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Lossiemouth Connects Design Priorities Workshop

14th of November 2019

Workshop Summary

Introduction

In September 2019 Architecture and Design Scotland (ADS) were asked to assist Moray Council to facilitate a community conversation regarding the future of the recently closed Lossiemouth Seatown Bridge.

The conversation took place on the afternoon of 14th November, 2019 at Lossiemouth Town Hall. The Council and Scottish Government took part. This is a report of the key priorities as expressed on the day.

Place, Parts, Process approach to Priorities

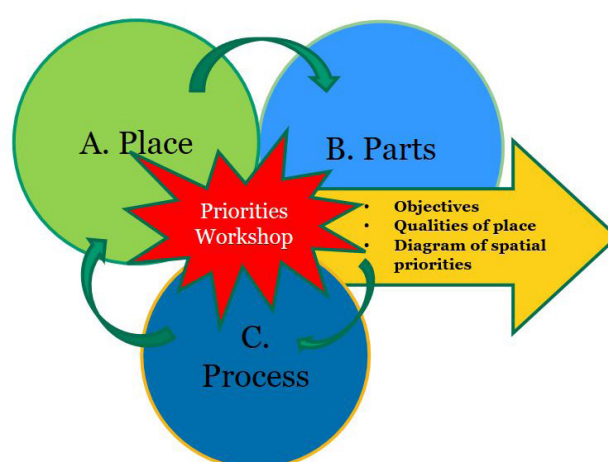
At this event, we brought together local people and organisations to explore the power of collaboration in shaping places. We looked at what's happening in Lossiemouth and identified community priorities and opportunities associated with the footbridge link.

We explored the potential to further connect people, projects and assets and to develop shared sense of place through a collaborative approach.

During this workshop session, we invited participants to share their views on what is already happening and what is missing in the area. ADS facilitated a discussion to help stakeholders to prioritise the actions required to maximise the benefits of a re-instated footbridge. They shared ideas for new projects and ways to connect local energy and resources in Lossiemouth and the wider area.

The workshop told us about how local actions and assets link to the physical qualities of the Moray shoreline, and the ways they come together to make Lossiemouth a great place to live, work and play.

Methodology



From our work across Scotland, we advocate the importance of stakeholders agreeing their priorities as early as possible. We use a PPP (Place, Parts, Process) approach:

- Place relates to vision, status, and role of the investment.
- Parts includes the physical elements or 'hardware' necessary.
- Process is everything from governance to consultation, from briefing to design, from maintenance to promotion.

Three tables of mixed stakeholders went through a sequential discussion of their Place Priorities as follows.





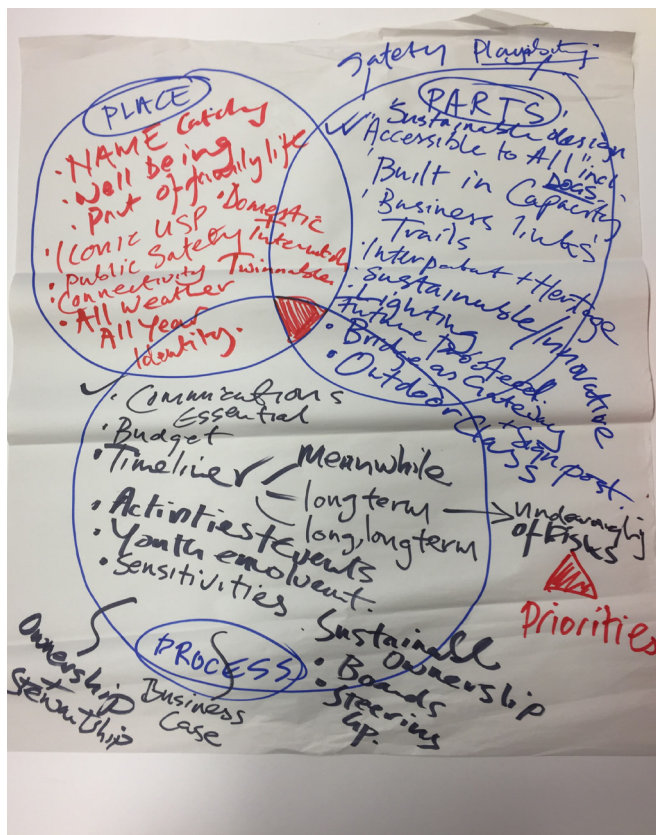
Process Discussion

The process part of the workshop focused on how the project should be delivered. Looking at, amongst many other things:

- Governance
- Procurement and delivery
- Maintenance and Management
- Community and Business Models

Given local concerns regarding timescales, ownership, and stewardship we allowed a little more time for our discussion around processes. What became very clear, from a wide ranging set of considerations, was that 'certainty' was lacking and that this was causing real concern to both Moray Council and the wider community. We asked what things 'need' to be done to take control of the current situation. Beyond the bridge itself, there was considerable interest in engaging as many people as possible in the process, in a wide variety of associated activities.

In short, what are the processes needed to 're-make' the place? As the wordcloud (above) shows, communication with the community was key, as was certainty in the timescales. But more crucially, the community needed involvement from the very beginning in the governance process to provide trust in the process.



Process Review

Key 'process' elements were seen as:

- Communications strategy
- Budget
- Timeline-‘meanwhile’ uses, long-term, and long, long term
- Underwriting of risk
- Activities and events calendar
- Youth involvement
- Embrace sensitivities
- Clear business case
- Ownership and stewardship clearly established
- Sustainable ownership and management
- Board and steering group required





Priorities Discussion

Taking into account the outputs from the Place, Parts, and Process discussions the workshop then focused on what were the key priorities and tasks in the short, medium and longer term and including consideration of:

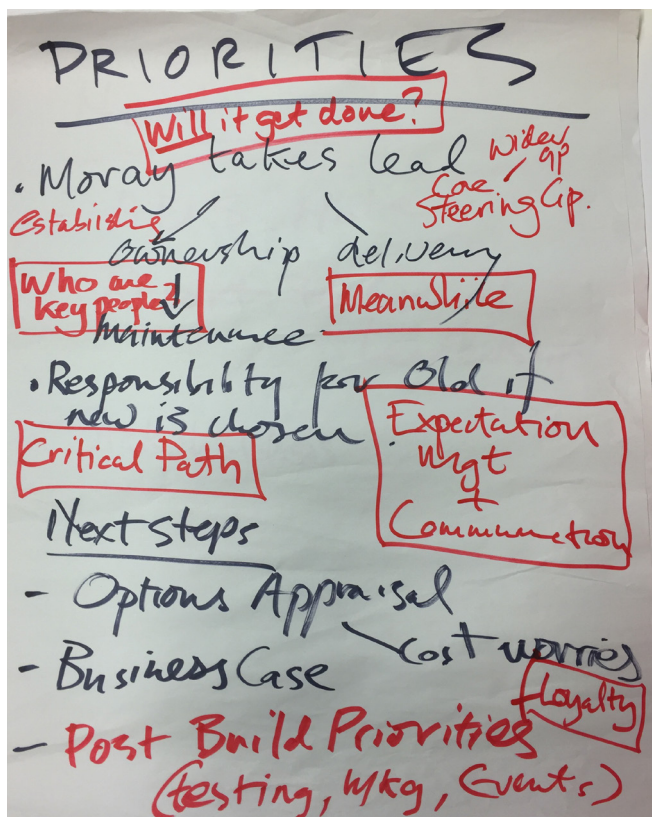
- Roles
- Timelines
- 'Non-negotiables'

There is a strong desire to set out a 'route map' of allocated tasks and actions based on the priorities emerging from the Place Parts Process discussion. These are the key 'must dos', 'must haves', and 'must knows'. This ensures that stakeholders and those charged with delivering the project will be 'singing from the same hymn sheet' and will have a firm foundation to progress through the various stages of project delivery, engendering community and business confidence, as well as clear success criteria.

