



LAND & ENVIRONMENTAL SERVICES
GLASGOW BOTANIC GARDENS
MANAGEMENT PLAN 2011 - 2016



Glasgow Botanic Gardens

Connecting people and plants through inspiration and education

GLASGOW BOTANIC GARDENS MANAGEMENT PLAN

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1. INTRODUCTION

1.1 Introduction to Glasgow Botanic Gardens

1.1.1 The Glasgow Botanic Gardens is widely regarded as a key centre for the protection, development and research of plants. It has an international reputation and it is part of a global network of gardens and related establishments whose mission is:

'To secure plant diversity for the wellbeing of people and the planet.'*

1.1.2 The significance of the Botanic Gardens has been recognised nationally and it is included in an Inventory of Gardens and Designed Landscapes in Scotland. The inventory was published by Historic Scotland in 1987 and recognises Scotland's most important and designed landscapes. The Glasgow Botanic Gardens is one of four such sites in Glasgow.

1.1.3 Within Glasgow the Botanic Gardens are centrally located in attractive grounds, attracting over 400,000 visitors each year. It has a skilled, specialist workforce and boasts historic buildings and display houses.

1.1.4 The main Range Display House has been refurbished and the Kibble Palace recently restored. This was through a partnership project with the Heritage Lottery Fund and Historic Scotland. Completion of these developments has enhanced the Gardens as a major attraction and visitor centre for the city. Further significant planned improvements are detailed in this plan and include the possibility of a permanent café location, designed in keeping with the style of the Botanic Gardens.

1.1.5 Glasgow Corporation now Glasgow City Council has managed the Botanic Gardens since 1891. A policy of free entry with the gates opening daily from dawn to dusk continues to operate. A clause in the 1891 City of Glasgow Act transferred the Botanic Gardens from the Royal Botanic Institution to the Corporation of Glasgow and bound the latter to maintain them as a Public Park and Botanic Gardens for all time and to continue the privileges of the University. For the purpose of clarity, this Management Plan will refer to the site as The Glasgow Botanic Gardens, however, it is also recognised as one of Glasgow's finest parks.

1.2 Summary Information

Park Name:	Glasgow Botanic Gardens.
Location	Glasgow Botanic Gardens Great Western Road Glasgow.
Postal Address:	Land and Environmental Services Glasgow City Council Exchange House 231 George Street Glasgow G1 1RX.
Size of Site:	The Main Garden, covering an area of 11 hectares (27.1 acres). The Arboretum, covering an area of 2.1 hectares (5.2 acres). The Kelvin Walkway, covering an area of 6.5 hectares (16.1 acres).
Telephone Number:	Land and Environmental Services General Enquiries Phone: 01412875064.
Email:	les@glasgow.gov.uk
Ownership:	Glasgow City Council.
Area Committee:	Maryhill /Kelvin and Canal.
Electoral Wards:	Ward 15 Maryhill/Kelvin - Ward 16 Canal. Being part of two electoral wards means there is political interest from 8 City Councillors, 5 Members of the Scottish Parliament (MSP's), 5 Members of Parliament (MP's) and 2 Members of the European Parliament (MEP's).
Classification:	City Park
Park Staff	Head of Parks and Environment - Management and Development Function General Manager Botanic Gardens - Day to day management and maintenance of Gardens display houses and plant collections.
Plan Written By:	Parks and Greenspace Development
Previous Plan:	This is year 1 of the Management Plan
Partners	Glasgow University – Research and learning. Cordia - The public toilet facilities and coffee stand. Access Glasgow - Building maintenance. LES Structures Team - The bridges. Scottish Water – Green waste composting Friends of Glasgow Botanic Gardens and River Kelvin

1.3 Glasgow's Parks and Open Spaces – An Introduction

- 1.3.1 Glasgow has over 90 Parks and Formal Gardens within the City boundaries and such is the diversity of these parks there is somewhere to suit everyone. Quality parks and open spaces are key factors in making our towns and cities attractive and viable places to live and are an integral part of the community. Parks and open spaces are major public resources which underpin many aspects of daily life, including providing opportunities for formal and informal sport and recreation, children's play, nature conservation, improving health and well being, combating pollution, facilitating urban renewal and attracting economic development.
- 1.3.2 Everyone, irrespective of age, race, gender or ability, benefits from parks and open spaces. These areas are also an essential element of the regeneration process in Glasgow and in recognition of this, the City Plan has set out standards for the provision of open space, emphasising the importance of the "green network" in the city. Glasgow is extremely fortunate in that it has a rich heritage of parks and open spaces, many of which have been in existence for over 100 years.
- 1.3.3 Glasgow City Council is committed to retaining and improving the quality of its parks and open spaces and will use the Green Flag judging criteria as a basis for determining areas for improvement and to determine priorities for the annual project submissions to the Parks Development Programme.

