



# WP1: Transnational Assessment of Practice

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The  
University  
Of  
Sheffield.

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HafenCity, Hamburg



Firth Park, Sheffield



Temalekplats playground, Malmö





Why are we assessing  
existing knowledge and  
practice?



# WP1 TNA aims to...

- Access knowledge and experience outside MP4
- Learn from existing experience
- Critically assess 'place-keeping' experiences
- Engage with non-partner stakeholders
- Inform demonstration projects/ model agreements...

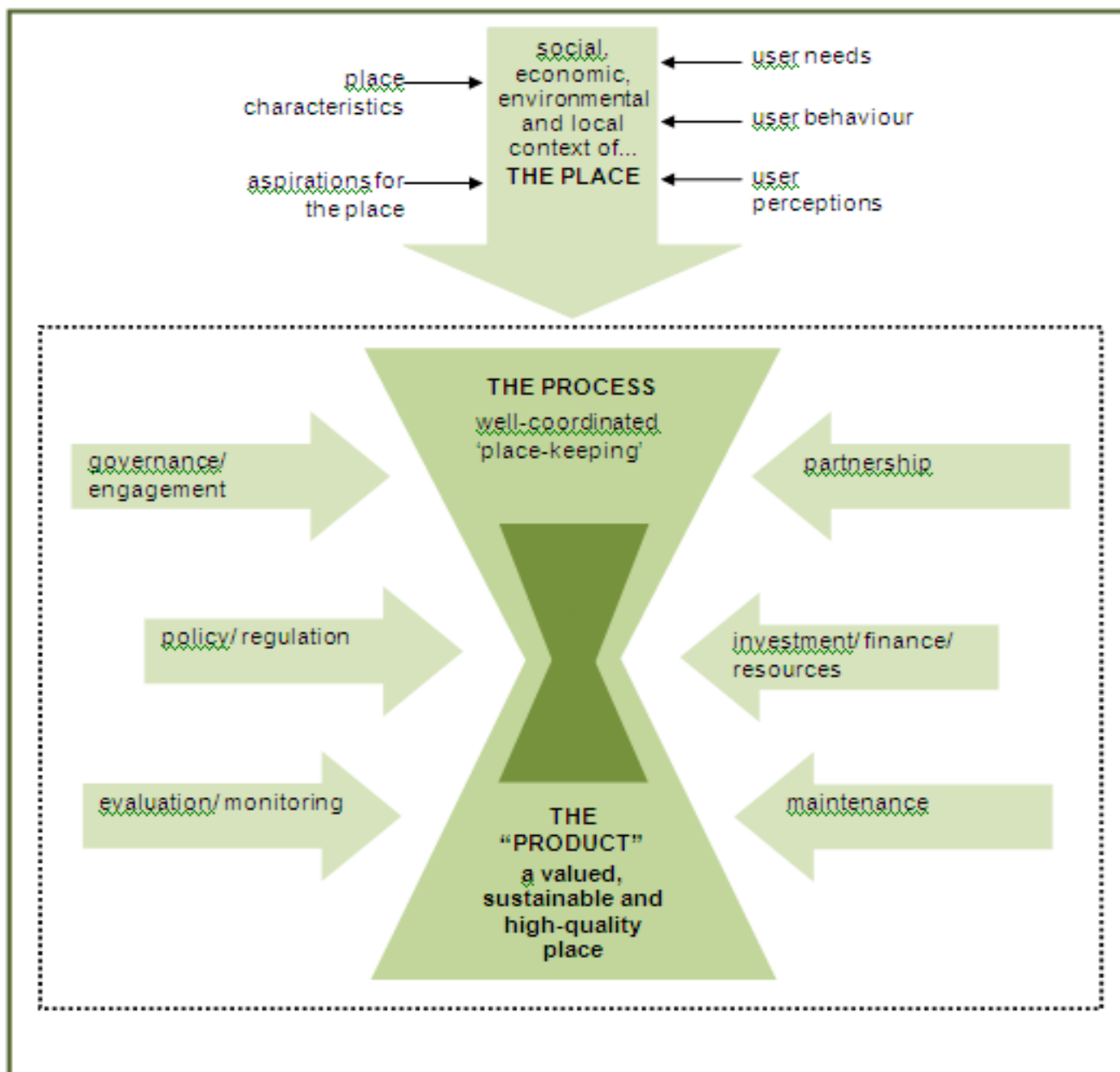


Hailes Quarry Park, Edinburgh; River Don, Sheffield; Woesten, West Flanders.

