

PERMACULTURE SCOTLAND

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I'd like to thank everyone who has been developing permaculture in Scotland for the last umpteen years. More specifically I'd like to thank the task and finish group: Pete Campbell; Natalie McCall; Alan Carter & Emma Chapman; Sally Wilkin; Robert Kyle; Rob Brodie; Tony Gowland; Nenya Milne; Andy Goldring; PAB; and the Welsh T&F group; for all their work in creating this design.

1. Introduction

Setting up Permaculture Scotland (PS) has been attempted previously, but it never had quite enough momentum. The last gathering was at Talamh in 2005 (where I first met Ed Tyler who told me about the 1st PDC in Kilmartin). A yahoo group was set up, but was quite inactive.

The Kilmartin course, over 5 weekends Aug-Feb has run every year, leaving behind a trail of interested individuals. In 2009, they did permaculture work bees weekends where (Kilmartin) PDC graduates and students would gather and work on one person's project. This really built a sense of community, and in February 2009, at the last weekend of the PDC, an open space meeting was held, around the topic of initiating a Permaculture Scotland networking group.

Sally Wilkin, coordinator and graduate of the Kilmartin course, contacted significant others including Andy Goldring from the Permaculture Association Britain (PAB), and Graham Bell. Eventually, Sally and I organised a Permaculture Scotland meeting in February 2010, in Dunblane.

The bulk of the meeting was open space format, with people raising questions which they wanted discussed, and they then led that discussion (taking notes).

At the end of the meeting we asked for volunteers for a Working Group, a.k.a. Task and Finish group, to design Permaculture Scotland. These were: Peter Campbell; Natalie McCall; Alan Carter & Emma Chapman (job share); Sally Wilkin; Lusi Alderslowe; Robert Kyle; Rob Brodie; Tony Gowland; Nenya Milne; and Andy Goldring (from PAB).



Picture 1 – the Task & Finish group meeting in my living room (May 2010), from bottom centre: Lusi, Tony, Rob B, Nenya, Sally and Pete.

The Task and Finish Group (T&F) met a total of 3 times face to face (see picture 1), and once on Skype. Together, and individually (as tasks) we did the observation, analysis and design. This is described in more detail in the rest of this document.

Whilst the T&F were busy designing in our wee group, we kept the rest of Permaculture Scotland folk up-to-date through writing Permaculture Works articles every quarter, plus sending out occasional emails to the yahoo group list (which became active after the February meeting), and attending the Big Tent (where we had a stall). I also attended the Permaculture Convergence in Lambourne End (just outside London) and put up a display inviting people to join PS (see picture 2).

Our design was tweaked by the Permaculture Wales Tasks and Finish Group, sent back to us, and then the T&F amended and agreed it in December 2010.

2. Design Framework

SADI was the main design framework used, see diagram 1. OBREDIMET was also used a little (at least the B and the R were added into the SADI framework).

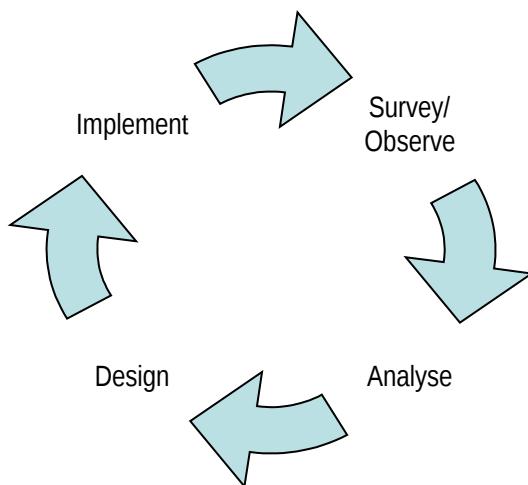
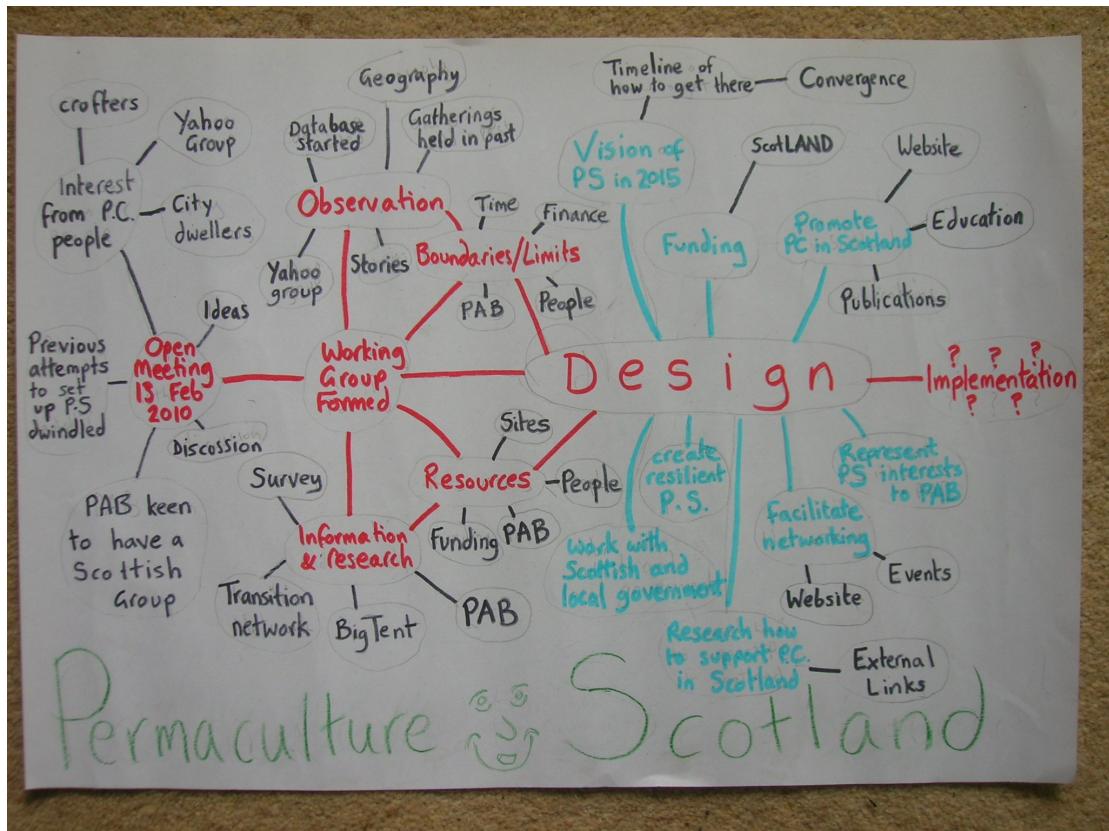


Diagram 1 – the SADI cycle

The design brief was to design Permaculture Scotland. Later it became to design Permaculture Scotland as a working group of the Permaculture Association Britain (PAB).

