

ITEM No ...6.....

REPORT TO: CLIMATE, ENVIRONMENT AND BIODIVERSITY COMMITTEE - 10 JUNE 2024

REPORT ON: OPEN SPACE ASSET MANAGEMENT PLAN

REPORT BY: EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT NO: 145-2024

1 PURPOSE OF REPORT

1.1 This report seeks approval of the Open Space Asset Management Plan for 2024-2029.

2 RECOMMENDATION

2.1 It is recommended that the Committee:

- note the varied scope of the management of Dundee’s open space asset and the progress made to ensure its resilience and adaptation to climate change.
- approve the Open Space Asset Management Plan.

3 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from this report.

4 BACKGROUND

4.1 With reference to Article IV of the Minute of the Meeting of the Policy and Resources Committee of 26 June 2023 (Report 177-2023 refers), the Committee approved the Council’s Corporate Asset Management Plan for the period of 2023-2028.

4.2 The Open Space Asset Management Plan is an asset category plan structured to be read in conjunction with the overarching Corporate Asset Management Plan which provides the strategic context for the management of Council assets.

5 POLICY IMPLICATIONS

5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6 CONSULTATIONS

6.1 The Council Leadership Team were consulted in the preparation of this report.

7 BACKGROUND PAPERS

7.1 None.

Tony Boyle
Executive Director of Neighbourhood Services

Catherine Conroy
Service Manager

2nd May 2024

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Open Space Asset Management Plan 2024 – 2029

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STRATEGIC OBJECTIVES

The Open Space Asset Management Plan (OSAMP) sets out the Council's plans for the management of the Council's open space asset up to 2029 by the Environment (Streetscene and Land Management) Service. It has been produced in accordance with the relevant legislative requirements which pertain to the Council's open space asset and the Council's wider policy and strategic objectives.

The OSAMP provides a plan to deliver best value in the management and maintenance of our civic and green spaces. It describes the complex open space landscape, gives an overview of its management and the challenges of scale and change, amongst a backdrop of depleting resources, whilst seeking to maintain standards of open space management.

The Council has a long history of open space management which has changed significantly over the past 30 years. The era of ubiquitous close mown grass and flower borders filled with annual bedding produced from the Council's plant nursery, has been replaced with a more sustainable, environmentally considerate style of open space management. This reflects the Council's direction of travel, which seeks to be more efficient and effective with the resources at its disposal while reducing its impact on the environment.

Whilst the management of most built assets, such as toilets and pavilions, in Dundee's open spaces are contained within the Property Asset Management Plan, the remainder fall under this OSAMP. In addition to these built assets, Dundee's open space assets contain a wide variety of facilities, from cemeteries, sports pitches, tennis courts, multi-use games spaces, play areas, allotments, community growing spaces and flood alleviation areas, to benches, bins, fences, walls, signs, paths and steps. They also contain the city's natural assets, including woodlands, trees, shrubs, perennial planting, ponds, burns, grasslands and beach.

The transformation in management of Dundee's open spaces also reflects the change in user behaviour. The change in behaviour of park users and local communities is also manifested in the rise of active volunteers and organisations who support the Council in its open space management and in some cases, take responsibility for the wholesale development and management of assets. Although far from a new concept, open spaces are again being increasingly recognised for the positive health and wellbeing impacts they have on people.

Although technically not part of an open space asset management plan, in many cases, the Environment (Streetscene and Land Management) Service, along with other service areas supports the use of Dundee's open space assets, through Friends of Parks / community growing groups, volunteers and by providing a bookings and events service. These activities also utilise Environment (Streetscene and Land Management) Service resources.

The Council's capital plan supports improvements and developments, whilst the Council's revenue budget provides the resources of the continuation of management. Procurement frameworks are utilised to ensure that best value is achieved.

Significant change in record keeping, data management and process construction through electronic and digital platforms, has enabled the management of open space to become more effective and efficient. The management of open space assets is increasingly being supported by such systems.

Over the past decade, the environmental impact of Dundee City Council has been increasingly recognised. This has culminated in the Council declaring a climate emergency in 2019 and its associated ecological ramifications. The city's open spaces play a vital role in supporting the Council's response to this, not least from their ability to support Dundee's resilience to change, but also to provide mitigation for the effects of climate change. The impacts of climate change are already being felt in the city with increasing storms, rainfall events and periods of drought, which present challenges for communities and our natural heritage. It is the response to this that will drive the Council's management of its open spaces in the future.

DOCUMENT CONTROL

Version Date	02.05.24
	Version 1 – Issued to the City Governance Committee
Update Due	April 2029

RESPONSIBILITY FOR THE PLAN

The responsibility for the delivery of the plan is shown below:

Council Officer	Responsibility For
Greenspace Team Leader	Preparation and drafting of the plan
Service Manager (Environment)	Review and checking of the draft plan
Head of Environment	Approval of draft plan presented to Committee for consideration of approval

1 INTRODUCTION

- 1.1 In June 2023 Dundee City Council approved the Corporate Asset Management Plan 2023-28. The asset management plan is intended as a framework used to identify assets, their value, their use and how they support the council's overall aims and objectives and therefore plays a key role in the planning of capital and revenue expenditure.

2 CORPORATE CONTEXT

- 2.1 In line with CIPFA guidance outlined in their 'Guide to Asset Management and Capital Planning in Local Authorities' the council's assets are aligned into six key groups. Each individual asset categories are managed by an Asset Manager as follows:

- Buildings and Property - Head of Design & Property
- Roads and Infrastructure - Head of Sustainable Transportation & Roads
- Housing - Head of Housing & Construction
- Open Spaces - Head of Environment
- Fleet - Head of Sustainable Transportation & Roads
- Information and Communication Technology - Head of Customer Services and IT

- 2.2 Asset Managers are responsible for preparing and updating these plans that are submitted to the Capital Governance Group, chaired by the Executive Director of Corporate Services. This Group is responsible for the overseeing the preparation and development of the Corporate Asset Management Plan and the associated Asset Plans and are also responsible for scrutinising any investment proposals associated with the Council's assets, and prioritising investment decisions

- 2.3 Asset Management Plans play a key role in contributing to the regeneration of the Dundee and can assist in driving economic growth. Through the development of the council's approach to community wealth building (CWB) and collaborative working with local communities and businesses the asset management plans will help deliver the Council's key priorities and help address the key challenges being experienced within the current economic climate through embracing opportunities.

- 2.4 The main benefits of a Corporate Asset Management Plan are that it:
- aligns asset plans with organisational objectives;
 - ensures overall efficient and effective use of assets;
 - provides a platform for structured forward planning and a basis for future decision making;
 - gives an explicit description of the direction that the Council wishes to take with its assets;
 - brings clarity to the way assets are managed in the Council; and
 - identifies future levels of funding required to provide services.

3 OBJECTIVES OF THE PLAN

- 3.1 Dundee City Council aims to develop a clearer vision of asset management across the organisation, which allows us to support the challenges set by the Council Plan. The Corporate Asset Management Plan updates and revises previous Council wide strategies for managing corporate assets.