1.4 Strategic Policy Framework

- 1.4.1 In 2005, the Council published the 'Strategic Best Value Review of Parks and Open Spaces' (the Best Value Review).
- 1.4.2 The Best Value Review identified 8 specific objectives in the form of recommendations for improved service delivery for all of the city parks and open spaces. These set the context for the development of this Management Plan and are, in summary:
- To deliver a clear commitment to encourage greater use of parks.
 - To introduce a range of measures that will deliver service improvements in line with the Council's Key Objectives and customer expectations.
 - To develop and enhance the range of facilities and amenities within parks through partnership working and other approaches.
 - To reconfigure the service to deliver quality and best value.
 - To deliver a comprehensive parks service through education and conservation initiatives, preservation of traditional parkland, and promotion of horticultural excellence and defining service standards.
 - To create a better understanding and awareness of the parks service through improved marketing and promotion.
 - To communicate effectively with staff, external agencies, communities and other Council Services.
 - To develop a corporate approach to the planning and delivery of services by implementing the cross-cutting proposals identified during the review.

- 1.4.3 In addition to the Review, this plan has been informed by a number of national and local policies and objectives – see **Appendices Section 6 – 6.1**.

1.5 Management Plan Framework

- 1.5.1 This plan sets out the future management, maintenance and development of Glasgow Botanic Gardens and has been produced by Glasgow City Council to provide not only a long-term vision but also details on both developmental and operational duties required to achieve that vision.
- 1.5.2 The plan covers the period 2011 to 2016 and has a detailed plan of works for that period.

1.6 Purpose of the Management Plan

- 1.6.1 Like any management plan its purpose is to:

“Provide a framework within which all future management is carried out. The Plan enables any person involved to understand how and why decisions are taken and the reasoning behind the policies and proposals for action.”

- 1.6.2 This plan’s target audience is Elected Members, the local community, stakeholders and Council officers and its style and content should ensure continuity of purpose and consistency in service delivery. It is intended to be a flexible, working document that will be reviewed and updated annually.

- 1.6.3 The principal aim of this management plan therefore is:

- **To aid the efficient and effective management, maintenance and development of Glasgow Botanic Gardens.**

- 1.6.4 In doing so the Council will:

- Involve all stakeholders, officers and elected members to monitor, review and amend the Plan.
- Identify and bid for additional resources where necessary.

1.7 Green Flag Award Scheme

- 1.7.1 The Green Flag Award Scheme is an established national standard for quality in greenspace management in England and Wales. It has been piloted as a scheme for benchmarking the quality of parks and green spaces in Scotland since 2007 by Greenspace Scotland in partnership with The Civic Trust in England.
- 1.7.2 Following the success of the pilots the Green Flag Award scheme is now available in Scotland administered by a consortium comprising Keep Britain Tidy, GreenSpace and the British Trust for Conservation Volunteers (BTCV).

SECTION 2 WHERE ARE WE NOW?

