

Table 5.3 A selection of coordinating local authority initiatives

Authority	Name of coordinating initiative	Focus of initiative
Cambridge City Council	Street Scene Project	Coordinating the street scene through a team comprising officers across several departments, workforce, unions, members and residents' representatives
East Riding Council Newcastle City Council St Albans City Council	One stop shop hotline	A dedicated telephone line/ one-stop shop for coordinating all public space services
Great Yarmouth Borough Council	Street Scene Working Party	Coordinating the delivery of services for streets and open spaces
Great Yarmouth Borough Council Harlow Council Liverpool City Council Newcastle City Council Northamptonshire County Council	New council structure	Restructuring so that one department covers most public space issues with an Executive member and a chief officer directly responsible
Leeds City Council	Green Space Implementation Group	Integrating the working of different open space departments at policy and delivery levels
Liverpool City Council	Grounds Maintenance Continual Improvement Group	Coordinating contractors, client departments and other stakeholders to improve public space management
London Borough of Greenwich North Tyneside Council	Clean Sweep	Coordinates officers and direct labour to improve the maintenance of public spaces across typologies
Newcastle City Council, Nottingham City Council Watford Borough Council	Environmental Ward Stewardship, Locality Managers, Area Committees	Coordinating and improving the responsiveness of public space management to local demand
North Lincolnshire Council	Neighbourhood Teams	Locally based teams responsible for the maintenance of the street scene and open space, as well as related policy

initiatives are focused on finding means to better coordinate public space management and thereby improve the quality of public space. Other initiatives were more limited in their aspirations, and focused instead on particular aspects of public space or its management.

INITIATIVES FOCUSING ON THE BETTER COORDINATION

The main category of public space initiatives, and the most diverse, were those that created new coordinating structures for the delivery of services on the ground; although they tended to focus on one type of public space or another. This continued sectoral thinking seems to be the biggest influence on local authority public space management structures, and also the biggest barrier to the integration of service provision.

Local authorities named numerous different public space initiatives that relate to the improved coordination of public space management. Table 5.3 provides a range of examples of these types of initiatives. Usually inspired by best value processes, coordinating initiatives typically start by focusing on a particular type of public space (e.g. streets or green spaces). Cambridge City Council and Great Yarmouth Borough Council, for example, started with the street scene, while Leeds City Council and Liverpool City Council began by examining green space management.

A few local authorities look to coordinate as many public space typologies and management processes as possible. Authorities such as Great Yarmouth and Newcastle City Council have restructured so that an

executive member and chief officer are directly responsible for all public space issues cutting across space types and management processes. Other authorities, such as East Riding Council, look to coordinate public space services to users – local residents and businesses – through a one-stop-shop service that can be contacted through a variety of methods (telephone, fax, email, video box, in person). Other local authorities look to make public space management processes more responsive to changing local needs through area-based maintenance teams.

INITIATIVES LIMITED TO PARTICULAR ASPECTS OF THE SERVICE

Some public space initiatives identified in the survey covered specific aspects of public space and management processes. By themselves these initiatives were quite narrow in focus, unless part of a broader management strategy. Table 5.4 offers a range of examples of these initiatives.

At the time of the research, many of these were very recent and still needed to be evaluated for their effectiveness. A minority had been around for much longer, including the use of design guidelines, or project-oriented approaches. The latter type tend to relate more to securing the initial quality of the public spaces rather than to their ongoing management, or to the processes by which management is delivered.

Management plans and strategies also have a longer pedigree in two key situations; open spaces/parks/countryside sites, and town centres; both of which are area-specific rather than council-wide. In these situations,