



## 04. LILAC Landscape Team

# context

## Context

This design took place within the context of Design [03 LILAC Landscaping](#). The schematic diagram from that design on the next page shows how this one focuses on part of the set-up phase of that project. For a fuller understanding of this design, it should be read in conjunction with Design 03.

This design's aims were to:

- Establish a Landscape Team within LILAC;
- Define the role of "area coordinators", who would design and deliver various areas of the communal gardens at LILAC;
- Appoint members as area coordinators
- Provide guidance for area coordinators

This design also relates to Design [05 LILAC Design Workshop](#), as preparation for, and attendance at, this workshop were some of the next steps for the area coordinators, and an integral part of the overall strategy.



The Landscape team planting a native hedge 02/03/2013



# approach

## Approach

I used a process based on OBREDIME for this design. I had already made some key observations, and some of the boundaries – or more precisely, constraints – were already very clear. Indeed they formed part of one of the key aims, or functions of the design.

I was conscious that the term “Evaluate” is used twice, and with different meanings with OBREDIME. For me, “Analysis” makes more sense for the first “E” in OBREDIME. Also, there is no explicit place-holder for a design brief statement in OBREDIME. While the Observe stage might well capture broad aims or client requirements, subsequent analysis of constraints and resources may well inform these aims/requirements and cause them to evolve & crystallise into a more detailed (and possibly more realistic) brief.

So the process here might more accurately be described as “OCRABDIME”:

- Observation
- Constraints
- Resources
- Analysis
- Brief
- Design
- Implementation
- Maintenance
- Evaluation

# observations

## Observations

### Community Observations

Summary of relevant observations detailed in Design 03:

- Information, power and workload concentrated at Development Group/Board level
- Some very experienced gardeners & some permaculture knowledge within the wider membership
- Picked up some signals that some people may see me as a Landscaping expert

### Project Observations

- Planting plan is comprehensive/complex, but breaks landscape scheme into more manageable planting typologies & areas. See Appendix A.
- Landscaping budget is clear
- Time frame is clear, but with an important caveat: construction project has an end date, but building projects are often late.
- Planning conditions (Appendix B) relating to Landscaping are extensive, and reference several other documents...
  - Planting Plan – quite accessible, but uses latin names for all plants and some technical terms for planting etc.
  - Tree Constraints plan – a 19–page arboricultural report
- Code for Sustainable Homes Landscape recommendations are not in a very accessible document (Appendix C).

- 4) No building works shall take place until details and samples of all surfacing materials to the parking and access footways have been submitted to and approved in writing by the Local Planning Authority. Such materials shall be made available on site prior to the commencement of their use, for the inspection of the Local Planning Authority who shall be notified in writing of their availability. The surfacing works shall be constructed from the materials thereby approved.

In the interests of visual amenity.

- 5) No building operations shall be commenced until full details of the following have been submitted to and approved in writing by the Local Planning Authority-

- (i) 1 to 20 scale drawings of the window and door openings in relation to the external walls
- (ii) 1 to 20 scale section drawings of roof parapet and balconies

The works shall be carried out in accordance with the details thereby approved.

In the interests of visual amenity.

- 6) No development shall take place until full details of both hard and soft landscape works have been submitted to and approved in writing by the Local Planning Authority. These details shall include (a) proposed finished levels and/or contours, (b) means of enclosure, (c) car parking layouts, (d) other vehicle and pedestrian access and circulation areas, (e) hard surfacing areas, (f) minor artefacts and structures (eg. furniture, play equipment, refuse or other storage units, signs, lighting etc.), (g) proposed and existing functional services above and below ground (eg. drainage, power cables, communication cables, pipelines etc., indicating lines, manholes, supports etc.). Soft landscape works shall include (h) planting plans, (i) written specifications (including cultivation and other operations associated with plant and grass establishment), (j) schedules of plants noting species, planting sizes and proposed numbers/densities, (k) implementation programme.

To ensure the provision of amenity afforded by appropriate landscape design.

- 7) Hard and soft landscaping works shall be carried out in accordance with the approved details. The hard landscape works shall be completed prior to the occupation of any part of the development. The soft landscape works shall be completed by no later than the end of the planting season following the substantial completion of the development. The landscape works shall be implemented to a reasonable standard in accordance with the relevant provisions of appropriate British Standards or other recognised codes of good practice.

To ensure the provision, establishment and maintenance to a reasonable standard of landscaping in accordance with the approved proposals.

- 8) No development shall take place until a plan, schedule and specification for landscape management has been submitted to, and approved in writing by, the Local Planning Authority. This shall include reference to planting and hard landscaped areas, including paving, fencing and other features. The schedule shall identify the frequency of operations for each type of landscape asset and reflect the enhanced maint

provi  
shrub **LILAC's Planning Conditions – detail**

# constraints

## Community constraints

- My time (to plan & run events)
- Limited permaculture or garden design skills in group
- Limited understanding of "project constraints":
  - Planning conditions
  - Code for Sustainable Homes (CSH) landscape recommendations
  - Tree Constraints Plan
  - Planting plan
- Members' time:
  - Limited ability to attend team meetings, design workshops and work days
  - Integrating child care into meetings
  - Limited time for members to attend design training
    - No opportunity to put people through an intro or PDC before starting work
  - Limited time/enthusiasm for members to engage with & understand project constraint documents
- No training budget
- No meetings budget (for venue hire, tea & coffee etc).



