



GREEN ESTATE



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MP4 WP1.3 Transnational Assessment of Practice

Green Estate

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Green Estate: introduction

Green Estate Ltd is a social enterprise with a commercial arm which began life as an environmental regeneration project in 1998 in the Manor Castle area in South Sheffield. There are approximately 300ha of green space in the Manor Castle area ranging from recreation grounds, parks and amenity green spaces, to demolition/ development sites.

Context

Sheffield has an estimated population of 530,300 and is one of England's eight largest cities outside London. Sheffield grew as a city from industrial roots in steel and iron. The break-up of the steel industry in the 1980s led to devastating economic decline and contributed to the deterioration of many urban areas. In 1998, when Green Estate was first formed, Manor Castle was one of the most deprived areas in the country.

There has been extensive redevelopment in the city since the turn of the 21st century. The city's GVA (gross value added) has increased by 60% in recent years (before the current economic downturn) and reached £8.7 billion in 2006. The overall economy experienced steady growth averaging 5% p.a. and has been growing at a higher rate than Yorkshire and the Humber.

The city is located at the confluence of five rivers, with much of the city built on seven hills. Sheffield has more trees per person than any other European city (with over 2m trees), and 61% of the city is green space. However, in deprived areas like Manor Castle, green space has been neglected and become a magnet for anti-social behaviour¹.

Sheffield is governed by the elected Sheffield City Council (SCC). Historically, the council has mainly been controlled by the Labour Party, however, the Liberal Democrats controlled the Council briefly (1999-2001) and took control again in 2008. The 84 ward councillors are responsible for the funding allocation to the seven Community Assemblies (previously Area Panels): the East Community Assembly covers Manor Castle.

Manor Castle is home to over 21,000 residents, 90% of whom are white. The area is in the bottom 5% of the country in terms of deprivation. In relation to the green open space, it has experienced problems of anti-social behaviour such as burnt-out cars, joy riding, fly tipping and, more generally, no constructive community involvement.

Green Estate's mission is ***'to bring about an inspiring and valued urban 'estate', a place where all open space is transformed from a liability into a productive asset, which is managed in a way that protects and enhances the local heritage, demonstrates environmental excellence and delivers social justice, both now, and for future generations'***.

The main aim of Green Estate's work is therefore to improve the quality of open spaces in the Manor Castle area. Other aims include:

- creating employment opportunities
- reducing social deprivation, particularly the visual deprivation of certain areas
- raising people's quality aspirations

¹ Sheffield City Council (1998) Unitary Development Plan.

- managing the open spaces in a financially viable way

Green Estate: an example of 'place-keeping'

Green Estate Ltd was borne out of a 5-year Single Regeneration Budget (SRB) programme set up by the UK government in 1998. This programme, then known as Environment and Heritage, formed one of seven strategic themes in the Manor Castle and Woodthorpe SRB regeneration programme. Green Estate was a partnership between the Manor and Castle Development Trust (MCDT), set up to manage the delivery of the SRB programme and owner of the area's open space, Sheffield Wildlife Trust (SWT), and many other partners. When the SRB funding ended in 2004, the programme made the transition to social enterprise with a commercial arm and Green Estate Ltd was formed.

Activities: In terms of 'place-keeping', the social and the commercial arms have their own staff, budgets and contracts. The social arm focuses on the maintenance and land management of existing parks and open spaces and engages in 'place-making' when parks/green spaces are being developed. To reduce the reliance on grant funding, Green Estate has a number of enterprises to generate income, including landscape management, grounds maintenance, green waste recycling and composting, green roof installation and the Sheffield Manor Lodge Heritage Site. One of Green Estate's major contracts is the 'Cleared Sites' project, whose aim is to improve the visual appearance of ex-demolition housing sites in Manor Castle (now city-wide), mostly areas for eventual redevelopment. New schemes are also implemented using landscape management techniques including pictorial meadows (see box) and sustainable drainage systems (SUDS).

