Park Quality and Performance Assessment

Brian Milne – Director Xyst Ltd

How do we know we are doing the right thing?

How do we assess or measure performance?

What do we mean by performance?

The parks performance theory

$$P = F+U+S$$

What do we mean by performance?

Performance = Utilisation + Functionality + Satisfaction

Current Approach

Australasia focus on Asset Management

- Asset information
- Condition assessment
- Levels of Service
- Valuation
- Renewal planning
- Levels of Service
- Asset Management Plan

Asset management

Aim is to achieve:

- Financial Sustainability
- Move to long term planning and thinking instead of short term operational focus

Gore District Parks Asset Renewal Programme 2012 -2022
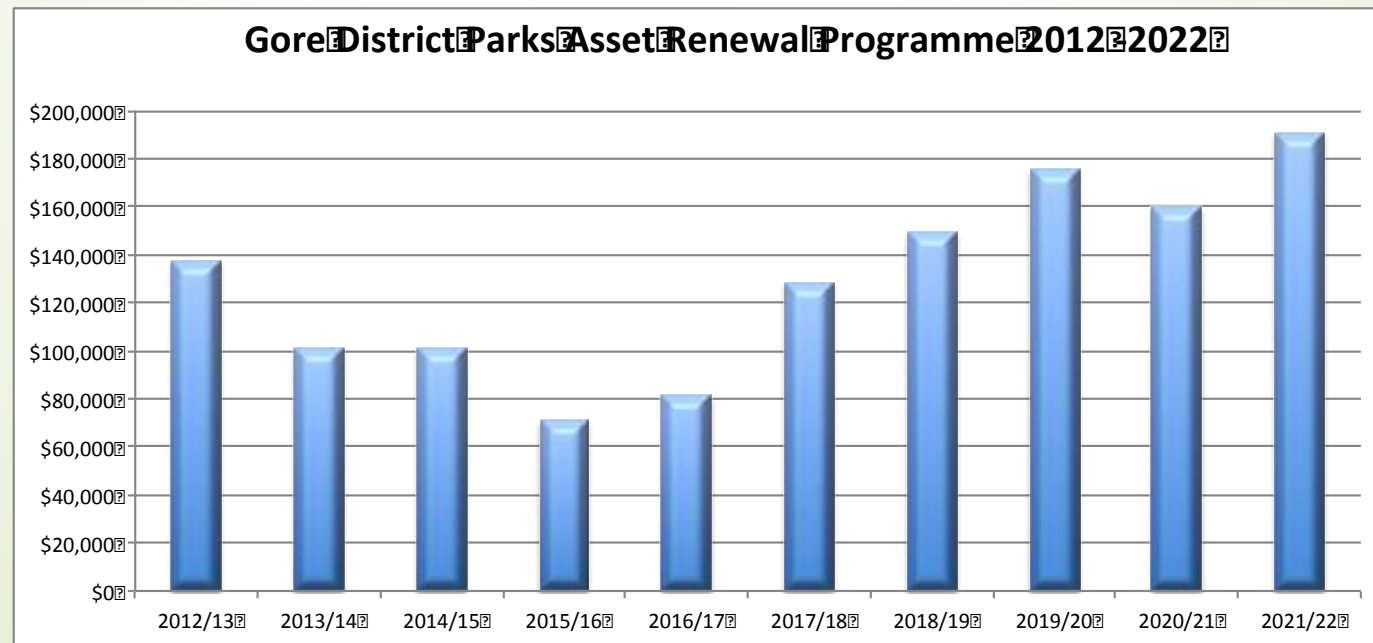
Objective of Asset Management

To meet a required level of service, in the most cost effective manner through the management of assets for present and future customers

IIMM
International Infrastructure Management Manual

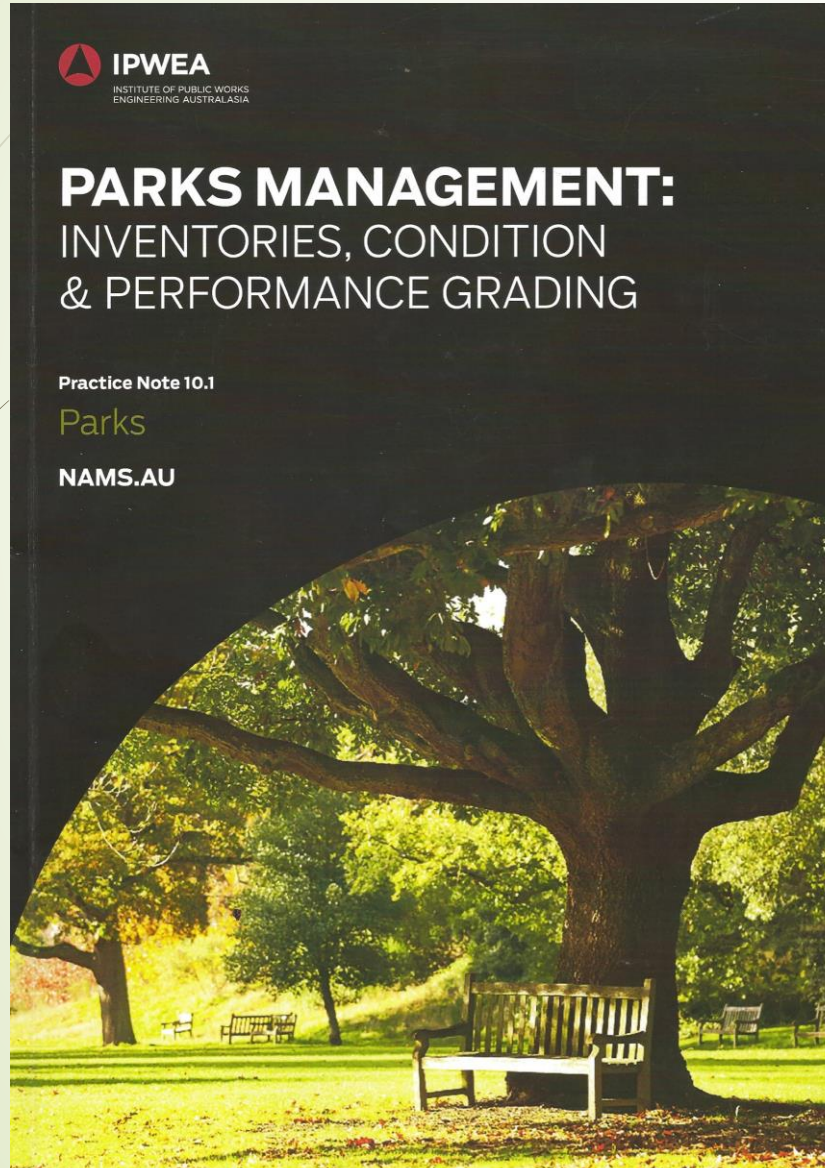Institute of Public Works Australasia
www.ipwea.org