An early design consultation on the play area 20/11/2011

# resources



## Group's knowledge & skills

- Horticulture (theoretical & practical)
- Herbal knowledge
- Permaculture design
- Facilitation/teaching skills

## Information

- Architect's planting plan
- CfSH recommendations
- Planning conditions
- Architect's drawings (for base map)
- Arboricultural report
- Ecological survey
- Plant information: books, internet etc

## Budget

- £6K in project budget
- Possibility of additional local funding for pocket park

## Resources for meetings & workshops

- Free access to Hollybush (through LILAC's group membership of Permaculture Association)
- Whiteboards, flipcharts etc.
- Photocopying/printing

Avelino gets to grips with the Austrian Scythe 04/05/2012

# analysis

| Strengths  | Weaknesses  |
|--|---|
| Gardening knowledge in group   | Few permaculture or garden design skills in the group   |
| My experience leading students through design exercises  | Insufficient time to train people before starting   |
| Committed & enthusiastic group   | Little capacity in group / other priorities vying for attention   |
| Structured framework of what we can and can't do (incl. professional advice on improving site's ecological value ) | Constraints/recommendations are buried in long & sometimes technical documents  |
| Generous budget  | Power currently too concentrated in the Dev. Group (board)  |
| Opportunities  | Threats   |
| Establish a team that harnesses the group's enthusiasm for the project and passion for gardening                   | Potential DG discomfort at letting go could be tricky to navigate   |
| Include and empower members: remove single point of failure and improve resilience and succession                  | New team seeing me as an expert could engender a dependency culture   |
| Use my teaching experience to lead a guided design process   | Lack of design skills could result in some poor quality design/inappropriate decisions                                |
| Constraints/recommendations can be summarised into more accessible format  | If new team fail to meet planning constraints, could result in a statutory breach (prosecution, enforcement, fine...) |
| Group's design skills can be improved through the process  | Failure to meet CSH recommendations could mean we fail to improve the ecological value of the site.                   |
| Planting plan areas/typologies could form the basis of the team's structure  |   |



# analysis

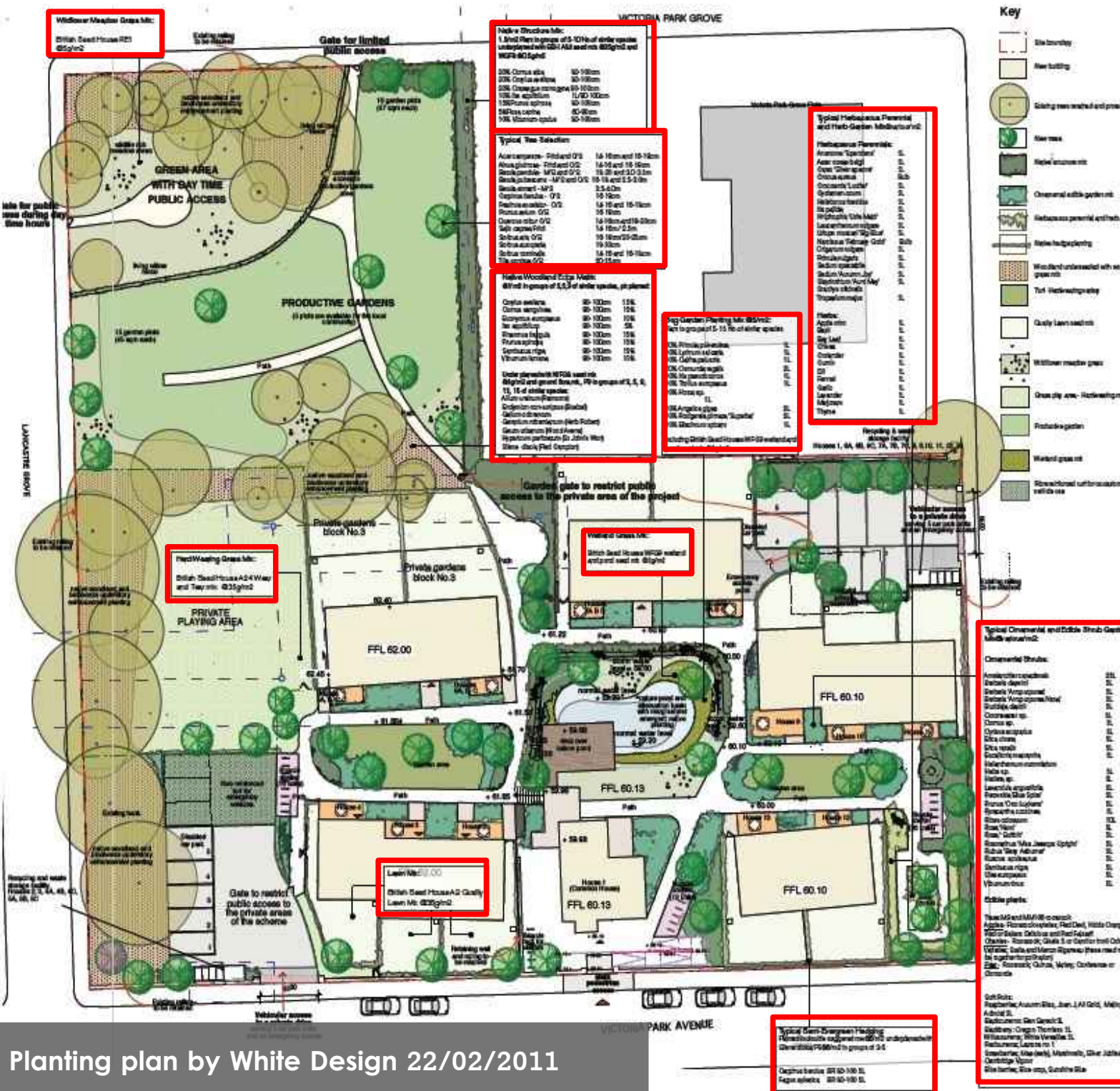
## Planting Typologies

The planting plan includes a number of planting typologies, or groups of plants with associated lists of suggested plants.

For example "Native structure mix", which includes several native broadleaf trees and shrubs; "Bog garden planting mix" which includes aquatic and emergent plants. Also various grass seed mixes were recommended for different areas. See appendix A for a large scale version.

