Parks Service Asset Management Framework

Contents:

1.0   Executive Summary

During the 1980's and 90's, the declining condition of many green spaces was recognised as a result of long-term deferred maintenance. In recent years it is becoming more apparent that better documentation and management planning will improve the understanding of the need for reinvestment and forward planning, resulting in increased funding and efficient use of resources within Haringey's Park Services.

A valid attempt has been made in the last 12-24 months to collect asset information relating to parks and open space infrastructure.   The approach has been relatively basic and was carried out by officers counting and measuring assets, which were then recorded on an Excel spreadsheet. This approach now needs to be taken to the next level through the purchase of asset management software linked to GIS. This will enable better accuracy and regular updating of information to ensure programmed maintenance, inspections, replacements and funding. Standard life expectancies should also be applied.

However, the data must be updated regularly particularly with regards to unpredictable factors (damage, differing site conditions, political priorities and public complaints) therefore all assets need to be inspected, their condition assessed (using a grading system), followed by the preparation of asset management plans, in accordance with set priorities.   Another useful outcome is an improved ability to recognise trends (e.g. consistent damage and failure of rubbish bins that would lead to their replacement with a more robust standard model).

A recent CABE Space Publication 'Is the Grass Greener...?'; carried out an exercise aiming to learn from international innovations in urban green space management. Wellington City Council (WCC), New Zealand was chosen as a best practise example of Asset Management. WCC concluded that the annual funding process impedes managers' ability to forward plan. The recent advent of 10-year financial planning has allowed commitment to long-term works, though the 10-year framework is still a relatively coarse tool and requires constant review of operating budgets to reallocate priorities and apply for additional funding if required.

Asset management plans are also particularly relevant when upgrading and adding a new asset (through capital expenditure) that subsequently will require additional funds for ongoing maintenance.

To ensure the provision of good quality, accessible and well used open space the consolidation of both revenue and capital funding is required. Initial estimates indicate the total asset value is around £11.5m (excluding buildings).

We have raised the standard of about half of our major sites through the renewal programme funded by site specific funding allocations and we have aspirations for achieving Green Flag standard on the remaining sites during the next 5 years.

We are conscious of not increasing the ongoing repairs and maintenance costs through the renewal programme but to retain the benefit of our

investments it will be necessary to increase the revenue allocation from its current base.

This document aims to set out how parks asset data will be collected, maintained and used; and its importance in doing so in relation to London Borough of Haringey's aims and objectives.

2.0   Goals and Objectives

2.1   Aim
To hold an accurate and current database of all infrastructure within parks and open spaces sites, including quantity, quality and commentary. This does not include allotments or conservation sites, which are subject to separate review process for assessment of assets, condition and biodiversity value.

2.2   Objectives
- To identify existing monetary value of the infrastructure.
- To identify the replacement, reinstatement and annual maintenance costs (life cycle costs) of infrastructure, as a whole and per feature / site.
- To be able to use this costing on an annual basis to make accurate capital funding bids evidenced by effective monitoring and management of infrastructure.
- To use the information gleaned for capital funding bids to carry out the Parks Improvement Program.
- To help to build up a picture of infrastructure works done in Park and Open Space sites year on year.

Achievement of these objectives will allow us to;
- improve ability to secure funding
- provide value for money
- arrest asset deterioration through long term forward planning
- identify future investment strategies
- identify value of assets and calculate deprecation where necessary
- increase customer satisfaction

...in connection with the Greenest Borough Strategy.

2.3   Scope
The Asset Management Plan will cover all physical assets in parks and open sites including bins, benches, signs, pathways, playgrounds and game areas. Once the framework is in place, horticultural features will be included.

2.4   Exclusions
The Asset Management Plan will not cover buildings (which are owned and managed by Property Services), machinery, vehicles or equipment.

3.0   Inventory & Condition Data

In order to determine the value of the Service's assets, knowledge of the condition and use of assets is required. This also helps to build an inventory from which values may be extrapolated.

3.1   Current Inventory

The current asset inventory is held on the software *Confirm* where it was transferred to from the software 'Aramis' in 2002 in order to provide compatible information with other services. Data maintenance has relied heavily on managers providing regular updates of asset changes within their sites. Consequently much of the information held on *Confirm* is out of date. The data held on *Confirm* does not provide location or condition information; data is simply referred to as number of assets found on a particular site. For example, six dog bins in Downhills Park.