Parks Management Practice Notes

PARKS MANAGEMENT:
INVENTORIES, CONDITION
& PERFORMANCE GRADING

Practice Note 10.1
Parks

NAMS.AU

IPWEA
INSTITUTE OF PUBLIC WORKS
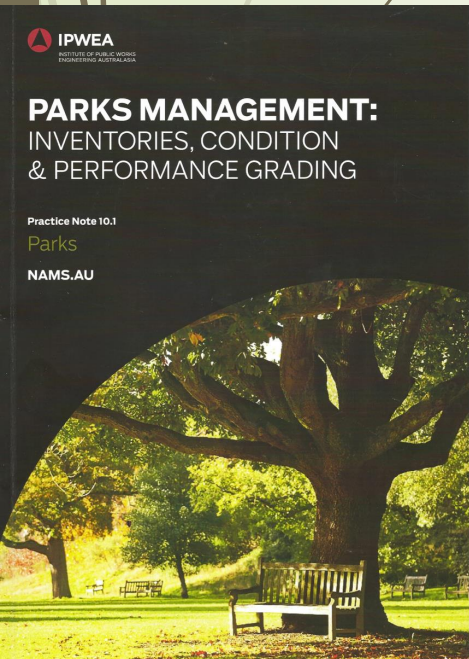ENGINEERING AUSTRALASIA

Parks Practice Note 10.2

Parks Asset Management:
Renewal Planning, Valuation
and Asset Management Plans

IPWEA Parks Practice Notes

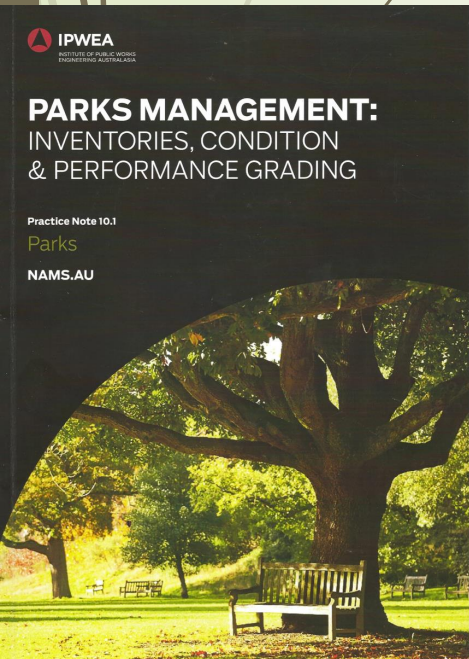**PN 10.1 Parks Management: Inventories, Condition & Performance Grading**

➤ Asset inventories

> ➤ Accurate, up to date, asset information is the essential base for all asset management work

➤ Condition assessment

> ➤ Primarily relates to the physical state of an asset

> ➤ Understand where an asset is in its lifecycle – so you can plan for its replacement to meet financial and level of service objectives

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PARKS MANAGEMENT:
INVENTORIES, CONDITION
& PERFORMANCE GRADING

Practice Note 10.1
Parks

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IPWEA Parks Practice Notes

PN 10.1 Parks Management: Inventories, Condition & Performance Grading

- Performance assessment
  - Asset level – focus on utilisation, functionality and /or capacity
  - Requires detailed service criteria
  - Useful for some asset groups:
    - Public toilets, playgrounds, sports grounds, living assets, lighting

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PARKS MANAGEMENT:
INVENTORIES, CONDITION
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Practice Note 10.1
Parks

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IPWEA Parks Practice Notes

PN 10.2 Parks Management: Renewal Planning, Valuation and Asset Management

➡ Valuation

　➡ Set useful lives and replacement values

　➡ Enables the planning and funding of asset renewal to sustain service delivery long term

　➡ How to value living assets

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Parks Practice Note 10.2

Parks Asset Management:
Renewal Planning, Valuation
and Asset Management Plans

IPWEA Parks Practice Notes

PN 10.2 Parks Management: Renewal Planning, Valuation and Asset Management

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Parks Practice Note 10.2

Parks Asset Management:
Renewal Planning, Valuation
and Asset Management Plans

- Renewal planning
  - Long term plan to replace assets at optimum time
  - Funding available when required

- Asset Management Plans
  - Document your asset knowledge and processes
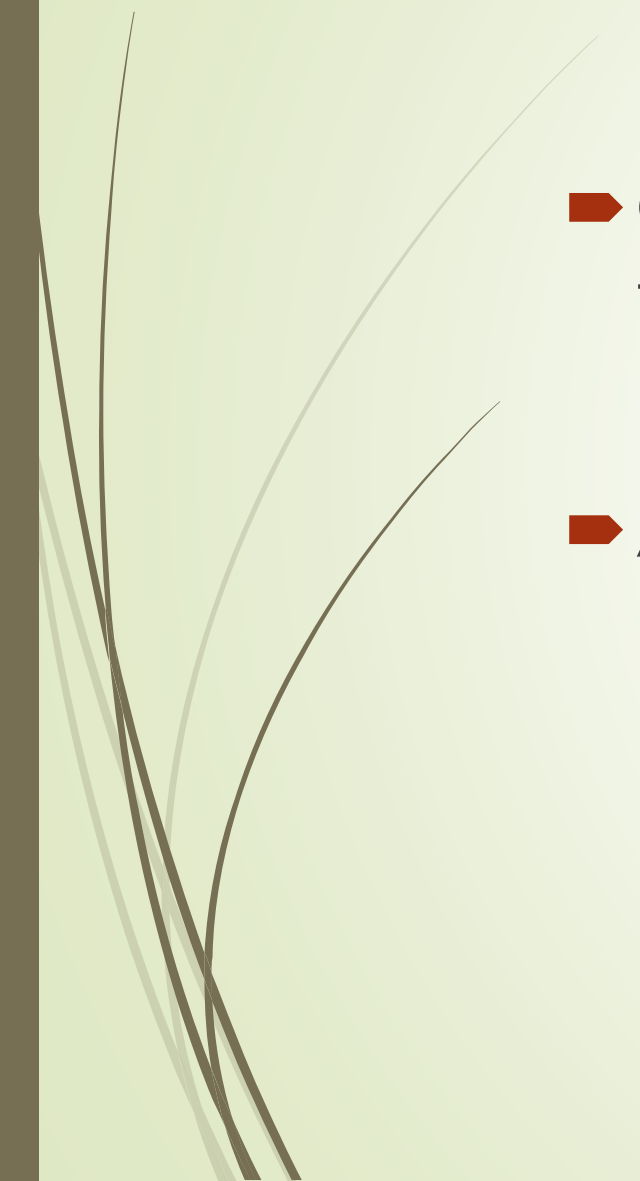 - Identify improvements