## Spatial areas

The plan includes certain distinct spatial areas such as the pond in the centre of the site, the herb garden in the South East corner, pocket park in the North West corner, play area etc. Some others are less well defined in the plan.



Planting plan by White Design 22/02/2011

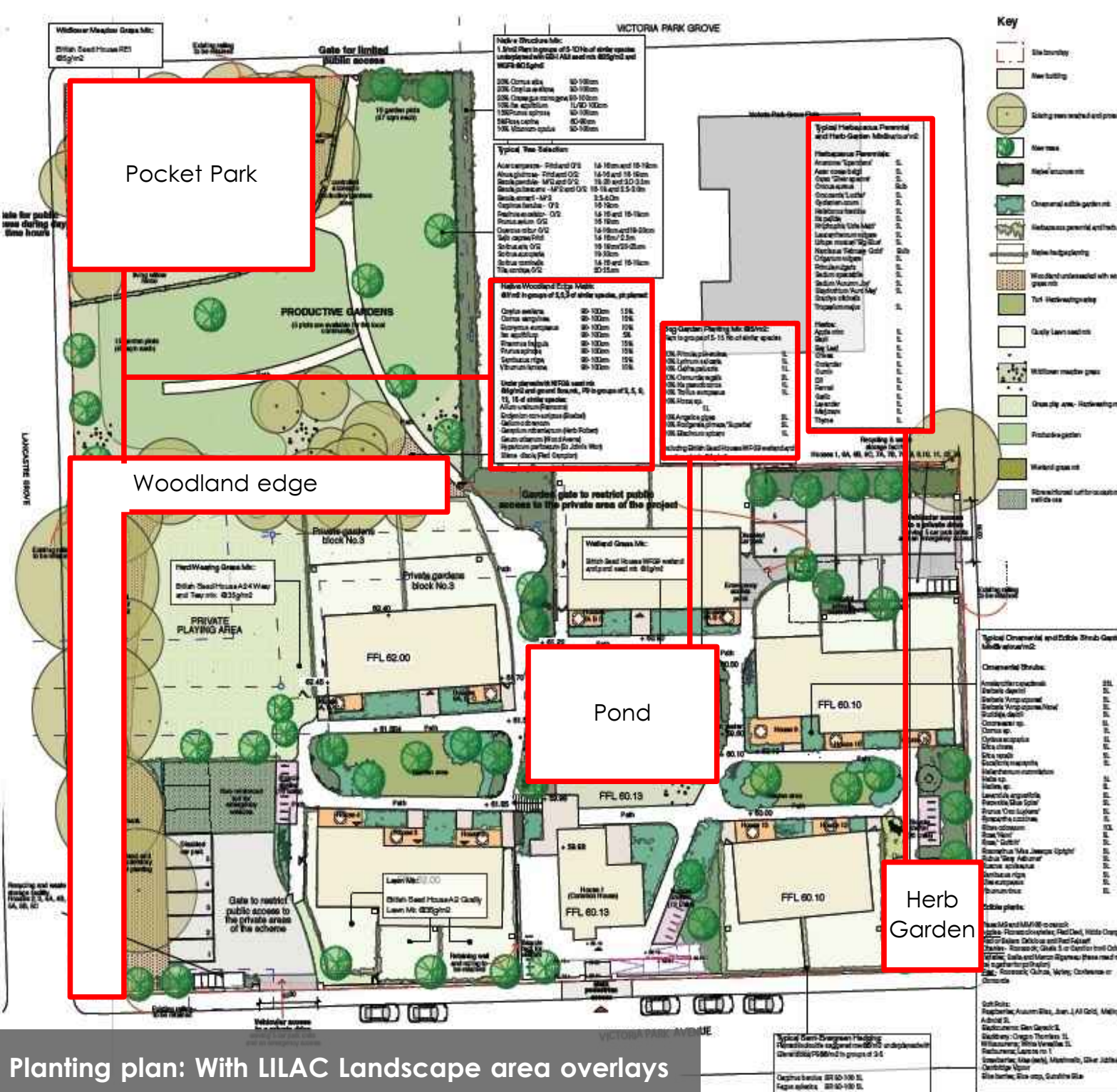
# analysis

## Typologies & areas

Some of these typologies have a straight forward mapping to one or two spatial areas on the site, e.g. all the bog plants are proposed to be planted around the pond. All the herbs are proposed to be planted in the herb garden. Woodland edge plants in the areas with mature trees.

## Implications for Team

Coordination of such areas has a very clear scope. Coordinators can be given a discrete space, a list of suggested plants and a budget, and allowed to work relatively independently, procuring plants, organising work days etc.



Planting plan: With LILAC Landscape area overlays



# brief

## Brief:

Establish a new Landscape Team drawn from LILAC's members. Transfer some information, decision-making & budget allocation power to them from the Development Group.

Appoint members to area coordination roles to delegate design authority, promote individual accountability, and ensure that all areas of the site are covered.

Support area coordinators to develop their design skills

Ensure that area coordinators consult with the entire membership on their designs.

Ensure the team complies with planning conditions & associated recommendations.

Make the process inclusive for people with a range of skill levels/working styles.

Landscape team discuss planting options 03/03/2013

# design

## Functions

Functions inherited from Design 03:

1. Empower Members
2. Members understand legal constraints/planning obligations
3. Develop designs for each area
4. Promote plant knowledge sharing

Additional functions specific to this design:

5. Establish a landscape team
6. Establish accountability for different areas of the site
7. Provide direction and support to team

## Elements

- Initial meeting/invitation
- Team
- Area Coordinator Role
  - Role description
  - Instructions
  - Supporting Resources

## Design Considerations

Create team by inviting people to volunteer. A number of members have expressed a long standing interest in gardening and some in particular specialisms (e.g. herbalism).

