



Parks and Greenspaces Service Standards

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Introduction

The purpose of this document is to set out the standards that the Parks Service aims to meet in delivering a quality service that meets the needs and expectations of park users over the next 15 years. It proposes 25 service standards and nine quality measures that link directly to the strategic priorities of the parks and greenspaces strategy.

What are service standards?

Service standards help to define what park users can expect from the day-to-day management of a park. They also remind management and staff of the challenges and obligations that they should meet in delivering the service. Council service standards are usually built around timeliness and accuracy of services. In the context of parks, **timeliness** could be about whether bins are emptied at a specified frequency or on a pre-defined day(s) of the week, while **accuracy** could be about whether grass is kept short enough.

They are important for various stakeholders including park users (and potential users), members, parks staff and the service managers.

Why do service standards matter?

Service standards provide park users with a clear sense of what they can expect their park to be like. How often will litter be cleared? When will the grass be cut? How will shrubs and flowers be maintained? How quickly the service responds to a reported defect?

They also give park users a clear basis for challenge if the park (or the parks service) does not meet the specified standards.

However, service standards should also encourage park managers to improve and innovate by setting out an aspiration of excellence - even if it cannot be achieved immediately.

Service standards can also help to manage user expectations and to recognise that finite resources are available for the management of parks.

What else determines how 'good' a park is?

Different people have different views of what makes a park good or excellent.

Park users may judge a park by how safe it feels, how welcome they feel, is it accessible to them, how clean it is, whether it has particular amenities or if the grass or flower beds are well-maintained. These can be quite subjective judgements, sometimes made without any thought about the cost or difficulty of always meeting these expectations.

Parents of young children may be looking for play facilities and a safe and clean environment for their children, while some older people may be more interested in a stimulating range of varied planting with thoughtfully located seating. Teenagers may want informal sports facilities and places to hang out with friends.

Others may be looking to green spaces to provide a range of wildlife and biodiversity and to be relatively informal in the way they are presented.

Understanding the different needs for each group in more detail is a key challenge to be addressed by the Parks and Greenspaces Strategy over the next fifteen years. Gaining this

understanding will ensure that our parks and greenspaces are as welcoming and inclusive as possible.

Service standards are not always appropriate for measuring the success in meeting these aspirations. This document also proposes other ‘quality measures’ of the extent to which parks and greenspaces meet the community’s needs in Haringey.

How are service standards assessed?

A standard is of no use if performance against it cannot be measured. Has the standard been achieved or not? Service standards should therefore be measurable, and the process of measurement should be simple, easy and unambiguous.

Should all parks and greenspaces meet the same standards?

This is a matter for great debate, but the conclusion that we have drawn is that while certain minimum standards should be met for all parks and greenspaces, in some cases it is reasonable to set higher standards for some green spaces than others.

For example, Finsbury Park is the borough’s largest, best known and most used park. It is not unreasonable to expect the emptying of bins and management of its assets to be to a higher frequency/standard than a pocket park or small greenspace that has much less use.

The Mayor of London has developed a typology of parks and greenspaces. In effect it is a way of describing and categorising different types of parks based on their size and place within the community. This approach is used to determine the service standards that should be achieved in each park and greenspace within Haringey. Table 1 (below) summarises the typology with examples of such parks in Haringey.

Table 1: Typology of parks in Haringey

Type	Description	Area (ha)	Proximity (walk time)	No. in Haringey	Examples in Haringey
A1	Metropolitan sites	60-400	15 mins	1	Alexandra Park (<u>not</u> managed by the council)
A2	District sites	20-60	5 mins	5	Finsbury Park, Queens Wood, Lordship Rec (council-managed) Highgate Wood and Tottenham Marshes (not council-managed)
A3	Local sites	2-20	<5 mins	17	e.g. Bruce Castle Park, Woodside Park, Parkland Walk, Priory Park
A4	Small sites	<2	< 5 mins	35	e.g. Tottenham Green, Stanley Culross Open Space, Stationers Park, Hartington Park,

Sites such as local nature reserves and ancient woodlands are approached in a different way with a view to protecting and enhancing nature value. These sites are not included within this typology and should have their own management plans setting out how they will be managed.

Within Haringey we have also identified a category we have called A5 for borders, beds and similar very small sites that are maintained by the parks service. There are nearly 100 such sites dotted around the borough, often within residential streets or areas.

What is the offer to park users?

