

Finance and Resources Committee

10.00a.m., Thursday, 10 October 2019

Proposed New Lease at Granton Castle Walled Garden

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|----------------------------|-----------|
| Executive/routine | Routine |
| Wards | 4 – Forth |
| Council Commitments | C2, C3 |

1. Recommendations

- 1.1 That Committee approves a new lease of Granton Castle Walled Garden to Friends of Granton Castle Walled Garden, on the terms outlined in this report and on other terms and conditions to be agreed by the Executive Director of Resources.

Stephen S. Moir

Executive Director of Resources

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Proposed New Lease at Granton Castle Walled Garden

2 Executive Summary

- 2.1 The Council owns the former Walled Garden situated on West Shore Road, shown outlined in red on the attached plan (Appendix 1). This garden forms part of the wider Granton Waterfront Regeneration which will see former industrial land transformed into a new vibrant coastal city quarter over the next 10 -15 years.
- 2.2 Discussions have taken place with the existing occupiers, Friends of Granton Castle Walled Garden (FOGCWG) to grant a new lease, in order that the increased lease term would enable the group to apply for additional funding.
- 2.3 This report seeks approval to grant a new 20-year lease to Friends of Granton Castle Walled Garden on the terms and conditions outlined in the report.

3 Background

- 3.1 Granton Castle Walled Garden came into the ownership of the Council as part of the EDI Group purchase in May 2018. The site forms part of the Granton Waterfront which is identified as a Strategic Development Area in the adopted Edinburgh Local Development Plan. The Walled Garden itself is enclosed by a listed wall and this area is not scheduled for development. The Walled Garden is currently occupied by Friends of Granton Castle Walled Garden who are a Scottish Charitable Incorporated Organisation. They are locally controlled, with membership eligibility to the local community and from individuals with an interest in the garden. The current board has a good mix of local people, with an interest in the garden from various perspectives – growing food, heritage, community development, regeneration and health. They currently operate on an annual licence, which has since reverted to rolling month to month lease term.
- 3.2 Under the terms of the current licence agreement, many repairing obligations remained with landlord and as such, now fall on the Council. A new lease would transfer these obligations to the occupiers.
- 3.3 Discussions with the prospective leaseholder has encouraged community engagement, in line with the Council's wider redevelopment proposals for the Granton foreshore area.

4 Main report

- 4.1 Collective Architecture were appointed by the Council in September 2018 to lead a multi-disciplinary team to prepare a development framework for Granton Waterfront. The Development Framework is built on key principles which have been developed through extensive consultation with the community and other key stakeholders to ensure a place-based approach to delivery. The Development Framework will be presented to Planning committee for approval as non-statutory planning guidance in December 2019.
- 4.2 Alongside fulfilling many of the key design principles, the walled garden provides place based learning which helps to support the wider working objectives outlined in the emerging learning strategy for Granton. These expand on the vision for the area and help to harness deliverable outcomes from the regeneration:
- 4.2.1 Reduce inequality by enhancing access to services;
- 4.2.2 Support social inclusion by creating enhanced access to lifelong activity and learning, enabling access to public buildings, parks, greenspace and growing area;
- 4.2.3 Increase entrepreneurial and social innovation capacities and strengthen lifelong learning opportunities by supporting growth sectors.
- 4.3 This proposed new lease would provide additional amenities to local residents, attract visitors to the area and help preserve a historic medieval site for now and future generations.
- 4.4 The following terms have been provisionally agreed:
- Subjects: Granton Castle Walled Garden, West Shore Road, Edinburgh;
 - Lease Term: 20-year term;
 - Break options: A tenant break option will be available if major funding applications are rejected. A landlord break option will be available if it is deemed that the tenants have not fulfilled the objectives outlined within their Business Plan (see Appendix 2);
 - Stepped Rent: £1.00 (if asked);
 - Repairs: Tenant Repairing and Insuring;
 - Tenant Works: To bring the Walled Garden back into community use and repair / maintain all listed structures which form part of this site;
 - Landlord Works: Nil;
 - Costs: Each party to meet their own costs;

- Other terms: As contained in standard commercial lease.

4.5 This site has been identified in the upcoming Granton Waterfront Development Framework as community greenspace and the proposed use is considered a key asset in the overall vision.

5 Next Steps

- 5.1 The Council will seek to enter into the lease with Friends of Granton Castle Walled Garden in accordance with the terms and conditions outlined within this report.
- 5.2 Key performance indicators will be put in place to ensure that the group are working towards the objectives they have set out in their 3 year business plan (Appendix 2). The KPI's will be reviewed annually with the group to ensure the KPI's align with the emerging vision for Granton Waterfront and the key principles of the Development Framework which will be presented to Planning Committee for approval in Dec 2019.

6 Financial impact

- 6.1 No income is being generated as part of this letting. However, all running costs and maintenance obligations associated with this site will be passed to the tenant, resulting in a revenue saving to the council.
- 6.2 The alternative use value for this site is limited due to planning and development constraints.

7 Stakeholder/Community Impact

- 7.1 Consultation with ward councillors, community and other key stakeholders has taken place over the past 12 months during the preparation of the Development Framework.
- 7.2 The proposal in this report to grant a lease on the site will have a positive impact on the community.
- 7.3 Granton Waterfront offers an excellent opportunity to deliver exemplar urban design through keeping the community and placemaking at its heart whilst spearheading climate emergency through imbedding sustainability, resilience and adaptability within all principles to help support the Council's aim of achieving net zero carbon by 2030. Retention of the historic walled garden is a key example of where this can be achieved through restoring an operational garden that will trial and grow a wide range of produce to build a sustainable local food system that will improve health and build community resilience.

- 7.4 The proposal in this report does not have any significant impact for equality, rights, economic, health and safety, governance, compliance or regulatory implications.

8 Background reading/external references

- 8.1 [Granton Waterfront Regeneration Update – Corporate Policy and Strategy - 14 May 2019](#)

9 Appendices

- 9.1 Appendix 1 – Location Plan
- 9.2 Appendix 2 – FG CWG Business Plan (June 2019)



Business Plan

Friends of Granton Castle Walled Garden

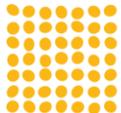
June 2019

Images by Community Enterprise, client and Ashley Erdman



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About the Project

This has been a historic site since 1497. The Walled Garden was attached to Granton Castle, which was damaged and rebuilt in 1544, refurbished in the early 1600s and finally demolished in 1922. It was passed ultimately to the Edinburgh Corporation (and its associated organisations over the years). The walled garden was a productive market garden for many years but had fallen into dereliction and was forgotten by most. When a planning process started to build houses there, the local community was galvanised into action to save this site. A Friends Group was established and was successful and now hold a lease for this unique and beautiful space.