Pictorial Meadows

One of Green Estate's key drivers is productive land use. For the 'Cleared Sites' project, this involved trialing different crops in open spaces, many of which were large demolition sites. Sunflowers and other colourful flowers were planted, brightening up the area and introducing residents to a new kind of environmental improvement. With the Department of Landscape (University of Sheffield), Green Estate began work on an innovative land management technique: 'pictorial meadows'. With the expertise Green Estate had developed via on-site meadow maintenance, the partners developed the 'pictorial meadows', examining different crops including using bird seed as a crop. From this, Green Estate was formally appointed by SCC, under European wide commissioning work. Pictorial Meadows Ltd is a commercial enterprise established in the late 1990s which forms part of Green Estate portfolio.



Staff: Green Estate has a highly skilled team of staff which includes landscape architects, landscape managers, qualified arboriculturalists and Royal Horticultural Society-qualified staff. The skills base within Green Estate covers theory and practice, and most of the management staff members carry out work on the ground. Work within the social arm is undertaken as part of training, utilising the skills base within the team and Green Estate as a whole.

The training and employment of staff mean that team members work on-site, likened to a traditional park warden but with horticultural training. There is extensive contact with the public in matters of anti-social behaviour, inter-agency networking (e.g. police, fire service, health associations) as well as the land management and maintenance.

Working Rite programme

After some unsuccessful work placements in the past, Green Estate embarked on a programme called 'Working Rite' with the property management and development company *Places for People*. The project matches young unemployed people with few qualifications with Green Estate who provides a six-month, fully-paid work experience programme, involving intensive one-to-one training. A recent work placement has been recruited as a permanent staff member.

This skills base generates high quality volunteer and 'place-keeping' work placement opportunities. While Green Estate has not actively pushed the volunteering in the past, there is a current programme of active recruitment for the social arm; activities include estate and garden maintenance but volunteers do not form part of the contracts workforce.

'Place-keeping' approach

For the purposes of this section, the Manor estate is considered as the 'site' and Green Estate as the approach taken to both 'place-making' and 'place-keeping'. The estate had experiencing a long period of change that involved considerable housing demolition before re-building. The two main 'place-keeping' aspects are:

- The long-term management of derelict/ ex-demolition housing sites as part of the 'Cleared Sites' project and the land management approach of pictorial meadows used to improve the visual appearance of the area whilst awaiting development; and
- The long-term management of housing/ associated public spaces after development – some of which is being undertaken by Green Estate, including Manor Fields.

'Place-keeping' is core to the activities of the social arm of Green Estate. For the commercial arm, 'place-keeping' is a part insofar as it is written into the client's contract. Ideally, once the commercial arm has completed private contracts, the social arm would look after the long-term management. This does not happen in practice: partly because there aren't enough staff in place, but fundamentally because clients tend not to make 'place-keeping' a priority. Whenever Green Estate is asked to consult on projects at the 'place-making' stage, they highlight 'place-keeping' as a fundamental part of the process from the outset.

Governance

There are several levels of governance which apply to this case study; within Green Estate

(board of directors); in relation to the local authority (landowner), Green Estate is answerable to members and senior officers; and in relation to the residents, who have considerable say in what Green Estate does in the area.

Formal partnerships

The initial SRB regeneration programme provided opportunities for liaison with key local partners including Street Rangers, schools, the police, Education Action Zone and SCC departments including: Sport and Recreation; Parks, Woodland and Countryside; Housing; Planning; Highways. By the end of the SRB programme in 2004, Green Estate had established strong links with the local community, local businesses, other organisations and agencies.

For the 'Cleared Sites' project, the partnership involved two main partners – Green Estate and Sheffield City Council – along with the community, private businesses and housing developers. Green Estate considers theirs to be a strong relationship with SCC based on providing local, on-site and efficient contracting services. Green Estate now has 'transformational project' status from the council as it is a project considered to contribute to the development of successful neighbourhoods across the city.