Table 2 (below) sets out the high level 'offer' that we aim to make for each type of park. This is, in effect, what a visitor to the park or greenspace can expect in terms of amenities and overall management, maintenance and investment.

These are not the service standards but describes the **type of experience** users can expect from each type of park. The service standards should help to demonstrate that the 'offer' to park users is being achieved.

Table 2: What can users expect from their parks and greenspaces

High level 'offer'	A2. District Parks	A3. Local Parks	A4. Small parks
Overall 'standard'	Green flag	Green flag or future Green Flag sites.	Aspire to green flag or community green flag
Amenity	Toilets and cafe	Toilets and café where appropriate	Toilets and/or café (only if currently provided)
Staffing	Permanent staffing presence	Mobile/occasional staffing presence	Occasional visits by parks staff and/or Veolia
Horticulture	Good standard	Good standard	Acceptable standard
Recreation	Managed and informal opportunities	Active and informal opportunities	Passive recreation / travel routes
Habitats	Range of habitats	Limited habitats	Simple habitat
Investment	Priority for annual investment	Aim for planned occasional investment	Community-led supported investment
Asset inspections	Undertake at least quarterly	Undertaken at least quarterly	Undertaken at least twice a year
Visitors	Attracts visitors from inside and outside the borough	Serves local needs and predominantly local visitors	Serves local needs

Source: Future Parks, 2019

Green Space Quality Manual Service Standards

The London Benchmarking Group and Parks for London developed a [Green Space Quality Manual](#) in 2018. It was designed 'to be a guide towards setting, maintaining and improving quality standards across [London's] parks and green spaces'. It focuses on how parks and greenspaces are maintained and managed.

The manual identifies 38 aspects of the day-to-day management and maintenance of greenspaces from universal services like amenity grass maintenance to niche areas of service provision (such as aspects of golf course management – which is not undertaken in Haringey). For each area four levels of standard are described in detail with photographs to illustrate each standard. The four headline standards are excellent, good, acceptable and not acceptable.

This is an effective approach and one that can be used as a guideline for the quality that park users can expect. However, it is quite technical and detailed. Time, training and judgement is required to assess what standard a particular area of greenspace achieves.

The Haringey approach is to take the best bits from the service standards but to distil them down to a simpler approach as set out below.

Which service standards to adopt in Haringey?

The danger of too many service standards is that it is easy to lose focus on what matters.

The service standards set out in this document focus on five aspects of park and greenspace management from the *Green Space Quality Manual*. These have been broken down into 14 more detailed areas (rather than the 38 in the quality manual). They are set out in the table below.

Table 3: What can users expect from their parks and greenspaces

Service area	Detailed aspect of service
Horticulture and Turf	Grass cutting and maintenance
	Bulb maintenance within grassy areas
	Hedge maintenance
	Tree maintenance
	Flower beds
	Shrub and shrub bed maintenance
	Wildflower and meadow maintenance
Sports pitches and courts	Football and rugby pitch maintenance
	Sports courts and multi-use games areas
Infrastructure	Playground equipment and surfaces
	Hard assets (e.g. paths, benches, lamps, fences etc)
Cleansing	Litter management
	Hygiene and cleansing
	Fly-tipping and dumped rubbish
	Graffiti
Site security	Preventing and deterring unauthorised and inappropriate access to and behaviour within parks (e.g. gates, entrances, buildings, lighting)

High level service standards

Table 4 sets out a simple set of 25 standards that Haringey parks service aims to achieve at all times. Each of these relates to one of the aspects of the management of parks and greenspaces set out in Table 3.

Table 4: The 25 service standards for Haringey parks and greenspaces

Activity	Ref	Service standard
Grass cutting	1	To publish an annual grass cutting schedule for each park, and to display it in the park noticeboard where there is one.
	2	To cut ornamental, amenity and sports pitch grass before it is over 60mm high
	3	To remove litter from grass before cutting
	4	To wait at least six weeks after bulbs have finished flowering before cutting the grass in areas planted with bulbs