# MP4 definition of place-keeping



Firth Park, Sheffield



# Key findings: thinking broadly

- Place-keeping is a dynamic and continuous process
- It can be considered as a:
  - process leading to a product (a valued, sustainable and high-quality place)
  - process influenced by type of product required
  - two-way relationship between process and product where place-keeping is considered from the outset at the place-making stage

...but what about  
in practice?

# Case studies: methods

- Selected for innovation in place-keeping
- Data collection
  - In-depth interviews
  - Background data
- Report focuses on aspects of place-keeping
  - Lessons learned/ successes/ challenges
  - Transferable aspects





Findings from the case studies in practice



# What makes good place-keeping?

GRM	A strong and committed client team.
HQP, GE	Skilled, knowledgeable and motivated staff in place.
GE	Strong ethos shared by all staff.
GE	Partnerships develop regardless of job title.
STP, EMM, LWG, GE	Having visible staff in situ on the ground.
EMM	Treating residents as equal partners and involving them from the outset.
EMM	Providing a link between residents and the Municipality.
EMM	Building on existing partnerships and models.
EMM	A partnership with an identity of its own.
EMM	The right people and getting the right information to them.
RSC, GE	Apolitical organisation formed from existing partnerships with strong local networks
LWG	Set-up of management to ensure continuity of place-making to place-keeping
CRM	Community engagement from the outset to ascertain how design quality is defined and understood by all involved, not just the experts.
EMM	Decision-making via consensus.
CRM	A 'community legacy' sets the basis for good place-keeping.



# What makes good place-keeping?

EMM	Raising awareness of place-keeping from the outset.
GRM, BID, EMM	Clarity from the outset about what is needed to manage the space over the long term.
CRM, STP	Communication must be open to ensure clear understanding of interests, motives, objectives, abilities and threats involved.
STP	A professional organisation which can coordinate and support these stakeholders would be helpful.
GE	Keeping up to date with current ideas and information.
STP, EMM	Local context: a neighbourhood will require specific processes for specific problems.
HFC	Political support.
HFC, IPO	Public funding.
BUR	A standard of high quality throughout.
CRM	A holistic approach, particularly in large projects.





# Partnership models

State centred	Public sector-led	Temalekplats, Woesten, IPO, Aarhus, Gårdsten
	Public sector with contracted-out services	Telford (meadows)
Market-centred	Business Improvement District/ Town Centre Management	Hamburg BIDs, under consideration in Grassmarket and Langthwaite Grange
	Public-private partnership with PK by public sector	HafenCity, Grassmarket
	Public-private partnership with PK by both sectors	Steilshoop, Langthwaite Grange
User-centred	Public-private-third sector partnership with PK by public sector	Emmerhout, Zwartemeer
	Third sector-public partnership with PK by third sector (social enterprise with commercial arm)	Green Estate
	Third sector-public partnership with PK by third sector (social enterprise)	River Stewardship Company
	Public-private-third sector partnership with PK devolved from state to community group (or equivalent)	Hailes Quarry Park, Craigmillar
	Third-sector partner only	Bürgerpark



# Partnerships: success factors

CRM	Model place-keeping on local community involvement.
EMM	Build on existing partnerships.
RSC, GE	Built on strong networks
EMM	Treat residents as equal partners and involving them from the very beginning.
GRM	Facilitate dialogue between stakeholders and the local community.
GRM	Have a strong and committed client team.
LWG	Consensus and trust built into the partnership
HQP	Build on previous learning.
HQP, GE	Have skilled, motivated staff in place.
HQP	Multiple partners (and funding streams) can make projects possible that would otherwise not have happened.
EMM	A partnership with an identity of its own.
STP	Informal agreements and procedures can be effective (but complex to manage) requiring will and cooperation of all stakeholders.
EMM	The right people and getting the right information to them.
TEL	Imaginative staff members should be supported to act on good ideas and put them into practice on a small scale.
GAR	Outside-the-box thinking and effective leadership.
IPO	Training, technical support and extra resources for personnel.
AAR	A mix of expertise and talent (process management and more traditional expert knowledge).
AAR	The place-keeping process can increase mutual awareness of all participants.