The Walled Garden provides a perfect connection between Edinburgh's coast and hinterland, and invaluable opportunities to join up the underused and potentially regreened shoreline of Granton with residential areas and establish a unique link between past, present and future local communities.

Importantly, the Garden has been identified as a historic garden in the Council's Survey of Gardens and Designed Landscapes and more recently has been Category B listed by Historic Environment Scotland.

The walled garden emerged as a significant part of the Granton Waterfront Regeneration Strategy within "Granton's Central Park". 90 of 150 respondents chose it as a priority and 108 mentioned 'Connect to coast' as a priority. The Walled Garden is a strategic part of the new development and acknowledged as a Council owned 'common good' property.

What We Want to Achieve

Over the past three years the Friends Group has engaged in discussions with a wide range of individuals and organisations to inform the following aims and objectives for the garden:

Overall aim - To create a thriving, sustainable and productive heritage gateway to the waterfront through a community-led approach that will be accessible to existing and new populations and will contribute to community integration and cohesion.

We will do this by:

1. Preserving an important part of Granton's built environment and heritage
2. Restoring an operational garden that will trial and grow a wide range of produce to build a sustainable local food system that will improve health and build community resilience
3. Providing opportunities for education, learning and skills development
4. Creating areas of peace and calm for spiritual reflection and mental wellbeing
5. Making the garden accessible to visitors and creating a venue to support cultural and arts activities including the restoration of a historic garden that has the potential to become a destination in the Edinburgh Waterfront attracting visitors from Scotland and further afield.

This business plan sets out our plans to realise that vision. To create the widest benefit, the community will need to gain control of the site with enough security of tenure to attract investment.



Saving Granton Castle Walled Garden

“a community campaign to save Granton Castle's 'forgotten' Garden”

The people of Granton used community activism and strategic partners, along with building a business plan while being active on site, to create a momentum that stopped the building of houses on the oldest walled garden in Edinburgh. It is now in community control and is flourishing.



The Friends of Granton Castle Walled Garden

The Friends of Granton Castle Walled is now a Scottish Charitable Incorporated Organisation (SC048884).

They are locally controlled with membership eligibility from the local community and from individuals with an interest in the garden. The current board has a good mix of local people and those with an interest in the garden from various perspectives – growing and food, heritage, community development and regeneration and health.

The group has managed to secure very small grants from Awards for All and the Mushroom Trust and has developed largely on small budgets and significant volumes of voluntary labour. This has encompassed gardening and site reclamation itself, but also publicity, marketing, visitor management and events.

A new footpath and door was installed by Waterfront Edinburgh Limited and a licence granted at the end of April 2017 to enable the community group to begin restoration work and allow visitors and volunteers inside the secret medieval garden for the first time in over a decade.

Support and advice has been secured from many agencies including the Royal Botanic Garden Edinburgh, Scotland's Garden and Landscape Heritage, Historic Environment Scotland, and the Community Land Advisory Service.

Initial work started at the centre of the historic garden. Gradually more people have found the secret garden and now over 60 individuals have volunteered to clear the ground and start growing with a particular focus on preparing the orchard.

The History branch of our group has been hard at work all year uncovering voices from the past as well as archaeological remains, bringing history vividly to life through the garden, most recently with help from Written in Film.

Various walks, visits, open days and events have continued through 2018 and 2019 often with large numbers of visitors sometimes as much as 300. Recently local walking groups such as Curious Edinburgh from the History Hub at Madelvic and the Pilton Walking Group from PCHP have visited the Garden.

The 'Hidden Gems' shoreline walk in the midsummer of 2017 showed real visitor interest from local residents. Later in the first autumn the group was asked to participate in a Doors Open Day with the Cockburn Association with sellout tours confirming the wider appeal to Edinburgh Residents. 17 volunteers including artists from Improvisation Collective supported the event

“I’ve only been once on the recent doors open day and didn’t even know it existed. At the moment the garden is still under rejuvenation. I think once it is more established you would see more visitors. Not quite the lost gardens of Heligon but something like that.”

A visitor, 2018

The Research We did

A substantial volume and range of community consultation has taken place which drives this business plan and is set out in detail in a separate appendices document. In summary we have undertaken the following;

- Gala Day June 2018 – Over 60 people gave their views onsite
- Open Doors Day and Garden Tours 1st Saturday of each month. Consultation took place at 3 of these events and a further estimated 50 people contributed.
- A community survey was responded to by over 50 people



- Health Group / Pilton Community Health Project July 2018 – small focus group to gather more qualitative data
- Volunteers focus group July 2018 with 13 people
- July 2018 Volunteer Picnic and harvest day ‘Tattie Lifting and Garlic Harvesting’
- Stakeholder contact, meetings and interviews
- Other creative consulting methods including a series of short films about the Garden and its visitors and volunteers

One of the things that emerged strongly from the research is not just percentages of people supporting an orchard etc., but how people feel when in the garden. Though intangible, many mention the “magical atmosphere”, and how “special” and safe it feels. Some ended up writing poetry, sending images from childhood with associated feelings and meanings visiting or working in this garden seems to elicit.

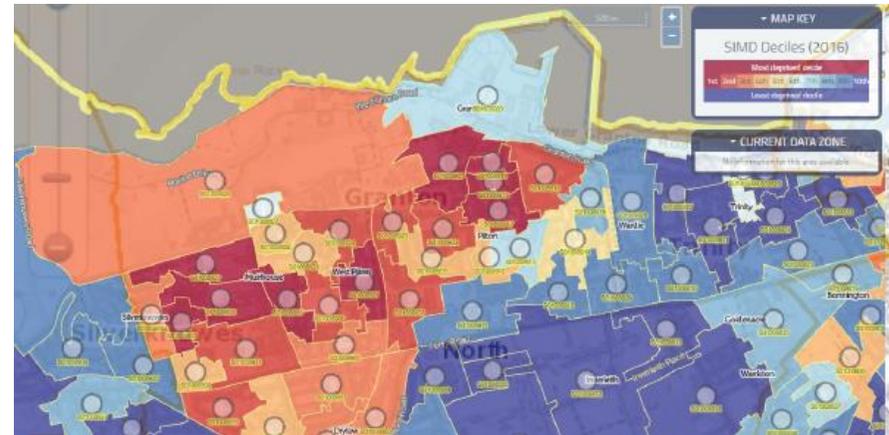
Children have been heavily involved including one who dubbed our garden “Stick Land”.

Summary of Findings

The Walled Garden is within the community of Granton which is one of the most deprived areas in Edinburgh. It is located north of the existing communities of Granton, Royston, Pilton and Muirhouse and alongside the new housing and commercial developments on Granton Waterfront which will grow over the next 10 to 15 years.