Activity	Ref	Service standard
	5	Unless a different agreement is in place, to only cut designated wildflower meadows once a year, after the meadow has flowered, and to remove the cuttings from the area.
Horticulture	6	To cut shrubbery and hedges at the boundary of parks at least once a year
	7	To prune shrub beds and bushes at least twice a year
	8	To prune rose beds at least twice a year
	9	To provide herbaceous border or flower beds in all district and some local parks
	10	To support friends and community groups to undertake bulb planting and other voluntary horticultural activities
Play and exercise	11	To undertake an independent inspection of play equipment, outdoor gyms and sports courts in parks twice a year.
	12	To maintain play, outdoor gym equipment and sports courts to safe standards, and to repair or take out of service any equipment that presents a significant risk to safety.
Physical assets	13	To inspect and make a condition assessment of all physical assets within district and local parks at least four times a year and at least twice a year in small parks and green spaces.
	14	To urgently repair or remove from service any physical assets that are unsafe
Litter and hygiene	15	To publish the weekly frequency that the litter bins in each park and green space will be emptied and to display it in the park noticeboard where there is one.
	16	To empty the bins at least as often as set out in the scheduled frequency.
	17	To clear litter that has over-spilled from bins and side waste from each bin that is emptied
	18	To remove dog poo and waste that is hazardous to human health in parks within 48 hours of being alerted to it
	19	To remove fly-tips and dumped rubbish within two working days of being alerted to its presence in a park; or to arrange specialist removal within two days where required.
	20	To remove offensive graffiti within 24 hours and other graffiti on park assets within 10 working days of being alerted to its presence.
Park security	21	To ensure that vehicle entrances to parks and greenspaces are secured at all times to prevent unauthorised vehicle access (see policy PGSS5).
	22	To lock and unlock the gates of those parks which the Head of Parks and Leisure has agreed should be locked overnight (see policy PGSS5)
Working with the community	23	To hold at least three Spotlight visits in all Green Flag parks and greenspaces each year, to which the friends of the park, ward members and other key stakeholders are invited.
	24	To respond to reports of defects or issues within parks within 10 working days of being reported
	25	All parks staff will wear identifiable clothing and/or an identification badge when they are on duty in parks and green spaces.

Measuring performance against the draft service standards

As stated previously a standard is of no use if performance against it cannot be measured. The table below sets out how performance against each of the 25 standards can be measured.

The purpose of such reporting is both to identify and intervene where the standards are not being met, and to acknowledge and recognise those areas in which high standards have been achieved.

The data will be collated by a nominated officer (to be identified) and a quarterly update report will be prepared for the Parks Service management team setting out performance against each standard and any known issues, mitigating factors etc.

Where possible the data will be reported on a park-by-park basis. Where this is not appropriate the data will be aggregated/reported at a zonal level to reflect the management and zonal team arrangements within the service. The zones and parks within each zone are set out in Appendix 1.

The reporting arrangements are yet to be developed in detail, but in line with any good performance management framework there should be a feedback loop. This should identify management actions that will be taken to improve performance in any area where the standards have not been met. The action plan should identify interventions that will be taken and the impact of these should be assessed at the next quarterly performance reporting meeting.

Table 5: How the performance against the 25 service standards will be assessed

Ref	Service standard	How measured/assessed	Reporting level
1	To publish an annual grass cutting schedule for each park, and to display it in the park noticeboard where there is one.	Evidence of published up-to-date schedule (on park noticeboard and/or web site).	Park by park
2	To cut ornamental, amenity and sports pitch grass before it is over 60mm high	Unannounced checks in parks; alerts from friends and community groups; complaints.	Park by park
3	To remove litter from grass before cutting	Unannounced checks in parks; alerts from friends and community groups; complaints.	Park by park
4	To wait at least six weeks after bulbs have finished flowering before cutting the grass in areas planted with bulbs	Unannounced checks in parks; alerts from friends and community groups; complaints.	Park by park
5	To only cut designated wildflower meadows once a year, after the meadow has flowered, and to remove the cuttings from the area.	Unannounced checks in parks; alerts from friends and community groups; complaints.	Park by park
6	To cut hedges and shrubbery at the boundary of parks at least once a year	Review of completed grounds maintenance schedules; alerts	Park by park