Formal community engagement

The 'transformational project' status moves forward Green Estate's work which has been rooted in community engagement. As part of SCC's Liveability Programme, residents and

Green Estate will reassess local priorities and draw up detailed landscape masterplans using a grassroots neighbourhood planning process. Thereafter, neighbourhood management groups will be established and Community Street Wardens will assist in monitoring the action plan process and weekly contract monitoring. A Management Centre will be established to deliver local services and provide close community integration with service provision. It is envisaged that this will be particularly effective as many of Management Centre staff/ trainees will be local residents.

One of the key problems Green Estate faced from the outset was a lack of constructive community involvement. To address this, there has been ongoing consultation before, during and after the completion of all Green Estate projects in the area since 1999. Green Estate staff members participate in local forum meetings with a range of (community) stakeholders, including Action Groups, Development Trusts, Tenants and Residents Associations (TARAs), local schools and the (then) Area Panel. This regular dialogue allows information and feedback to flow with the local community. For Green Estate, the tradition of consultation and feedback means that there is strong community involvement in the 'place-making' and 'place-keeping' processes; getting and keeping the community involved in the process is 'crucial to the success of the project'.

Green Estate's approach to 'place-keeping' differs to the traditional council-led approach. Once Green Estate has control over a site, there is no initial consultation process asking stakeholders and residents what they want. Green Estate immediately sets about making changes to the land. For the 'Cleared Sites' project this involved marking out boundaries, securing the sites by removing burnt-out cars etc, and planting 'pictorial meadows'. These actions are visible, showing that someone is doing something. Consultation comes afterwards when people can judge what has been done and then decide what needs doing rather than using a 'blank canvas' approach.

Formal and informal community engagement

Green Estate has conducted consultation activity in the past to find out what is already in the area, talk to residents about their needs and ideas for the area, create initial plans and get the community involved in the 'place-making' process. Moving beyond formal consultation, Green Estate team members manage specific sites, operating from local premises so they spend time in the local area and become known by local residents. In this way, Green Estate feel that they are in touch with what is going on in the community and can see first-hand how the site is being used. Providing visible on-site staff, generally on-call 24 hours a day, has been particularly successful; the community is responsible for reporting problems, such as graffiti, to which Green Estate respond promptly.

Within the 'Cleared Sites' project, there was a consultation process in the early phases of the project. To some extent, formal consultation is no longer considered to be wholly appropriate for Green Estate's ongoing 'place-keeping' processes and the preference is for wide, informal engagement with local community members. This involves walking with them in the spaces, pinpointing the issues, mapping the spaces and finding out what residents would like to see happen. Existing local forums – there are four at community level within the area – are used and Green Estate team members attend meetings where issues can be discussed and resolved.

Partnerships beyond the 'place-making' process

The roles of stakeholders involved in the 'place-making' process have changed. MCDT are still on Green Estate's Board of Directors but no longer provide financial support. This is the same for SWT who are represented on the Board but have minimal input into day-to-day activities. The political context has also changed recently. Seven Community Assemblies have replaced the twelve Area Panels with a corresponding drop in the number of area coordinators and loss of local knowledge and relationships forged with individuals.

Finance

'Finance' is used here to describe 'financial models for long-term management'. Initially, Green Estate was funded through the government's SRB programme, which was managed by the MCDT on behalf of SCC. When the SRB funding ended in 2004, the programme made the transition to social enterprise and Green Estate Ltd was formed, operating a 'sales and services' based approach on Fair Trade principles. Funding comes from a mixture of public projects and commercial projects, allowing Green Estate to move from 100% grant funded in 2004 to 100% self-sustaining today. Most of the sites within Manor Castle will be redeveloped at some point, but in the current economic climate, it is unclear whether contracts will be extended and Green Estate is therefore looking to win more contracts outside Sheffield.

In terms of cost-effectiveness, Green Estate consider their approach to 'place-keeping' to be attractive compared to the traditional council-led approach. For those activities carried out by the social arm, Green Estate can provide services at competitive rates and with added value through skilled staff and the on-site service/ rapid response that can be achieved.