Current Approach

Asset Focused

- High level of detail

- Focus is on the asset – maintenance and renewal based on asset life and condition

- Other than for consultation on levels of service; minimal focus on the customer experience
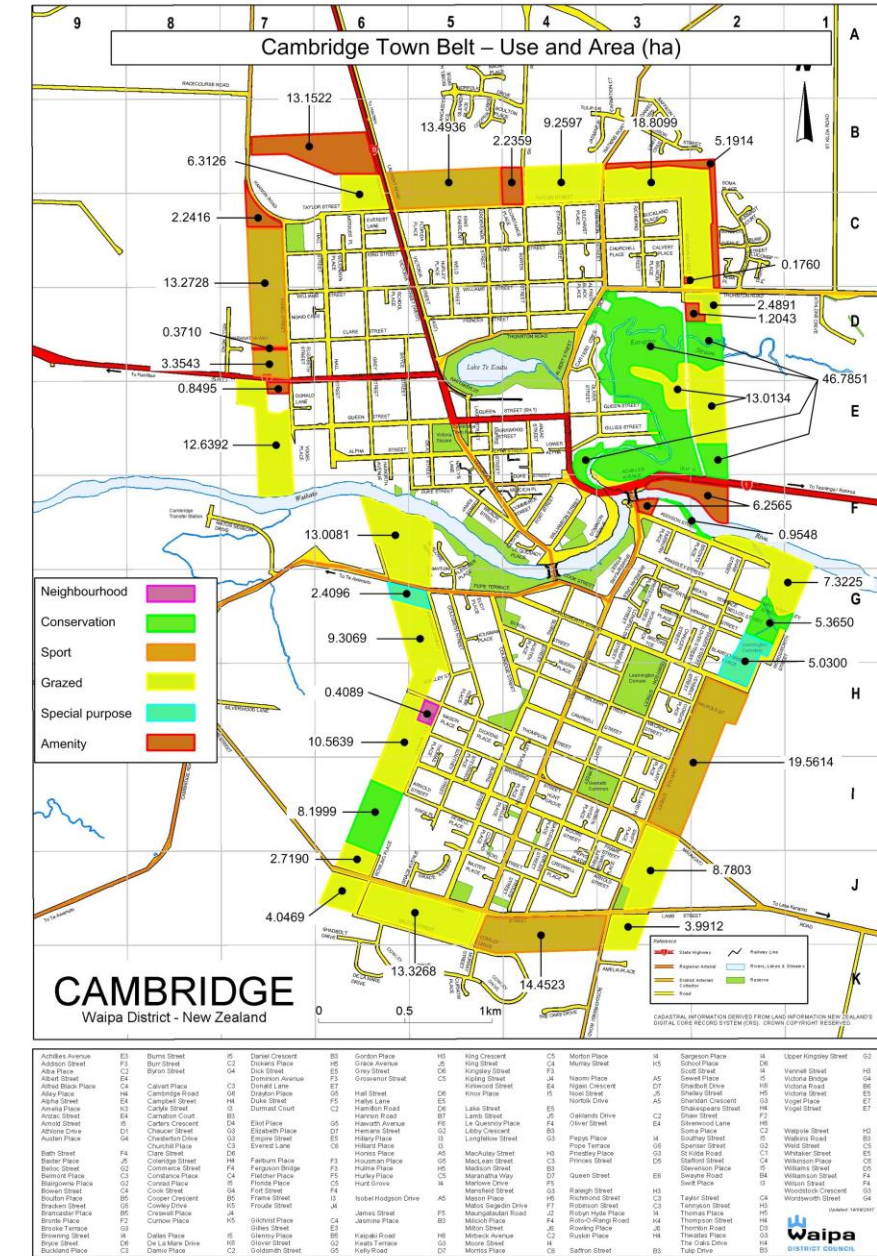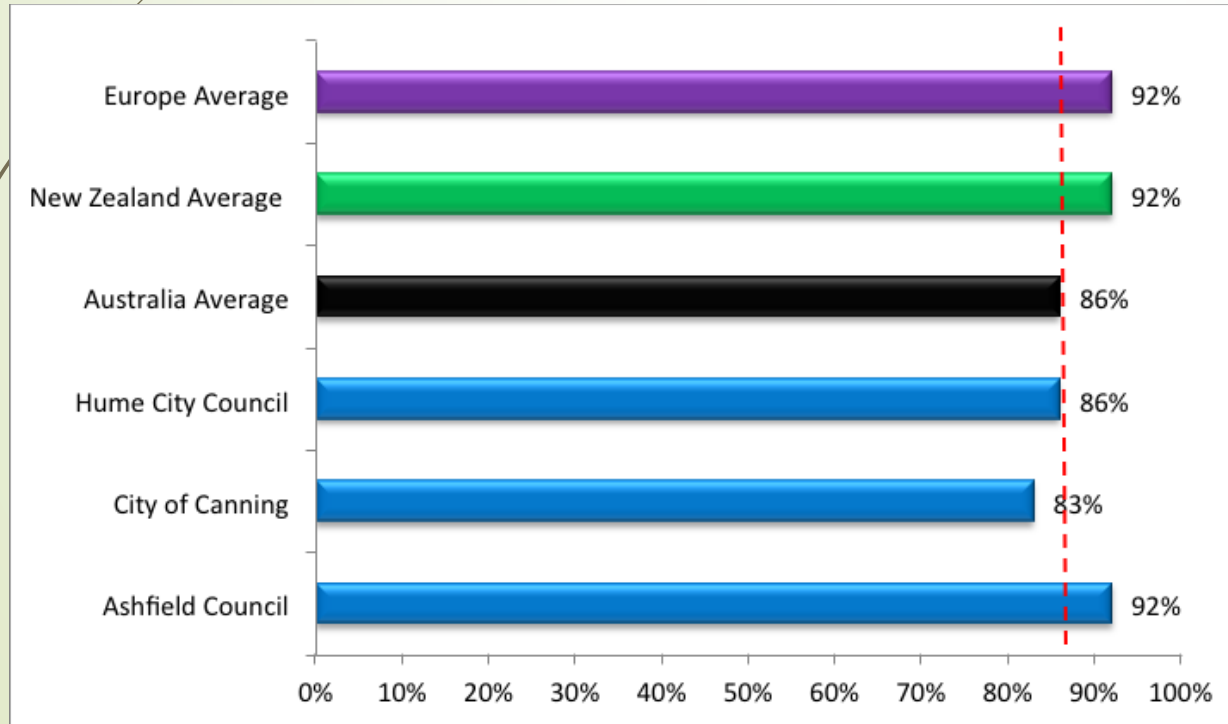
Performance