# Partnerships: challenges

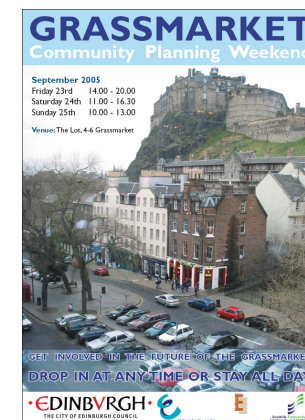
HQP	Multiple partners can create funding problems where 'funding cycle' / policies can change: community organization as lead partner can reduce these problems.
GE	Limited staff resources.
LWG	Persuading businesses to contribute time as well as resources is challenging.
STP	Multi-tier nature of public sector adds complexity (e.g. different aims).
STP	Voluntary/ informal agreements often do not last and cannot be used as basis for long-term strategic management issues or physical improvements.
EMM	There is the potential threat of the right people moving on without successors.
AAR	A need to address entrenched habits and norms.
GE	Partnerships are integral to the work but can be complex.





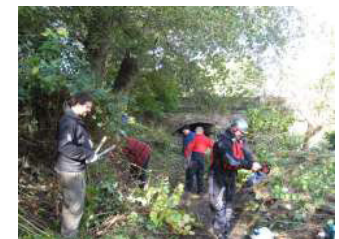
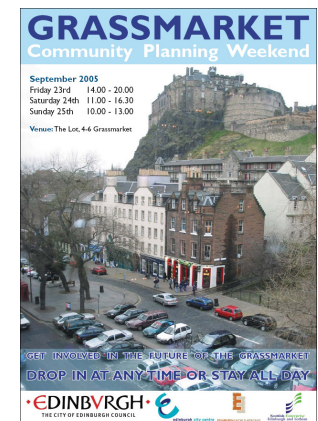
# Governance/ decision-making models

Technocratic, expert-led decision-making	Public sector	Telford (meadows), Woesten
	Public sector with some third sector consultation	IPO
	Public sector with some community consultation	Temalekplats
	Public and private sector	Steilshoop, Langthwaite Grange
	Private sector which will to transfer to public sector	HafenCity
Market-led decision-making	Private sector with initial and advisory public sector involvement	Hamburg BIDs
Democratic, multi-stakeholder decision-making	Public sector with extensive community engagement	Aarhus, Gårdsten, Grassmarket (condition of planning consent)
	Public sector with some community consultation	Temalekplats
	Public sector with third-sector involvement	Telford
	Public-private-third sector with extensive community engagement	Emmerhout, Zwartemeer
	Third-sector led with public sector and extensive community engagement	Green Estate
	Third-sector led with public sector and extensive community engagement	RSC
	Decision-making by apolitical community group (or equivalent)	Hailes Quarry Park, Craigmillar, Bürgerpark



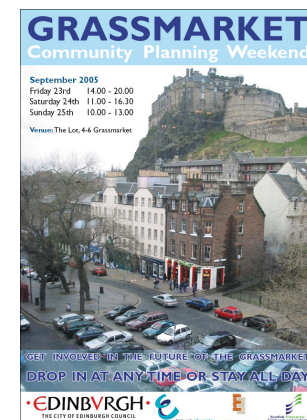
# Methods of engagement

Formal engagement via ( <i>existing</i> ) organisations specially set up for the project	Grassmarket, Craigmillar, HafenCity, Emmerhout,
Community consultation events	Grassmarket, Green Estate,
Community-oriented events (e.g. arts/ outreach events)	Hailes Quarry Park, Woesten
Engagement in design/ place-making process	Grassmarket, Craigmillar, HafenCity, Emmerhout,
Presence of staff in situ to engage in community engagement	Craigmillar, Green Estate, Steilshoop, HafenCity, Woesten,
Community organisation spontaneously formed because of project	Grassmarket, HafenCity
Fundraising events	Bürgerpark
Volunteering	Green Estate, RSC, Woesten,
Unsolicited support/ feedback by individuals	Telford (meadows)
Internet-based tools (forum, message board)	Steilshoop, Aarhus
Targeting specific businesses within area	RSC
None	Hamburg BIDs



