

Report Case Study Area Edinburgh, Craigmillar Deliverable 14

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LUDA
PROJECT

Improving the quality of life in
Large Urban Distressed Areas

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DRESDEN

Report Case Study Area Edinburgh, Craigmillar Area Deliverable 14

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1 Introduction

The Report D14 deals with the Craigmillar area in Partner City of Edinburgh, the national capital of Scotland and the centre of the wider Lothian region lying on the south side of The Firth of Forth. The City has a population of 450,000. Its Travel-to-Work area extends to Lothian, Fife and the Scottish Borders and has a regional structure extending to 750,000 inhabitants. Edinburgh is the political, cultural and administrative capital of Scotland and the nation's heritage centre. The city centre is a World Heritage site representing, in its Old and New Towns, a remarkable blend of two urban phenomena - organic medieval and neo-classical town planning.

Following devolution The Scottish Parliament was re-established in Edinburgh in July 2000.

The modern City's economy is made up of service sectors, including business, finance, tourism, health and education. The City of Edinburgh Council promotes a strong growth management strategy, economic development and social inclusion programme. The Council owns, or is a partner in, seven significant independent companies, which deliver key economic activities and programmes. These can take the form of strategic flagship projects, one of which is the redevelopment of the Craigmillar area of the city and the focus of Edinburgh's LUDA.

The City enjoys a high quality environment. Continuing environmental quality, sustainable growth and social inclusion are the major policy instruments governing the on-going transformation of Edinburgh.

2 Case study Edinburgh

2.1 Case study description

Craigmillar is a deprived **housing estate** within Edinburgh which, to non residents, is best avoided or simply travelled through en route to somewhere else. It is located to the south east of Holyrood Park and Arthur's Seat and is less than 3 miles (5km) from the city centre.



Fig. 1: Craigmillar from the air.

First developed in 1920's, it is the oldest of Edinburgh's peripheral housing estates and was initially populated by people relocated from the Cowgate area of the historic Old Town of Edinburgh and other, then run down, parts of the city.

The area grew in population and housing as it was close to employment in local mines, 7 breweries and other manufacturing industries. In the 1960's high rise social housing was built in the Greendykes area and the population peaked at around 17,000.

During the late 1960s and the 1970s there was major loss of employment following the closure of mines and breweries. The area became a high level unemployment 'black spot'. Other social problems followed: drugs misuse, rise in crime and poor education.

Decline and isolation set in as the environment suffered, houses were not properly cared for and many of those residents who could, moved away from the area. In turn, the housing policies of the council were such, that families considered to be problem families from all parts of the city were re-located to the area. Craigmillar became increasingly stigmatised as the new, relocated residents brought with them severe social problems, creating a continuing detrimental impact on the whole community. Craigmillar became an area of considerable deprivation. According to Scottish Government statistics, it is now considered to be the fourth most deprived area in Scotland (4th out of 1222 areas).



Fig. 2: Tenement Block



Fig. 3: Shop Units



Fig. 4: Multi storey Apartments



Fig. 5: Flatted Housing

Fig. 2-5: © Adrian Welch, 'www.edinburgharchitecture.co.uk'

With continuing population drift and subsequent housing demolition the population fell to just over 7,000 people.

Despite the severity of its problems Craigmillar has always retained a community identity and local pride. It contains respected and well established institutions such as The Thistle Foundation and the Craigmillar Festival Society. There are numerous active agencies and community organisations working across employment, training, health and education issues. The Craigmillar Partnership is a Social Inclusion Partnership set up by the Scottish government to help bring about a wide range of improvements to benefit local people, employers and the wider communities as a whole. Constituted in 2000, it has its own Board made up of agencies and individuals who have an interest in the regeneration of the area, including local people, local government, economic and housing authorities, the private sector and health organisations..

An initial major housing development programme is well underway with funding from the New Housing Partnerships initiative, Communities Scotland and Scottish Homes. The initial programme will lead to the demolition of over 1400 units and the building of more than 1000 new homes for rent or sale. Additionally 200 former council owned homes are to be refurbished.



Fig. 6: New Housing Development



Fig. 7: New Housing Development

Good things are happening in Craigmillar but without a major process of change and a fundamental change in how Craigmillar is perceived externally the scope of the initial housing development will not achieve its true potential.

	Edinburgh	Craigmillar
Population	448,624 persons	7,110 Persons
Area	263.8 km ²	6.9 km ²
Density	1,700 pers/km ²	1,020 pers/km ²

