcing for Stage 2;
  - Preparation of an Outline Business Case (OBC); and
  - Specific tasks in line with the workstream structure set out herein

The aim of the PDP is to ensure successful delivery of the Programme in line with the objectives of the Council.

1.2 Programme Description

1.2.1 Granton Waterfront Site

The site for the Granton Waterfront Programme covers an area of circa 140 hectares from West Granton Road to the Firth of Forth, and extending between east of Marine Drive and up to and including Granton Harbour.

The Council are taking the lead in the regeneration and will ensure a place making approach is widely adopted and delivered as part of the Granton Waterfront Development Framework. This will create an inclusive and sustainable approach to development, and accelerate delivery of over 3,000 new homes, a school, medical centre, commercial/retail units, services, creative and business space and enhanced public realm to provide a vibrant, well connected new city quarter. The vision is for Granton Waterfront to become one of the best places in Scotlandto live, learn, work and visit over the next 10 - 15 years.

1.2.2 Key Drivers & Benefits

The Scottish Government's Programme for Scotland 2019 - 20 'Protecting Scotland's future' sets out the progressive actions to make Scotland the best place in the world to grow up, learn, work and live in. These actions set the ambition for Scotland to be a global leader in transitioning to net zero carbon, creating outstanding places and achieving inclusive growth in the economy.

Edinburgh is one of Scotland's fastest growing cities with a population increase of 63,700 (14%) since 2005. Edinburgh's population is projected to increase by an additional 32,000 (6%) over the next 10 years from 526,000 in 2020 to 558,000 in 2030.

The regeneration of Granton Waterfront provides an unmissable opportunity for Scotland's capital city to set the standard for sustainable growth, marking a stepped change in how development can influence how we go about our daily lives. Over the next 10 – 15 years, this area of the city will be transformed from a post-industrial brownfield site into a vibrant new coastal town where people live, travel and grow the economy in an inclusive and considerate way.

A thoughtful and comprehensive response to Climate Emergency and achieving net zero carbon has been developed through extensive consultation which will ensure that this transformation will create a new vibrant coastal town with strong links to existing surrounding communities, the wider city and beyond.

The regeneration of Granton Waterfront aligns with the emerging themes of the 2050 City Vision to create a truly sustainable community. Upfront investment in infrastructure will unlock the Granton Waterfront for development and provide long term benefits, while taking important steps towards achieving the ambitions set out in the 2050 Edinburgh City Vision. Long term benefits to the city in relation to employment, social inclusion and economic regeneration can be summarised as follows:

1. **Brings brownfield site back into use** – Decontamination of former industrial land for sustainable development.

2. **Socially inclusive –** Reduce inequality in an area that currently suffers from high levels of deprivation, building low cost and affordable homes, high quality green space, access to local amenities such as schools, shops and leisure uses, and providing space for work and creative industries that are supported by a Learning & Work strategy and Cultural Strategy.

3. **Supports employment growth –**. Regeneration will create hundreds of new employment opportunities over the 10-15 year construction period and in the longer term linked to the growth of new services and the development of new workspace. The use of offsite manufacturing across the site will drive the development of new skills in the regional construction sector and the implementation of a place based learning strategy will ensure that local skills and learning opportunities match skills requirements across the city region.

4. **Promotes enterprise and entrepreneurism –** Creates opportunities for small businesses in growing sectors, delivering support and efficiency through co-location in key buildings.

5. **Improves connection of the waterfront to the city and sustainable transport –** Prioritises pedestrian and cycle movement and creates faster and more efficient, integrated public transport, which improves visibility and provides safer links to the city.

6. **Delivery of high quality public realm** – Adopts a place-making approach attractive to residents and visitors. The Development Framework sets out guidance on key spaces and

interfaces alongside design guidance for approach, quality and materials to ensure that an exemplar public realm is created.

7. **Attracts inward investment to support the local economy** – Investment in infrastructure creates capacity for growth and reconnect the city with its waterfront.

1.3 Programme History

The Granton Waterfront site is currently characterised by piecemeal development and a slow build out rate following the 2008 financial crisis. It suffers from high infrastructure and enabling costs, poor connectivity and, due to intermittent development, a lack of place-making.

Since early 2000, Granton Waterfront has been identified as a national, regional and local priority for regeneration. There have been a variety of masterplans put forward to promote redevelopment and regeneration of the area, but to date, there has been little progress in realising or implementing these plans.

The Council acquired the former gas works site at the Granton Waterfront in March 2018 and also land previously held by Waterfront Edinburgh Ltd (WEL) making them the majority landholder in a priority regeneration area for Edinburgh. The assembled site presents a unique opportunity to transform an area of the city which currently suffers from high levels of deprivation and inequality into a vibrant and sustainable new quarter, re-connecting the city with its waterfront.

1.3.1 Granton Waterfront Development Framework

Collective Architecture were appointed in September 2018 to produce the Development Framework which is structured around five key aims:-

- Delivery of over 3000 low cost and affordable homes, primary school, co-located healthcare facility, retail, culture, business space, high quality public realm, green space and other services through strong partnership working focusing on land owned by Council for Regeneration of Waterfront;
- Retaining and nurturing where possible, the rich history and heritage while attracting investment in culture and arts to maximise existing assets and create a destination that is in line with Granton Visions and Goals and the Edinburgh Local Development Plan;
- Take account of unique characteristics of the area and re-connecting the City with its waterfront;
- Enhancing leisure and green spaces from Granton Harbour to Lauriston Castle integrating with the surrounding areas of Granton, Pilton, Royston and Pennywell/Muirhouse; and
- Creating sustainable economic growth through the creation of education and employment opportunities and investment in SMEs.

In addition, Aecom were appointed to advise on transport, flood defence and SUDS; Arup on geotechnical, utilities and energy; LUC on ecology and landscape; Gardiner & Theobald on cost planning; Cushman & Wakefield as commercial advisor; and Turner & Townsend/Anturas as programme management advisors.

The Development Framework has a primary focus on placemaking; with a strong emphasis on working with key public sector partners, which include National Galleries Scotland, National Museums Scotland, Edinburgh College, Scottish Government and Scottish Future Trust to maximise benefit and growth.

A three stage community consultation was undertaken with three events being held in November 2018, January 2019 and March 2019. The information gathered from the consultation process fed into the Development Framework. During consultation, key themes emerged which link strongly with the SGs priorities of achieving net zero carbon, inclusive grown and outstanding places and are embedded into the framework through the key development principles.

In parallel with the preparation of the Development Framework, a Culture Delivery Strategy and Learning & Work Strategy have been prepared to inform work to be undertaken during Stage 2. Any next steps associated with these are included within Section 6.

2 Summary of Development Framework

A Development Framework has been created to outline the vision, high level strategies and design principles and is intended to guide the future development of Granton Waterfront. It was commissioned by the City of Edinburgh Council in October 2018 and is due to be submitted to the Planning Committee in the first quarter of 2020. Following approval, the Development Framework will act as non-statutory planning guidance and, as such, will inform future planning applications within the area and ensure the principles of development are embedded throughout.

The Development Framework has been developed through a collaborative, design-led approach involving local communities, stakeholders and partners. This process has ensured that place-making and creating an area that reflects the needs of local communities and the wider city are at the heart of the framework. Within the framework boundary there are a number of sites which have already been developed or which have planning status on them from various parties. The Development Framework has been developed in collaboration with key partners and the existing communities to ensure it addresses a broad range of needs.

2.1 Vision & Outcomes

In order to support the production of the Development Framework the Council and its partners identified a number of principles based on the vision and outcomes for the regeneration of Granton. These include:

Vision

- Granton Waterfront will be one of the best places to live and visit in Edinburgh. It will be safe, well connected and there will be all types of homes, commercial and community facilities;
- It will both face the Forth, but also connect to existing neighbouring communities. Granton will make the most of its waterfront location, its green spaces, and its potential for reuse of existing sites and buildings;
- Granton's unique natural and historic assets will be cherished where possible, so that local identity will be sustained;
- Culture, businesses and the creative industries will have a key role in Granton's social and economic life;
- Many people will come to live at the waterfront for the first time. Many people who have been disconnected from the waterfront will be able to rediscover it. There will be a unique blend of the old and the new; and
- Everyone will find Granton accessible and welcoming.

Outcomes

A place where:

- People live prosperous, inclusive and healthy lives through access to diverse employment and education opportunities, a wide range and tenure of homes, schools and health services;
- People feel safe and well connected to both the waterfront and the wider city through well designed spaces and sustainable transport choice;
- Innovation is nurtured through affordable commercial and creative space to encourage growth industries and business start-ups;
- People can access culture, leisure and learning opportunity through a programme of co-ordinated activity, buildings and green spaces;
- Design and construction nurtures a resilient low carbon and resource efficient community.

These have been further developed through the consultation process and production of the development framework and will be reviewed and updated during stage 2.

2.2 Development Framework Principles

A series of guiding 'Granton Principles' are defined within the Development Framework to ensure the development of Granton as a unique coastal community. These principles have been developed to be flexible enough to allow for future uncertainty, but robust enough to maintain an overall vision for the area. The vision and principles describe the kind of place Granton Waterfront will be, and the Development Framework describes how this will be achieved.

The Development Framework principles for Granton Waterfront are as follows:

1. **Coastal**

   Celebrating the First of Forth's unique shoreline to be inclusive, climate resilient and biodiverse. Enhancing and expanding spaces to provide open access to natural and urban coastal activities for the neighbourhood, community and city.

2. **Re-connected**

   Linking new and existing neighbourhoods not only with each other but with surrounding areas, Granton Harbour and the City – both physically and socially. Ensure regeneration benefits surrounding neighbourhoods and prioritise low carbon travel.

3. **Robust & Flexible**

   Creating a robust framework, with space for future flexibility to create fresh and diverse opportunities for health, energy, production, work and learning that stands the test of time.

4. **Living**

   Inhabiting pleasant streets and open spaces which incorporate nature to improve well-being for all in the community and enhance biodiversity.

5. **Urban**

   A vibrant urban environment, with space for living in a 21st Century urban condition, providing an intelligent mix of housing, working, education and dynamic civic and cultural destinations.

6. **Rooted**

   Reinvigorating existing heritage assets and working in partnership with local community organisations and residents to further strengthen Granton's identity, physical environment and character.

7. **Responsible**

   Developing a self-sustaining neighbourhood within the wider City of Edinburgh with a circular economy addressing the climate emergency work, enterprise, learning, health, energy and social mobility.

2.3 Strategic Context

The regeneration of Granton Waterfront will support the delivery of a Scottish Government and Council' strategies. In particular, it will support the delivery of:

2.3.1 Scotland's Economic Strategy

Scotland's Economic Strategy reiterates the Scottish Government's central purpose as being to create a more successful Scotland by increasing sustainable economic growth, creating opportunities for all of Scotland to flourish. The Strategy identifies four priorities for economy growth:

- Investing in our people and our infrastructure in a sustainable way;
- Fostering a culture of innovation and research and development;
- Promoting inclusive growth and creating opportunity through a fair and inclusive jobs market and regional cohesion; and
- Promoting Scotland on the international stage to boost our trade and investment, influence and networks.

It is envisaged that the Granton Waterfront regeneration will make a contribution to each of these four priorities as set out below:

1. The regeneration will deliver over £1 billion of investment in Granton Waterfront, delivering thousands of new homes along with new commercial space, a new primary school, new cultural facilities, and new greenspace, underpinned by new transport, data, and utilities infrastructure. A focus on strategic placemaking, low carbon design, and whole lifecycle costing will ensure these investments deliver long-term value.
2. The regeneration will deliver a new culture and innovation zone anchored by Edinburgh College; the National Museums and National Galleries collections facilities; and businesses such as the Scottish Gas headquarters. New business formation will be stimulated building upon existing strengths such as boutique food production and the performing arts and areas of opportunity such as tourism and the marine economy.
3. Inclusive growth will be promoted by systematically addressing barriers to participation in the labour market and facilitating the creation of high quality new jobs.
4. Scotland's international profile will be enhanced by assembling and bringing to market investment propositions of global scale and developing Granton Waterfront as a visitor destination with world-class attractions.

There is also an ambition, as set out within the city's Economic Strategy, to create a world class waterfront development. The Strategic Partners Board comprising the City of Edinburgh Council, the Scottish Government, Edinburgh College, the National Galleries of Scotland, National Museums Scotland and Scottish Futures Trust, has also signed an MOU setting out their Vision for the Granton Waterfront. This highlights the importance of the creative sector in delivering this world class destination.

2.3.2 National Planning Framework

The planning system has a significant role to play in achieving the Scottish Government's economic aspirations, as set out within Scotland's Economic Strategy. The National Planning Framework (NPF3) is the spatial expression of that economic strategy. It highlights that the planning system in Scotland has a key role in achieving the following outcomes:

- A successful sustainable place – supporting economic growth, regeneration and the creation of well-designed places;
- A low carbon place – reducing carbon emissions and adapting to climate change;
- A natural resilient place - helping to protect and enhance our natural cultural assets and facilitating their sustainable use;
- A connected place – supporting better transport and digital connectivity.

At paragraph 2.19, NPF3 addresses infrastructure constraints. It states that where infrastructure constraints are limiting the delivery of new housing, the Scottish Government expects:

"to see more concerted efforts - involving planning authorities, developers, government agencies and infrastructure providers - to remove these constraints. Solutions could include new infrastructure provision in some cases, but more viable and sustainable options are likely to make best use of existing infrastructure and service capacity. Strategic thinking, partnership working and innovation will be required to unlock funding for capacity enhancement"

The South East Scotland City Region is covered by the SESPlan Strategic Development Planning Authority (SDPA). In considering the role of Edinburgh and the South East, the NPF notes that the SESPlan area is projected to have the second largest rate of growth of the four SDPAs - a 20% increase in population and 32% increase in households between 2010 and 2035. NPF3 calls for a planned approach to ensure development needs in this area are met, whilst taking into account existing and future infrastructure capacity.

2.3.3 SESPlan

The approved Strategic Development Plan that encompasses Edinburgh is SESPlan. The aims of SESplan, relevant to the business case for Granton Waterfront, are:

- Enable growth in the economy by developing key economic sectors, acting as the national hub for development and supporting local and rural development;
- Set out a strategy to enable delivery of housing requirements to support growth and meet housing need and demand in the most sustainable locations; and
- Its spatial strategy:

  "builds on existing committed development, focusing further development along preferred corridors, optimising connectivity and access to services and jobs…New development will complement and not undermine the delivery of existing committed development…It identifies priority strategic improvements to transport and other infrastructure which are required to support existing and future development."

2.3.4 Edinburgh Local Development Plan

The adopted Edinburgh Local Development Plan sets out the strategy for the spatial development of Edinburgh. The LDP identifies Granton Waterfront as having potential for approximately 5,600 new homes (some of which are now complete or under construction in the

harbour and central development area), a new primary school and a medical centre. The LDP sets out various strategies and development principles for Granton Waterfront; those most pertinent include:

- Transforming the Edinburgh's waterfront into one of the city's landmark features;
- Attracting high quality developments which will contribute towards economic prosperity in the city region;
- Creating distinctive high density urban quarters and build exemplar sustainable communities with a reduction in the influence of the car in design and layout;
- Supporting regeneration in adjoining areas and provide an incentive for the construction of the tram;
- Providing a housing mix that is appropriate to the site in terms of place-making and would maximise completions within this urban regeneration proposal within the plan;
- Delivering school provision as specified in the Action Programme; and
- Expressly encouraging the enhancement of employment and a 'destination' through existing and new commercial, cultural, tourist and retail opportunities.

The Development Framework for the Granton Waterfront is consistent with the above development principles.

The Scottish Planning Policy (SPP), Strategic Development Plan (SDP) and LDP all recognise the need to deliver homes at a faster rate. The Housing Land Audit and Delivery Plan (HLADP) 2016 demonstrates the potential contribution that Granton Waterfront could make to meeting housing need if housing delivery rates can be accelerated.

The Council is also preparing a new Local Development Plan for Edinburgh called City Plan 2030. This will set out policies and proposals for development in Edinburgh between 2020 and 2030. Consultation on the Choices for City Plan 2030 is due to commence at the end of January 2020 and the Programme will continue to engage and take account of the emerging revised Local Development Plan

2.3.5 Edinburgh and South East Scotland City Region Deal

The Edinburgh and South East Scotland City Region comprises the six local authorities of City of Edinburgh, Fife, East Lothian, Midlothian, Scottish Borders and West Lothian. In July 2017, the Scottish and UK Governments signed heads of terms for a City Region Deal for the city region. This Deal aims to:

- Build on the region's strengths such as its high growth sectors, world class universities and Edinburgh's cultural offer;
- Address key economic barriers via significant new investment in housing and transport;
- Address issues that constrain the region's economic potential and which match the strategic priorities for growth as outlined in the Scottish Government's Economic Strategy and the UK Government's emerging Industrial Strategy.