- Greater focus on the user experience rather than the asset

- Assess and understand how effective we are being

A wider view

- Examine a parks overall performance
- Look at the parks network effectiveness in total

What do we mean by performance?

- Utilisation

- Functionality

- Satisfaction

Utilisation

- How well are parks used?

- Who's using them?

- How often?

- What level of utilisation do we expect?

Utilisation

- Is it OK to spend XXX amount on providing, developing and maintaining a park

- And no-one comes?

Functionality

- Does the park achieve the purpose it was designed for?

- What is the purpose?
  - Level of service should define this
  - Parks hierarchy or category

Functionality

- Sports field example:
- Playability, availability, reliability, safety
  - Meets code requirements for standard of play

Satisfaction

- A focus on the user experience
- Are we doing the right thing
  - Features/services provided in the park
- How well are we doing those things?

Tools and methods

Utilisation Measurement Tools

Usage monitoring

- Sportsfields
  - Booking hours, player numbers
    - Effective systems
    - Cooperation of sports codes
    - Leased facilities

Utilisation Measurement Tools

Usage monitoring
- Electronic counting
  - Trails
  - High use sites with restricted access
    - Gardens
    - Other special interest sites
  - Vehicles counts
    - Requires calibration process for accuracy
  - Public toilets

Utilisation Measurement Tools

Usage monitoring
- Visual Survey
  - Sample counts and extrapolation
  - Requires good methodology and process
  - Repeatable – to monitor trends
- Entrance counts
  - Manual count at road or path entrance
    - Only useful where access restricted to a few points
- User/community surveys
  - Extrapolation based on frequency of visit responses

Utilisation Measurement Tools

Usage monitoring

- Common sense
  - Generally well aware of sites that are well used
  - Also probably aware of ones that aren't used (much)
  - Most usage monitoring probably happens on high use parks and/or those with restricted access

Utilisation Measurement Tools

Usage monitoring

➡ The parks in between that we're not sure about is where we should be putting our effort
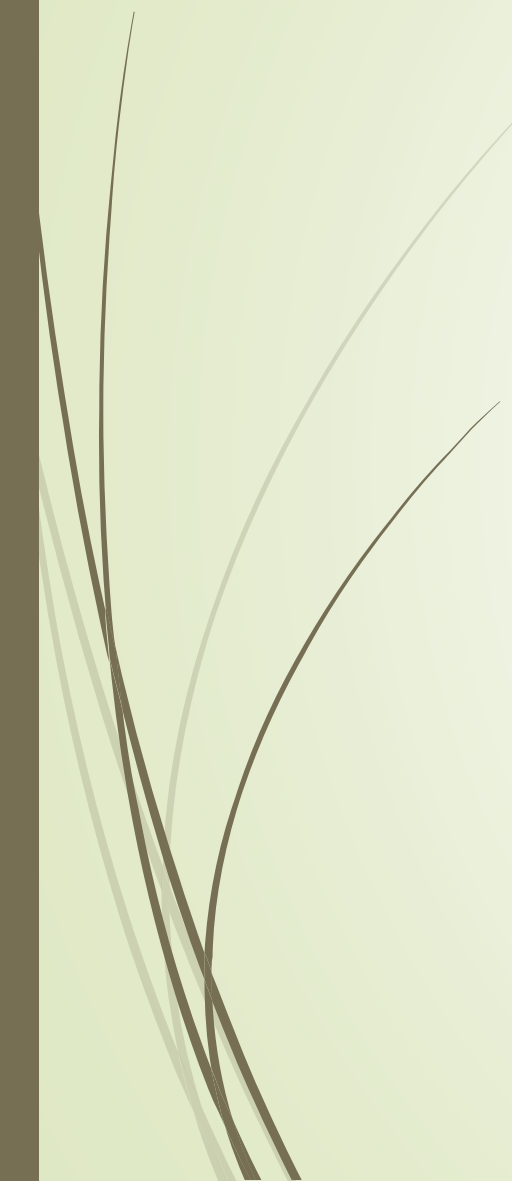
Utilisation Measurement Tools

Usage monitoring

- What about parks that aren't really intended to be used? Are provided for open space and landscape values

- Answer – be very clear about their purpose and don't try and embellish with park furniture, play equipment, etc

Functionality Measurement Tools

- Functionality Assessment

- How do we know the park is achieving the purpose it was intended to?