Ref	Service standard	How measured/assessed	Reporting level
		from friends and community groups; complaints.	
7	To prune shrub beds at least twice a year	Review of completed grounds maintenance schedules; alerts from friends and community groups; complaints.	Park by park
8	To prune rose beds at least twice a year	Review of completed grounds maintenance schedules; alerts from friends and community groups; complaints.	Park by park
9	To provide herbaceous borders or flower beds in all district (A2) and local (A3) parks	Unscheduled visits during May-August.	Park by park
10	To support friends and community groups to undertake bulb planting and other voluntary horticultural activities	Feedback from friends and community groups; evidence of publicity/promotion of relevant events	Borough-wide
11	To undertake an independent inspection of play equipment, outdoor gyms and sports courts in parks twice a year.	Copies of inspection reports.	Park by park
12	To maintain play, outdoor gym equipment and sports courts to safe standards, and to repair (or to take out of service) any equipment that presents a significant risk to safety.	Copies of inspection reports; follow up visit to any equipment reported as unsafe; reports through Confirm asset database.	Park by park
13	To inspect and make a condition assessment of physical assets within district parks (A2) at least four times a year and at least twice a year in local and small parks and green spaces (A3 and A4).	Records of inspection reports; Confirm Connect	Park by park
14	To urgently repair or remove from service any physical assets that are unsafe.	Inspection visits, records of repairs undertaken	Park by park
15	To publish the weekly frequency that the litter bins in each park and green space will be emptied and to display it in the park noticeboard where there is one.	Evidence of published up-to-date schedule	Park by park
16	To empty the bins at least as often as set out in the scheduled frequency.	Alerts from friends and community groups; review of bin collection schedules.	Zonal
17	To clear litter that has over-spilled from bins and side waste beside each bin that is emptied	Spot checks; alerts from friends and community groups; complaints.	Park by park
18	To remove dog poo and waste that is hazardous to human health in parks within 48 hours of being alerted to it	Confirm reporting system.	Zonal

Ref	Service standard	How measured/assessed	Reporting level
19	To remove fly-tips and dumped rubbish within two working days of it being alerted to its presence in a park; or to arrange specialist removal within two days where required	Confirm reporting system.	Zonal
20	To remove offensive graffiti within 24 hours and other graffiti within 10 working days of being alerted to its presence	Confirm reporting system.	Zonal
21	To ensure that vehicle entrances to parks and greenspaces are secured at all times to prevent unauthorised vehicle access.	Spot checks; alerts from friends and community groups; complaints.	Park by park
22	To lock and unlock the gates of those parks which the Head of Parks and Leisure has agreed should be locked overnight; and a schedule of the closing and opening times to be displayed in the park noticeboard.	Spot checks; alerts from friends and community groups; complaints.	Park by park
23	To hold at least three Spotlight visits in Green Flag parks and open spaces each year to which the friends of the park, ward members and other stakeholders are invited.	Records of meetings.	Park by park
24	To respond to reports of defects or issues within parks within 10 working days of being reported	Confirm reporting system.	Zonal
25	All parks staff will wear identifiable clothing and/or an identification badge when they are on duty in parks and green spaces.	Spot checks; alerts from friends and community groups; complaints.	Park by park

Aligning service standards and park typology

Whilst the Parks Service will aim to meet all of the service standards for all parks and greenspaces, more resources are generally directed to larger greenspaces. For some of the service standards the frequency or quality of the activity may be higher.

The standards and targets should reflect the greater priority given to A2 and A3 parks, while still setting minimum standards for A4 (and A5) parks and greenspaces. The *aspiration* is to always meet the stated standards, but in reality it is acknowledged that this cannot always happen. Success will be measured by how much of the time the standards are achieved.

For example to achieve a litter-free park “*at all times*” is not achievable because it is not realistic to expect parks to be litter-free at the end of a sunny, summer weekend or on a warm but windy autumn day. People will bring in food or drinks with packaging, and other

items, and some of these will be left in the park. No parks service can pledge to clear litter as soon as it appears.

Equally, it may not be possible to meet our stated grass cutting standards 100% of the time, for example during prolonged periods of rain when the ground is wet or waterlogged etc.

The draft service standards set out above reflect this.

Developing measures of the quality and importance of greenspaces

The service standards relate to the **management** of greenspaces, but some other measures are being developed to assess the extent to which parks and greenspaces are meeting the needs and aspirations of local residents and providing wider environmental benefits. Some of these measures will be easier to collect than others. Where possible figures will be benchmarked (ie compared) with other London boroughs.

These measures reflect the strategic priorities for the Parks and Greenspaces Strategy which are:

- **Inclusion and Wellbeing:** providing inclusive parks and greenspaces that all communities in Haringey can benefit from so that usage and enjoyment of our parks and greenspaces reflects the communities living in Haringey and contributes to improved wellbeing.
- **Climate Change, and Sustainability:** supporting the Council's declaration of a Climate Emergency by reducing the carbon footprint of parks and green spaces, protecting and promoting biodiversity, and helping educate everyone in Haringey about contributing toward saving the planet.
- **A Quality Service:** securing investment, improving standards, partnerships, communications, and outcomes.