Diagram 2 shows a mindmap of how the T&F decided to go about designing Permaculture Scotland.

Diagram 2 – Mindmap of permaculture Scotland design process (By Rob Brodie)



3. Observation

On 16th May 2010 the T&F group tried to collate observation work over the years. This is summarised below:

"This is a list of some of the observations which we have made in Scotland over the years.

- ⊗ People want to share resources and visit projects
- ⊗ People want a website and information
- ⊗ There are a lot of permaculture projects happening
- ⊗ Local networks are in place
- ⊗ 2 or 3 design courses running in 2010
- ⊗ Teacher training course at Wiston Lodge
- ⊗ Sally has 140+ people interested in PS group
- ⊗ Yahoo group has 100 members
- ⊗ Sally as a point of contact for PS
- ⊗ 50 PAB members in Scotland
- ⊗ We have 40 responses to our survey
- ⊗ Regional Pc groups in Edinburgh and Aberdeen
- ⊗ There is a spectrum of people interested and those active in pc.
- ⊗ LAND project in England works well and have £390,000 of funding (can be used for match-funding, confidence building info, etc.)

- ⊗ No dedicated Scottish Pc website
- ⊗ There is some Scottish info on PAB website
- ⊗ Good permaculture Edinburgh website
- ⊗ No Scottish Permaculture network to link Scottish projects
- ⊗ Reforesting Scotland do network and link Scottish projects, some are Pc, but not Pc specific.
- ⊗ PAB do network and link projects in Scotland, but are not Scotland specific
- ⊗ A few teachers in Scotland
- ⊗ A few diploma holders
- ⊗ 13 people interested in attending diploma guild meetings (either signed up for wanting to sign up for Diploma).
- ⊗ No public face for Pc in Scotland
- ⊗ People here are less inclined to join an England based group
- ⊗ Different organisational models exist, we need to chose a method for devolution.
- ⊗ Geographically dispersed, few people
- ⊗ Events
 - Open Space at Kilmartin (Jan 09)
 - Talamh 2005
 - UK Convergence in Scotland in 1998
 - A well attended meeting at Dunblane (Feb 10)
- ⊗ Permaculture Scotland has been set up 2 or 3 times before, with dwindling energy.



Picture 2 – Permaculture Scotland display at the Permaculture Convergence in Lambourne End (Sep 10)

3.1 People

A survey was compiled and disseminated largely using the internet, to which 39 people responded. The questions were:

1. What role do you see for Permaculture Scotland network?
2. What do you expect from it? What can it do for you?
3. What could you contribute to it?
4. Name, Address & Postcode

The results are summarised in section 4.1.

Other ways which the T&F compiled observation included attending the Big Tent festival (billed “Scotland’s Greenest Festival”), where we had a stall, and talked to lots of people about setting up Permaculture Scotland, and writing Permaculture Works articles asking for more folk to answer our survey, see appendix 1.

3.2 Boundaries and Limits

Following the OBREDIM model – this is a list of the boundaries of Permaculture Scotland.

Physical

- within Scotland – boundary
- regional boundaries e.g. Highlands/Lowlands

Time/Energy

- Keep it small and gradually expand the perimeter – big plans, small steps
- Voluntary time
- Keeping energy up
- Share responsibilities, personal energy

Organisational

- part of PAB
- charity
- 9 part-time employees
- Legal limits
- Existing website and manger of it could do www.permaculture.org.uk/Scotland
- PAB has bank account

Money

- £20 (c/o Sally)
- PAB has some funds (notionally set aside £1,000 for the task and finish group)
- Any significant additional time will need funding applications done etc.

Scope of PS

- Use PAB website and work with Debbie (in PAB office)
- Work with Scottish Parliament
- Representing Scottish interest and providing information to PAB
- Representing permaculture interests to partner orgs and NGOs
- Organise a gathering every 1-2 years (and other events?)
- Overseeing funding applications
- Identify funding needs.

3.3 Resources

- ❖ PAB - 10 employees and a lot of other resources: PAB web site, a largely self-reliant network of permaculturalists, including those in Scotland. What PAB can already do for Scotland includes bringing people together (when there is enough interest); making sure established projects are accessible to Scottish public (like LAND); in terms of running events, it can be done in cooperation with other organisations (Transition towns, Reforesting Scotland, Wild Harvest Association etc.)
- ❖ Various permaculture projects (e.g. Culdees, Skye)
- ❖ People interested in permaculture living in Scotland
- ❖ T&F group
- ❖ Kilmartin Design Course
- ❖ Other design courses
- ❖ Friends from further afield (e.g. Wales, Malawi)
- ❖ The beautiful land of Scots
- ❖ Distinct flora, fauna and ecosystems

4. Analysis

4.1 Survey Results

The survey results were grouped under 3 main headings, the overall role functions of PS; linking PS members, and linking PS members and the public. These are the 3 main limbs of the PS tree. From each limb various branches come, these are the roles and functions (identified in the observation section, as above), see tables 1-3

Table 1 – Survey results of the Overall Role/function of PS (by Nenya and Sally)

What role/functions?	How? Instruments	Issues to consider
similar to PAB but adapted to Scotland's requirements and conditions	Scottish permaculture network and organisation	geography, accessibility, balance between rural and urban P; a role for younger and older folk; more and less experienced people. Diversity and inclusion of all.