Awaiting information from Green Estate via a breakdown: proportions of budget on staff/ maintenance/ management; income from locale/ income from outside Manor/ other.

Policy

Policy is referred to here within the context of 'embedding proven best practice into spatial planning and other policy'. SCC adopted the statutory city-wide Unitary Development Plan (UDP) in 1998. This will be superseded by the 2012 Sheffield Development Framework (currently at draft/ consultation stage) which looks ahead to 2026. While the framework will supersede some UDP policies, a number of those relating to the built and green environment, recreation and leisure and housing have been retained. The Framework supports 'the next phases of the city's ongoing regeneration by providing the statutory framework for guiding the spatial pattern of change, and the quality of the environment and forms of design'². This relates to 'place-keeping' in its focus on neighbourhood improvement, particularly in places that have become run-down.

Relevant local policies include non-statutory biodiversity action plans and statutory internal health and safety policies, procurement and buying policies, and policies for working with children. As Green Estate covers such a range of activities with various stakeholder groups, internal policies may be more complex than most companies. In addition, Green Estate must adhere to local authority policy with continual review to keep up with best practice and some adapting is required: for example, to meet the objectives of the biodiversity action plan, green roof seed mixes may be altered. Current policy may have a direct impact on the Dispersed Composting Network which became commercially viable in 2008. The Environment Agency's new guidelines on large-scale composting may result in halting operations because of changes to the proximity of composting to buildings. Lobbying of the Environment Agency has already started.

A key frustration reported by Green Estate is meeting with agencies (e.g. Primary Care Trusts) which do not make the link between the physical environment, behaviour and (in the PCT's case, health) and therefore do not allocate funding towards the physical environment. Further problems occur when city council departments have their budgets cut. This is perceived to be a particular problem for departments overseeing the environment and parks.

In line with UK policy, Sheffield's Development Framework has a statutory responsibility to contribute to sustainable development to enable people to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations. One of the UK Sustainable Development Strategy's priority areas for action is sustainable communities, which should embody the sustainable development principles and be, among other things: inclusive and safe, environmentally sensitive, well designed and built and fair for everyone. Within the Sheffield Development Framework, the Core City Strategy was adopted in March 2009 with two key themes: 'transformation, as the city rises from the crises of recent decades into a new era of success; and sustainability, ensuring that the change is

² Sheffield City Council (2009) Sheffield Development Framework Core Strategy, p. 6.

indeed transformational and not just transitory³.

Within this broad policy context, one could argue that Green Estate as an organisation is a worked example of how policy can be effectively translated into practice. The aims of improving the quality of open spaces, creating employment, reducing social deprivation while raising quality aspirations and managing the spaces in a financially viable manner, all fit well within the wider policy. This can also be seen through the 'transformational project' status bestowed on Green Estate by SCC for projects considered to contribute to successful neighbourhoods across the city. Furthermore, the strong focus Green Estate has on community involvement echoes the ethos of SCC's Area Panels (now Community Assemblies) of asking communities how the allocated budget should be spent on local projects.

What is less clear is how long-term Green Estate's approach is in terms of sustainability. For Green Estate to balance the social, economic and environmental goals of sustainability is challenging. Activities under the remit of the social arm are inevitably publicly funded, and the extent to which this funding remains in place is unclear. This is also important in the current economic climate for the financial viability of the commercial arm which is dependent on contracts with a range of clients.

Valuation and evaluation

For Green Estate, valuation covers three aspects:

- ongoing community/ stakeholder engagement through local forums, meetings and (now) Community Assemblies
- dedicated management staff for each site who can monitor sites use and talk to users
- delivering contracts on time, to specification, and the renewal of contracts

Green Estate has an in-house method of evaluation called 'hearts and minds'. This is a diagram applied at a very broad scale to four parts of the company: commercial, social, education and training, and other. Each part of the company (commercial, social, education and training, and other) is assessed using a diagram consisting of a £ sign, heart, and tree to represent commercial viability, ethical/ social responsibility and environmental/ ecological performance. Currently, there are no formal evaluation tools applied to projects.