Structure of the team can reflect physical boundaries on site and discrete areas/typologies of planting plan. i.e. individual area coordinators can take ownership of discrete areas of the site. This will make the scope of responsibilities unambiguous and transparent to the wider membership.

I need to dispel the notion of me as landscape expert before a culture of dependency can become established/entrenched. However, SOME initial leadership is required to create the necessary permission for some others to step into leadership roles.

By modelling good facilitation methods and behaviours in early meetings, area coordinators will have precedents to follow; this should hopefully give them some confidence when attempting tasks (such as all-member consultation) that some of them may be initially uncomfortable with.

# design

## Team: Area Coordinators' Roles

Initially mainly focused on tasks associated with Survey phase of designing:

- Familiarising themselves with planting plan
- Exploring plant lists, looking up plants on PFAF and learning about them.
- Reading through planning conditions
- Reading through CSH recommendations
- Understanding Tree Constraints Plan

Next step is to attend the all-member design workshop to:

- Visit the site
- Observe workshop planning & delivery methods & practice
- Gain experience of working at scale
- Think about placement of elements
- Contribute to and understand the community's shared vision for the landscaping, which will inform their designs.

In time they will be able to use these skills and experiences to run their own consultation workshops & develop their own designs.



Avelino & Erica discuss planting options 03/03/2013

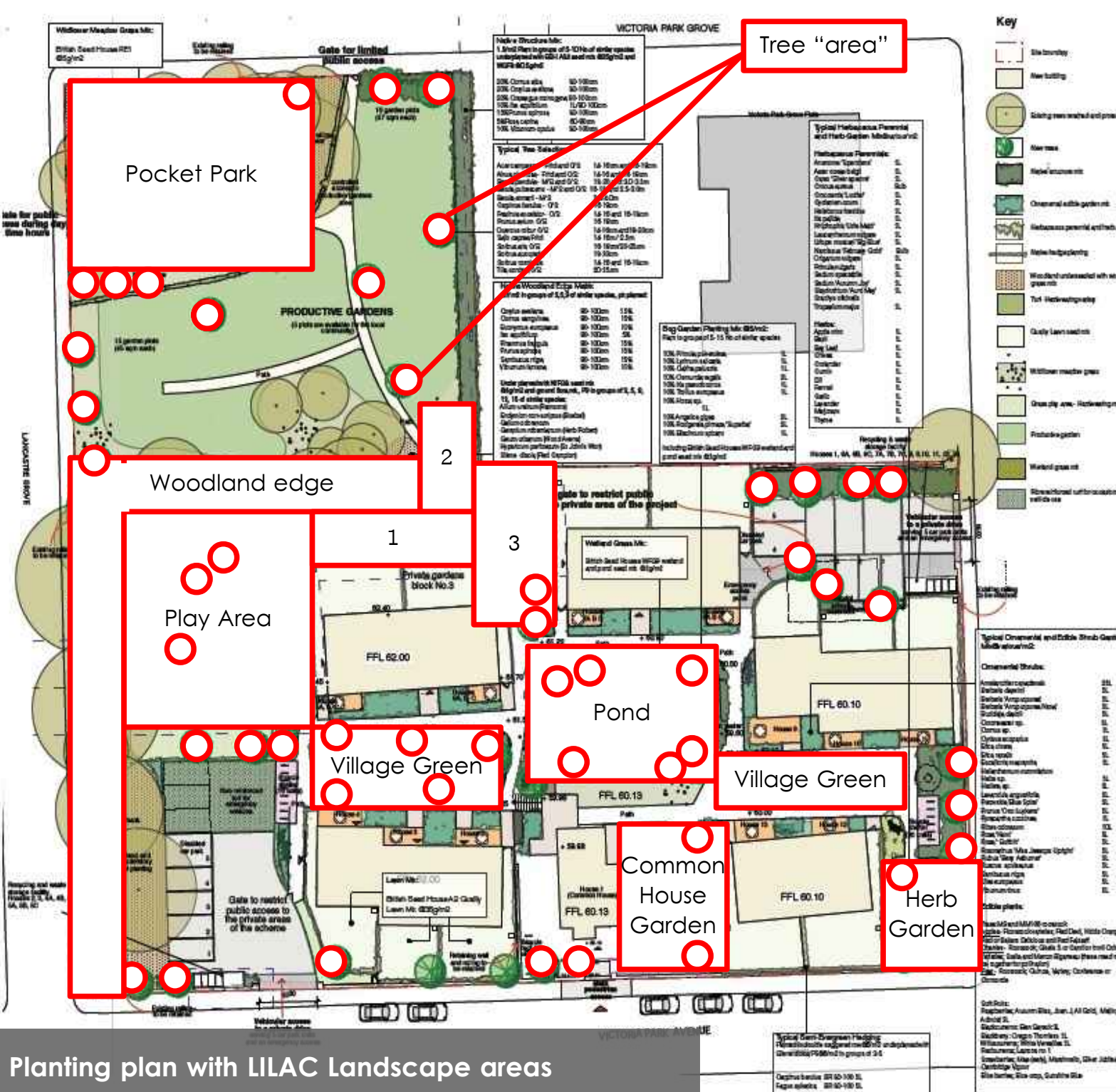
# design

## Area Coordinators

The following areas need to be coordinated, so will have resource packs made up:

- 1: polytunnel area
- 2: communal plot
- 3: "the grassy knoll"
- Pond
- Herb Garden
- Village Greens
- Play Area
- Pocket Park
- Woodland edge
- Trees

This could be more areas than we can find coordinators for, so non-Landscape team members should be able to coordinate areas, and/or enthusiastic members may be allowed to coordinate multiple areas.



