

EAST RENFREWSHIRE COUNCILCABINET5 April 2018Report by Director of EnvironmentOPEN SPACE ASSET MANAGEMENT PLAN 2018-2020**PURPOSE OF REPORT**

1. To advise Cabinet on the updated East Renfrewshire Open Space Asset Management Plan 2018-2020 (copy attached).

RECOMMENDATIONS

2. It is recommended that the Cabinet approves the East Renfrewshire Open Space Asset Management Plan 2018-2020 and also the proposal to create 2 tennis courts in Rouken Glen Park using the funds deposited with the Council as part of a Section 75 agreement relating to previous development at Stamperland tennis courts.

BACKGROUND

3. This is the new Open Space Asset Management Plan which outlines the work being undertaken by the Council in relation to the management of open space provision across its area.

REPORT

4. This Open Space Asset Management plan seeks to provide a Policy context for open space and provides an overview of the facilities, land holding and current activities.

5. It identifies future actions and potential risks and seeks to provide a well managed, accessible, attractive environment with a variety of opportunities for residents and visitors to exercise, learn and enjoy.

6. The context for this Plan is informed by a range of legislation, policy, plans and strategies. There are also a range of key drivers which serve to shape the content of the plan and these are mainly development issues, performance measures and future activities.

7. The Plan highlights that open space management and maintenance within the East Renfrewshire area is progressing with significant work being undertaken. Increased emphasis is now placed on the benefits that open space provision can bring to an area and its residents. Funding is in place to assist in the development of a network of sites, sports facilities and access routes which will provide multiple benefits for an area and its residents.

8. There is now a greater coordination between strategic and operational Council Services which has helped develop a better understanding of the Council's assets in terms of condition, future requirements and associated financial expenditure.

9. The Cabinet's attention is drawn to the proposal on page 46 of the Asset Management Plan to install 2 tennis courts at Rouken Glen Park which will encourage visitors to the park and will enhance sports participation and play at a cost of £80,000.

10. In 2013 the Council granted planning permission for the redevelopment of Stamperland tennis courts subject to the applicant entering into a Section 75 legal agreement for £80,000 for replacement facilities being provided within the area.

11. The Section 75 agreement was subsequently concluded and expires at the end of October 2018 at which point the funding would require to be returned by the Council to the applicant if the works have not been concluded. The £80,000 is currently held in a balance sheet reserve.

12. Staff within Planning and Parks have since identified Rouken Glen as being the most appropriate location.

13. It is proposed therefore that the funding of £80,000 held by the Council is used for the purpose outlined in paragraph 9 above.

FINANCE AND EFFICIENCY

14. The Open Space Asset Management Plan will be used to inform and prioritise future capital and revenue spend while detailing the costs associated with the maintenance of land and equipment. Core maintenance costs are met through the Councils revenue budget which is reviewed annually.

CONSULTATION

15. The Asset Management Plan has been jointly prepared by Parks, Planning and Property and Technical Services. Turner and Townsend Consultants assisted in the preparation of the document.

PARTNERSHIP WORKING

16. A number of activities within the Asset Management Plan demonstrate an established pattern of partnership working on the part of the Council. Key actions are detailed which will require continued collaboration with community groups, landowners and key stakeholders.

IMPLICATIONS OF THE PROPOSALS

17. The Plan will enable a long term strategic and more informed approach to open space management resulting in multiple benefits using a long term sustainable approach which will benefit residents and visitors to our open spaces. This plan will have no negative impact on staffing, legal, IT or equalities.

CONCLUSIONS

18. With the continued pressure on budgets and expenditure, asset management is a critical tool in ensuring best use is made of available funding. The Open Space Asset Management Plan will be continually updated to assist in this process and highlight improvements.

RECOMMENDATIONS

19. It is recommended that the Cabinet approves the East Renfrewshire Open Space Asset Management Plan 2018-2020 and also the proposal to create 2 tennis courts in Rouken Glen Park using the funds deposited with the Council as part of a Section 75 agreement relating to previous development at Stamperland tennis courts.

Director of Environment

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March 2018

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East Renfrewshire Council

Environment Department

Open Space Asset Management Plan

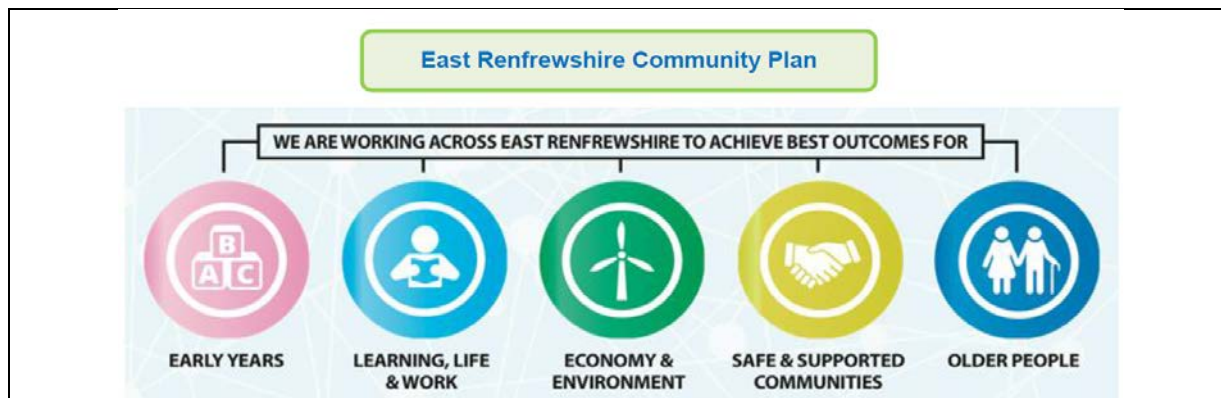
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Contents

EXECUTIVE SUMMARY	Error! Bookmark not defined.
1. INTRODUCTION	4
2. BACKGROUND	5
National Context.....	5
Local Context	6
Key Drivers.....	6
3. EAST RENFREWSHIRE OPEN SPACE MANAGEMENT	8
Policy for the Provision of Open Space	Error! Bookmark not defined.
4. CURRENT PERFORMANCE	9
5. FUTURE PROVISION OF OPEN SPACES	10
6. ASSET RATIONALISATION/ACQUISITION PROGRAMME.....	20
7. CAPITAL/REVENUE/EXTERNAL FUNDING ALLOCATION	22
8. GOVERNANCE AND STRUCTURE	25
➤ Capital Asset Management Group (CAMG)	35
➤ Ownership of the Open Spaces Asset Management Plan	35
➤ Equality and Diversity	38
➤ Communications	38
➤ Reviews and Lessons Learned.....	39
➤ Risk Management	40
9. THE WAY FORWARD.....	41
Key Actions	
Appendix 1. Cemetery Management Plans	
Appendix 2. Tree Management Policy Strategy	
Appendix 3. Risk Register	
Appendix 4. Open Spaces AMP Priority Actions	

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EXECUTIVE SUMMARY

This Open Space Asset Management Plan seeks to provide a Policy context for open space and provides an overview of the quantity, existing uses and current activities. It identifies future actions and potential risks and seeks to provide a well-managed accessible, attractive environment with a variety of opportunities for residents and visitors to exercise, learn and enjoy.

Key outcomes of the Asset Management Plan are:

Early Years

- The Council will provide well maintained green spaces which will allow children to interact with others, learn social skills, gain confidence and have new experiences.
- We will provide an environment that is safe and secure where children are able to express themselves without fear.
- We will continue to partner with local schools, nurseries and assisted groups, organising specific activities tapered to their specific needs.

Learning, Life & Work

- We will offer residents attractive green spaces as a way to keep fit, be active and interactive with others.
- Residents will be encouraged to use these spaces to help lead a purposeful and healthy lifestyle.
- We will offer activities which will provide an opportunity for residents to learn about different aspects of our open spaces

Economy & Environment

- Our green spaces provide an environment which is well maintained, safe and welcoming, encouraging social interaction and inclusion.
- We have partnered with local businesses, internal partners and other agencies and will continue to offer free advice on planning, health and safety and site management in our green spaces.
- We will continue to engage with communities to ensure that the projects being carried out in our open spaces are not only fit for purpose for the current community but are sustainable for future generations to develop and grow.

Safe and Supported Communities

- We will actively review our performance and look at ways to improve our services.
- We will share ideas with local communities to help shape the environment in which residents live aiming to make communities feel safe.
- We will provide areas within our open spaces where communities can feel safe without the fear of anti-social behaviour.

Older People

- We will engage and consult with our older residents in East Renfrewshire, listening to their views and supporting them in ways to ensure the use of open spaces is a positive experience for all.
- We will provide opportunities for older people to enjoy our open spaces reducing social isolation and increasing wellbeing.

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1. INTRODUCTION

East Renfrewshire Council serves a population of 91,000 living within an area of approximately 18,000 hectares.

East Renfrewshire is viewed as a desirable place to live within a high quality built and natural environment. There is a network of open space across the Council area including parks, play areas, recreational areas, green corridors and semi-natural spaces. The urban settlements and villages have a full range of open space provision within walking distance addressing a diverse range of local need including a country park, public parks, formal sports provision, woodland, access opportunities, play areas and play spaces, green corridors and semi-natural spaces.

This Open Space Asset Management Plan has at its core the aim to provide fit for purpose open space assets that meet the needs of the communities whilst minimizing costs and enhancing service delivery.