Both Governments are committed to jointly investing up to £600m over the next 15 years in the city region, subject to approval of final business cases for all projects and programmes; development of a final city deal document and implementation plan; establishment of clear and robust governance arrangements; and the consent of all constituent local authorities and partners.

The City Region Deal recognises the housing pressures across the region and the need to provide suitable housing to support sustainable economic growth. The City Region Deal proposes a joint approach between local partners and the Scottish Government that will support the delivery of significant numbers of new homes across the city region, including unlocking sever strategic sites, one of which is the Edinburgh Waterfront. One of the key commitments within the heads of terms is:

As recognised within the Edinburgh and South East Scotland City Region Deal, enabling development at Granton through the provision of infrastructure investment will have significant and positive impact on the city region's economy.

In unlocking the delivery of thousands of new homes in Granton over the next 15 years, the development is also helping the Scottish Government realise its target for new affordable housing development in Scotland. Under the More Homes Scotland approach, this target is currently 50,000 new affordable homes by March 2021.

The emerging 2050 City Vision for Edinburgh has identified four key themes: "inspired", "thriving", "connected", and "fair". These are linked to the Granton Waterfront objectives as outlined in the LDP and include the following:

- The "inspired" theme includes the creation of a place that protects its natural rich culture and heritage alongside building with nature and setting exemplar standards in green/ blue infrastructure to help the Council reach its net zero carbon target by 2030;
- The "thriving" theme includes establishing Edinburgh as a place of opportunity and ambition, where innovators and entrepreneurs can achieve prosperity and success – key to achieving this theme will be providing the work and learning spaces that support growth sectors and individuals to flourish;
- The "connected" theme includes building into the programme, an integrated solution for urban mobility, promoting priority access by foot, bike and public transport;
- The "fair" theme includes removing barriers to achievement and providing a good quality of life to all residents – key to achieving this theme will be addressing the growing affordability crisis in the city's housing market. There will also be a key focus on raising attainment and access to more and better work through a learning and work strategy that will sit alongside the development framework currently being developed; and
- The central focus of the Edinburgh Economic Strategy 2018 is on enabling "good growth", with two core priorities of "inclusion" and "innovation". Among the steps to achieve good growth set out by the strategy are delivering world class places fit to power the city's economy.

The strategy notes the delivery of high quality enabling infrastructure and services is a lever for change that the Council can use to assist delivery of the Economic Strategy and to enable good growth.

By investing in major enabling works and infrastructure to transform this area of the City from brownfield industrial land to a new thriving city quarter, the Council will enable good growth and strengthen the City's economy. This will be achieved through the delivery of over 3,000 homes, improved services and culture, commercial and recreational opportunity.

The Scottish Government's economic strategy, which establishes the purpose of the Scottish Government as being "increasing sustainable economic growth", recognises that "an adequate and affordable supply of housing is essential for growth" and that housing investment can "build strong and sustainable communities". The Scottish Government's land use strategy

states, "where land has ceased to fulfil a useful function because it is derelict or vacant…it should be a priority to examine options for restoring all such land to economically, socially or environmentally productive uses". The Scottish Government's regeneration strategy identifies regeneration of deprived areas as a national priority, and states "provision of housing can make a significant contribution to the creation of sustainable places". Housing-led regeneration is therefore at the heart of multiple policies.

2.3.6 Edinburgh Local Transport Strategy 2014 to 2019

Out with the City Centre, Edinburgh's growth is focussed in three areas, one of these areas is Edinburgh's Waterfront. The strategy sets out ways in which the city can grow in a way that protects the city's environment, these areas need supporting transport investment focussed on public transport, walking and cycling. Improved transport connections will drive the renewal of Edinburgh's waterfront. The following are outlined within the strategy for this area:

- Measures to support growth in walking, cycling and bus use, through priority at junctions and new and improved links;
- Improving public realm, including completing the Waterfront Promenade, with an interim inland section through Leith via the North Edinburgh path network; and
- In the longer term, potentially extending the Tram to Granton (for which the Council has Parliamentary powers).

The Granton Waterfront Development Framework supports the above strategy by designing in a vast network of new routes which promote walking and cycling over car use. Car parking has been reduced to 25% or less and there is a commitment to improve connectivity in the first instance by enhanced bus services with a view to looking at higher capacity public transport options in near future.

Furthermore, the Transport 2030 vision envisages that by 2030 Edinburgh's Transport system will be healthy – promoting active travel and streets appropriately designed for their function, with an emphasis on encouraging walking, cycling and public transport use and a high quality public realm, improving local air quality.

Granton Waterfront supports the above policy by the introduction of over 3km of new cycleways linking to the Edinburgh Active travel network, no more than five minutes' walk to public transport stops with a direct, frequent service.

2.4 Sustainable Design Principles

Edinburgh's future developments need to adapt to the impacts of climate change, such as the risk of flooding, increasing temperatures and extreme weather events. As such, a set of sustainable design principles to adapt to the impacts of climate change are required which will allow developments to standardise a new sustainable design approach that creates energy resilient, connected, biodiverse, less resource intensive and culturally/socially inclusive neighbourhoods.

The proposed sustainable design principles allow Granton to be positioned to serve as both a demonstration site for best practice and to set a benchmark for ambition aligned strongly to Edinburgh's broader transition to becoming net zero carbon.

2.4.1 Ecosystems & Biodiversity

The following are the key design principals for the development in terms of ecosystems and biodiversity:

- Green roofs should be designed to provide sustainable water management, energy reduction and biodiversity features;
- All walkways, community space and cycleways should be designed as ecological corridors;
- SuDS should enhance biodiversity and enable rainwater harvesting for irrigation on community allotments and for re-use in developments;
- Natural flooding areas should be set aside to deal with extreme rainfall weather events and to support biodiversity;
- All existing green and blue infrastructure should connect naturally and blend seamlessly into the development, with active travel connections embedded; and
- Bioremediation techniques should be progressed where there are contaminated soils rather than current expensive remediation techniques.

2.4.2 Water

The following are the key design principals for the development in terms of water:

- Wastewater should be source separated with kitchens and bathrooms designed to separate wastewater for re-use on site;
- Storm free infrastructure and permeable surfaces should be designed to include innovative water collection and natural water buffering design (covering retention, storage and runoff);
- Housing should include water saving measures and infrastructure for rainwater harvesting with water used on site;
- Options for an on-site biological wastewater treatment plant (WWTP) should be explored. This can help with the recovery of nutrients and resources which have an economic value; and
- The above approaches could help the development to require minimal storm water infrastructure reducing these infrastructure costs significantly.

2.4.3 Mobility & Connectivity

The following are the key design principles for the development in terms of mobility and connectivity:

- The parking standard should be a maximum of 25%and public transport provision prioritised along with extensive cycle infrastructure linking the development to the coastal path and the wider neighbourhood with adequate on-street secure bike storage;
- The design of the development should prioritise pedestrians and cyclists over motor vehicles;
- Mobility demand from traditional vehicles should be significantly reduced with a strong focus on alternative mobility such as car sharing and car club programmes; and
- Multimodal mobility hubs should be designed with carsharing / car club programs, EV charging, secure bike storage and hire all co-located.

2.4.4 Energy & Materials

The following are the key design principles for the development in terms of energy and materials:

- All homes delivered by the Council should be built to a standard that will achieve net zero carbon combined with on-site renewable generation;

- All roof space should be designed to accommodate green roofs and solar PV/thermal;
- Homes should be designed to capture heat from shower water with drain water heat recovery (DWHR) systems;
- Opportunities for energy storage should be prioritised and combined with EV charging at a communal level within the development to maximise excess renewable generation;
- Homes should be designed to be adaptable to the changing needs of individuals and families, modular construction should be considered when addressing this;
- Homes should also be designed to contain home working spaces; and
- The majority of construction materials used should be recoverable and reusable.

2.4.5 Economy, Society, Health & Wellbeing

The following are the key design principles for the development in terms of economy, society, health and wellbeing:

- At the centre of the development should be the community who can live active, healthy lives and avail of organic community support and engagement;
- An abundance of shared space and facilities can spur economic activity via re-use and repair cafes, allotments and the trading of skills and expertise;
- Local re-use and repair programmes can contribute to local material recovery and stimulate economic activity;
- The inclusion of an on-site biorefinery for wastewater would further enhance the developments credentials as a hub for green business innovation alongside resource recovery from soil bioremediation;
- Community allotments should be allocated to strengthen zero waste, active living, education and community cohesion principles; and
- Health care facilities should be co-located within the development.

2.5 Development Framework Assumptions

There are a number of key assumptions underpinning the Development Framework. This PDP has been prepared in line with these assumptions, any significant changes to the Development Framework assumptions will need to be managed through the change process set out in the PDP.

- The Council will adopt an 'infrastructure first' development model;
- 3,312 homes;
- 9,065m² of commercial/retail space;
- 5,275m² for school;
- 1,400m2 for healthcare facility;
- School to be delivered by 2024;
- Maximum of 25% car parking across the development;
- All on street parking with the exception of Plot A05 which has podium car parking for 54 spaces;
- North Shore North becomes a world class standard city park;

- Gas holder will be restored by 2024 and remains as greenspace;
- Where zoned in Masterplan, residential is the dominant use;
- 35% of all homes will be affordable .
- A minimum of 20% of all homes across the site will be built as family housing;
- Buildings are 3-6 storeys with 7-8 storey gateway corners;
- Specification of housing is benchmarked against other housing;
- In the base case all affordable housing will achieve net zero carbon standard. However, this assumption will be updated at Stage 2 in line with the Housing Sustainability report to the Housing, Homelessness and Fair Work Committee in January 2020;
- Commercial elements within mixed use blocks will be delivered by block developer;
- Standalone commercial developments expected to be delivered by private sector;
- Mixed use commercial development will be cold shell (no fit-out);
- Commercial elements will be a variety of retail and office;
- Station building earmarked for development as an 'Enterprise Hub';
- Within developable plots including North Shore North, no industrial buildings are being retained;
- ForthQuarter Park and Gypsy Brae remain as is;
- Transport contributions will be made in line with the LDP Action Plan;
- Designed to a 1 in 200 year flooding and wave overspill event;
- All roads to be in accordance with the Edinburgh Street Design Guidance; and
- CPOs to be used as necessary to deliver the framework and existing leases will be managed / negotiated.
- Exclusions
  - National Galleries Scotland is not included;
  - Edinburgh College Construction Centre for Excellence is not included;
  - Currently, no Energy Centre within the development albeit further work will be carried out during Stage 2 regarding the energy strategy for the Waterfront Development. Fabric first approach to be used alongside renewable energy sources; and
  - New tram infrastructure will not be included in the development financial modelling and will be dealt with separately as a stand-alone business case. The Masterplan design has however made due allowance for necessary space for the tram infrastructure to mitigate any abortive works;

  There are additional assumptions underpinning the financial modelling, these are set out in Section 4 of this PDP.

While this Programme Delivery Plan assumes the Council will take an infrastructure first approach, this would be a new way of delivering development for the Council. Therefore, as part of the Procurement & Funding strategy work to be carried out during Stage 2, a range of delivery models should be explored in detail before any final decision is reached. In carrying out any assessment risks will need to be carefully assessed. Key risks to the Council taking an infrastructure first approach relate to, among other things, the Council retaining the risk of infrastructure cost and programme overruns; escalating construction costs that cannot be offset through contractual

mechanisms; and the risk of infrastructure funding not being available in line with the requirements of the Programme.

3 Programme Phasing & Master Schedule

3.1 Introduction

A Master Schedule has been developed for the Granton Waterfront Programme indicating activities required to be undertaken to deliver the Programme. This forms the baseline for Stage 2 Programme activities going forward.

The Master Schedule focuses on Stage 2 and delivery of the Outline Business Case. Stage 3 (Final Business Case) and Stage 4 (Procurement & Delivery) are currently single line items within the Master Schedule indicating forecast start and finish dates in line with the Council's aspirations. The Master Schedule will be developed further in Stage 2 and will expand on specific activities required to be undertaken at Stages 3 and 4, which will become apparent as the Procurement & Funding Strategy is developed.

In addition to the Master Schedule, a Construction Phasing Programme has been prepared. This has formed the basis of the Programme cashflows set out in Section 4. This phasing strategy is based on a number of assumptions and will be subject to review and change as the Programme develops. Any changes to the phasing strategy are likely to have a significant impact on Programme cashflows. As such, changes to the Construction Phasing Programme, and ultimately the Master Schedule, will be subjected to the change management process outlined within this PDP.

The Construction Phasing Programme will be subject to review and change during Stage 2 (OBC) as soft market testing and further technical studies and specialist advice is undertaken.

3.2 Construction Phasing Programme

3.2.1 Phasing Strategy

The Construction Phasing Programme has been developed through a number of meetings with the project team. Although the overall delivery schedule for the Granton Waterfront Programme cannot be finalised at this stage, as the Procurement & Funding Strategy is yet to be developed, the phasing strategy is based on information that is currently known and a number of assumptions underpinning this.

The main purpose of the Construction Phasing Programme at this stage is to enable the Programme cashflows to be prepared as set out within Section 4. The extent of decontamination and land remediation works required is the main risk associated with the phasing strategy and this will remain to be the case until further site investigations are undertaken and specialist advice is sought. This will be undertaken at Stage 2.

Approximate durations for demolition and decontamination were discussed in workshops with the project team. Some basic phasing has also been applied. Assumptions made during drafting of the Construction Phasing Programme are outlined below.

3.2.2 Phasing Assumptions

The Granton area has had a varied industrial legacy, therefore, there is potential for contaminated soils to be present across most of the proposed development plots within the Development Framework and Masterplan. The extent of the decontamination and land remediation works required is one of the major risks for the Programme at this early stage.

As part of preparation of the Development Framework, the Council's technical advisors have reviewed each of the plots in terms of the decontamination, gas remedial works and earthworks required as well as investigating any buried foundations to assess the proposed foundation type likely to be adopted across the site. The results are summarised in the geotechnical and utilities reports compiled to support the Development Framework.

This geotechnical review led to a number of assumptions around the extent of decontamination, gas remedial works and earthworks required, and these have informed the costings and proposed phasing strategy for the Programme. The assumptions to be used with respect to earthworks and suitability of cut for re-use were agreed between the Council and their technical and cost advisors. Further testing and specialist advice is proposed to be carried out at the next stage of the Programme to test these assumptions and further develop the phasing strategy and detailed financial modelling.

Based on the geotechnical report, and subject to future testing to confirm the assumptions, the following assumptions for decontamination and groundworks have been agreed between the Council and their technical advisors:

- A capping layer will be required in any areas of soft landscaping and materials arising from utility or foundation excavations may require to be disposed of at landfill as either hazardous or non-hazardous waste. Remediation works may also be required to address localised hydrocarbon contamination of the soils and groundwater within specified areas;
- Localised areas of hydrocarbon contamination were identified in the ground investigation that has been carried out to date. This will require further investigation, assessment and possible remediation (either off-site disposal or on-site treatment). At this stage any cut on these sites should be considered hazardous and allowance should be made for disposal off-site at licensed facilities. The strategy going forward is to treat soil on site;
- Where gardens/parks are proposed, the risk associated with this material can be mitigated by excavation and removal as necessary and covering the soils with a minimum of 600mm of suitable topsoil and subsoil; and
- Earthworks cut can be re-used within the greater masterplan area under an appropriate capping (i.e. building slab, road build up, 300m of topsoil in garden/park areas). From the available information at the time of writing, it has been assumed that 20% of the cut material will be considered hazardous and will require disposal off-site at licensed facilities, however this is to be further tested with the aim to treat all contamination on-site. Further testing is required to provide a more robust estimate.

Based on the above, the decontamination phasing strategy agreed between the Council and their technical advisors is as follows:

  - Decon A: Phase 1 – to be completed as part of the main work package;
  - Decon B: Phase 2 – to be completed as part of the main work package;
  - Decon C: Phase 3, 4 & 5 – enabling works package prior to main work package;
  - Decon D: Phases 6, 7 & 8 – to be completed as part of the main work package; and
  - Decon E: Phases 9, 10, 11 & 12 – enabling works package prior to main work package;

Some general assumptions have also been made for the purpose of the Construction Phasing Programme as follows:

- Drainage to be constructed in conjunction with roads;
- Asbestos present in buildings to be demolished and removal of asbestos is factored into demolition durations;
- Any landscaping works occur at the end of the construction to avoid them becoming damaged during construction;
- Minimum of 1 year lead in time for all CPO activities; and
- All junctions and realignment of roads not included in infrastructure works as these will be constructed by the plot build contractor or housebuilder.