For clarity they have been collectively described as "quality measures" below. This is to differentiate them from "service standards". Table 6 sets out these broad areas and the proposed measures to be used. It also sets out why each quality measure has been included.

Table 6: Quality measures to show that parks and green spaces are meeting local needs and providing environmental benefits

Strategic Aim	Quality measure	Purpose
Inclusion	Profile of park users compared to that of the population of the borough ¹	To identify any gaps in provision/use .
Inclusion	Number of visitors to a representative sample of parks	How well-used/ popular are parks.
Inclusion	Number of community groups active in parks and greenspaces	Community involvement, engagement and partnership

¹ Methodology to be developed.

Strategic Aim	Quality measure	Purpose
Climate change and sustainability	Increase tree planting across the borough and develop strategies to increase canopy cover across public and private land in the borough.	Conservation and environmental stewardship
Climate change and sustainability	To establish new local nature reserves and sites of importance for nature conservation and create new wildlife habitat every year in parks and greenspaces	Supporting wildlife and biodiversity
Climate change and sustainability	The core parks operational buildings and all transport related activities for service delivery to be net zero carbon by 2027.	Reducing the carbon footprint of parks
A Quality Service	Number of parks and greenspaces with a Green Flag accreditation	An independent measure of quality
A Quality Service	The proportion of park users who are very satisfied or satisfied with Haringey parks ²	Shows perceived quality of parks
A Quality Service	Percentage of park assets that are graded good or excellent	Indication of asset quality over time
A Quality Service	Number of full time equivalent (FTE) parks staff per hectare of managed greenspace.	Staffing numbers as a proxy for investment and visible presence in parks. Track over time.

As with the service standards more work will be required to develop systems for collecting and reporting on the data for the proposed quality measures. It is important that the data is collected as part of the day-to-day running of the service and not as an additional 'job'.

The quality measures will not vary much over the short term, so annual reporting against each measure is recommended. Over time improvement should be sought in each quality measure. Where benchmarking data exists, or can be developed, this should be undertaken with a view to improving the council's standing relative to other London boroughs.

Some of these quality measures may benefit from deeper research and analysis. For example the inclusion measures could be used to understand which demographic groups within the community are not visiting parks. This might inform campaigns and programmes of activities to attract the under-represented groups to the borough's parks and green spaces. However, the first task should be to collect accurate, high level data for each measure.

Appendices

² Methodology to be developed.

Appendix 1	Haringey parks and greenspaces by Mayor of London typology
Appendix 2	Service standards by park type

Appendix 1: Haringey parks and greenspaces by Mayor of London typology.

A1: Metropolitan Parks and gardens	A2: District parks and gardens	A3: Local Parks and Gardens	A4: Small Parks and Gardens	
Alexandra Park (non-council)	Finsbury Park Lordship Recreation Ground Queens Wood Highgate wood (non-council) Tottenham Marshes (non-council)	Belmont Recreation Ground Bruce Castle Park Chestnuts Park Coldfall Wood Down Lane Park Downhills Park Ducketts Common Markfield Park Muswell Hill Playing Field OR Tambo Recreation Ground Priory Park Russel Park The Paddock Tunnel Gardens White Hart Lane Rec Woodside Park	Avenue Gardens Barratt Gardens Bowes Park Community Gardens Brunswick Park Chapmans Green Civic Centre Gardens Durnsford Road Verges Fairland Park Finsbury Gardens Granville Road Spinney Green Gate Common Grove Lodge Gardens Hartington Park Manchester Gardens Nightingale Gardens Page Green Common Paignton Park Palace Gates (Station Road)	Priory Common Railway Fields Nature Reserve Rectory Gardens Rokesley Gardens Shepherds Hill Gardens Somerford Grove Open Space Springfield Community Park St Mary's Churchyard Stanley Culross Open Space Stanley Road Pocket Park Stationers Park Tewkesbury Road Open Space Tottenham Green (including Tottenham Green East) Tower Gardens Trinity Gardens Wood Green Common
	3 (plus 2 non-council)	17	35	

Note: there are almost 100 very small sites (including verges and islands) managed by Haringey parks service that are not listed in the above table

Local nature reserves and ancient woodlands such as Parkland Walk and Bluebell Wood have not been included in this table.