With the aim of understanding current quality and quantity of assets; twenty-six key sites were chosen for a full asset condition survey. These surveys were carried out between May 2006 and September 2007 by Dunlop Hayward Building Consultancy, and covered physical and horticultural aspects. The surveys were recorded on paper maps with data placed on excel spreadsheets.

The life-cycle cost data provided for the parks that were surveyed were extrapolated to provide life-cycle costs for assets on a number of non-surveyed sites. This then provide a sound basis for compiling the necessary information for a capital funding bid submitted for the 2008/09 financial year.

For asset condition information to be useful it must be maintained regularly. This document outlines how this will happen, and its importance in doing so in relation to London Borough of Haringey's aims and objectives.
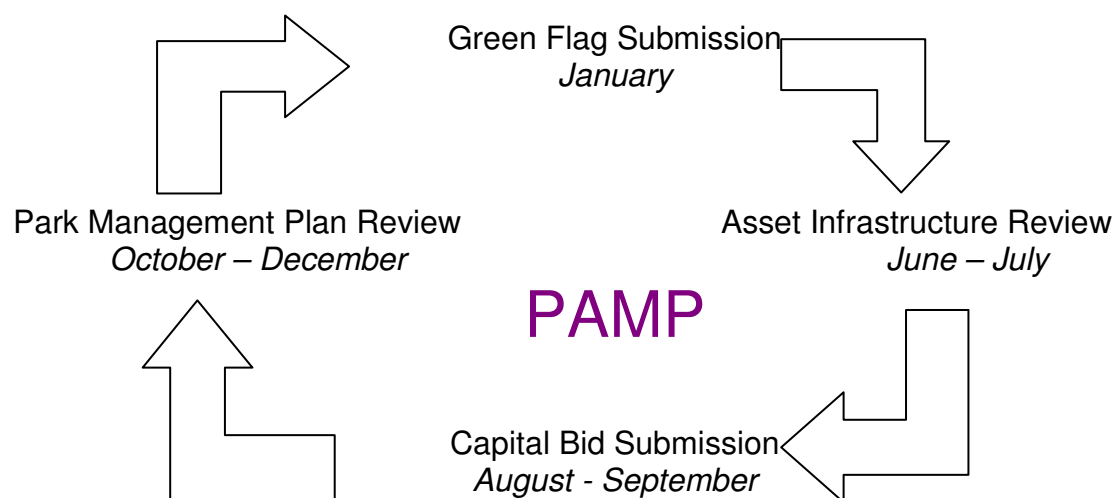
3.2   Updating and Maintaining the Inventory

Location and condition of assets
Data collated through the Dunlop Hayward surveys has been useful in determining the most appropriate method of collation and reviewing of data. The amount of time spent in assessing the Parks Service data through paper based means is large and it is proposed that future surveys are done through the use of a hand-held computer (PDA). The relevant software allows the user to update the main database with any changes to the location and quality of both physical and horticultural assets.

It is proposed that all sites larger than half a hectare in size will be surveyed for their physical assets during summer 2009. To maintain this information and to build up a picture of horticultural features, these sites will be physically surveyed as 25% of sites every year for four years starting in 2009. This would ensure lower work-loads with sufficiently regular updates helping to achieve a 95% accuracy rate.   Updates would be carried out by the Project Officer responsible for maintaining the database.

Updates relating to improvement works on sites will be made directly onto the relevant asset software within four weeks after completion of the works.

The process of updating and maintaining asset data is outlined in the following flowchart.

Green Flag Submission
January

Park Management Plan Review
October – December

Asset Infrastructure Review
June – July

PAMP

Capital Bid Submission
August - September

Life-cycle costing of assets
The information provided in terms of life-cycle costs in the Dunlop-Hayward survey is not fully complete and requires further assessment to ensure a more accurate prediction of costs. As the price of supplies and services can change, this will be carried out as an on-going exercise.

An overall summary of actions required and the associated timeline is held in section 10 of this plan.

4.0   Levels of Service

Levels of service describe the quality of services provided by the asset for the benefit of the customers. For example a clean, unbroken bench (the asset), in a quiet spot provides the user (the customer), with a place to rest and relax. The quality of the asset (the service) may reflect the social, economic and environmental goals of the community. The provision and standard of the asset (the level of service) may be measured to assess performance.