It will ensure co-ordination and effective management of open space within East Renfrewshire and will drive towards consistent approaches for maintenance recharging, clarifying responsibility and upkeep whilst making best use of available funding.

The corporate objectives for Open Spaces are:

- Provide a variety of opportunities for residents and visitors to exercise, learn and enjoy
- Provide a well-managed, accessible, attractive environment
- Focus on the needs of users and the community, and encourage their active involvement in the management of our land asset.

A cross discipline team comprising officers from the Planning and Development teams, Parks and Roads Services liaise on a regular basis to maximize partnership working and ensure effective project updates are communicated and opportunities maximised.

2. BACKGROUND

National Context

The importance of a sustainable, high quality, accessible environment is a fundamental objective in planning for the future and the Scottish Government provides direction on the creation, protection and management of an environment where physical well-being is improved and activity made easier.

The importance of a good quality environment is increasingly highlighted as an essential component of successful, healthy and sustainable communities.

Access to good quality open spaces can encourage people to be physically active and in settlements, green networks of linked, good quality open spaces are important for their contribution to amenity and their role in nature conservation, biodiversity, recreation and physical activity.

The planning system sits at the heart of this and the policy context for open space and green networks is well defined at national and strategic levels.

Scottish Planning Policy supports the protection of the landscape and natural environment and directs planning authorities to take a broader approach to this rather than simply conserving designated or protected sites and species. It recommends wildlife sites and corridors, landscape features, watercourses and areas of open space are linked together in green networks.

National Planning Framework 3 (NPF3) highlights the role green networks can play in delivering environmental, economic and social benefits and highlights the planning system as a key method of delivery. It identifies the Central Scotland Green Network as a national development and something which must be considered and planned for at strategic and local authority levels.

The aim of the Central Scotland Green Network is to make “a significant contribution to Scotland’s sustainable economic development”. That aim is to change the face of central Scotland by restoring and improving its rural and urban landscape. The vision is that:

“by 2050, Central Scotland has been transformed into a place where the environment adds value to the economy and where people’s lives are enriched by its quality.”

Open space forms part of this and Scottish Planning Policy states that “planning authorities should take a strategic and long term approach to managing the open space in their area, assessing both current and future needs and protecting all spaces which can help to meet them”. The Planning Advice Note 65 states that “the planning system performs two key functions in relation to open space:

- Protecting areas that are valuable and valued; and

- Ensuring provision of appropriate quality in, or within easy reach of new development.”

Scottish Government Policies Designing Streets and Designing Places also highlight that most successful places are generally well located, designed, managed and adaptable. Spaces that exhibit these characteristics are likely to be of a high quality, safe and therefore well used. Spaces that do not exhibit these characteristics are likely to appear neglected, feel unsafe and contribute little to the quality of the surrounding environment.

Local Context

The Council is working to deliver better outcomes for its customers and residents and aims to reduce inequalities within populations and between areas.

Key Drivers

A number of strategic drivers will shape the Council’s future asset requirements over the life of the plan.

➤ Community Plan

The wider management of open space to provide multiple benefits remains a priority and current work seeks to achieve opportunities for health and well-being coupled with wider environmental and educational benefits, reducing social isolation and encouraging community engagement for both existing and new residents.

➤ Local Development Plan

The Local Development Plan aims to ensure that the provision of open space, play and sports facilities keep pace with development and that the range and availability of facilities are suited to the varying needs of the whole community.

➤ Local Strategies/ Plans

A number of strategies/ plans are in place which will influence future activity including the East Renfrewshire Local Development Plan (Local Development Plan), Sports Pitch Strategy, Parks Strategy, Core Paths Plan, Local Transport Strategy, and Sports and Physical Activity Strategy.

➤ Burial Space Improvements

Further development of burial space is required across the authority to meet the forecast depletion of existing lair capacity;

➤ National Best Practice

The Council’s four major parks will continue to be developed towards Green Flag status.

➤ Availability of Funding

The creation, enhancement and maintenance of the green network, including open space, is funded through a variety of sources.

Whilst funding is currently made available through the capital and revenue budgets, there is an increasing emphasis on opportunities to secure external funding.

The Adopted East Renfrewshire Local Development Plan sets out an agenda for long term growth and the development of the green network across the Council area. Development contributions and Glasgow and Clyde Valley City Deal are key to the implementation of this and work is being developed in collaboration with a range of Council Services and key stakeholders.

Funding for future maintenance of open space remains a key concern and future planning is required to address this shortfall;

➤ **Health & Safety**

European Safety Standards for play equipment have changed over the years and the council is removing and upgrading play equipment and play areas to meet the current safety standards;

➤ **Challenge and Review**

We hold quantitative and qualitative information on all of our assets to inform us of the assessment of our open spaces portfolio.

3. EAST RENFREWSHIRE OPEN SPACE MANAGEMENT

Open space assets across the Council area are in both public and private ownership and the Council manages these through a variety of means. Responsibility for the management of open space within East Renfrewshire lies jointly with the Parks and Strategic Services.

The Parks Service aims to provide quality public parks, open spaces, sport pitches, play spaces, woodlands and cemeteries and provides operational responsibilities and day to day management of these. It is responsible for the maintenance of nearly 500 open spaces equating to over 345 hectares.

The Parks Service has a well-established maintenance regime in place which is carried out on behalf of a number of Services including Planning and Housing and is funded through established revenue budgets.

Alternative, less intensive maintenance regimes which support biodiversity and sustainable water management and, reduce overall maintenance costs are now being investigated and have been implemented at a number of locations including Rouken Glen and Cowan Parks.

The work of Strategic Services seeks to manage the wider open space resource (both publicly and privately owned) and in doing so provides strategic direction to the future development, enhancement and protection of it within the East Renfrewshire area through policy development and project implementation.

The quality and quantity of open space in the built up area contributes much to the local amenity and provides a resource that can be enjoyed by local residents and visitors alike. It provides a setting for development and contributes to the area's natural environment, offering valuable habitats and helping to offset the impact of climate change.

Leisure opportunities exist for people of all ages and abilities and can take many forms. They are supported by a range of different outdoor facilities, including areas of informal open space, walking and cycling routes and tracks, sports pitches, play areas and growing spaces.

Walking and cycling as leisure pursuits are becoming increasingly popular. Indeed, according to Sportscotland, they are the recreational activities with the highest participation for adults.

The demand for leisure and recreation facilities is continuing to increase and become more varied and multi-faceted. Activities range from organised and active sport pursuits to more sedate and informal recreation. Contemporary demands stem both from the increasingly sophisticated leisure expectations of the population and from national guidance to promote sport, health and access.

Furthermore, the leisure industry is increasingly important in economic terms. The area's leisure and recreation facilities, notably Dams to Darnley Country Park, Rouken Glen Park and Whitelee Windfarm, Greenbank House and local walking and cycling routes have a role to play in making East Renfrewshire a tourist destination, particularly for day visitors.

The wider management of open space to provide multiple benefits remains a priority and current work seeks to achieve opportunities for health and well-being coupled with wider environmental and educational benefits for both existing and new residents. The Council's Countryside Ranger Service runs a variety of events primarily focussed around Dams to Darnley Country Park, Rouken Glen Park and Whitelee Windfarm.

4. CURRENT PERFORMANCE

A key objective of the Asset Management Plan is to identify the current performance levels being achieved by the Open Space asset group. Performance indicators have a fundamental role to play within a strengthened performance management regime for the corporate running of the Councils' assets.

The Council has established a range of key performance targets for Open Space assets that are both relevant and measurable and fit with national performance benchmarking. In addition, the service will continue to develop local performance criteria in accordance with the Council's corporate standards and work to continually improve service provision in accordance with the needs of the community.

The Key Performance Indicators (KPIs) in place for the service are as follows:-

- Bookings / usage of sports pitches within East Renfrewshire
- Number of available sports pitches
- Condition of available sports pitches
- Numbers of burials per year
- Available burial space
- Land usage
- Building usage

Data is gathered manually, and is linked to operational routes. Spot checks are routinely carried out on specific sites and operations.

A Green Space audit has been carried out by Strategic Services and provides information on the quality of green space.

Benchmarked performance information and analysis is provided through participation in the APSE (Association for Public Service Excellence) performance networks and is used to evaluate performance in comparison with other local

authorities. Benchmarking information will be used to inform the Service Best Value review process to provide externally validated statistics and drive forward continuous improvement.

Positively the performance of the Parks Service has been assessed as being particularly successful by external bodies. It has been awarded a four-star visitor attraction rating for Rouken Glen Park from Visit Scotland, and Green Flag status for 2017/18, the seventh year running from Keep Scotland Beautiful. Improvement work in Rouken Glen Park has led to a 500% increase in visitor numbers to almost 1 million, and in 2014/15, 94% of service users rated the service as very good/good.

The Council should continue to strengthen its processes for data collection relating to Open Spaces, by regularly collecting high quality data, implementing a robust data management system and increasing the frequency of performance reporting. In doing so the Council will be better able to present informed options to key decision-makers internally, and to various partners and stakeholders when collaboration is required to determine the best value outcomes for its assets.

Sustainability

The Open Space Asset Management Plan must contribute positively to the Council's wider commitment to sustainable development and meet recognised standards for carbon management and climate change. Environmental Change is a critical issue for the future of our community and has major implications for the planning and management of East Renfrewshire's open space system. The consequences of our changing climate will require a review in the approach to the planning, development and management of open spaces.