Appendix 2: Service standards by park type

Ref	Service standard	Target performance level by type of park		
		A2 District parks and green spaces	A3 Local parks and green spaces	A4 Small parks and green spaces
1	To publish an annual grass cutting schedule for each park, and to display it in the park noticeboard where there is one.	Published on noticeboards, web site and in park management plan (PMP)	Published on web site and noticeboards and PMP where available	Published on web site and noticeboards and PMP where available
2	To cut ornamental, amenity and sports pitch grass before it is over 60mm high	At all times	At all times	At least 80% of the time
3	To remove litter from grass before cutting	At all times	At all times	At all times
4	To wait at least six weeks after bulbs have finished flowering before cutting the grass in areas planted with bulbs	At all times	At all times	At all times
5	To only cut designated wildflower meadows once a year, after the meadow has flowered, and to remove the cuttings from the area.	At all times	At all times	At all times
6	To cut hedges and shrubbery at the boundary of parks at least once a year	At least twice a year	At least twice year	At least once a year
7	To prune shrub beds and bushes at least twice a year	At least twice per year	At least twice per year	At least twice per year
8	To prune rose beds at least twice a year	At least twice per year	At least twice per year	At least twice per year
9	To provide herbaceous border or flower beds in all district and local parks	Yes	Yes	If possible
10	To support friends and community groups to undertake bulb planting and other voluntary horticultural activities	Yes	Yes	Yes
11	To undertake an independent inspection of play equipment, outdoor gyms and sports courts in parks twice a year.	Yes	Yes	Yes
12	To maintain play, outdoor gym equipment and sports courts to safe standards, and to repair to	Yes	Yes	Yes

Ref	Service standard	Target performance level by type of park		
		A2 District parks and green spaces	A3 Local parks and green spaces	A4 Small parks and green spaces
	take out of service any equipment that presents a significant risk to safety.			
13	To inspect and make a condition assessment of all physical assets within district and local parks at least once a month and at least once a quarter in small parks and greenspaces.	At least four times a year	At least four times a year	At least twice a year
14	To urgently repair or remove from service any physical assets that are unsafe	Yes	Yes	Yes
15	To publish the weekly frequency that the litter bins in each park and greenspace will be emptied and to display it in the park noticeboard where there is one.	Published on noticeboards, web site and in management plan	Published on web site and noticeboards and PMP where available	Published on web site and noticeboards and PMP where available
16	To empty the bins at least as often as set out in the scheduled frequency.	Always	At least 95% of the time	At least 90% of the time
17	To clear litter that has over-spilled from bins and side waste by each bin that is emptied	Always	Always	Always
18	To remove dog poo and waste that is hazardous to human health in parks within 48 hours of being alerted to it	Aim to clear within 24 hours	Within 48 hours	Within 48 hours
19	To remove fly-tips and dumped rubbish within two working days of it being alerted to its presence in a park; or to arrange specialist removal within two days where required	Aim to clear within 24 hours	Within two working days	Within two working days
20	To remove offensive graffiti within 24 hours and other graffiti within 10 working days of being alerted to its presence	Offensive graffiti within 24 hours and other graffiti within 10 working days	Offensive graffiti within 24 hours and other graffiti within 10 working days	Offensive graffiti within 24 hours and other graffiti within 10 working days
21	To ensure that vehicle entrances to parks and green spaces are secured at all times to prevent unauthorised vehicle access.	Always	Always	Always

Ref	Service standard	Target performance level by type of park		
		A2 District parks and green spaces	A3 Local parks and green spaces	A4 Small parks and green spaces
22	To lock and unlock the gates of those parks which the Head of Parks and Leisure has agreed should be locked overnight; and a schedule of the closing and opening times to be displayed in the park noticeboard.	100% of those gates scheduled to be locked overnight	100% of those gates scheduled to be locked overnight	100% of those gates scheduled to be locked overnight
23	To hold at least three Spotlight visits in Green Flag parks and green spaces each year to which the friends of the park, ward members and other key stakeholders are invited.	Three per year	Three per year	At least two per year (where there is a Friends group)
24	To respond to reports of defects or issues within parks within ten working days of being reported	Always	Always	At least 80% within 10 days
25	All parks staff will wear identifiable clothing and/or an identification badge when they are on duty in parks and greenspaces.	Always	Always	Always