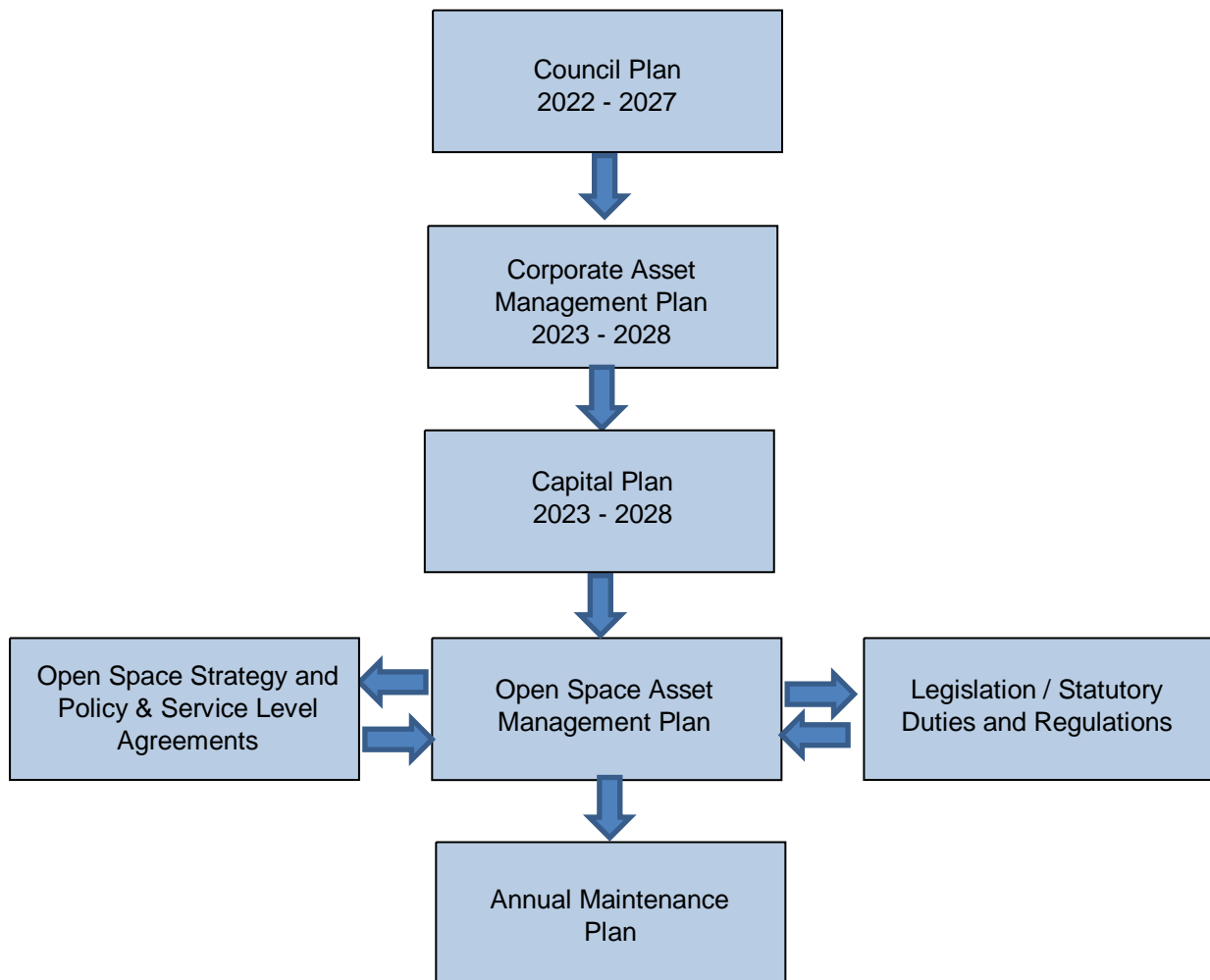
- 3.2 By developing an individual Asset Management Plan (AMP) for our Open Space asset, we will: -

- Ensure that the Council's open space assets are used effectively, meet current service needs and support future service delivery.
- Drive improvement in the sharing of assets and the coordination of open space asset improvement activity, encouraging a culture of co-operation between services.

- Ensure that all our open space assets are known and that the information we hold on them is accurate and held on appropriate systems which support the reporting of effective management information.
- Strive to provide open spaces which are valued by and engage local communities in their use, care and development.

4 OPEN SPACE ASSET MANAGEMENT PLAN INTERFACE WITH OTHER PLANS

4.1 The OSAMP relates to other plans as illustrated below: -



4.2 Key drivers

4.2.1 *Legislative* - The management of Dundee's open space asset is principally directed by the following national legislation: -

- *Nature Conservation (Scotland) Act 2004* - It is the duty of every public body and officeholder, in exercising any functions, to further the conservation of biodiversity so far as is consistent with the proper exercise of those functions.
- *Wildlife and Natural Environment (Scotland) Act (WANE) 2011* - Part 5 Section 36 states: (1) "A public body must prepare and publish a biodiversity report within 3 years of the base date; (2) A biodiversity report is a report on the actions taken by the body in pursuance of its duty under section 1 during the period to which the report relates.

- *Part 9 of the Community Empowerment (Scotland) Act 2015 – Allotments* - places a number of duties on local authorities with regards allotments including the requirement to produce and publish a local food growing strategy.
- *Land Reform (Scotland) Act 2003* – Councils are seen as the ‘guardians’ of the right of access. A duty to ‘assert, protect and keep open and free from obstruction or encroachment any route, waterway or other means by which access rights may reasonably be exercised’ is one amongst several duties and powers given to local authorities.
- *Planning (Scotland) Act 2019* – introduces duties on planning authorities to prepare and publish an Open Space Strategy, and to assess the sufficiency of play opportunities in their area for children. Furthermore, the act also requires planning authorities to prepare a forestry and woodland strategy.

4.2.2 *DCC Corporate* - There are a number of key City and DCC corporate policies and plans which overlay this Open Space Asset Management Plan including: -

- City Plan for Dundee 2022 – 2032 ([City Plan](#)) – the articulation of a shared vision of Dundee City Council and its partners. This OSAMP seeks to further detail the direction of travel of the Environment (Streetscene and Land Management) Service as regards the vision of: -
 - Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live
- The Council Plan 2022 – 2027 ([Council Plan](#)) – the plan reflects the strategic priorities of the City Plan. This OSAMP aligns with 2 of the 5 strategic priorities which are: -
 - tackle climate change and reach Net Zero emissions by 2045
 - build resilient and empowered communities
- The Dundee Partnership – localising the City Plan through community planning and local community plans
- Neighbourhood Services Service Plan ([NS Service Plan](#)) – reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2022-2032 and Council Plan 2022-2027. With respect to this OSAMP, the plan recognises that sustainability and a commitment to increasingly enhancing biodiversity and environmental quality are key to service delivery, whilst reflecting the 5 corporate strategic priorities referenced above. Specifically, for this plan they are further developed to include:
 - Managing our public open spaces and outdoor sporting and recreational facilities which supports our Biodiversity Action Plan and associated duties.