3.3 Master Schedule Overview

3.3.1 Overview

The Granton Waterfront Master Schedule has been developed using Primavera P6 after a number of meetings and reviews with the Programme team. The purpose of the schedule is to have one single point of information for the key Programme dates. All activities have had logic and durations applied to inform the key milestone dates.

A Work Breakdown Structure (WBS) and key activities for Stage 2 were discussed and agreed with the Council under the following headings:

- Procurement;
- Design;
- Feasibility Studies;
- Strategy Development;
- Finance;
- Programme Delivery;
- Early Action Projects; and
- Outline Business Case.

Detail has been added up to and including Stage 2 'Outline Business Case' (OBC) which outlines the tasks required to compile the difference segments within the OBC. Subsequent phases will be detailed at a later stage.

3.3.2 Key Scheduling Assumptions

There are a number of assumptions that have been made in developing the Master Schedule which include:

- Commencement of Stage 2 will be the 6th January 2020. Any delay to the commencement of Stage 2 activities will have a direct impact on the completion date for Stage 2 unless mitigation measures are developed and implemented;
- Procurement of all consultants will, where possible, be via existing Frameworks and any committee approvals will not be required in accordance with Council standing orders;
- All of the design tasks are reliant upon the procurement of consultants and this is shown within the programme logic;
- The Early Action Projects will commence at the outset of Stage 2;

- The Development Framework update will be carried out in parallel with the design tasks but can only be complete once these design tasks are finalised;
- The drafting of the Outline Business Case has been split into 5 main chapters based on HM Treasury Green Book guidance. These are Strategic, Economic, Financial, Commercial and Management; and
- Where Committee dates are not available for meetings within 2020 and are not available on the Council website, preliminary dates have been assumed and will be confirmed by the Council at a later date.

3.3.3 Key Milestones

The Council's aspirations for delivery of the Programme over the next 10-15 years have been divided into stages in order to manage the key deliverables to achieve the required approvals for delivery of the Programme within the desired timeframe. Stage 1 of the Programme constitutes the delivery of this PDP. The following are also key milestone dates:-

- Stage 2: Q1 2020 – Spring 2021 – Outline Business Case
- Stage 3: Summer 2021 – Summer 2022 – Final Business Case
- Stage 4: Procurement and on-site delivery: 2022 – end of project, anticipated 2037– Procurement and on-site delivery (Western Villages will commence on site in advance of wider programme).

3.4 Conclusions & Next Steps

A Construction Phasing Programme and Master Schedule have been produced during Stage 1. The phasing strategy has been used to model Programme cashflows set out in Section 4. The Master Schedule identifies the key Stage 2 activities and dates.

During Stage 2, there is a requirement to update the Construction Phasing Programme to reflect the body of work to be carried out in support of the OBC. The Master Schedule will also need to be updated to incorporate the emerging Stage 3 activities.

4 Programme Cashflows

4.1 Introduction

In order to assess the financial implications of the Granton Waterfront Programme, a financial model has been developed to assess Programme cashflows and calculate capital financing requirements.

4.2 Financial Model

4.2.1 Overview

An overarching financial model has been developed by the Council's finance division to assess Programme cashflows. In support of this, the Council's commercial advisors, Gardiner & Theobald and Cushman & Wakefield, have provided a detailed analysis of projected residual land values, commercial rent and infrastructure and plot build costs.

4.2.2 Assumptions

Section 2.5 above sets out the Development Framework Assumptions. The following additional assumptions have also been taken into account in preparing the Programme cashflows, these are as follows:

- An infrastructure first approach is adopted meaning that infrastructure and remediation works required in each phase are carried out first to enable plots to be developed by the Council or third parties.
- On Section 75, Council developed homes will pay 100% of their share of Section 75 contribution;
- Only 60% of monies due from private developers under Section 75 will be recouped, in line with the current assumptions being made in the Council's Local Development Plan financial model;
- Rental value for Market Rent will be 125% Local Housing Allowance which is broadly in line with local market conditions;
- Rental value for Mid-Market Rent will be 100% Local Housing Allowance;
- Current Council rental rates for social housing have been used;
- Residual land value calculations based on market norms;
- Construction inflation uses BCIS indices for first 5 years and thereafter is an average;
- Phasing assumes a maximum delivery rate of 300 homes per year (Council and private);
- 2% per annum inflation is applied on land residuals;
- Professional fees and client costs associated with a Master Developer are factored into the appraisal using a 17.5% uplift, excluding those associated with CPOs and decontamination. This has been benchmarked against other relevant programmes in the UK;
- Professional fees and client costs associated with the CPOs and decontamination are factored into the appraisal using a 5% uplift in line with other Council projects. The reduced rate for these categories of expenditure reflect the fact that less work will be required to manage these processes;
- The residential build cost of Council developed homes has been uplifted based on aiming to meet net zero carbon compliance;

- No assumption for net zero carbon compliance has been made on private residential build cost and associated net residual land values;
- Site acquisition costs associated with all industrial units that are currently leased out by the Council are based on an estimate prepared by the Council's Estates team;
- CPO costs are based on the District Valuer's estimate to buy out current landholdings in the area;
- Optimism bias has been included in line with HM Treasury Green Book guidance;
- The Council purchased the ForthQuarter site in 2017. This cost has been included in the gross capital cost;
- The health centre will be funded by NHS Lothian;
- Development and infrastructure costs associated with any future tramline servicing the area are not included;
- Programme phasing will be in line with the phasing set out earlier in this document; and
- Costs associated with the National Museums Scotland and National Galleries Scotland sites, contributing to the Development Framework, have not been included in the financial modelling.

4.3 Programme Costs

4.3.1 Capital and revenue costs

The majority of the capital costs are based on a cost plan produced by an independent cost consultant, Gardiner & Theobald. This provides an order of cost to deliver the Granton Waterfront Programme including residential and commercial units. This cost estimate has been based upon design information that has been provided from the Development Framework work done to date. A construction risk allowance of 10% is included to reflect the status of design.

Table 4.1 below sets out the capital and revenue cost categories used in the financial modelling, a brief description of each and the source of this information.

Table 4.1

Cost category	Description	Source
Capital cost		
Plot Residential costs	Unit build cost for Council delivered homes only	Cost Plan
Net zero carbon uplift	Unit build cost for Council delivered homes uplifted for achieving net zero carbon compliance	High level desktop study carried out by consultant

Cost category	Description	Source
Civic & Commercial costs	Cost for school, coastal park, healthcare facility and Council delivered commercial units	Cost Plan
Offsite Infrastructure costs	All infrastructure costs out with the site boundary	Cost Plan
Onsite Infrastructure - Decontamination costs	Cost for all necessary land remediation works	Cost Plan
Onsite Infrastructure - All Other costs	All infrastructure costs within the site boundary, plus the gas holder restoration	Cost Plan
CPO costs	Cost to buy out current landholdings in the area where required.	District Valuer
Listed Buildings Refurbishment	Cost of refurbishing listed buildings within the area	Council estimates
ForthQuarter land	Cost of acquired land	Actual cost
Revenue costs		
Industrial unit site acquisition	Acquiring all industrial units currently leased out by the Council where required.	Council estimates

4.4 Capital and Revenue Financing

The financial model also considers potential sources of funding. Table 4.2 below sets out the funding categories used in the financial modelling, a brief description of each and the source of this information.

Table 4.2

Funding category	Description	Source
Capital financing		
Capital Receipts from Residual Land Values	Residual Land Value estimate based on assumptions of land that will be sold to the private sector and RSL	Commercial advisor
Section 75 Transport from Private & RSL	Developer contribution income as assessed within the Council's Local Development Plan and supplementary guidance	Calculated based on supplementary guidance
Section 75 Education from Private & RSL	Developer contribution income as assessed within the Council's Local Development Plan and supplementary guidance	Calculated based on supplementary guidance
Section 75 Healthcare from Private & RSL	Developer contribution income as assessed within the Council's Local Development Plan and supplementary guidance	Calculated by the Council based on supplementary guidance
Capital Supported by HRA	This represents the amount of capital expenditure on social housing that can be supported by the Council's Housing Revenue Account (HRA) based on financial viability	Council estimate
Capital Supported by Edinburgh Living	This represents the amount of capital expenditure on affordable Market and Mid-Market homes that can be supported by Edinburgh Living based on financial viability	Council estimate
Health Centre funding	This represents funding assumed from NHS Lothian to cover any shortfall	Council estimate

Funding category	Description	Source
Revenue financing		
Commercial rental income	This represents rental income generated from commercial units within any Council development	Commercial advisor Cushman & Wakefield

4.5 Modelling Results

4.5.1 Capital

4.5.1.1 Total capital cost

Table 4.3 below represents the estimated total capital expenditure including optimism bias.

Table 4.3

Description	Cost (£m)
Gross Capital Cost	588.4
Professional Fees and Client Costs	80.4
Subtotal	**668.8**
Optimism Bias	214.8
Total	**883.6**

4.5.1.2 Total capital financing

Table 4.4 below represents the estimated total capital financing.

Table 4.4

Description	Cost (£m)
Capital Receipts from Residual Land Values	(9.8)
Section 75 Contributions from Private and RSL	7.7

Description	Cost (£m)
Capital Supported by HRA	90.8
Capital Supported by Edinburgh Living	95.2
Health Centre funding	12.1
Total	**196.0**

4.5.1.3 Net capital funding requirement

Table 4.5 below represents the total net capital funding requirement.

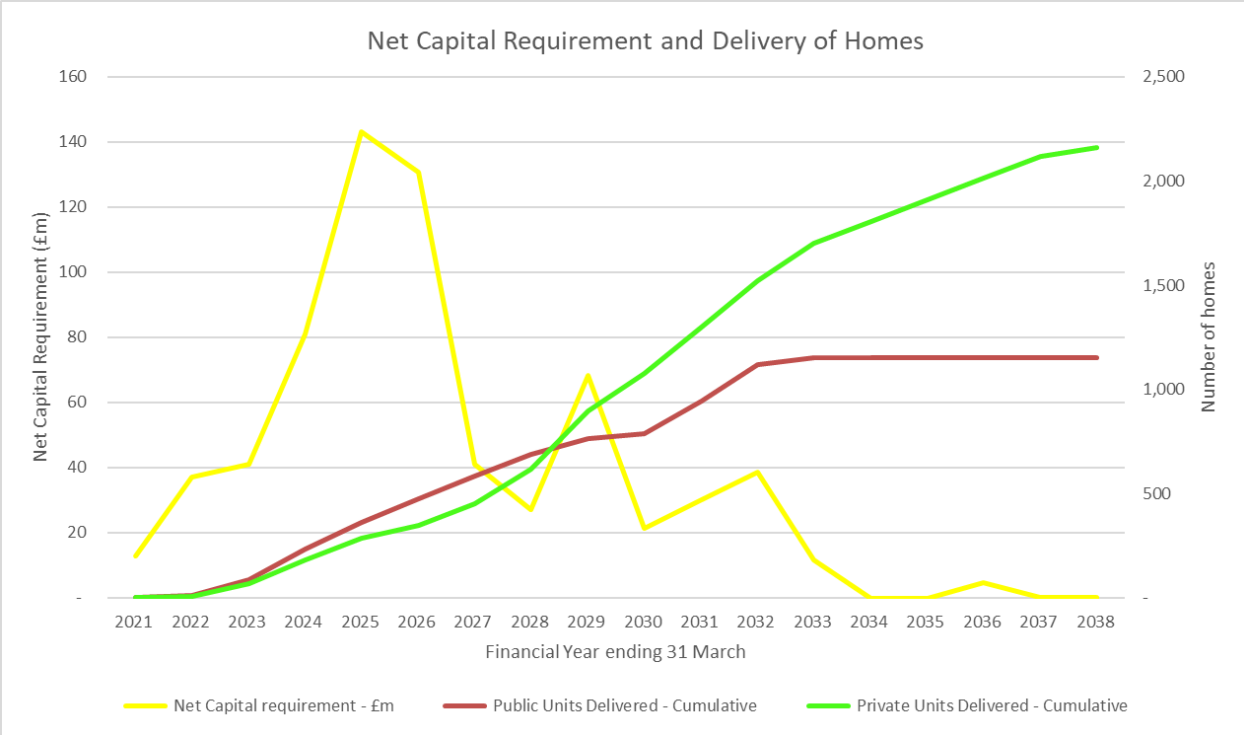
Table 4.5

Description	Cost (£m)
Total capital cost	883.6
Total capital financing	(196.0)
Net capital funding requirement	**687.6**

4.5.1.4 Net capital funding requirement – annual cashflows

Figure 4.1 shows the net capital funding requirement annual cashflows and the cumulative number of homes anticipated to be delivered through to 2038. These are based on the phasing strategy underpinning the financial modelling and set out in section 3.

Figure 4.1 – Net Capital Funding Requirement Cashflows and Cumulative Homes



4.5.2 Revenue

As well as the capital costs and financing identified above, the financial model identifies a revenue cost of £11.7m for industrial unit site acquisition, which cannot be capitalised, and a revenue stream of approximately £0.5m per annum plus inflation for rental of commercial units.

4.6 Conclusions & Next Steps

The Council has developed a financial model to assess Programme cashflows, based on a range of assumptions. This demonstrates that there is an overall net capital funding requirement of £687.6m. Based on the current phasing strategy, approximately 70% of the funding would be required between 2020 and 2026 with the majority of the expenditure relating to infrastructure and decontamination. This reflects the 'infrastructure first' approach and may be subject to change depending on the findings of the Procurement and Funding strategy to be completed during Stage 2.

It is unlikely that the net capital funding requirement can be contained within the Council's capital programme. For illustrative purposes, if the Council were to borrow for the net capital funding requirement, the annual revenue debt servicing costs would be an approximate average of £24m over a 45 year period.

At the next stage of Programme development, it is therefore essential, as part of the Procurement & Funding Strategy, that the Council investigates a range of funding sources prior to finalising the Outline Business Case. These include:

- Grant funding from Scottish Government and other third party providers;
- Funding streams from sources such as green infrastructure and development funds and the Scottish National Investment Bank;

- Building on the City Region Deal to "Prioritise and work with Local Authorities on a site by site basis to support Local Authority borrowing and share the financial risk of infrastructure across the strategic sites";
- Discussion with private sector partners to deliver enhanced value for money; and,
- Further consideration of financial viability to HRA and Edinburgh Living.

An essential first step to this will be to establish the impact of the development and specifically its contribution to three key themes:

- The Place Principle and Place based thinking;
- Achieving Net Zero Carbon by 2030; and
- Delivering Inclusive Growth

Discussions have already commenced with Scottish Futures Trust around a high level funding strategy examining the potential for elements of the development to be supported by external funders and also where the Council can risk share with other public and private sector partners.

There are a number of opportunities that will need to be investigated, as part of the Procurement & Funding Strategy, to reduce the funding requirement. These include:

- Establishing outcomes and impacts that will be delivered by the development at Granton Waterfront across a wider range of metrics;
- Examining detailed funding requirements for individual packages of infrastructure phase by phase;
- Exploring means of reducing capital costs including:
  - Exploring alternative decontamination strategies that are more cost effective;
  - Reducing build costs while improving quality, reducing defects, and delivering long term savings in management and maintenance. There is an opportunity to develop a new business model based on off-site manufacturing to deliver savings through scale of pipeline in Granton, wider waterfront and region.
- Reviewing extent of site servicing;
- Exploring wide range of funding streams with potential partners;
- Liaising with Scottish Government regarding potential for support to enable delivery - It will also be essential that the costs associated with the National Museums Scotland and National Galleries Scotland sites are included in any discussions with Scottish Government to ensure a joined up approach;
- Identifying commercial opportunities, particular in relation to the gas holder;
- Exploring changes to housing tenure mix to optimise value for money while not compromising on the vision and objectives for the Programme;
- Increasing densities of development while ensuring the principles and objectives of the Development Framework are not compromised; and
- Maximising commercial income via meanwhile uses.

5 Programme Management

5.1 Programme Governance & Organisation

5.1.1 Governance Overview

In developing the governance structure, account has been taken of lessons learned from other work programmes both within the Council and externally.