Table 2 – Survey Results about linking PS members (by Nenya and Sally)

What role/functions?	How? Instruments	Issues to consider
a hub for P enthusiasts in Scotland	web site which allows users to upload their content - text, pictures, videos; indicate their skills, experiences, areas of expertise	need to structure the site to allow for both flexibility and clarity
help locate others interested in/ practicing P; networking; feel connected	web-based members' database, with a regional search function; online 'social space', opportunity to organise into interest or region-based groups etc.	accessible to members or to anyone visiting the website? Perhaps have an overall geographical map of people's locations, and use a setting that allows each person to decide who they would be visible to - all public; all members; own regional group; and allow them to include a variety of info
experience and knowledge sharing	forum with themed Q&A; 'how to' guides; database of potential teachers and those willing to learn; database of potential demo sites, both informal and 'official'; also sharing practical experience in terms of local climate and conditions - what works and does not work in different parts of Scotland, which plants do well etc.	people need different types of knowledge at different levels and in dif. locations, so often things like site visits would be small-scale and ad hoc, and perhaps they can be organised by those most motivated? For experience sharing online, perhaps have people upload their stories and make them as well as forums searchable via key words?
sharing resources - books, seeds, plants, equipment etc. Land/garden share	forum or web-based ads?	both general and regional?
coordinate work and volunteering, advertising jobs	web ads re demand and supply - work placements, available internships etc.? Links to other resources which coordinate volunteering? Local e-mail lists for potential volunteers and projects that need them - could be flexible/ seasonal (e.g. help with harvesting)	this info could be part of members' profiles if they need volunteers on a regular basis
regional and general Scottish get-togethers	identify and list potential host sites, and types of events (some already exist) - annual or biennial gatherings/ festivals; provide links to local groups for local activities	
info on courses, events, publications etc.	events calendar; a separate 'educational' portal explaining the range of possible courses, qualifications offered etc.; coordinate P education and training; surveying needs and organising courses; keep a database of diploma students/ mentors	a way for people to indicate interest in a particular type of course in a particular location; links to courses that could be useful to permaculture people but are not on P as such - e.g. plant identification.

Table 3 - Survey Results about linking PS members and the public (by Nenya and Sally)

What role/functions?	How? Instruments	Issues to consider
links to other projects, movements, and networks of like-minded people emphasise the link with the Transition Town movement and that P is more than growing food.	web links	mutual links - from those sites to PS
a contact point and a source of info on P	web-based info, links to resources on P; links to any research done on P - e.g. yields compared to traditional farming methods	
demonstration of P in practice	map/ list ongoing projects (can be uploaded by members)	something similar to LAND project
inform, help develop awareness of P, sustainability, food security, etc. - identify problems and solutions	info on web; leaflets; newsletter/magazine; stalls at events; database of potential speakers' profiles, for events, training courses etc., to inspire others to turn to P	link with other formats and activities which encourage awareness of nature, wildlife, gardening etc. - e.g. calendars of local walks and 'green' events, etc., to target people who are likely to be interested but may not know about P.
PR and lobbying for P; organisation to which public, media, politicians and decision-makers can go for info and advice	a 'management committee' with contacts on web for more 'high-profile' communication, which would also raise issues with the councils and Scottish Executive. Be proactive in responding to government initiatives and policy drivers and create/use opportunities to 'mainstream' P.	do we need to present a coordinated 'front' which we communicate to the public and politicians when speaking on behalf of PS? Media articles; school and university presence
a vehicle for obtaining funding	information on grants and application processes. Explore opportunities through the social enterprise model.	funding needed by members (for which they can apply) and for supporting the network as a whole (for which the 'management committee' will apply). Should Network offer advice and support to members other than web-based info?

From the survey results, and other observations, the T&F worked a vision of PS in 2015.

4.2 Permaculture Scotland Vision for 2015

This document is designed to be a description of the activities which PS will be doing in 2015. It is not a blue print, there are many roads and routes, this just gives us a starting point for the next step, which is to work out a timeline. All writing in italics are my comments.

The reason for using this method is following Rob Hopkins' method described in his Transition Handbook in which one describes the vision – where do we want to be? – from this we can 'back-cast' to see how we are going to get there and What needs to be in place next year in order reach our goals in 5 or 20 years' time.

Permaculture Scotland (PS) – what is it doing?

Permaculture Scotland is a national charity, and an arm of Permaculture Association Britain, that supports people to learn about and use permaculture.

(Taken directly from the PAB website and adapted to PS).

What did we do for members in 2015?

1. Acted as a hub for Pc enthusiasts in Scotland, through our website and quarterly newsletter (insert to Permaculture Works, or dedicated newsletter).
2. Enabled matches between people interested in/ practicing Pc; through our web page's members database and networking area.
3. Enabled volunteering (also through the website search functions)
4. Enabled permaculture learning, through advertising relevant courses and Diploma support (matching students with both teachers and other students), and encouraged 6 permaculture design courses this year.
5. Enabled experience and knowledge sharing through our website's database with search function for teachers, and demonstration sites, with profiles etc.
6. Enabled regional garden/land share, and one region has started up a new system of sharing other resources.
7. Advertised 15 permaculture jobs (both paid and unpaid)
8. Having hosted the second UK convergence in Scotland in 2012, in 2015 we enabled members to organise Scotland's first regional convergences in 2 regions.
9. Events calendar managed and updated regularly.
10. Research – our members' 10 permaculture demonstration sites (ScotLAND sites), have each researched areas of particular local interest and published these (local print and on our website).

What did we do to link members with the wider public?

1. Our extensive website has links to other projects organised into regions, as well as other areas of interest such as the National Federation of Allotments and Community Gardens, and UK national orgs such as PAB.
2. One International speaker has visited Scotland on their UK tour, speaking at 4 regional events.
3. We have been contacted by journalists, politicians, and members of the public, to give info about Pc.
4. PS has been quoted in newspaper articles, and TV programs.
5. Our website's map has 10 demonstration sites.
6. We have had a presence at 5 events.

7. PS has up-to-date knowledge about parliamentary processes which are relevant to Pc, and who to lobby for them, petitions etc. PS has been proactive in responding to government initiatives and policy drivers and created/used opportunities to 'mainstream' Pc.
8. PS stays abreast of funding opportunities, and publishes info on our dedicated webpage. 2 projects have applied for funding through us this year.

What is our structure?

