Finance and Resources Committee

10.00am, Thursday, 15 August 2019

Service Design Programme Update

Executive/routine	Executive		
Wards	All		
Council Commitments			

1. Recommendations

1.1 Committee is recommended to note the commencement of the Service Design approach and the progress achieved to date in the initial three core areas.

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Report

Service Design Programme Update

2. Executive Summary

2.1 This report provides an update on the progress of the service design strategy and the initial core areas being undertaken in phase 1 of the programme.

3. Background

3.1 In the Asset Management Strategy update to Committee in September 2018, members approved the revised strategy to deliver property rationalisation by focussing on service led design at local level and the re-provisioning and co-location of existing services into single sites whilst exploring the delivery of multi-service hubs. This was agreed in acknowledgement of the challenges in achieving property rationalisation due to political and community opposition and the fact that all "low hanging fruit" had previously been targeted. This report provides an update on the progress of this new strategy.

4. Main report

- 4.1 Since the last update activities have focussed on promoting the approach to elected members and senior management via a series of presentations and a workshop, which elected members were invited to in December. This workshop highlighted the principles of a user centric, service led approach based on data and co-design with service users and service providers in an iterative and participatory process.
- 4.2 An outline programme of core areas has been developed and is attached in Appendix 1. The programme is focussed on areas where service design can improve service outcomes particularly where there are multiple assets in proximity such as Gracemount. Areas of disadvantage are likely to have most potential for this approach, as they tend to historically have clusters of assets, and gain the most benefit from improved service outcomes. Some areas of new investment, such as the Wave 4 school replacement, are also included as they offer the opportunity to develop community hubs but it should be noted that some of the schools are in areas where there may be limited opportunity for relocation of services e.g. Trinity, Currie, Balerno. Draft timescales have been agreed with the Communities and

Families service on the Wave 4 programme but require to be finalised as each core area is progressed.

- 4.3 A governance and delivery structure and Programme Board has been established, chaired by the Head of Property and Facilities Management as the Senior Responsible Officer to which monthly highlight reports on each core area are presented. Three core areas have now commenced: Gracemount (the pathfinder), Trinity and Pentlands (Balerno and Currie).
- 4.4 The Gracemount pathfinder is currently well into the data gathering and analysis stage with the first phase of community engagement now complete. The full service design approach is being undertaken with Edinburgh University's Edinburgh Living Lab (ELL) undertaking the data research and analysis, and independent community design and engagement and service design specialists coordinating the engagement activities. The first community workshop was undertaken on 30 May 2019 and the draft outputs from this are attached in Appendix 2. The phase 2 engagement is now underway and has been designed to promote and test suggestions that could address the issues and findings from phase 1.
- 4.5 Two other core areas, Trinity, and Currie/Balerno (Pentlands) have now commenced. Due to the timescales principally driven by the Wave 4 Schools programme and fewer property opportunities, the same full approach as Gracemount (where ELL, community design partner and service design specialist are undertaking the data analysis and engagement services) was not considered necessary. As these two areas have limited property rationalisation opportunities, the focus is on understanding views on service provision and any scope for improvements.
- 4.6 A lighter engagement process is being utilised for these areas, selecting elements of the engagement techniques used for Gracemount to reach the wider community. Architecture and Design Scotland (A&DS), (who are the engagement partner for the Wave 4 programme), are facilitating these processes supplemented by inhouse resource.
- 4.7 A&DS are facilitating the engagement process for Trinity which is focussing on the Phase 1 of Trinity Academy and any opportunities to integrate community facilities into the Phase 1 development. It is anticipated there will be limited service design opportunities for Phase 1, with wider community engagement to be focused on Phase 2, once funded.
- 4.8 The Pentlands engagement has also commenced, again using A&DS for the first workshop which was held on 19th June. This was intergenerational event, where adults and teenagers worked in groups and shared feedback on the community's experience of accessing services in the area and their needs and views for future services. This event forms part of a wider series of engagement and will dovetail with the engagement specifically regarding the replacement of Currie High School. The event was designed to reach the wider community, often harder to reach groups such as older people who may prefer a daytime meeting. It is, however, the first, information gathering, stage in the process, and other events will be planned. A&DS have also had information sessions with the school community on Liberton High School.

- 4.9 Following on from the community engagement a project webpage is being developed to share the feedback.
- 4.10 This service design (data/co-design) integration approach requires specialist skills of an organisation like the University of Edinburgh, Edinburgh Living Lab to carry out data analysis, if the objective is to create a methodology for decision making based on data and co-design with the community, one that can be improved as lessons are learnt from projects and then replicated across other projects (and potentially wider council projects).

5. Next Steps

5.1 Once the data and engagement phases are completed for core areas and business cases and options developed, proposals will be brought forward for consideration. Other core areas are scheduled to commence in the autumn and updates will be provided to the Committee on a regular basis.

6. Financial impact

- 6.1 The estimated cost of the first pathfinder area in Gracemount is £55,000 and funding was approved by CLT in February 2019.
- 6.2 Further budget requirements for the other programme areas are now being developed.

7. Stakeholder/Community Impact

- 7.1 An engagement and communication plan will be developed for each core area and will be put to the Programme Board for approval prior to any community engagement or consultation taking place.
- 7.2 Elected members will be fully consulted, and invited to participate in, any service design proposals within their ward.
- 7.2 No impacts on sustainability will arise from this report.

8. Background reading/external references

8.1 Please refer to September 2018 (item 7.6) Finance and Resources Committee papers.

9. Appendices

- 9.1 Appendix 1 Outline Master Programme
- 9.2 Appendix 2 Gracemount Community Engagement Phase 1

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OUR COMMUNITY: GRACEMOUNT, BURDIEHOUSE, SOUTHHOUSE COMMUNITY ENGAGEMENT 1



KEY FINDINGS PHASE 1 ENGAGEMENT

GRACEMOUNT AS A PLACE

People like:

- The Walled Garden.
- 'The Dip' and other green spaces.
- Amenity of local shops.

People dislike:

- The street environment: including prescence of litter, dog poo, smoking, vandalism and anti-social behaviour.
- The volume of traffic.
- Poor walkability, including difficulty crossing roads e.g. at Tesco (Gracemount Drive) and Captain's Road north-south.
- The feeling of neglect implied by poorly maintained and/or old buildings, outdoor spaces and public realm.
- Existing assets, such as the football pitches, not being utilised.
- Difficulties finding a parking space.

What services/facilities are commonly used?

- Tesco and Scotmid (local users)
- Leisure Centre (local and regional users)

What do people feel is missing?

- A 'proper' library with a better range of books and dedicated library staff.
- A 'proper' community hub, located in the central Gracemount area.
- A 'proper' playpark for young children.
- A 'proper' (large) supermarket e.g. Lidl.
- Free activities for young teens (12-15yrs)
- A youth centre / cafe
- A bigger swimming pool with flumes, crèche and soft play at the Leisure Centre.
- More green space, including community food growing space.
- Intergenerational spaces.
- Better promotion and support for existing services (e.g. VPCC, Walled Garden).
- Pedestrian and cycle connections and a high quality, green, public realm.

GRACEMOUNT'S SERVICES

What motivates people to use the current services?

- VPCC to socialise, learn skills, meet others in a positive environment.
- Leisure Centre for health and fitness, to socialise as an informal local hub/meeting place (cafe area), use facilities (swimming pool, gym) or access classes (fitness, sports) not available elsewhere.
- Library at SE Locality Office incidental use to pass time whilst waiting for appointments, or dedicated visits to read books or attend book groups.
- SE Locality Office to access essential services (non-optional use).
- Schools (Kaimes / Gracemount Primary / St Catherine's Primary / Gracemount High) compulsory educational attendance.
- Gracemount Medical Practice essential doctor/clinic appointments
- Libertus to socialise, eat together, activities, 'get out of the usual four walls'.

What pains/frustrations are there?