4.2.3 *DCC Strategy* - In addition to the key legislative and corporate drivers described above, the OSAMP responds to the following strategies: -

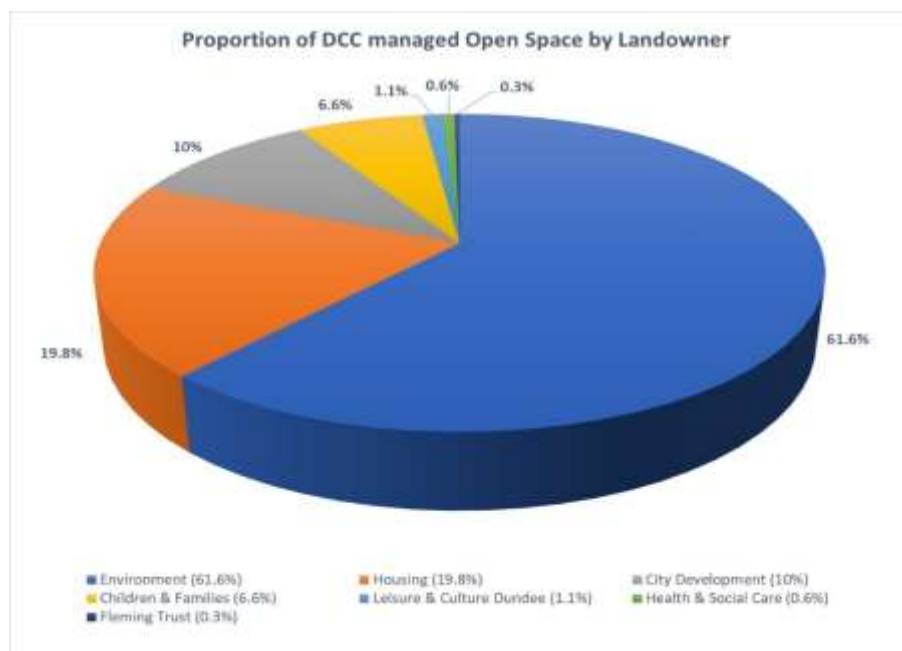
- Climate Action Plan
- Take Pride in your City Campaign
- Biodiversity Action Plan
- Local Food Growing Strategy
- Core Path Plan
- Dundee Sports Pitch Strategy
- Strategic Forest Plan
- Local Planning Policies

Further information and links to the above can be found in Appendix 1.

4.3 It is acknowledged that Dundee City Council does not have an active Open Space Strategy. However, under the Planning (Scotland) Act 2019 there is a requirement to produce one for Dundee within the lifetime of this AMP, which will be supplemented by a Forestry and Woodland Strategy (updating the Strategic Forest Plan) and a Play Sufficiency Audit.

5 ASSETS

- 5.1 The administrative area of Dundee City Council covers 6,515 hectares. Despite its urban nature, open space makes up 62% of Dundee, which comprises of public and private land (mainly gardens). However, removing private gardens from this figure reveals that 41% is public open space.
- 5.2 Whilst the Council is not responsible for all of the city's public open space, it owns the majority, with other public institutions, such as Tayside Health Board, Scottish Enterprise and both Universities owning the remainder.
- 5.3 Dundee's open space asset is split between parks, cemeteries, amenity greenspace, natural spaces and open space associated with publicly owned assets, such as housing, educational and civic assets. Whilst the Environment (Streetscene and Land Management) Service has a responsibility for development, management and maintenance for a large proportion of this public open space asset, a significant proportion is maintained on behalf of other service areas under service level agreements.



- 5.4 There is strong evidence for the health and wellbeing benefits that can be gained from having access to good quality and useable open space; a term which encompasses ways of using the outdoors and contact with nature to foster better health. This covers activities including walking, cycling, gardening, volunteering, outdoor learning and play, as well as just enjoying being in the green environment and nature.
- 5.5 The Environment (Streetscene and Land Management) Service manages and maintains approximately 1,308 hectares of open space consisting of: -
- Parks (over 600 hectares of parkland including 153 hectares at Camperdown Country Park)
 - Amenity greenspace
 - School grounds
 - Play Areas
 - Sports facilities and playing fields
 - Woodlands – approximately 279 hectares of trees and woodland
 - Allotments and Community Gardens
 - Ponds and watercourses
 - Beach

- 5.6 The Service is also responsible for maintaining Dundee's Streetscene and civic space which forms part of the open space asset. This includes pavements, pedestrianised areas and civic spaces, such as City Square. However, in the main the development and management of these assets falls to City Development.
- 5.7 In addition to the above, there are stretches of open space within the city which are not actively managed. Management of these areas is taken forward on an ad hoc basis based on need and the identification of appropriate resources. The extent of this will be measured and responsibility defined as part of the emerging Open Space Strategy, a draft of which is expected during 2024.
- 5.8 Assets associated with public open space are also the responsibility of the Environment (Streetscene and Land Management) Service; these may be assets such as waste bins, benches and more substantial assets such as play equipment, MUGAs, sports pitches (including tennis courts) and synthetic pitches. Appendix 2 gives further details of Dundee City Council's open spaces and assets contained within them. Appendix 3 gives additional information pertaining to the open space asset.

6 ASSET ACQUISITION

- 6.1 Publicly accessible greenspace makes up 41% of Dundee, ranging from traditional Victorian Parks to amenity open spaces associated with municipal housing and roads, through to more contemporary open spaces such as those associated with the Waterfront Development.
- 6.2 Due to the challenging circumstances surrounding revenue budgets in recent times, there has been a presumption against the acquisition of new greenspaces by Environment (Streetscene and Land Management) Service, particularly from private developers, unless funding can be identified which provides the revenue necessary for appropriate maintenance. However, greenspace/ open space is often an integral component of civic space development and therefore there have been additions to the greenspace/ open space portfolio.
- 6.3 In terms of development, there are spaces which are designated for residential / business developments, but are maintained as greenspace as a temporary use until such time the land is required for development. However, some of these temporary spaces continue to be managed as greenspaces for many years.
- 6.4 Greenspace development is also often seen as the last resort for undevelopable land, which presents a challenge for the Environment (Streetscene and Land Management) Service. Small pockets of this nature are difficult and costly to manage, but there is little alternative.

7 ASSET DISPOSAL

- 7.1 Within the Environment (Streetscene and Land Management) Service, disposal of greenspace assets is usually associated with development. For instance, this may be planned via the Local Development Plan process such as spaces in Whitfield, often referred to as meanwhile sites. Generally, these have been former housing sites or locations of redundant schools. They are usually cultivated as grasslands, but as they are developed, they no longer fall under the Open Space Asset Management Plan. The Environment (Streetscene and Land Management) Service is a corporate consultee for relevant planning applications.
- 7.2 An emerging method for greenspace asset disposal is Community Asset Transfer. Dundee City Council fully support this and have managed several successful applications including the transfer of a redundant bowling green to a community organisation, who have established a community garden within its confines. Community Sports Hubs have also leased open space to develop 3G pitches. One of the more high-profile projects is the Camperdown Growing Hub. The Environment (Streetscene and Land Management) Service has been instrumental in developing a 4.4ha area into a large-scale community growing hub. In time it is anticipated that the Campy Growers Community group will take responsibility for the hub and discussions concerning a lease are ongoing. Community Asset Transfer is considered under Dundee City Council's Community Wealth Building strategy.