# Governance/ decision-making: success factors

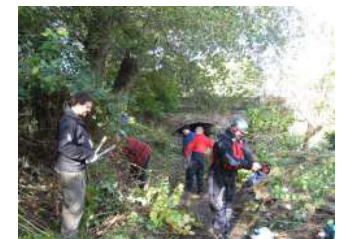
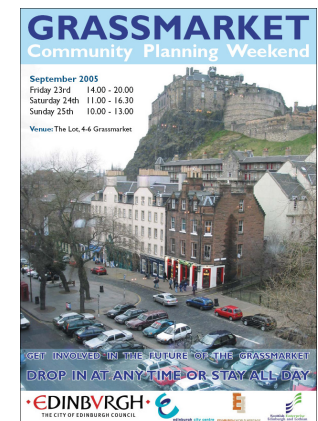
GRM	Improves dialogue between stakeholders.
AAR	Creates information-sharing to develop a new understanding of services.
CRM	In the place-making process, can ascertain definition of design quality to ensure it is understood by all, not just the experts.
HQP, GE	An apolitical stakeholder is a 'trusted mediator' between community and public sector.
STP, RSC, EMM, GE, LWG	Having visible staff in situ on the ground.
HQP	A long-term community presence (e.g. 'Friends of' group) is important.
EMM	Decision-making via consensus.
CRM	A 'community legacy' sets the basis for good place-keeping.
EMM	Assures residents that PM/ PK are joint activities via "common ownership".
AAR	Leads to increased interest in/ awareness of services regarding political support and citizen expectations
EMM	Many benefits including more contacts between local residents, stronger social cohesion, better care for environment and improvements in the public space as per residents' wishes.
AAR	Helps create better match between local preferences and maintenance and investment decisions.
AAR	Need for park managers to change CE dialogue from the focus on complaints to broader issues about future visions and priorities.
AAR	Associated with a decrease in citizen complaints.
AAR	Helps getting access to new resources e.g. volunteer work or funding for investments.
AAR	A medium for building a sense of community identity.
BUR	Place-keeping can provides CE opportunities through financial support and donations.
GAR	Provide a cross-cutting vehicle for implementing different policies.
GAR	CE, with resources and new policies supporting local development can achieve neighbourhood transformation.





# Governance: challenges

GRM	Complex/ difficult to achieve effective CE with a wide variety of stakeholders with competing interests.
GRM	Consultation may not achieve consensus in decision-making: some residents may feel their voice is not heard.
GRM	A 'please most of the people most of the time' approach may not be supported by all.
AAR	CE is a time-consuming and costly process.
AAR	In an output-based perspective centred on efficient service provision, CE is often considered as an added cost.
CRM	Investment is required to generate a 'community legacy' to ensure continuous community development and future sustainability.
AAR	There may be limits to residents' willingness to be engaged.
HQP	Those with CE experience are best placed to retain place-keeping responsibilities, but may not be the case in practice.
GE	Negative community attitude towards open spaces has been partly overcome but requires continued work.



# Funding models

Initial funding stream	Place-keeping funder	Case study
Large-scale capital funding: public sector	Public sector	Grassmarket, Temalekplats
	Community group (or equivalent)	Hailes Quarry Park
	Income generating social enterprise	Green Estate, RSC
Large-scale capital funding: public + private sector	Public sector	HafenCity
	Private sector	Langthwaite Grange
	Community group (or equivalent)	Craigmillar
Large-scale capital funding: private sector	Private sector (mandatory levy/ tax)	Hamburg BIDs
Ongoing funding: public sector	Public sector: one department	Telford (meadows), Aarhus, Gårdsten
	Public sector: multiple departments/ stakeholders	Woesten, IPO
Ongoing funding: public + third sector	Public + third sector	Emmerhout, Zwartemeer
Ongoing funding: third sector	Donations (including legacies, inheritance, membership and tombola (non-cash lottery))	Bürgerpark
Supplementary grant funding	Third sector grants (e.g. lottery funds)	Hailes Quarry Park, Bürgerpark, RSC
No funding required	Good coordination of existing public + private budgets	Steilshoop

# Funding: challenges

CRM, IPO	Investment required to ensure continuous community development and sustainability.
BUR	Using different fundraising activities, e.g. Tombola, targets as many people as possible.
TEM, AAR, GE, RSC	Budgets are insufficient for place-keeping. Limited financial resources are a constant challenge.
TEM	it is easier to secure funding for capital investment for large, flagship projects than for small projects and funding for maintenance.
RSC	Unreliability of funding and short timescales for grant funding make it difficult to develop even 3-5 year plans.
TEM	Although the increased maintenance costs were a surprise, the landscape architect at SPD does not believe that claiming higher operational budgets at the outset would have been possible.
AAR	While the plan has made support for place-keeping investment more likely, there are no guarantees because the provision of green spaces is not statutory.
RSC, LWG	Maintaining financial viability (in current economic climate).
LWG	Challenge of persuading more businesses to contribute financially to ongoing site management.
From lit.	Capital funds that often accompany place-making which, for accounting reasons, cannot be allocated against long-term care and maintenance.