- The cost of Leisure Centre activities.
- Lack of a bigger swimming pool, flumes, crèche and soft play.
- Lack of activities for young people within the central Gracemount area. Particularly free activities, and a space for teenagers to spend time in the evenings/at the weekend.
- Limited Leisure Centre cafe opening hours (e.g. only Saturday morning at weekend).
- Lack of **dedicated library staff**, greater range of books, and family atmosphere at the library (within SE Locality Office).
- Oversubscribed **meeting rooms** and poor booking system at SE Locality Office.
- Lack of maintenance resulting in the Mansion closure, and football pitches falling into disrepair. Feeling of 'lost community assets' and the associated services these offered (e.g. youth services).
- Lack of **Centre Manager at VPCC**, or staff whose role includes welcoming people to the centre and promoting activities.
- VPCC too far away (Southhouse) to attract service users or be considered Gracemount's community centre. Young people less keen to access services here - the 'wrong' side of Captain's Road from central Gracemount.
- Old primary school buildings in poor condition. without appropriate facilities for staff/students. This limits additional services or activities that could be provided within the school building e.g. PEEP classes at St Catherine's Primary.
- Lack of disabled/young family dedicated parking at the Leisure Centre/Libertus.

GRACEMOUNT'S SERVICES

What works well now?

- Gracemount Walled Garden group deliver significant positive community benefits (socialising, healthy food, therapeutic/'green gym').
- Library creates a **positive pleasant waiting environment** for service users (SE Locality Office).
- Primary school staff are highly regarded, the main barrier to better service delivery being the fabric of the physical school buildings, in terms of their design, condition, age, and available spaces/facilities.

Aspirations for the future

- Some services would work well together (GP, healthcare/social care/families/leisure services), and some would benefit from separation (e.g children's library and Criminal Justice appointment attendees).
- Generally an aspiration to **work more closely with colleagues from other services**, colocating as appropriate. This was felt to enable better, more coordinated service delivery and ease of access. For example, via a 'one stop shop' community hub incorporating relevant services, whilst also providing a space for young people and intergenerational community activities.

GRACEMOUNT'S BUILDINGS

Which buildings are the most/least used?

- Most used: Leisure Centre
- Least used: VPCC

How do people access buildings (transport)?

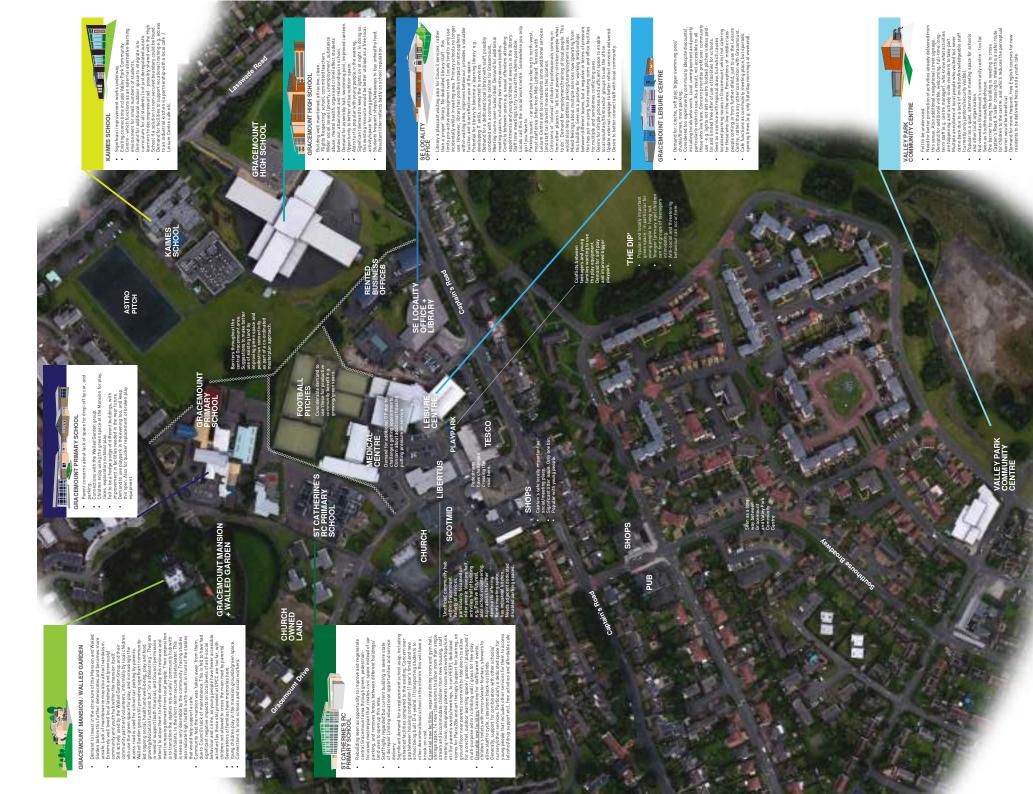
- Large numbers drive, particularly if coming from further afield to the Leisure Centre, Libertus or SE Locality Office. Parking is a significant and contentious issue.
- Bus routes along Captain's Road are felt to be positive, offering easy transport access to the services within central Gracemount. However.
 VPCC is felt to be too far off the main bus route to be accessible to all.
- Local users often walk.

Ideas for the future:

- Demand for replacement school for St Catherine's as a priority, and also soon Gracemount Primary School. Focus should be on ensuring these new buildings have enough rooms/facilities to meet staff/student needs.
- More green space / growing spaces.
- A community hub incorporating youth services / cafe and free activities.
- A better connected, pedestrian-friendly public realm. Linkages to broader cycling network.
- A solution to parking issues.
- Better use of existing assets (astro pitch, expand positive impact of Walled Garden).
- Centre Manager role at VPCC/promotion of activities.
- Employ more local people within the buildings/ services.
- Kindergarten, youth centre, community centre, or teaching kitchen/catering college at Gracemount Mansion. Opposition to this being sold for private flats.
- Transformation of Stables Block into local food cafe to accompany Walled Garden.



ING ASSETS MY GRACEMOUNT



View of 21 Century Homes, Gracemount House Drive, near to Gracemount Primary School and Gracemount Mansion T

OVERVIEW OF PHASE 1 ENGAGEMENT ACTIVITIES

AIMS:

- Reveal community users' values/ motivations regarding service delivery/building use within their neighbourhood.
- Reaching as diverse a range of people as possible by using a range of online/ digital and offline/in-person methods, going to people where they are, and including activities that don't feel like 'consultation'.
- **Listening** to and learning from service providers/building staff.
- Empathising and understanding different people's experiences relating to the same services/buildings but from many different angles.

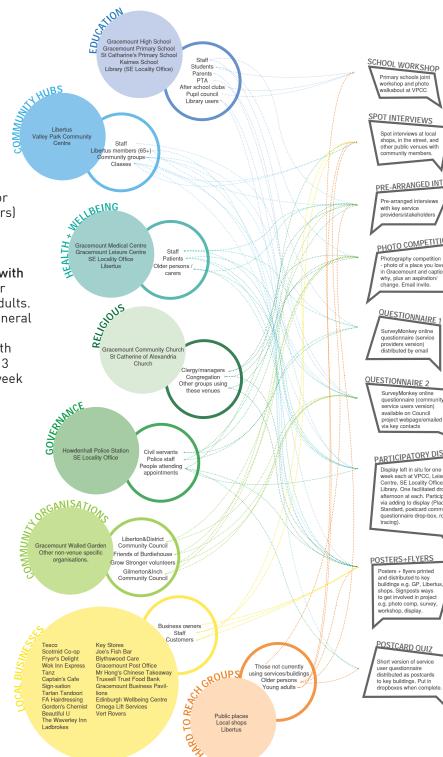
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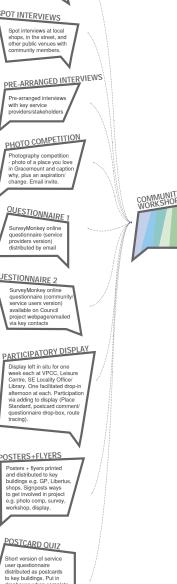
- Synthesising these different views across different Council departments, services and community groups to give a more complete picture.
- Highlighting where there is already local capacity, demand and enthusiastic people wanting to contribute to running services, just needing some support.
- Leading to solutions that best address the actual issues in the most effective way, and highlight where the opportunities lie that would have most impact locally.