The key principles underpinning any governance structure are:-

- Strong leadership from the top of the client body, key stakeholders and the contractor(s) selected to carry out the works;
- Strong political support and regular reporting by officers on risks, issues and costs;
- Clearly defined roles and responsibilities within the client organisation with clear reporting lines;
- For internal roles, compatibility with the Council's grades and team structures where applicable;
- A strong sense of Programme ownership by individuals;
- Clear management information used to report at all Programme levels; and
- Professional project management support within the client organisation.

5.1.2 Programme Structure

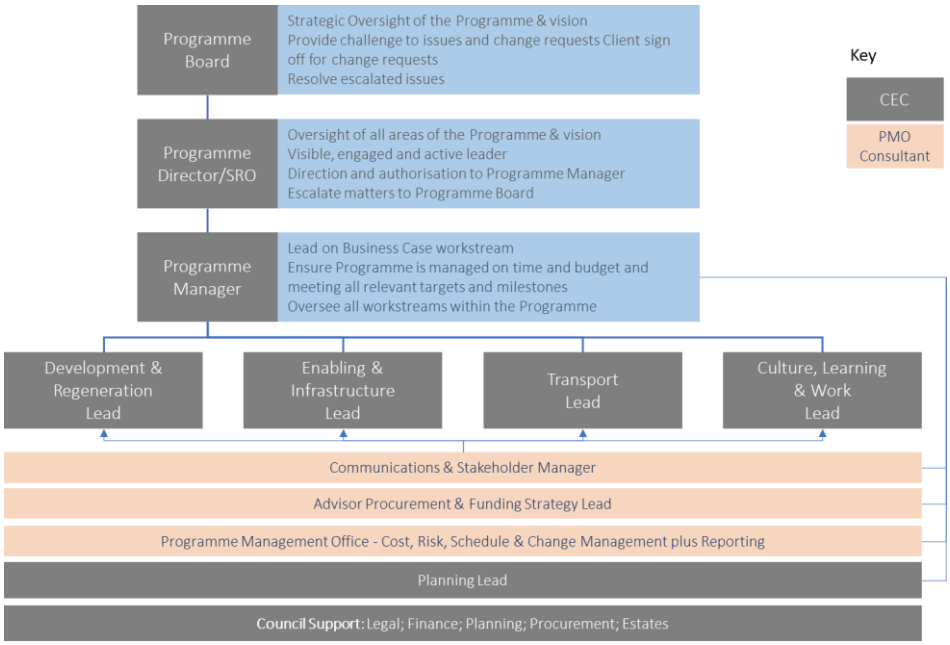
Set out below in Figure 5.1 is the proposed Programme structure for Stage 2 of the Granton Waterfront Programme. Strategic oversight for the Programme resides with the Programme Board and overall responsibility for the Programme delivery with the Programme Director/Senior Responsible Officer. The day-to-day responsibility resides with the Programme Manager supported by the Programme Management Office (PMO).

A number of workstreams have been identified relating to:

- Business Case Development;
- Development & Regeneration;
- Enabling & Infrastructure;
- Transport; and
- Culture, Learning & Work.

As well as the workstreams identified above, a requirement for a Programme Planning Advisor has been identified together with Programme Management consultancy support in relation to Communications and Stakeholder Management, the Procurement & Funding Strategy, and the Programme Management Office (PMO). Council support services will also be required throughout the duration of the Programme.

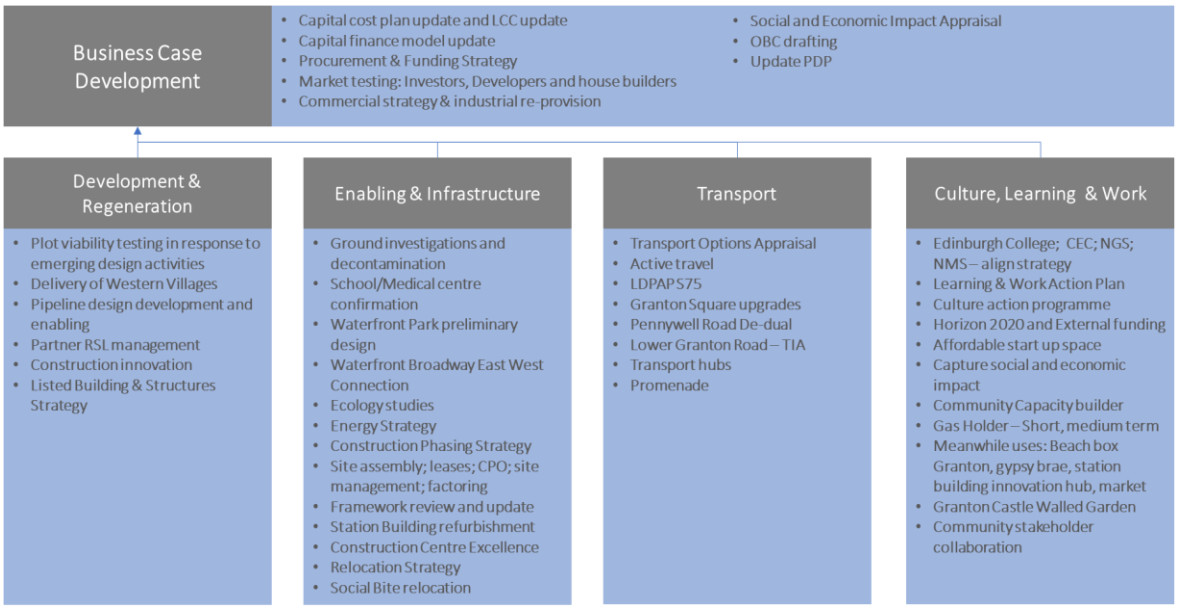
Figure 5.1 – Granton Waterfront Programme Structure



5.1.3 Key Roles & Responsibilities

For each of the workstreams identified above, a number of core tasks have been identified and these are set out in Figure 5.2.

Figure 5.2 – Workstream Core Tasks



The workstream leads will be supported by external advisors and Council service areas during Stage 2. Figure 5.3 below maps the above workstreams to these advisors.

Figure 5.3 – Workstreams and Advisors

	Development & Regeneration	Enabling & Infrastructure	Transport	Culture, Learning & Work	OBC
Prog. Mgt Advisor		●			●
Architect/Urban Design	●	●		●	
GI Technical Advisor		●			
Energy Strategy Advisor		●			
Culture Advisor				●	
Commercial Advisor	●	●			●
Transport Advisor			●		●
Economic Advisor					●
Ecology Advisor		●			

For the key roles identified (as above) the core roles and responsibilities will be as set out in Table 5.1 below.

Table 5.1 – Core Team Roles & Responsibilities

Role	Responsibilities
Programme Board	Strategic Oversight of the Programme & vision. Provide challenge to issues and change requests Client sign off for change requests. Resolve escalated issues.
Programme Director/SRO (Council)	Create an open, honest and positive culture committed to delivering at pace. Challenge consultants, senior officers and Councillors when appropriate and escalate matters in a timely manner utilising the agreed governance structures. Ensure the Programme Manager is managing the Programme on time and on budget, and meeting all relevant targets and milestones. Build and maintain strong and effective relationships with key stakeholders across the Programme and lead stakeholder communications for the Council at officer level. Coordinate and link in with other Council activities and co-ordinate all officer work on the Programme, ensuring a 'joined up' approach. Support the role of elected Members.

Role	Responsibilities
	Comply with Council policies and procedures. Implement and maintain robust, appropriate and transparent Programme governance. Monitor and control the progress of the Programme at a strategic level, being honest and frank about Programme progress, risks and issues. Ensure that any changes to agreed Programme benefits are flagged appropriately within Programme governance and that, if appropriate, the Outline Business Case is updated accordingly. Ensure that communication processes are effective and that the Programme objectives and deliverables continue to be consistent with the Council's strategic direction. Ensure that the Programme is subject to review at appropriate stages and take a lead role to ensure the outcomes of any audits are addressed at the appropriate time. Report Programme progress to Board and escalate matters for decision to board in a timely fashion ensuring the board has sufficient information to inform robust decision making.
Programme Manager (Council)	Lead on Business Case workstream bringing together all of the Programme workstreams Oversee all workstreams within the Programme Manage the day to day activities in the schedule and be responsible for ensuring all Programme workstreams are being managed effectively. Challenge the Programme team when appropriate and escalate matters to the Programme Director in a timely manner. Ensure the Programme team is managing the Programme on time and on budget, and meeting all relevant targets and milestones. Build and maintain strong and effective relationships with key stakeholders across the Programme and manage stakeholder communications with assistance from the wider Programme team. Manage other Council activities and co-ordinate all officer work on the Programme, ensuring a 'joined up' approach. Support the Programme Director in managing the role of elected Members.

Role	Responsibilities
	Comply with Council policies and procedures. Implement robust, appropriate and transparent project governance. Manage the progress of the Programme, being honest and frank about Programme progress, risks and issues. Ensure that any changes to agreed Programme benefits are managed within Programme governance and reflected in the Outline Business Case. Ensure that communication processes are managed and that the Programme objectives and deliverables continue to be consistent with the Council's strategic direction. Report Programme progress to the Programme Director and escalate matters for decision in a timely fashion ensuring senior management has sufficient information to inform robust decision making.
Development & Regeneration Lead (Council)	Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively. • Plot viability testing in response to emerging design activities • Delivery of Western Villages • Pipeline design development and enabling • Partner RSL management • Construction innovation • Listed Buildings and Structures Strategy Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner. Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones. Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong and effective relationships with key stakeholders across the Programme. Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a 'joined up' approach. Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream

Role	Responsibilities
	Comply with Council policies and procedures. Implement robust, appropriate and transparent project governance. Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues. Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.
Enabling & Infrastructure Lead (Council)	Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively. ▪ Ground investigations and decontamination ▪ School site confirmation ▪ Medical Centre site confirmation ▪ Waterfront Park preliminary design ▪ Waterfront Broadway East West Connection ▪ Ecology studies ▪ Energy Strategy ▪ Construction Phasing Strategy ▪ Site assembly; leases; CPO; site management; factoring ▪ Framework review and update ▪ Station Building refurbishment ▪ Construction Centre Excellence site ▪ Relocation Strategy ▪ Social Bite relocation Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner. Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones. Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong

Role	Responsibilities
	and effective relationships with key stakeholders across the Programme. Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a 'joined up' approach. Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream Comply with Council policies and procedures. Implement robust, appropriate and transparent project governance. Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues. Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.
Transport Lead (Council)	Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively. ▪ Transport Options Appraisal ▪ Active travel inputs and planning ▪ LDPAP S75 ▪ Granton Square upgrades ▪ Pennywell Road De-dual ▪ Lower Granton Road – TIA ▪ Transport hubs assessments Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner. Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones. Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong and effective relationships with key stakeholders across the Programme.

Role	Responsibilities
	Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a 'joined up' approach. Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream Comply with Council policies and procedures. Implement robust, appropriate and transparent project governance. Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues. Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.
Culture, Learning & Work Lead (Council)	Manage the below day to day workstream activities and be responsible for ensuring the Programme workstream is being managed effectively. ▪ Edinburgh College; City of Edinburgh Council; NGS; NMS – align strategy ▪ Learning & Work Action Plan ▪ Culture action programme ▪ External funding applications / requirements ▪ Affordable start up space ▪ Capture social and economic impact ▪ Community Capacity builder ▪ Gas Holder – Short, medium term ▪ Meanwhile uses: Beach Box Granton, Gypsy Brae, Station Building Innovation Hub, local market ▪ Granton Castle Walled Garden ▪ Community stakeholder collaboration Challenge the Programme team when appropriate and escalate matters to the Programme Manager in a timely manner. Ensure the workstream is being managed on time and on budget, and meeting all relevant targets and milestones. Assist the Programme Director and Programme Manager in implementing the stakeholder and communications strategy for the Programme. In relation to the workstream scope, lead on internal and external stakeholder management, building strong

Role	Responsibilities
	and effective relationships with key stakeholders across the Programme. Manage other Council activities and co-ordinate all officer work in the workstream, ensuring a 'joined up' approach. Support the Programme Director and Manager in managing the role of elected Members as it relates to the workstream Comply with Council policies and procedures. Implement robust, appropriate and transparent project governance. Manage the progress of the workstream, being honest and frank about workstream progress, risks and issues. Report workstream progress to the PMO and Programme Manager and escalate matters for decision in a timely fashion ensuring sufficient information is made available to inform robust decision making.
Planning Lead (Council)	Planning advisory role to initially take forward the Development Framework and ultimately help coordinate delivery of project. The role does not fit directly into any of the planned workstreams but will overarch different areas to ensure consistency and compliance with the planning process. This will include: Taking Development Framework to Planning Committee and briefing members; reviewing Framework to address concerns from convenor / National Collection etc Ongoing review of Development Framework including input into City Plan Providing general planning advice at the earliest stage and providing clarity in approach; identify elements of potential risk and identify ways of mitigating risk Reviewing briefs for consultants to ensure clarity and compliance with the Framework and LDP /City Plan Looking at outcomes of feasibility studies (e.g. contamination/flooding/ecology) and looking at implications for the Development Framework – acting as liaison between different services to ensure that proposals accord with planning legislation / development plan / guidelines etc Working with architecture teams to establish consequences of financial modelling – e.g. looking at implications of increasing densities

Role	Responsibilities
	Developing new ways of working between Team Granton and other teams within the Council – establishing a 'virtual team' with planning officers as required (urban design, ecology and landscape, transport) to ensure a 'joined up' approach Explore new ways of construction and assess implications for design / placemaking Develop new ways of achieving more efficiency in the planning process with better ways of working to achieve better planning applications and quicker decisions Investigate potential for pilot trials – e.g. underground bins
PMO - Commercial Manager (External Advisor)	Management of all Programme budgets and cost reporting. Working with the Programme Manager and the Council's finance team, assist in the development of a Procurement and Funding Strategy for the Programme including contract strategy, procurement strategy and risk apportionment across the Programme. Provide strategic commercial advice as required. Review and update cost plan for the Programme (validating cost information currently available from the Council) to be used in the development of the Outline Business Case including all capital and whole life costs. Set up of project budgets and cost reporting system for the Programme and provide monthly commercial reports. Carry out commercial contract administration in relation to any Advisors appointed by the Council throughout the Programme. Contract administration tasks including payment valuation and certification monthly, management of variations and claims / change control as required, budget & cost reporting monthly, Contract correspondence management and dispute resolution as required.
PMO Scheduler (External Advisor)	Establishment and maintenance of the Programme Master Schedule. Production of progress information and data to support Programme decision making process. Review and update the Master Schedule including but not limited to: ▪ All Stage 2 and Stage 3 activities; ▪ All third-party requirements and necessary consents; ▪ Outline construction programme to verify construction durations based on known constraints.

Role	Responsibilities
PMO Risk Manager (External Advisor)	Development and management of the Programme risk register including periodic quantitative risk analysis as agreed with the Programme Board.
Procurement and Funding Advisor (External Advisor)	Working with the Programme Manager and PMO Commercial Manager to undertaken extensive market engagement and consultation to develop an appropriate Procurement and Funding Strategy for the Programme. Develop a robust procurement plan which meets the needs of the development taking account of market factors, best practice, EU procurement legislation Lead the procurement process in line with the Scottish Government's Procurement Journey, Local, National and European procurement legislation
Stakeholder & Communication Manager (External Advisor)	Working with the Programme Manager, support the drafting of a comprehensive approach to engagement with key stakeholders, existing forums and communities within Granton and the adjacent areas throughout the Programme at various identified stages. Design and draft key online communications materials for the Programme. Develop initial web content for the Programme webpage and carry out further updates to the content as required linked to key milestones for strategic Programme communications. Design and assist in the delivery of stakeholder public engagement. Identify and coordinate all key stakeholders and develop and manage a stakeholder management plan for the Programme including where applicable the management of approvals and consents. Supporting public consultation for all phases, schemes or the wider development depending on the Council requirements as the Programme progresses. Support the preparation, planning and delivery of a high profile public events, providing all materials for the event apart from venue. Support the preparation, planning and delivery of local engagement sessions, providing all materials for the events apart from venue. Assist in designing online survey questions and create appropriate supporting materials. Support the analysis and report findings of online survey, local engagement sessions and public events.

5.2 Communications

5.2.1 General

The Programme Manager shall be the focus of all communication for the Programme. It is recognised that direct contact between the Programme team will take place and suitable records should be kept as necessary by the relevant Programme team member. The Programme Manager shall be copied in on all correspondence relating to key aspects of the Programme, which shall include correspondence to/from the Council and parties outside of the Programme team.