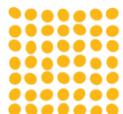
As can be seen from the adjacent map, the Walled Garden is bordered by areas of deprivation falling into Quintiles 1-4 (dark red to orange), representing some of the most deprived populations in Edinburgh.

There are five main datazones in the immediate vicinity of the site showing the following statistics;



- 4 of the 5 are in the worst areas of Scotland in terms of relative deprivation. The other is in the lowest 20%
- Geographical access to services is relatively high due to this being an urban area but
- Income is in the lowest 10% of the 4 worst areas
- Employment is in the worst 10% with some areas in the worst 5%
- Health is in the worst 10% of areas with one area being in the worst 5%
- In 3 of the areas, education and learning is in the lowest 30% but in two it is much lower.
- 3 of the areas have very high levels of crime.

Despite these statistics, the area has a history of resilience and community activism with groups such as Pilton Community Alliance being active in one form or another since the 1940s and the Pilton



Community Health Project since 1984. There is community pride and a culture of self-help and activism.

There is a strong strategic fit with local and national policy around health and community resilience. There was support from partners that is set out in this plan and consistent positivity from the community about the difference this would make;

- 99% would agree or strongly agree that the garden would strengthen the community and reduce isolation
- 98% feel it would help people understand the environment
- 98% think it would improve the environment
- 88% think it would change individuals' lives through the services offered
- Less, but still high at 72% and 75% feel this would create a more self-sufficient area that produces its own food.

Services and Activities Under Themes

Objective 1 - Preserving an important part of Granton's built environment and heritage

Community Activities and events will be hosted regularly to celebrate the history of this walled garden and the castle that was demolished. With the direct link through the gardener there is a live story here to tell.

Display boards and other forms of interpretation will be created and situated round the garden.

Guided walks on specific, well publicised days and times will offer people from further afield the opportunity to visit the garden.

The written work on the history of the garden will be consolidated and distilled into a professionally printed guide book or on-line when resources become available.

A key project over time will be the physical restoration of the fabric of the buildings and site including the dovecote, glasshouse and the walls.

A key priority is to remove asbestos and get access to sheltered space and to get water into the site.

Objective 2 - Restoring a working garden that will trial and grow a wide range of produce, contributing to building a local food system and improving health outcomes for local residents

We can increase the weekly volunteer gardening sessions. This is fundamentally intended to attract a range of local people. Public open days will be arranged.

We will continue to employ and enhance the gardening staff who will have a growing plan that local volunteers can follow with support. Food Growing Activities will involve planting, instituting a garden wide growing plan followed by cultivation and maintenance.

Harvesting of salad crops, herbs, peas and beans together with berry picking events, tattie lifting and garlic harvesting. This produce will be given and/or sold to local individuals and organisations, while volunteers will be able to retain some of the produce for their own use.

Processing of produce at jam, juice and chutney making events with local partners in their kitchen facilities will allow storage longer term.

Health and Wellbeing Activities will be facilitated from the garden including health and heritage walks with Pilton Community Health Project and Granton Hub.

We have participated in food festivals and will continue this city wide demonstration of community growing.



We plan to research the feasibility of developing a brand for our produce for retail to local health food shops in the city as well as to local individuals and on-line. We have already investigated the options for retaining intellectual property.

We will bring people together round food and growing by initiating pop-up cafes at events to create more than individual change by bringing people together, strengthening community.

Objective 3 - Provide opportunities for education, learning and skills development

Opportunities for learning sessions and training courses will be offered to a range of local education providers. In particular we will continue to reach out to local nurseries, schools and colleges to enhance achievement locally.

Creating areas for play (wild, structured and unstructured) is important for children in the area and we will seek to provide such a safe area in the future.

Recently we have offered a series of well-attended creative workshops utilising the resources of the garden and will continue these.

In the future we will look at the feasibility of collaborating on workshops and courses ranging from horticulture and growing, to the propagation of heritage plants, the heritage of the site and concept of walled gardens, with appropriate partners.

Our many existing partners and learning recipients can be seen in an appendix.

Objective 4 - Create areas of peace and calm for spiritual reflection and mental wellbeing

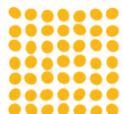
Spaces and calm walks will be created in the extensive garden where people of all ages can enjoy stress free time out to reflect and to benefit from the positive sense of the space

We will work with local mental health orientated charities to manage this and will explore concepts such as social prescribing to source beneficiaries we would not normally come across.

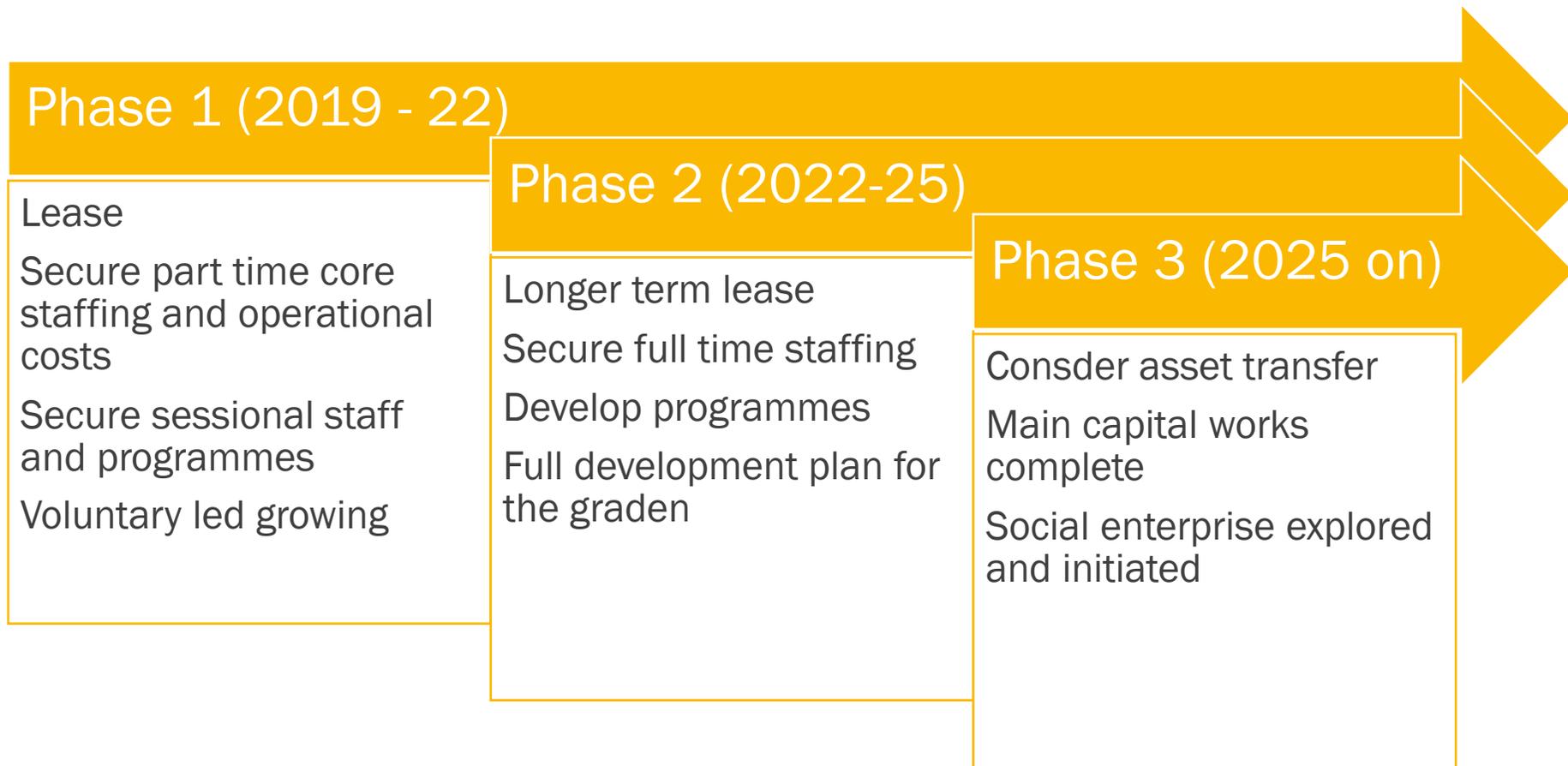
Objective 5 - Make the garden accessible to visitors and create a venue to support, historical, heritage, cultural and arts activities