Planting plan with LILAC Landscape areas

# design

## Initial Meeting

### Aims:

- Establish team
- Agree project aims & plan (design 03)
- Assign areas to people (voluntarily!)
- Prepare for Design Workshop (design 05)

### Practicalities & considerations:

- Venue (West Riding House): available free of charge, accessible,
- Resources: bring meeting plan, flip-chart pad, pens, area coordinators' resource packs,
- Refreshments - provided by venue
- Children - establish if crèche is needed

### Method:

- Set date (shortly before Design Workshop to build momentum)
- Invite all members
- Emphasise that attendance doesn't imply long term commitment

Agenda/Plan: see left and next page

- # AGENDA
- PROJECT AIMS
  - PROJECT PLAN
  - EVENT ON 18/9/11
  - PREP / JOBS
  - RESOURCES
  - VOLUNTEERS

Agenda for initial Landscape Team meeting 04/09/2011



# design

## Initial Landscape Team Meeting Plan

The plan for the meeting should be read starting at 1 o'clock and going clockwise.

VOLUNTEER TO TAKE PHOTOS AT WORKSHOP ON 18TH

AGREE PROJECT AIMS.

1. Balance directive leadership with inclusion by setting out main aims, then inviting attendees to contribute their own. Use formal consensus (as per LILAC culture) to check that we all agree on the project aims before proceeding.

VOLUNTEER TO HELP MAKING A MODEL?

OUTLINE PROJECT PLAN.

2. Sketch out the overall project plan (Design 03). Promote inclusion & empowerment by inviting input & help. Highlight that all member workshop is soon, so...

LILAC LANDSCAPING:  
04/09/11  
AGENDA

OVERVIEW OF PLAN FOR 18TH

- SESSION PLAN.
- FOOD?
- KIDS?

3. Brief on the forthcoming workshop so that they can be ready to contribute and support me and others at it.

SHEET (DOUBLE)

ASK ABOUT RESOURCES

4. Distribute the area coordinator packs with simple next steps. Start coordinators off with survey tasks that will engage them with the planting plan, planning conditions and plant lists, and give them a role and some elevated status at the workshop

HAND OUT LANDSCAPE PLANS; GIVE CLEAR INSTRUCTIONS

EACH HAVE A LIST OF PLANTS

GOING TO USE THEM FOR PLANNING ON 18TH:  
- FEEL FREE TO HAVE A RAY AROUND.

ONLY BIG ONES: > 1M SPREAD

WRITE LATIN + COMMON NAME ON IT

Plan for initial Landscape Team meeting 04/09/11

MAKE CIRCLES (20) OF CORRECT SIZE (SEE 'SPREAD' OF PLANT)

CREATE A PLANT PROFILE FOR EACH ONE  
- USE P.F.A.F.

# implementation

## Area co-ordinators' resource packs

The instruction packs for each area coordinator included a number of resources including a set of instructions (right), planting plan, scale rule, plant profile template and summary sheets of the planning conditions and Code for Sustainable Homes recommendations.

The rationale for this approach was:

- To give some clear direction and simple, discrete tasks for people to engage with at first
- To support area coordinators' learning about plants
- To engage them in the design task ahead of the forthcoming all-member meeting, so there would be some "champions" able to lead small design groups from the wider membership.
- To start disseminating the information about our obligations ahead of the all-member workshop so that new-comers to that meeting would be able to learn from area coordinators.
- Having more information, the area coordinators would start to feel some "status" with their new role, which would hopefully help to build confidence and add to the sense of empowerment that I was seeking to achieve.

## INSTRUCTIONS

- ① YOUR LIST OF PLANTS IS HIGHLIGHTED ON YOUR SITE PLAN.
- ② FOR EACH PLANT, DO SOME RESEARCH AND PRODUCE A 'PLANT PROFILE' LIKE THE ONE INCLUDED IN YOUR PACK. [www.pfaf.org](http://www.pfaf.org) IS A GREAT RESOURCE FOR THIS
- ③ FOR ALL PLANTS WITH A SPREAD GREATER THAN 0.5M, CREATE SEVERAL\* CIRCULAR PIECES OF PAPER TO REPRESENT THEM ON A PLAN AT SCALE 1:50 - YOU HAVE A 'SCALE RULE' IN YOUR PACK.
- ④ READ THROUGH THE 'PLANNING CONDITIONS: LANDSCAPE HIGHLIGHTS' & 'CODE FOR SUSTAINABLE HOMES: LANDSCAPE HIGHLIGHTS' TO FAMILIARISE YOURSELF WITH THEM.

area coordinators' resource packs, 04/09/2011

\* AS MANY AS YOU THINK ARE NECESSARY, BASED ON THE PLAN.

# implementation

## Area co-ordinators' resource packs

I prepared several copies of the planting plan. On each copy, the plant list for a different area was highlighted in red.

The area coordinators were asked to research the plants on their list, using the Plants for a Future website. I created plant profile templates for them to fill in, and bring to the forthcoming all-member workshop on 18/09/11 as a resource for the other attendees.

**Native Grassland Mix**  
 A broad mix of native grasses and 10% of native species underplanted with 1000 A2Z seed mix @ 10g/m<sup>2</sup> and 50% R9 signal

|             |    |      |
|-------------|----|------|
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |
| 10% Cowslip | 50 | 1000 |


**Native Woodland Edge Mix**  
 @ 10g/m<sup>2</sup> in groups of 3-5 of either species, all shaded

|                  |    |      |
|------------------|----|------|
| Cornus sanguinea | 50 | 1000 |
| Salix caprea     | 50 | 1000 |

**Typical Semi-Evergreen Hedging:**  
 Planted in double staggered rows @ 6m<sup>2</sup> underplanted with Sene dactyl 199 @ 5g/m<sup>2</sup> in groups of 3-5

|                 |    |     |
|-----------------|----|-----|
| Cornus bella    | 50 | 100 |
| Fagus sylvatica | 50 | 100 |

www.pfaf.org  
 Latin name: *Crataegus monogyna*  
 Common name: Hawthorn  
 habitat: Woods, hedges, thickets, most soils  
 edibility: \*\*\*  
 medicinal: ○○○○○○  
 hazards: None known  
 height: 6m  
 Spread: 6m  
 other uses: fuel, stock-proof hedge/security  
 cultivation/maintenance: Happy in all positions; drought tolerant, tolerant of exposed full sun or semi-shade, tolerates wet soil  
 Notes: Very spiky!