- 7.3 The involvement of local communities and organisations in the management, 'ownership' and development of Dundee's assets is a corporately supported direction of travel. The city's open space assets are no different. However, to ensure success, any group taking on responsibility for an asset is required to demonstrate commensurate capacity and sustainability. If this is not appropriately monitored and supported, the asset may revert to the Council in an adverse state, requiring significant resource to bring back to standard.
- 7.4 Apart from the methods described above, there is little disposal of greenspace assets as greenspace is often the final use of a site. The disposal and life cycle management of assets which are associated with greenspace are discussed below.

8 LEVELS OF SERVICE

8.1 *Service Level Agreements (SLAs)* - In addition to parks and greenspaces, Environment (Streetscene and Land Management) Service manage greenspace and streetscene environments on behalf of other service areas/ external organisations. Currently, these include Children and Families, Housing and Leisure and Culture Dundee (Regional Performance Centre). SLAs for Health and Social Care Partnership, City Development and external organisations such as the Dundee Muslim Trust and Church Grounds are currently under review and are yet to be concluded. SLAs are reviewed annually to ensure maintenance is being completed to an agreed standard. Each SLA covers: -

- An outline of the range of activities delivered and clarifies the detailed areas of responsibilities;
- An outline of specific arrangements in relation to individual service areas;
- Identification of the standard of service delivery;
- An outline of the process for addressing queries and complaints and;
- An outline of the process of monitoring and review of service delivery.

8.2 *Key Performance Measures* – the levels of service which drive the Environment (Streetscene and Land Management) Service are also governed by corporate indicators. In the main, these are included in the Neighbourhood Services Service Plan: -

- Number of KSB (Keep Scotland Beautiful), It's Your Neighbourhood groups reaching the outstanding level (maintain / increase)
- Number of Friends of Parks Groups (maintain / increase)
- Number of clean-ups / litter picks recorded citywide (maintain / increase)
- Maintain or increase the number of KSB Green Flag awards achieved
- Street Cleanliness Score – streets cleaned to an acceptable standard (LEAMS)

9 FUTURE IMPACTS ON THE OPEN SPACE ASSET

9.1 It is vital that the Environment (Streetscene and Land Management) Service maintain an open space asset that reflects the needs of users at the same time as responding to the challenges of climate and ecological change in an era of resource rationalisation. Factors that may affect future delivery of the service include: -

- Climate Change – recent years have brought unprecedented levels of drought, flooding and storms. Remediating and adapting to the impacts of these put additional strain on the Environment (Streetscene and Land Management) Service, requiring resources which are not yet budgeted for: -
 - Drought - loss and poor growth of newly planted trees / shrubs / perennial plants.
 - Flooding – destruction / damage to assets affecting safe use by employees and the public.
 - Storms – destruction / damage to assets (particularly trees / woodlands) affecting health and safety risk to staff and the public. Ongoing storms have a cumulative and destabilising impact on established trees and woodlands.

- Service Change – ongoing financial pressures have required the Environment (Streetscene and Land Management) Service consider in greater detail how services are delivered and function of spaces, e.g. former bowling greens being used as community growing spaces. This is likely to continue and would include items such as service change as result of a significant review of the fleet available.
- Income targets – the Environment (Streetscene and Land Management) Service is apportioned income targets. There remains a challenge to accommodate under recovery of current income targets in the service budget.
- Procurement – high inflationary increases have an impact on the level of service provided which will influence the scale of delivery of development projects and the operation of the service.
- Working patterns – fundamental changes to working practices, for instance, grass maintenance, will provide opportunities and challenges to service delivery.
- Ongoing savings exercises – corporate savings exercises may have unintended knock-on effects on the management of Dundee’s open space asset, e.g. increased vandalism and fly-tipping and fleet rationalisation. The effect of any future savings would be reflected in an Integrated Impact Assessment appended to the relevant committee report.
- Environmental Awareness – support for the Council’s execution of its biodiversity duty and responsibilities under the Climate Action Plan has never been higher. But there is tension amongst those who would prefer the traditional management of open spaces to remain. Balancing both views requires significant consultation and impacts on service delivery by diversifying management practices, providing both challenges and opportunities.
- Information and Technology – digital data management opportunities will improve our understanding of Dundee’s open space assets and hence increase efficient and effective service delivery. Improvements to service delivery will also be reflected in the technological innovation of equipment used to manage our open space asset. However, this will require an agile workforce equipped with appropriate skills to make best use of the information and technology available.

9.2 Climate change will negatively affect the UK’s wider biodiversity resource. By participating in nature networks, Dundee will play its role in helping to protect Scotland’s biodiversity and enable our natural heritage to adapt to climate change. It is also recognised that climate change will enable pests and diseases to expand their geographical range, putting stress on Dundee’s existing biodiversity and natural heritage, and in turn service delivery. It is acknowledged that the fatal Ash dieback disease is exacerbated by climate change. The environmental and health and safety risk of dying trees has resulted in their removal, impacting on service delivery at a cost which had not been anticipated.

10 OPEN SPACE RATIONALISATION

10.1 As previously stated, the Council supports and actively promotes the transfer of assets to communities. Open spaces are no exception to this and feature heavily in the Community Wealth Building approach that the Council is taking. However, successful community asset transfer can take time and resource to be fully sustainable. Supporting communities so that they are equipped with the skills and capacity to take on assets impacts on the wider Environment (Streetscene and Land Management) Service and that of other service areas.

10.2 This Asset Management Plan acknowledges that it is unlikely that significant rationalisation of the city’s open space assets to other uses will take place. Dundee’s open space assets are valued by residents and visitors alike, as well as providing a mitigation and adaptation function to combat the effects of climate change.

- 10.3 Further implementing the ethos of recent transformation initiatives will ensure that the management of the open space asset becomes more efficient and cost effective. This has been proven in schemes replacing annual bedding with sustainable perennial planting, removal of shrub beds and replacement with grass and removal of hedges. There is ongoing requirement for assessment of these initiatives to ensure that Dundee's biodiversity and natural heritage is supported.