Cultural Activities will be developed including art, dance, music and storytelling events in the garden. Participating in the Shoreline Exhibition will be important to us as we want the garden to become a destination site for the people of Edinburgh and beyond.

The garden venue will continue to be a part of the annual Cockburn Association Doors Open exhibiting it to people who might not have realised it existed.



A Phased Approach to Site Development



The Difference we will Make

Outcome 1

- 500 local residents per year, many of whom grow up in uninspiring places, will access an important part of Granton's built environment and heritage and feel it is their own

Outcome 2

- 250 local people per year with poor health and diet, will improve their physical health and well-being through working in the garden and accessing good quality locally produced food.

Outcome 3

- 100 local people per year, who have low aspirations and low educational achievement will report increases in learning through accessing training at the garden.

Outcome 4

- 250 per year with low self-esteem and poor mental health will improve their well-being through spending time in the relaxing garden and wild-life spaces

Outcome 5

- 1000 people across Edinburgh per year will visit the garden and learn about its hidden history as well as enjoying cultural and creative events.

Measuring Our Impact

The aim of this business plan is to ensure that the Friends of Granton Castle Walled Garden becomes a robust, sustainable enterprise with good services that achieve or exceed the targets and outcomes set out. The trustees and staff will be committed to monitoring the progress of the work and to promoting both success and learning.

The outcomes and milestones will be fleshed out in more detail in the future when the concept moves towards inception and, once agreed, those milestones and outcomes will be what is monitored against. There will be a clear baseline from which we can measure change. We will also monitor for change outwith those outcomes and record any unexpected outcomes, positive and negative.

A report will be structured that the most senior member of staff will present to each board meeting outlining progress towards each outcome and whether milestones have been achieved on target, with clear plans to address issues if the milestones are off track. Actions will be agreed by the trustees and implemented by the staff team.

We will endeavour to consolidate a system whereby reporting become relatively streamlined.

Once staff capacity is in place, evidence will be sought using, where possible, less traditional methods:

- Recording numbers of people attending the Garden and for what purpose. The group have used clickers at events to record numbers of attendees and estimate the split of ages and location.
- Numbers of people attending the volunteer growing sessions and at what times on sign in sheets



- Attendees at learning events that will all have simple evaluation forms.
- Evaluation at events to take views from people as they are there, say on a blackboard, graffiti board or on postcards that they can leave in a box.
- Testimonials from regular local users about the impact of being on the site
- We will use a lot of photography and video interviews to record data in a different way.
- The nature of those people, whether local or visitors
- Numbers and nature of volunteers and where they come from.
- User and customer surveys at times will investigate outcomes and views in more detail. We may bring in outside help for this.
- A regular stakeholder meeting will also gather data
- Numbers of social media followers and the quality of that conversation where immediate feedback can be tracked quickly

The finances will be monitored

The success of activity will be dependent upon the efforts and motivation of existing and new staff and volunteers.

Funding and Finance

Cost

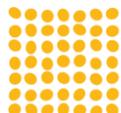
At the moment we do not have professionally costed designs for the physical development of the garden but funding streams below will set out how we will get to that point. We need water brought into the site and the need for shelter may require the erection of a small structure and/or the removal of asbestos from existing structures to make them safe. Estimates will be required for this.

All other costs can be seen in the cash flow projection at appendix 1.

Funding Sources

As our overall aim is to create a resource that will bring together communities in one of the most deprived parts of Edinburgh, our funding strategy aims to create a balance between grant funding and very small elements of income generating activity. We intend to ensure that those most in need of the services the garden has to offer are able to access them as affordably as possible. As result grants, certainly in the early phase, are vital to our financial plans.

| Funder | Details | Amount | |
|------------------------------|--|---------|---------|
| | | Capital | Revenue |
| Big Lottery Medium grants | Funding for the community aspects of the outcomes – community control and resilience, health and well-being etc. Match with Robertson Trust | £20,000 | £50,000 |
| Robertson Trust | Funding for the community aspects | | £30,000 |



| | | | |
|------------------------------------|---|---------|----------|
| | of the outcomes but with more focus on individuals and the difference to people. Match with Big Lottery Capital grant for upgrading the site is for a future separate bid | | |
| Climate challenge fund and others. | Future funding for community growing around the creation of a resilient local food eco-system for Granton Funds for staff, materials, tools, expenses etc. Detail depends on CCF detailed outcomes when they emerge | £25,000 | £150,000 |

Income Generation and Financial Viability

We plan to establish the garden with grants to allow for free and affordable use for local people. We will also work towards a modest social enterprise model with some free activity combined with charged-for courses and other income-generating opportunities to work towards some unrestricted income. Staffing, operational and other costs associated with restoration of the garden infrastructure will principally be covered in the early years by grant funding. As the garden is restored we expect it to begin to generate small amounts of income

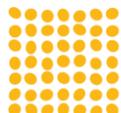
later and the three year cash flow projection attached as Appendix 1 shows this in more detail.