## Area coordinators' resource pack, 04/09/2011

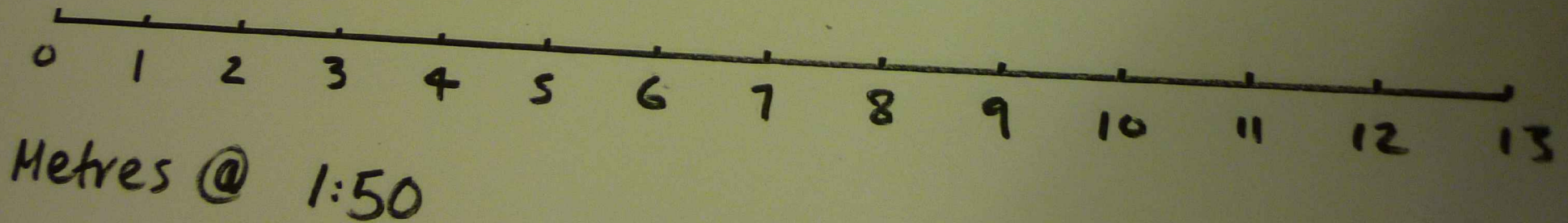
# implementation

## Cheap & easy scale rules

The instructions also asked the area coordinators to create a number of paper discs at 1:50 to represent plants. These were for use when designing at the forthcoming all-member workshop, which would be using a 1:50 base map. See design 05 LILAC Design Workshop.

I created a simple 1:50 scale rule on a piece of A4 paper and photocopied it several times so that each area coordinator could have one.

As well as producing useful resources ahead of the all-member workshop, this was intended as a way of getting the area coordinators to practice design skills, such as working at scale.



# Implementation

I summarised the planning conditions and CSH landscaping recommendations and included them in the packs...

## Planning Conditions: Landscape Highlights

- Carried out in accordance with approved details
- Hard landscaping to be complete before occupation
- Soft landscaping to be completed in 1<sup>st</sup> planting season after occupation
- Works carried out to a good standard
- No development on site until a landscape management plan has been submitted and approved in writing by Local Authority. Plan should include:
  - Hard & soft landscaping details
  - Frequency of maintenance operations, e.g. weeding, watering, including during the establishment phase.
  - Annual inspection & replacement of failures
- Trees identified in the "Tree Constraints Plan" to be retained indefinitely.
- Soft landscaping areas to be retained indefinitely
- Details of bin & cycle stores to be approved by LA
- Public garden access hours to be approved by LA
- Full details of drainage & pond to be approved prior to any development.

## Code for Sustainable Homes Landscape highlights

- 36 New native/beneficial species
- 17 new aquatic/emergent & marginal species
- 5 new tree species in woodland
- 20 new ground flora in woodland understorey
- Bird boxes on each new building
- 3 x Bat boxes installed in woodland
- Insect house near pond
- Amphibian hibernaculum near pond
- Wood pile in woodland for wildlife habitat



Planning permission granted... with conditions

# implementation

One of our planning conditions was that no work could commence on site until we submitted a Site Management Plan. This had the potential to hold up development so needed to be done quickly. I invited volunteers to help, but none came forward, so I produced it myself. See Appendix E.

## LILAC Housing: Site Management Plan

Prepared by: Joe Atkinson. Date: 30/10/2011 Version 1.0

### Relevant Legislation & Policy

Conservation Regulations 1994, 2007, 2009, 2010

Wildlife & Countryside Act 1981; Countryside and Rights of Way act 2000; Natural Environment and Rural Communities Act 2006

Planning Policy Statement 9 – Biodiversity & Geological Conservation / ODPM 06/2005

UK Biodiversity Action Plan 1995

### Relevant Planning Condition

*"No development shall take place until a plan, schedule and specification for landscape management has been submitted to, and approved in writing, by the Local Planning Authority.*

*This shall include reference to planting and hard landscaped areas, including paving, fencing and other features.*

*The schedule shall identify the frequency of operations for each type of landscape asset and reflect the enhanced maintenance requirement of planted areas during the establishment period. It shall provide for an annual inspection during late summer for any areas of failed tree or shrub planting, and the identification of the replacements required in the autumn planting season."*

### Related Documents

| Produced By  | Document/Drawing # | Title                |                               |
|--------------|--------------------|----------------------|-------------------------------|
| White Design | 6188 D 7301        | Planting Plan        | Site Management Plan 30/10/11 |
| White Design | 6188 D 7201        | Landscape Boundaries |                               |
| White Design | 6188 D 7202        | Hard Landscape Plan  |                               |

# maintenance



Some area coordinators brought their plant profiles to the design workshop two weeks after the initial landscape team meeting. Others hadn't found the time, or – in one case – weren't comfortable with using the internet, so brought gardening books with plant information instead. Some of the area coordinators had got a good understanding of the design task and were able to press ahead during the all-member workshop without needing much supervision or support. Here Fran is cutting out green circles to represent the various herbaceous perennials, aquatic and bog plants for the pond area. She later went on to gain a PDC.