ACTIVITIES:

- Schools workshop
- Two online surveys (versions for community and service providers)
- Photo competition
- **Pre-arranged interviews** (45-90mins) with service providers
- Pre-arranged user interviews with hard-to-reach groups e.g. older residents via Libertus, young adults.
- Street 'spot' interviews with general public in the area.
- Moveable exhibition/display with Place Standard wheel 'touring' 3 different local venues for one week each inviting participation.
- Mini-survey printed postcards
- **Posters** promoting ways to get involved.
- Community workshop.

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Schools workshop with students from Gracemount Primary School, and St Catherine's RC Primary School, May 2019

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GRACEMO

Schools workshop with students from Gracemount Primary School, and St Catherine's RC Primary School, May 2019

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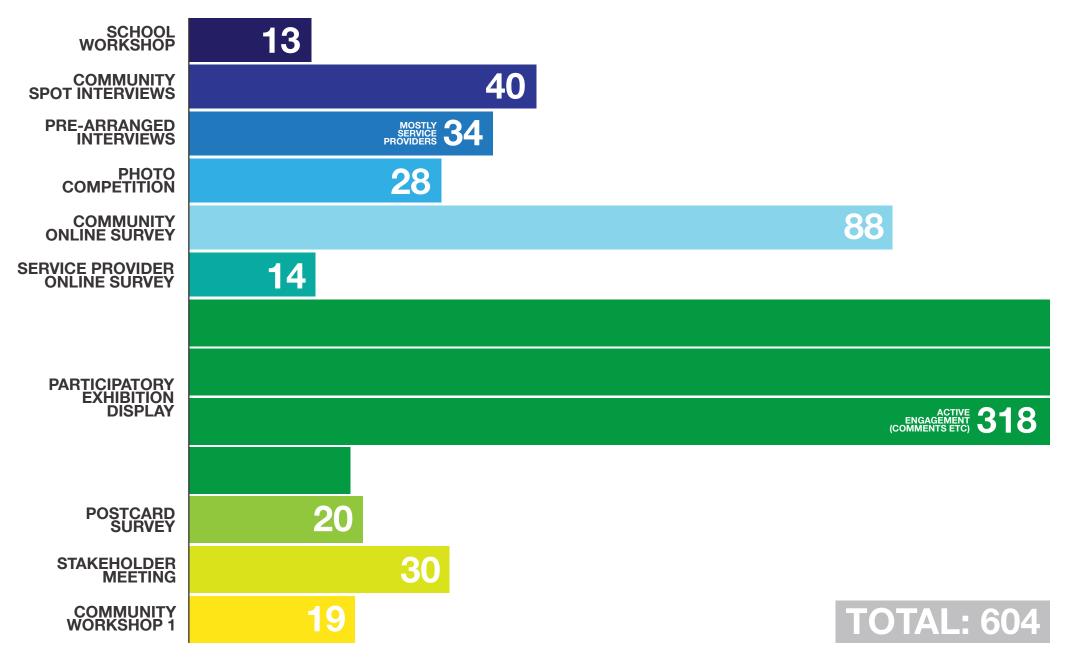
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PHASE 1: NUMBERS OF PEOPLE ENGAGED



INTERVIEWS

A key part of Phase 1 engagement were interviews with service providers and community members / organisations. Targeted in-depth interviews were complimented by 'spot' interviews with members of the public.

PRE-ARRANGED IN-DEPTH INTERVIEWS

Longer **semi-structured in-depth interviews** were pre-arranged with key service providers operating from Council-owned buildings in the Gracemount area. These contacts had been identified as part of the Community Profile process at the start of the project. By asking these contacts who else we should speak to, the list of stakeholders interviewed in this way grew, until we had spoken to 34 individuals / groups. This primarily included service providers (managers and front-line building staff) but also key community organisations/groups with a vested interest in particular buildings or spaces.

Each pre-arranged interview lasted between 45 minutes and 1.5 hours. Interviews took place at a location/time best suited to each participant i.e. we 'went to them' rather than expecting them to come to us. Questions were based on the overall 'key questions' the wider project's community engagement plan aimed to address, but tailored as appropriate to the individual person, service/ building, or context. This flexibility allows individuals to reveal additional insight or detail specific to their knowledge that it was not possible to anticipate in advance.

Interviews were audio-recorded to assist with note-taking. A **template consent form** covering how data would be used/stored was signed by each participant. This template is available for future applications. Audio files were anonymised and stored in accordance with GDPR regulations, including deletion at project completion.

Participants were also provided a **project information sheet** covering project background, how to get further involved and hear back on the final project outcome. This is also available as a template for future Council projects relating to service design/property assets.

An **analysis spreadsheet** was set up to input interview data, coding each participant's responses into categories. Starting categories were defined by overarching key project questions, and added to themes emerged. This also allowed easy comparison of various interviewees' responses by theme.

SPOT INTERVIEWS WITH COMMUNITY MEMBERS

A total of **40 spot interviews** were undertaken. Typically, these are conducted by approaching **members of the public** 'where they already are'. For example, **in the street or at local shops**. This helps ensure a broader diversity of insight from the wider community, including hard-to-reach groups, rather than just those already using the services/buildings or heavily involved in local groups/services. This is also useful to help reveal why certain groups are not using certain services/buildings at present.

Front-line staff and those working in local shops were also targeted for informal impromptu spot interviews, to complement the pre-arranged interviews already conducted with (typically managerial) service/ building staff. Front-line staff are particularly important to also speak with, as they see the day-today running of services and building operation first hand, and can provide particular insight into themes relating to barriers/frustrations/motivations for use of the service/building from the community or service users' perspectives. Local shop owners also interact with community members on a daily basis so typically have a good feel for local sentiments about particular buildings, services or places, in addition to observations about adjacent public realm spaces.

Interviews were conducted on both a **weekday** (Thurs 18 May) and **weekend** (Sat 23 May) and at various times of day, to ensure the most diverse range of people were approached.

Verbal consent was used, and each participant was given a project information sheet (including other ways to get involved, and how to hear back on the final project outcome). Responses were anonymised. For spot interviews written notes were more practical than audio recording (which can make some participants feel uneasy and requires written consent). Interview data was input into the overall interview analysis spreadsheet under a separate tab to code each participant's responses by theme.

KEY



SERVICE PROVIDER INTERVIEWS

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There are opportunities to work together on a masterplan for the area, connecting green spaces, connecting walks, to create a more tied together community. One of the biggest barriers to that at the moment is cars.

People come in to use the [Leisure Centre] cafe, without using any of the other services. It's a community hub.

> There's a lot of criminal behaviour and people afraid to speak about it. There's gangs dealing drugs, using young people as couriers. Arranged fights between different gangs, teenagers drinking, knives stashed. There's an undercurrent of criminal activity in the area. Affinities between different areas.

The community centre (Valley Park) is too far into Southhouse, so it's not used by those in Gracemount. Southhouse, Burdiehouse, Gracemount are separate places. The gym and Leisure Centre are unaffordable for young people and those on low incomes to use

It's hard to recruit enough GPs [at the Medical Centre] to meet the demand.

In terms of challenges, car parking is probably high on our [Leisure Centre] customers' lists. When the GP surgery and Libertus were built, and when Council introduced more of their staff here, the impact on car parking wasn't considered. We began to get a lot of problems, especially for our more infirm customers, and those with kids. Better car parking would make it more accessible.

> Overnight Valley Park changed. When they removed the people that were qualified to understand the area: the Community Learning / Development workers, there used to be one in each community centre. That broke links with the community.

> > Young people tend to gather on the High School's astro, but that's not always safe. It's dark, and it's isolated, exposed, and no help around. So that can be a danger area. The young people want the lights left on in the evening so they can use the pitch. Otherwise they have to kick a ball around at the shops

> > > The Mansion House could be an interesting community hub.

Young people really need somewhere to play and hang out. The garden, woodlands and mansion have become an HQ for that. This green spot should be preserved for families/young children. And supported - financial, services. If you took it away, you're asking for trouble. Where would you displace that focus?

> Libertus' ambition is to be a community hub, with a wide range of services provided.

> > The key challenge at the moment is making (Kaimes) school's physical environment more student-friendly.