This summary sheet shows the growth of income vs grants and the turnover of the garden for the first three years.

| | yr1 | yr2 | yr3 | Total |
|--------------------------|----------------|----------------|----------------|---------|
| Income | | | | |
| Trading | £2,475 | £5,400 | £5,400 | |
| Donations | £2,000 | £2,000 | £2,000 | |
| Robertson Trust | £15,000 | £15,000 | £15,000 | £45,000 |
| Lottery Community Fund | £30,000 | £30,000 | £30,000 | £90,000 |
| Total | £49,475 | £52,400 | £52,400 | |
| Expenditure | £48,486 | £49,226 | £49,982 | |
| Surplus / deficit | £989 | £3,174 | £2,418 | £6,581 |

Managing finances

We are a new organisation and are building our skills in this area. The budget is currently set by the trustees. In future once, the relevant staff are in post, this report will also provide an executive summary of costs, risks and progress against objectives and outcomes. The report will be used by the Trustees at monthly meetings to monitor progress and discuss any variances and how to address these. At an appropriate time in the future the Friends will adopt a computerised system such as Sage or Xero to manage finances. Training and support will be provided with this.



Governance and Management

The Board

Friends of Granton Castle Walled Garden is registered with the Parks and Greenspace Service at Edinburgh City Council. In December 2018, the Friends became a Scottish Charitable Incorporated Organisation (SCIO) No SC048884. Currently the Friends are a simple, tier 1 SCIO.

The Friends Group was formed in 2013 and since then has gained wide understanding and knowledge of what is required to undertake such an ambitious project. There is a wide skills base within the Committee, including expertise in horticulture, botany, planning, local community engagement, landscape architecture, history, heritage, research, practical building skills and project management.

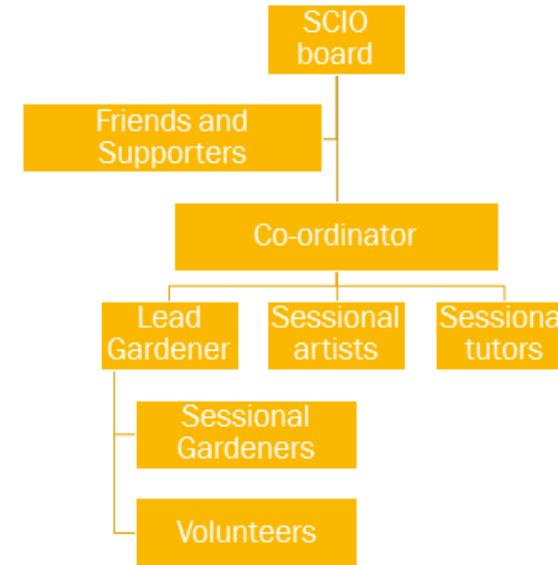
The Committee will develop and strengthen their skills in governance and management through a training programme. Suitable courses are available from Just Enterprise and EVOC.

As well as skills development the board is very open to new board members and undertakes regular recruitment initiatives.

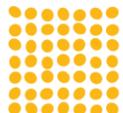
Proposed staffing

Much of the work to date has been carried out by volunteers. While continuing to make use of the wide range of skills and experience of volunteers, we have identified that the following staff will be required to move forward to the next stage of development.

The following is the ideal staffing complement, when funding becomes available.



Working in Partnership



GRANTON CASTLE WALLED GARDEN

FRIENDS OF GRANTON CASTLE WALLED GARDEN - WHO WE ARE



Working in partnership is vital to the model of Granton Castle Walled Garden and this section should be read in conjunction with the services section as joint delivery is fundamental to how we want to work.

Partnerships can be related to direct service delivery, wider referral routes, attracting visitors or project policy and networking. The table below outlines the key partners we have developed though this will continue over time.

Key partners

The table in the appendices shows the extent of interest in the garden from a range of organisations and bodies from across the public, private and third sector. The following fleshes out some of the key partnerships operationally.

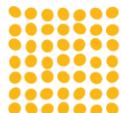
Heritage and environment - Historic Environment Scotland (HES) reviewed the Friends' group research which led to the revision of their information about the Walled Garden and Dovecote and the relisting of the walls as a B category structure.

Our relationship with HES continues through the Scotland's Urban Past (SUP) project. The Friends' group was invited to join SUP's community history project and to create a more accurate online account of the Garden's history in the digital national record. SUP are continuing to run workshops with the Friends over the summer of 2019. The Friends aim for a wider community involvement in establishing and recording the footprint of the old Castle and SUP will continue to provide support. This engagement continues as Friends widen their research and contribute to Canmore, HES's database which is the National Record of the Historic Environment.

We have been in contact with Archaeology Scotland to look at possibilities of the dovecote becoming part of their 'Adopt a Monument' scheme. The City Archaeology Dept. may support interpretation for the castle's historic footprint.

Social Bite - Adjacent to the garden, Social Bite established housing for homeless people. Partnering with Cyrenians, this project not only provides housing but also support and help to residents to help them reintegrate their lives back into society. We are exploring potential synergies between this project and developments in the garden. Discussions took place around co-ordination of physical facilities and services. We have offered volunteer work/training placements for the village residents.

Community Food Groups - Close links have been developed with local community gardens and other food initiatives. Alongside them we have



a shared commitment to addressing food poverty. In the past, we have donated some of our vegetable crop to Granton Community Gardeners' Community meals, hosted Pilton Walking Group to pick hedgerow fruit for jam and jelly making and in conjunction with the Botanics Cottage run a hedgerow syrup making event. As the garden becomes more productive, many opportunities for learning and active participation in food production will arise and we will further develop and enhance these relationships and partnerships. We will play our full part in contributing to local strategies to support and encourage healthy eating and to address food poverty.

Education – There has been significant interest from a number of education, training and learning providers from across all sectors. Pupils and staff from Craigmoynton Community School visited the garden to enhance their curricular activity. Following this, further discussions will take place with local schools about how they could be involved. At the same time, we will explore how the garden can be used more widely and contribute to policy in relation to green space and outdoor learning. The garden offers ideal placement opportunities for a range of training programmes.

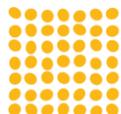
During the summers of 2017 - 2019, the improvisation collective led by Dr Sophia Lycouris of Edinburgh College of Art (ECA) created a live installations of art and sculpture in the garden, much of which remains on display in the garden, enhancing its appeal. Through a continuing partnership with creative artists, we have a wonderful opportunity to record the progress of the garden as it is restored in innovative and imaginative ways. This will benefit both the artists who will have access to a unique resource and the garden which will gain some very valuable resources for present and future use.