5.2.2 Written

All items of written communication such as reports, email and letters will be referenced according to criteria set in this section 5.

5.2.3 Verbal

Generally verbal communication is promoted as it is the quickest, most efficient method of communication. However, where necessary, verbal communication should be recorded via written communication and copied to relevant members team.

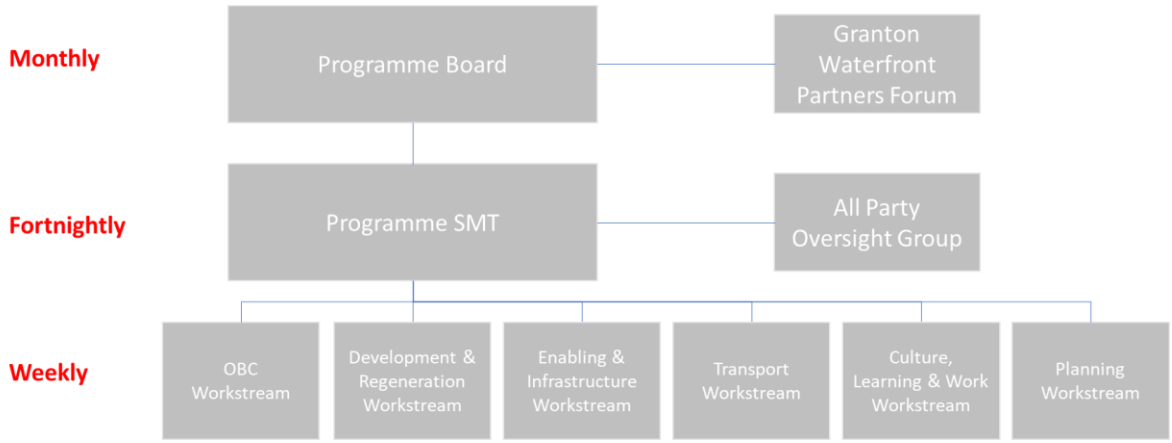
5.2.4 Meetings

At the commencement of Stage 2 the Programme Board will be formed and will meet on a monthly basis. The Programme Board will be the main decision making body. The Programme Director, supported by the Programme Manager and PMO, will provide formal papers to the Programme Board monitoring progress, expenditure and setting out any key decisions required.

As well as the Programme Board a Programme Senior Management Team (SMT) will be established and will meet on a fortnightly basis and be chaired by the Programme Director/SRO.

Working Groups will then meet weekly or as required and will report to the Fortnightly SMT.

Figure 5.4 – Granton Waterfront Programme Key Meetings



5.2.4.1 Programme Board

Chair	TBC	**Membership** Executive Director of Place/Head of Service Head of Finance Head of Procurement Head of Communications Head of Culture Senior Transport Representative Head of Housing Services Programme Director/SRO Programme Manager **If required:** PMO and/or workstream leads
Location	Waverley Court	
Frequency	Monthly	
Duration	2 Hours	
Purpose	To provide oversight of all areas of the Programme. To provide challenge to issues and change requests and to be the client sign off point for change requests. Resolve key issues that remain unresolved at Programme SMT.	
Standard Agenda Items	Minutes of last meeting Presentation by Programme Director of monthly Risk Dashboard and Summary Dashboard	

	Questions & Answers	
Decisions	Identification of issues for escalation to CLT Confirmation of changes to be actioned through formal change process	
Escalations	CLT	
Reporting Route	CLT Change Board	

5.2.4.2 Senior Management Team (SMT)

Chair	Programme Director/SRO	**Membership** Programme Director/SRO Programme Manager Workstream Leads PMO Commercial Manager PMO Planner PMO Risk Manager Stakeholder & Communications Manager
Location	Waverley Court	
Frequency	Fortnightly	
Duration	2 hours	
Purpose	To review the Programme actions, progress and key decision requirements To agree strategic decisions requiring escalation to Programme Board	
Standard Agenda Items	Programme Manager update Key decisions and issues resolution	
Decisions	Identification of issues for escalation and decisions to be made Escalation of potential changes to be actioned through formal change process	
Escalations	Programme Board	
Reporting Route	Programme Board	

5.2.4.3 Workstream Meetings

Chair	Workstream Lead	**Membership** Workstream Lead PMO support as required To be established by workstream leads
Location	Waverley Court	
Frequency	Weekly	
Duration	1 hour	
Purpose	To review the workstream actions, progress and key decision requirements To agree strategic decisions requiring escalation to SMT	
Standard Agenda Items	Workstream Lead update Review of workstream action tracker Key decisions and issues requiring resolution	
Decisions	Identification of issues for escalation and decisions to be made Escalation of potential changes to be actioned through formal change process	
Escalations	Senior Management Team	
Reporting Route	Senior Management Team	

5.3 Delegated Authority

To ensure suitable flexibility within agreed governance arrangements provisions will need to be put in place at the outset of Stage 2 providing the Programme Director/SRO with the necessary delegated authority from the Programme Board to effectively manage the Programme budgets

Expenditure will be reported to the Board on a monthly basis and any risk of overspend will be highlighted to the Board as soon as reasonably practicable.

5.4 Baseline Master Schedule and Management Protocols

5.4.1 Roles and Responsibilities

The responsibility for the update and issue of the Programme Master Schedule will be with the PMO Scheduler.

5.4.2 Master Schedule Overview

A Master Schedule has been established. The Master Schedule is based upon the phasing strategy that has been developed following a number of workshops to establish timescales and background information with the appropriate team members.

5.4.3 Master Schedule Update Procedure

The Master Schedule will be updated once a month and this will be carried out by the PMO Scheduler. The Workstream Leads will be accountable for providing the information to enable the Master Schedule to be to updated.

All associated reporting will be issued to the Board members in advance to the Board meeting and a monthly primary baseline will be saved for reporting purposes.

5.4.4 Maintenance and Master Schedule Change Control

Any change in the schedule baseline will be subject to a formal change procedure as detailed in Section 5.7.

5.5 Cost Management Protocols

5.5.1 Cost Management Procedures

Based on the established baseline budget, financial reviews at key decision points will be carried out regularly to ensure the Programme can be delivered within the agreed baseline budget and funds are available for the planned expenditure.

Costs will be recorded on the Council's financial system and monitored by the PMO Commercial Manager. Costs will be reported back to the Programme Board on a monthly basis. All the expenditure will be closely monitored including the internal costs to ensure they are in line with the Programme baseline budget.

5.5.2 Budget and Cost Management Overview

5.5.2.1 Baseline Cost

Financial modelling undertaken to date has indicated the Programme requires investment of circa £884m to enable delivery of infrastructure and associated development. There is a current funding requirement of around £688m.

5.5.2.2 Stage 2 Cashflow

A cashflow has been produced by the Council for Stage 2. The total estimated cost for Stage 2 is approximately £2m. Stage 2 expenditure will be monitored on a monthly basis and any changes to the cashflow will be agreed by the Programme Board or in accordance with delegated authority

limits, prior to implementation and a record made of the changes and reason as to their implementation.

5.5.3 Budget Update Procedure

A detailed budget has been produced and a high level phasing and delivery Gantt chart to inform the cashflow. Any changes to the budget will be agreed by the Programme Board or in accordance with delegated authority limits, and a record made of the changes and reason as to their implementation.

5.5.4 Budget and Cost Reporting

Cost reporting will be performed monthly by the Commercial Manager and will include the cost plan, updated final cost estimate, change control register, cash flow, risk register and any value engineering opportunities.

5.6 Risk Management

5.6.1 Context and Purpose

This section defines the processes, guidance and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the delivery of the Programme.

This section details the structure, level of control, risk activities and responsibilities required to support the effective delivery of risk management across the Programme. This will lead to the successful proactive management of risk and to ensure that visibility is encouraged to gain confidence in the Programme, its constituent projects' outputs and understanding their associated risk profile.

5.6.2 Risk Management Overview

In this section risk is considered in terms of both threat and opportunity. The risk management process has been developed in a manner that will facilitate the ongoing management of risk throughout the life of the Programme and will not solely focus on the current stage.

5.6.3 Risk Process

Risk analysis and management is the overall responsibility of the Programme Director/SRO supported by the Programme Manager and PMO. A number of workshops were undertaken during 2019 to identify current risks to the Programme and a Risk Register has been prepared.

The process of analysing and managing risk involves two distinct phases:-

- ***Risk Analysis*** – Risk analysis can be sub-divided into two factors. Firstly, the identification of risks and qualitative analysis, and secondly, the subsequent quantitative analysis of the risks. An initial qualitative analysis of risk is essential as it brings considerable benefit in terms of understanding the Programme and its problems irrespective of whether or not quantitative analysis is carried out; and
- ***Risk Management*** – It is essential that the management of risk is not considered as a one off activity as it should be applied continuously throughout the life of the Programme.

5.6.4 Risk Management Toolkit and Activities

5.6.4.1 Risk Register

The Risk Register structure reflects the overall Programme scope. A high level Risk Register has been prepared for the Programme and has been issued to the Council for development during Stage 2.

The standard risk register tool is an Excel document and is intended to be a collaborative risk register to be used for the Programme as a whole. The Risk Register is a key Programme document which provides full details in relation to the description, classification, assessment and mitigation of all risks. The register remains as a live document subject to regular revision as new risks are documented and current risks are managed out.

Individual risks will be regularly reviewed with their owners and the dedicated Programme team and updated as required. This process will provide an ongoing assessment of the risks in the light of Programme development and the impact of control actions taken. The development of the Risk Register is an iterative process and requires sustained effort to fully capture, clear actions, action owners, completion dates and modelling outputs.

5.6.4.2 Risk Dashboard

A dashboard represents an appropriate reporting tool in highlighting particular risks for the Programme Board to review. The purpose of the dashboard will be to provide a snapshot of the risk profile of the Programme in order to prioritise risk events and mitigation / enhancement action. As the risk process is revised and re-iterated through time, the risk dashboard will become a function within the reporting process and will be included into the monthly submission to the Board.

5.6.4.3 Workshops and Reviews

In order to maintain continuous review and communication it is recommended, once the risk structure is established, to schedule the risk and reporting activities required.

5.6.4.4 Quantitative Risk Analysis (QRA)

Once risks have been subject to a detailed impact assessment, QRA modelling can be used to evaluate the expected impacts of risk in terms of cost (QCRA) and schedule (QSRA) at any given confidence level.

5.6.4.5 Risk Register QCRA

Quantitative Cost Risk Analysis (QCRA) will be carried out on the contents of the Risk Register. It will involve scoring individual risks in terms of probability of occurrence and minimum, most likely and maximum risk cost. This will allow for a cost risk exposure to be identified and this process will form part of the risk register reviews, allowing tracking of risk register exposure along the timeline of the project. This method also allows for prioritisation of risks from a financial impact perspective for mitigation actions.

5.6.4.6 Integrated QRA

Developing an integrated QRA approach provides a complete cost risk assessment in a QRA model. This incorporates assessments of the main sources of uncertainty to the Programme and allows for a more robust overview of the cost risk profile of the Programme.

At the early stages of a Programme complete QRAs are usually undertaken following significant change, the introduction of key elements or in line with key approval gateways. As the Programme progresses QRAs will become more regular in line with the Programmes's specific requirements.

5.6.4.7 QSRA

Quantitative Schedule Risk Analysis (QSRA) will be undertaken on the Master Schedule using the risk register. The main objective of a QSRA is to review the Master Schedule, discuss the uncertainty surrounding activities, setting sensitivities to activity durations and introducing risks from the risk register by attaching them to appropriate activities in the plan. Risks are analysed for probability of occurrence and minimum, most likely and maximum schedule impact. Using Primavera Risk Analysis software, the analysis will identify the confidence of meeting milestones and the expected end date when risks are taken into account on top of the Master Schedule.

At the early stages of a Programme complete QSRAs are usually undertaken following significant change to the Programme or in line with key approval gateways. As the Programme progresses QSRAs will become more regular e.g. quarterly or in line with the Programme's specific requirements.

5.6.5 Roles and Responsibilities

Table 5.2 below outlines the key roles and responsibilities of risk management across the Programme:-

Table 5.2 – Risk Management Roles and Responsibilities

Role	Responsibilities
Programme Manager	Establishing and taking overall ownership of the Programme's risk management process. Is ultimately accountable for identifying and managing all risk to the Programme whilst ensuring it is managed throughout in line with the process. As owner of the Programme level risk register, is responsible for:- ▪ Its monthly review; ▪ The quality of the information within the register; ▪ Ensuring that workshops are suitably attended by appropriate disciplines (e.g. commercial, technical, finance etc.); ▪ Assigning risk and risk treatment owners and ensuring their effectiveness in managing risk. Manages the risk escalation process including reporting key risks to the Programme Board.
PMO Risk Manager	Responsible for the technical direction and effectiveness of the risk management process. Duties include:- ▪ Facilitate monthly risk reviews; ▪ Updating and maintenance of the Risk Register; ▪ Provision of all Quantitative Risk Analysis (QRA) activities; ▪ Report concerns regarding risk levels and risk management to the PMO Lead as appropriate or at risk forums;

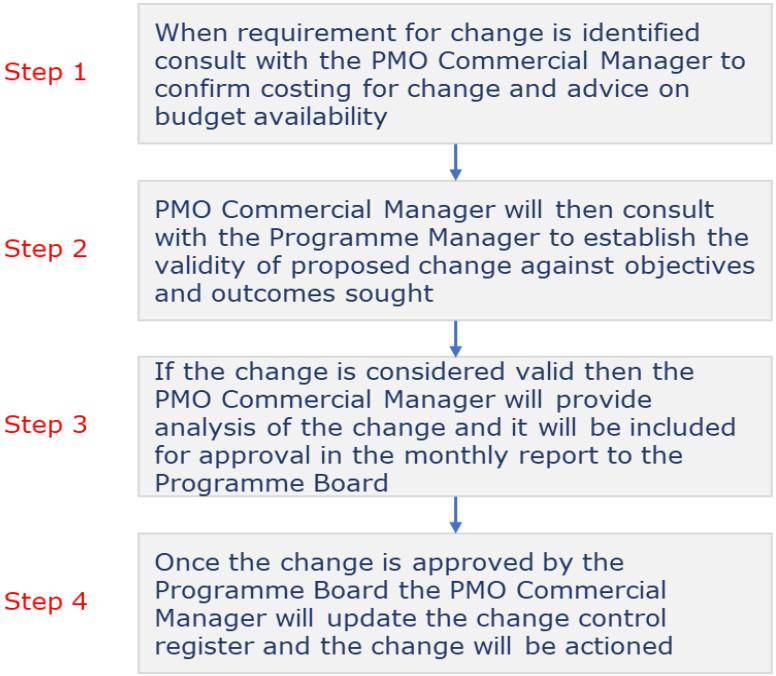
Role	Responsibilities
	▪ Produce monthly risk reports and register archives; and ▪ Build and maintain a risk management culture within the Programme through communication and close working relationships.
Workstream Leads	Responsible for informing the PMO Risk Manager or risk register owner of any potential risk associated with the Programme and any subsequent updates as required including providing supporting risk treatment actions. Attendance at risk workshops / forums as appropriate.
Risk Owners	Accountable for managing individual risks assigned to them and therefore responsible for:- ▪ Agreeing responses to manage risk levels; ▪ Delivery of assigned actions to reduce threat or realise opportunity, maintaining awareness of and meeting action due dates; ▪ Monitoring risk treatment performance; ▪ Reporting progress on a regular basis or at monthly review workshops; ▪ Escalating risks to the PMO Risk Manager where they feel they have insufficient authority or ability to effectively manage a particular risk; ▪ Inform the PMO Risk Manager of any situation where dates will not be met and provide updated delivery timescales; ▪ Attendance at risk workshops / forums as appropriate.

