



Place Management

An opportunity for Housing
Associations

Hal Bisset, December 2011



Place Management - Foundations

- Place management is premised on the belief that simply changing the built form of a neighbourhood will not will bring about positive and sustainable transformation of the social and economic well being of that neighbourhood.
- Place management begins when key stakeholders in a community share a vision to enhance their neighbourhood, goals for community transformation and responsibility to work collaboratively to effect change.



Place Management - Stakeholders

- Government
 - social exclusion is generally the result of policy failure hence government is responsible for facilitating and resourcing transformation
- Private sector
 - want the privilege of chasing profit from redevelopment hence have the responsibility to pursue triple bottom line outcome



Place Management - Stakeholders

- Community sector
 - hold the trust of the community hence have the responsibility pursue community benefits
- Local community
 - aspire to a better environment for their children and hence have the responsibility to make decisions that benefit the next generation



Place Management - Origins

- Private sector – place creation
 - Creating new communities, distinctive lifestyle, early provision of key infrastructure, marketing a destination
- Public sector – community renewal
 - Local governance, community building, focus on safety and security, improved educational opportunities, greater workforce participation, enhance health and well being
- Third sector – community development
 - Focus on social and economic development, commercial activity, local business development



Place Management - Principles

- Communication and consultation
 - Ensuring key stakeholders are properly informed and provided adequate opportunity to be consulted on matters open to community input
- Social impact assessment
 - Identifying all potential social impacts and developing strategies to mitigate the negative and capitalize on the positive
- Integrating public and private
 - Physically integrating the built environment to enhance social cohesion and avoid exclusion



Place Management - Principles

- Local delivery of services
 - Integrated on-site management delivering high quality and responsive housing management and community building services
- Building community through partnerships
 - Attracting investment in social and economic development opportunities which enhance well being and improve social & economic participation
- Strengthening community through investment in community infrastructure
 - Attracting public and private investment in community facilities which encourage greater participation in cultural and civic activities



Housing Association - Characteristics

- Fundamental purpose is to facilitate sustainable communities not the provision of housing
- Conduct a “profitable” business model based on property ownership and residential management services
- Operate from local offices based in the heart of identified communities which form part of their strategic plan



Housing Association - Characteristics

- Committed to collaboration and cooperation with all community stakeholders
- Conduct an integrated service delivery model based on the pre-eminence of community strengthening
- Community leader – positive and proactive participation in civic affairs as major investor and stakeholder



Housing Association - Capabilities

- Housing manager – registered Housing Association and private rental manager
- Property manager – registered Housing Association, Owners Corporation Manager and facilities manager
- Community engagement – manage a sophisticated community consultation process



Housing Association - Capabilities

- Community builder – design and implement strategies for building social cohesion and harnessing social capital
- Social entrepreneur – identify, incubate, market and invest in new enterprises that generate wealth for the local community
- Trusted partner – negotiate fair and viable partnerships (risk/reward) with both public and private sector and deliver on obligations