Health and Wellbeing - Visitors and volunteers who have come to the garden have noted the peace and tranquillity of the surroundings and how beneficial this is to their health and wellbeing. Our consultation explored how we might develop parts of the garden to maximise the benefits to health. Trellis, an organisation that

supports therapeutic gardening has already given us design advice and principles for a brief for the planned competition for the design of the sanctuary area. This has included ideas relating to the senses and working with dementia and Alzheimer's through the environment

The garden as a visitor attraction - Various meetings have taken place with Edinburgh City Council Parks Department and they will be a key partner as we take forward access to the garden. An ongoing relationship has been developed with Scottish Gardens and Landscape Heritage who are keen and willing to assist us with historic garden design. We participated in the Cockburn Association's Doors Open Day in 2017 and 2018 and this will become a regular event in the garden's calendar.

Marketing and Communications



The marketing plan is required to be effective for two key reasons: firstly, we need to attract a strong range and scale of local people from North West Edinburgh to ensure we achieve the social outcomes; secondly, we need to attract visitors from further afield to enjoy this beautiful site. Ideally these should merge but driving usage and visitors to the Garden is vital for securing its success.



A branding exercise has already been undertaken and there is a logo and brand identity in place. This will need to be deployed with a strategic communications and marketing plan which will be developed in the future. Branding will communicate Granton Castle Walled Garden's special identity and character. The communications and marketing plan will set out a detailed time table of activity that can be implemented by new

staff. As a result the marketing plan will be distinct and outcomes focused and the following gives a snapshot of the context in which it will work.

There will be three key targets for the marketing plan. These are almost completely distinct sometimes requiring different methodologies. They are

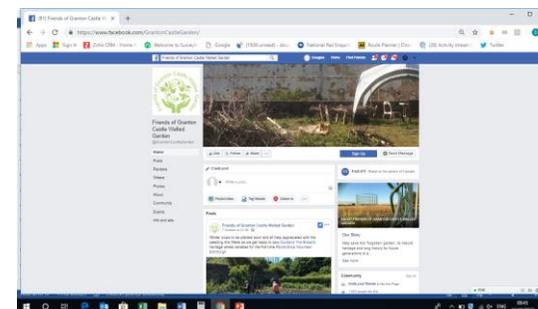
1. Local people (who are isolated or require support) who we want to use and contribute to the garden and will be the main social beneficiaries.
2. Broader users from across the city who will use the garden for learning and heritage/environmental activities.

3. Visitors - many of whom are coming to see the Garden or who are attracted to the quality of the heritage and outdoor access.

Local Market

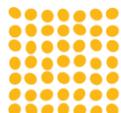
We will create a strategic marketing strategy based on the following;

- E-mail news bulletins. We will create a database of local residents who are committed to the garden, building up a sense of an electronic community (the Friends) who get regular news updates
- Poster and flyers, keeping people in North West Edinburgh and the surrounding area informed via shop windows and noticeboards as well as local partners like North Edinburgh Arts
- Use of gatekeepers, sending information out to local third sector groups
- Use of social media. We have 1026 followers on facebook and 374 followers on twitter. We will continue to grow and develop this on-line presence.
- Use of the local press



A conversation will be built to keep people in touch with “their” garden.

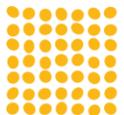
Wider Users



We will work closely with partners in the city. These all attract significant visitors to the city and we want to capture some of that market.

Working with visitor and tourism agencies, through on and off-line marketing materials and scattered with campaigns throughout the years. We will work with strategic partners including tourism officers at Edinburgh Council and the Chamber of Commerce.

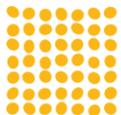
In later phases of development, clear professional publicity material will be designed and developed and distributed to the right publications.



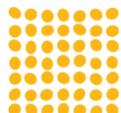
Appendix 1 : Cash flow projections

Staffing

| Core Posts | Salary | NI | Pension | Time | total |
|---------------------------------|---------|--------|-----------|------|---------|
| Co-ordinator | 28000 | £2,752 | 1400 | 0.5 | £16,076 |
| Lead Gardener | £24,000 | £2,200 | £1,200.00 | 0.4 | £10,960 |
| Sessional artists budget | £10,000 | | | | £10,000 |
| Total | | | | | £37,036 |



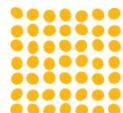
| CASH FLOW PROJECTION | Granton Walled Garden | | | | | | | | | | | | | Year 1 |
|--|------------------------------|----------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | Number of learners per month | | | | | | | | | | | | | |
| | Price per course per head | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | |
| | | 2019 | | | | | | | | | | | | |
| | | April | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | March | Total |
| INCOME | | | | | | | | | | | | | | |
| Robertson Trust | | £7,500 | | | | | | £7,500 | | | | | | £15,000 |
| NLCF Community Led Medium | | £15,000 | | | | | | £15,000 | | | | | | £30,000 |
| Donations and fundraising | Incl for plants and produce | £500 | £100 | £100 | £100 | £100 | £100 | £100 | £500 | £100 | £100 | £100 | £100 | £2,000 |
| Workshops and Training | Many offered free to locals | £0 | £0 | £0 | £150 | £150 | £150 | £150 | £375 | £375 | £375 | £375 | £375 | £2,475 |
| | TOTAL | £23,000 | £100 | £100 | £250 | £250 | £250 | £22,750 | £875 | £475 | £475 | £475 | £475 | £49,475 |
| EXPENDITURE | | | | | | | | | | | | | | |
| Direct costs | | | | | | | | | | | | | | |
| Salaries (incl NI and pension see sep sheet) | | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £3,086 | £37,036 |
| Staff training & development | | £250 | | | | | | | £250 | | | | | £500 |
| Volunteer expenses | | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £1,200 |
| Insurance | | £750 | | | | | | | | | | | | £750 |
| Printing, stationery, postage | | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £600 |
| Marketing and promotion | | £500 | | | | | | | | | £500 | | | £1,000 |
| Telephones | Mobile on site | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £600 |
| Memberships & publications | | £500 | | | | | | | | | | | | £500 |
| Site Repairs and maintenance | | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £3,000 |
| Professional Fees | | | | | | | | | | | | | £1,500 | £1,500 |
| Sundry expenses, tools, compost etc | | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £1,800 |
| | TOTAL | £5,686 | £3,686 | £3,686 | £3,686 | £3,686 | £3,686 | £3,686 | £3,936 | £3,686 | £4,186 | £3,686 | £5,186 | £48,486 |
| Surplus/Deficit | | 17,314 | -3,586 | -3,586 | -3,436 | -3,436 | -3,436 | 19,064 | -3,061 | -3,211 | -3,711 | -3,211 | -4,711 | 989 |
| Opening Balance | | 0 | 17,314 | 13,727 | 10,141 | 6,705 | 3,268 | -168 | 18,896 | 15,835 | 12,623 | 8,912 | 5,701 | |
| Closing Balance | | 17,314 | 13,727 | 10,141 | 6,705 | 3,268 | -168 | 18,896 | 15,835 | 12,623 | 8,912 | 5,701 | 989 | |