Attaining 'Transformational Project' status can be considered a success for Green Estate. Through this, Action Plans will be produced for each neighbourhood to form a method of annual evaluation of progress towards the strategy. Key Performance Indicators (KPIs) (details currently unconfirmed) will be developed for all contract maintenance and will be monitored routinely and used to generate quality standards reports. Two quantitative methods of quality evaluation will be employed on specific sites: Green Flag and the Place Consultation Tool will both measure progress towards agreed quality standards.

For the 'Cleared Sites' project, there are no specific measures in place to evaluate successes. Other (as yet not developed) indicators of success might relate to good staff retention and training opportunities, as well as interest generated from other local authorities. In addition, Pictorial Meadow seed mixes are found at the Eden Project and at the Royal Horticultural Society (RHS) gardens. There has been also national television coverage

³ *ibid.*, p. 13.

(BBC's Gardener's World) which has developed from word-of-mouth communication. Green Estate finds that contracts emerge from this kind of interest, and the company's reputation improves without a need for marketing campaigns (however, a marketing manager has now been employed). Through MP4, other indicators will be developed relating to evaluation of the 'pictorial meadows' land management approach.

Long-term management strategy

As a well-established organisation with a track record of successful contracts and partnerships, Green Estate is focused on developing its commercial and social arms and considers it unlikely that the organisation's ongoing operations will be jeopardized. In light of this, Green Estate acknowledges it should be thinking longer-term than the renewal of contracts and individual projects. Good relationships and partnerships, the organisation's independent and apolitical position and the good quality products all contribute to Green Estate's long-term future (allowing for the current economic climate).

Given the choice, Green Estate would focus on strategic land management in other parts of the city and outside Sheffield. It is clear that there are some activities and spaces which are more cost-effective for other stakeholders to manage. For example, grass-cutting is best left to the council. Green Estate is currently targeting grounds improvements in schools and for Housing Associations, and is focused on winning these contracts from the outset rather than being contracted in to solve problems once 'place-making' has been carried out - so that 'place-keeping' is considered from the start. However (as highlighted above), there is often little scope for this as long-term management of projects is not taken into account by clients from the outset.

To what extent have Green Estate's aims been realized?

It is not possible to answer this question fully without referring to evaluation indicators as a measurement tool. It is also difficult to unpick the 'place-keeping' associated with Green Estate's aims as it is unclear exactly how long-term a framework can be applied to the company's management strategy. Having said this, it can be clearly shown that Green Estate has achieved its aims, at the very least in the short-term: i.e. it has created employment opportunities, managed open spaces in a financially viable way and raised residents' expectations. In terms of ascertaining the extent to which social deprivation has been reduced, it is unclear what methods of measurement might be used or if secondary data sources from the government/ SCC might be consulted. In terms of reducing visual deprivation, again there is certainly anecdotal evidence to support this, but evaluation tools need to be developed to measure this.

Key factors for innovation and success

Green Estate describes itself as an unconventional landscape consultancy company because it is a practice operating across a spectrum of neighbourhood renewal and landscape management on mixed tenure housing estates. Green Estate is considered to be at the forefront of innovation in UK land management, and the company is routinely visited as an example of best practice. Green Estate identifies a number of critical factors each of which contributes to their success in 'place-keeping':