The Council's Local Development Plan (LDP) is in place to ensure potential environmental impacts resulting from potential land use change are identified, addressed and reduced through planning policy. The strategic aim of the LDP is to foster a rich and diverse environment and promote and manage land use changes for the benefit of the local community and economy in a manner that is sustainable.

5. FUTURE PROVISION OF OPEN SPACES

The following sections look at the various forms of open space which exist within East Renfrewshire and highlight key work which is underway. A number of actions come out of this section and are detailed later in the Plan under Key Actions and Appendix 1.

➤ Major Public Parks

There are 4 major public parks within East Renfrewshire which are an attraction to both residents and visitors alike. The character and potential of each Park

varies and opportunities exist to maximise their popularity, attractiveness and longevity.

Whilst the Council has direct responsibility for their maintenance, a range of interested groups influence ongoing activity and management.

Site	Partners/ Engagement	Designations/ Interest
Rouken Glen Park	Heritage Lottery Fund	Sites of Special Scientific Interest; Designed Landscape Local Biodiversity Site; Green Network Green Flag
Cowan Park		Dams to Darnley Country Park Core Path Green Network
Busby Glen		Queen Elizabeth Field in Trust Site of Special Scientific Interest Local Biodiversity Site Tree Preservation Order Core Path
Orry, Eaglesham	Eaglesham Development Trust	Local Biodiversity Site Eaglesham Conservation Area Green Network

Management Plans have been prepared by the Parks Service which detail the Council's proposals for the future management and development of these areas. They set out a range of objectives and are monitored by the Parks Service and reviewed twice yearly.

- **Funding**

Significant investment in Rouken Glen Park has been made possible through the successful award of £2.1 million from the Heritage Lottery Fund's "Parks for People" programme to support a £3.2 million programme of works and activities to conserve various heritage features in Rouken Glen Park and make these features more accessible to people, especially park visitors.

Works have been implemented over a 3½ year period and have led to improvements in infrastructure and activities within the Park through the development of a diverse range of events and programmes for visitors.

- **Playing fields and outdoor Sports activities**

There are extensive resources in place for outdoor sport and physical activity at a local neighbourhood level as well as across East Renfrewshire. A range of key Council policies emphasise the importance of providing opportunities to meet

positive outcomes for people through sport and physical activity in relation to health and well-being, lifelong learning, regeneration, community safety and a sustainable environment.

The Council manages 16 facilities which provide 9 grass pitch locations and 7 synthetic pitch locations. Tennis courts are available for public use at Cowan Park, Barrhead.

The sport seasons vary and whilst the Council is continually looking to create new opportunities and maximise the use of existing pitches, the sharing of facilities is restricted due to the overlap in seasons e.g. football and cricket. Efforts will however continue to investigate requests and opportunities for new and diverse sports provision.

- **Funding**

Maintenance of grass pitches for pre-season works is important and funding of £20,000 is allocated annually towards this. Additional works are undertaken throughout the season including grass cutting, drainage, spraying and lining parks for games. These additional monies come from the main Parks Service revenue budget.

Synthetic pitches have a life span of 8-10 years before surfaces require to be replaced at a cost of £160,000. Replacement of the pitches relies on a successful bid to the Capital Asset Management Group. Historically the maintenance and repair of these pitches comes from the main Parks Service revenue budget.

Use of sports pitches is at a premium and generates approximately £130,000 income to the Council on an annual basis.

External funding is often available for the upgrade and provision of new facilities and has helped secure the upgrade of 3 of the 6 tennis courts at Cowan Park. Future funding will continue to be investigated in collaboration with Educational Services who have responsibility for the provision of sports facilities within the Education campuses.

Location of Grass Pitch	No. of pitches
COWAN PARK	4 x 11 a-side 10 x 7 a-side
CROOKFUR PLAYING FIELDS	2 x 11 a-side
EAGLESHAM PLAYING FIELDS	1 x 11 a-side

178

HUNTLY PLAYING FIELDS	3 x 11 a-side 2 x 7 a-side
KINGSTON PLAYING FIELDS	2 x 11 a-side
MUIREND PLAYING FIELDS	2 x 11 a-side 5 x 7 a-side
NETHERLEE PLAYING FIELDS	6 x 4 a-side
OVERLEE PLAYING FIELDS	2 x 11 a-side 5 x 7 a-side
WOODFARM PLAYING FIELDS	2 x 11 a-side (Currently on lease to ER Cricket Club)

Location of Synthetic Pitch (let out by Parks)	No. of pitches	Type of pitch
BARRHEAD HIGH (Due to be completed by Summer 2018)	1 x 11 a-side Running Track	Football – 3 rd Generation Football Polymeric
CARLIBAR PRIMARY (Responsibility of BAM)	1 x 5 a-side	Football – tiger turf
CROSSMILL PARK	1 x 7 a-side	Football – sand based
MACTAGGART & MEIKLE	1 x 11 a-side	Football – 3 rd Generation
MEARNS PRIMARY (Responsibility of Jarvis)	1 x 11 a-side	Football – sand based
MUIREND	2 x training areas (4 x 5 a-side with goals)	Football – 3 rd Generation
WILLIAMWOOD HIGH (Responsibility of BAM)	1 x 11 a-side 1 x 11 a-side 1 x Running Track	Football – 3 rd Generation Football/Hockey – sand based Polymeric
WOODFARM	1 x 11 a-side 3 x 5 a-side	Football – 3 rd Generation Football

The Council currently lease out 2 synthetic pitches to Barrhead YFC and Giffnock Soccer Centre. The lease for GSC expires on 31st July 2038 and Education/ERC have a

right to use the pitches during the school week, from 9 until 6 and for one week at Easter and four weeks over the summer.

The lease for Barrhead YFC has not been finalised however this is most likely to be a 25 year lease ending in 2043. This will have the same conditions as the GSC lease above.

The Council also lease two former 11 a-side grass pitches to East Renfrewshire Cricket Club. This is for a period of 30 years and will therefore expire on 24th June 2046.

Other Council Owned Synthetic Pitch Facilities	No. of pitches	Type of pitch
EASTWOOD HIGH (ERC Leisure Trust)	1 x 11 a-side 1 x 11 a-side 1 x Running Track	Football – 3 rd Generation Football/Hockey – sand based Polymeric
ST NINIANS HIGH (Giffnock Soccer Centre/Education)	1 x 11 a-side 1 x 11 a-side	Football – 3 rd Generation (GSC) Football/Hockey – sand based (Edu)
BARRHEAD HIGH (Barrhead YFC)	1 X 11 a-side	Football – 3 rd Generation
ST CADOC'S PRIMARY (Education)	1 x 5 a-side	Football – 3 rd Generation
ST CLAIRE'S / CALDERWOOD LODGE (Education)	1 x 7 a-side	Football – 3 rd Generation

➤ **Outdoor play facilities**

There are 36 equipped areas for play throughout the Council area which are inspected 2-3 times per week by Parks Service staff. An annual report is carried out by an independent consultant (£1,500) on all play areas for insurance purposes and to also highlight defects, repairs and out of date equipment.

- **Funding**

An annual budget of £15,000 is allocated from the Parks revenue budget for carrying out repairs to play equipment, however this sum has proven inadequate over the last three years with an annual overspend of approximately £60,000. From 2018/19, it is likely that the General Fund Capital Programme will provide a budget in excess £100,000 per annum for Parks infrastructure improvements (subject to agreement).

➤ **Woodland**

There are 250 hectares of woodland within East Renfrewshire which lie within both the urban and rural areas. They provide a setting for development, recreational opportunities and are an important component of the environment and the wider climate change agenda.

The scale of woodland is significant and funding only permits the active maintenance of 116 hectares of this by the Council.

To assist in the management of its woodland the Council has produced a Woodland Strategy (extract attached, Appendix 2) and in doing so has taken a lead from the Forestry Commission's National Forestry Strategy "Forests for Scotland". The Council's Strategy is firmly based on the following five core principles:

- *Sustainability*: Woodland management must contribute positively to the Council's wider commitment to sustainable development and meet recognised standards of sustainable forest management.
- *Integration*: Woodland management must fit in with other parts of the rural economy, such as farming, fishing and tourism and take account of the many social and economic demands on urban open space
- *Positive value*: Woodlands contribute to quality of life in many ways and these need to be recognised and understood. Most woodland will have a primary function, such as timber production or recreation. It will also have a wide range of other social, economic or environmental benefits that need to be measured against costs.
- *Community support*: Wherever possible, woodland management operations should have the understanding and support of local communities. Mechanisms should be in place for developing participation, sharing and explaining views and for working towards consensus.
- *Diversity and local distinctiveness*: The contribution of woodlands to local landscapes and cultural heritage needs to be fully recognised, along with their great importance as habitats for wildlife.

The strategy proposes four strategic directions for the Council:

- to deliver best value from the Council's woodland holding through developing a diverse and productive wood resource that will contribute to the economic development of East Renfrewshire;
- to ensure that East Renfrewshire's Council's woodlands make a positive contribution to the Environment;

- to create opportunities for more people to enjoy trees, woods and forests in East Renfrewshire;
- to help communities to benefit from woods and forests

Priorities for action are listed for each Strategic Direction and Woodland Management Plans are currently being prepared for all major parks and large open spaces. The actions are designed to build on work that is already being undertaken and set a clear baseline for developing an approach that is Council wide, benefits from external partnership and involves local communities.