5.7 Change Management

5.7.1 Change Management Procedure

Change control relies upon accurate identification and assessment of the proposed changes at the earliest possible stage. The implications of changes must be considered relative to the Programme. A Change Register will be maintained and used for Board approval in advance of committed expenditure. The steps of the internal change procedure to be adopted in Stage 2 are as follows:-

Figure 5.5 – Change Management Procedure



5.7.2 Roles and Responsibilities

Table 5.3 – Change Management Roles and Responsibilities

Role	Responsibilities
Programme Director	▪ Seek approval of changes at Programme Board level
Programme Manager	▪ Establish and agree what is an acceptable change ▪ Clearly identify what the change is ▪ State the reasons for the change ▪ Identify Change Originator and Change Owner ▪ Monitor and identify changes / potential changes
PMO Commercial Manager	▪ Prepare costing for changes ▪ Review and verify costs once submitted by the relevant party ▪ Confirm funding source and availability of funding ▪ Update the change control register ▪ Control and report status of changes ▪ Monitor and identify changes / potential changes ▪ Compile supporting documentation

Role	Responsibilities
Workstream Leads	▪ Monitor and identify changes / potential changes

5.8 Stakeholder & Communications Management

5.8.1 Stakeholder Management Plan

A Stakeholder Management Plan will be developed for the Programme at the commencement of Stage 2.

Stakeholder management is a critical part of managing the Programme as stakeholders have influence over both the criteria by which the success of the Programme can be judged and the relative values within the Programme. Two leading causes of Programme failure are insufficient involvement of stakeholders and infrequent communication with sponsors and other key stakeholders.

Activities undertaken within the stakeholder management process during Stage 2 will include:-

- Identification of stakeholder organisations and key stakeholders / decision makers through the process of stakeholder mapping;
- Analysis of the stakeholders to understand their influence and position in relation to the Programme;
- Strategy & planning in order to minimise risk and maximise opportunity. Content and timing of communication with stakeholders is key and will be influenced by key milestones on the Programme Master Schedule;
- Implementation, engagement and review including the production of stakeholder specific communications materials / presentations and the implementation of reporting and reviewing procedures;
- Evaluation following review in order to identify positive engagement, learn lessons where necessary and amend methods of communication; and
- Recording and monitoring stakeholder requirements throughout the lifecycle, assigning tangible actions and deadlines for completion with the aim of maximising overall stakeholder satisfaction.

5.8.2 Stakeholder Identification

A detailed stakeholder identification exercise will be carried out as part of the Stakeholder Management Plan to be developed during Stage 2. At present a number of key stakeholders have been identified and these are set out in Table 5.4 below:

Table 5.4 – Preliminary Stakeholder Identification

Stakeholder Group	Stakeholder
Public Body	Scottish Futures Trust
Public Body	National Galleries Scotland

Stakeholder Group	Stakeholder
Public Body	National Museums Scotland
Government	Scottish Government
Educational establishments	Edinburgh College
Educational establishments	Local primary schools
Health	NHS Lothian
Development	Port of Leith Housing Association
Development	Link Housing Association
Development	Places for People
Transport	Lothian Buses
Transport	Transport for Edinburgh
Transport	Edinburgh Tram
Community	Local residents
Community	Elected Members
Community	Community Councils
Community	Community organisations and local groups
Sport	Spartans Football Club
Community	Blue Light Services
Utilities	Various
Retail	Existing local businesses
Internal	Council's internal stakeholders

Stakeholder Group	Stakeholder
Community	North West Waterfront Working Group
Community	Local businesses and leaseholders

5.8.3 Stakeholder Communications & Engagement

5.8.3.1 Objectives

The objectives of the stakeholder communication strategy are as follows:

- Work collaboratively with the community, partners and private sector to deliver a programme of meanwhile uses over the next 12-36 months aimed at empowering local people, creating affordable work and creative space and building the brand around vision based on the key principles and character areas within the Development Framework.
- Ensure stakeholders are provided with timely, up-to-date information about those aspects of the Programme affecting them;
- Ensure stakeholders are given appropriate opportunities to provide comment into the timing, phasing and scope of the Programme;
- Ensure the consultation activities for inputting into Programme design development is clear, open, accessible and transparent;
- Ensure that all information which is relevant to stakeholders is provided as soon as possible; and
- Ensure, where possible, any conflict is avoided through open and transparent communication.

5.8.3.2 Outline Communication Strategy

Following on from the stakeholder identification and analysis stage, a stakeholder communication strategy will be developed to define how effective communication will be used to engage with each stakeholder group. Key aspects of the strategy will include:

- Acknowledgement and active monitoring of the concerns of all legitimate stakeholders, taking their interests appropriately into account in decision making and operations;
- Adoption of processes and modes of behaviour that are sensitive to the concerns and capabilities of each stakeholder;
- Development of a communications governance structure to define ownership and responsibility for communications across the Programme; and
- Recognition of interdependency among certain stakeholders taking into account their respective risks and exposures.

Dependant on the outcome from the stakeholder analysis each stakeholder shall be afforded a communication strategy tailored to their requirements. Although each stakeholder does command a bespoke approach, for stakeholders with similar requirements aspects of the communication strategy will be more efficiently implemented within groups. Table 5.5 below shows how the stakeholders will be communicated with at varying levels.

Table 5.5 – Stakeholder Communications

Engagement Strategy	Management Approach	Methods of Communication
Manage Closely	Full engagement and sharing of information. Learn what is important to them and how the Programme may affect them and seek to minimise negative impacts where possible. Make every effort to satisfy their requirements. Actively seek their support.	One to one briefings. Regular meetings. Events – seminars, workshops, etc. Discussion forums. Written briefings.
Keep Satisfied	Careful monitoring to assess changes in their level of interest. Understand what is important to them and how the Programme / projects may affect this.	Presentations. Road shows. Events. Discussion forums.
Keep Informed	Use positive stakeholders as allies. Share information and involve them. Maintain their support for the Programme. Manage negative stakeholders appropriately as they can drain resources in their demand for information.	Presentations. Road shows. Newsletters. Website. Articles in industry publications.
Minor	Monitor these stakeholders to determine if their level of interest or influence changes. Minimal effort required to communicate at key milestones.	Website. Newsletters. Press releases. Ad hoc meetings.

The Stakeholder Management Plan will be regularly reviewed and will be used as a management and reporting tool.

5.8.4 Communications and Engagement Methods

From the table above, the following reporting techniques will be used to communicate with each stakeholder dependant on their requirements:

5.8.4.1 Stakeholder One to One Briefings

To be used for information that is relevant to a specific stakeholder, or for confidential information to be communicated to a stakeholder. To be used where there is a clear message to be conveyed with no space for ambiguity.

5.8.4.2 Stakeholder Regular Meetings

To be held with key stakeholders whose interest in the Programme is high and who stand to be impacted not only by the end outcome but also the ongoing works. Regular meetings provide opportunity for these stakeholders to air opinions and gain information, allowing for actions to be set and completed prior to the next meeting in the cycle.

5.8.4.3 Workshops

Open sessions that encourage collaboration. Useful during Stage 2 set up as it invites an open discussion and often serves to bring to the fore issues and concerns that otherwise would not be aired.

5.8.4.4 Discussion Forums

Discussion forums are to be used to communicate to a group of stakeholders who share similar interests in the Programme. This serves to ensure that although many parties may be represented, there is not an overwhelming difference of opinion which might hinder progress. To be arranged as and when required.

5.8.4.5 Presentations

To be communicated when a specific piece of key information needs to be delivered. This may be around particular milestone / phase in the Programme or issue arising. A presentation can involve numerous stakeholders or several representatives from the same stakeholder. Formal question and answer will be encouraged but not full discussion.

5.8.4.6 Newsletters

To be used for communicating updates to parties whose interest determines they should be kept informed on Programme progress, such as local residents and small businesses.

5.8.4.7 Email / Written Communication and Website Updates

Subject to full compliance with GDPR the existing email contact database for the Granton Waterfront Programme will be utilised and updated. In addition, to ensure that the practical information is readily available to the desired target audience the following will be used:

- Face to face communications;
- Council website;
- Social Media; and
- Information boards in community centres.

5.8.4.8 Social Media

The timing of the setup of social media platforms will be driven by the key decisions and information brought forward by the Council with regards to the Granton Waterfront Programme. Due care and attention will be given to the content and timing of all information issued via social media to the general public.

5.8.4.9 Press Releases

Stories commanding media interest are to be determined and communicated via the Council's communication team.

5.8.4.10 Ad-hoc Meetings

Ad-hoc meetings will be called to deal with any issues that arise that either concern a stakeholder or stakeholders not in regular direct contact, or are of an urgent nature and requiring to be dealt with prior to the next scheduled meeting.

5.9 Safety, Health, Environment & Quality (SHEQ)

5.9.1 Health & Safety

The management of Health & Safety will be carried out on a project-by-project basis following the Construction (Design and Management) Regulations 2015 (CDM). As the Programme develops this section of the PDP will be updated accordingly.

5.9.2 Quality

Quality Management will be conducted on a project-by-project basis through a quality system that complies with the requirements of ISO 9001:2015. As the Programme develops this section of the PDP will be updated accordingly.

5.9.3 Environmental

Environmental Management will be conducted on a project-by-project basis ensuring that all parties working on the Programme have in place a documented policy that adheres to ISO 14001:2015. As the Programme develops this section of the PDP will be updated accordingly.

5.10 Design Management

5.10.1 Overview

Design management is the application of project management principles to the design phases of a Programme to ensure that the design is optimised, fully meets the brief and is advanced to support achievement of the overall Programme objectives and thus safeguarding the design principles set out in the Development Framework.

Design management activities will be conducted on a project by project basis. As the Programme develops this section of the PDP will be updated accordingly.

5.11 Document Control & Information Management

5.11.1 Document Control Governance

At the commencement of Stage 2, a common data environment (CDE) will be established for the purpose of sharing and managing Programme information and documentation.

5.11.2 Naming Convention

The following naming convention will be followed when generating information documents:-

Table 5.6 – File Naming Convention

Revision Date	Project Code	Document Type	Document Name	Revision	Status
yy.mm.dd	Every project will be assigned an ID code for the	DR – Drawing RP – Report MI – Minutes	As required	See footnote	See section below

Revision Date	Project Code	Document Type	Document Name	Revision	Status
	purpose of information control	MS – Method Statement RFI – Request for Information CO – Correspondence SP - Specification			

6 Way Forward

A number of key activities, mapped into the workstreams identified in this PDP, will need to be completed during Stage 2. These are set out in more detail below.

6.1 Business Case Development Workstream

The next stage of Programme development (Stage 2) will be focussed on delivering an Outline Business Case (OBC). This will involve key activities being carried out in order to support the analysis in the OBC and to ensure the proposed development maintains momentum through meanwhile uses, early action projects and good communications and stakeholder management.

Key tasks have been identified that are required to be undertaken at Stage 2 in order to prepare the OBC for the Granton Waterfront Programme. Four separate workstreams will be established and each of the tasks have been mapped to these workstreams. In addition to the further technical studies, more detailed design work, and development of strategies required to refine the inputs into the OBC at the next stage, there are also key OBC deliverables required at Stage 2 and these will be managed by the Programme Manager. Key deliverables include:-

- Capital Cost Plan update and LCC update;
- Capital finance model update;
- The development of a comprehensive Procurement & Funding strategy for the Programme building on the work set out in the Project Cashflows section of this PDP;
- Market testing the emerging procurement and funding strategy with investors, developers and housebuilders;
- Social and Economic Impact Appraisal;
- Outline Business Case drafting; and
- PDP update.

6.2 Development and Regeneration Workstream

6.2.1 Plot viability testing

The masterplan for land in council ownership has provided high level information which has allowed for a cost plan to be produced for each plot. The current financial modelling has been undertaken to provide an overarching financial model to assess Programme cashflows in line with assumptions outlined in Section 4.

Stage 2 should allow for further financial modelling to help identify and secure funding requirements for the delivery of phased packages of works. This should take into account any further technical outputs and updated cost plans.

6.2.2 Delivery of Western Villages

A number of Early Action projects have been identified to enable the Council to continue to work collaboratively with the community and other stakeholders on meanwhile uses and capacity building to allow existing and new initiatives to flourish where viable.

The most south western plot within the masterplan boundary is known as Western Villages. This plot stalled development in 2008 with around 759 homes having been completed to date. Within this plot, there is still capacity for around 350-400 homes. The plot is separated from the rest of the development area by Forthquarter Park.

The main objectives of this early action project are:

- Accelerate delivery of homes within the Development Framework area;
- Gain public confidence in the wider regeneration by completing unfinished plot previously stalled by economic recession;
- Set quality and design benchmark for wider development area;

To date, there have been a number of actions undertaken to progress delivery of homes on the Western Villages site, including:

- Review and assessment of available frameworks to deliver homes via design and build contract undertaken;
- Capacity study and high-level outline design completed;
- Additional technical studies scoped and priced; detailed SI, tree survey, ecology survey.

The next steps required to be undertaken for Western Villages within Stage 2 of the Granton Waterfront Programme include:

- Engage planning pre-application advice service;
- Commission additional studies;
- Progress procurement of design and build contractor through Lot 2 of Edinburgh Council House Building Framework; and
- Submit PAN application following approval of Development Framework at Planning Committee in December 2019.

6.2.3 Partnership with RSLs

Link, Port of Leith Housing Association (PoLHA) and Places for People have over 700 homes either under design or construction within the Granton Waterfront area. There is likely to be potential for RSL partners to deliver more homes. .

Council officers will work with RSL partners throughout Stage 2 to align future strategy and to scope out the potential for sites to feature in RSL business plans.

6.2.4 Listed Buildings and Structures Strategy

Objectives

Retain and enhance, where possible, the following listed buildings and structures to strengthen the identity of Granton through its unique history and heritage:

- Gas Holder;
- Old Railway Station Building;
- Madelvic House;
- Madelvic Car Factory;
- Granton Castle Walled Garden; and
- The Lighthouse.

Work done to date

The Council have secured £1m Scottish Government Town Centre Funding to invest in the old station building to make it wind and watertight and bring this building back into the community in line with Development Framework.

Next Steps

- Secure funding in line with end users;
- Creating affordable space in line with the Learning & Work Strategy and Culture Strategy;
- Ensure use fits with Development Framework principles;
- Marketing and promoting opportunity for investors/operators; and
- Council objectives for Gas Holder to be developed and competition to secure an Operator for the Gas Holder required to be designed in line with these objectives.

6.3 Enabling & Infrastructure Workstream

6.3.1 Ground investigation and decontamination strategy

While detailed site investigations have been carried out, further interrogation and market research will be required to refine the remediation cost and define a suitable remediation strategy that reduces the environmental impact (landfill and associated transportation of contaminated materials) and provides a value for money approach.

Provision has been made in the budget estimate for Stage 2 to engage a suitably qualified advisor and contracting organisation to work with the Council and its advisors to develop a more cost effective strategy for decontamination.

6.3.2 School & Healthcare Facility

It is envisaged Granton will deliver a new learning environment that will challenge the current excepted norms of education buildings. It is anticipated a programme of uses can be co-located with the Primary School to provide a community campus that is well integrated with housing and accessible to the wider community. Further discussion, investigation, consultation, design work and cross department partnership working will be required to bring this vision for a community hub to fruition and challenge the school operating model.

6.3.3 Coastal Park and Gasholder public realm – Preliminary Design

This area will require a unique set of design expertise that should bring together flood experts and landscape architects. It is envisaged these areas which will meet at West shore Road will be high quality public realm and provide an outdoor destination for the city. As such further design of this area should be carried out to ensure that the cost information is fully known, and a high-quality design is delivered.

6.3.4 Waterfront Broadway and Waterfront Avenue Connection

Connecting the main east-west and north south arteries via the rear of the Scottish gas headquarters will be investigated during Stage 2.

6.3.5 Environmental, Habitat and Ecology Strategy

The 2005 Act requires Scottish public bodies or those exercising functions of a public character (Responsible Authorities) to undertake a Strategic Environmental Assessment (SEA) when preparing plans, if it is likely to have significant environmental effects. This applies to plans with significant positive or negative environmental effects.

A Habitats Regulations Appraisal (HRA) is required for all plans deemed likely to have an adverse effect on a protected 'Natura 2000' site. Natura 2000 is the Europe-wide network of protected sites developed under the European Commission's Habitats Directive (Directive 92/43/EEC) and Birds Directive (79/409/EEC).

The main objectives of undertaking an HRA and SEA is to ensure the relevant mitigative measures are put in place to prevent undue harm or disruption to the environment, habitats or ecology of the site.

An HRA screening has been undertaken and will be concluded in early 2020. The screening has identified the relevant protected European sites that may potentially be affected by the Development Framework and sets out the qualifying species of the relevant Natura sites. The screening will also include analysis of how the Development Framework's proposals may affect the achievement of the European sites conservation objectives and consultation with Scottish Natural Heritage (SNH).

The next steps required to be undertaken to conclude the HRA:

- Scoping of the appropriate assessment;
- Consideration of mitigation measures required;
- Sign off from SNH on HRA and/or update to Development Framework; and
- Undertake SEA screening, preparation of report and submission to SEA gateway.