11 LIFE CYCLE MANAGEMENT

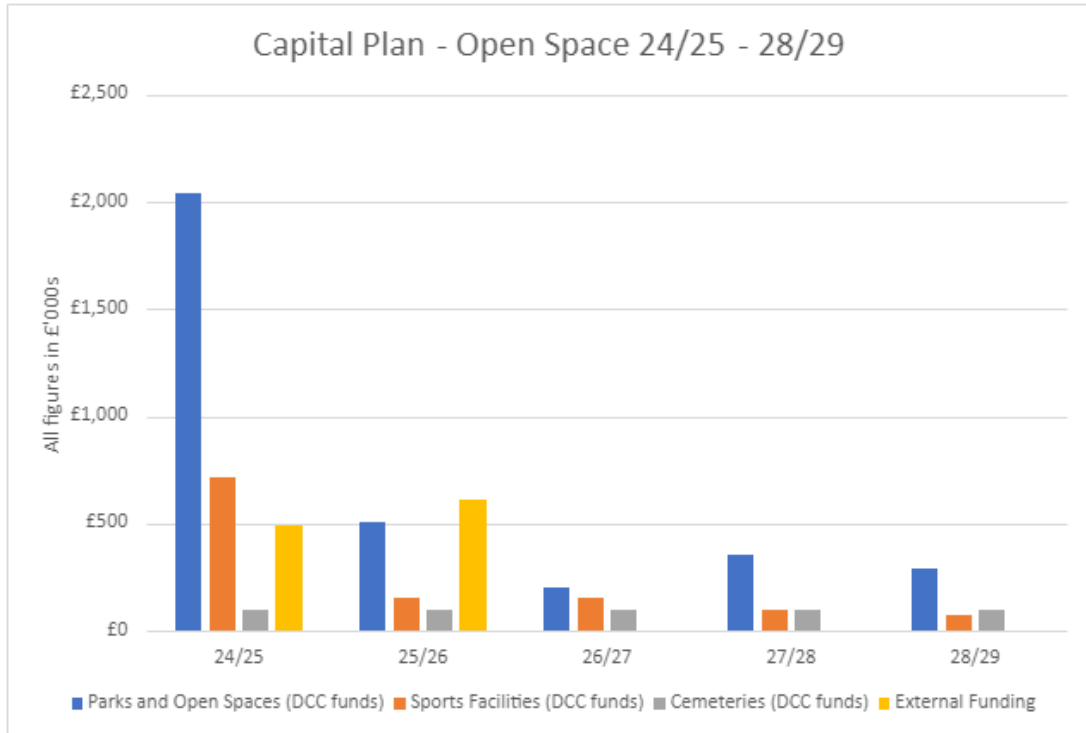
- 11.1 It has been increasingly acknowledged that the management and replacement of greenspace /streetscene assets should be factored in at the very outset of their development. For instance, the Sports Pitch Strategy addresses management and replacement of 3G surfaces to ensure their longevity. A recently completed review of litter bins is driving an assessment of location/type and capacity of litter bins, for instance replacing numerous, unused and smaller pole mounted bins with those with bigger capacity and in more accessible locations.
- 11.2 The Environment (Streetscene and Land Management) Service recognise the importance of condition monitoring of open space assets and the facilities that they contain. The Green Flag process enables the Service to monitor a number of open spaces annually, which will recommend potential management/ replacement /disposal of the assets contained within the spaces.

12 ASSET MANAGEMENT PRACTICES

- 12.1 *Annual Maintenance Plan* - The annual grounds maintenance requirements of all sites under the responsibility of Environment (Streetscene and Land Management) Service and those managed on behalf of other service areas are governed by a cyclical annual maintenance plan which sets out each management activity and the maintenance required for the year. This plan acts as a visual reminder of requirements and then as record of maintenance which has been completed.
- 12.2 *Site components, schedule of rates and frequency of activities* - Each site is initially audited for maintenance tasks applicable to the components (for instance amenity grass, shrub beds, hedges) of each area. These tasks have a rate (Schedule of Rates - SOR) applied which builds in a labour, materials, plant & vehicle cost into it. This enables a cost to be estimated for an hour's worth of a particular activity based on a unit e.g. m², units x the SOR value. Each maintenance activity has its own frequency for the year. This gives the cost and hourly value to maintain the site and its components for the year. SORs are also used for estimating costs and hourly values for one off jobs, projects and contracts. The annual maintenance plan /site components and the SORs enables an estimate of the labour required to manage Dundee's greenspaces.
- 12.3 *Site updates* - In order to continually apply the correct annual maintenance cost and labour value to each site, updates should be carried out when any change occurs that has an effect on maintenance requirements e.g. Component, SOR or frequency increase, decrease, addition or deletion.
- 12.4 *GIS Mapping* - Each site is added to GIS mapping which has the ability to show the extent of each site's boundaries and component parts. The application of GIS and further integration of the system into the management of greenspace is being explored.
- 12.5 *Route Planning* – To achieve the most efficient and effective streetscene service, routes used by operatives are continually reviewed and adapted to reflect the changing civic landscape.

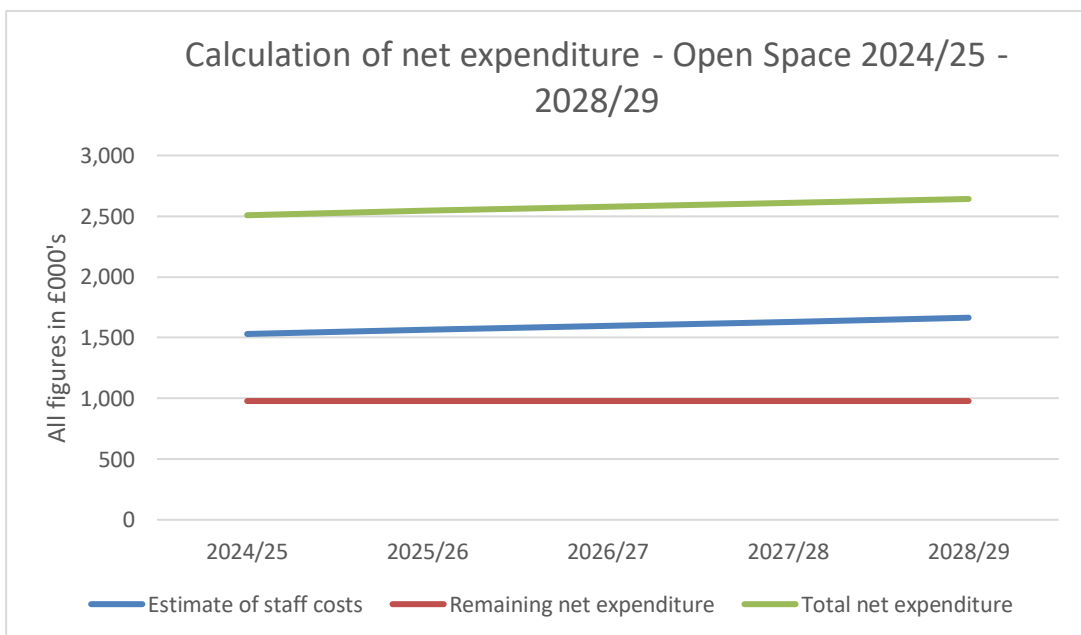
13 FINANCIAL SUMMARY

13.1 The table below shows future capital investment in the Open Space Asset which the Environment (Streetscene and Land Management) Service is directly responsible for. Figures from DCC Capital Plan 2024 - 2029. External capital funding will continue to be sought where possible to support the current allocations.



24/25 figures reflect budget carry forwards from previous financial year

13.2 The table below shows a calculation of net revenue expenditure from 2024/25 to 2028/29. This is based on a 2.5% increase in staff costs in 2025/26 followed by a 2% increase in future years, with other expenditure remaining at current levels.