| CASH FLOW PROJECTION | Granton Walled Garden | | | | | | | | | | | | Year 2 |
|--|------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | Number of learners per month | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Price per course per head | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 |
| | 2019 | | | | | | | | | | | | |
| | April | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | March | Total |
| INCOME | | | | | | | | | | | | | |
| Robertson Trust | £7,500 | | | | | | £7,500 | | | | | | £15,000 |
| NLCF Community Led Medium | £15,000 | | | | | | £15,000 | | | | | | £30,000 |
| Donations and fundraising | Incl for plants and produce | £500 | £100 | £100 | £100 | £100 | £100 | £500 | £100 | £100 | £100 | £100 | £2,000 |
| Workshops and Training | Many offered free to locals | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £5,400 |
| TOTAL | £23,450 | £550 | £550 | £550 | £550 | £550 | £23,050 | £950 | £550 | £550 | £550 | £550 | £52,400 |
| EXPENDITURE | | | | | | | | | | | | | |
| Direct costs | | | | | | | | | | | | | |
| Salaries (incl NI and pension see sep sheet) | 2% cost of living | £3,148 | £3,148 | £3,148 | £3,148 | £3,148 | £3,148 | £3,148 | £3,148 | £3,148 | £3,148 | £3,148 | £37,776 |
| Staff training & development | | £250 | | | | | | £250 | | | | | £500 |
| Volunteer expenses | | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £1,200 |
| Insurance | | £750 | | | | | | | | | | | £750 |
| Printing, stationery, postage | | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £600 |
| Marketing and promotion | | £500 | | | | | | | | £500 | | | £1,000 |
| Telephones | Mobile on site | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £600 |
| Memberships & publications | | £500 | | | | | | | | | | | £500 |
| Site Repairs and maintenance | | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £3,000 |
| Professional Fees | | | | | | | | | | | | £1,500 | £1,500 |
| Sundry expenses, tools, compost etc | | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £1,800 |
| TOTAL | £5,748 | £3,748 | £3,748 | £3,748 | £3,748 | £3,748 | £3,748 | £3,998 | £3,748 | £4,248 | £3,748 | £5,248 | £49,226 |
| Surplus/Deficit | 17,702 | -3,198 | -3,198 | -3,198 | -3,198 | -3,198 | 19,302 | -3,048 | -3,198 | -3,698 | -3,198 | -4,698 | 3,174 |
| Opening Balance | 0 | 17,702 | 14,504 | 11,306 | 8,108 | 4,910 | 1,712 | 21,014 | 17,966 | 14,768 | 11,070 | 7,872 | |
| Closing Balance | 17,702 | 14,504 | 11,306 | 8,108 | 4,910 | 1,712 | 21,014 | 17,966 | 14,768 | 11,070 | 7,872 | 3,174 | |



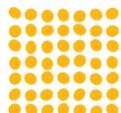
| CASH FLOW PROJECTION | Granton Walled Garden | | | | | | | | | | | | Year 3 |
|--|------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | Number of learners per month | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Price per course per head | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 | £15 |
| | 2019 | | | | | | | | | | | | |
| | April | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | March | Total |
| INCOME | | | | | | | | | | | | | |
| Robertson Trust | £7,500 | | | | | | £7,500 | | | | | | £15,000 |
| NLCF Community Led Medium | £15,000 | | | | | | £15,000 | | | | | | £30,000 |
| Donations and fundraising | Incl for plants and produce | £500 | £100 | £100 | £100 | £100 | £100 | £100 | £500 | £100 | £100 | £100 | £2,000 |
| Workshops and Training | Many offered free to locals | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £450 | £5,400 |
| TOTAL | £23,450 | £550 | £550 | £550 | £550 | £550 | £23,050 | £950 | £550 | £550 | £550 | £550 | £52,400 |
| EXPENDITURE | | | | | | | | | | | | | |
| Direct costs | | | | | | | | | | | | | |
| Salaries (incl NI and pension see sep sheet) | 2% cost of living | £3,211 | £3,211 | £3,211 | £3,211 | £3,211 | £3,211 | £3,211 | £3,211 | £3,211 | £3,211 | £3,211 | £38,532 |
| Staff training & development | | £250 | | | | | | £250 | | | | | £500 |
| Volunteer expenses | | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £100 | £1,200 |
| Insurance | | £750 | | | | | | | | | | | £750 |
| Printing, stationery, postage | | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £600 |
| Marketing and promotion | | £500 | | | | | | | | £500 | | | £1,000 |
| Telephones | Mobile on site | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £50 | £600 |
| Memberships & publications | | £500 | | | | | | | | | | | £500 |
| Site Repairs and maintenance | | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £3,000 |
| Professional Fees | | | | | | | | | | | | £1,500 | £1,500 |
| Sundry expenses, tools, compost etc | | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £150 | £1,800 |
| TOTAL | £5,811 | £3,811 | £3,811 | £3,811 | £3,811 | £3,811 | £3,811 | £3,811 | £4,061 | £3,811 | £4,311 | £3,811 | £49,982 |
| Surplus/Deficit | 17,639 | -3,261 | -3,261 | -3,261 | -3,261 | -3,261 | 19,239 | -3,111 | -3,261 | -3,761 | -3,261 | -4,761 | 2,418 |
| Opening Balance | 0 | 17,639 | 14,378 | 11,117 | 7,856 | 4,595 | 1,334 | 20,573 | 17,462 | 14,201 | 10,440 | 7,179 | |
| Closing Balance | 17,639 | 14,378 | 11,117 | 7,856 | 4,595 | 1,334 | 20,573 | 17,462 | 14,201 | 10,440 | 7,179 | 2,418 | |



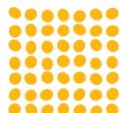
Appendix 2 : Risk Analysis

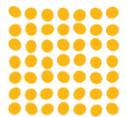
The greatest overall risk to the project at this stage is that the group is not granted long term security of tenure that is essential to take forward the proposals outlined in this business plan. The risk assessment below therefore assumes that agreement will be reached on the most appropriate legal arrangement that will provide this for the next five years while also allowing us to explore the option to buy in future.