For example: *The overarching level of service in terms of this asset management plan for the Parks Service will be:*
to provide well maintained parks and open spaces for the benefit of the local and wider community
The provision of this service would be assessed through internal monitoring procedures (against set, published standards) and through external monitoring of stakeholder expectations.
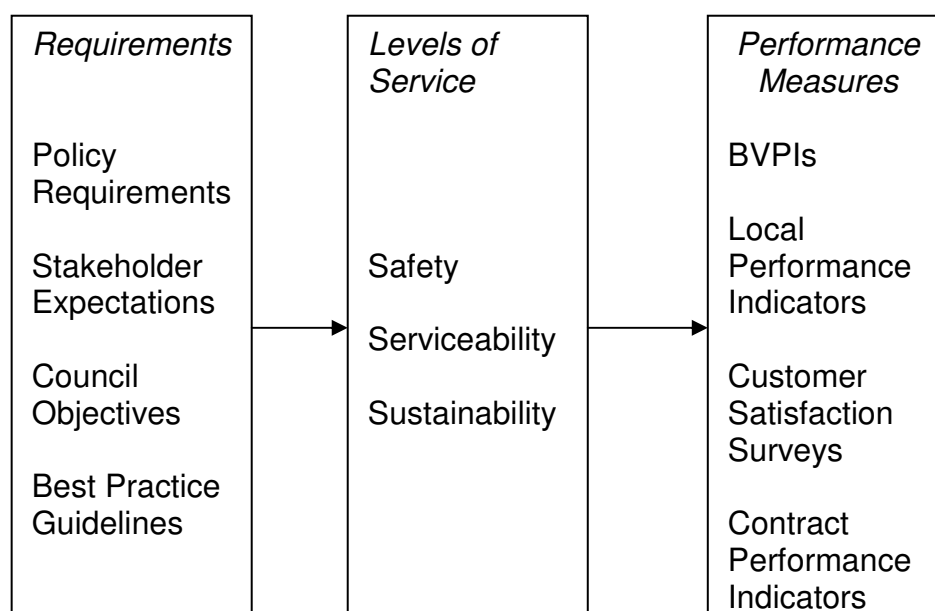
Levels of service are developed from both asset condition (existing / desired) and demand aspirations (i.e. what the asset is expected to deliver both now and in the future).   The creation of levels of service that reflect and support user aspirations are a key element in the adoption of an asset management plan.

The defined levels of service will be used to:
- inform customers of the proposed type and level of service to be offered
- as a focus for the asset management strategies developed to deliver the required level of service
- as a measure of the effectiveness of this asset management plan
- identify the costs and benefits of the services offered
- enable customers to assess suitability and affordability of the services offered
- inform members of the levels of service available.

Local, regional and national policies and associated best practice guidelines, combined with stakeholder expectations will define the required level of service. This level of service should be such that it provides an optimum level of safety for the customer, whilst being easily serviceable within available resources and therefore sustainable both economically and environmentally.

The model below outlines how levels of service are developed and defined.

Requirements	*Levels of Service*	*Performance Measures*
Policy Requirements		BVPIs
Stakeholder Expectations	Safety	Local Performance Indicators
Council Objectives	Serviceability	Customer Satisfaction Surveys
Best Practice Guidelines	Sustainability	Contract Performance Indicators

The following text outlines how the requirements, levels of service and performance measure are defined.

4.1   Requirements

4.1.1 Policy Requirements

At local, regional and national levels, policies have been developed which recognise the importance of parks and open space in an urban environment and the need to protect them from development. The provision of open space is also recognised to provide improved well-being for people living in the vicinity.

Current policies which recognise the importance of Open Space:
Sustainable Communities: Building for the Future (ODPM 2003)
The London Plan, the Mayors Spatial Development Strategy for London (2004)
Planning Policy Guidance Notes 17

Towards a Level Playing Field (Sport England 2003)
GLA Spatial Development Strategy
London Biodiversity Strategy
Children's Bill (2004)
The London Plan for Sport and Physical Activity (2004)
GLA Children and Young People's Strategy (2004)
Green Flag Parks Award Scheme (Civic Trust 1996)
Green Spaces, Better Places (UGSTF 2002)