Table 1: Shows the comparison between Edinburgh and the LUDA case Craigmillar

2.2 Boundaries

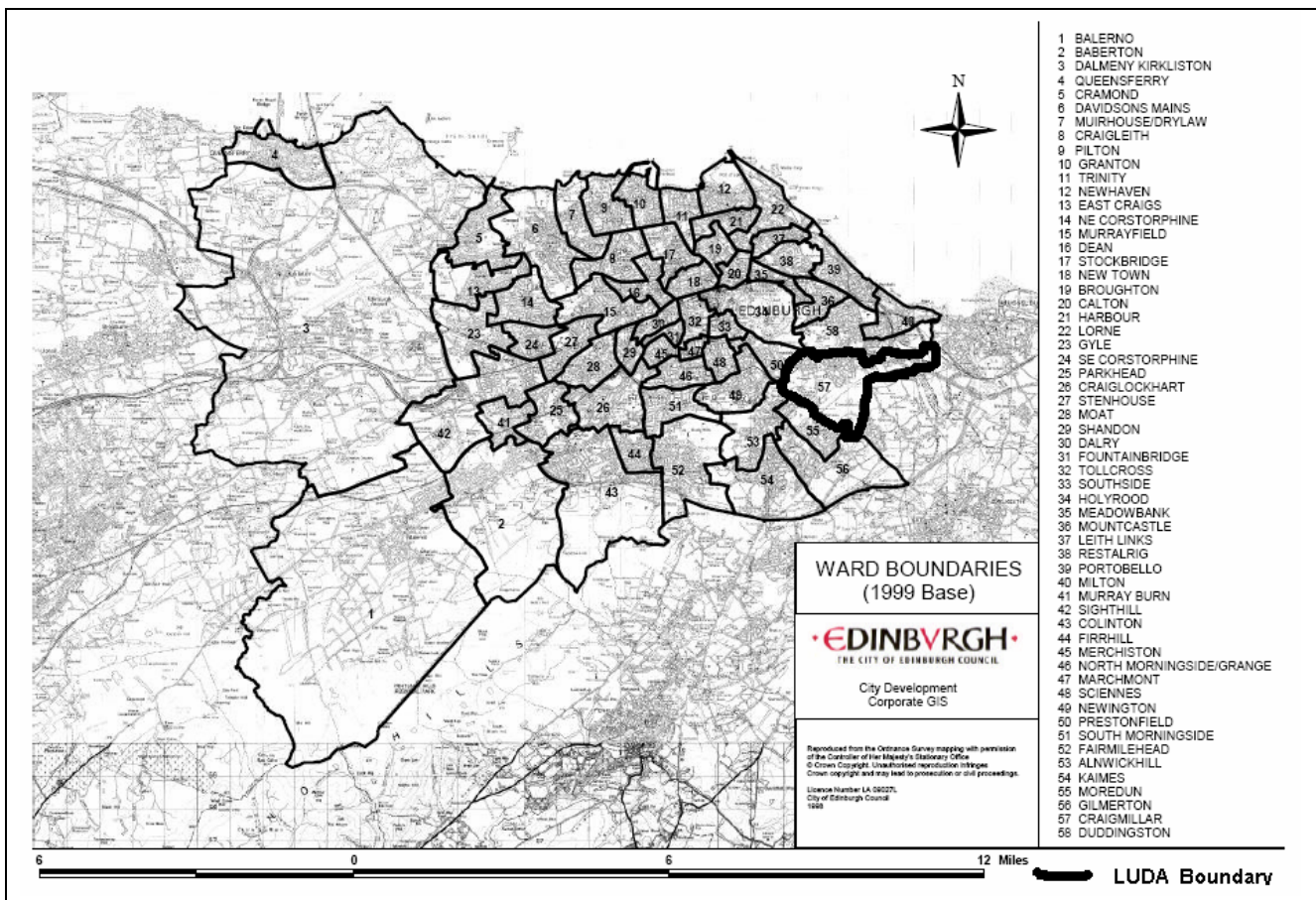


Fig. 8: Edinburgh City Wards showing the Craigmillar LUDA Area

Fig 8 shows the area covered by the Craigmillar LUDA. Craigmillar is located to the south east of the City centre. The Craigmillar ward is one of 58 council wards in the City of Edinburgh.

The area is predominantly a relatively flat area of plain ground separated from the City Centre by two hills. To the **North** and **North West** the area is bounded by the railway line and is overlooked to the North West by the open space of Duddingston Park and beyond by Arthur's Seat. This extinct volcano in Holyrood Park, is a dominant presence visible from across Edinburgh and surrounding areas.

The main access to Craigmillar is by the main road (A6085) which runs **west to east** from the city centre, between the 2 hills, and which forms the main artery through the northern part of the area and around which is centred the main areas of existing housing.

In the **South West** of the ward the ground rises towards Craigmillar Castle and then falls to include the sites of the recently completed extensive development of the new Edinburgh Royal Infirmary and a proposed bio-tech park.

To the **East** the ward includes built up areas including two significant shopping centres which can be accessed directly from the greater Edinburgh area by the busy city by pass road (A720).

The area in the **South** of the ward is open land largely protected by the Edinburgh Green Belt.

Land Use Plan.

The main residential areas in Craigmillar are largely located in the north of the ward and are the focus of the proposed residential / community developments which are highlighted in the future Land Use map shown below.

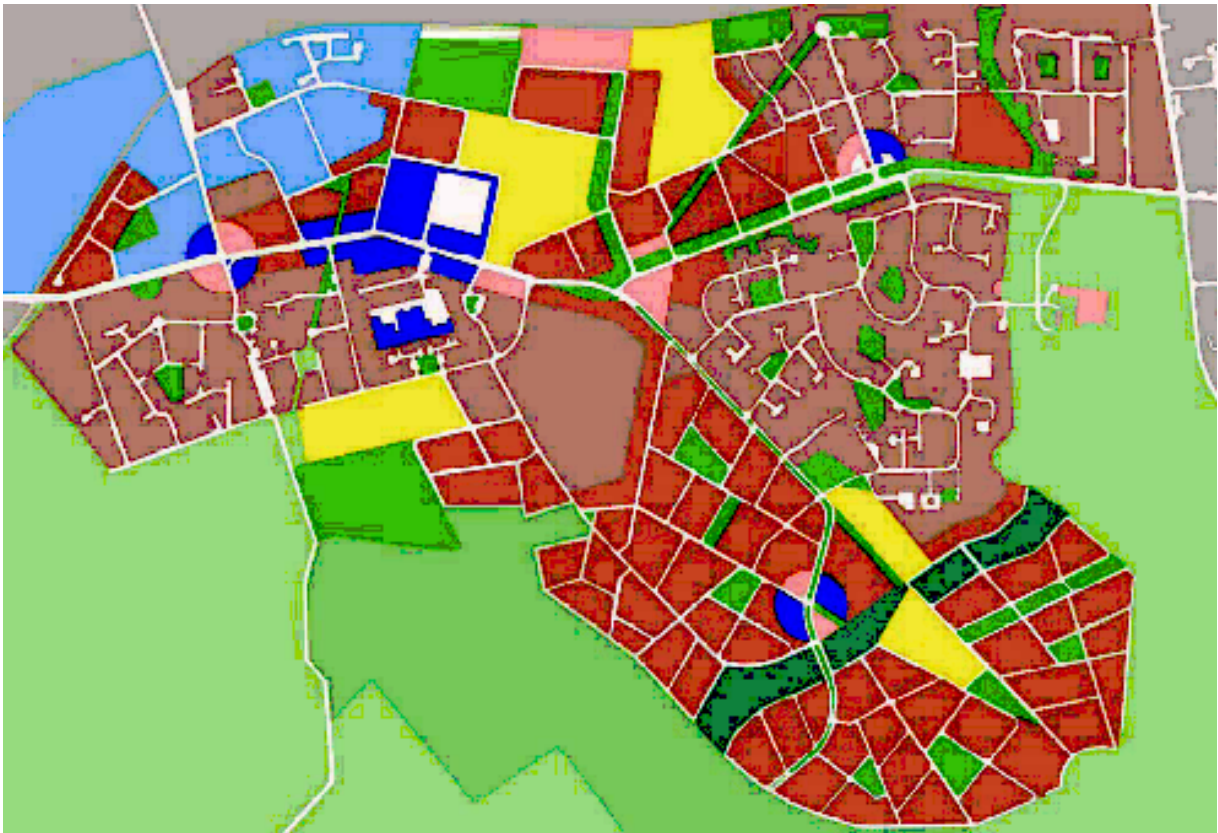


Fig. 9: Proposed Land Use: North Craigmillar



As stated the area to the north east of the ward includes the large retail park and the new Edinburgh Royal Infirmary is centred on the south side. Although both areas provide significant employment opportunities neither contains a large number of homes. Employees tend to travel from across the City and the wider region.