| Area of risk | Internal/ External | What could go wrong? | Impact * | Probability ** | What can we do about it? |
|------------------------------------|-----------------------|---|-------------|-------------------|--|
| Remedial works | E | Works not agreed/delayed/funding not achieved | | | Ensure agreement, including health and safety issues with owners is negotiated and any relevant funding applications submitted timeously |
| Services | E | Problems with connection of services (water, sewage, electricity) to garden | | | Discussions taking place with Social Bite re service infrastructure and other options will be identified if these do not progress satisfactorily |
| Restoration of buildings in garden | E | Funding delayed or not granted | | | Expert consultants will be used to prepare funding applications to provide best possible chance of success. Costs savings and contingency built in Experts will be consulted to advise on structural issues and planning consents. If and when necessary, business plan will be amended to take account of impact of delays or changes to plans. |
| | E | Unanticipated structural issues arise | | | |
| | E | Delays or problems with any consents required | | | |
| Restoration of garden | E | Funding not available to employ staff required | | | Expert consultants will be used to prepare funding applications to provide best possible chance of success. |
| | I | Insufficient numbers of volunteers/trainees/workers | | | Continue to promote the garden as a volunteering opportunity and engage with local education and |

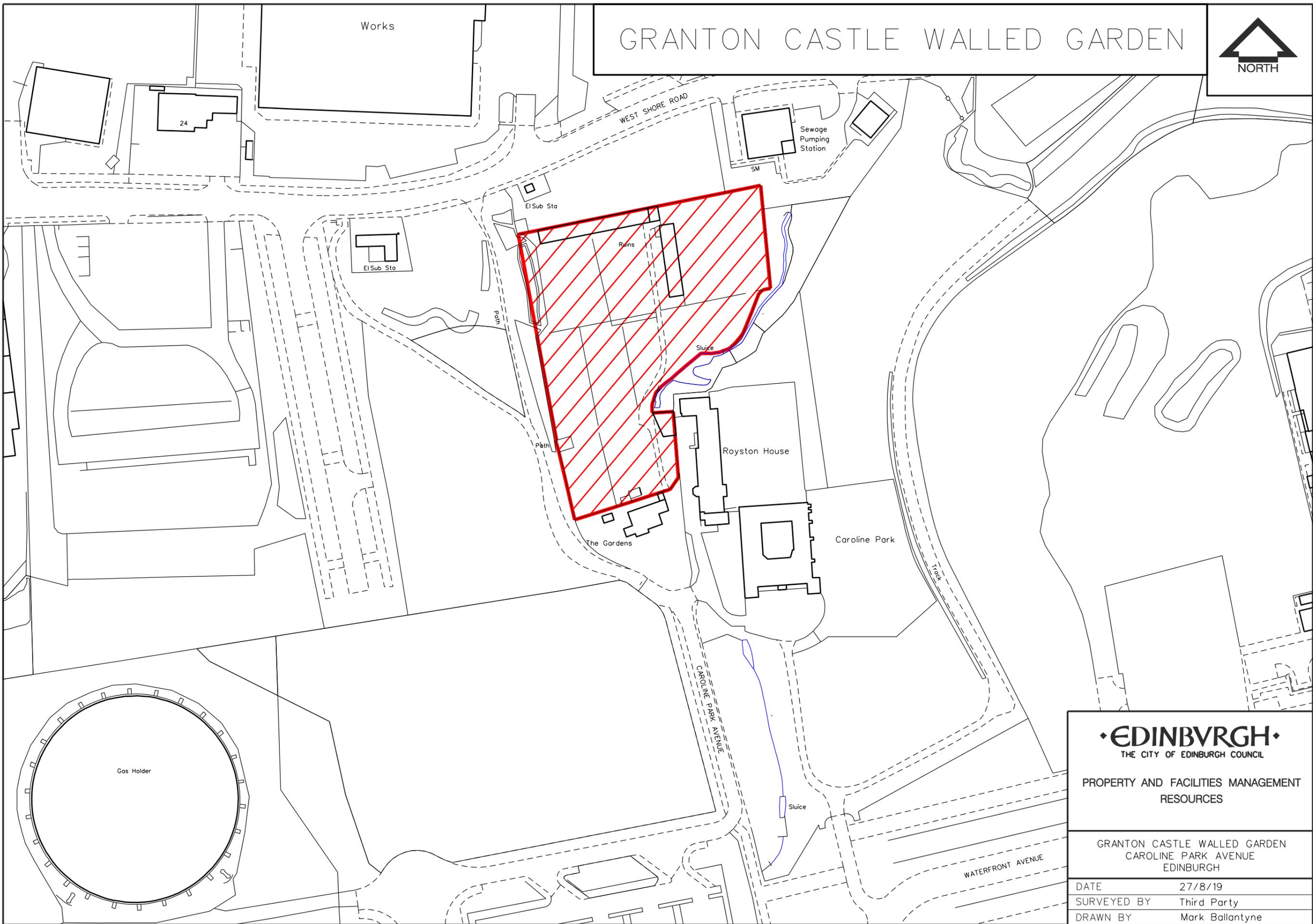


| | | | | | |
|--|---------|---|--|--|---|
| | | | | | training providers to offer placements and work experience opportunities |
| | I | Volunteers lacking expertise/experience | | | Put in place induction and training programmes and carry out regular training needs analysis to ensure needs are met |
| | I | Over/under supply of produce to meet market demand | | | Work with local community food projects to estimate likely demand and ensure gluts are processed and preserved. |
| | E | Biological hazards – pests, disease etc. | | | Develop strategy for eradication of pests and diseases |
| Capacity of organisation | I | Organisation lacks formal structure | | | SCIO is at final stages of registration Board development and recruitment |
| | I | Lack of experience at committee/board level | | | Existing and new committee and board members will undergo training to build their capacity to run the organisation |
| | I | Lack of expertise to manage and monitor budgets and finance | | | The proposed staffing includes someone with skills to manage and monitor budgets. As above capacity will be built at committee/board level to oversee finance |
| Finance and sustainability | I and E | Not enough cash flow to manage business | | | Clear cash flow projections and good financial planning Strong finance skills on the board |
| * Impact – what effect (red – major, amber – medium, green – minor) something going wrong would have on achievement of business plan | | | | | |
| ** Probability – how likely is it that the risk identified will happen (red – high, amber – medium, green – low) | | | | | |





GRANTON CASTLE WALLED GARDEN



• EDINBURGH •
THE CITY OF EDINBURGH COUNCIL

PROPERTY AND FACILITIES MANAGEMENT
RESOURCES

GRANTON CASTLE WALLED GARDEN
CAROLINE PARK AVENUE
EDINBURGH

| | |
|-------------|------------------|
| DATE | 27/8/19 |
| SURVEYED BY | Third Party |
| DRAWN BY | Mark Ballantyne |
| SCALE | 1:1250 @ A3 SIZE |
| NEG. NO. | A3/2169 |

SITE PLAN

SCALE 1:1250