4.1.2 Stakeholder Expectations

In developing long-term management of assets it is important that there is an understanding of the expectations of internal and external stakeholders.
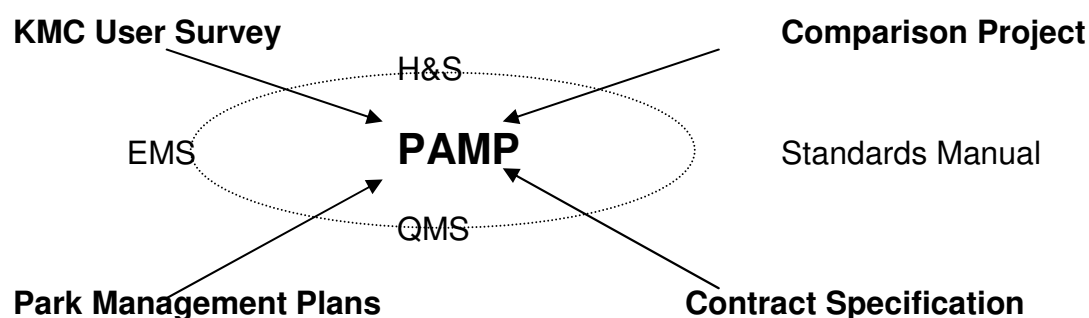
Within the Parks Service Stakeholder expectations are collected through
- KMC Park User Surveys (Annual)
- MORI Surveys (every third year)
- Feedback through 'your visit' online survey
- Friends Group feedback
- Localised surveys (project specific)

Through the above feedback mechanism we are able to identify customer aspirations and tally them to the service provided. They also help to manage expectation through being able to highlight stakeholder requests against works achieved.

These surveys also provide us with *Performance Measures*, which allow for monitoring of success of the asset management plan.

Within the Parks Service the above model would be translated as being:

KMC User Survey   **Comparison Project**

H&S

EMS   **PAMP**   Standards Manual

QMS

Park Management Plans   **Contract Specification**

The Asset Management Plan (PAMP) is influenced, in varying degrees, by all the factors surrounding it in the diagram above.
User influences come through KMC and consultation on Parks Management Plans.
Peer review through Comparison Project and Contract Specification.
Each are inter-related through EMS, QMS, H&S, and the standards manual.

KMC User Survey – is carried out on an annual basis. Questionnaires are sent out to a number of randomly selected residents who are asked a set number of questions. The results can be compared against other boroughs in the country, and also

provide a usage satisfaction figure against which overall improvements to parks and open spaces can be measured against.

The survey also provides the opportunity for residents to express opinions on priorities for further improvements in parks and open spaces should be made. This is used to influence the Park Management Plans, which also in turn influences the PAMP.

Park Management Plans – are written for specific parks and cover key issues and short term improvement works (5 years). These works are identified through consultation between the manager of the park and key stakeholders of the park such as the Friends group. The aim of the five year improvement plan is to plan for expected maintenance costs; programme in horticultural works such as shrub bed improvements; and highlight forthcoming major renovation work. Funding for major renovation works require planning and it is therefore important that contingencies are put in place to maintain the asset until such time that appropriate capital is secured.

Comparison Project – this project has been run annually since 2004 by the Parks Service of Haringey Council under the umbrella of the London Parks Benchmarking Group. The survey obtains data on management and maintenance issues, from as many London Boroughs as possible. The data collected is used to "ball park" comparative costs and thereby determine whether value for money is being achieved. The value of park usage is also assessed.

Contract Specification – this can be either external or internal.
External – play projects; specific landscaping projects of varying size.
Internal – grounds maintenance specifications; Quality Management System (QMS) and its grounds maintenance framework; Health & Safety.

Inter-connecting factors:

- QMS – Quality Management System outlines the framework under which the grounds maintenance and management of parks and open spaces operates.
- H&S – Health & Safety standards defines the way in which work is undertaken.
- EMS – Environmental Management System outlines the framework under which the Parks Services seeks to minimise its impact on the environment.
- Standards manual – provides a set standard of the condition that both physical assets and horticultural features should be maintained to. By stating the condition that an asset should be in, this determines the maintenance regime for that asset within the PAMP. By providing users with the standards aspired to, the KMC results can then be understood to reflect similar understanding of assets from both User and Provider perspective.

4.1.3 Council Objectives

A key Council objective is to provide a cleaner, greener and safer Haringey.

The Asset Management Plan has strong links with the delivery of both Council and partner priorities:

- Council Plan:
    - Greenest Borough
    - Cleaner, Greener, Safer
    - Delivering Excellent Services
    - Lifetime Wellbeing
- Community Strategy:
    - Environmentally sustainable future
    - Healthier people with a better quality of life
    - People and Customer Focused
- Local Area Agreement Priority and Targets:
    - Increasing Green Flags (12) / Pennants (7) by 2010
    - User satisfaction (from 72% to 77% - MORI) by 2010
    - Physical activity participation (4% improvement from 22.9% to 26.9%) by 2010
    - Community Safety (reduce PSA1 crimes borough-wide by 12.6%) by 2009/10.