Key tasks and Next steps

Wrapping up the workshop the priorities seem to fall into the following:

- Answer 'will this get done?'
- Moray Council to take the lead in terms of ownership and delivery. Proposal to be submitted to council in December 2019.
- Who are key people? Core steering Group and wider Stakeholders group to be established in early 2020.
- Critical path to be developed.
- Meanwhile-uses plan
- Management and communication
- Options appraisal - Spring 2020.
- Business case
- Post-build priorities (testing, marketing, and events). Build the loyalty
- Responsibility for old if new is chosen as part of Council decision.
- A realistic understanding of timescales (years *not* months)



Concluding Thoughts

Stephen Cooper, Head of Direct Services, Moray Council

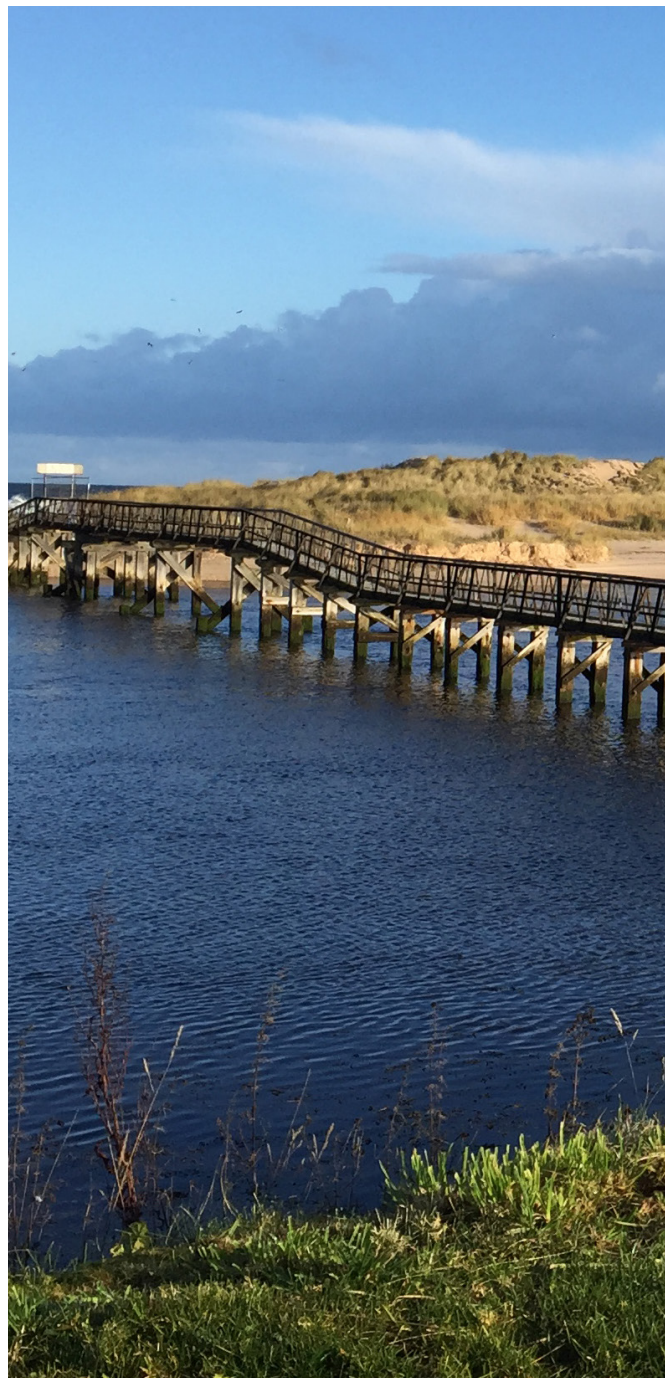
“The workshop builds a good foundation for moving forward. The key elements for me were as follows: Ownership position now defined; Output from the workshop will support content of committee report to Moray Council; Expectation of community engagement (critical for shared ownership/stewardship of the project); Realistic timescales embraced; The 3 Ps approach (Place, Parts, and Process leading to Priorities) will provide a reference document for influencing project specification and future community engagement”

David Cowan, Head of Regeneration, Scottish Government

“A good workshop in my view and general consensus on ownership and wider ‘place’ approach and next steps. Some acceptance too of the timeframe although that will continue to be an issue.”

Iain Morrison, Tourism, Scottish Government.

“The key element from my perspective was an acceptance of the potential timescale (and work that can be done in that period to support/build on Lossiemouth’s tourism offer).”



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Ailtearachd is Dealbhadh na h-Alba
Bakehouse Close, 146 Canongate,
Edinburgh EH8 8DD

The Lighthouse,
Level 2, 11 Mitchell Lane,
Glasgow G1 3NU

T: 0131 556 6699
E: info@ads.org.uk
@: ArcDesSco