- **Funding**

An annual budget for Woodland Management stood at £13,500, however over previous years there has been a considerable over spend. For 2015/16 an additional £40,000 was allocated through the capital programme to assist in management of woodlands throughout East Renfrewshire and from 2018/19 the revenue budget has been increased to £103,000 per annum.

➤ **Cemeteries**

The provision of adequate land for burials is of a paramount importance and requires forward planning. The Council has responsibility for the maintenance of and holds records for four cemeteries within its area:

- Cathcart Cemetery
- (Muslim and Hebrew sections with a 7 day per week burial services)
- Mearns Cemetery
- Eaglesham Cemetery
- Neilston Cemetery

The records for the following kirkyards are kept at their locations:

- Mearns Parish Kirkyard
- Eaglesham Kirkyard

The Parks Service has highlighted the diminishing availability of land for burials within existing cemeteries and is actively looking at ways to generate more ground to accommodate this. There will be a potential loss of finance unless this is addressed.

A Cemeteries Management Plan is attached at Appendix 1 which highlights key issues to be addressed over the period of this Plan and beyond including the provision of new land for burials.

- **Funding**

Cemetery maintenance is funded through the core contract budget and amounts to £251,000 annually. This covers grounds maintenance, burials, arboriculture and management of the plan.

- **Open Space Provision in New Development**

The Local Development Plan and Green Network and Environmental Management Supplementary Planning Guidance include guidance which sets out aspirations and requirements in relation to the provision of open space and green infrastructure e.g. swales, wetlands, greenspace, within new development. This is intended to contribute to place making, environmental enhancement/ mitigation and recreational activity.

All new development should incorporate or have satisfactory access to appropriate open space and the provision of a range of open space and water management solutions including landscaping, wetland creation, access routes and play spaces contribute positively to mitigate climate change and enhance biodiversity and physical activity.

Developers may also be required to include other leisure and recreation facilities appropriate to the scale and nature of the proposal e.g. multi use games area (MUGA), 5- aside pitch. Specific guidance is contained within the Green Network and Environmental Management Supplementary Planning Guidance on the provision of open space and green infrastructure provision within new development.

The Green Network and Environmental Management Planning guidance will shortly be updated as part of Local Development Plan 2.

- **Development Contributions/Funding**

As previously mentioned, where a proposed development would create new or exacerbate existing deficiencies in local physical or community infrastructure, facilities or the environment, the Council will seek contributions from developers to assist in making good the deficiencies.

It is important that developers are given clear guidance in relation to development contributions at the earliest opportunity and the Council must be in a position to provide this. In terms of open space provision, the Council must understand the resource, how it will be affected by development and therefore what opportunities exist to mitigate.

Mitigation in relation to green network and parks and open space can take a number of forms including enhancement of existing open space, play and sports facilities or the creation of new space altogether, access improvements and habitat enhancement.

The development contributions are negotiated by Strategic Services in consultation with other Council Services. In total £3,652,334.64 has been secured by the Council through Development Contributions since 2013/14 and is in part being directed towards increasing capacity and enhancing a range of parks, open space, sports, green network and access.

Another key body of work which has been reported previously relates to a number of key Strategic Development Opportunities which have been identified through the Local Development Plan. These will bring large scale mixed use development to land in Newton Mearns and Barrhead over a period of time to 2025 and beyond. Masterplans have been prepared for these areas and set out the planning context and provide clear guidelines for the development of these sites. As part of this process a range of wider community benefits have been identified and development contributions are being sought towards these.

In particular, contributions will sit alongside Glasgow and Clyde Valley City Deal funding to improve infrastructure within Dams to Darnley Country Park including provision of a rail halt, road realignment, a visitor centre, environmental education base and wake park which will bring new recreational opportunities to Balgray Reservoir.

A greenspace audit has been undertaken which assessed the quality of areas of green space within the Council area. This will be used to inform the emerging Local Development Plan 2 and will also be used to identify opportunities close to development sites for improved play, access, greenspace or habitat enhancement work.

➤ Other Projects

A range of other project implementation work is being taken forward by Strategic Services in collaboration with a range of other Services and Departments and is focussed around the communities' involvement in the wider open space resource.

- Barrhead Waterworks continues to grow with the development of an events programme and resounding support from local schools and community groups.
- Carlibar Park has benefitted from £310,000 in development contributions which will be used to deliver improved access, landscaping, facilities and lighting to create more useable space.

It will also be used as match funding to undertake the new White Cart Tributaries project which is being undertaken in partnership with SEPA. Grant funding was secured from SEPA to investigate the feasibility of enhancing the Levern Water between Carlibar Park and Barrhead North and the Capelrig Burn in Newton Mearns.

The study looked at opportunities to enhance engineered sections of the water courses to improve water quality, morphology, visual quality and accessibility.

The project is now at design stage and is focussing on the Levern water, Barrhead. A further £1.26m from SEPA will fund physical enhancement works on the ground and will complement the wider Barrhead Green Network enhancements and the ADD2 Locality Plan.

- Under the banner of the Go Newton Mearns a footpath link across Council owned greenspace between Capelrig Road and Barrhead Road, Newton Mearns has now been constructed.

It provides a multi user path network for local residents and provides a safe off road link between Eastwood High School and Crookfur and St Cadoc's Primary Schools and adjacent residential areas. Associated enhancement work including art installation, signage, seating and educational spaces have now been created using external grant funding.

➤ **Partnership Projects**

A number of cross boundary projects run in partnership with other local authorities and organisations have been established to implement greenspace, access and biodiversity policy development and implementation at a strategic level.

A number of partnerships projects operate within East Renfrewshire and sit within the Planning Service. They are taken forward by dedicated staff members at relatively low cost to the partner authorities.

○ **The Glasgow and Clyde Valley Green Network Partnership**

The Glasgow and Clyde Valley Green Network Partnership is integrated within the Central Scotland Green Network and provides the framework for a wide range of action on the ground. It is supported by the 8 local authorities located within the Glasgow and Clyde Valley Strategic Development Planning area.

The role of the Green Network Partnership is to co-ordinate action at a strategic level, ensure local activity fits in to the big picture and projects undertaken by key agencies and the local authorities contribute to making the Glasgow and Clyde Valley Green Network prosper.

○ **Dams to Darnley Country Park and Whitelee Access Project**

Both Dams to Darnley Country Park and Whitelee Access Project provide the basis for a range of activities to protect and enhance heritage and environmental resources, support opportunities for improving health and well-being, facilitating sustainable transport and providing learning and engagement. Project Officers are in place for both projects and they oversee the implementation of strategy and physical enhancement works.

Dams to Darnley Country Park is run in partnership with Glasgow City Council and is currently being developed through a series of improvements, leading to new recreation and visitor facilities and infrastructure.

Work is currently ongoing in partnership with key landowners and stakeholders to develop a range of visitor facilities and recreational opportunities within the Park, including a water sports facility, visitor centre and environmental education base. Funding for these developments will come through development contributions, Glasgow and Clyde Valley City deal, external grant assistance and private sector capital investment.

Whitelee Access Project is run in partnership with a number of key agencies including South Lanarkshire and East Ayrshire Councils and is currently being developed through a series of improvements, leading to new recreational infrastructure. An Access Plan has been approved covering a 5 year period from 2015-19. This identifies a wide range of improvements including new or upgraded paths, upgraded site entrances, viewpoints, signage and interpretation.

Construction of Mountain Bike Trails at Whitelee was completed in June 2014. The trails cover an area of 0.35 hectares and satisfy a strong demand for technical mountain bike facilities which cannot be provided by windfarm roads and multi user paths alone.

Both Dams to Darnley and Whitelee have a Countryside Ranger Service in place. The Rangers run a series of events for the public, volunteers and school children including health walks, biodiversity and educational events. The 5 Rangers also provide an on-site presence, liaise with visitors, landowners and undertake survey work.

6. ASSET RATIONALISATION/ACQUISITION PROGRAMME

➤ Asset Value / Disposal of Assets

The assessment of value allows an objective approach to identifying those spaces that should be given the highest level of protection through the planning system, those that require enhancement and those that may no longer be needed for their present purpose.

The Council's Land and Property Asset Disposal Framework sets out the procedures for disposal of assets.

The Council determines, through the surplus property assets process, which land and property assets are surplus to both Directorate and Council requirements. For Open Spaces, the Parks Section will engage with Legal, Estates and Strategic Services to establish whether the asset can be disposed of. An Option Appraisal framework is crucial

to ensure our organisational disposals / acquisitions are fully informed and based on robust evidence. Appraisals will include an assessment of:

- Costs of ongoing usage
- Future maintenance costs
- Historical / appropriate use of the asset
- Future use of the asset
- Anticipated future effects if asset is no longer available for use by customers / the Council
- The need to maintain the asset
- Implications of disposal

The asset will be declared surplus to requirements through sign off by the Cabinet and will be passed to the Head of Environment to commence the marketing and disposal process.

Such disposals might take the form of an outright sale on the open market, where no other options exist. However there are also assets which might be able to be disposed of to local community groups, partners or through alternative management arrangements, thus relieving the Council of any ongoing revenue costs whilst allowing such assets to continue to operate as community facilities where a robust Business Case exists.

➤ **Asset Enhancement**

Strategic Services hold qualitative, quantitative and geographical information on open space. Where there are known to be deficiencies in open space provision or opportunities to maximise benefits, we will investigate ways of increasing value. As such a formal Option Appraisal process is used to support projects to ensure they align with this Asset Management Plan and deliver against the corporate objectives of the Council.