14 RISKS TO THE OPEN SPACE ASSET

- 14.1 The following section considers some of the main risks associated with the plan and the management of the Council's open space assets. An emergent and significant risk to the service is the impact of climate change which continues to become more evident through storm and unprecedented rainfall events, as well as periods of drought and temperature increases. Change to weather patterns also impacts on cyclical maintenance e.g. a longer grass maintenance season and increases in the risks from pests and diseases.
- 14.2 The protection of Dundee's open spaces and the nature networks/ biodiversity that they support is a key duty of Dundee City Council and requires changes to management regimes to ensure that the natural heritage is protected and encouraged. These changes need to be managed to ensure continuing public support. Equally public support is welcomed into Dundee's open spaces where active use and volunteer assistance is vital to ensure their continuing value to local people.
- 14.3 Balancing public expectation of open space management standards against a backdrop of constrained resources and environmental responsibilities requires a continued and focussed drive, towards an increasingly efficient, agile and multi-skilled workforce which embrace technological change and new ways of working, alongside the development of Dundee's open spaces which are enjoyed by all. The wide and varied scope of the Environment (Streetscene and Land Management) Service is reflected in the risk table below: -

Risk Statement	Risk Category	Likelihood and Consequence = Rating	Current Treatment or Control	Proposed Treatment or Control
Climate Change - Increasing incidence of wind / rainfall events that damage integrity of trees / woodlands	Operational / H&S / Financial / Environment	Possible and Significant = High	Robust reporting procedures are in place. Call out system in place for attendance for Forestry team to attend incidents as required.	Progress with Forestry team restructure.
Climate Change – Increasing intensity and frequency of severe rainfall events, resulting in flooding restricting access to open spaces.	Operational / H&S / Financial / Environment	Possible and Moderate = Medium	Partnership working with City Development / Engineers to mitigate flooding in parks and open spaces	Long term drainage plan working with partners e.g. Scottish Water / Engineers in Camperdown Park
Climate Change – Increase in periods of drought.	Operational / Financial / Environment	Possible and Low = Low	Additional watering when required as resources allow.	Plant drought tolerant species. Alternative planting techniques and technological solutions
Changes to legislation – pesticides, biodiversity, cemeteries, access, H&S changes to operations / litter management systems	Operational / H&S / Financial / Environment	Rare and Moderate = Low	Compliant	Long lead in time giving opportunity to plan for implementation
Safety of park facilities e.g.	H&S	Rare and Significant = Moderate	Regular programme of	Regular programme of

headstones / walls / play equipment			inspections. Prioritise repairs	inspections. Prioritise repairs
Failure of infrastructure e.g. ponds / footbridges	H&S / Financial / Environment	Rare and Significant = Low	Regular programme of inspections. Prioritise repairs	Regular programme of inspections. Prioritise repairs
Disease e.g. Ash dieback	H&S / Environment / Financial	Rare and Significant = Low / Medium	Regular programme of inspection / control of diseased trees, Risk will increase if financial resources are not available for control.	Action plan implemented and regular officers monitoring group. Felling programme underway and digital survey of trees expanded.
Pandemic outbreak (COVID 19 / Avian Flu) or other disease	Operational / H&S / Financial / Environment	Possible and Moderate = Medium	In accordance with Government guidelines implement essential services plans. New animal disposal contract now in place following Avian flu outbreak 2023	Prepare guideline for staff in relation to Avian Flu
Complying with SLA requirements impacting on KPIs such as Green Flag / Beautiful Scotland / LEAMS etc.	Operational / Reputational	Possible and Moderate = Medium	Additional monitoring programme requires resource focus	Introduction of updated management regimes and reduction in resource intensive activities
Availability of workforce	Operational / Reputational	Possible and Moderate = Medium	Prioritise service continuity and consider temporary suspension of non-essential services. Recruit temporary staff. Continue staff rotation programmes to multi-skill staff.	Staff training being developed. Contact with 3rd party contractors and agency staff as contingency, using appropriate consultation and procurement routes.
Service standards fall below public expectation	Operational / Reputational / Environment	Likely and Moderate = High	Implementation of corporate complaint procedures and remedial action as resource allows.	Appropriate public communication programmes are instigated.
Volunteer and community capacity for active management in open spaces decreases	Environment / Operational	Possible and Low = Low	Officer support where resource allows	Focussed officer support where resource allows and partnership working in areas which need it most.
IT transformation impacts on delivery	Operational / Financial	Possible and Moderate = Medium	Ensure staff have access to appropriate	Technological solutions are maximised to

and monitoring of service.			training and IT equipment	ensure optimal service delivery
Incomplete data capture impacts of delivery of service	Operational / Financial	Possible and Moderate = Medium	Ensure staff have access to appropriate training and IT equipment	Technological solutions are maximised to ensure optimal service delivery
Changes to open space facilities e.g. public toilets / sports pavilions	Reputational / Financial	Possible and Low = Low	Facilities are maintained	Future delivery models and resource challenges may require restructuring of facilities
Changes / deterioration / vandalism to built assets in open space / infrastructure	Financial	Possible and Low = Low	Facilities are maintained	Future delivery models and resource challenges may require restructuring of facilities
Reduction in external funding resulting in reduced enhancement / management of open space asset	Financial / Environment	Likely and Moderate = Medium	Officers are supported to source external funding. Work with partners to maximise leverage.	Officers are supported to source external funding. Work with partners to maximise leverage.
Reduction in income derived from Dundee's open space asset	Financial	Possible and Moderate = Low	Procedures in place to streamline customer journey.	Communication and marketing. Implementation of innovative income generating initiatives building on good practice.

14.4 The risk has been evaluated in accordance with the Council's corporate risk management strategy. In addition to the risks identified above a departmental risk register is maintained recording the risks associated with the Environment (Streetscene and Land Management) Service.

15 Monitoring and Review

15.1 *LEAMS* - Local Environmental Audit and Management System (LEAMS) is the only national indicator for street cleanliness. Regular assessment of random sites is carried out annually resulting in a score which benchmarks the cleanliness of streets in Dundee against time and other local authorities – KPI City Plan / Service Plan.

15.2 *Green Flag Assessments* – The Green Flag Award recognises the best parks and green spaces across Scotland. It is awarded to parks and green spaces who can demonstrate excellent management and environmental standards. Currently Dundee has 7 Green Flags which are awarded annually from Keep Scotland Beautiful. – KPI City Plan / Service Plan.

In addition to this, over 20 parks and greenspaces are internally assessed against the national Green Flag assessment criteria.

15.3 *Beach Awards* - Scotland's Beach Awards are the benchmark for quality, celebrating clean, well-managed and sustainable beaches. Our award-winning beaches demonstrate excellent beach management and environmental best practice, and the maintenance of high standards.

Broughty Ferry beach is assessed annually and if standards are met it is awarded a beach award – KPI City Plan / Service Plan.

15.4 *Additional Performance Measures* – in addition to those above, Environment have responsibility to report on performance measures which arise directly from its service areas. These include: -

- Number of KSB 'It's Your Neighbourhood' groups reaching the outstanding level (maintain / increase) – Service Plan
- Number of 'Friends of Parks' groups (maintain / increase) – Service Plan
- Number of clean ups / litter picks recorded citywide (maintain/ increase) – Service Plan
- Number of Beautiful Scotland Awards - (maintain/ increase) – Service Plan
- Number of clean ups / litter picks recorded citywide (maintain / increase) -Service Plan

15.5 *Play Area Assessments* – all of Dundee City Council's play areas are subject to regular health and safety inspections.