- Requires
  - Detailed assessment tools
  - Service criteria

Functionality Measurement Tools

Functionality Assessment tools

- Sports parks – sports turf quality assessment tool
  - NZ Sports Turf Institute benchmarking and performance testing program
  - www.nzsti.org.nz

- Public toilets
  - Service criteria assessment

- Playgrounds
  - Play England - Playable Space Quality assessment tool

Functionality Measurement Tools

Functionality Assessment tools

➡ General parks

- ➡ Swan River Trust – Western Australia
- ➡ Green flag - www.greenflagaward.org.uk/

➡ Park network performance

- ➡ Yardstick benchmarks – www.yardstickglobal.org

Playgrounds

High Scoring Playgrounds

The following playgrounds received an overall score of 70% or higher:

Playground	Location	Play Value	Care	Total Score
Phillips Reserve	90%	84%	89%	87%
Les Batkin Reserve	90%	69%	89%	80%
Dr John Lightbody Reserve	87%	71%	83%	78%
Maraetai Bay Esplanade Reserve	97%	62%	86%	78%
The Point	97%	62%	89%	78%

Average Scoring Playgrounds

The following playgrounds received an overall score of 60% to 69%:

Playground	Location	Play Value	Care	Total Score
Whale Bay Reserve	83%	53%	83%	69%
Riverview Road Playground	87%	62%	63%	68%
Martindale Lane Playground	100%	49%	66%	67%
Te Awa Reserve	80%	62%	63%	67%
Taupiri Domain - New	67%	71%	60%	67%

Low Scoring Playgrounds

The following playgrounds received an overall score of less than 60%

Playground	Location	Play Value	Care	Total Score
Penny Crescent Playground	87%	49%	46%	58%
Te Wiata Lane	93%	45%	46%	58%
Blundell Place Reserve	93%	42%	54%	58%
Bailey Street Reserve	90%	49%	46%	58%
Matangi Hillcrest Sports Club	50%	45%	77%	56%

Public Toilets

Table 5 – Performance grading

Grade	Performance	General Meaning
5	Excellent	Feature meets all requirements to a high standard
4	Good	Feature meets most requirements
3	Average	Feature meets some requirements but could be improved
2	Poor	Feature does not meet requirements in several aspects
1	Very Poor	Feature provided but is not achieving requirements
0	Not provided	Feature not provided

Table 6 – Performance score target range

Service Category	Target percentage score range
Premier	85 to 100%
Beach	65 to 90%
Park	60 to 90%
Remote	50 to 70%

Public Toilets

The following table lists the performance criteria. A final criteria of "general ambiance" receives a weighting of times four in the scoring calculation.

Table 7 – Performance criteria

Feature	Criteria
Site location/ passing activity	Highly visible location with high level of pedestrian traffic
Site location /safety	Users feel safe in this location - i.e. not hidden, down alley, isolated
Safety - design	Designed as separate cubicles with direct external access
Access/ paths	Sealed path/track to toilet door with no obstructions - easy for strollers and wheelchairs
External lighting	Well lit external area
Internal artificial lighting	Bright and effective internal lighting activated by daylight and movement sensor
Internal natural lighting	High levels of natural lighting for daytime use
Vandalism risk	Construction and design minimises risk from damage. Easily cleaned walls for removal of graffiti
Directional signage	Clear and effective signage with toilet proximity
Operational signage	Use of universal symbols on doors. Information to report faults
Serviceability (ease of cleaning)	Smooth surfaces, minimal ledges and other dust traps, well draining floors, access to taps
Odour/ ventilation	Well ventilated, clean smelling. Electric fans and natural airflow
Plumbing fittings (toilet bowls/seats/basins)	Attractive fittings, Comfortable pan seats, hand basins
Hand basin water	Cold water with automatic timer shut off valve. Correct pressure
Soap	Soap dispenser provided
Hand dryer/ towels	Electric hand dryers provided. At least one for every 2 cubicles
Accessible unit available	At least 1 unisex accessible unit provided
Wall cladding	Walls line, tiled or plastered to create a good quality finish
Floors	Floors tiled or otherwise coated to create good quality finish
Doors /latches	All cubicle doors have easy to use latches in working order and vandal proof
Water conservation	Use of waterless urinals or other water usage minimisation devices
Floors	Floors tiled or otherwise coated to create good quality finish
Ambiance	Combination of good design, materials and cleanliness creates an attractive facility, which is desirable to use

Yardstick – www.yardstickglobal.org

Functionality Measurement Tools

Yardstick

Actively maintained park per 1,000 residents (ha)

