



MP4 Stakeholder workshop
24th of November 2011



Workshop 1

Dealing with partnerships

Several approaches in partnerships

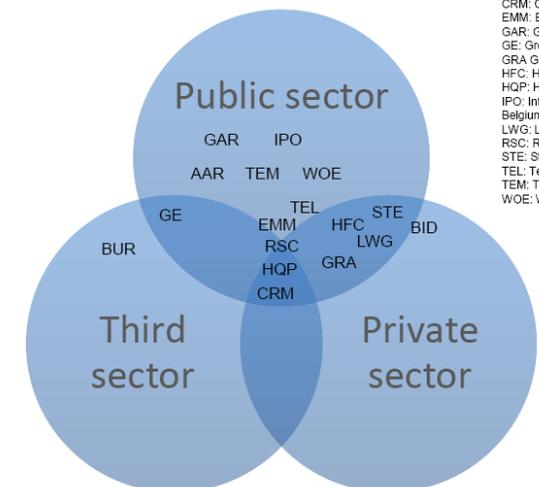
Agreed shared responsibility for place-keeping

Consensus in policy + theory that they effectively achieve place-keeping, especially:

- A combination of public-private-third sector
- Involvement + engagement of local community

Public sector-led	Public sector only
	Public sector with contracted-out services
Private sector-led	Business Improvement District/ Town Centre Management
	Public-private partnership with PK by public sector
	Public-private partnership with PK by both sectors
Third sector-led	Public-private-third sector partnership with PK by public sector
	Third sector-public partnership with PK by third sector (social enterprise with commercial arm)
	Third sector-public partnership with PK by third sector (social enterprise)
	Public-private-third sector partnership with PK devolved from state to community group (or equivalent)
	Independent charitable organisation

Place-keeping in practice



AAR: Aarhus
 BID: Busine
 BUR: Bürge
 CRM: Craig
 EMM: Emm
 GAR: Gårds
 GE: Green I
 GRA: Grass
 HFC: Hafen
 HQP: Halle
 IPO: Interc
 Belgium
 LWG: Langt
 RSC: River
 STE: Steilst
 TEL: Telfor
 TEM: Tema
 WOE: Woe



Several approaches in partnerships



Generic Approaches:

- **State-centered:** local authority plans, delivers and maintains the place with minimal input from others. ‘Traditional’ approach.
- **Market-centred:** public-private partnerships, partnership between property owners to improve local area e.g. BIDs
- **User-centered:** user-based organisations are involved networks and local knowledge e.g. Friends of groups.
- May be
 - **Informal partnerships**
 - **Formalised partnerships based on agreements, contracts**



Several approaches in partnerships



Why partnerships? What is the motivation?

Deliver more: take opportunities, solve complex problems, resolve conflicts

Wide partnerships with strong leadership can facilitate quick initiation of new projects with relevant partners and high flexibility in priorities and resource allocationbest way to deal with any investment (Got)

- access to resources – funding, skills, knowledge, land, ideas,

....we need partnerships because we don't own the sites where the investments are done, we need partner funding since we only subsidize part of the investments (VLM).

Organisation ethos / remit:

It's part our work to do the projects bottom up. We will see how it will go on and if it is really a good example (LF)

Organisation, personal benefit/gain: PR, empire building, professional /social contacts, funding.....

Pitfalls and Successes

- Developing partnerships can be time-consuming and costly (resource intensive).
 - Many partners makes co-ordination difficult
 - Informal agreements difficult to manage with large numbers of partners
 - Partners may have different agendas
 - Partners capacity - skills, motivation, number, knowledge, understanding of place-keeping
- Lack of resources to support groups/partnerships
- May not be representative. Difficult to recruit wider representation.
- What happens when people move on without successors to take over?
- Motivation / willingness of partners to continue p-k after p-m. *'That's the local authorities job.'*
- Funding challenges – multiple partners, funding cycles and polices can change.
- Uncertainty and concerns over responsibilities, liabilities, insurances.



Pitfalls and **Successes**



- Different sector partners – can make things possible that would not happen otherwise.
- Having an overall/shared aim: move from fragmented responsibilities to shared responsibilities
- Improving the relationship between stakeholders – improved dialogue, moves away from focus on complaints to broader issues about future visions and priorities.
- Desire to create a legacy, not just the physical place but long term community presence.
- Having a committed group of actors with place-keeping in mind from beginning with consensus in decision making.



Pitfalls and Successes



- Involve relevant stakeholders as early as possible to give them the opportunity to understand and influence the project
- Delegate responsibilities - key to creating a sense of ownership
- Residents as equals
- Trusted mediator, or link between community and stakeholders (apolitical)
- Strong committed staff and motivated team with effective leadership
- Flexibility – being able to evolve, take advantage of opportunities, out of the box thinking
- Reaching the wider community e.g. through launch and other public events
- Positive experience with working in partnership in place-making could lead to further cooperation on place-keeping

Conclusions

- **It's complex** – a long term process.
- Cooperation is an evolutionary process – especially if it's a new experience for the stakeholders – it needs time and a lot of effort
- Need shared vision/goals/aims.
- Flexibility of approach – partnership may change between P-M and P-K phases but continuity is important.
- Good communication is essential – getting the right information, in the right way to the right people.
- An important political issue is the question of responsibility? Implications not only on insurance-questions but also on the long-term perspective...
- Partnerships / community working may not necessarily the 'best' or the easiest way to undertake P-K. It does not necessarily lead to consensus, partners/stakeholders/volunteers may not be representative of users. Community partnerships mostly need ongoing support from paid officers.



Key questions



- Is it worth the effort?
- Are partnerships for place-keeping always necessary?
- Is stakeholder/community engagement fundamental for p-k?
- Are self sustaining p-k partnerships achievable?
- What can they / can't deliver?
- What is a place-keeping partnership? Are public-private partnerships different from public-community partnerships?
- What are the triggers to motivate stakeholders to work in partnership? What are their motives, what are their potential benefits, what are their concerns? (how to ensure partnerships are more representative)