In summary

Each strategy has outlined the importance of natural open spaces in improving the well being of people who live and work in the borough. The Sustainable Community strategy aims for an environmentally sustainable future with healthier people. The Greenest Borough strategy aims to protect the natural environment and outlines a number of key action points. These points are reflected within the Open Spaces Strategy.

The Recreation Services Business Plan brings all these aims together into four key service objectives. The Asset Management Plan is an important facet in carrying out these objectives as it will outline the costs and maintenance / replacement timeline of open space assets.

4.1.4 Best Practice Guidelines

Three key forums in London provide a location to source best practice guidelines for a wide range of management and maintenance issues in parks and open spaces. These are the London Parks Benchmarking Group (LPBG), the London Parks and Green Spaces Forum (LPGSF), and Green Space. They meet on a regular basis and provide members with professional development and best practice forums, as well as providing a wide range of information on many aspects of Parks and Open Spaces. More detail on each of these forums can be found in Appendix 4.

4.2   Levels of Service.

Identified levels of service must:
- provide appropriate *Safe* environments
- be achieved through timely maintenance and replacement of assets, which is highlighted through life-cycle expectancy and physical monitoring and reporting of problems.
- be easily *Serviceable*

- achieved through effective and efficient procedures on life cycle expectancy planning
- be *Sustainable*
- life cycle expectancy provides a basis for regular maintenance and replacement planning, which in turn provides the evidence for sustained low levels of regular income

4.3   Performance Measures

Performance measures are derived from *stakeholder expectations* and consist of:
- BVPIs
- Local Performance Indicators
- Customer Satisfaction Surveys (MORI & KMC)
- Contract Performance Indicators

These are monitored and reported on regularly for optimum management and delivery of the asset management plan.

The following table shows the range of performance measures in place for the Parks Service and their relevant scores over the last three years. Comparing these scores with the annual capital spend (council funded) in parks shows direct correlations between increased or maintained spend with increase in satisfaction scores:

Performance Measure	What it measures	Frequency of measure-ment	Score 2005/06	Score 2006/07	Score 2007/08
Local Encams	Cleanliness	Monthly	80.92	85.15	81
MORI	Satisfaction	Every 3 years	72	n/a	n/a
KMC User Survey	Satisfaction	Annual	65.9%	68%	70%
Annual council capital funding (£):			1,225,549	1,755,000	1,008,000

5.0   Risk Management

Effective risk management involved an appreciation of risk in relation to levels of service and using this to prioritise works and the use of funding received. Risks are assessed in terms of: safety; service delivery; finance/cost; reputation of council.

The assessment of comparative risk is a key asset management tool. It can be used to assist with option appraisal and selection through assessment of:
- The comparative risk of providing differing levels of service. E.g. is it acceptable to fund only a minimum level of service for a certain asset group?
- The comparative risk of funding works on different assets. E.g. is it better to maintain assets in one area of the borough over another?
- The comparative risk of funding improvements to the network as opposed to maintenance works. E.g. is it better to increase assets or maintain current assets.

It is probable that a mixture of the above options will apply.

Risk can be categorised into three tiers:

Strategic – these are the overarching service wide risks. Examples include resource availability, finances and politics. These risks could affect the long term plans (10years+ focus) and would be likely to be managed by top management.

- Reduction in capital funding received
- Revenue budget cuts result in reduced resources to maintain improvements
- Restructure of Parks Service provision result in less emphasis on maintaining assets.

Tactical – these can affect the ability to deliver annual programmes to desired budgets. Examples include weather, changes in customer influence, local political pressures and the consequences of the choice of level of service. These risks could adversely affect the medium term plans (3-10year focus) and would be likely to be managed by the asset management team.

- Impact of stronger influence of some stakeholders over general needs
- Risk of blandness / loss of uniqueness if standard asset types are used

Operational – these are risks encountered on a day to day basis. Examples could include service delivery or repair failure. These would be managed by the operational / delivery team.

- Delayed service delivery impacting timelines
- No response to tenders
- Poor workmanship resulting in poor asset quality
- Reduction in resources required to manage projects

Once risks are identified they are assessed for severity and likelihood, which are used together to determine the risk factor. The risk factor allows for ease of ranking risks according to severity.