6.3.6 Energy Strategy

A comprehensive energy strategy will be developed during Stage 2. This will l explore innovative technological opportunities to support the diverse needs of the Granton area and varied users; commercial, education, residential, retail and public.

Drawing on examples such as Oslo and Copenhagen where energy production is a key aspect of infrastructure capability, Granton will investigate multiple renewable, low and net zero carbon energy sources and capitalise on the growing, and in some cases world leading, expertise in the field, such as:

- Heat from Waste;
- Tidal turbines;
- Geothermal;
- Micro Hydro;
- Solar Energy Centre; and
- Wind turbines.

It is likely the continual evolution of an Energy Strategy for Granton will draw together complimentary approaches which can deliver an holistic energy infrastructure to meet the needs of the community of users.

6.3.7 Construction Phasing Strategy

As discussed in Section 3 the Construction Phasing Programme has been developed through a number of meetings with the project team. Although the overall delivery schedule for the Programme cannot be finalised at this stage, as the Procurement & Funding Strategy is yet to be

developed, the phasing strategy is based on information that is currently known and a number of assumptions underpinning this.

During Stage 2, the 'infrastructure first' approach will be refined and developed to inform the OBC, with soft market testing carried out to assess market appetite for investment in Granton aligned to the delivery of strategic outcomes.

6.3.8 Site assembly; leases; CPO; site management; factoring

During Stage 2, the Council's estates team will continue to undertake site management which will include existing leases on land and property and new short term lease associated with meanwhile uses alongside factoring and water monitoring.

There will be a continued focus on site assembly. A CPO strategy requires to be further developed building on the work of the district valuer report of May 2019.

6.3.9 Framework review and update

As part of the Stage 2 technical and design works, there will be a requirement to continually review and update the Framework and cost plans. This will be particularly pertinent in response to works carried out in the Enabling and Infrastructure workstream.

There may also be a requirement during Stage 2 to review and update the Framework in response to partner organisations proposals such as Edinburgh College, NMS and NGS who's design and development are instrumental to the overall success of the 'Place'.

6.3.10 Station Building Refurbishment

Graton station is a listed building which has fallen into disrepair. This building was purchased by the Council in 2018 as part of the overall purchase of the Forthquarter site.

The renovation of the station building is expected to commence in mid 2020 with the help of £1million of town centre funding. This will provide a range of community and commercial spaces , it is important engagement on future uses/occupants is carried out to ensure this key public area and heritage asset is re-imagined in line with the vision.

The main objectives of this early action project are:

- Retain a valued part of the history and heritage of Granton through investment in the station building for the former gas works; and
- Carry out core refurbishment works to the building allowing for subsequent investment by end user to bring the building back into use.

The works being undertaken are generic and do not restrict the future use of the building. Asbestos has been removed from the building and work is underway to clear the grounds.

Initial discussions have taken place with Planning and Procurement regarding the station building. Funds must be committed by the end of 2019/20. Kier group have been appointed through the Scape framework to take forward the design and refurbishment.

6.3.11 Edinburgh Colleges Construction Centre for Excellence

Edinburgh College have secured £100k from the funding council to develop a business case for a new construction centre of excellence. It is envisaged this new facility will bring together the traditional trades, currently taught in West Shore trading estate, with new technologies. It is the

college's ambition to site the facility close to the current Edinburgh College building to create a learning campus.

Detailed appraisal of the surrounding land available will be required to ensure a suitable site is chosen and disposal of this land will need to be considered in the wider business case. Collaboration with Edinburgh College throughout the drafting of the OBC will be required to ensure delivery of a joint vision and a scheme that complements the adjacent and wider site.

6.3.12 Relocation Strategy

The removal of existing industrial space from Granton Waterfront is consistent with the vision for the area as established by the LDP. There is however a desire to retain commercial activity and resultant economic benefit within Granton with the creation of significant numbers of local jobs. This also enables the release of land for residential led redevelopment.

The relocation strategy will identify which existing commercial elements could be retained within the new masterplan and what requires to be relocated and costs associated with this.

Work done to date

The District Valuer (DV) was appointed and produced a report on their assessment of long term lease and ownership values. Cushman and Wakefield were appointed in 2019 to feed into the Development Framework and advise on the allocation of commercial space for the masterplan. This involved the preparation of a demand assessment.

During Stage 2 a Relocation Strategy will need to be produced that:

- Considers the needs of the affected businesses and assessment of current occupiers within development zones to be retained;
- Establishes timeframes for vacation of current occupiers not to be retained in the development area in line with the phasing strategy and funding strategy;
- Identifies possible future sites under the Council's current or future ownership that provide relocation opportunities and take into consideration relocation difficulties in line with the LDP for industrial provision; and
- Updates acquisition, relocation and CPO costs from the DV within the funding strategy.

6.3.13 Social Bite Relocation

Social bite has a 5 year lease until June 2022 and Planning approval for 11 temporary accommodation units and a community hub on the plot of land adjacent to the Granton Castle Walled Garden. This plot of land is designated for 98 new homes and commercial ground floor uses within the Granton Waterfront Development Framework masterplan.

During Stage 2, the Council will engage with residents of the Social Bite village and work with Social Bite and other partners to maximise opportunities for homeless people to secure permanent housing, training and employment opportunities through the regeneration programme.

6.4 Transport Workstream

6.4.1 Transport Options Appraisal

The Council recently commissioned the Edinburgh Strategic Sustainable Transport Study (ESSTS). This study considered the case for the development of transit across ten key corridors and concluded that there are four corridors for which high capacity public transport should be considered further, including Granton.

Building on the ESSTS and recent publication of the City Mobility Strategy a transport options appraisal is required during Stage 2 to explore the options available to enhance connectivity between Granton Waterfront and the City Centre to support the regeneration and enhance the attraction to Granton as a place to live and work.

In broad terms any appraisal will need to examine in more detail the detailed feasibility of a high capacity public transport route to Granton. A high-level "STAG" based assessment, building on ESSTS (and with reference to previous STAG work on the corridor where appropriate) will help identify a preferred mode and route choice across both south and northern sections.

Details of any future appraisal are currently being developed but it is likely the appraisal will need to address possible alignments; technical feasibility; programme; deliverability; environmental impacts; passenger demand; costs; and economic benefits. Phasing of any high capacity public transport will also need to be considered as will the wider impacts on the public transport network. Throughout the appraisal process, engagement will be necessary with all key stakeholders.

6.4.2 Active Travel

In recent years, national policy and guidance in Scotland has focussed on delivering key aspects of placemaking. From a transport perspective this includes promoting active travel to animate streets and provide sustainable transport options.

The Granton Waterfront Development Framework sets out proposed active travel routes within the framework boundary that will enhance and link up with the wider active travel network within the city. Key streets and strategic routes have been planned to prioritise walking and cycling.

The development and implementation of the Active travel strategy in Granton will need to include:

- The design of residential streets within plots to prioritise walking and cycling;
- The provision of local amenities across site to minimise need for travel;
- The provision of walking and cycling routes to fill gaps in current network;
- The incorporation of safe and secure cycle storage within homes and on street; and
- The provision of bike hire schemes to be sited at key locations and transport hubs

6.4.3 LDPAP S75

The Action Programme accompanies the adopted Edinburgh Local Development Plan (LDP). Section 21 of the Planning etc. (Scotland) Act 2006 requires planning authorities to prepare an Action Programme setting out how the authority proposes to implement their LDP. The LDP Action Programme was updated in January 2019.

https://www.edinburgh.gov.uk/downloads/file/25280/january-2019

A large number of transport actions are outlined within this. S75 contributions have been included within the financial modelling carried out as part of this PDP but should be reviewed in line with the developing masterplans for the area.

Below tables highlight S75 transport actions for Granton Waterfront area (2019)

ii. - NORTH WEST LOCALITY							
West Granton Road.	Segregated Cycleway (2 way), new toucan/puffin crossings.		£1,200,000	£1,470,000		Place Development	2025/26
Muirhouse Parkway/Pennywell Road Roundabout.	Replace roundabout with signals, to aid pedestrians and cyclists.		£575,000	£704,375		Place Development	2023/24

LDP ACTION	FURTHER DETAILS	Breakdown cost	Baseline Cost (ICC)	Total COST / FUNDING	AGREED FUNDING	OWNER	DELIVERY
Granton – north south route through National Galleries development to the Shore.	Path A: 3.5m wide tarmac path (40m length): £10,000/ Lighting Path A: £2000.		£75,000	£91,875		Place Development	2027/28
	Path B: 3.5m wide tarmac path (120m length): £30,000 /Lighting Path B: £8000.						
Complete link next to school site at Granton.	120m of shared use footway at 4m wide.	£35,000	£50,000	£61,250		Place Development	2025/26
	140m of footway widening to achieve 4m width.	£10,000					
Lower Granton Square public realm.	Path Granton Crescent Park – path widen and new ramp.		£2,300,000	£2,817,500		Place Development	2024/25
Promenade link to Granton Harbour.	Upgrade path to 6m tarmac path and sea wall in 4 sections.		£800,000	£980,000		Place Development	Coastal Section – no timescale
	Extend coastal path from completed section to SW corner of Granton Harbour – no timescale for delivery.	no costing					W Harbour Road Phase 1 – 2018
	3 phases of shared use cycle/pedestrian path along northern side of W Harbour Road with associated traffic calming W Harbour Road. Phases proceed east to west.	Phases 1-3: £80000					Phases 2 & 3 – tbc

LDP ACTION	FURTHER DETAILS	Breakdown cost	Baseline Cost (ICC)	Total COST / FUNDING	AGREED FUNDING	OWNER	DELIVERY
Forth Quarter Park to Promenade.	Widen footway along West Shore Road for shared 'segregated' shared use footway – widen by 2m for 130m.		£75,000	£91,875		Place Development	With development of Forth Quarter north section – no date set.
Waterfront Avenue to Granton Rail path T7.	LDP Safeguard.		To be developed as an integral part of development			Place Development	Safeguard
West Granton Road/Crewe Road North.	Traffic signals.		£158,952	£194,716		Place Development	Phase 2 junction 2022/23
Ferry Road/ Inverleith Row Junction.	Minor junction improvement. SVD equipment.		£2,723	£3,336		Place Development	Phase 2 junction 2022/23
Crewe Toll Roundabout.	Junction improvement.		£6,950,000	£8,513,750		Place Development	Phase 1 junction 2021/20
Ferry Road/Granton Road.	Junction improvement.		£41,678	£51,056		Place Development	Phase 2 junction 2022/21

6.4.4 Granton Square upgrades

Granton Square acts as a key urban anchor for east west travel and provides an opportunity to create a transport hub. To date improvements to Granton Square pedestrian crossings have been investigated including:

- Traffic and pedestrian movement surveys carried out December 2017;
- Pedestrian Crossing Assessment, data recorded in December 2017 was used to carry out PV2 assessments (standard pedestrian crossing assessment used to determine crossing demand) at each arm and central zones of the Square (apart from Zone A as the installation of a new signalised crossing facility was already programmed to be undertaken). The results concluded that only Zone D would meet pedestrian crossing priority criteria for an uncontrolled crossing improvement; and
- Sketch outlines the potential improvements investigated in response to the surveys undertaken.

It was agreed in October 2019 at Transport and Environment Committee that Granton square should be incorporated into the remit of the Granton Waterfront regeneration.

For Granton Square to be fully realised as an East West transport hub further studies and designs will be required during Stage 2 to ensure the square:

- Incorporates a segregated cycle route to provide link between promenade and existing cycle route on Lower Granton Road;
- Incorporates provision for a tram route; and
- Acts as a transport hub for a range of transport modes.

6.4.5 Pennywell Road De-dual

Aecom were appointed by the Council in 2018 to carry out an urban design and scoping exercise for the de-dualling of Pennywell Road. Pennywell Road forms an important part of the ongoing

regeneration of Pennywell / Muirhouse and a key link into the future regeneration of Granton Waterfront.

It is currently within the capital resurfacing programme, this work has been postponed to allow for a longer term design solution which will aid connectivity between surrounding communities and the wider area. The current scope looks at connections from the red bridge on Ferry Road along to and down Pennywell Road. Current design allows for:

- De-dualling of Pennywell Road, reducing the existing carriageway from four lanes to two lanes;
- Segregated cycleway from the red bridge along the grass verge on Ferry Road and down Pennywell Road, tying in with the improvements to the Pennywell/ West Granton Road roundabout; and
- New linear park down Pennywell Road which provides for SUDS in the form of rain gardens, swails etc.

Aecom provided five options to achieve the above ranging from a basic design to a gold standard.

Consultation was carried out in 2018 and the community were in favour of the proposals to de-dual this road. Further consultation and work will need to be undertaken as part of Stage 2 including:

- Establishing the extent of funding still available within Councils Capital Programme for current upgrade work as this will provide match funding element of future Sustrans bids;
- Reviewing Aecom's design and scoping exercise; and
- Appointing a consultant to carry out further design on preferred option, tying in with current active travel and cycle route priorities for the city and Community Links bids.

6.4.6 Lower Granton Road – TIA

During the three main stages of consultation to produce the Development Framework for Granton Waterfront, concerns were shared by community members around the narrow width and congestion on Lower Granton Road. There was a particular emphasis on finding a solution to this raised on all occasions by representatives from Wardie Bay Residents Group. While this is an existing problem, concerns were also raised regarding any future negative impact from the proposed regeneration which would make the situation worse.

The Council have recently completed a new cycleway on the northern carriageway of Lower Granton Road. This connects with existing provision to the east near Newhaven which connects Leith.

During stage 2 of the Programme, a traffic impact assessment of the proposed regeneration should be carried out. This should include further engagement with Wardie Bay Residents Association.

6.4.7 Transport hubs

Public transport will be at the forefront of the Delivery Plan area and will need to focus on capitalising on the proposed transport improvements through the Delivery Plan area by creating innovative central hubs around key interchanges where onward connectivity by sustainable modes is prioritised.

Two key locations within the Granton Waterfront Development Framework area, Waterfront Broadway and Granton Square, have been identified as suitable locations for Transport Hubs.

These 'hubs' should integrate various modes of transport together creating key interchange points for all users.

One area which has been identified as a potential location for this type of facility is on Waterfront Broadway in proximity to the junction with Waterfront Avenue close to the existing Morrison's Supermarket, Edinburgh College Granton Campus and the former Granton Rail Station Building.

Granton Square is also identified as a Transport Gateway into Granton Waterfront. Public transport and active travel would be prioritised along Harbour Road and Lower Granton Road leading to the square, including for the safeguarded MRT route.

Further studies and designs will be required during Stage 2 to fully scope the opportunity to provide hubs in these locations and should look to incorporate facilities such as Public Transport stops, EV Charging Points, Parcel Collection Lockers, Cycle Parking and Hire Stations as well as public toilets, information boards, Wi-Fi and cafes.

6.5 Culture, Learning & Work Workstream

6.5.1 Align strategies with Partner Organisations

A Strategic Public Sector Partnership Board has been established to align strategies to the vision. The Council, Edinburgh College, National Galleries Scotland, National Museums Scotland, Scottish Government and Scottish Futures Trust form this Board which meets bi-monthly and is chaired by the Council's Chief Executive.

6.5.2 Learning & Work Action Plan

A Learning & Work Strategy has been developed during 2019 to create an integrated place-based approach focused on learning to support the regeneration of the Granton Waterfront site and the surrounding communities that will:

- Create environments for learning that are welcoming and open to all learners, easily identifiable, and responsive to both children and adults' needs and ambitions;
- Actively seek ways to connect learning experiences between each learning environment through collaboration, partnership working and use of technology;
- Provide opportunity for local school pupils to learn in a range of environments – including work and other schools – to expand their experiences and access to learning;
- Encourage collaboration and strong links between partners to tailor learning to cater to the needs of individuals and target skill requirements for city region economy;
- Increase participation in adult learning / literacy programme in the community;
- Create dedicated space for local innovation and entrepreneurialism within Granton community to promote ambition and opportunity; and
- Maximise the value of investment by institutions and private organisations in Granton in terms of skills, work and learning opportunities.

Next Steps

A Learning & Work Strategy for Granton Waterfront has been developed. This document contains a range of actions that have been developed with the appropriate lead to take them forward. Next steps include:

- Establishing a Steering Group for Learning Strategy that has representatives of key learning partners to develop collaborative opportunities between partners and oversee deliver of actions contained within Strategy;
- Implementation of the action plan associated with the Learning & Work Strategy; and
- Input into procurement strategies to ensure community benefits are delivered.