3 Diagnosis

3.1 Stakeholder analysis

Have you done a stakeholder analysis or how do you know them?

The key stakeholders in Craigmillar are:

- The local community and representative groups¹
- The Craigmillar Joint Venture Company (now known as PARC Ltd, see point 5.1)
- The City of Edinburgh Council:
 - *Departments include Children and Families, Culture & Leisure, City Development,*
 - *Health & Social Care & Housing*
- EDI Group Scotland
- The Scottish Executive and its agencies including Scottish Enterprise
- Lothian Health Board and The New Edinburgh Royal Infirmary
- The University of Edinburgh
- Communities Scotland and Social Inclusion Partnership
- The Craigmillar European Programme and supported projects²
- Housing Associations and Registered Social Landlords
- Developers who will take forward many of the identified projects
- Other public and private sector organisations

Stakeholders are collaborating with one another in a variety of ways including: tackling urban distress; consensus building; and, taking development proposals forward.

This process has been supported by the following:

- A major consultation process about the regeneration of Craigmillar.
- An extensive public participation exercise, involving community meetings, workshops, definitional studies, scoping exercises and agreements on how to regenerate and to consider the development options available.
- The development of a community forum to represent community views and opinions about the development options available.
-

These exercises took place between 1998 and 2001. The process culminated in the publication of the **Craigmillar Development Framework (CDF)** in 2001.

¹ Community and representative groups include The Craigmillar Community Council, The Craigmillar Partnership, Cre8te, Craigmillar Regeneration Forum, Craigmillar Chronicle Newspaper and others including schools boards, sports teams, social clubs youth clubs, community businesses

² Projects supported by the Craigmillar European Project include Craigmillar Capacity Building Project, Work Track, Craigmillar Business Incubator, Adult Student Link, Craigmillar Childcare Services.

3.2 Problems and potentials

Problems

The main problems deriving from the deprivation have interlinked social and economic consequences. Furthermore, Craigmillar is disconnected geographically from the rest of the vibrant and culturally motivated city of Edinburgh. It is bordered by a landmark hill, Arthur's Seat, resulting in poor access and transport links to the rest of Edinburgh. It is also a 'monotenure' community, mainly populated by people in social housing. There is historically very little private housing in the area.

The economic problems became apparent in poor educational aspiration and attainment, indifference to work, and general social malaise derived from not having work. The average income per household is £10,500 per annum, compared to the Scottish and Edinburgh averages of £20,000 and £30,000 per annum.

The main problems are:

- Interlinked social and economic deprivation problems
- Disconnected geographically from the rest of the city of Edinburgh
- High level of social housing
- Poor educational aspirations
- Indifference to work
- Social malaise / drug influences

The **Craigmillar Development Framework (CDF)** states:

'Whilst it is now accepted that physical regeneration is insufficient in itself to achieve sustainability, the linked social ingredients needed to revitalise communities are often difficult to pinpoint. Putting new heart into the community is often used in this context to describe measures which are capable of delivering sustainable regeneration' (CDF, 2001: 29)

The CDF says that there is currently no heart to Craigmillar, the area is disconnected from other places; it is excluded from other developments and under-represented in terms of employment opportunities, health, education and housing. Despite these weaknesses the framework states that there are opportunities to develop a new heart for Craigmillar.

In order to do this, the CDF sets out what the stakeholders need to do to tackle urban distress and secure the regeneration of their area. This provides a platform upon which to build a programme of actions. The programme sets out what needs to be done, by whom and when. The programme also provides an opportunity to monitor the impact of the development and evaluate the effects of the regeneration on the community.

Potentials

The Craigmillar area has considerable potential.

Modern Edinburgh is a buoyant city. There is a need for affordable houses for key workers in the city, yet there is very little space for development. Craigmillar offers space to deliver new housing which is necessary for key workers, and by doing so potentially generates a more socially viable and economically mixed community. It will increase the cultural and social activity of Edinburgh as a whole.

The potential of Craigmillar to become a quality place in which to live and work has been enhanced by the relocation of the main city hospital to the area and the proposed development of a bio-tech park (these combined will produce up to 12,000 jobs).

There has also been the development of large retail parks on the periphery of Craigmillar.

The area is more easily accessible from the city bypass road than from the city centre itself. As a place to live it is only three miles from the city centre - where there is a renowned social and cultural vibrancy.

More importantly the people of Craigmillar enjoy this opportunity to realise the potential for developing community once again with a proper social mix.

- space to deliver new housing which is necessary for workers, and by doing so potentially generates a more socially viable and economically mixed community
- relocation of the main city hospital nearby and the proposed development as bio-tech park
- accessibility from the city bypass road and closeness to retail park
- geographically close to the centre of a buoyant and lively city.

4 Visioning

4.1 Scenarios and visions for the area

Chances of development / drivers for change/ vision

The main driver for change in the area is the fact that something has to be done: it has become so badly distressed. It is incumbent upon the local authority to alleviate the problems of the community and tackle the housing and economic problems of the area.

The opportunity at this stage could not be greater. The new hospital has been built close by, and key workers need to be housed providing a ready-made market for a housing led development. An influx of new workers will address the need to create a social and economic community which is economically and socially mixed and which therefore will be much more sustainable.

The type of housing (public and private), with new quality education provision, green space, leisure and retail provision, lends itself to a great opportunity.



Fig. 10: New Housing 2002



Fig. 11: New Housing 2003

The quality of the new developments will be the main driver for change to make it work.

Following a SWOT analysis to describe the distress in Craigmillar, the next stage was to develop a vision of the 'new heart'. Stakeholders with a long term commitment to the area participated in a process of generating future scenarios for Craigmillar. Each scenario describes a slightly different future and involves different development options. In order to achieve sustainability in the regeneration programme, a sustainability assessment was carried out for each scenario. This meant that sustainability was taken into account when choosing the preferred development scenario.