6.0   Life Cycle Planning

An asset has an expected lifespan, the length of which is affected by how well it is managed and maintained. Life-cycle costing outlines the value of an asset, its lifespan, its expected maintenance costs to achieve optimum lifespan, and the expected cost of replacement (taking into account economic changes such as inflation) at the expected end of its life. A lifecycle plan is effectively a mini asset management plan specific to that asset group.

Lifecycles should include the following phases:
- creation / acquisition
- maintenance
- renewal or replacement
- upgrading
- disposal or decommissioning

An asset is conceivably more valuable when well maintained as opposed to an asset that is not. Maintaining an asset extends its lifespan and therefore likely reduces annual replacement costs over the long term.

Replacement costs of an asset are affected by a number of issues, one of which is whether the asset will be replaced as like-for-like or with a pre-chosen standard item. This choice is dependent on the unique aspects of the site.   For example small, pocket sized parks are likely to be furnished with standard assets. However, on larger, more specific heritage sites such as Markfield Park; replacement of assets should follow the specified trend. For example steel and wood benches might have the site related heritage emblem in the arm rest.

7.0   Valuing the Service's Assets

Valuations, and more importantly changes in value, provide a useful tool to understand the impact of investment, a full understanding of the needs of the network and provide robust information to the decision makers to identify desired levels of service.

The precise value of assets within parks and open spaces is unlikely to be ever known. However, it is possible to identify a reasonable estimated value. The compilation and collation of Park Service assets and the associated identification of the replacement costs of these assets will lead to the development of a reasonable estimated value of assets with the London Borough of Haringey parks and open spaces (Appendix 1).

8.0   Forward Works Programming

Forward works programming is the planning of maintenance works over a period of time. In terms of this asset management plan short term is deemed to be three

years; and long term – ten years. For each round of annual capital bids, these plans would be reviewed and adjusted to look at the next 3 / 10 years. Current costs of maintenance / replacement would be used. However, inflation rates would be placed on costs for subsequent years to maintain a more accurate figure.   This is useful for identification of budget requirements and efficient and cost effective management of assets considering their whole life costs. See Appendix 2 for example of forward works programming.

9.0   Performance measurement

Measuring the impact of developing, implementing and evolving as asset management plan is essential to ensure that key aspects of the plan are being implemented with the anticipated impact.

This would be measured through the responses received through user surveys such as those noted in section 4 above.

10.0 Implementation and Improvement Action Plan

Action	Who	When	Cost	Notes
Acquisition of Asset PDA & software	Project Officer	March 2009	£13,500	Plus £1,500 annual fee
Condition Survey	Project Officer	May – July 2009	£16,000	Labour costs
Collation life-cycle costs	Project Officer	July – September 2009	Contained in revenue budget	
Submission of Capital Bid	Project Officer	October 2009	Contained in revenue budget	
Undertake capital works	Procurement Officer	January – April 2010	Contained in revenue budget	
Review Condition Survey	Project Officer	June 2010	Contained in revenue budget	Annual requirement

Costs: Approximately £6,500 for the purchase of hardware and software for a hand-held PDA and training and a further £800 per year in maintenance fees.

Cost of Asset Valuation & Asset Registration modules to assist with Whole Government Accounting and projecting future budget costs for Park assets is approximately £7,000 for purchase and £700 for annual maintenance fees.
The labour costs equate to approx three months for initial set up and a further four weeks per year for review.