6.5.3 Culture Action Programme

A Culture Strategy has been prepared in response to the ambition to deliver culture led regeneration at Granton Waterfront. It has been developed by Scottish Futures Trust (SFT) in partnership with City of Edinburgh Council's housing, culture and lifelong learning teams and in consultation with North Edinburgh Arts, Creative Scotland and Creative Carbon Scotland.

The objectives of this strategy are:

- Creativity and culture will be embedded within the Granton Waterfront development. The local community (in new and existing neighbourhoods) actively participate in developing and delivering a range of cultural activities across the community;
- The Waterfront is a visitor destination where people can experience a vibrant, locally rooted cultural scene that supports jobs, social capital, health and wellbeing;
- Granton Waterfront is a development that has artistic practice at its heart and is regarded as an exemplar development in the UK that creates affordable and accessible spaces for creative industries including start-up businesses, social enterprise and entrepreneurship;
- Social capital generation to reduce inequalities, support social inclusion and, in turn, enhance health and wellbeing as a result of creating networks of relationships based around arts and culture;
- Successful delivery of all aspects of the Culture Strategy through the establishment of a well-supported Steering Group;
- To ensure community benefits are realised through the procurement process; and
- More local residents study relevant creative industries courses within Edinburgh College and find work in that sector.

The Cultural Strategy contains an action plan for the key objectives relating to culture delivery. These actions have been grouped into three key areas including early wins, priority projects and ongoing actions. Next Steps include:

- Establishing a Steering Group including but not limited to National Galleries Scotland, National Museums Scotland, Edinburgh College and the local community to drive forward and oversee delivery of the strategy;
- Implementation of the action plan associated with the Culture Strategy; and
- Input into procurement strategies to ensure community benefits are delivered.

6.5.4 Affordable start-up space

The redevelopment of the Granton Waterfront site will result in the relocation of a number of industrial units from the site. However, it is one of 11 objectives of the strategic partners, as set out in their Memorandum of Understanding, to:

*"increase **entrepreneurial and social innovation capacities** and strengthen lifelong learning opportunities by support growth sectors including tech and creative industries; deliver a suitable*

mix of modern workspaces; build a sustainable cultural programme and building a brand for the area."

The need to deliver a mix of modern workspaces is picked up in the Development Framework, which aims to create over 9,000sqm of commercial space, with over 3000sqm of this to be delivered on the ground floor of residential units. Another significant element of commercial space is to be delivered at Granton Station, where an enterprise hub that will support start-up businesses is planned.

The Culture Strategy for Granton Waterfront seeks to act as a transmission mechanism for several of the Strategic Partners Boards' objectives, adopting its own objective relating to creating affordable workspaces ensuring:

"Affordable creative and maker space is to be created within the Granton Waterfront development to ***support innovation and enterprise*** *and support inclusive economic growth."*

Related actions state that a Creative Industries enterprise hub should be established at Granton Railway and a dedicated letting agency be put in place to manage the ground flood units on behalf of the various developers who will be integrating ground floor units into their development.

This overarching approach towards these ground floor units will increase the likelihood that sterile and empty ground floors do not dominate the streetscape and will focus on offering affordable and flexible terms can with a focus on creative/maker space.

These actions are for the Culture Strategy to take forward. A Steering Group for the Culture Strategy will be set up once the Development Framework is approved by Planning Committee. This group will thereafter link into the overarching governance of the Programme and drive forward these actions, coordinating with other services where required.

6.5.5 Capture social and economic impact

The social and economic impact appraisal associated with the regeneration intervention will be developed during Stage 2 for inclusion in the OBC. The work required for the appraisal will be scoped in consultation with the Council's advisors at the commencement of Stage 2 recognising the importance of this work in the wider evaluation of the Programme benefits.

6.5.6 Community Capacity Building

As part of the regeneration of Granton Waterfront, there is a requirement to build social capital through making connections within the community. Social Capital led regeneration puts the development of connections, networks and groups at the heart of its activities to enhance an areas health and wellbeing as well as its resilience and ability to contribute to the process of change.

As part of the Programme, the Council will commission a tool to measure the impact on social capital through delivering various strategies around culture, learning & work and listed buildings and structures. The measure of success will indicate the performance of other strategies to help shape their deliverables in line with the wider vision and outcomes for the development.

The main objectives for the Community Capacity Building are:

- Stronger connections across the community;
- Empowered local people able to participate actively in regeneration of neighbourhood, with Granton Waterfront as catalyst;

- Stronger community infrastructure e.g. more, and more active groups with predictable, stable funding and strong networks;
- Regeneration actively contributing to the support and growth of local groups;
- Opportunities to develop social capital and infrastructure having a positive impact on deprivation (more confident, engaged communities able to access and participate in a wider range of opportunities); and
- Well used spaces / environments in North West Edinburgh being developed that respond to the communities needs, e.g. new Pennywell Town Centre and public realm and new Granton Waterfront district.

Work done to date

- Consultation and engagement of surrounding neighbourhood and integration of findings into the wider vision and principles for the Granton Waterfront development;
- Development of supporting strategies: Learning & Work and Culture; and
- Operational management of existing community groups and meanwhile uses.

Next Steps

- Facilitate development of co-ordinated shared vision and desired outcomes with local community;
- Support local organisations to build capacity through funding/training etc and ensure they can deliver their projects in line with the shared vision;
- Identify and create spaces for meanwhile uses, community participation and affordable space;
- Input into procurement strategies to ensure community capacity building benefits are delivered; and
- Keep community up to date, build local relationships and drive development consultation.

6.5.7 Lighting of the Gas Holder

The Gas Holder is a Grade B listed structure that the Council acquired as part of the purchase of the Forthquarter site in 2018. A condition of the sale of the site was that the purchaser would retain and restore the structure.

Costs for restoration are estimated to be around £10.5m. A funding strategy to allow for the Gas Holder to form a recreation or cultural anchor for the wider regeneration of Granton Waterfront is being explored. As a short term meanwhile use, lighting of the structure in its current state has been identified as an early action project.

The main objectives of this early action project are:

- To signify the importance of the gas holder to the overall regeneration of Granton Waterfront and the intention to retain and invest in this structure; and
- To enhance Edinburgh's skyline while a long term operator is identified.

Edinburgh College designed and trialled various lighting techniques which were very successful in lighting up the structure. Cost estimates are in the region of £100K capital and revenue for 3 years.

£100k has been secured through the Edinburgh Festival & Event Programme 2020/21 and a brief and cost plan has been issued to Edinburgh College for them to procure a sustainable lighting solution for the gas holder.

The next steps required to be undertaken for lighting of the Gas Holder within Stage 2 of the Granton Waterfront Programme include:

- Design sprint with Buro Happold and key stakeholders to take place. This Design Sprint will encourage 'blue sky' thinking under the question of what Granton needs in order to create an anchor site at the gas holder. Outputs will help to engage community and shape the brief for a long term solution for the site as well as drive forward short term and meanwhile projects; and
- Long term operator to be sought in line with framework.

6.5.8 Meanwhile uses

Meanwhile uses for temporarily empty buildings or land provides an opportunity to generate activity and vibrance in the area while the final vision is realised. The implementation of meanwhile uses can benefit the local community by providing affordable space that can help incubate innovative ideas and empower the local community. Meanwhile uses also help to animate the narrative of the project and help accelerate interest while longer term projects come to realisation.

Through consultation with local groups and business a series of possible meanwhile uses have been identified, including:

- Urban wind turbine pilot;
- Beach Box Granton- Shipping containers to be sited on the shoreline to provide affordable space for cafes or leisure;
- The Platform -Market and events at the station building, platform and surrounding open space;
- Lighting of the gas holder (see above);
- Adventure Playground – outdoor learning space for children in collaboration with Edinburgh College;
- Hoarding Exhibitions – animate the hoardings while showcasing work of partners and local people or organisations; and
- Forthside Festival – utilise the open space at gypsy brae for a range of outdoor activities set against the backdrop of coastal views.

The next steps in realising a programme of meanwhile uses include:

- Identifying resource to project manage individual projects and investigate further opportunities; and
- Developing a programme of events and link to wider Programme campaign to ensure increased activity in the area begins to build momentum.

6.5.9 Granton Castle Walled Garden

Granton Castle Walled Garden built in 1479 originally served Granton Castle which was demolished in 1922. The garden is enclosed by a grade B listed wall and is home to a grade B listed dovecot. The garden is currently leased by The Friends of Granton Castle Walled Garden (TFGCWG) who are working towards re-establishing the area as a working garden. The walled garden forms an important part of Grantons history.

The aim of TFGCWG is to transform the garden into an asset within the area that builds upon the rich heritage. It is envisaged the garden will attract visitors and local people to learn and volunteer while providing community amenities such as food production and events space.

Discussions have taken place to grant a longer-term lease to TFGCWG for the Walled Garden. This will allow TFGCWG to establish the Walled Garden as a visitor attraction and will help the group attract funding to realise their vision. Lease terms have been provisionally agreed for TFGCWG at the Finance & Resources Committee in October 2019.

The Council will continue to work with TFGCWG to set key performance indicators to measure how successfully the group meet their objectives. After the KPI's are agreed, the lease agreement will be concluded.

The next steps required to be undertaken for the Walled Garden include:

- Finalise lease terms;
- Mobilise community capacity builder role within core delivery team to provide support to TFGCWG and aid in the drafting and realisation of the groups business plan and vision; and
- Monitor groups performance against agreed KPIs at 3 month intervals for first 12months moving to 6 month intervals thereafter.

6.5.10 Community stakeholder consultation

A series of public consultations and stakeholder events were held between October 2018 and May 2019 to ensure that the Development Framework was developed in association with, and informed by, the ideas, insight and experiences of stakeholders, local interest groups and the local community.

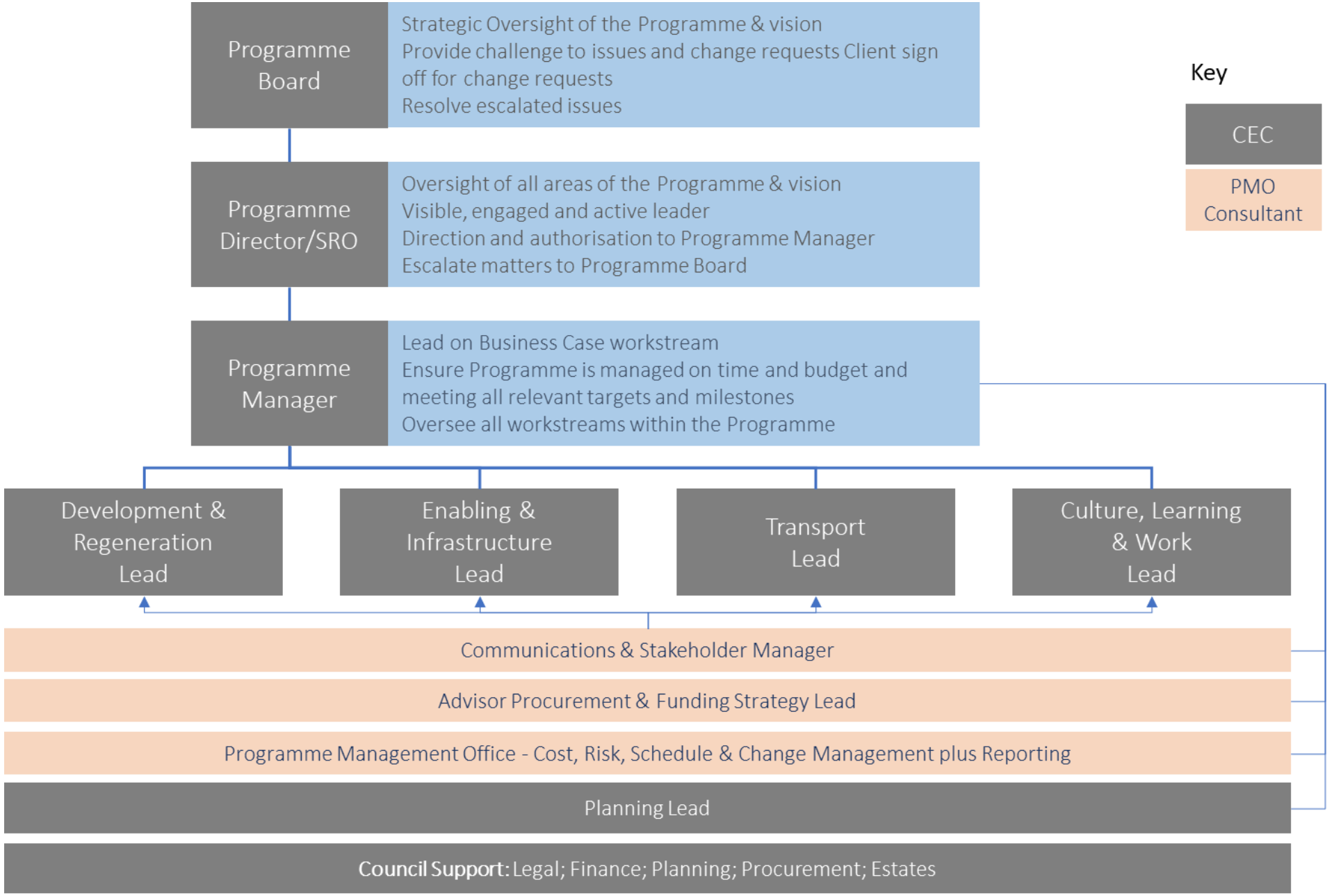
It is key that community collaboration and consultation continues throughout the duration of the Programme to help plans and strategies to accord of changing views, demographics and the needs of people in the local and wider area.

While statutory consultation will be carried out for detailed proposals that seek planning approval there will be a requirement to engage and seek feedback on wider non planning related issues and plans. The messages and information that require public consultation will be identified within the communication plan.

The next steps required to be undertaken, broadly following the methodology set out in Section 5 of this PDP include:

- Programme of engagement to be drafted to align with key events or publication of information relevant to the community and wider public; and
- Style and approach of information shared and gathered to be developed to ensure coherent approach and building of Granton identity.
- Draft a communications strategy.

Appendix 3 – Governance and key workstreams



Appendix 4 – Key Risks and Mitigation

Ref	Risk Category	Risk Description	Mitigations and controls	Inherent Impact	Inherent Likelihood
1	**Financial and reputational –** Unable to deliver on the vision	• Large upfront infrastructure investment required to establish the 'place' and attract investors who align with key principles. Currently large funding requirement	• Through additional technical studies and engagement with the market, review and refine infrastructure first requirements. • Funding strategy working group to be established with key partners • Commitment from Scottish and UK governments to support development of strategic sites through a 15 year City Region Deal. • Programme priorities are aligned with key political priorities to help secure funding and best practice re net zero carbon, inclusive growth and 'place' • Secure long-term upfront grants/ Loans for duration of the project. Long term investment opportunities.	5	3
2	**Financial** – Unforeseen costs in ground	• Partial development due to escalated costs for decontamination and Infrastructure	• Further technical studies carried out stage 2 • Optimism bias in line with Green Book contained within project costs. • Conservative allowance made during phase 1 cost planning	4	3
3	**Financial** – Escalating construction costs	• Increase in labour, materials lead to high increase in construction costs, homes slow, value engineering results lower quality	• Optimism bias in line with Green Book • Generous contingency within contract • Work with partners and industry to develop innovative model to support off site construction.	4	3
4	**Financial** – Financial Crisis	• Developers/ housebuilders stop building homes for sale	• Significant opportunity for Build to Rent investors and operators. • Controls through Development agreements	2	3
5	**Financial and Reputational –** delivery of affordable homes slow down	• Affordable housing grant reduced	• Increase delivery of unsubsidised affordable housing; mid-market rent.	3	3
6	**Financial and Strategic –** poor connectivity	• Unsuccessful 'Place' due to poor connectivity	• Bus provision increased for initial phases • Undertake options appraisal for Rapid Transit which will include option of Tram • Key routes which prioritise active travel will link existing and new communities and ensure benefits/ opportunities that the regeneration brings are realised in the surrounding communities, City and wider region.	3	2
7	**Reputational and Strategic –** Upskilling and quality affordable work space	• Creation of good jobs, empowerment and affordable work space does not meet expectation of community and provide the inclusive growth which we aspire to achieve	• Culture, learning and work strategies to keep collaborative working, upskilling and jobs at the forefront of the programme • Community empowerment officers appointed to deliver programme of meanwhile uses in collaboration with the community and other key stakeholders.	4	2