The vision is of a place with the following:

A new heart that creates a strong focus for community life, with a sense of place and which in turn promotes life long learning as the basis for a strong local economy, supported with high quality services targeting young people. Services that promote wider access and mobility and which in turn offer a diverse mix of housing opportunities in a safe and secure environment.

4.2 Goals and objectives of the development

- Improving the image
- Housing for influx of key workers
- New education provision
- Green space & leisure development

The scenarios for building such a vision of the new heart for Craigmillar are set out as follows:

- allow market forces to drive the vision
- decentralise service provision from the city to the community and adopt a neighbourhood strategy to distribute them
- concentrate development on a given area, link neighbourhood together and connect them together as a district of Edinburgh
- develop Craigmillar as a satellite town.

4.3 Alternatives for the development of the area

The scenarios in turn become the options for the regeneration of Craigmillar and developments subjected to an evaluation. The evaluative criteria include the following:

- the links each particular option develop to the community
- the proximity of the services developed under each option
- how each option helps to raise the profile of the community and provide a more positive external image
- the cost of each option
- the contribution each option makes to the long-term regeneration of the community.

The results of the evaluation are set out in Table 1. The evaluation assumes a scoring system of 5 point for a neutral score and 10 as a maximum. All the evaluative criteria are equally weighted and as the maximum score for each of the options is 50, the results can be represented as a percentage figure. The scores of the said columns and rows are then compared against one another as a matrix of criteria on the left hand side and range of development options on the right.

Table 2: Development option evaluation

Options	links	proximity	profile	cost	contribution	total
Market	5	3	1	10	1	20
Dispersal	4	8	5	7	3	27
Concentration	10	3	10	2	10	35
Satellite	7	7	6	2	7	29
total	26	21	22	21	21	

Source: CDF (2001)

The market forces scenario scores lowest of all the development options with 40%. The highest score being that of concentration with a score of 70%. This being 20% above the average score for all the options respectively.

The concentration scenario is seen as the preferred development option. The benefit of the concentration option is seen to lie in the prospect it has to maximise links, raise the profile of Craigmillar, reduce cost and add value to the overall regeneration process. Overall this option is said to provide the “critical mass” of linkages that neighbourhoods need and proximity which they in turn provide to not only services, but long-term regeneration. If we rank the evaluative criteria, it is evident ‘links’ has the highest weight, with a score of 10% above the average, with the other two criteria only equating to the average score.

4.4 Lessons learnt /Experiences

This concentration scenario has subsequently been adopted as the preferred development option because the value it adds out-weights the alternatives in terms of links and proximity to services. As such the development option is seen as providing the prospect to re-connect Craigmillar. That is to say, reconnect Craigmillar with Edinburgh and turn the community’s fortunes around by bringing it into line with the economic and social status of the City.

The draft Urban Design Framework for Craigmillar was completed in 2004. It attempts to advance the socially inclusive theme set out in the development framework and augment it from a two-to-three dimensional representation of the vision for Craigmillar. As the Urban Design Framework (2004:14) states:

“The Vision” for Craigmillar’s future puts good design – urban, landscape, architecture and its sustainability – at its core”. Furthermore, what also emerges is what lies at the heart of the vision and what represents its core value is “livability”. Or, “the creation of an ordinary decent place to live – well planned – requiring good design practice, able to adapt to social change”.

These good design principles are in turn distilled under five main headings:

- **Distinctiveness:** creating Craigmillar as a place in its own right
- **Sociability:** making Craigmillar a place where interaction is easy and natural
- **People-oriented:** designing a place which is of a human-scale and gives people priority
- **Sustainable:** a development that minimises land-take, resource consumption and impact which this has on the environment.
- **Quality:** a high quality urban design, landscape, architecture, layout and settlement pattern.

As the framework goes on to state: these five principles should all be seen as holistic, inter-linked and connected in every way, where each element is considered along side the other as part of an internal whole, where distinctiveness, sociability and people-orientated design go hand-in-hand with proximity to services, convenience and the sustainable development of high quality urban design.

5 Programming

5.1 Formulated programmes, projects and plans

Projects, objectives, next steps of realising the strategic planning process

The first objective has been realised with the formation of the *Craigmillar Joint Venture Company* (JVC). The JVC company, jointly owned by the local authority (The City of Edinburgh Council) and its property developer (EDI Group Scotland), has been set up specifically to deliver the regeneration programme.

During 2004 the Scottish Executive formally declared the Joint Venture Company as one of three 'Pathfinder' Urban Regeneration Companies (URC) in Scotland. This is a major achievement and creates a national status for the development.



Fig. 12: Promoting and Regenerating Craigmillar

The PARC Project (the name adopted for the regeneration project by The Craigmillar Joint Venture Company) has a challenging task to deliver a number of key, but often conflicting, objectives in providing the new housing.

An early objective was to refine the master plan for the area, which has now been called the Urban Design Framework and that is currently nearing completion of a public consultation exercise. This has been complemented by research incorporating representatives from various stakeholders including the Council, EDI Group and the local community. This process of engaging with all the stakeholders in everyway including the branding and marketing of the company and products i.e. the houses, commercial units etc, will continue throughout the life of the project.

The key programme of the regeneration project is based on three key documents, namely:

- **Joint Venture Legal (Investment) Agreement by key stakeholders**
- **PARC Business (Project) Plan**
- **Craigmillar Urban Design Framework**

These are supported by:

- **Craigmillar Social Inclusion Partnership Plans and**
- **Craigmillar (Draft) Local Economic Development Strategy**

5.2 Major activities

The key implementation programme is identified in the table below under the six visioning themes.

- A New Heart
- Education/Life Long Learning
- Economic Development
- Young People
- Access and Movement
- Living in Craigmillar

The table below identifies the key “deliverables” within each theme within the three Project Plan phases.