# Funding: some solutions

TEL	Existing monies sometimes should be redistributed: if the 'Meadows' had been dealt with as a 'new project' through proper Council channels, it probably would not have happened.
TEL	Funding allocation within the Council is competitive and limited. Council departments should join together both inter-departmentally and with outside agencies to benefit residents and improve green spaces.
GE	Looking beyond local area for contracts to remain 100% self-sustaining.
LWG	BID model is the proposed solution.
From lit.	Has ring-fencing of funds for place-keeping been achieved anywhere? Other funding sources: performance-related funding; endowments; sponsorship?

# Evaluation

Evaluation/ issue raised	Method of data collection	Case study
Award schemes/ competitions	Award winner	Craigmillar
Positive publicity	Formally cited as good practice by practitioners	Temalekplats Gårdsten
Measuring satisfaction	Surveys at community events	Grassmarket
	Surveys of partners and residents	Steilshoop
	Regular interviews with users	Temalekplats
	User surveys	Gårdsten
Measuring attitudes	Surveys at community events	Grassmarket
	Survey of business people	Hamburg BIDs
		Langthwaite Grange
Surveys of public space use	Counting users of access routes	Hailes Quarry Park
	University-commissioned research project	HafenCity
	People counts at community events	Hailes Quarry Park
Local authority data	Unsolicited positive public response	Telford
	GIS maps those areas where resources needed	Telford
Police data	Crime figures monitored by police	Langthwaite Grange
Formal evaluation in place	Steering Group established to monitor progress	Hailes Quarry Park
	Annual management consultation	Woesten
	Report evaluated the funding programme	Craigmillar
	Report formed part of the project	Steilshoop
	Extensive evaluation of project progress	Emmerhout
	Commissioned research to simplify management planning, using GIS	Woesten
	Financial monitoring	RSC

# Evaluation

Evaluation/ issue raised	Method of data collection	Case study
Informal evaluation in place	In-house assessment	Green Estate, RSC
	On-site staff monitors use + feedback	Green Estate
	Delivering projects on time	Green Estate
Evaluation is not in place	No reason given	Hailes Quarry Park
	Project is too new	HafenCity
		Aarhus
	Evaluation only just started	Zwartemeer
	PK responsibility will change in future	HafenCity
	Formal evaluation is required	Hamburg BIDs IPO
More evaluation is required	e.g. surveys of satisfaction/ attitudes	Grassmarket Telford
	e.g. formal evaluation	Temalekplats
	A toolkit for 'off-the-peg' specifications of open space types	Telford
Place-keeping model continues, hence is a success	Extension project approved by public sector	Hamburg BIDs
Communication, not evaluation is provided	Annual information sheet	Bürgerpark
	Publicity about the spaces	Temalekplats
Anecdotal evidence	Increase in house prices	Temalekplats
	Anti-social behaviour has reduced	Telford
	Policy support for project	IPO
		Temalekplats
	Public support for project	Temalekplats, Telford



# Evaluation: challenges

EMM, ZWA	The 'social output' is very difficult to measure
TEL, RSC	Resources are limited and led by high-priority issues (i.e. not evaluation)
From lit.	<p>Evaluation of value-for-money?</p> <p>Procurement? Skills development? Staff retention? Revenue streams?</p> <p>Any tools used to measure quality of space?</p> <p>Any tools assessing experience of/ in space?</p> <p>Any management process models used?</p> <p>What is actually possible in the real world?</p> <p>What about low-level problem-solving?</p> <p>What is done with the data once collected?</p>

# Some questions for discussion

- Are these findings useful + relevant?
- Do these findings correspond to your place-keeping experiences?
- In your experience, how have place-keeping challenges been addressed?
- Are there other place-keeping aspects/ issues missing here?
- What further information would be useful?