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- As an organisation, it is committed to an area/ neighbourhood and operates differently to a wholly commercial company which can walk away from a place once a contract is finished
- It is an organisation based in the local area where work is carried out
 - The organisation is visible locally and has good relationships with residents;
- It takes a long-term approach to land management (social arm)
- Excellent skills base throughout the organisation and is a source of knowledge and advice
- Staff believe in what the organisation does
 - This is reflected in high staff retention and the skills base
 - Learning is done from the bottom up – basic but fundamental training is key
 - Good working environment, staff relations and morale
- Local knowledge is essential
- Partnerships are made regardless of job title: relationships are forged with people at all levels
 - Independence and apolitical position allows the organisation to focus on a specific open space and use relationships with stakeholders to carry out the work
 - Strategic and collaborative working is fundamental to the innovative neighbourhood land management approach (now held up as a model of best practice)
 - Partnerships are however complex and vary according to the different projects/ contracts underway
 - The organisation can provide consistency through staff retention and knowledge of the local area for partners with personnel changes (e.g. police inspectors, city councillors)
- The organisation delivers what is promised
- The aspirations of the organisation and the quality of work/ products are very high
- Good communication, strategic marketing and constant look-out for possible new contracts, but to date much has been achieved through word-of-mouth
 - Information flows between the organisation and residents, other partners, the council and police which feeds into the 'place-keeping' to deal effectively with issues of anti-social behaviour and other area problems

'Place-keeping' challenges

There are a number of 'place-keeping' issues faced by Green Estate:

- Partnerships are invaluable but complex and can differ for each project/ contract;
 - The associated politics can be an issue: for example, it may be difficult to get immediate stakeholder agreement to solve a problem (such as closing down a road used as a joy-riding hotspot). Partnership contacts may be used to by-pass/ speed up the inherent politics to fix a problem on the ground.
 - More should be made of the links with the University to collaborate with and make use of the knowledge and expertise on both sides; currently relationships are very good, but formal links are not there
- Resources are limited in terms of financially being able to do things better and limited staff

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- More staff would be helpful in terms of education, passing on skills, working with community groups and continuing engagement
- Developing networks with the community and other stakeholders is time-consuming
- 'A long term contract is crucial to everything Green Estate does': contracts are not secure, particularly in the current economic climate, and the organisation has had to extend its contract work beyond the city
- A number of social issues continue to have a negative impact on 'place-keeping', such as fly-tipping, graffiti, vandalism and joy riding
 - Green Estate considers these issues to be exacerbated by national underinvestment in open space, both long-term management and improvements on the ground
- Overcoming the community's initial attitudes towards those spaces was a barrier from the start and is still perceived to be an important issue
 - Green Estate argues that residents and potential users may not perceive the benefits of good quality open space until they are demonstrated and explained
 - This is addressed through side-stepping initial community consultation and immediately making initial changes to a site, showing the community what is possible
 - Anti-social behaviour (ASB) is tackled through work with the police to block problem open spaces: car crime has largely disappeared from the area's open spaces
 - Fly-tipping and dumping are still problems and often partnership contacts and networks are used to help address such problems

Transferable aspects of the project

- It should be noted that the funding approach would be difficult to replicate elsewhere
 - It is unlikely that such a funding stream process would occur again with its particular combination of initial grant funding, large public contracts, scope for diverse operations within (and beyond) a specific urban area.
- The social enterprise model with a commercial arm
 - This can allow an organisation to take a long-term approach to 'place-keeping' in a given geographical area that wholly commercial companies would not be inclined to
 - The organisation can retain independence and an apolitical position, which can lead to good relationships with the community, who are more willing to trust and cooperate than with traditional council-led 'place-keeping' approaches
- A local operation with visible and on-hand staff
 - This provides a good grounding for strong partnerships and transfer of knowledge
 - Local knowledge is essential
- Excellent skills base which is a source of knowledge and advice
 - This is best supported by a good working environment which is demonstrated by extensive training, low staff turnover and an ongoing skills base developed from the bottom-up
 - Local knowledge is essential
- Strong partnerships are made with the whole gamut of stakeholders at all levels

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- Partnerships may be varied and numerous which increases an organisation's 'visibility'
- Communication is essential in terms of strategic marketing and engaging with potential new clients.
- Partnerships allow for important information to flow between key stakeholder and effectively deal with 'place keeping' issues such as anti-social behaviour and area problems.