**All-member workshop 18/09/11**

# evaluation

| Brief:  | Notes   |
|---|---|
| Establish a new Landscape Team drawn from LILAC's members. Transfer some information, decision-making & budget allocation power to them from the Development Group. | This worked very well. It pre-empted a broader reorganisation of LILAC as a whole to a hub & spokes model with much more decision-making power further down/through the organisation. See page 24   |
| Appoint members to area coordination roles to delegate design authority, promote individual accountability, and ensure that all areas of the site are covered.      | Seemed broadly successful. Some additional areas of the site have been identified and taken on by volunteers. Areas 1, 2 & 3 have been neglected for the first 2 years but design work is now underway here as well.  |
| Support area coordinators to develop their design skills  | This has been mixed. A success story is Fran who's design work on the pond was very successful and who now has a PDC. See page 26   |
| Ensure that area coordinators consult with the entire membership on their designs.  | Largely very good. Members kick off if/when we forget! See page 27 to see Rick hosting a consultation day August 2013   |
| Ensure the team complies with planning conditions & associated recommendations.   | We haven't had an ecological survey to see whether the number of new species on site meets the CSH recommendations. Measures such as bird & bat boxes and amphibian hibernacula have been implemented. Tree constraints plan (and now a TPO) has been respected.      |
| Make the process inclusive for people with a range of skill levels/working styles.  | This could perhaps have been thought about more. Some members that were less comfortable with drawings or using the internet were not provided for very well by the design. Other members supported them, but this was not due to measures taken at the design stage. |

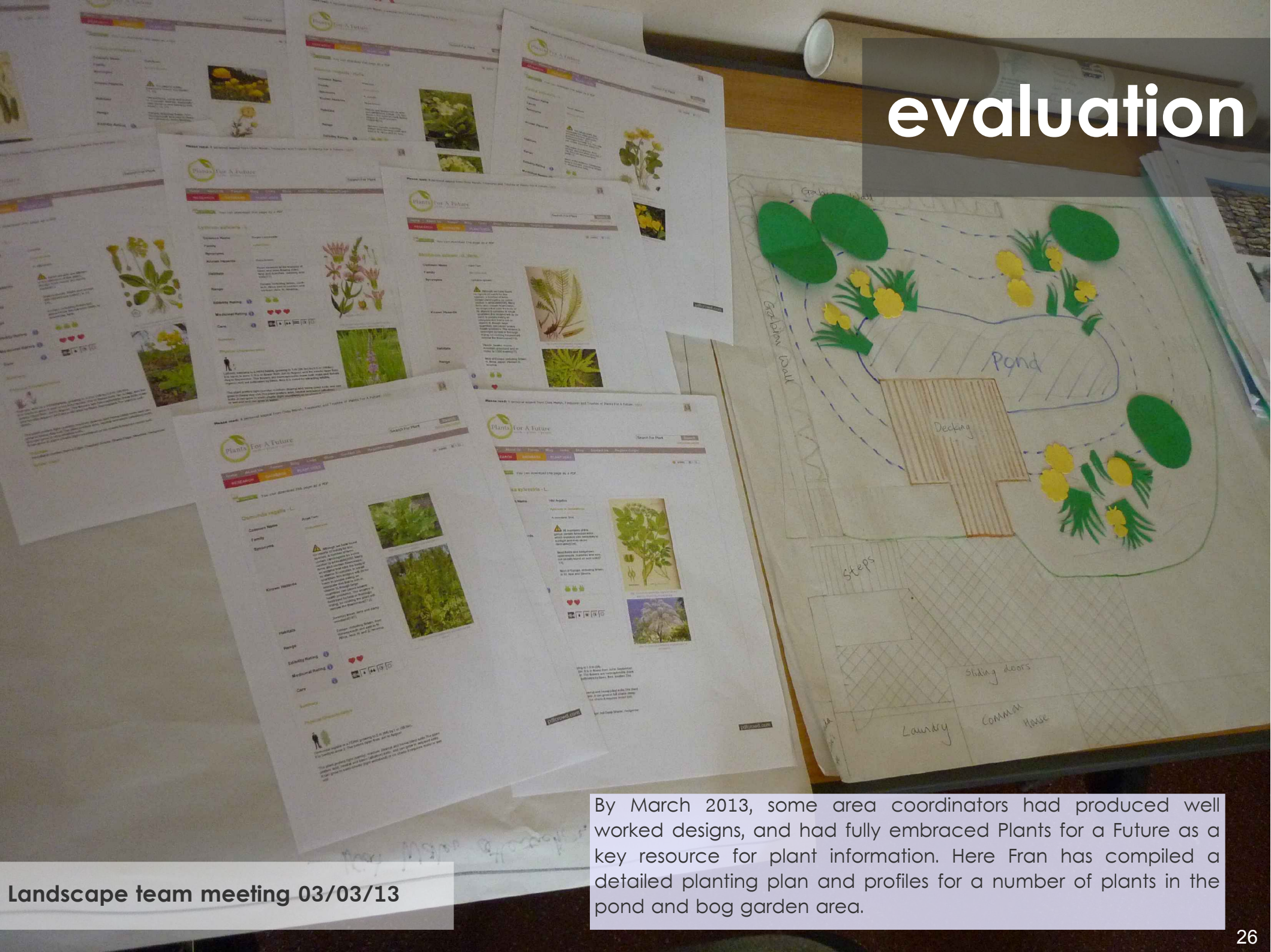


# evaluation



By January, area coordinators were putting more detail into their plans. The other key outputs from this meeting were an implementation time line and a more detailed budget; activities that were initiated and facilitated by other members of the team. The team was starting to self-organise and, as hoped, my role was evolving into a more advisory and supportive one. Here, Liz is talking through some early design ideas for the play area