Valley Park closes early on a Friday but should be opened at the weekends and late on a Friday. The window shutters make the building look depressing and uninviting. You can't tell if the building is open or closed. They should create more awareness. Permanent staff are needed.

> Gracemount needs a building that is open and functions as a youth club but with youth workers, a place for young people to hang out, with a cafe, but also get support for alcohol/drugs if in crisis as needed. A central place to be referred to.

Increasingly the services provided [in the SE Locality Office] are for vulnerable people. At the same time there has been a reduction in the management capacity of the library - so some of that developmental work in the library to keep it connected to the community - and as an asset to the wider community - have fallen away a bit. [...] Bookbug and other classes really transform the space, and have a really positive impact - both on people's behaviour and how welcoming the library and office feels. Perhaps there are different ways to re-energise and shape the library space, bearing in mind the vulnerable groups that are coming in. It doesn't feel good, reflect well on the area, when things are just left to rot (the mansion and football pitches).

Gracemount Mansion and grounds, including Walled Garden and Stable Block

COMMUNITY SPOT INTERVIEWS



We need a 'proper' community centre, and another GP. The current one it's impossible to get an appointment at. There are lots of new homes, and not enough doctors to see everyone. I'd like to see local people trained up and able to work here. At the moment its lots of professionals driving in from elsewhere to tell the local people what to do. Colonial. Patronising. It's what always happen - the put the 'professionals' in charge of the poverty stricken people.

It's quite a run down area. It feels neglected round here.

I tried to get a room at

could help. The lack of organisation in the Community Centre

was frustrating.

Valley Park but couldn't

Council didn't maintain the Mansion properly - so now no-one can use the building. Such a waste.

> We need more areas for kids, like a bigger play area and a softplay.

I'd like to see outdoor spaces in Valley Park, and more opportunity for social ownership.

> We need a place where families can go and do things together - a proper community centre. Accessible and affordable. And with classes on outside of working hours - it's good for unemployed people that there are classes during the day, but if you're working you can't take your kids to them. They need to cater for those that do work as well.

I'd like Council to actually look after the area. Put down salt in winter and shovel snow properly from the disabled spaces. I remove litter, shovel snow so disabled people can get about. There's only one bin for all these shops, and always litter overflowing. Council don't care about us here - it's always the same in this type of area - they just look after the posh areas because that's where people complain more. I'd never go to Valley Park - it's too far and I went there once and the person on the front desk didn't know what was going on - it's not welcoming. So I never went back.

It doesn't feel good, reflect well on the area, when things are just left to rot (the mansion and football pitches).

"

Young people want a place they can freely play, that's not constantly supervised by adults but is safe.

That mansion was used for decades before us - a legacy. It's been left in the deeds to young people. There's a bike track there that the kids use, but it's closed now. £1.5 million to repair and bring up to standard, or knock it down. The gardeners still use it. The primary kids. They love it there outside. [...] It's a big loss to the community. [...] They tried to move youth services over to VPCC, but the kids won't come here - it's off the bus route, and outside of their territory - some of them come from Liberton.

Gracemount needs a building that is open and functions as a youth club but with youth workers, a place for young people to hang out, with a cafe, but also get support for alcohol/ drugs if in crisis. A central place to be referred to.

TOURING PARTICIPATORY DISPLAY

A bespoke exhibition display was built to invite participation from local people. This focussed on eliciting feedback on more general themes of 'place', in terms of the neighbourhood as a whole. This broader context helps set the scene in which the buildings/ services exist. For example, it helping identify other factors influencing service users' experience, or other gaps that exist in provision locally. This allows for a more joined up 'solution' as a project output.

The display was designed to invite participation without needing an attendant facilitator. It was situated in **3 locations for one week each during May 2019**: Valley Park Community Centre, Gracemount Leisure Centre, and the SE Locality Office / Library. During that time, more than **318 people** added their comments, scored their neighbourhood using the Place Standard wheel, or added routemapping information.

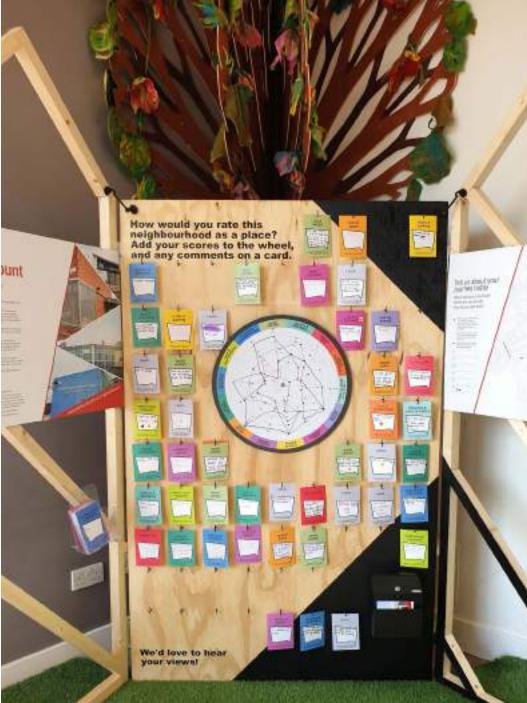
The Scottish Government's 'Place Standard' tool was adapted for use in the exhibition, via a spinning <u>Place</u> <u>Standard</u> wheel on which participants could score the Gracemount/Southhouse/ Burdiehouse neighbourhood according to 14 different categories. Comment cards were provided, for people to add their thoughts along these 14 themes. An additional 'I Wish' card helped capture and better understand local people's aspirations for the future of their neighbourhood.

Participants could also fill in a **postcard survey** about local services/buildings, and leave this in a black box mounted on the display. A **route-mapping** exercise inviting people to add where they had come from, were going to, and **mode of transport** was also included.

The exhibition display has been provided to the Council for **future use** within other neighbourhoods as part of the broader Service Design and Our Assets project. It will also be used for Phase 2 of this project to display photo competition entries and invite participation via a postcard survey.



The display at Gracemount Leisure Centre, May 2019



The interactive display at Valley Park Community Centre

PARTICIPATORY DISPLAY: COMMUNITY 'PLACE' COMMENTS



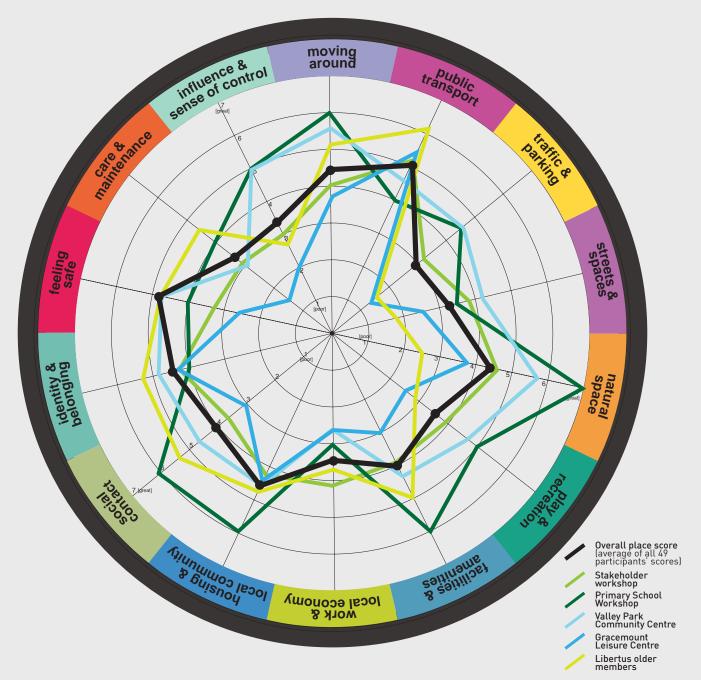
PARTICIPATORY DISPLAY: PLACE STANDARD FEEDBACK

The adjacent graphic **summarises all 49 sets of Place Standard scores** added to the participatory wheel during Phase 1 engagement. This includes participants' input whilst the display was situated in Valley Park Community Centre and Gracemount Leisure Centre, as well as targeted facilitated input from older community members at Libertus, the Primary Schools Workshop and initial Stakeholder Workshop (8 May). The SE Locality Office has not been included due to lack of participation at this venue. Due to sample sizes, this is only an indication of how some groups within the community may feel.