15.6 *Asset Audits* – in addition to Green Flag Assessments and LEAMS above the Environment (Streetscene and Land Management) Service carries out specific asset audits in response to service needs. Audits of bins and memorial benches have recently been completed.

16 Action Plan

<i>Key Delivery Areas</i>	<i>Actions</i>	<i>Source</i>
Improve the quality of parks through design to encourage use and maximise the potential to enhance health and wellbeing	<ul style="list-style-type: none"> • Develop Park master plans for all major parks • Deliver capital investment projects through direct funding and external awards 	Corporate AMP
Link into the school estate in terms of maximising play opportunities and open space management	<ul style="list-style-type: none"> • Inclusion in Service Level Agreement 	Corporate AMP
Develop a Green Health Partnership with key stakeholders	<ul style="list-style-type: none"> • Working with NHS Tayside, Nature Scot and DVVA promote initiatives including green prescribing and influence facility design of open spaces and parks. 	Corporate AMP
Core path and Green Circular development to encourage walking and cycling etc.	<ul style="list-style-type: none"> • Continue to review the Core Path Plan and implement actions which improve access and active travel, in particular the Green Circular. 	Corporate AMP
Deliver aspects of the Dundee Physical Activity Strategy including active living, play and sport	<ul style="list-style-type: none"> • Dundee Sports Pitch Strategy • Capital investment into sports and play facilities • Continue with play area renewal programme 	Corporate AMP
Street Cleanliness Score – streets cleaned to an acceptable standard	<ul style="list-style-type: none"> • Development of a dedicated plan (24/25) identifying priority locations, hotspots and specific routes • Targeted community clean-ups 	Service Plan
Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces	<ul style="list-style-type: none"> • Working with City Development, other relevant service areas and local people to identify opportunities for increased involvement of communities in open space management and development. 	Service Plan
Retain the Keep Scotland Beautiful (KSB) City Category	<ul style="list-style-type: none"> • Support community organisations such as Bonnie Dundee to submit an annual application to the campaign 	Service Plan
Retain the Keep Scotland Beautiful Beach Award (Broughty Ferry)	<ul style="list-style-type: none"> • Working with local people, organisations and other service areas continue to lead the Beach Award application 	Service Plan
Increase the number of KSB Green Flag awards achieved	<ul style="list-style-type: none"> • Support the Friends of Magdalen Green to apply for Dundee's 8th Green Flag 	Service Plan
Review and advance the Take Pride in Your City campaign	<ul style="list-style-type: none"> • Deliver the current action plan and prepare new action plan for further two years 	Service Plan

Develop the streetscene asset	<ul style="list-style-type: none"> • Roll out of replacement bin strategy • Take Pride actions • Route planning 	Take Pride in your City Action plan
Support the preparation of Dundee's Open Space Strategy (OSS)	<ul style="list-style-type: none"> • Support the Planning Authority in developing the OSS • Facilitate the collection of data to inform the OSS 	Legislative requirement
Continue to develop DCC's response to its Biodiversity Duty	<ul style="list-style-type: none"> • Review the Biodiversity Action Plan as required • Implement the Biodiversity Action Plan utilising appropriate funding including the Nature Restoration Fund • Continue to manage Ash Dieback throughout the city. 	Legislative requirement
Forestry and Woodland Strategy	<ul style="list-style-type: none"> • Support Planning authority in the development of a Forestry and Woodland Strategy 	Legislative requirement
Maximise use of land for community growing	<ul style="list-style-type: none"> • Implement and review Dundee's Local Food Growing Strategy as required by the Community Empowerment (Scotland) Act 2015 	CWB strategy
Maximise use of green space available to communities	<ul style="list-style-type: none"> • Continue to support communities and encourage community ownership/ CAT 	CWB strategy
Service Level Agreements (SLAs)	<ul style="list-style-type: none"> • Develop SLAs for additional service areas within the lifetime of plan (including responsibility for assets outlined in Appendix 2) • Continually review existing SLAs 	OSAMP
Income generation	<ul style="list-style-type: none"> • Maximise the income generation capacity of Dundee's open space resource • Learning from others, investigate further income generation opportunities • Maximise the potential of grant funding 	OSAMP
Digital Transformation	<ul style="list-style-type: none"> • Develop a comprehensive and intuitive SharePoint file structure to replace redundant corporate drives • Upskilling operational staff • Use GIS capability to drive lifecycle management of open space assets • Enable more grounds maintenance operations to be digitally managed 	OSAMP

Appendix 1 - Key OSAMP strategic documents

- [Take Pride in Your City Campaign](#) - launched in May 2015 as a two-year initiative the Take Pride in Your City Campaign initially concentrated on five key issues; litter, dog fouling, graffiti, fly-tipping and chewing gum, and built on the city's good track record for environmental improvement. In 2018/19 work began to update the Take Pride campaign. The revised overall aim is to encourage positive changes to people's behaviour; improving the image of the city's environmental quality and image as an attractive place to live, work, shop and visit.
Campaign update - https://www.dundee.gov.uk/minutes/report?rep_id=218-2023
- [Local Biodiversity Action Plan](#) - ensures the compliance with the Biodiversity Duty focusing action on the ecosystems, habitats and species most in need and ensures prioritisation of resources at a local level. It sets out clear objectives and targets to enable us to measure any achievements. The plan builds on current Dundee City Council plans and strategies and aims to inform any future plans.
Annual update 2022/23: https://www.dundee.gov.uk/minutes/report?rep_id=158-2023
- [Local Food Growing Strategy](#) – complies with requirement from the Community Empowerment (Scotland) Act 2015 and has a vision of 'Dundee will build on its enviable resource of community growing spaces and allotments, working with communities, local people and organisations to enable them to access 'grow your own' opportunities, whilst recognising the value of such growing spaces in reducing food insecurity.
- [Core Path Plan](#) - The original Core Path Plan was adopted by Dundee City Council in 2009 after extensive consultations and with support and advice from Dundee's Local Access Forum. Paths in the plan have been improved, particularly through improvements in Dundee Waterfront. The Local Access Forum carried out surveys, and proposed changes to the plan. The changes were subject to consultations, and were adopted by Dundee City Council on the 1st March 2020
- [Dundee Sports Pitch Strategy](#) – the strategy provides a framework for the development and management of Dundee's pitch resource. It aligns with the partnership agreement between Dundee City Council, Leisure and Culture Dundee and Sport Scotland. The continuing development of Community Sports Hubs and the decision to include Tennis in the strategy will result in an updated version which is currently in development.
Strategy update: https://www.dundee.gov.uk/minutes/report?rep_id=263-2019
- [Strategic Forest Plan](#) – A strategic approach to woodland management to ensure that Dundee's woodlands are managed appropriately for visitors and biodiversity, recognising that they provide a vital resource in terms of climate change.
- [Climate Action Plan](#) – The plan represents the first set of actions in a long-term pathway to first surpass the Covenant of Mayors target of 40% reduction in greenhouse gas emissions by 2030 and then to achieve net-zero greenhouse gas emissions by 2045 or sooner. It includes four themes of Energy, Transport, Waste and Resilience with each theme including an initial set of actions to reduce emissions or adapt to a changing climate, considering existing projects, stakeholder priorities and national initiatives.