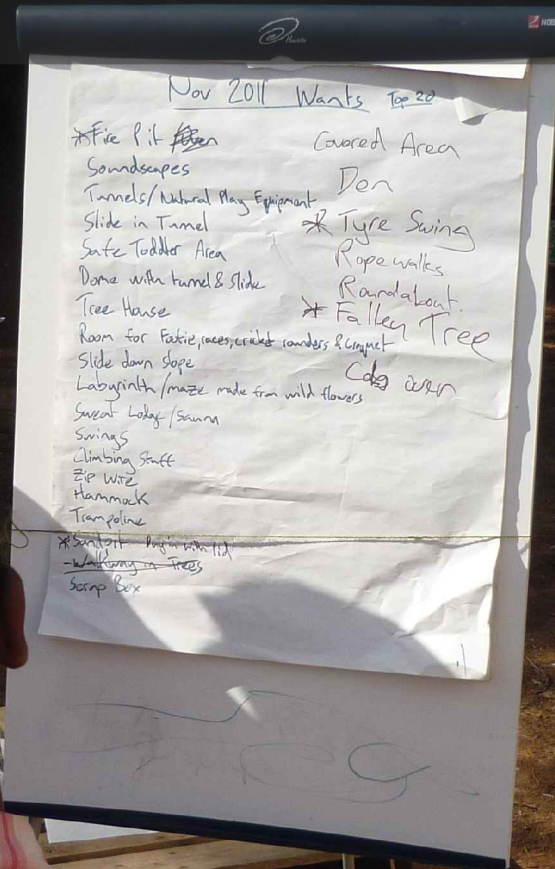
# evaluation



Landscape team meeting 03/03/13

By March 2013, some area coordinators had produced well worked designs, and had fully embraced Plants for a Future as a key resource for plant information. Here Fran has compiled a detailed planting plan and profiles for a number of plants in the pond and bog garden area.

# evaluation



## Member-led design consultation

By August 2013, area coordinators were running their own design consultation workshops to develop the designs for their respective areas. Here, Rik leads a consultation on the play area, that he is the coordinator for.

All-member design workshop 03/08/2013

# evaluation

## Application of permaculture ethics

### People Care

- Moving towards more equitable distribution of power & responsibility
- Empowering wide membership
- Taking stress off the Development Group
- Supporting people by giving clear direction & instructions
- Supporting people to learn knowledge & develop new skills
- Enabling people to share their knowledge
- Tea, coffee & biscuits at meetings

### Earth Care

- Encouraging members – especially area coordinators – to use the permaculture approach to designing & managing their areas
- Promoting local food agenda
- Explicit focus on improving ecological value of the site
- Promoting Plants For A Future

### Setting Limits to Consumption & Redistributing Surplus

- Encouraging area coordinators to plant edibles in communal spaces, reduces food miles and makes surplus yields generally available
- Promoting biodiversity through wildlife planting/habitat creation redistributes surplus space to other species

# evaluation

## Application of permaculture principles

|  |  |
|--|--|
| Observe & Interact                         | Observation of community dynamic, level of design skill, complexity of project constraints. Made interventions that responded to these.  |
| Catch & Store Energy                       | We hoped to make a LILAC Plant Library with maintenance tasks but it didn't happen   |
| Obtain a Yield                             | We have a functioning landscape team & beautiful, productive gardens that they designed  |
| Apply Self-regulation & Accept Feedback    | Took on board that some members want to coordinate areas but not get involved in the team; enabled them to add new areas when they felt they weren't being looked after.               |
| Use & Value Renewable Resources & Services | -  |
| Produce no Waste                           | -  |
| Design from Patterns to Details            | Pattern of empowering members and building capacity first; details of plant locations later!   |
| Integrate Rather than Segregate            | I think this is an example of where segregating (areas into manageable chunks) is actually more appropriate than trying to design & manage all the areas collectively.                 |
| Use Small & Slow Solutions                 | Don't try to design the whole site straight away. Also don't try to get everyone through a PDC straight away! Meet people where their skill level is currently and develop them slowly |
| Use & Value Diversity                      | Trying to include different voices & perspectives (e.g. children); be relaxed about people using their own processes if they aren't comfortable with mine/a permaculture process.      |
| Use Edges & Value the Marginal             | Try to design for inclusion: enable different types/levels of participation  |
| Creatively Use & Respond to Change         | When the requirement to produce a Site Management Plan arose, I initially invited volunteers to help, but realised it would be quicker & more effective to go it alone.                |

# reflection

## What went well?

- Some area coordinators really embraced the resources I prepared for them and the tasks I set them, and seemed to produce more effective designs as a result.
- It was satisfying to watch other zone coordinators practising facilitation methods I had modelled earlier on in the process.
- Shortly after establishing the team, the rest of LILAC's governance model was amended to follow a similar hub-and-spokes pattern of several themed task teams reporting to a central hub (the board).

## What was challenging?

- Watching area coordinators make obviously poor design decisions has been excruciating at times.
- Some area coordinators struggled with skills such as working with drawings. This made it difficult to include them in some activities.
- Others struggled to find the time to do the "homework" requested, so some tasks just never got done.
- Despite restating meeting ground rules at every workshop, some members continue to display poor meeting etiquette. This can lead to time being wasted discussing irrelevant topics, which can be frustrating and potentially lead to conflict.
- Some individuals have taken relatively significant actions without consulting the rest of the landscape team or wider membership. This circumvents and undermines the democratic culture of LILAC.
- Some area coordinators becoming too protective of their zones, potentially forgetting that they're communal spaces. This has caused conflict within the membership.

# reflection

## Long term visions & goals

- LILAC's landscape team to keep operating and to gradually deliver all of the soft landscaping, and take care of ongoing maintenance.
- LILAC's membership continue to share botanical & horticultural knowledge & skills indefinitely.
- To develop my skills for facilitating groups through design projects

## Next achievable steps

- Inject some enthusiasm / direction into areas that have lacked input. In particular, the zones that I'm managing need some attention:
  - Finish off implementation of Tree Plan
  - Begin all-member design consultation for "triangle" area that I have recently taken on as area coordinator