Work can be undertaken to raise awareness of the health, environmental and educational benefits of open space and the Council's Ranger Service is integral to this. Investing in site infrastructure including interpretation and encouraging community involvement is important.

7. Capital/Revenue/External Funding Allocation

➤ Capital Investment

The Prudential code placed a formal requirement on local authorities to take account of asset management planning and option appraisal when agreeing capital investment proposals. The current process for the allocation of funds for open spaces is service led. It is envisaged that the creation of this plan will require even greater coordination for the future allocation of investment.

The Council has an approved corporate process for the prioritisation of Capital bids. It follows a structured Capital Project Appraisal (CPA) process which starts in April of each year and concludes by November with the Corporate Management Team (CMT) making recommendations to the Budget Strategy Group. Further details about the CPA process are outlined in the Capital Asset Management Plan.

Open Spaces asset investment priorities for East Renfrewshire are:

- Parks infrastructure
- Sports pitches: synthetic surfacing provides an all-weather facility with low associated revenue costs but a maximum life cycle of 12 years. Spend is prioritised by assessing age, condition, usage, remedial repair costs against footfall and any health and safety liabilities. Newer assets including skate parks and all weather tennis courts are monitored using the same processes with any repairs paid for out of revenue budgets.
- Cemeteries: Spend is prioritised using an assessment of demand, condition of the ground, safety implications of dangerous structures and likely future trends, particularly for faith burials;
- Play equipment: the Asset Management Plan provides detail of the condition of the councils play parks and when the current assets are no longer fit for purpose with dangerous equipment being removed and/or replaced and equipment nearing the end of its useful life being highlighted as priority for replacement. Spend is prioritised based on footfall of playpark, area needs, safe lifespan of equipment as well as potential local match funding.

➤ Revenue Expenditure

A core contract budget of £3.49 million is available to the Parks Service to undertake grounds maintenance of open space, sports pitches, play areas, cemeteries (including burials), woodland and provision of Parks Rangers (excluding Countryside Rangers associated with Dams to Darnley Country Park who are jointly funded by Strategic Services and Glasgow City Council) and Whitelee Windfarm where funding is provided via development contributions by the Strategic Services and South Lanarkshire Council.

Open space revenue is split between several services (Housing/Education/Roads). Most of the revenue expenditure is focused on regular maintenance such as grass cutting, weed killing, litter collection etc. One off works including, fence work and drainage have little revenue budget allocation across services and a lack of cross service coordination can result in funds not been allocated on a priority bases. It is envisaged that this plan will help with the allocation of budget on a priority basis.

➤ **External Funding**

The Council has had considerable success in securing external funding for project implementation through a variety of sources including City Deal, Regeneration Capital Grant Fund, Heritage Lottery Fund, SportsScotland, Scottish Rural Development Programme, Leader, Central Scotland Green Network, Forestry Commission and Sustrans. In order to continue to achieve this, it is important to demonstrate a planned approach to open space management in line with Scottish Government and Council Policy. Great emphasis is placed on the multiple benefits which can be achieved through well managed and planned open space provision and it is important that Council Policies continue to reflect this and influence future investment within the area.

External funding will continue to be sought to ensure that opportunities are maximised and best use of Council resources is achieved. However, the Council realises that there is a risk of being over reliant on external funding, especially in the current financial climate where funding pots are reducing whilst numbers of applicants continue to increase.

➤ **Development Contributions/ Community Benefit**

The Council has adopted Development Contributions Supplementary Planning Guidance as part of the Local Development Plan. This Guidance seeks to offset the social or environmental impact of new development by securing new community, infrastructure and environmental benefits (Incl. including parks, open space, access, education, community and leisure and job creation).

Where a proposed development would create new, or exacerbate existing deficiencies in local physical or community infrastructure, facilities or the environment, the Council will seek contributions from developers to assist in making good the deficiencies.

The Development Contributions Policy has the potential to bring environmental and recreational benefits including green network enhancement, open space, play and sports provision and enhancement to any part of the Council area affected by new development. It can be used to match other sources of funding including external grant. In most cases development contributions can be held by the Council for a period of 5 years which will allow greater ability to plan projects and attract external funding, without being bound to what is a relatively restrictive financial year.

On receipt, development contributions are held by the Strategic Services in a suspense account and distributed to the relevant Services to implement previously agreed projects as works are undertaken. Future infrastructural enhancement works to Dams to Darnley Country Park will be partly funded through development contributions

emerging from development at Greenlaw, Newton Mearns and Strategic Development Opportunities identified through the Local Development Plan at Maidenhill/ Malletsheugh and Barrhead South.

In addition to this, a number of projects have been funded through community benefits provided by developers agreed as part of the planning process. A key example of this is Whitelee Access Project.

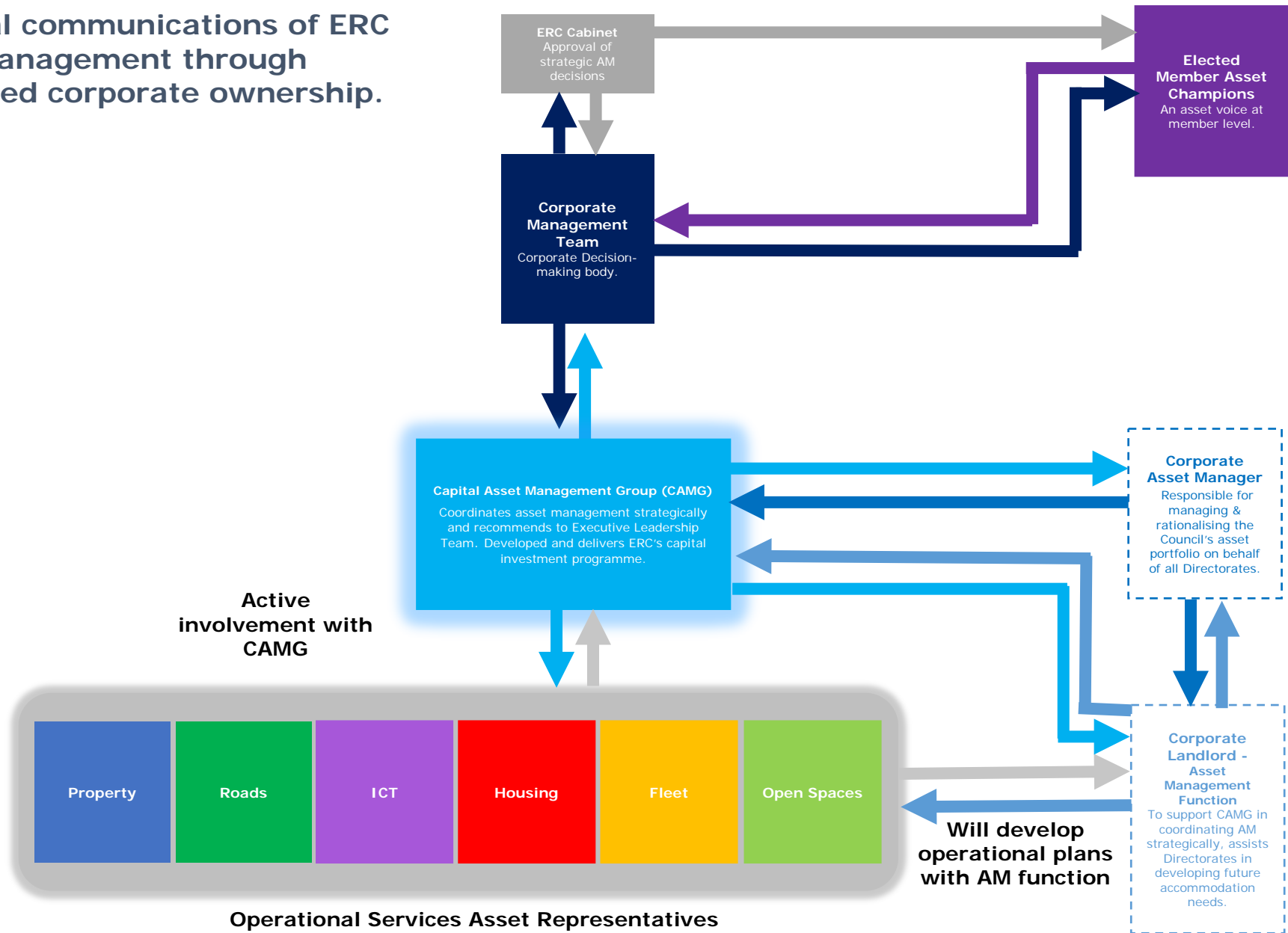
8. GOVERNANCE AND STRUCTURE

➤ **Asset Management Governance**

East Renfrewshire Council has created an integrated corporate ownership model for the management of Council assets. This model ensures that all service's needs, as well as those of local residents are considered when strategic decisions are being made.

The figure below details the principal governance structure within East Renfrewshire Council for asset management.

Principal communications of ERC asset management through integrated corporate ownership.