Public transport achieved the highest overall average score (5.11). This corresponds with positive comments about driver friendliness and proximity of multiple bus routes. Traffic and parking received the lowest overall average score (2.97). This is supported by comments regarding a car-dominated public realm, pedestrian difficulties crossing the road, and lack of sufficient car parking (particularly near the Leisure Centre).

Notable is the low score for 'traffic and parking' from Leisure Centre participants (1.4 average) - likely for this reason. Also interesting, is that the primary school children group gave the highest score for natural space (7.0). This corresponds with school-age children commenting they frequently spend time in the grounds of Gracemount Mansion, Burdiehouse Burn park and 'The Dip'. As a result, they may be more aware of and regularly use local green spaces, than - for example - the Libertus older members group, who conversely gave 'natural spaces' the lowest group score of 2.5, and typically are dropped at the door of Libertus by car/van direct from their home.

The group least satisfied overall with Gracemount as a place, were those visiting the Leisure Centre (average of 3.07 across all place categories). The most satisfied were the primary school children (average of 4.86 across all categories), despite giving the 'identity and belonging' category a lower score than any other group.



PARTICIPATORY DISPLAY: MODE OF TRANSPORT FEEDBACK

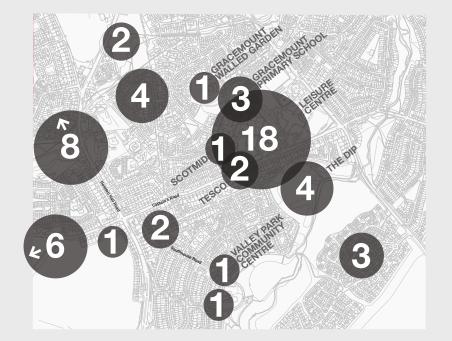
The participatory display incorporated a map allowing people to input the **mode of transport** used to visit that venue, as well as **where they had come from/were going to**. Data shown here relates to Leisure Centre visitors, as the high footfall of this venue resulted in the largest sample size. **Destination mapping** showed key public buildings/ destinations visited in Gracemount, Burdiehouse and Southhouse as:

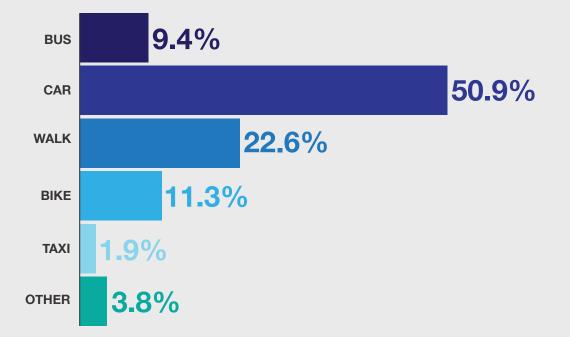
- 1. Gracemount Leisure Centre (by far the most frequently visited as to be expected given the location of the display)
- 2. 'The Dip' and Burdiehouse Burn parkland
- 3. Gracemount Primary School
- 4. Tesco and Scotmid shops
- 5. Gracemount Walled Garden
- 6. St Catherine's Primary School

Other destinations related to residential addresses or locations participants had boarded/disembarked buses.

The **dominant mode of transport was driving by car** (50.9% of participants). This was supported by Place Standard written comments left on the display, which particularly focussed around a desire from Leisure Centre visitors for more car parking spaces.

The second most popular mode was **walking** (22.6%) less than half of the car driving figure. This may indicate that just under a quarter of people visiting the Leisure Centre are likely to live locally. Following these two modes of transport were bike (11.3%) and bus (9.4%). A small number of participants arrived by taxi or 'other'.





QUESTIONNAIRES / SURVEYS

A series of survey questionnaires formed an integral part of Phase 1 of engagement as part of the My Gracemount project (now called 'Our Community: Gracemount, Burdiehouse, Southhouse').

To help ensure the **widest diversity of people** could contribute their thoughts to the project, these were available both **digitally online** (promoted via the project webpage and direct email invitation) and via a **physical postcard**.

Hard to read groups, such as older residents - were targeted via additional facilitated sessions, working together with local group leaders (e.g. Positive Futures at Libertus), and via in-person conversations to ensure their input could also be captured.





ONLINE SURVEY: SERVICE PROVIDERS

An online survey was created using Survey Monkey, specifically targeted at those providing services, or working from Council-owned buildings in the Gracemount, Burdiehouse and Southhouse area. Questions were based on the overarching project and engagement questions, including focus on which buildings/services people used, liked/disliked (and reasons why), and their aspirations for the future.

The online survey was **available for one month**, during May 2019. Service provider/building contacts identified during the Community Profile were contacted by email and invited to both take part themselves, and pass on to colleagues.

In total, **14 service providers** filled in the survey. This figure is likely due to those the survey was emailed to having typically already spent 45mins-1.5hours speaking to us as one of the 34 in-depth interviews, and as such having felt they had already contributed their insight. The 14 respondents are therefore likely to be these key stakeholders' colleagues who had not already spoken to us directly. Most of those participating were from St Catherine's Primary School, Council's SE Locality Office, Gracemount Medical Centre and the Walled Garden.



ONLINE SURVEY: SERVICE PROVIDERS_KEY FINDINGS

- Services located within the central Gracemount area were felt to have **good transport connections** by car (via the bypass) and bus (due to nearby bus connections/routes).
- Services needing to charge a fee were said to exclude those experiencing poverty, this is particularly pertinent given the area is SIMD 1/2, reducing service access to many local residents.
- Demand to improve spaces outside the buildings - in particular, high quality outdoor public spaces incorporating green space, playpark, running/walking tracks, and exercise equipment.
- Lifelong Learning's Youth Talk and Street Work have been very successful. Having community and school librarians part of the team also works well. There are strong relationships with Gracemount High School, and the locality office's Communities and Children/Families (social work) service However, dedicated operational budget for youth programmes is needed, as well as additional staff resource to improve service delivery outcomes.
- Gracemount Mansion and Walled Garden
 - » Positives: Walled Garden and mansion grounds are a welcoming refuge for children, local people and wildlife, with the community garden a positive influence despite limited budget.
 - » Negatives: closure of the Mansion has resulted in a lack of facilities (toilets, cooking, warm dry gathering space) for garden volunteers/visitors. The building closure is starting to attract anti-social and unsafe behaviours around the mansion

structure. Repairs are also needed to a section of the Walled Garden which recently has become unsafe.

- Aspirations: varies by stakeholder. Generally themed around utilising the mansion and/or grounds as a community resource if feasible, whilst acknowledging it may not be possible to utilise the Mansion building itself due to renovation costs. Ideas include a fully funded local third sector youth project within the Mansion building and grounds, development of a creative community space within the Mansion itself, and for the Stable Block to be transformed into a dynamic community run cafe/shop, training and educational space.
- St Catherine's School
 - » Positives: felt to have good pupil support, quality staff, and an inclusive and positive ethos.
 - » Negatives: safe, quality, outdoor green spaces needed for PE lessons and other activities. Separate dinner hall and activities hall needed. Lack of breakout spaces for additional learning activities. Limited space means constrained to single stream despite significant demand. Current building issues water leaks, asbestos, lack of storage, dated IT equipment, poor sports facilities, larger playground needed.
 - » Aspirations: new school to address current buildings' failings, not to be located near a busy main road, and to have sufficient space (inside facilities and outside green space).
- The Medical Centre
 - » Positives: district nursing team is felt to have strong positive patient relationships.
 - » Negatives: patients queue outside in all