Members: 200

Management committee: 8

Diagram 3 – the structure of PS in 2015

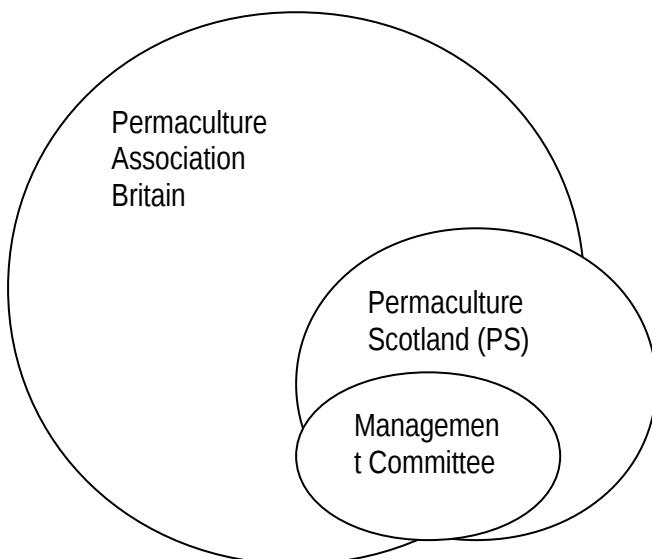


Diagram 3 demonstrates that PS is a part of PAB, that it has a management committee, and that this management committee has some overlap with PAB, and there is space within the man com for a small number of members to not be members of PS (e.g. the treasurer).

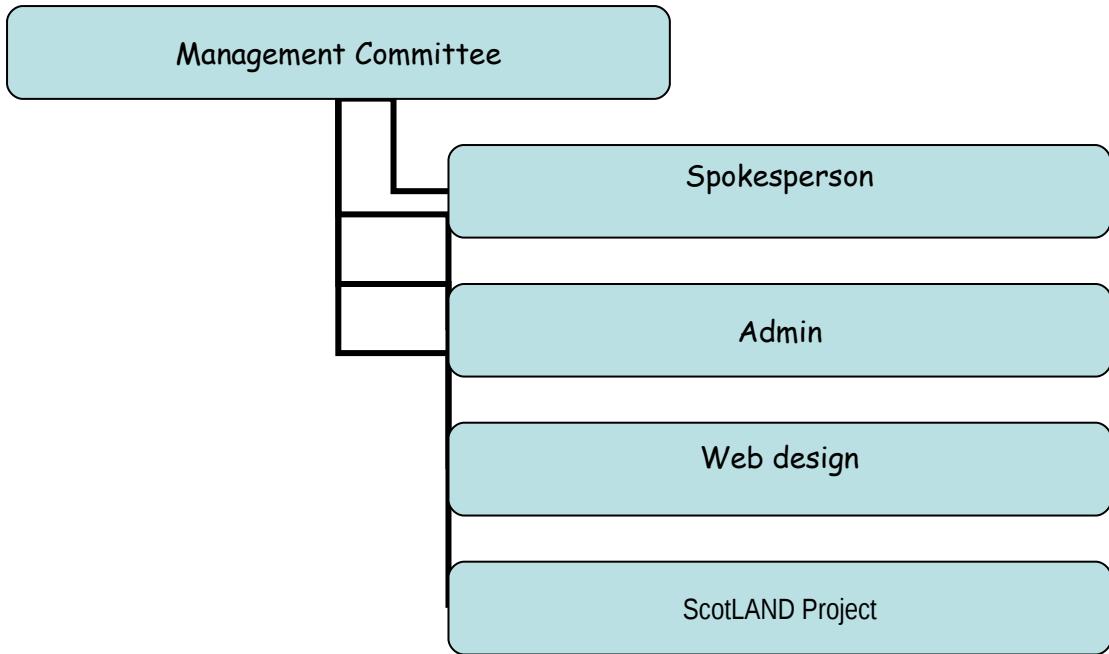


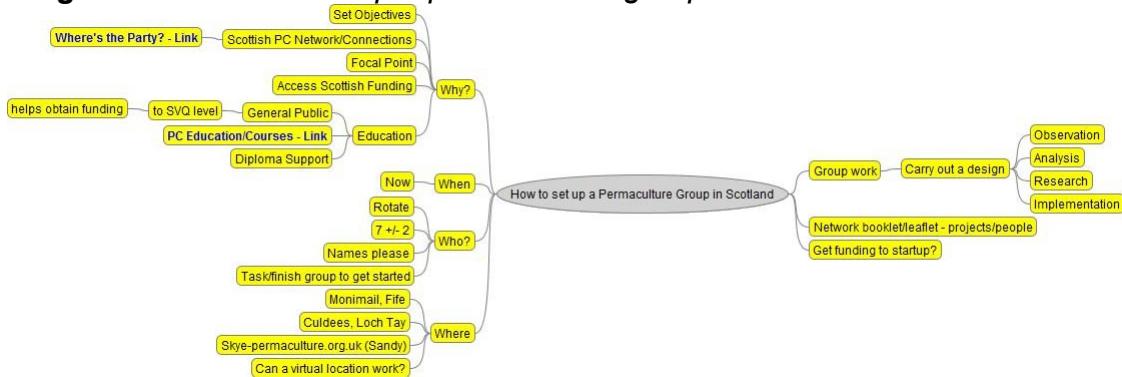
Diagram 4 – the proposed structure of the people hierarchies within PS in 2015.

Diagram 4 represents the management committee overseeing the different tasks, maybe not hierarchically as some of the management committee are likely to be doing the tasks.

4.2 How to set up a Permaculture Group in Scotland

Diagram 5 is a mindmap which sets out how to set up a permaculture group in Scotland.

Diagram 5 – How to set up a permaculture group in Scotland



4.3 Elements and Functions

The following elements were identified:

- **Website** (Permaculture Scotland pages on the Association website).
- **Events** (Regional and national possibly held in conjunction with other groups.)

- **Publications** (e.g. newsletter, project lists, reports on permaculture in Scotland, research).
- **External Links** (working with other groups, liaising with researchers, local and national government).
- **National projects** (e.g. extending the current LAND project to Scotland).
- **Committee** (managing the work, connecting, strategy, policy).
- **Members** (individuals, groups, local networks, teachers, designers)
- **Research** (commissioning, specifying, collating)
- **Local projects** (implementing permaculture in many ways and many places)
- **Education and training** (Design Courses, CPD, seminars)

Initially the following functions were agreed:

1. The interests and activities of members in Scotland are well represented within the Association.
2. People and groups in Scotland are aware of permaculture and its benefits.
3. Permaculture practitioners based in Scotland and allied groups and organisations are better able to network and collaborate.
4. The support needed by individuals and groups using permaculture is identified and strategies are developed to meet the needs.
5. Strategic needs are identified and supported through funding applications and the identification of other support and resources.
6. Links are established and maintained with local and national government.
7. PS is resilient, self-reliant and able to thrive and develop.