Country	Hectares
New Zealand	7.9
Australia	6.5
Denmark	5.7
Canada	5.7
South Africa	1.8
Finland	1.5
Median	6.6
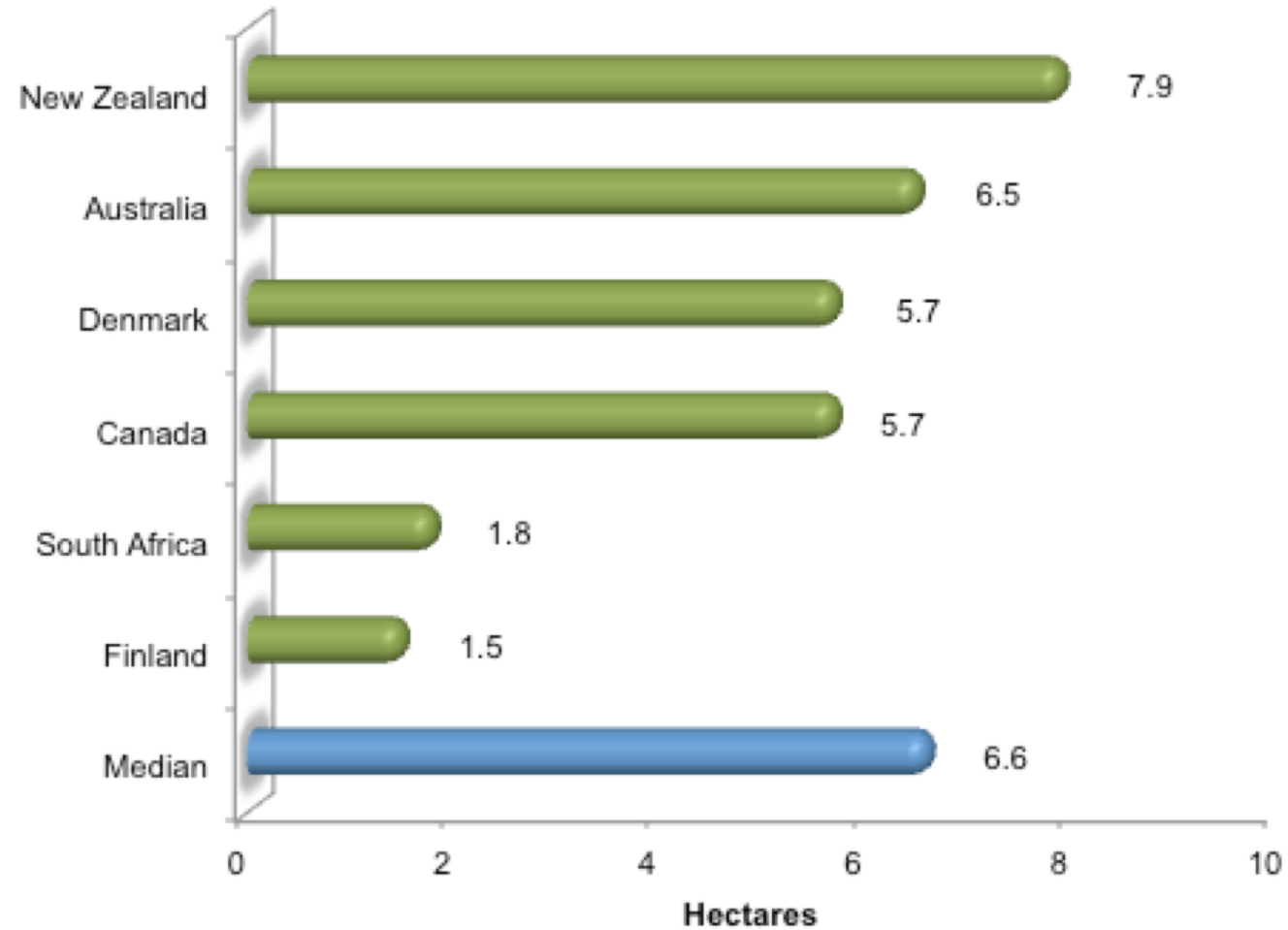
Park Benchmarks 2014 Reporting

Provision

Provision of park land per 1,000 residents

Hectares of park per 1,000 residents

Organisation	Population	Parkland provided	per 1,000 residents
Cape Town Metro	3,740,026	4,203 ha	1.1 ha
Johannesburg Metro	4,434,827	4,695 ha	1.1 ha
Ekurhuleni Metro	3,178,470	- ha	- ha
Mbabane City Council	66,015	- ha	- ha
Median ▾			1.1 ha

Showing 1 to 4 of 4 entries

Swan River Trust - Perth

Methodology

Themes	Components	Assessment & Measures
Connection	Aesthetics	Natural appeal
Function	Attachment	Site condition
	Activity Infrastructure	Visitation & involvement
	Activity Amenity	Sense of place
	Access	Activity spectrum
		Comfort & safety
		Relaxation & reflection
		Social interaction
		Land access
		Water access

Methodology

Category	Description
Visitor Catchment	Local
	Neighbourhood
	District
	Regional
Types of Open Space	Nature Space
	Greenway
	Open parkland
	Recreation space
	Sport/activity space
Setting	Little development
	Some development
	Much development

10 point scoring system

Site ID							
FLM				Type 1 (x%)			
Precinct	#		Name	Type 2 (x%)			= 100%
Zone				Type 3 (x%)			
Catchment				Setting			

Assessment Items	Assessment measures	Comments	Scores		
			Item (10)	Component (20)	Theme (40/60)
1. Natural appeal	Observed water quality (cleanliness, clarity and odour) Presence of trees, endemic/riparian vegetation and charismatic wildlife Quality of river & cross-river views			Aesthetics	Connection
2. Site condition	General condition (river and parkland health) Level of maintenance Little graffiti, litter or damage				
3. Visitation & involvement	Level of (known or observed) visitation Level of volunteer or community involvement in caring for site or site infrastructure			Attachment	/40
4. Sense of place	Known spiritual, cultural or historical significance (Noongar and/or contemporary) Significant landscape features Interpretive materials				
5. Activity spectrum	Quality and range of opportunity to engage in land and water-based sport/recreational activity			Activity infra-structure	Function
6. Comfort & safety	Quality of toilets, shade and shelter, seating, BBQ and/or picnic facilities Natural surveillance and security Placement of signage and lighting				
7. Relaxation & reflection	Quality of places where people can relax, reflect or spend time in quiet contemplation Limited disruption from other user behaviour Low ambient noise level			Activity amenity	
8. Social interaction	Quality of spaces where people can gather Opportunities for positive interaction with other people				
9. Land access	Quality and connectedness of pedestrian and vehicle access, within reserve and to surrounding areas			Access	/60
10. Water access	Quality of water access (entry and egress) for people and watercraft (including beach, bank, ramps, jetties or other access ways)				
Date: Assessed by:		OVERALL SCORE:			/100

Green Flag

- www.**greenflag**award.org.uk

- Provide a benchmark against which parks and green spaces are measured.

- Encouragement to achieve high environmental standards ,and set a benchmark of excellence in recreational green areas

- judged against eight key criteria
   - mix of user values and management inputs

Satisfaction Measurement Tools

- Yardstick User Survey
  - Focused on actual park users
  - Benchmarked to give KPI's real meaning
  - Collects detailed information to assist with decision making
  - Ready made, easy to use tools
  - Intercept survey and online self completion options