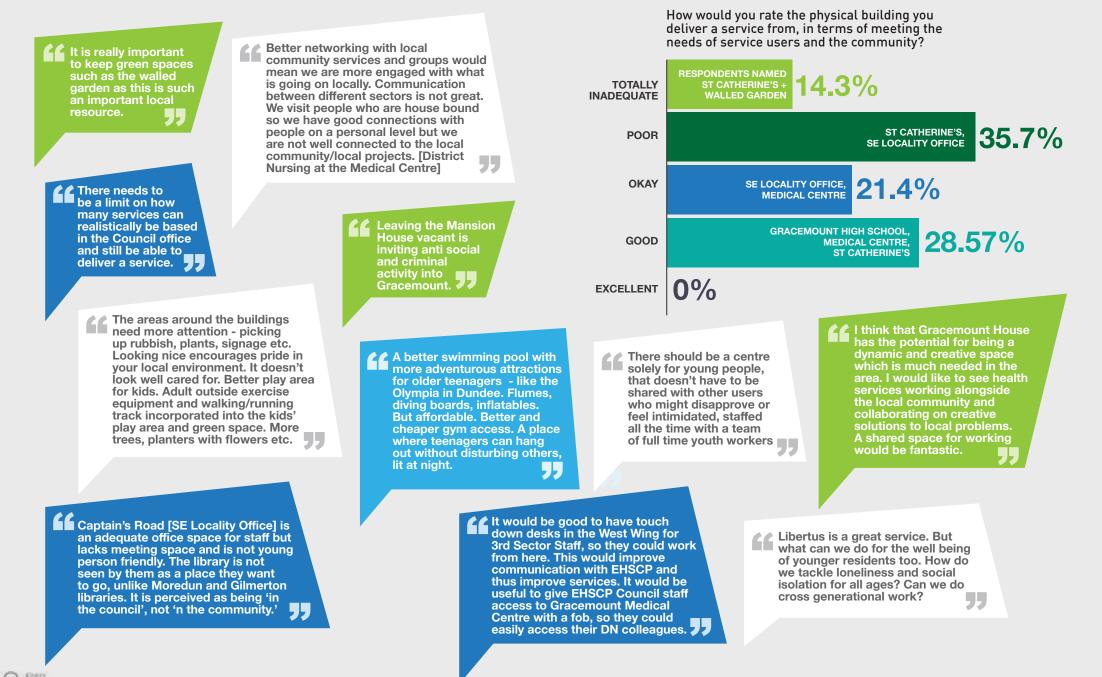
weather. Desire to form better connections with wider community/local projects and other service providers (current referrals through social care direct or online referral system restricting relationship development).

- » Aspirations: to develop closer relationships with local community groups and services, to be able to recruit enough GPs to meet demand.
- SE Locality Office
 - » Positives: having multiple services under one roof is seen as a positive, improving communication and service user outcomes.
 - » Negatives: conflicts between different users in the waiting room/library space (e.g. children visiting the library and sex offenders waiting for appointments with Council staff). Demand for more meeting room space to meet clients, and with additional security features. Busy reception can mean delays between service users arriving and staff being alerted they are here. "Tired-looking" building exterior off-putting to users. Library perceived as "in the Council office" so not used by young people.

• Valley Park Community Centre

- » Positives: excellent facilities, potential and capacity for increased use.
- » Negatives: Poor location, away from bus routes and too far into Southhouse to be safely accessed by those from wider Gracemount. Lack of full-time centre manager or community development staff limits promotion of existing services delivered within the building, and means visitors are often unclear who to speak to on arrival or what/how they can get involved.

ONLINE SURVEY: SERVICE PROVIDERS



ONLINE + POSTCARD SURVEY: COMMUNITY COMMENTS

ONLINE SURVEY: COMMUNITY + SERVICE USERS

An online survey was also created using Survey Monkey, **specifically targeted at service users and local community members**, Questions were based on the overarching project and engagement questions, including focus on which buildings/services people used, liked/disliked (and reasons why), and their aspirations for the future.

The online survey was **available for one month**. The survey link featured on the My Gracemount (now 'Our Community') project webpage (www.edinburgh.gov.uk/ mygracemount), and was promoted via Council social media, posters and illustrative postcards distributed and displayed in public buildings and local shops, as well as a direct link emailed to key stakeholders identified in the Community Profile for further distribution to their networks. For example, schools sent this on to their mailing lists of parents. In total, **78 community members** filled in the survey.

POSTCARD SURVEY: COMMUNITY + SERVICE USERS

A printed postcard short version of the same survey was also produced. This was widely distributed to public buildings and local shops around the Gracemount area, as well as provided direct to leaders of hard to reach groups/activities to encourage their participation (for example, older residents, teenagers).

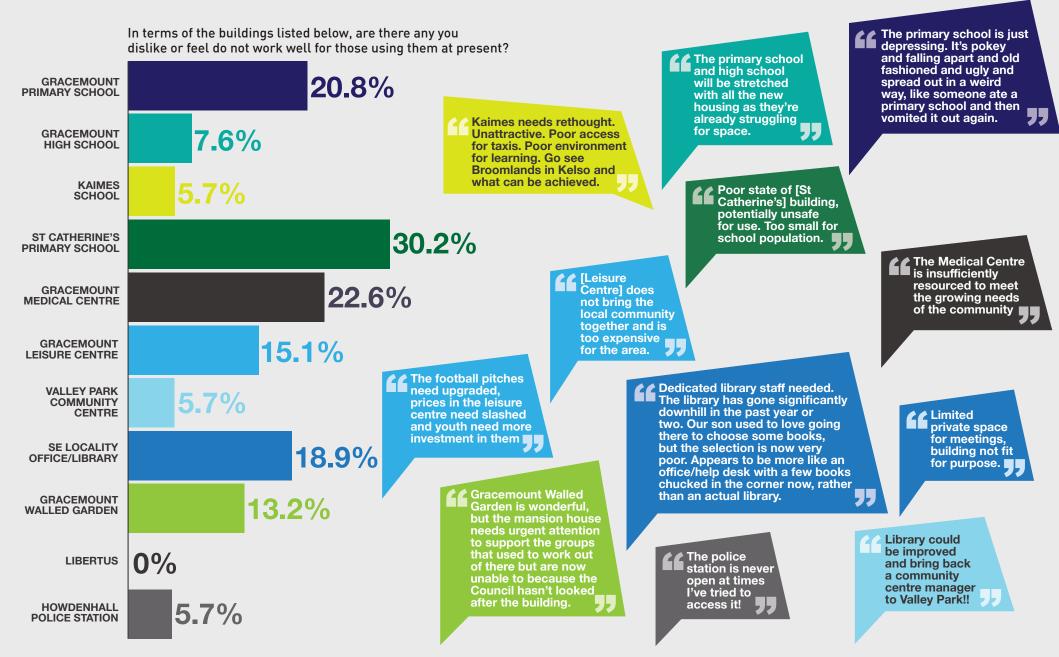
In total, 20 postcard surveys were completed.

- The most popular service was 'swimming at the Leisure Centre', with 61.3% of online survey respondents saying they used this service. The gym (32%) and fitness classes (26.7% of respondents) were also popular.
- The Medical Centre is also well used with 46.7% of online survey respondents using this service.
- Schools were also heavily used services by those responding to the survey. 85.4% of online respondents or their family members attend Gracemount High School (16%), Gracemount Primary (36%), St Catherine's Primary (30.7%), or Kaimes School (2.7%). This overall figure was lower for postcard survey respondents (39%), many of whom were older members at Libertus that live in Liberton or other school catchment areas outside of Gracemount.
- The library within the SE Locality Office was used by 33.3% of respondents, and Grow Stronger at the Walled Garden by 17.3%.
- Other services were less well used. For example, no respondents to the online survey or their family stated they attend ESOL or Rag and Roll at Valley Park Community Centre, or use Transport Services at the SE Locality Office.
- The online survey showed 0% of respondents using Positive Futures and various 50+ clubs at Libertus (likely due to this being digitally available). This was balanced by the postcard survey filled out in person, which showed the majority of respondents both using Libertus and specifically naming it as the reason they liked Gracemount.
- 47% of respondents to the postcard survey also stated they used Valley Park Community Centre - a higher proportion than the 28% of online survey respondents.
- There was broad support for clustering relevant services, but an awareness some services have value in separation. For example, a dedicated library as part of a community hub including family/children's services would be appropriate, but combining this with Criminal Justice services where appointment attendees spend time in this space would not.