Phase 1 - 2004 to 2008

Phase 2 - 2009 to 2014

Phase 3 - 2014 to 2019

Theme	Key Outputs	Estimated Delivery		
		Phase 1 04/08	Phase 2 09/14	Phase 3 14/19
		○ – projected □ - ongoing ● - complete		
A new “heart”	New Town Centre <ul style="list-style-type: none"> • Retail • Office/Business • Landscaping • Swimming pool 	○	○	○
Education and Life Long Learning	<ul style="list-style-type: none"> • Education “Campus” / LLL Centre • New Community Secondary School • Three new primary/nursery schools • New library 	○	○	○
Economic Development	<ul style="list-style-type: none"> • New office/business development • LLL and ICT initiatives • charter for local access to programmes 	○	○	○
Young People	<ul style="list-style-type: none"> • Three new facilities on youth development • 75 apprenticeships • ICT and LLL facilities • Social/leisure provision 	○	○	○
Access and Movement	<ul style="list-style-type: none"> • Traffic calming Niddrie Mains Road • Home zones • Tram and bus routes • New cycling/pedestrian routes • Possible by-pass 	○	○	○
Living in Craigmillar	<ul style="list-style-type: none"> • 3200 new houses • 536 socially rented houses • Home Zone development • Common housing management • New parks and open space 	○	○	○

- Stakeholder Investment
- Scottish Executive (Government) Regeneration Grant
- Housing Association Grants
- Land Sales
- Housing Sales
- Bridging Private Sector Bank Loans
- European and other funding element support
- Commercial Profits / Development

This “mix” is detailed within the following graphs:

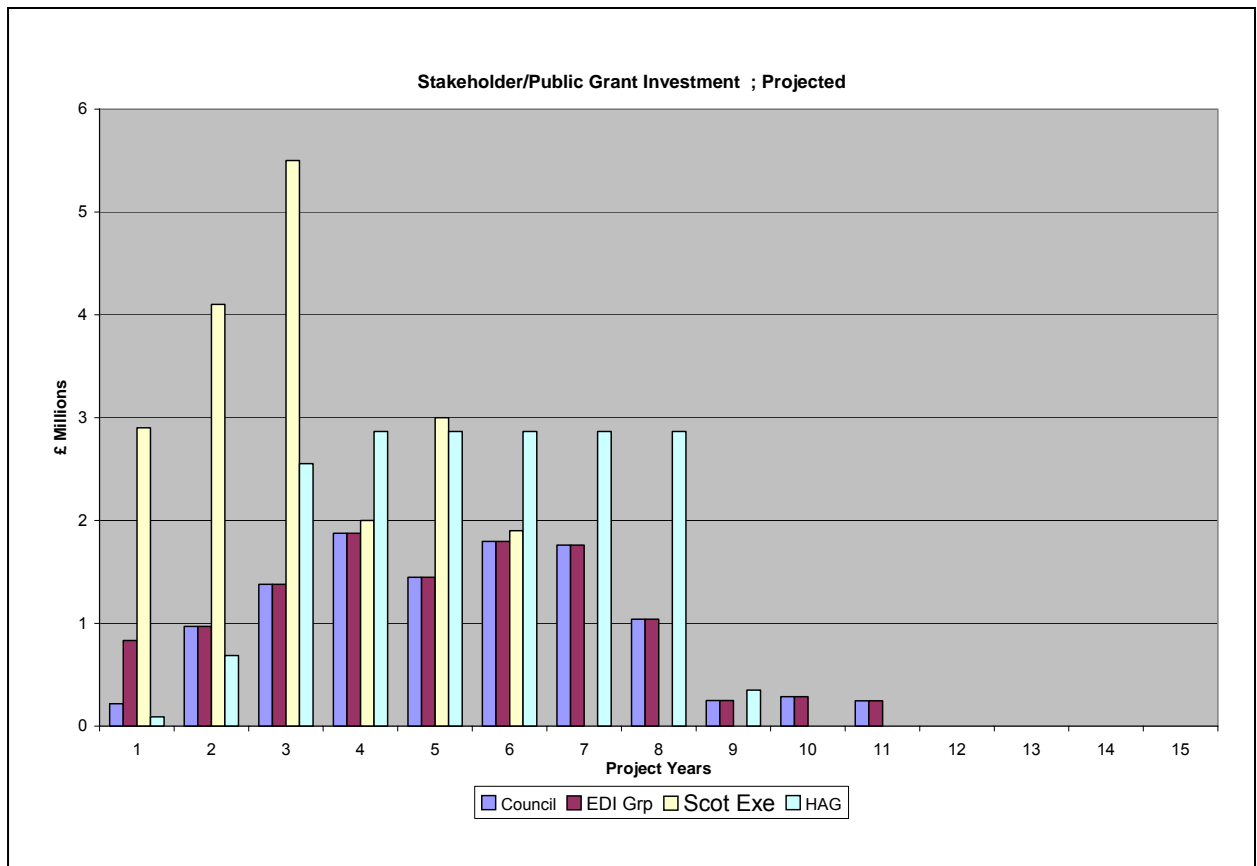


Table 3: Stakeholder/Grant Investment

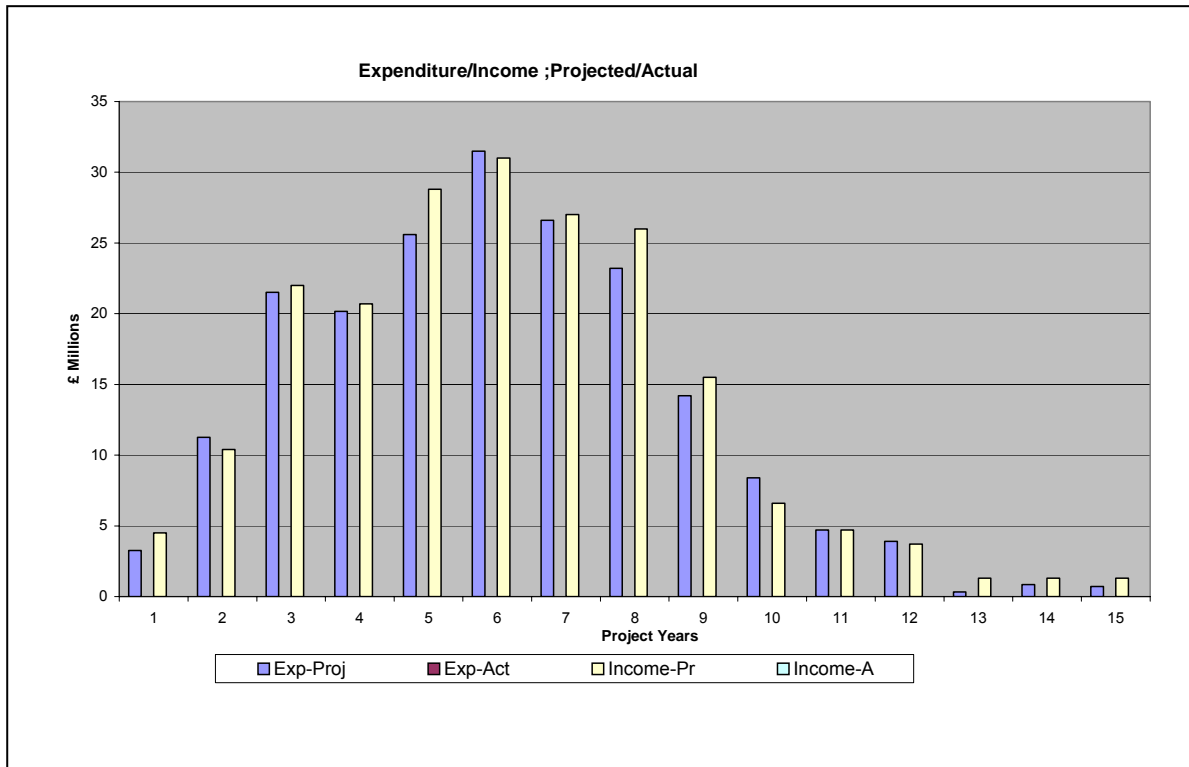


Table 4: Expenditure and Income Profiles

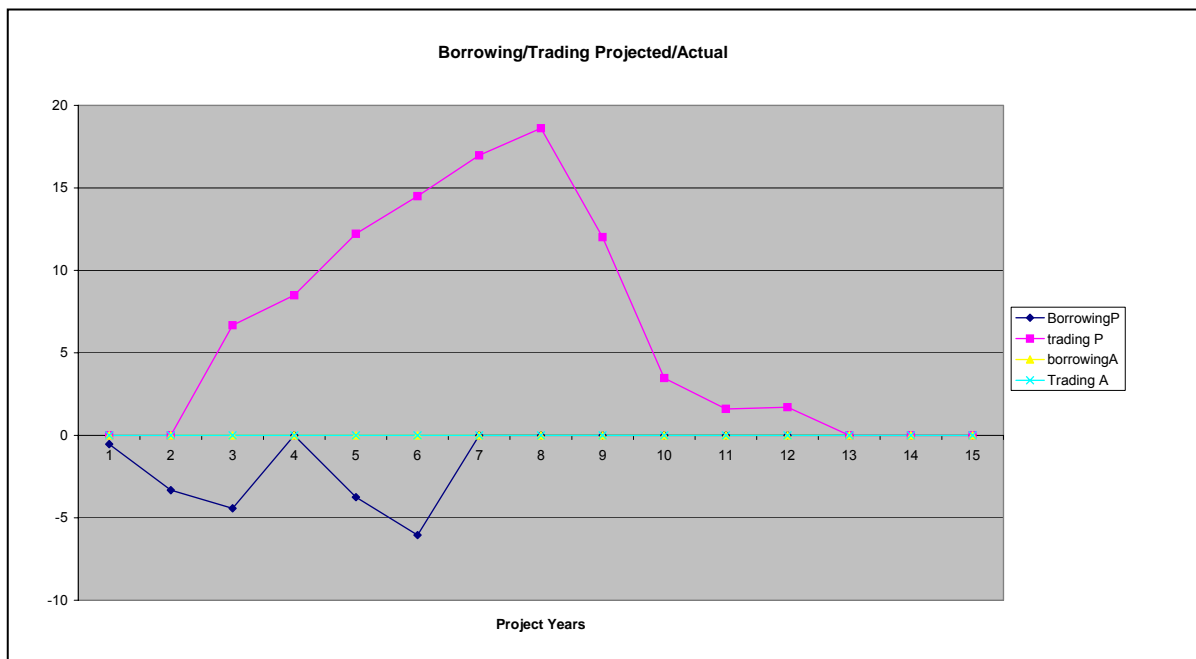


Table 5: Borrowing/Trading Projected balance

This provides the identified programme for the PARC Joint Venture vehicle with an estimated turnover over the plan period of £180million (€250 million). However it is also projected that other major key stakeholders will invest in and develop the area. The two principals here being major private sector house builders / developers and a major Charity in the care and resettlement of vulnerable groups. This additional investment / development is anticipated to bring the overall regeneration funding package to over £500 million (€710 million) over the 15 year period.

5.3 Possible impacts

As well as these physical deliverables, there are also a number of Regeneration Outcomes or Performance Indicators against which success will be judged. These are:

1. Business “confidence” and start-up
2. Economic activity and participation
3. Prosperity and income improvement
4. Reduced unemployment
5. Improved quality of environment
6. Rise in asset base and community value
7. Improvement in quality of life indicators

These themed outcomes are lined to a range of Performance Indicators and the identification of key indicators.

These key indicators are:

1. Number of new business start up
2. Percentage of residents on Incapacity Benefit
3. Average growth in household income
4. Level of Unemployed and Long-term Unemployed People
5. Quantity of derelict/degraded land improved
6. Increase in average local property value
7. Percentage of residents indicating significant improvement in quality of life (satisfaction weighting).

All indicators will be **benchmarked** against the Project Baseline, at the end of each **Project Phase** to judge progress.

The physical Implementation/programme is identified within the **Urban Design Framework**.

This is outlined below in the diagrams illustrating the phased Development Programme over the key periods of the project and which show the key infra-structural, housing and commercial developments.