Overall Satisfaction

Overall satisfaction for all categories
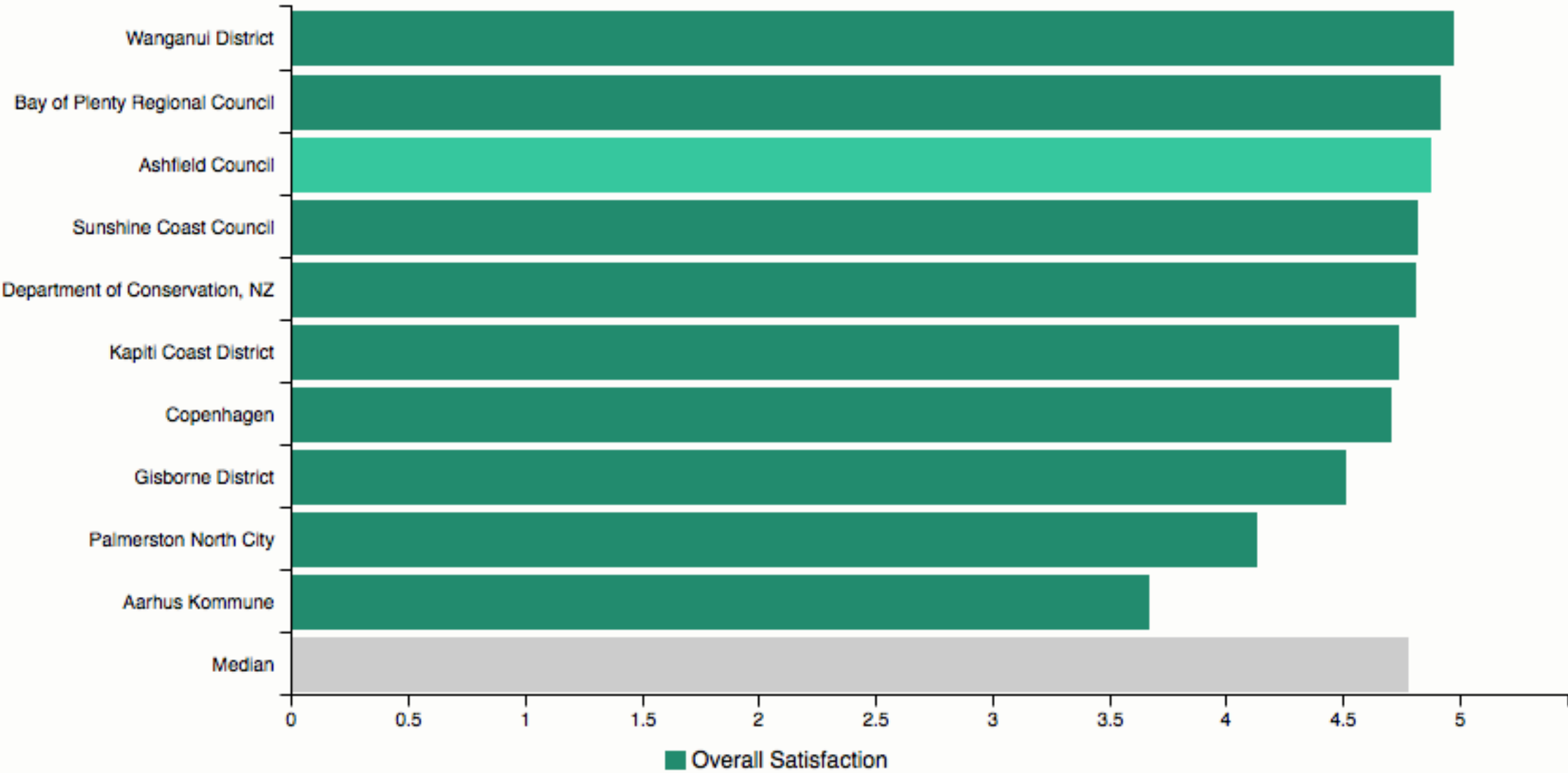
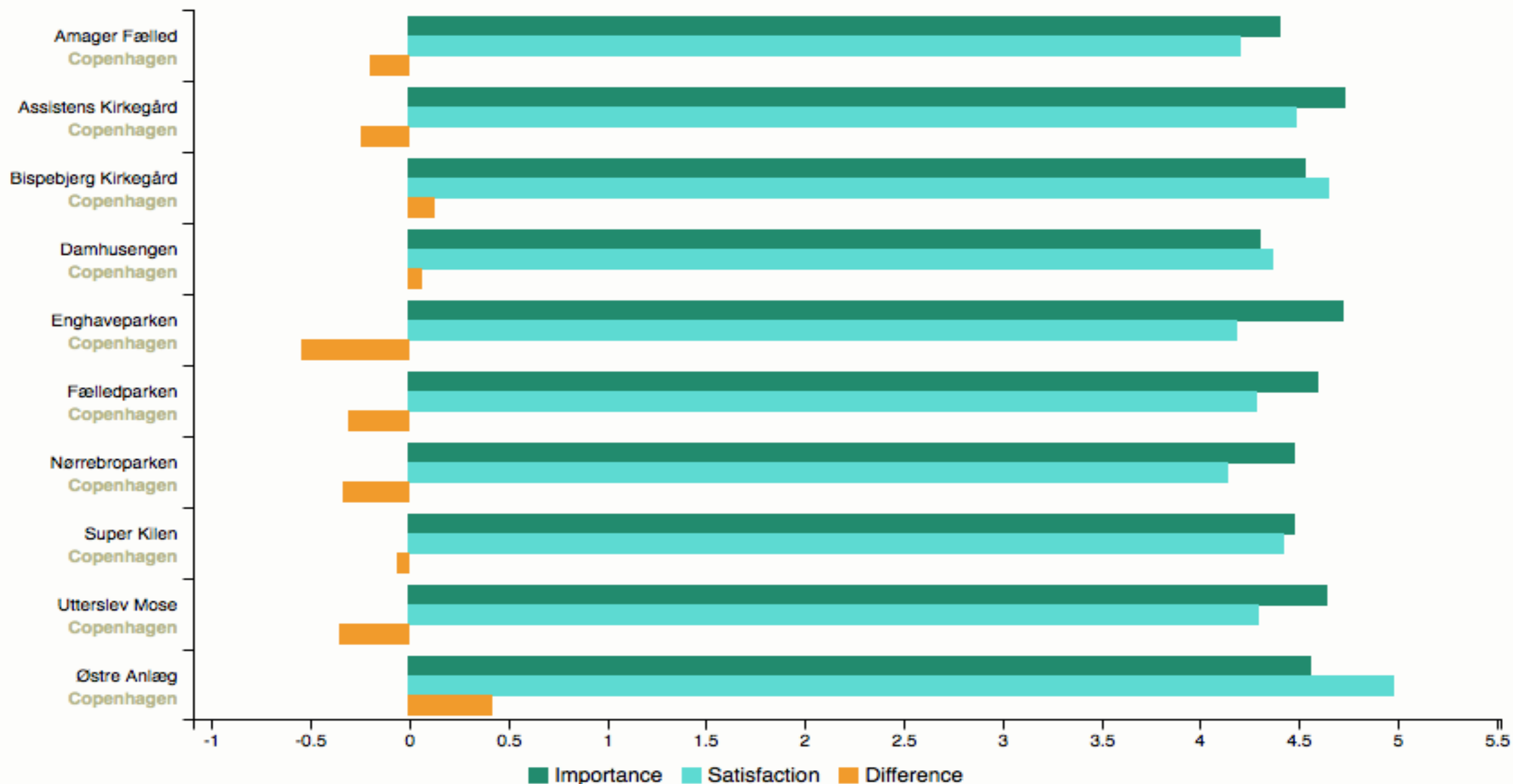# Five park categories

