

Co-creative Process: Facilitation Proposal (Approved by Community Group 26/01/17)

The commitment from Transport Scotland to enter into a Co-creative Process with the community of Dunkeld and Birnam has been welcomed.

The Birnam to Ballinluig Community Group (established and supported by the Dunkeld and Birnam Community Council) is confident that a meaningful, inclusive, transparent and trusted process with the community about this project will deliver a good outcome for the local community, Scottish Government and the wider community of Scotland.

It has been agreed between Transport Scotland and the Community Group that there is an urgent priority to seek an experienced and skilled facilitator to help both parties to co-creatively design, manage and deliver this process. This decision has been warmly welcomed. In this innovative approach, there will be challenges and learning along the way, but together and supported by a strong, trusted facilitator the co-creative sets out the best opportunity to reach a strong, positive, sustainable outcome.

Designing, managing process to deliver positive outcomes on time.

There will be key skills and experience required to deliver this innovative and important project. Indeed, in order to involve all relevant stakeholders and make the best use of particular skills and expertise and Scottish Government tools such as 'Place Standard' the roles and skills required may need additional expertise to be brought in.

1. In the first instance it is proposed that a 'lead' facilitator would enable Transport Scotland and the community, through the Community Group initially, to design, manage and deliver the process. It may be for the delivery process, a small **Co-creative Steering Group** should be established that brings in expertise and perspectives from across the community and representation from Transport Scotland. While funded by Scottish Government, the lead facilitator could report to this independent Steering Group which is representatives of both partners working together to deliver the co-creative decision making process.

2. The Community Group note that the key skills and experience that will be required from a **lead facilitator** will include:

- Excellent Communication skills; Skills and experience in facilitation;
- Experience of designing, managing and delivering decision making processes;
- Proven ability to design, manage, deliver complex processes;
- Successful experience in engaging diverse stakeholders to deliver shared outcomes;
- Experience and understanding of how communities work, challenges and opportunities;
- Good understanding and experience in participative methodologies;
- Experience of managing complex projects, involving a range of stakeholders within set out time and budget; adept at implementing positive strategies to achieve consensus
- Understanding of Scottish Government policy and legislative framework (e.g. STPR)
- Relevant case studies that demonstrate the individual has designed and led trusted processes to achieve successful outcomes from diverse groups of stakeholders.

3. Both the Community Group and subsequently Transport Scotland have had early and constructive input from **Planning Aid Scotland**, trusted advisers to Scottish Government on planning. It is noted that the Community Group would like to approach Petra Biberbach, Planning Aid Scotland to seek **strategic and technical advice** throughout the process. The Community Group suggest that **advice and access to experience** within Planning Aid Scotland on particular tools to aid a good process such as *Place Standard* would be

valued. It would be welcome if Planning Aid Scotland could be a strategic partner to provide advice and support in this project. Update: *Dialogue with PAS to continue.*

4. The Community Group notes that **additional facilitation skills** (e.g. for particular audiences such as children and young people, expertise in creative work-shopping or communicating particular technical expertise in an accessible way) may be required and that as the design of the process gets going, these additional needs will become clear. In short, it is likely that no one facilitator could deliver this innovative process alone. Particular specific expertise and skills will be required to be brought in at certain stages.

5. It has been clear that there is limited capacity within Transport Scotland and Jacobs to communicate with the community and efforts within the Community Group have been entirely voluntary. So in order to keep the process moving along smoothly and to achieve key milestones it is proposed that allocated **administrative support** - e.g. to ensure communications are timely and well disseminated to the wider community, should be considered a necessity to support the lead facilitator, the Co-Creative Steering Group and ensure that delivery maintains an agreed timescale. Update: *Transport Scotland do not recognise capacity issues but agree with need for administrative support.*

Local Co-creative Process, National Significance:

In 2016, A Planning Review was published for Scottish Government. A key finding, strongly supported by Scottish Government to improve planning's confidence, reputation and ability to deliver real and positive change on the ground, was that it should seek collaboration rather than conflict – inclusion and empowerment.

The agreement to take forward a co-creative process to reach an outcome on how a major infrastructure development should pass through a community is a first in Scotland. Through the Community Council area, this project has led to division and distress. This co-creative process presents a real opportunity to deliver a genuine dialogue and trusted, inclusive decision making. There is a real opportunity to innovate and learn from this experience, and demonstrate on the ground how to move from a situation of conflict and despair to empower all stakeholders and deliver positive change. The Community Group notes that with the investment of time and resources into getting this process right, there is a real opportunity for the learning to be shared and to inform the scrutiny of new planning legislation for the good of all Scottish communities and Scotland's planning system.

It is proposed that (i) a key part of concluding the process should be a **final report** of the methodology, outcomes and lessons learnt from the project; written up and shared for interest with a national and international audience; (ii) that this **case study**, and all learning, should be shared with the **Local Government and Communities Committee** of The Scottish Parliament to inform their pre-legislative work prior to the new Planning Bill.

The Community Group has researched, discussed and identified candidates to present a preferred candidate who demonstrates the critical skills and experience outlined. Please find attached a CV Summary. The proposal of this preferred candidate has been considered through due process. The candidate is keen, demonstrates the skills and experience required and has availability to start immediately. If both parties are agreeable, on the proposed way forward it is possible that a simple communication (e.g. A5 leaflet) the wider community to update on the evolving process could be circulated to the wider community without delay (e.g. week beginning 30th Jan) to advise on progress. Update: *Transport Scotland now feel process should be agreed before communication goes out.*

Updated Friday, 24 February 17: to note approval of Birnam to Ballinluig Community Group; this paper is to be taken forward for discussion with Transport Scotland; date has been requested.