Format of this report

This report is based on the findings from a series of face-to-face in-depth interviews carried out with the CEO, the Environmental Regeneration Manager and other representatives of Green Estate in 2009, who granted permission for MP4 members to use their responses in this report in 2010. These interviews were semi-structured and conducted using the question schedule used in the data collection for all the case studies. In addition, the sources of secondary data which provided the contextual information are referenced in the footnotes. All photographs are reproduced with permission.

Glossary

'Place-making': creating high quality places that people want to visit, experience and enjoy. It implies a people-centred approach which emphasises designing spaces that promote health, wellbeing and happiness. Such spaces engender a sense of belonging and connection for those who use them.

'Place-keeping': relates to maintaining the qualities and benefits – social, environmental and economic – of places through long-term management. The management required to maintain these qualities and benefits, the approach adopted and the timescale will depend on the 'place-making' aims, the available resources and the life span of the 'place'.

Community Assembly (previously Area Panel): Launched in May 2009, seven Community Assemblies now cover Sheffield, replacing the Area Panels which existed for over 10 years. Each Community Assembly has a budget and is made up of local city councillors who will ask communities how this should be spent on local projects in neighbourhoods.

Single Regeneration Budget (SRB): began in 1994 and brought together a number of government programmes with the aim of simplifying and streamlining the assistance available for regeneration. The SRB provided resources to support regeneration initiatives in England carried out by local regeneration partnerships (such as Green Estate). The aim of the SRB programme was to enhance the quality of life of local people in areas of need by reducing the gap between deprived and other areas, and between different groups. It supported initiatives that built on best practice and represented good value for money.

Manor and Castle Development Trust: was set up in 1997 to work with local people to regenerate the neighbourhoods in the Manor and Castle ward. The Trust managed the delivery of the SRB programme and is a community-led organisation. The Trust was also involved in a joint venture with Sheffield Wildlife Trust to set up the Green Estates.

Social enterprise: a profit-making business set up to tackle a social or environmental need. Such organizations aim to accomplish targets in accordance with the 'triple bottom line' – or 'people, planet, profit' which fosters an expanded spectrum of values and criteria for measuring organizational (and societal) success: economic, ecological and social.

Partnership: is defined as agreed shared responsibility between public, private and community sectors. It is a relationship which, in this context, is normally formed between governmental and non-governmental sectors – i.e. it is a manifestation of governance relationships.

Transformational project status: this status is given by Sheffield City Council (SCC) to projects which are considered to contribute to the development of successful neighbourhoods across the city. SCC is committed to making Transformational projects work. In practical terms, this does not necessarily mean extra money or resources, but it does mean that some of the decision making processes may be easier, and commits SCC to cross-departmental working.

Engagement: is a cross-cutting issue which describes successful models of working with communities and encouraging appropriate use. Engagement is an aspect of governance particularly relevant in forms of participatory governance and is intrinsic to the concept of 'governance' as defined below.

Governance: relates to the relationship between and within government and non-governmental forces. The term implies wider participation in decision-making than representative democracy or other forms of

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government, recognising a wider range of actors other than the state, and allowing for varying governance contexts and processes.

Finance: describes financial models for efficient long-term management.

Policy: is discussed within the context of embedding best practice into spatial planning and other policy.

Valuation: describes the economic impacts of improvements to open spaces, but also relates to wider socio-economic and environmental benefits.

Key Performance Indicator (KPI): is a measure of performance, which is commonly used to help an organization define and evaluate how successful it is, typically in terms of making progress towards its long-term organizational goals. KPIs can be specified by posing the question: 'What is important to different stakeholders?'

Green Flag Award scheme: a voluntary benchmark scheme for measuring excellence of parks and green spaces. Awards are given (for a 3-year period) according to ratings on a 10-point weighted scale for 8 criteria, including clean and well maintained. Assessment includes field inspection and desk inspection (management plan).

Spaceshaper (previously Place Consultation Tool): uses ten criteria to focus attention on the design of particular spaces, and is particularly suited to analyse the qualities of parks, involving different user groups in the process. Data from reviewers can be aggregated using specially designed software and are presented in the form of a spider diagram.