- Opinion was divided whether a youth centre should be a standalone space dedicated to youth and youth services - or incorporated within a community hub.
- Concern regarding impact of new housing on existing services already felt to be over capacity.
- Strong demand for a multi-functional integrated community centre and/or youth centre within central Gracemount that incorporates relevant families/children/healthcare/social work services and a 'proper' library. An intergenerational space which provides free activities and a safe place for young people to spend time in the evenings as well as during the day. A focus on employing local people as a core part of this centre/these services.
- Strong demand for the Mansion and Walled Garden to be invested in, supported, and further developed as a community asset and resource. Cited as a possible location for a new youth centre, community centre, cafe, or school/nursery, with continuation and further development of the Walled Garden and Stables as a growing space and social hub.
- Strong demand for public realm improvements, including overt focus on green space, growing spaces, and sustainable travel (walking, cycling routes), rethinking of parking, and better connecting existing buildings/spaces. This includes possibilities of better connecting up land between the four local schools.
- Strong demand for new primary schools to replace St Catherine's and Gracemount Primary with purpose-built new schools away from busy main roads, with high quality outdoor play areas and sufficient internal rooms and spaces to meet demand for clubs, activities, dining and teaching.
- Demand for an extension to the High School.
- Demand to reduce prices at the Leisure Centre to better accommodate local low-income people, and invest in the football pitches to the rear of the building (either retaining these as sports facilities or for another community use).
- Demand for dedicated Valley Park staff to help promote activities and welcome service users.

EY FINDINGS

ONLINE + POSTCARD SURVEY: COMMUNITY COMMENTS WHICH BUILDINGS COULD BE IMPROVED? HOW?



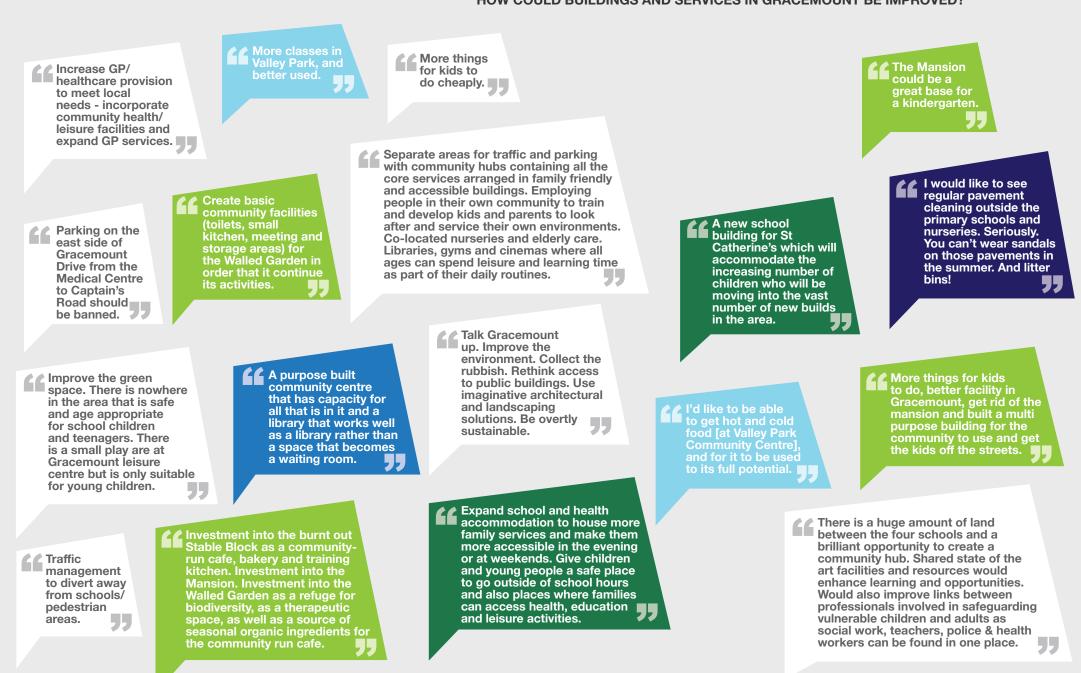
ONLINE + POSTCARD SURVEY: COMMUNITY COMMENTS HOW COULD BUILDINGS AND SERVICES IN GRACEMOUNT BE IMPROVED?

The SE Locality and Library need Theres no to be two separate buildings. We enough places don't use the library because of all for wee ones like the people hanging about in there nice playgrounds waiting to complain about things, in this area. The neighbourhood it's not a nice friendly atmosphere. feels neglected and devoid of Also the library is tiny and has a terrible selection of books. anv real sense of community. Schools and community locations Valley park community are short of space for services to centre have a lot of great [St Cat's] School work together and are often not open activities on for older people and staff absolutely at the weekend or evenings when and adult learning. However, families might access them. Speech & Language Therapy could offer more support to families if there were amazing. But can't beside a drop in youth group say same about on a Friday afternoon, the building. Looks old space is not being used for I'd like to see more and not safe. suitable spaces to use. My service regular youth work. suitable places for would like to make better use of these children to play, locations but limitations of space and new play park. accessibility cause problems and limit outdoor gym etc what can be achieved. Staff are keen Leisure Centre but unable to be flexible. cafe should be open at I think that things would improve There is no the weekends! If Council imagined this was community building It's only open Morningside instead of Gracemount. in Gracemount as Saturday If they provided services that they the Mansion House mornings. would provide for the more affluent is closed at the areas. That should be the guideline. moment. This area, and other poorer areas are not treated with the same care by the Council as the richer areas. There is much more potential in the Walled Garden, making more There needs to be a space for workshops, more activities. professional, focused vouth work. The Mansion should be There are so many vulnerable repaired and used for Thinking about place and clustering services together voung people in Gracemount who community groups, maybe a that people would need, for example, the doctors would hugely benefit from regular, Cafe., It would be nice to have surgery with services for older people who may struggle organised group work, as well as a steam room or some spa to get between them due to accessibility issues. Social 1:1 work, which other youth centres space in leisure centre. work services, housing, money advice should all be in Edinburgh offer (i.e the Citadel in provided together, and Healthier Wealthier Children asks Leith. Canongate in town). There is for pregnancy and maternity services to be delivered very little for young people to do in alongside money advice services - locating these in GP Gracemount and a youth centre/vouth practices would be good to see. But overall there should work would help address this. be a greater offer for children and young people in the area - an extended offer from the leisure centre alongside other youth club activities and other opportunities.



"

ONLINE + POSTCARD SURVEY: COMMUNITY ASPIRATIONS HOW COULD BUILDINGS AND SERVICES IN GRACEMOUNT BE IMPROVED?



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ONLINE + POSTCARD SURVEY: COMMUNITY ASPIRATIONS WHAT WOULD YOU LIKE GRACEMOUNT TO BE LIKE IN 20 YEARS TIME?



Gracemount Community Park, adjacent to Gracemount Primary School and Gracemount Mansion BACKMOUNT COMMUNITY PARK

E.

PHOTOGRAPHY COMPETITION

A photography competition ran for **3 weeks during May 2019** as part of Phase 1 of the My Gracemount project. Participants were invited to contribute a photo of a place they love in the Gracemount area, together with a caption communicating:

- 1. the reason **why** they chose that place
- 2. an **aspiration** for the future of the neighbourhood

A total of **28 photos** were submitted. These were sent in to the project via a mix of:

- the project email address promoted via posters, postcards, Council project webpage, and social media.
- schools workshop which included a group photo exercise, enabling those without cameraphones to contribute.
- **in-person interviews** where public spot interviews revealed someone would like to submit a photo of a place important to them, but did not have a computer/email address/ camera-phone/SLR enabling them to do so.

A number of **key themes** emerged from the photos and captions submitted:

- The importance of local green spaces, including The Dip, Walled Garden, Mansion grounds, and Burdiehouse Burn Valley Park and Nature Reserve to local people of all ages.
- The important role buildings such as Gracemount High School can play in offering a space for community events and activities (e.g. 'Stage'n'Slam').
- The importance of informal community meeting places, such as Captain's Cafe, given the lack of other community centre facilities.



I like the Dip because the equipment is not just for small kids. I'd like there to be a new pitch, a new bike track, a Cineworld, and after school club space.

PRIMARY SCHOOL WORKSHOP

A workshop was conducted in May 2019 with 13 students from **Gracemount Primary School and St Catherine's RC Primary School.** This was organised for early in the project's first phase of engagement to help gain insight from younger community members. This was particularly pertinent given the project's focus on schools.