11.0 Appendices

11.1 Appendix 1 - Parks over 0.5hectares*

Site	Size	Total Asset Value	Total Mtce Value (pa)
Falkland /Fairfax OS	0.51	100,000	10,000
Shepherds Hill Gdns	0.60	70,000	5,000
Stanley Culross	0.60	70,000	5,000
Springfield Park	0.60	70,000	5,000
Green Gate Common	0.65	70,000	5,000
Park Ave	0.69	70,000	5,000
Somerford Grove	0.70	70,000	5,000
Chapmans Green	0.80	150,000	11,200
Civic Centre Gdns	0.80	150,000	10,000
Tottenham Green	0.80	150,000	11,200
Brunswick Road OS	0.84	150,000	11,200
Railway Fields	0.87	70,000	5,000
Grove Lodge	1.13	150,000	11,200
Tower Gardens	1.20	150,000	11,200
Bluebell Wood	1.28	150,000	11,200
Stationers	1.60	248,900	17,430
Paignton Road OS	1.70	250,000	16,800
Noel Park Rec	1.88	254,350	16,200
Wood Green Common	1.90	250,000	16,800
Hartington Park	2.00	250,000	16,800
Avenue Gardens	2.30	250,000	16,800
Ducketts Common	2.40	250,000	16,800
The Paddock	2.83	170,000	20,000
Tunnel Gdns	3.00	170,000	20,000
Wood Green Cemetery	3.00	170,000	20,000
Belmont Rec	3.10	166,495	21,480
Nightingale / Trinity Gdns	3.15	170,000	20,000
Tott Cem Garden	3.20	170,000	20,000
Perth Road Field	3.65	200,000	20,000
Woodside Park	4.10	349,100	21,880
Markfield Rec	4.30	350,000	22,000
Chestnuts Rec	5.00	304,500	28,905
White Hart Lane Rec	5.00	300,000	25,000
Priory Park	6.30	435,450	30,000
Albert Road Rec	6.40	435,450	30,000
Down Lane Rec	7.00	300,000	25,000
Bruce Castle Park	8.10	435,450	30,000
Muswell Hill Playing Fields	10.40	200,000	20,000
Downhills Park	12.00	1,049,540	66,940
Parkland Walk	12.15	435,450	30,000
Coldfall Woods	13.80	200,000	20,000
New River	16.18	435,450	30,000
Tottenham Cemetery	18.80	435,450	30,000
Queens Wood	21.10	200,000	20,000
Lordship Rec	22.60	1,049,540	100,000
Grand Total		**11,525,125**	**911,035**

The above estimated costs regrouped into ward areas give the following:

Ward	Total Asset Value	Total Mtce Value (pa)
Alexandra	755,450	61,200
Bounds Green	320,000	21,800
Crouch End	70,000	5,000
Fortis Green	400,000	40,000
Harringey	560,000	41,800
Highgate	150,000	11,200
Muswell Hill / Highgate	200,000	20,000
Muswell Hill / Hornsey	435,450	30,000
Noel Park	504,350	33,000
Northumberland Park	140,000	10,000
Seven Sisters	600,000	38,800
St Anns	454,500	40,105
Stroud Green	248,900	17,430
Stroud Green / Crouch End	435,450	30,000
Tottenham Green	150,000	11,200
Tottenham Hale	720,000	61,800
West Green	2,265,575	188,420
White Hart Lane	1,190,900	91,200
Woodside	1,924,550	158,080
Grand Total	11,525,125	911,035

* The figures quoted in the above tables only reflect bins, benches, railings, fencing, pathways, tennis courts, sports hard areas and signs. It excludes landscapes, playgrounds, play equipotent, historical features (such as memorials / gate piers / walls), bowling greens, and buildings.

11.2 Appendix 2 – Forward Works Programming Example

Site	Feature	Feature ID	Description	Condition (RAG)	Mtce Req?	Replacement Year
Chestnuts	Bin	L1 & L8	Circular metal litter	A		1
Chestnuts	Bin	L2 - 7	Pyramid Bin	G		6
Chestnuts	Bin	L9 -10	Circular metal litter	G		2
Chestnuts	Bin	L11 - 14	Circular metal litter	A		1
Chestnuts	Bin	L15	Pyramid Bin	G		6
Chestnuts	Bin	DB1 - 3	Dog Bin	G		1- 3
Chestnuts	Bench	B1 - 5	Recycled plastic	A		1
Chestnuts	Bench	B6 - 9	Recycled plastic	A		2
Chestnuts	Bench	PB1-7	Picnic tables & benches	G		10
Chestnuts	Pathways	P1 & 3	Tarmac	G		20
Chestnuts	Pathways	P4	Tarmac	G		10
Chestnuts	Pathways	P5	Tarmac	G		3
Chestnuts	Pathways	P6	Tarmac	G		4
Chestnuts	Railings		Boundary railings	A	require sanding and repaint	Y1 - 10
Chestnuts	Gate Piers	GP1	SW corner gate	A		1
Chestnuts	Gate Piers	GP2	Comm Centre	A		2
Chestnuts	Gate Piers	GP3	Cromwell Road	A		3
Chestnuts	Gate Piers	GP4	NW Gate	A		4
Chestnuts	Gates	GP3	New Gates @ Cromwell Road	A		2

11.3   Appendix 3 – Green Flag Capital Funding Requirements 2008/09

Green Flag / Open Space Sites
The following costs are summarised from works highlighted as urgent in Green Flag sites and potential Green Flag sites.