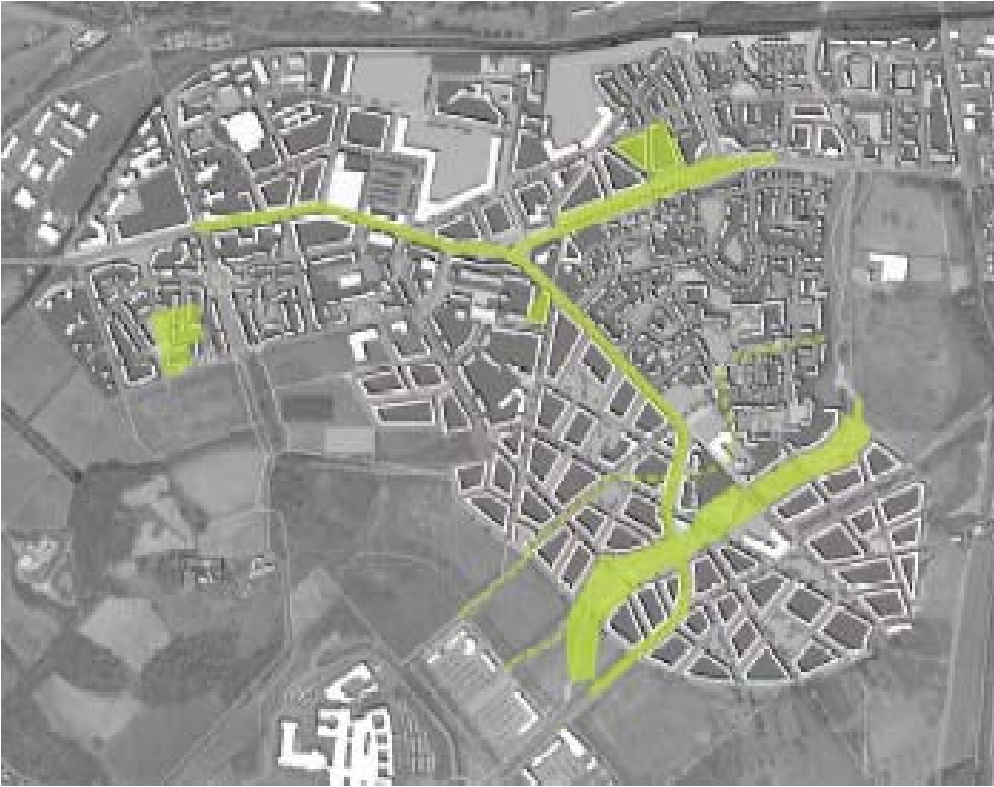


Fig. 13: Phased Development Programme: Years 1 – 2



Fig. 14: Phased Development Programme: Years 3 - 4



Fig. 15: Phased Development Programme: Years 5 - 10



Fig. 16: Phased Development Programme: Years 11 -15

Further detail on Programmes Activities Outputs – and Anticipated Impacts are compiled within the **PARC Business Plan** under key themes, and the Local Economic Development Strategy with in 16 activity areas. See table below.

Outputs and impacts relate to the requirements / objectives of the project stakeholders. However they also co-relate to the key aspects of “The Diamond of The Quality of Life”, namely:

Human Social Development

Emphasis on lifelong learning proposals and new campus. Strong relevance to economic development and sustainability for local people in the strong “Access”, “Connectivity” and “Sustainability” themes of the Local Economic Development Strategy.

Urban Structure

A completely revised urban structure is proposed within the Urban Design Framework which provides a new urban development structure and built physical form.

Economic Development

The regeneration is predicated on major local economic development activity which is detailed within the 16 activity areas identified in the Local Economic Development Strategy.

Environmental Quality

A critical success factor of the total programme depends on a substantial improvement of the environmental quality of the area.

Image

Image change and improvement is fundamental to the project to ensure the area is attractive to the proposed new social and capital investment. Once again this is a critical success factor for the project.

Community Capacity / Governance

The establishment of a Joint Venture and the relevant Stakeholders Agreements / Local legal Frameworks and protocols seek to establish the framework within which activity / investment can take place. This structure with its strengths and weaknesses is fundamental to enable things to happen.

5.4 Lessons learnt/Experiences

The development of a Regeneration Programme has identified a number of key learning outcomes and experiences. These will be continued as the PARC project moves from the **Detailed Planning stage** to the **Implementation stage**.

In summary, these are:

- Conflict/Inter-face between the need for financial sustainability within a business plan model (closed system) and the demands/aspirations of a community regeneration “process” (open model).
- Benefits of Joint Venture model in identifying key stakeholders and establishing level of commitment/risk.
- Complexity in inter-face between a project management process and the necessary “inter-face” of a complex distressed urban community.
- Reconciling community needs and aspirations with resources available.
- Maintaining interest /participation of key agencies and organisations who are not key stakeholders within the Joint Venture.
- Reconciling different cultures/priorities of stakeholders within an agreed programme. Clash of Cultures/visions/priorities/timescales/resources.

- Requirement to deploy business planning/commercial disciplines to maximise private sector/other investors in process.
- Requirement to maximise communication/participation of all stakeholders within the project plan including community/interest groups.
- Resolution/discussion around key aims of the regeneration process in terms of community satisfaction/commercial viability/environmental sustainability/urban regeneration/effective resource deployment/value for money.
- Build up of “people centred” activity / facilities to match the creation of new physical infrastructure.
- “Plugging In” to the prosperity of the wider Edinburgh economy / community.

6 Implementing

6.1 *Priority action areas*

In progressing the programme there are a number of key priority action areas, these are;

- Provision of new social houses (houses for rent) to meet the needs of the existing community. These have now been programmed for delivery in the first seven project years.
- Completion of Masterplans for Neighbourhood housing areas. Including urban design, open space, housing mix, tenure spilt, and infra-structure.
- Key land acquisition for new Premier Park and town centre redevelopment.
- Key infra-structure projects. Major road distributors, Structural open space, Utilities provision.
- Key management processes in place, procurement and marketing.

6.2 *Programmes implemented in the area*

2005 is year two of the programme. It is anticipated that the programme is now roughly 9 months behind schedule due to increased community consultation and discussion on the Urban Design Framework.

The above phasing diagrams provide the basis for the major programmes. This is also reflected in the Business Plan.

Programmes running to date are;

- First phase of housing development. Completing planning process. On site 2006
- Design of con-joined schools and planning submission - On site 2006
- Niddre Burn Restoration - Design work complete. Implementation 2006.
- Town Centre Design - 2006/7 ongoing.
- Public Transport Link - Implementation early 2006.
- Masterplanning for Niddre Mains and Greendkyes housing areas - completion early 2006. Implementation 06/07.
- Masterplan and planning Submission for Greendykes Extension Area. 2005.
- Town centre site assembly -ongoing 05/06.
- Flood Attenuation Scheme -design complete, implementation 2006.