After Wales edited, the functions were changed somewhat, the new version can be seen in appendix 3 (subheading Functions).

4.4 The Timeline

A timeline was drawn up which included a lot of the elements and functions identified by the survey as desired. However, at a later meeting, this was deemed too much (given time constraints). The timeline was a useful analysis though as it gave us considerable depth thinking about what we wanted to get done and when.

The timeline from 2010-2015 followed the elements of website, events, publications, external links, projects, and administration/funding. Here I have just included the first of these tables, the one about the website so that you can see the sort of thing which was done (without wasting your time and this space), see table 4.

Table 4 –Timeline 2010-14 for the website

2010	2011	2012	2013	2014
members database	members database	members database	members database	members database
	networking	networking	networking	networking
	advertising courses	advertising courses	advertising courses	advertising courses
	database for teachers/speakers inc profile			
List sites; apply for funding	review sites (inc site visits)	demonstration sites reviewed/listed	demonstration sites reviewed/listed	demonstration sites reviewed/listed
		garden/land share schemes enabled	garden/land share schemes enabled	garden/land share schemes enabled
		other resources sharing scheme	other resources sharing scheme	other resources sharing scheme#
	advertising pc jobs	advertising pc jobs	advertising pc jobs	advertising pc jobs
events calendar	events calendar	events calendar	events calendar	events calendar
		publications (to upload them onto site e.g. research	publications (to upload them onto site e.g. research	publications (to upload them onto site e.g. research
		research display/search function	research display/search function	research display/search function
	links to other projects organised into regions, as well as other areas of interested such as the Federation of City Farms and Community Gardens(FCFCG), and UK national orgs such as PAB	links to other projects organised into regions, as well as other areas of interested such as the Federation of City Farms and Community Gardens(FCFCG), and UK national orgs such as PAB	links to other projects organised into regions, as well as other areas of interested such as the Federation of City Farms and Community Gardens(FCFCG), and UK national orgs such as PAB	links to other projects organised into regions, as well as other areas of interested such as the Federation of City Farms and Community Gardens(FCFCG), and UK national orgs such as PAB
contact person and details	contact person and details	contact person and details	contact person and details	contact person and details
map of sites/projects/members	map of sites/projects/members	map of sites/projects/members	map of sites/projects/members	map of sites/projects/members
	Funding page	funding page	Funding page	Funding page

5. Design

The T&F group considered it important to ascertain the main tools to support the functions. Which were like the activities written in the timeline.

The T&F got to a stage at which we felt nearly ready, but not quite and the energy was quite low to progress the design. Whilst I was at a permaculture gathering of tutors, I spoke to Chris Evans in the Welsh Task and Finish Group which had been set up quite recently. Andy had given them the work

which we had done, and they tweaked it, he said they had made changes which they thought were really good and would like to hand it back to us to see if their changes were useful to us. I got Chris to email this to me, it was quite beautiful! I edited it back into a document about Scotland, and forwarded to the task and finish group, highlighting most of the changes which they had made over our original design. Through email and Skype we decided which items to reinstate (which Wales had deleted) and which items to delete (which Wales had added), but accepted most of it.

Please see appendix 3 for the final design document which the T&F intend to launch on 26th February 2011.

5.1 Ethics & Principles in the design

1. People care

The design includes people care, for example function in which the aim is for the people of Scotland to be supported in their permaculture practice.

2. Earth care

This is especially apparent in function 7 “Permaculture Scotland develops its understanding of Scottish terrain and ecosystems (e.g. hydrology, geology, flora and fauna), and is better able to design healthy and productive systems.”

3. Fair share

This underlies functions 4 and 6, which include the ability for people to apply for funding through PS, and the inclusion of external agencies, so that anyone and everyone can find out about permaculture and apply it in their lives.

4. Observe and interact

There's been plenty of observation going on for years! And interacting, e.g. open space meetings etc.

5. Catch and store energy

Catching the human energy, from those most interested in permaculture in Scotland, through setting up of the Task and Finish group. We have caught all the energy which went into that into a great document which has already helped another group (Wales) get set up.

6. Obtain a Yield

The yields are mainly forming networks and education.

7. Apply Self Regulation and Accept Feedback

We have accepted feedback from the many people who came to the meeting, and who completed the survey. Also, we set up the design with plenty of space for future management committees to accept feedback from members about areas to improve.

8. Produce no Waste

This is not a wasteful design; it includes electronic dissemination, as well as trying to include everyone interested in permaculture in Scotland (so not wasting human energy either).

9. Integrate rather than Segregate

As above, we have tried to include everyone who is interested in permaculture in the design, and those who may be in the future. For example, we have included an ability for people to apply for funding through PS.

10. Use Small and Slow Solutions

This principle was debated at length, some earlier permeations of the design were less slow and small, this is why we have decided that at this stage it is volunteer led, with a paid employee only for doing project work (not coordinating the whole organisation).

11. Use and Value Diversity

In this design we have included a diversity of elements, functions, and activities; and we hope to include diverse people.

12. A single element carries out many functions

For example, the element website supports all of the 8 functions.

13. A single function is served by many elements

For example, the function “Individuals are better supported and able to learn, share skills and resources, and collaborate within a supportive network” is supported by all the elements:

- Website
- Events
- Publications
- External Links
- National projects
- Committee
- Members
- Research
- Local projects
- Education and training

6. Implement

The design includes a plan for implementation (see appendix 3). The T&F are currently organising a launch of the design (hopefully in Glasgow in Feb 2011), at which we will elect a management committee to progress the design.

7. Reflections

7.1 General

The designing process for PS was clearly a group process, of which I was only one member. I have named the others in the task and finish working group above. In addition the Welsh Task and Finish group, including Chris Evans and Andy Goldring, took the design a big step forward by completing the design and formatting it into a presentable standard (just as our communication declined and we hadn't done anything for a while), which was fantastic.

A lot of the analysis stage was done by myself and Rob Brodie, as one person kind of got stuck on where to take something, someone else would jump in and help move it forward, so that although it was sometimes difficult to work as a team, it was highly satisfying too.

I enjoyed reading through the Welsh document and turning it back into a Scottish document (a self-appointed task), and the discussion which followed from that piece of work, about the similarities and differences with Wales.