Overall Satisfaction

Overall satisfaction for Destination Parks

Park Category: Destination Park

Super Kilen — Copenhagen
Østre Anlæg — Copenhagen
Nørrebroparken — Copenhagen
Fælledparken — Copenhagen
Median

Overall Satisfaction
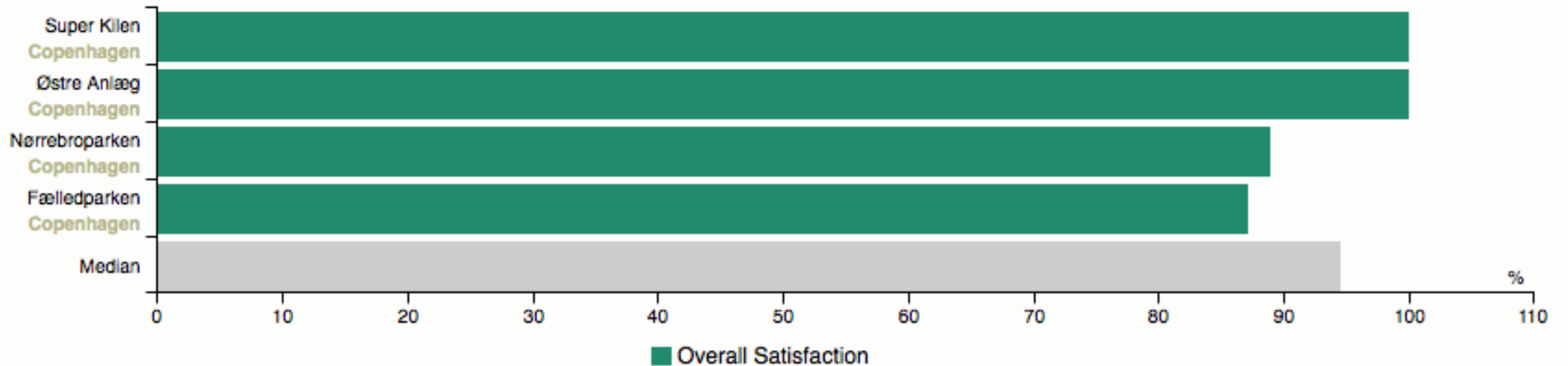
Importance/Satisfaction

Garden/Trees

	Importance	Satisfaction	Difference

Service Quality Monitoring

Service Quality Monitoring

- Essential to monitor and report on service delivery performance against specifications
- Needs to be:
  - Systematic
  - Regular
  - Cover all services
  - Repeatable

Service Quality Monitoring

- iAuditor – www.safetyculture.io
- Mobile app for assessing parks maintenance performance
- Modify service specifications/levels of service so can be "scored"
- pass/fail or graduated scale
- Weightings can be applied

Service Quality Monitoring

iPad screenshot
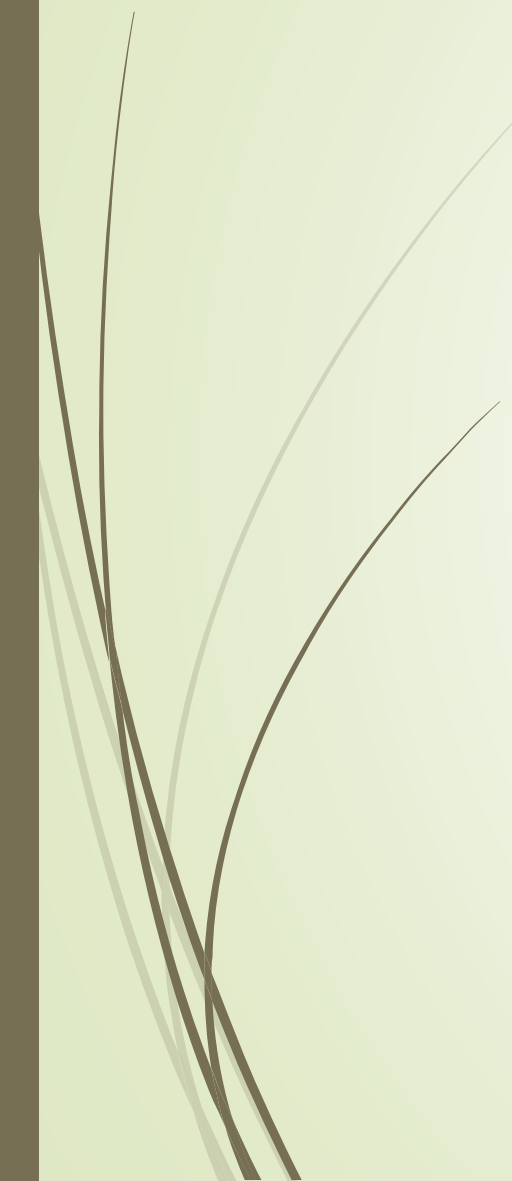
Summary

Summary

- Asset management is essential for planning for future asset needs and renewal and to ensure financial sustainability

- Move beyond an asset centric focus to consider performance

- Are we doing the right thing?

- How well are we doing it?

- Does it meet the needs of our communities and park users?

Summary

- Performance= Utilisation + Functionality + Satisfaction

- Utilise tools to accurately assess and report on these elements

- This will enable you to:
  - Ensure you are best applying your effort and resources
  - Identify the success factors
  - Prioritise enhancement and renewal projects
  - Ensure your communities get the best value possible from your investment in parks services