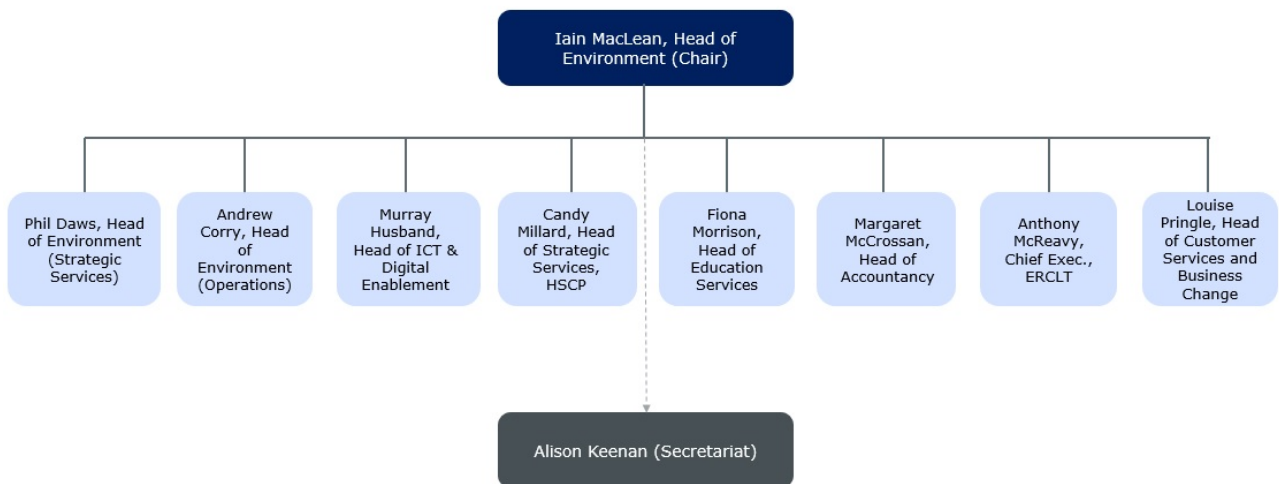


➤ **Capital Asset Management Group (CAMG)**

The need to manage Council’s Open Spaces assets as a corporate resource is recognised and championed at the highest level. The Capital Asset Management Group (CAMG) provides an oversight of the management of corporate assets within the Council and a decision-making gateway to ensure that management decisions are undertaken in a corporate manner. The group also provides co-ordination, direction and operational asset management planning.

Iain MacLean, Head of Environment (Major Programmes and Projects) continues to chair the CAMG, with the following officials representing each service:

- Phil Daws, Head of Environment (Strategic Services)
- Andrew Corry, Head of Environment (Operations)
- Murray Husband, Head of ICT and Digital Enablement
- Candy Millard, Head of Strategic Services, HSCP
- Fiona Morrison, Head of Education Services
- Margaret McCrossan, Head of Accountancy
- Anthony McReavy, Chief Executive, ERCLT
- Louise Pringle, Head of Customer and Business Change
- Alison Keenan (Secretariat)



Organisational Structure of the CAMG

➤ **Ownership of the Open Spaces Asset Management Plan**

The Open Spaces Asset Management Plan will be a live document controlled by the Parks and Cemeteries Manager who is responsible for:

- Distribution to appropriate staff, members and the public
- Monitoring of improvement actions and the implementation plan
- Authorising and actioning the updates to the plan

The persons charged with the delivery of this Open Spaces AMP and their roles within the process are detailed below:

Position	Role
Parks and Cemeteries Manager	Owner of the AMP. Oversight, ensuring that all appropriate information is collated and passed to the relevant parties involved in the asset management process.
Arboriculture Officer	Assist with the collection and management of asset information.
Principal Officer Asset Management	Assists with coordinating information to deliver a comprehensive document of assets, their upkeep, usage and future running costs.

Regular meetings and exchanges of information occur between the parties involved in the management and delivery of the Open Spaces AMP. These are led by the Parks and Cemeteries Manager and ensure updated information is being coordinated and fed through the AMP on an on-going basis.

At a minimum, the AMP will be reviewed and updated annually, with key processes linked to the budget cycle of the Capital Planning process. Any changes will be approved by the Capital Asset Management Group.

➤ Resourcing and Workforce Planning

The Council's Corporate Asset Services is in the process of being reconfigured to reflect a Corporate Landlord Model, which would see the full strategic management of council land and property assets, where asset utilisation is better co-ordinated. A key focus of this reorganisation is to ensure a more commercial and outcome focussed approach through the use of commissioning, monitoring and managing

delivery rather than self-delivery. This will enable our resources to be prioritised and directed where they are most needed and ensures that the asset and property portfolio is aligned with ERC's strategic objectives.

By embedding this new corporate model to manage the Council's portfolio effectively, we will be in a better position to provide best value for our services and the people of East Renfrewshire.

Corporate management of the Open Spaces asset portfolio will include:

- More efficient allocation of Capital and revenue expenditure for Open Spaces, making the best use of available funds
- Stronger focus on long term planning, making long term financial sustainability more achievable
- Improved customer satisfaction with agreed performance levels and improved systems to respond to needs
- Timely identification of risks and the proactive maintenance of assets
- Risk reduction and reduced costs
- More efficient use of maintenance funding potentially leading to extended asset life
- Satisfying external requirements e.g. legislation under asset management and other related activities
- Improved accuracy of financial information relating to Open Spaces assets
- Improved understanding of funding limitations and their impacts.

Part of this restructure will be the creation of a Corporate Asset Manager role. The Corporate Asset Manager will be responsible for co-ordinating and driving forward, on a corporate basis, the Council's approach to asset management. They will engage with representatives from all service departments and will maintain oversight of the Capital Asset Management Plan, and each of the individual Service Asset Management Plans, supporting the improvement of asset performance and delivery of the Council's priorities.

This restructuring will contribute to the wider reduction in costs needed by the Council but is also an opportunity to establish better structures and embed the skills needed to manage the Council's assets and deliver the agenda set out in this Capital Asset Management Plan. A programme of work is now underway to deliver this new model.

The Council is committed to providing access to appropriate learning and development opportunities to all employees involved in asset management in order to enable them to acquire the necessary skills, knowledge, abilities and qualifications, to carry out the duties of their posts efficiently and effectively, and to acquire new skills relevant to the duties they will have to undertake in the future.

Officers responsible for asset management have a good appreciation of the importance and role of the Council's assets and there is a good range and basic level of asset management skill and experience within the Council, including professional and technical expertise and a depth of commitment and approach. In the long term, a specific training programme and continual professional development for asset managers and asset management staff will be a key requirement within East Renfrewshire Council.

➤ **Equality and Diversity**

The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.

East Renfrewshire's Equality Mainstreaming Report and Equality Outcomes 2013 – 2017 provides an overarching framework and focus for the Council's work on equalities, helps ensure compliance with the Equality Act 2010 and describes the Council's commitment to equality for all citizens, service users and employees. It sets out the Council's journey to embed equality considerations into our policies and the outcomes we will pursue to ensure that no one is disadvantaged or left behind in East Renfrewshire. It is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty.

Management and investment in the Council's assets and operational estate has the potential to make a significant difference to opening up access to services and enabling service delivery to become more inclusive and physically accessible as well as responsive to risk.

Equality and Diversity training is mandatory for all staff. Within corporate training, we are looking to mainstream equality into other courses as appropriate in addition to offering equality and diversity specific training. This will be built into future revisions of this AMP as a future action point.

➤ **Communications**

Effective communication is critical to the successful implementation of the Open Spaces AMP, and as we move forward with delivery it is recognised that communication and consultation will be key to our success.

The basis of a communications plan for the Council is provided in the Capital Asset Management Plan (CAMP) which focuses on the following fundamentals to good communication:

- **Identify stakeholders:** this is the process of recognising all the people and organisations affected by the AMP and documenting specific information concerning their interests, level of involvement and impact on the success of the project
- **Plan communications:** this involves identifying stakeholder information needs and approach to communications
- **Distribute information:** this is the process of making relevant information available to stakeholders as planned
- **Manage stakeholder expectations:** this is about working with the stakeholders to meet their communication needs and dealing with issues as they occur
- **Report performance:** this involves collecting and distributing performance data, such as status reports, progress measurements and forecasts.

➤ **Reviews and Lessons Learned**

Arrangements for governance and performance monitoring in Asset Management include closure reviews of completed capital schemes to ensure that the Council has delivered the outcomes we expected and to understand any lessons learnt that need to be embedded within the organisation. Closure reviews are informal and occur at project level. These are monitored by the CAMG and the outputs are used to inform future activity.

The focus of closure reviews are the outcomes that were achieved, benefits realised as well as the processes followed. There is also a focus on the how risk is managed and efficiency delivered.

➤ **Customer Feedback and Complaints**

Feedback from our customers, both positive and negative, is analysed to identify areas of the service that require extra attention in response to customer needs. This may include altering the specification standards or targeting problem areas with additional resources.

The service will utilise customer feedback from:

- Citizen's Panel
- Comprehensive Survey Carried out in Rouken Glen Park
- Consultation with members of the public for individual projects
- Consultation with user groups hiring our facilities
- Social Media Reporting
- Suggestion Cards

- LAGAN enquiries and responses

➤ **Risk Management**

The Council has identified various key risks to the delivery of this AMP. Risks are identified, assessed and managed using a live Risk Register. The Risk Register is included in Appendix 3.

9. THE WAY FORWARD

Open space management and maintenance within the East Renfrewshire area is moving forward and a substantial amount of activity is currently underway. Increased emphasis is now placed on the benefits that open space provision can bring to an area and its residents. Significant funding is in place to assist and develop a network of sites, sports facilities and access routes which will provide multiple benefits for an area and its residents.