Asset	Cost £k
Fencing	140
Benches	20
Bins	18
Gates	25
Pathway	60
Steps	10
Play	58
Shutters	20
Signage	15
Tarmac	80
Trees	4
Wall	50
TOTAL	**500**

Small Open Space / Green Pennant Sites
The following costs are summarised from works highlighted as urgent in Small Open Space sites:

Asset	Cost £k
Benches	5
Bins	10
Fencing	20
Horticulture	2
Miscellaneous	20
Pathway	60
Play	2
Signage	6
Tarmac	120
Wall	5
TOTAL	**250**

11.4   Appendix 4 - Best Practice

London Parks Benchmarking Group
Mission
Our Mission is:
- to identify, share, and promote best practice through Process Benchmarking
- to share experiences, ensure best value and other improvement initiatives
- to collect and share comparative data
- to work collaboratively in an inclusive manner to improve service delivery

all with regard to parks, green spaces, grounds maintenance and other related services, on behalf of our member organisations, residents and visitors.

Values
1. We are committed to cleaner, safer parks and green spaces that are sustainably managed as centres of horticultural excellence.
2. We believe that well maintained parks and green spaces that are highly valued by the entire community can be central to the regeneration and general improvement of the local urban environment.
3. We consider open, honest and meaningful consultation with all stakeholders can engender civic pride and increase the number of responsible visitors.
4. We regard the state of public health and a sustainable work/life balance to be a key driver in the design, range of facilities and use of our parks and green spaces.
5. We attach great importance to innovative leadership and the use of true, collaborative partnerships to gain investment to continually improve our parks and green spaces.
6. We believe that training and development of all staff is essential to improve the quality of parks and green spaces.

Vision
Our Vision is of a future where parks and green spaces are:
Valued
Parks and green spaces have the status, appreciation and support they deserve both from the public and politicians. Best practice in promotion and marketing has raised awareness of their importance.
Parks and green space receive the necessary revenue and investment resources. Their provision has become a statutory service with further legislative protection.
The disposal of parks and green spaces and their unsympathetic development has been opposed.

Improved
A forum exists to explore Continuous Improvement. Best Practice in management has been identified. Methods of determining key performance information such as on visitor numbers and satisfaction levels have been developed.
Beautiful green places exist that are well managed and safe. They reflect the needs of the community with:
- improved and increased facilities
- enhanced biodiversity
- horticultural excellence
- cost effective provision

The heritage, identity and diversity of parks and green spaces have been protected. The best methods of reducing crime and the fear of crime have been identified and widely implemented.

Supported by Partnerships
True partnerships exist between the public and private sectors for the provision of services to the highest standards. The community is involved in the management of parks and green spaces through Friends Groups and other local forums. A well-trained, representative workforce exists which receives the appropriate pay and recognition. The various organisations that share this Vision are working in collaboration.

The London Parks Benchmarking Group carries out an annual Benchmarking Survey, also known as the Comparison Project. This survey seeks to gather data from all London Boroughs within Greater London in an attempt to understand best practice, value for money, and usage trends. The Parks Service of Haringey Council has been running this project for four years under the auspices of the LPBG. Current response rate is approx 75% of Greater London boroughs.

London Parks and Green Spaces Forum
LPGSF was established in 2001 in response to an increased awareness of the importance of green space among those responsible for making and delivering national, regional and local policy. Its four main objectives are to:
-   provide essential advice to its members in order to promote good practice and to keep them in touch with the latest policy and funding developments
-   establish a united view and represent this to those responsible for making and implementing national and regional policy
-   provide a vital link between park users, managers and policy makers – harnessing the power and influence of over 500 community groups and their members – and, as far as possible, representing the views of the millions of people who use London's parks and green spaces
-   London's open space is provided and managed by over 35 different organisations. Better networking and cooperation is essential if open space planners and managers are to address current issues; particularly as many new initiatives from which they may benefit are taking place at a regional or sub-regional level.

More information can be found at http://www.green-space.org.uk/london/.

Green Space (formerly Urban Parks Forum)
Green Space was formed in 1999 as a voluntary organisation largely in response to the establishment of the Heritage Lottery Fund's Urban Parks Programme. Green Space is now the nation's leading network of information and assistance for the improvement of all parks and green spaces.   It officially became a charity in 2005. Green Space lobby's for greater recognition of the value of local parks to the local economy, tourism, cultural events and national pride. More information can be found at http://www.green-space.co.uk/.