Appendix 2 – Dundee’s Open Space Assets (including those which other service areas have responsibility for)

Type	Nos. unless otherwise stated	Notes
<i>Open Space</i>	62% of DCC area	
<i>Public Open Space</i>	41% of DCC area	
<i>Parks</i> <ul style="list-style-type: none"> • Country • Green Flag • Green Flag (internal) • Locally Important Nature Conservation Site (LINC) • Local Nature Reserve (LNR) 	1 7 24 42 3	Dundee City Council manages 623 hectares of parks and 119 hectares of open spaces
<i>Cemeteries and Burial Grounds</i> <ul style="list-style-type: none"> • Active • Full • Historic 	2 5 11	In addition to active and full sites this also includes historical records.
<i>Historic Features</i>	Camperdown wall (listed) Dawson Fountain Magdalen Green Bandstand The Law boundary markers Myrekirk Stone Circle	
<i>Civic Spaces</i>	Figures not available	
<i>Trees and Woodlands</i>	279 ha of woodland	The city also has a significant number of street trees.
<i>Hedges / Hedgerows</i>	Figures not available	
<i>Allotments / Community Gardens</i> <ul style="list-style-type: none"> • Allotments (4 directly managed, 7 leased) • School Community Gardens • Other Community Gardens 	11 9 28	
<i>Sports Areas including sports pitches and tennis courts</i> <ul style="list-style-type: none"> • Football <ul style="list-style-type: none"> ○ 7 aside (ENV – 19, LACD – 1, EDU – 4) ○ 9 aside (ENV 4) ○ 11 aside (ENV – 44, EDU – 12) • Rugby (EDU – 2, ENV – 1) Total • Combined Rugby/Football (EDU) • Hockey <ul style="list-style-type: none"> EDU (Grass Pitch) LACD (synthetic) • Shinty • Synthetic (LACD – 4, EDU – 4, ENV – 1) • Tennis (8 Sites) • Green Gyms 	24 4 56 3 1 1 1 1 9 25 courts 27	
<i>Equipped play areas including</i> Play Area Agility Trail Area (Adventure Trails) Skatepark	74 33 5	

MUGAs	14	
Dog Agility Trail Area	3	
<i>Benches / Picnic Table</i>		
• Benches	964	
• Memorial Benches	146	
• Picnic Table	171	
<i>City / District Centre Planters</i>	125	
<i>Fences, Barriers</i>	Figures not available	
<i>Paths, Steps (unbound)</i>	Figures not available	
<i>Litter Bins and Dog Waste Bins</i>		
• Litter bins	1508	
• Ashguard Cigarette Bin	10	
• Dog waste	1350	
<i>Noticeboards in parks and open spaces</i>	89	
<i>Tree protection</i>	Figures not available	Guards
<i>Water Courses</i>	4	Dighty Water, Gelly, Fithie and Murroes Burns
<i>Waterbodies</i>	18	Including Clatto Reservoir
<i>Beaches / Sand dunes</i>	2	Broughty Ferry and Grassy beaches

ENV – Environment Management
EDU – Children and Families
LACD – Leisure and Culture Dundee

Appendix 3 – Further details on Dundee’s Open Space Assets

Green Flag Award sites (externally assessed): -

- Barnhill Rock Garden
- Baxter Park
- Dundee Law
- Riverside Nature Park
- Slessor Gardens & Waterfront Place
- Templeton Woods
- Trottick Mill Ponds LNR

Internal Quality Assessment sites ('Internal Green Flag'):

- Balgay Cemetery
- Balgay Hill
- Birkhill Cemetery
- Camperdown Country Park
- Castle Green
- Clatto Park
- Dawson Park
- Downfield Park
- Drumgeith Park
- Dudhope Park
- Eastern Cemetery
- Fairmuir Park
- Finlathen Park
- Hilltown Park
- The Howff
- Lochee Park
- Magdalen Green
- Middleton Wood
- Orchar Park
- Reres Hill
- South Road Park
- Stobsmuir Park
- Victoria Park
- Western Cemetery

Fields in Trust sites:

- Caird Park KGV Stadium (Protection Type – King George V Fields)
- Camperdown Country Park (Protection Type - Queen Elizabeth Fields)
- Dawson Park (Protection Type - Queen Elizabeth Fields)
- Drumgeith Park (Protection Type – Active Spaces)
- Dundee Law (Protection Type – Centenary Fields)
- Lochee Park (Protection Type – Fields in Trust Protected Fields)

Cemeteries and Burial Grounds:

Active Cemeteries

- Barnhill Cemetery
- Pitkerro Grove Cemetery

Full Cemeteries

- Balgay Cemetery
- Birkhill Cemetery
- Dundee Muslim Cemetery
- Eastern Cemetery
- Western Cemetery

Historic Cemeteries, Church, and Burial Ground:

- Benvie Cemetery
- Chapel Lane Cemetery
- City Churches
- Den O Mains Cemetery
- Howff Cemetery
- Logie Cemetery
- Mains Churchyard
- Roodyards Cemetery
- St Aidans Church
- St Andrews Parish Church
- St Peters Church

Allotments / Community Gardens in Dundee:

Allotments

Directly Managed

- Ancrum Road Allotments
- Arklay Terrace Allotments South
- Macauley Street Allotments
- Magdalen Green Allotments

Leased

- City Road Allotments
- Kinnaird Allotments
- Murrayfield Allotments
- Old Craigie Road Allotments
- South Road Allotment
- Stirling Park Allotments
- West Law Allotments

Community Gardens in schools

- Ardler Primary School Garden
- Baldragon Academy Community Garden
- Balgarthno Community Garden
- Blackness Primary School Garden
- Craigiebarns Nursery Garden
- Craigiebarns Primary School Garden
- Craigowl Primary School Garden
- Poppy Land Hilltown Community Garden
- St Fergus Primary School Garden

Community Gardens

- Ancrum Road Community Plot
- Ardler Community Growing Space
- Arklay Terrace Community Garden
- Attic Community Garden
- Botanic Community Garden
- Campy Growers
- Douglas Community Garden
- Dundee Therapy Garden
- Duntrune Demonstration Garden
- Fairmuir Community Garden
- Fintry Community Garden
- Fruit Bowls, Lochee Park
- Grays Lane Community Garden
- Kerr Street Community Garden
- The MAXwell Community Centre and Garden
- Menzieshill Community Garden
- Ninewells Community Garden
- Old Piggery
- Pitairlie Road / Pitkerro Road Community Garden
- Queen Street Community Garden
- St Mary's Community Growing Space
- Sunken Garden
- Tay View Community Garden
- University of Dundee Community Garden
- Victoria Park Community Garden
- Whitfield Community Garden
- Whorterbank Community Growing Space
- Whorterbank Tattie Patch

(from Local Food Growing Strategy 2020-2025)

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