There is however greater need for a co-ordination of efforts across Council Services and a better understanding of the Council's assets in terms of condition, future requirements and associated financial expenditure.

Looking forward, Open Spaces asset management will focus on developing a common and consistent approach to management, maintenance, operation and delivery of East Renfrewshire's parks and open spaces. The implementation of consistent lifecycle management will optimise the performance, cost and quality of service in the Council's open spaces. Regular ongoing work is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operation – this work includes, reactive, planned and cyclical maintenance work activities.

Key activities that will drive forward performance improvement are:

- Ensuring our green spaces are designed as safe and welcoming spaces encouraging sports participation and play;
- Using community engagement to inform policy;
- Benchmarking with other local authorities; and
- Moving towards providing residents with an online service provision

The Council's performance against agreed levels set in this plan will be monitored along with the performance of the commitments as outlined in the 'Key Actions' plan below.

Appendix 3 also outlines a programme of activity required to further develop this AMP in line with good practice criteria. The Council will be addressing all priority actions as a matter of urgency.

A number of other outstanding matters which require to be addressed:

➤ **Private Open Space**

There is a need to separate Council owned open space within the existing dataset to allow improved analysis to take place. There will be a correlation between the extents of open space maintained and land owned by the Council.

Legal Services are currently investigating which areas of private land are currently being maintained by the Council to determine if arrangements are ad hoc. Then informed decisions can be made on future maintenance.

➤ **System Maintenance**

The open space asset data requires to be kept up to date. It is important that this process is established to ensure the currency of data is appropriate and fit for purpose.

➤ **Site Infrastructure Condition Assessments**

Clarification is required on the need to undertake condition assessments of infrastructure elements such as fencing, signage and drainage.

➤ **Capital and Revenue Expenditure**

There is a need to consider the level of capital and revenue expenditure allocated and/or spent against each of the open space typologies. There is a significant level of investment and expenditure relating to open space, however, the current financial systems do not allow easy analysis and work is required to permit such analysis to take place. This will allow a critical analysis of the investment strategy across the wide range of types of open space. This in turn should lead to improved decision making, better allocation of resources and better coordination of effort across all open space assets. This will require the current financial systems to be examined to determine how best to satisfy this need.

➤ **Co-ordination of Effort**

The effect of investment on revenue budgets is not properly understood and systems are not robust enough to ensure coordination of effort. The drive for development can override any concern with resultant additional maintenance costs. It is often expected that maintenance providers simply absorb such costs, this is unsustainable. Furthermore, when considering the change of use or the disposal of open space sites there can be poor co-ordination with each part of the council looking at the open space site from their own perspective rather than from the perspective of the council as a whole.

➤ **Recharging Model**

The vast majority of open space is maintained by Parks Services and the majority of the sites have a revenue budget directly allocated to the grounds maintenance service. There are different arrangements in place across the different services, for example, Educational Services have a budget for maintenance of school grounds. The school grounds which are maintained by Parks Services are recharged to the budget holder. In this example it is clear that the budget holder has responsibility for all matters affecting the open space. In other cases, for example Housing services, there is a recharge made by the grounds maintenance service for some works in some areas. This leads to confusion as to who has responsibility for

matters affecting the open space beyond its ground maintenance. It would be beneficial to assess and perhaps apply a consistent recharging model across the asset base. The consideration of Service Level Agreement between departments may improve this process.

➤ **Key Actions**

In addition to this a number of key actions have been identified which will help to ensure that progress continues to be made.

Actions	Lead Service	Timescale	Cost
Continue to protect a range of open space provision in line with Council Plans and Strategies	Parks, Strategic and Property and Technical Services	Ongoing	
Identify Surplus Assets	Property and Technical services	Ongoing	
Continue to investigate external sources of funding to implement open space enhancement	Strategic/ Parks Services	Ongoing	
Investigate the development of a consistent recharging model	Parks Service	Ongoing	
Barrhead Community placemaking Implementation of the action plan which has emerged from community consultation. This includes Waterworks, Carlibar and Cowan Parks and Auchenback.	Strategic Services, Parks service, PATS and HSCP	Short/ Medium / long term	

<p>White Cart Tributaries Development contributions will be used alongside funding from SEPA Water Environment Fund monies to scope out and implement enhancements to the Levern Water and Capelrig Burn.</p>	<p>Strategic and Parks Services</p>	<p>Short term</p>	<p>£1.26m Feasibility physical enhancement</p>
<p>Dams to Darnley Country Park: Implementation of the Dams to Darnley Country Park Plan and opportunities arising from the Local Development Plan Strategic Development Opportunities. This will lead to improved access and recreational provision within the Park including the development of watersports and visitor facilities, environmental education base, access enhancements and associated infrastructure.</p>	<p>Strategic Services and Economy and Infrastructure Team Glasgow City Council Landowners Scottish Water SNH Parks Service Sportscotland</p> <p>Governing bodies and user groups</p>	<p>2013- 2030</p>	<p>£5.2m</p>
<p>Actions</p>	<p>Lead Service</p>	<p>Timescale</p>	<p>Cost</p>

<p>Whitelee Outdoor Access Project: Implementation of the Access Plan which will lead to existing paths within the windfarm site upgraded, the construction of new paths, creation of recreational opportunities, improved site entrances, car parking and signage.</p>	<p>Whitelee Project Officer(based within ERC Strategic Services) ERC Strategic Services South Lanarkshire Council East Ayrshire Council Scottish PR FC SNH Local community Governing Bodies and user groups</p>	<p>Short/medium /long term</p>	<p>£680,000</p>
<p>Woodland Management Plans: Plans to be maintained for all major parks and large open spaces incl. Eastwood Park, The Orry, Arthurlie Park</p>	<p>Parks Service</p>	<p>Ongoing</p>	
<p>Parks infrastructure : Ongoing enhancement works e.g. fence/ railing replacement, signage, and seating. Ongoing maintenance of play equipment and path networks.</p>	<p>Parks Service</p>		<p>£200,000 (TBC)</p>
<p>Fencing Work Cowan Park War Memorial: A new ornamental fence and gates will be installed around the War Memorial, giving it a more dignified look, which will reduce littering and dog fouling in and around the memorial gardens.</p>	<p>Parks Service</p>	<p>March 2019</p>	<p>£50,000</p>

<p>Tree Management Preventative Plans : Implementation of tree management plan. £250,000 has been spent on storm damaged trees and works are now required to improve condition of Council owned stock. For 2017/18 the budget for tree works was £253,400 for safety and storm damage.</p>		Running programme	£103,500
<p>Tennis Courts Rouken Glen Park: Two tennis courts to be installed at Rouken Glen Park which will encourage visitors to the park and will enhance sports participation and play.</p>	Parks Service	October 2018	£80,000

Actions	Lead Service	Timescale	Cost
<p>Grass pitches: A ten year renewal of all 7 and 11 a side goals and nets has been identified and a request for capital investment to cover this.</p>		Ongoing renewal over 5 years	£50,000

Appendix 1: Cemetery Management Plans

Cemetery	Condition	Actions	Timescale
Mearns	Presently 1302 lairs are available which over 15 years equate to 87 burials a year and 15 years of capacity.	Identify and make ready land for future burials.	Ongoing
Eaglesham	Presently 855 lairs are available. Additional land will be required and the surrounding private landowners will need to be contacted if the council wish to increase the size and capacity of these 2 cemeteries.	Future purchase of land to provide 110 lairs.	5-10 years
Eaglesham	There are a low number of internments at Eaglesham Cemetery.	None at present.	
Neilston	A new section of the cemetery was opened in 2005 and the last phase of development was completed in 2012. There are presently 986 lairs available to purchase. In addition, opportunity exists to develop further lairs at the bottom end of the cemetery.	Identify and make ready land for future burials.	Ongoing
Memorial Garden (Neilston Cemetery)	Due to ground conditions part of the cemetery is unsuitable for Christian burials. Discussion has taken place with the Muslim community to establish whether they would be interested in utilising this space however they have confirmed that it is unlikely. It is recommended that part of the cemetery could be used as a memorial garden.	None at present. The cost of developing this section would be around £50,000 as a one off to include a path network flower beds seating etc. This garden would be able to generate future income with a range of charges to the public for a wide range of services e.g. scattering of ashes planting memorial trees and shrubs etc.	

Cemetery	Condition	Actions	Timescale
Cathcart	<p>Within Cathcart capacity exists for a total of 345 lairs which equates to 76 lairs a year for burials. It is estimated that in 5 years time additional land will be needed.</p> <p>The Council currently spends £15,000 per year on headstone safety and erect up to 100 fallen headstones per year.</p>	<p>Identify and make ready land for future burials.</p> <p>Headstone maintenance.</p>	<p>Ongoing</p> <p>Ongoing</p>
Cathcart Muslim Section	<p>The Council has invested £200,000 in developing a new section within Cathcart Cemetery for Muslim burials. The first part of this section was opened in February 2015 with 347 lairs belonging to Glasgow Central Mosque. The second part owned by the council extended to 325 lairs.</p>	<p>Identify and make ready land for future burials.</p>	<p>Ongoing</p>
Cathcart New Section	<p>Due to ground conditions in the new section of Cathcart Cemetery, waterlogging has occurred on a number of areas.</p>	<p>New drainage technology has been installed in 2017 to improve the ground conditions which will make ready land suitable for burials in future.</p>	

Appendix 2: Woodland Management

Implementation of tree management plan. £250,000 has been spent on storm damaged trees and works are now required to improve condition of Council owned stock. For 2017/18 the budget for tree works was £253,400 for safety and storm damage.