7.2 What went well?

- ❖ Great meeting in Dunblane.
- ❖ Dissemination (Wales used it before it was finished!)
- ❖ Nice diagrams
- ❖ The last meeting (on Skype) which I chaired
- ❖ The final document once back from Wales, made it feel like a polished design.
- ❖ Rejuvenation of the permaculture Scotland yahoo group (with people asking all sorts of questions e.g. varieties of hazels suitable to Scotland).
- ❖ Working with PAB (Andy had a great way of dealing with things and seeing through the clouds).
- ❖ Great that we got it done, complete with a final presentation, within one year (longer than our 6 month proposed deadline but that's fine as it gave Wales a chance to propose changes too).

7.3 What was challenging/difficult?

- ❖ Conversations with people who have tried to set up PS before (largely because their energy has been depleted by the process)
- ❖ At the T&F meetings, it was difficult when there was disagreement
- ❖ Amalgamating all the information (analysis).
- ❖ Pulling it all together, until Wales had done it for us!

7.4 What would I have done differently?

- ❖ Not allow job shares (it can't really work as both have to be up-to-date which means double the work)
- ❖ Need to carefully go through old documents at the end to try to pull together more of the information into the final document. It could be

that some of my vision info would have fitted with the final design but I forgot to check this over.

- ❖ I focussed too much on the timeline. More time designing how we would go about designing PS in the first place (there was a real lack of agreement about this in the May meeting).

7.5 What's your next achievable step?

- ❖ Book the venue for the launch in February (no-one is answering their phone)
- ❖ Design a flyer for the big launch.

8. Appendices

Appendix 1 – Permaculture Works article on “The Big Tent”

With support from PAB the working group of Permaculture Scotland hosted a stall at the Big Tent Festival again this year. The Big Tent is Scotland's biggest, and most environmental festival held in the grounds of Falkland Palace, Fife.

In the week building to the festival, Transition Support Scotland and One Planet Food held a well attended summer school with three days of workshops aimed at developing skills for low carbon living, one of which was led by Rob Brodie and Anna Kinross that focused on practical Permaculture.

The festival proper got underway on the Friday night with a range of events and workshops including music, talks, craft-making, wood-turning, storytelling, poetry, magicians, comedians, and films in the solar cinema. The following day in the ‘Lounge’ tent Lusi Alderslowe led a thought provoking Introduction to Permaculture workshop that led into an ‘Open Conversation’ about permaculture and transition where ideas were further discussed.

Meanwhile, to an audience appropriate to the size of the The Big Yurt, Alan Carter gave a 15 minute permaculture slide show as part of the Food From the Forest discussion. Also part of the discussion was Emma Chapman who talked about foraging whilst representing the Scottish Wild Harvest Association.

Volunteers, coordinated by Sally Wilkin, helped at the stall throughout the festival, talking to the many visitors. Some visitors knew all about permaculture and just wanted to join the Permaculture Scotland list, others had never heard of it, and there were a lot who had heard of permaculture but didn't really know what it is. This gave us the ideal opportunity to embellish their view of permaculture and all it entails. We had over fifty new people sign up as interested in a Scottish Group.

It was a busy few days and nights meeting new and old friends in a family-friendly environment where environmental issues were at the fore.

Some of the working group managed to meet up for a short discussion and aim to meet more formally to complete the design for Permaculture Scotland before the autumn.

Appendix 2 - Setting up a structure of PC courses

How can we set up a structure of permaculture courses? I asked this question because I have seen how a regular design course in Argyll has brought people to Permaculture and established an enthusiasm and means to put it into action.

It has also allowed people to take their first steps in teaching and for others to undertake the diploma so that a supporting permaculture “community” is forming around this and growing with each new design course.

Over the years in Scotland there have been other attempts with sporadic introduction courses and the odd design course (sometimes with teachers coming up from England) but that energy appears to dissipate soon after without the structure of a regular course.

I am sure there is a huge demand for courses in the Central Belt and throughout Scotland especially with the growth of the Transition Town movement. Regularly the Permaculture Association in Leeds are being contacted by individuals and groups asking about courses in Scotland.

Also feel there is a need to push on to get a critical mass of Diploma graduates who can become tutors and then help other Diploma students.

These are the things which I have identified as required or helpful for this to happen:

- A list of teachers including those of specialists who would be willing to teach parts of a course.
- Formal training for people to become teachers
- Apprenticeships (chance to shadow an experienced teacher. This is encouraged to those taking their diploma.). This is a 2 way thing with teachers offering the chance but also people interested in teaching seeking out experienced teachers.
- List of venues for hosting courses and places to visit to see practical permaculture in action.
- Flexible format for courses not just “intensives” which doesn’t suit a lot of people
- This question relates to the creation of Permaculture Scotland network with its own identity but use of PAB website and other structures.
- It was felt regional development would lead to more courses in their own area.
- Need to link with mentoring and projects that are local to the “student” to sustain the enthusiasm.
- Use of on line or web based discussion group to help permaculture education.
- The conventional design course followed by a diploma was questioned as the only right way for a permaculture education. Maybe need for greater flexibility

**Appendix 3 – Permaculture Scotland Design (version
5.1)**



Permaculture Scotland

A proposal from the Task and
Finish Group and Permaculture
Association

February 2011

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The Permaculture Association is a company (05908919) and registered charity (1116699 and SC041695)

Design Proposal for Setting Up and Running Permaculture Scotland

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Foreword

As part of the Permaculture Association's ongoing development, it became clear over the last couple of years that we needed a strategic presence in both Scotland and Wales. Many talented individuals and groups are already working in both countries, but we lacked a mechanism in either country that was able to provide strategic support to practitioners, and link to the new national level government structures. It's hard enough to keep up with the UK parliament and Government - the Welsh Assembly and Scottish Government weren't even on the radar.

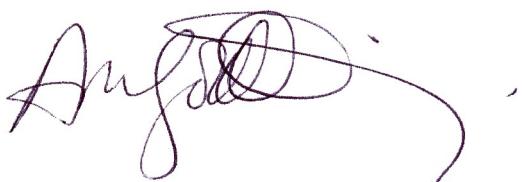
To address this and to support dynamic and effective networks in Scotland and Wales, we have worked over the last year or so with two 'task and finish groups' that were initiated after open invitation meetings to practitioners in both countries. These groups have looked in detail at the opportunities and needs for Scotland and Wales, and are now making recommendations to the permaculture network in both countries for how to move forward.

It has been a real pleasure to support this process, and has meant travelling to some wonderful homes and locations. The group in Wales was able to make use of the work from the Scottish group, which then fed back to Permaculture Scotland. A big thank you to all the members of the task and finish groups for their work and clear thinking.