The workshop included a **Place Standard** exercise including writing comment cards about Gracemount, Burdiehouse and Southhouse according to each category, and agreeing a group score for each using a spinning Place Standard wheel.

Large **A1 maps** of the area were used to add emoji stickers and annotation to reveal the children's feelings about various local places, buildings and services.

A walkabout exercise followed with small groups leading a facilitator around their favourite places in Gracemount. Each student was given a different role, including Note-taker, Journalist, Leader/ Navigator and Photographer. Photos taken were entered into the broader project's photography competition. **KEY FINDINGS**

- **Local shops** are extremely popular with primary age children for food.
- **'The Dip'** at Burdiehouse Burn Valley Park Nature Reserve is an important meeting place for young people.
- There is demand for more bike tracks, green space, and youth clubs.
- Burdiehouse Burn Nature Reserve is popular for family walks.
- Smoking in the street, litter, vandalism, drug use, anti-social behaviour, and groups of teenagers gathering in public spaces (including at 'The Dip') were felt to be negative aspects of the local environment that diminished feelings of safety, and prevented use of certain public spaces, particularly in the evening.
- The grounds of Gracemount Mansion and Walled Garden are a popular well-used spot for natural play, races and denbuilding.
- St Catherine's School is well loved by the students.
- Most children walk to school living within 5-10 minutes walk.
- **Glass** on the High School astro pitch is a problem.
- The library, High School and Friday dropin at Valley Park are well liked.







POSTCARDS / POSTERS

Printed postcards and posters

were distributed to public buildings around Gracemount, Southhouse and Burdiehouse to promote the project, communicate the various ways stakeholders could participate, and offer an alternative printed version of the online survey.

These postcards and posters complemented online/digital engagement methods to help ensure the widest diversity of people could get involved in the project.











My Gracemount

Join us for a **Community Workshop** at Libertus, Thurs 30 May, 4-7pm

Drop-in 4-5pm, workshop 5-7pm. Refreshments provided. All welcome!



Fill out our online survey

ure in our print exhibition in June

why you love the place pictured

ing via our <u>online survey</u>



















PEDESTRIAN ROUTE-MAPPING: TRACING STUDIES

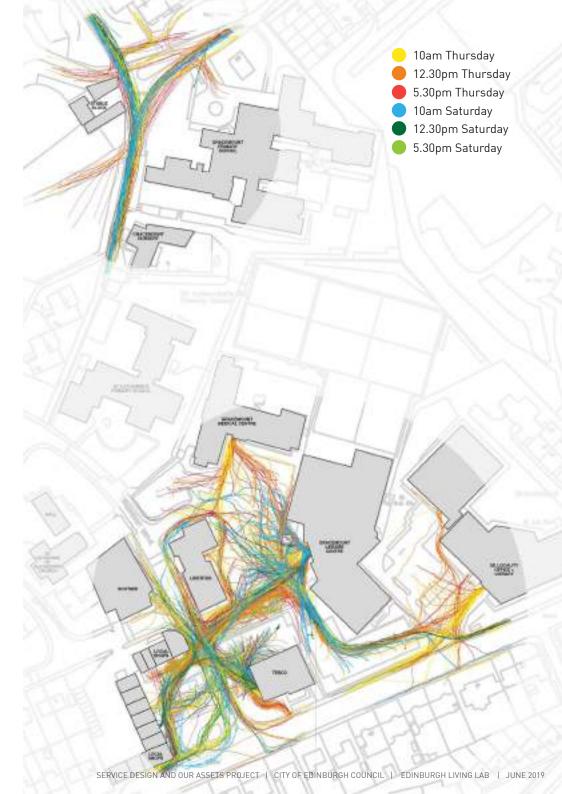
Tracing studies are a **direct observation** method used to map the routes that pedestrians use to move around the external public realm. This gives useful information about how service users are currently accessing public buildings in the local area. They also help reveal which routes are busiest, pedestrian desire lines, and any practical issues pedestrians experience moving around the area.

Tracing studies were conducted on both a **weekday** (Thurs 23 May 2019) and **weekend** day (Sat 18 May 2019), at three times of day (10am, 12.30pm, 5.30pm) to give a better understanding of pedestrian flows throughout the day and week.

Studies were conducted at **6 locations** around Gracemount, for a 10 minute period each. Locations were chosen to focus on the central Gracemount service area and public realm due to the concentration of services and buildings. The pedestrian connection and Gracemount House Drive road near Gracemount Mansion and Gracemount Primary School were also focussed on.

OVERALL FINDINGS

- Tesco and the Leisure Centre are the two **primary destinations** for pedestrians in the area.
- The route with **heaviest footfall** is along the edge of the local shops, and through the pedestrianised footway between Libertus and the Tesco playpark toward/from the Leisure Centre.
- The south/north pedestrian footway between the Mansion and Gracemount Primary is also heavily used.
- The most popular location to **cross the road** at Gracemount Drive, is at this key desire line, moving between the north-east edge of the plaza in front of the local shops to/from the pedestrianised footway to the south of Libertus near the playpark. There is currently no designated pedestrian crossing point at this location, and frequently pedestrians were observed struggling to cross between cars.
- A large number of pedestrian journeys in the area **start or end by car**, particularly at the car park in front of the Leisure Centre and Tesco car park.



PEDESTRIAN ROUTE-MAPPING: TRACING STUDIES

FINDNGS BY TIME OF DAY/WEEK

- Saturdays were found to be busy with people in the morning but became significantly more quiet in the afternoon and evening. This corresponds with the Leisure Centre's peak period. On Saturday late afternoon and evening, young people were observed playing football on the concrete pavement slabs in front of the local shops and the takeaways started to become a popular destination.
- **Thursdays** showed a different pattern, with lunchtime and late afternoon rush hour particularly busy with pedestrians.
- The SE Locality Office / Library and Gracemount Medical Centre are only open on weekdays. This is evident from the pedestrian footfall which shows people only walking to/from these locations on weekdays, not at the weekend.

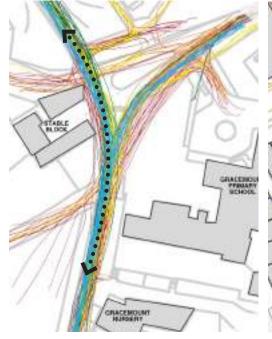
OTHER NOTES

Researchers observed large puddles build up to the south side of the car park between the Leisure Centre and SE Locality Office following heavy rain.

It should be noted that the Thursday observations coincided with the SE Locality Office being additionally used as a polling place. As such, more pedestrian flows may have been observed comparatie to a 'normal' weekday.



PEDESTRIAN ROUTE-MAPPING: TRACING STUDIES



Gracemount Mansion, Walled Garden and Gracemount Primary School

- Very well used pedestrian route along west side of Gracemount Primary School, Gracemount Nursery and St Catherine's RC Primary School, connecting to housing to the north.
- This is a key north-south movement route between the services, shops and bus stops in the central Gracemount area and the residential area to the north.

Local shops

• Heaviest footfall in the area falls along the pedestrian desire line between the west of Captain's Road and local shops, toward/from the Leisure Centre.

TESCO

- There is also significant foot traffic to/from Tesco and the west side of Gracemount Drive. A large number of pedestrians also come from the Tesco car park having driven here.
- The playpark to the north of the Tesco car park is very well used by both families and young adults.

Leisure Centre, Playpark, Libertus, Medical Centre

LIREATUS

- Main pedestrian flows to/from the Leisure Centre go to/from the car park to the south, the local shops to the south-west, or direct over the low walls to the car park to the north-west.
- The latter has become an informal route following pedestrian desire lines and is not facilitated by the existing pedestrian infrastructure. Instead pedestrians hop over low walls and planted areas to shorten their route between the north side of the central car park and Leisure Centre doors.
- A large number of pedestrians start/end their journeys in cars in this central car park.



SE Locality Office and Library

- This area is much quieter than elsewhere.
- There are two key routes through this area. One is between the SE Locality Office and west Captain's Road. The second is between the local shops (via the car park) and to/from the east end of Captain's Road. This was observed to be particularly popular with high school students on weekday lunchtimes.