Financial Year	Budget
2018/19	£103,500
2019/20	£103,500
2020/21	£103,500

Preventative management will help, and regular spend on woodland management will reduce seasonal storm damage costs. Grant assistance is available for management and new planting works from a range of sources. Funding from the Scottish Rural Development Programme was used for new native woodland planting on Council owned land at Capelrig Road/ Leslie Avenue. The Parks/ Strategic Services will continue to investigate other opportunities as they arise.

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Appendix 3: Programme of Activity

PLAY EQUIPMENT	LOCATION	ACTIONS	TIMESCALE	COSTS
Swings/Slide Double Swing Wetpour	Lochlibo Craigton Drive	Replace Replace	2018/19	£20,000
2 Swing Units Safety Surface	Broomburn Park	Replace Replace	2019/20	£20,000
2 Swing Units Safety Surface	Overlee Playing Fields	Replace Replace		
Triple Swings Safety Surface 1 Swing Unit Safety Surface	Mafeking Terr Seres Road.	Replace Replace Replace Replace	2020/21	£20,000
2 Sets of Swings Repair Wetpour Double Swings Double Swings Repair Wetpour	Overlee P.F. Easterton Ave. Eglington Drive	Replace Repair Replace Replace Repair	2021/22	£20,000
Double Swing Double Cradle Swing Whirling Platform	Seres Road Overlee P.F. Busby Play Area	Replace Replace Replace	2022/23	£20,000

TARMAC REPAIRS	LOCATION	ACTIONS	TIMESCALE	COSTS
Repairs and path renewal	Cathcart Cemetery Rouken Glen Park	Repairs and Patch	2018/19	£30,000

3G PITCHES	LOCATION	ACTIONS	TIMESCALE	COSTS
Muirend 5 a side pitches 4 sets 5's goals	Muirend Pavilion	Replacement of 4 five a side pitches New carpet	2018	£145,000
McTaggart & Mikel 4 sets 5's goals 1 set 11's goals	Mearns Castle H.S	Replacement of 3G Carpet	2020	£240,000
Woodfarm 5 a side pitches 3 sets of 5's goals	Woodfarm H.S.	Replacement of 3 five a side pitches.	2025	£150,000

SPORTS PITCH DRAINAGE	LOCATION	ACTIONS	TIMESCALE	COSTS
2 x 11 a side pitches	Crookfur P.F.	Sand slits/Verti drain Gravel Banding Repairs	2018/19	£40,000
3 x 11 a side pitches	Huntly P.F.	Sand slits/Verti drain Gravel Banding Repairs	2019/20	£45,000
2 x 11 a side pitches	Kingston P.F.	Sand slits/Verti drain Gravel Banding Repairs	2020/21	£42,000
2 x 11 a side pitches	Muirend P.F.	Sand slits/Verti drain Gravel Banding Repairs	2021/22	£44,000
2 x 11 a side pitches	Overlee P.F.	Sand slits/Verti drain Gravel Banding Repairs	2022/23	£45,000
2 x 11 a side pitches 2 x 11 a side pitches	Cowan Park Cowan Park	Sand slits/Verti drain Gravel Banding Repairs	2023/24	£75,000

Cemetery	Location	Available lairs	Average Burials per year	Approx. Years remaining for use
Eaglesham	Holehouse Road	923	6	153
Mearns	Crofthead Road	697	27	25.8
Cathcart	Netherlee Road	1130	48	23.5
Cathcart		824	68	11
Muslim Cemetery				
Cathcart	Netherlee Road	600	10	60
Hebrew Cemetery				
Neilston	Neilston Road	748	34	22

CEMETERY	TIMESCALE	TOPPLE TEST Number of Stones	STONES LAID FLAT DANGEROUS	COSTS
Eaglesham	2016/17 Completed	720	91	12 Man Days 23 Man Days
Mearns	2016/17 Completed	1440	180	28 Man Days 56 Man Days
Neilston	2016/17 Completed	3600	270	60 Man Days 68 Man Days
Cathcart	2016/17 Completed	9000	1137	150 Man Days 284 Man Days
Cathcart Muslim Section	2016/17 Completed	10000	1263	166 Man Days 315 Man Days

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Appendix 4: Risk Register

Completed by:		A Corry	Date originated:			11/1/18	Date reviewed:			Responsible Officer	Timescale for completing proposed control measures	Evidence held (detail)	Where held
No	Risk (Threat/Opportunity to achievement of business objective)- include the consequence of the risk in this description	Risk Control Measures currently in place <i>(need to be SMART e.g. detail of what type of training took place with dates in)</i>	Assessment of Risk [As it is now]			Assessment of Residual Risk [With proposed control measures implemented]			Residual Risk Score				
			Likelihood (Probability) [L]	Impact (Severity) [I]	Risk Score [L x I]	Likelihood (Probability) [L]	Impact (Severity) [I]						
15	PARKS Competition from other providers. Grass/synthetic sports pitches	Provide quality product, competitive pricing policy, Best value and setting up frameworks for	1	1	1	1	1	1	Dmc	Annual	Thornliebank Depot, charges from other provider.	I drive and paper registration documents.	
16	PARKS Loss of Archive information. Burial Grounds, fire in bulding, theft.	Premises Alarmed, Fire Screen in place and closed every night., Screeen goes down when alarm goes off.	2	4	8	1	4	4	Dmc	Annual	Ledger	Thornliebank Depot. All information is kept in books next to Sandra Rankins desk.	
17	PARKS Loss of booking information Sports Pitches, data bases lost for all teams in District, pitch allocations	Premises Alarmed. Now carried out by Customer first. Details held of all teams by Parks and customer first. Back up on IT system drives	1	3	3	1	2	2	Lmc	Updated annually and weekly checks	Customer First, Plus 2 system, spread sheet back up in T drive.	Customer First, Plus 2 system, spread sheet back up in T drive.	
21	PARKS Take forward the implementation of the Asset Management Plan for Parks Department/Environment	Departmental working group, this has now been completed and will be submitted in due course. Continous updating will	3	3	9	3	2	6	Head of Service	Continuous	Thornliebank Depot/Head of service	Thornliebank Depot/Head of service	

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Appendix 5. Open Spaces AMP Priority Actions

The following Action Plan identifies the activities that need to be carried out not only corporately across all service, but also activities that are specific to each of the services, in order to ensure a robust asset management approach across the Council.

Ref	Capital Asset Management Actions (Applicable to all services)	Owner	Timescale	Progress (%)	Comments
AMP1	All individual service asset management plans require to be updated to reflect new 2017 performance and condition data.	Iain MacLean, Head of Service, Environment			
AMP2	Across all services Medium (3-5 years) and Long (5-10 years) term objectives for asset management need to be set and stated in each individual asset management plan.	Iain MacLean, Head of Service, Environment			
AMP3	Priority will be given to the development of a robust set of KPI's to be used in all services across the Council to better manage and understand the performance of our assets.	Iain MacLean, Head of Service, Environment			
AMP4	We will put a more robust performance management system in place that will be used across the services to inform decision making for the improvement of assets over time	Iain MacLean, Head of Service, Environment			

AMP5	Develop and maintain a 10 year Investment Programme across all services. This plan will take into account – funding options, whole life costing and sustainability.	Iain MacLean, Head of Service, Environment			
AMP6	Asset management training programme to be developed and rolled out to all relevant employees.	Iain MacLean, Head of Service, Environment			
AMP7	Succession planning in all areas of the Council for asset management inclusive of a risk assessment undertaken for asset management staff to ensure there is not a loss of knowledge.	Iain MacLean, Head of Service, Environment			
AMP8	Asset management workforce planning to drive forward objectives will be developed in each services individual asset management plan.	Iain MacLean, Head of Service, Environment			
AMP9	With a push towards embedded asset management across the Council, the CAMG will review to meet monthly. This will allow them to review / challenge all the asset management plans on an ongoing basis and identify areas for improvement, strategically challenging the asset management approach.	Iain MacLean, Head of Service, Environment			

AMP10	We will put in place robust procedures for data collection, management and reporting across all services which are clearly defined and embedded to ensure the quality of data collected, this will include regular reporting to the CAMG.	Iain MacLean, Head of Service, Environment			
AMP11	We will put a greater emphasis on customer consultation across all services, with a clear process embedded throughout the Council, where asset management is concerned.	Iain MacLean, Head of Service, Environment			
AMP12	We will take an active role in driving forward external partnership working in areas of asset management, and be able to evidence this, this includes sharing of assets.	Iain MacLean, Head of Service, Environment			
AMP13	The Council will ensure all services identify and manage future savings on assets and how these savings will be used more closely.	Iain MacLean, Head of Service, Environment			
AMP14	The Council will carry out a demand analysis across all services to further develop the future needs of each service. This will allow us to develop a framework for continual review of supply and demand needs.	Iain MacLean, Head of Service, Environment			
AMP15	Push forward all activities and initiatives that ensure the sustainability of all assets.	Iain MacLean, Head of Service,			

		Environment			
AMP16	For each individual service, key stakeholders involved in asset management need to be identified to ensure that they are fully involved, correctly managed and kept informed.	Iain MacLean, Head of Service, Environment			
AMP17	All future asset management plan revisions for the individual services will follow the same template and structure.	Iain MacLean, Head of Service, Environment			