6.3 *Projects implemented in the area*

Detailed programmes as above. Projects as below;

- Neighbourhood Housing Design, including Homezones
- Flood Attenuation Scheme
- River Restoration Scheme
- Public Transport Link
- Employment and Business Charter Research Paper
- School Design
- Public Park and Recreational Area Design.
- Business Plan Completion and Revision

- Retail and Utility Research Reports.
- Protocol with social Inclusion Partnership
- Completion of a draft Local Economic Development Strategy
- Retail shop front improvement
- Road and footpath improvements

6.4 Lessons learnt/Experiences

In respect of completing the design phase and moving to project take -off and implementation the following are the key learning outcomes;

- Requirement to involve ALL stakeholders in the development process to ensure continued ownership and commitment of partners.
- Strong requirement for on-going community consultation and information provision at every level.
- Need to revise and update cost assumptions to maintain project control
- Strict control and input of funding resources to ensure smooth cashflow and project progress.
- Key role within process of both critical path and risk assessment processes.
- Need to maintain strong partnership working ethic.

7 Monitoring and evaluation

The JVC has also developed our monitoring and evaluation framework and a baseline study to ensure it can properly measure its success against the development as it happens. The programme is intended to last for 15 years, the objectives are becoming quite clear and distinct.

They are:

- 3,600 houses,
- 4 new schools,
- 300,000 square feet of office and retail and leisure space,
- new informal public park and formal open spaces
- new library
- new complementary leisure and sports provisions
- new transport provisions including a tram line , bus and rail links
- proper facilities for young people
- 1500 new job opportunities, 100 apprenticeships
- new housing management and environmental management structure.

These are the hard outcomes of project, the softer outcomes will reflect the improvement in the social and economic life of the area, education and entertainment, employment possibilities, lifelong learning opportunities, career paths, and quality of life.

7.1 Introduction to the monitoring system

The Regeneration Project has been established as an Urban Regeneration Company. This distinct framework allows the process to be monitored as a "closed system", identifying the inputs or resources applied and then monitoring the outputs and subsequent impacts of the regeneration process.

The monitoring system is therefore based on a number of key documents or development vehicles, these are;

Stakeholder investment agreements and returns

- Legal Framework and documentation
- Business Plan -with Quarterly and Annual Stakeholder Review
- Urban Design Framework
- Scottish Executive Performance Indicators
- Annual reportage and project Review by individual stakeholders.
- Community consultation and feedback.
- Primary research, information sources and survey work to identify key changes in core indicators

Monitoring using these processes takes the form of;

- monitoring progress against the agreed programme of actions
- monitoring outputs in relation to key performance indicators
- monitoring impacts on the area and the rest of the city

To date monitoring and review has concentrated on the need to advance programme progress on all fronts, to identify barriers, and prioritising actions in relation to the critical path. Key baseline "before" studies have been put in place, to allow the charting of resultant progress. The Project also has a Business Plan Monitoring System which charts the key ratios of the Business Plan against actuals on the ground.

There is also a need as physical developments gather pace to provide qualitative monitoring of progress and relevant community feedback.

7.2 City's monitoring systems

7.2.1 Indicator system to monitor the integrated development concept

The key monitoring vehicles are detailed above, these are controlled by;

City Council Key Initiatives Monitoring System - This monitors on a monthly basis key Council projects and initiatives against stated objectives and performance indicators.

City Council - Manifesto monitoring System - This process reviews and monitors progress within the Councils leading Group key commitments, this includes a commitment to the successful regeneration of Craigmillar.

City Council Corporate Plan and City Plan - These key documents outline the Councils activity and objectives over the year, including regeneration proposals.

City Development Department -Service Plan - This Plan along with the relevant housing Strategy statements identifies the resources and key objectives of the councils Departments in delivering the Regeneration agenda.

Social Inclusion Partnership-Plans - These programmes chart the activity in respect of the resources allocated to the areas social Inclusion Partnership. They include social, economic, community, and health programmes which will run in the area.

Scottish Executive URC Funding Agreement - This agreement releases funds to the project on the basis of progress towards the agreed performance indicators and impacts.

Urban Regeneration Company Board, comprising officers, political representatives, stakeholders and community representation.

URC Executive Committee -Comprising key implementing officers.

Inter-departmental Group, Business Planning Group, Planning and Housing Group, and Community Assets Group - comprising key officials from corporate Departments, Legal/Finance, as well as implementing and liaison staff.

Annual Reportage to stakeholders on progress. Key objectives and Performance Indicators are detailed within the project documentation and also required as part of the relevant funding agreements.

7.2.2 Edinburgh: Monitoring System for the Craigmillar Area

The Monitoring system for Craigmillar consists of;

- The PARC Business Plan
- Urban Design Framework
- SIP Activity Programme.

7.3 Lessons learnt/Experiences

Clearly it is essential if urban regeneration progress is to be assessed, monitored and reviewed that there is a framework of basic data and information which assesses objectively the situation in the spheres of the economy, the environment, governance, capacity, and social/cultural characteristics.

Development vehicles and plans which have been described here have translated these issues into identifiable aims and objectives, and then into actual activities and proposals on the ground. Performance indicators reflecting progress and activity are then put in place to enable stakeholders to judge the effectiveness of the project and its success.

It is clearly important to review progress as projects are rolled out to enable activities to be adjusted or changed. Business Plan documents need to be both dynamic in allowing for project change but also transparent and accountable to key stakeholders.

8 Conclusions

- 1 The Joint Venture/Business Plan approach has been useful in that it has enabled stakeholders to concentrate their attention and resources within a defined area of operation with clear inputs and outputs, and a clear path and implementation strategy.
- 2 However a Business model does have limitations in reflecting the complex reality of the regeneration of an area. Plan implementation may not allow enough flexibility to allow for major change or review. Not all important aspects of the regeneration process can be fully articulated within a formal physical plan.
- 3 A Business Plan however does assist in seeking to draw in private funding and investment.
- 4 There are inevitable continuing conflicts between commercial /financial constraints and broader community aspirations and desires in regeneration areas. A detailed project or Business Plan does bring this inter-face into focus.
- 5 The regeneration proposal needs both to seek to address local priorities and City -wide considerations and issues.
- 6 The proposal is seeking to build on the strengths of the area, such as proximity to the town centre, whilst addressing weaknesses, such as housing quality /infrastructure.
- 7 The vision of the project is to create a new balanced and sustainable community in the area, with strong "connectivity "to the benefits of the nearby city centre.
- 8 Whilst public funding is vital as the foundation, this will also be used as leverage to bring in private sector investment and support.
- 9 A successful project will need to combine public accountability, transparency, and community responsiveness with commercial and financial rigour and dynamism.

9 Bibliography

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