This proposal sets out the functions of Permaculture Scotland, including key issues to address, and the different elements and activities which will be needed for its successful implementation.

We very much welcome your views on the proposal and have included questions at the end that you can use to tell us what you think. We are interested in views from Association members, permaculture practitioners not (yet) involved in the Association's work and from allied organisations, including the Scottish Parliament.

We are totally committed over the long term to ensuring that together the Permaculture Association and Permaculture Scotland make our best possible contribution to the beneficial transformation and development of sustainable environments, communities and individuals in Scotland. This proposal sets out how we will begin the next phase of this work, and invites you to join us in it.



Andy Goldring
Chief Executive
Permaculture Association

Introduction



Permaculture people gathered in Dunblane, Feb 2010

This design proposal has been created by the Permaculture Scotland (PS) task and finish group that formed at the Scottish permaculture gathering held in Dunblane, February 2010. At this gathering of about 40 people from across Scotland representing at least 8 host projects, we worked in open space groups around the following questions:

- a) How do we set up structures for permaculture courses?
- b) How do we provide/share resources?
- c) How do we link permaculture and transition?
- d) How do we link policy drivers?
- e) How do we sustain the energy here today or where's the party?
- f) How do we encourage urban permaculture?
- g) What does the Permaculture Association of Britain (PAB) do?
- h) Why is permaculture different in Scotland?
- i) How do we set up a permaculture group in Scotland?
- j) How are we inclusive and how do we maintain diversity?

The ideas and information collated at this meeting formed a first step in the observation part of the design which the task and finish group took forward. Other observations included summarising what has been learnt from previous Permaculture Scotland working groups; detailing what we collectively know about Permaculture in Scotland; and identifying boundaries and limits. A survey was completed by over 40 people asking what the role for Permaculture Scotland should be, what their expectations were, what they would contribute, and other comments.

We have used permaculture design methods to complete this design: this is a continuous and flexible process, open to changes, new interpretations, additions and subtractions, so we have tried to keep things simple, direct and not too prescriptive.

There are five main parts to the design –

- Functions
- Elements
- Actions
- People
- Initial Set Up

The documents found in the appendices form the basis of the initial Observation and Analysis stage of the process and outline 'The Vision': both are occasionally referenced. The design process is clearly ongoing, but we feel that the work done so far will give the PS committee a clear framework to begin with.

Our aim has been to create a design for setting up and running Permaculture Scotland. We hope this design will enable a vibrant, resilient and permanent network that can run in a largely autonomous way as a key group within the Permaculture Association.

A clear principle has been to not replicate systems, services or activities that are already in operation within the Association, for example, website, newsletter, admin systems, and running a charitable company! Instead the design reflects what we can do that is specific to Scotland, making use of the wider support provided by the Association.

Note on Terminology

We have used two permaculture design terms throughout the proposal, and for clarity they are explained here:

Functions – what the design sets out to achieve – the functions can be likened to 'outcomes' which are generally thought of as the difference we will make in the world. For example "The interests and activities of members in Scotland are well represented within the Association."

Elements – these are the components that will be used within the design to ensure the functions happen. In permaculture, each element is designed to provide many functions. For example, the website is one of the key elements and will be used to link people, keep people informed, share knowledge and resources and enable local self-reliance and organisation.

The Permaculture Scotland Design

Mission Statement

To support the beneficial transformation and development of environments, communities and individuals towards a resilient and sustainable Scotland.

Functions

Eight functions have been agreed. These describe the difference that we want to make. They are:

1. The interests and activities of members in Scotland are well represented within the Permaculture Association.
2. Individuals are better supported and able to learn, share skills and resources, and collaborate within a supportive network.
3. Permaculture groups and projects are better supported and able to learn, share skills and resources, and collaborate within a supportive network.
4. Strategic needs and opportunities are identified and supported through funding applications and the identification of other support and resources.
5. Links are established and maintained with local and national governments.
6. External groups, agencies and institutions in Scotland are aware of permaculture and its benefits, and are able to engage with the network.
7. Permaculture Scotland develops its understanding of Scottish terrain and ecosystems (e.g. hydrology, geology, flora and fauna), and is better able to design healthy and productive systems.
8. Permaculture Scotland is resilient, self-reliant and able to thrive and develop.

Elements

In order to achieve the functions, a number of elements are needed. They are as follows:

- **Website** (Permaculture Scotland pages on the Association website).
- **Events** (Regional and national possibly held in conjunction with other groups.)

- **Publications** (e.g. newsletter, project lists, reports on permaculture in Scotland, research).
- **External Links** (working with other groups, liaising with researchers, local and national government).
- **National projects** (e.g. extending the current LAND project to Scotland).
- **Committee** (managing the work, connecting, strategy, policy).
- **Members** (individuals, groups, local networks, teachers, designers)
- **Research** (commissioning, specifying, collating)
- **Local projects** (implementing permaculture in many ways and many places)
- **Education and training** (Design Courses, CPD, seminars)

Actions to support each function

The following list explains how the elements support the functions. This is not an exhaustive or prescriptive list, and the Working Group may prioritise differently, depending on the skills and opportunities facing the group.

- 1) **The interests and activities of members in Scotland are well represented within the Association.**
 - Arrange a Scotland page in the *Permaculture Works* newsletter.
 - Ask people in Scotland to write articles for it and the E-bulletin.
 - Make sure the website has the required functionality and is regularly updated. Liaise with Web Coordinator.
 - Be the Scottish link with the staff of the Permaculture Association, be the contact for any problems, solutions, questions or opportunities that arise from Scotland.
 - Encourage people in permaculture networks in Scotland to join the Permaculture Association.
 - Link to Permaculture Research Advisory Group, to ensure Scottish research needs and opportunities are highlighted and developed.
- 2) **Individuals are better supported and able to learn, share skills and resources, and collaborate within a supportive network.**
 - Survey Scotland's practitioners to identify what support is wanted, and what is already in place.
 - New learners are supported to develop their skills.
 - Develop and implement strategies to improve support and interaction.
 - Encourage Scotland's practitioners to join the Association and add their profile to the website to encourage interaction.
 - Use visual mapping online to make practitioners more visible and accessible.
 - Trial 'worker bee' type work shares to provide practical support.
 - Create a directory of permaculture people in Scotland, and print a paper copy.
 - Facilitate the sharing of books, tools, seeds etc.

- 3) Permaculture groups and projects are better supported and able to learn, share skills and resources, and collaborate within a supportive network.**
 - Survey Scottish groups and projects to identify what support is wanted, and what is already in place.
 - Develop and implement strategies to improve support and interaction.
 - Research organisational and network models PS could use.
 - Collate a list of permaculture groups and projects in Scotland and add to website.
 - Use visual mapping online to make groups and projects more visible and accessible.
 - Investigate getting generic contact details for PS i.e. forwarding address, email, phone number and places to do hot desking as required.
- 4) Network-wide strategic needs are identified and supported through funding applications and the identification of other support and resources.**
 - Get a list of relevant funders in Scotland.
 - Look into how LAND project may work in Scotland, apply for funding and set it up.
 - Research which projects need funding and for what.
 - Register as charity in Scotland with OSCR (completed).
 - Investigate how permaculture projects can utilise the social enterprise model
- 5) Links are established and maintained with local and national governments.**
 - Encourage permaculture people/projects via website, phone calls and meetings to speak with MSPs, MPs, MEPs and local councillors.
 - Start to build up a portfolio of regional activities and of the corresponding officials for that region.
 - Look into case studies where Permaculture has been used within councils/government.
 - Identify key practitioners with links into local / national government.
- 6) External groups, agencies and institutions in Scotland are aware of permaculture and its benefits, and are able to engage with the network.**
 - Find out what and where events are and arrange a Permaculture Scotland presence at them.
 - Look into a radio/TV feature to take place.
 - Look into what is on offer within University/college courses.
 - Arrange for a permaculture speaker to appear at events.
 - Make sure courses and events are advertised on the website and point out to course/event organisers other places to advertise.
 - Make sure articles, advertisements and features get into magazines and news print.

- Arrange for a national gathering to take place every other year and one UK convergence in Scotland in this period.
- Create a Scotland specific leaflet / web pages / logo (based on Association logo) / marketing strategy / reusable events pack.
- Contact organisations which have links to permaculture or are seen to have them and create web links, publication links and people links.
- Investigate how to make money through membership and product or service sales to ensure long term financial viability.

7. Permaculture Scotland develops its understanding of Scottish terrain and ecosystems, and is better able to design healthy and productive systems.

- Use website to record key resources and make them accessible via GIS, external links, and recommended reading lists.
- Develop events, training, resources and materials to increase practitioner knowledge
- Make links to universities and other organisations that have specialist knowledge.

8. Permaculture Scotland is resilient, self-reliant and able to thrive and develop.

- Keep an archive of all paperwork and activities to do with Permaculture Scotland.
- Organise two meetings per year with the management committee.
- Organise an annual Scotland networking meeting.
- Develop systems with the Association to oversee and manage finances.
- Promote the importance of having solid local and regional groups.
- Be responsible for the management committee's development.
- Organise new people for management committee roles if needed.

The People

The task and finish group was given the task of preparing a design for implementation by a new Management Committee. We suggest that the Management Committee is made up of seven people (plus or minus two – i.e. no less than five or more than nine.)

The Committee would have a chairperson. This person would have the particular role of liaising with the Permaculture Association (CEO and Board of Trustees). Having a chair does not imply running meetings in a hierarchical manner – the role of chairing meetings can be led by different members of the group to suit themselves. The chair would ensure reports are sent to the Board of Trustees and would be able to attend Board meetings as required.

Ideally each outcome would be championed by someone on the committee who has the requisite skills and experience, with eight key outcomes and a suggested seven committee members this works out nearly, but clearly an integrated approach is needed.

Ideally permaculture members in Scotland would elect a Board member for the Association, but it is recognised that this cannot be imposed.

It is suggested that a minimum of two face to face meetings are held each year, generally to coincide with other events and activities to reduce unnecessary travel. Teleconferences and email communications between meetings would also be necessary to keep momentum. Initially more meetings may be needed, but again that would be for the committee to decide.

The Management Committee would be elected at an annual Permaculture Scotland meeting.

Implementation Plan

Below is a suggested plan for the first year of implementation of Permaculture Scotland.

- Organise a Permaculture Scotland General Meeting (SGM) for winter 2010/11 - mid to late February?
 - 10am-5pm, with workshops, food to share, talks, discussion
 - Social side advertised, for previous evening (dinner/drinks)
 - Local project(s) to visit.
 - Location?
 - Elect a management committee of 7+/-2 people to implement and run Permaculture Scotland in accordance with the task and finish group's design.
 - Ask for volunteers to help implementing the design.
- Encourage a Scotland member to consider standing for election for the Board of Trustees. In order to ensure communication between Permaculture Scotland committee and PAB board, elected chair should be responsible for this communication regardless of whether there is a Scottish Board member.
- Establish Scottish rules:
 - Decide how many meetings per year for the management committee (suggested minimum of two) plus an annual Permaculture Scotland meeting.
 - The management committee will be re-elected every year. People can re-stand for election.
 - Permaculture Scotland will abide by Permaculture Association charitable aims, ethics and guidelines.
 - The management committee should consist of a majority of people with a Permaculture design certificate. All members of the board should be normally resident in Scotland. Good

proportion (majority) of members should be members of the Permaculture Association.

- Committee meets, considers design, decides its short and medium term priorities and implements these.

How to Comment and Get More Involved

We invite feedback on this document. If you have any feedback please email or post them to the contact details below. If you are interested in becoming involved with Permaculture Scotland, either as a member of the management committee, or as a volunteer for specific (or general) task, please do get in touch.

Looking forward to hearing from you

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With thanks from the Task and Finish Group

Appendices

To find appendices please visit the file section on the Scotland page of the Permaculture Association website.

1. Flow chart on 'how to set up a Permaculture Group in Scotland' created after the open meeting at Dunblane on 13th February 2010
2. Document entitled 'HOW CAN WE SET UP A STRUCTURE OF PERMACULTURE COURSES?' created after the open meeting at Dunblane on 13th February 2010
3. Database of survey results created in April 2010
4. 'Vision for 2015' created after Task & Finish group meeting at Dunblane on 17th April 2010
5. 'The Timeline' created after the Task & Finish group meeting at Dunblane on 17th April 2010
6. Photograph of the design process created to display at the Big Tent festival July 2010
7. Document titled 'Prioritising action' created September 2010 to add to the implementation plan for Permaculture Scotland