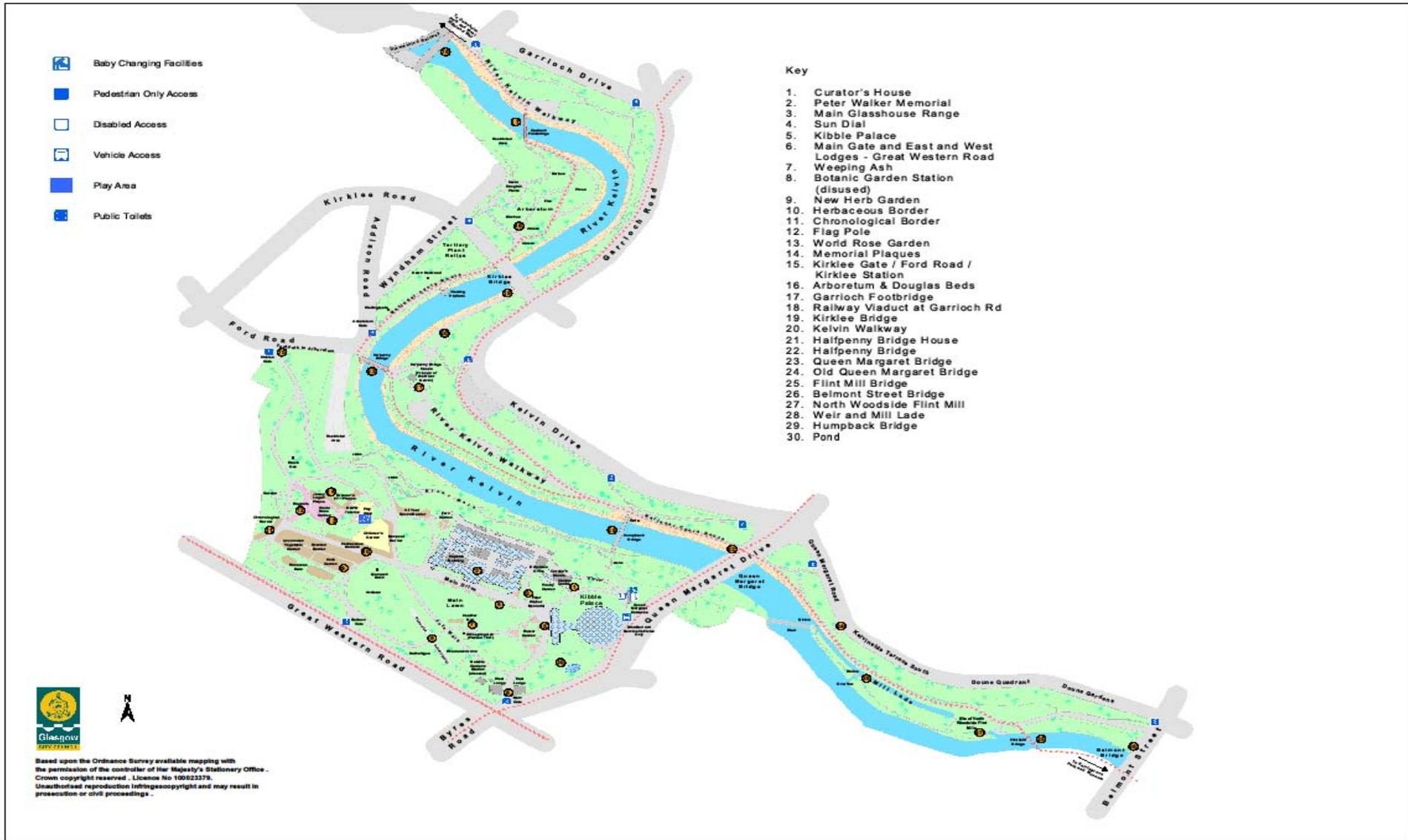
2.1 History

- 2.1.1 Glasgow Botanic Gardens may be said to date from 15th May 1817, when the work of laying out a botanic garden was begun on an eight acre site at Sandyford, at the west end of Sauchiehall Street.
- The Gardens were run by the Royal Botanic Institution of Glasgow which was founded on the initiative of Thomas Hopkirk.
 - Sir William Hooker, one of the most outstanding botanists of all time, was appointed to the chair of Botany at Glasgow in 1821. Sir William and his staff were largely responsible for the remarkable success of the Gardens in the early years.
 - The rapid expansion of Glasgow soon made the Sandyford site unsuitable and by 1839 an area had been purchased in the newly opened estate of Kelvinside. The present Botanic Gardens were laid out and the collection moved, together with the original range of glasshouses.
 - When the move was completed the Gardens were opened to the members of the Institution on 30th April 1842.
 - The 'Kibble Palace' was erected in the Gardens following a lease agreement drawn up in 1871 between John Kibble of Coulpport and the Royal Botanic Institution.
 - In 1881, as a result of a loan, granted by the Corporation of Glasgow, the Institution was able to buy out the lease. The Kibble Palace was then converted into a Winter Garden.
 - The new main range of glasshouses were built and opened in early 1883.
 - A clause in the 1891 City of Glasgow Act transferred the Botanic Gardens from the Royal Botanic Institution to the Corporation.
 - Glasgow City Council has managed the Botanic Gardens since 1891. A policy of free entry with the gates opening daily from dawn to dusk continues to operate.
- 2.1.2 A history of the development of Glasgow Botanic Gardens taken from the Historic Scotland web site can be found in **Appendices Section 6 – 6.2**. It has helped inform the management plan process in terms of geographic constraints, accessibility, development potential and expansion.

2.2 The Locality

- 2.2.1 Glasgow Botanic Gardens is situated in Glasgow's West End which is considered to be one of the most desirable residential locations in Glasgow. This residential area is close to Glasgow University and a host of shops, bars and restaurants. Glasgow Botanic Gardens is home to the Kibble Palace, one of Glasgow's most visited attractions, whilst the Kelvin Hall International Sports Arena, Gartnavel Hospital and the Western Infirmary are located nearby.
- 2.2.2 Glasgow Botanic Gardens is located north of the River Clyde about 1.5 miles west of the city centre between the districts of Hillhead to the South and East, Maryhill and Ruchill to the North, and Kelvinside, to the west. Great Western Road bounds the park on its south side and Queen Margaret Drive on the East side.
- 2.2.3 The River Kelvin runs through the park and is crossed several times by the road and path network.

2.3 Map of Facilities



SECTION 2.4 GLASGOW BOTANIC GARDENS A WELCOMING PLACE



Our aim is to ensure that Glasgow Botanic Gardens is welcoming and accessible to all users.

This section of the Management Plan examines Glasgow Botanic Gardens as a Welcoming Place under the following headings.

- **Entrances and Access.**
- **Signage.**
- **Accessible to All.**

If you have a view about any of these issues tell us what you think.

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2.4 A WELCOMING PLACE

2.4.1 Glasgow Botanic Gardens is a designed landscape which attracts an estimated 400,000 million visits every year, it is home to the famous Kibble Palace a Victorian glasshouse of cast iron construction, a plant collection of international standing, fine sculptures and attractions for visitors. This variety makes the Park an exciting and interesting place to be and invites visitors to return time and time again.

2.4.2 **Entrances and Access.** The Park covers an area of 20 Hectares (48 acres) and has a variety of entrances and exits some from quiet residential streets others on busy main roads and some areas are unfenced providing open access to park users. All of the entrances offer views into the park are free from overhanging vegetation and open out into the Gardens. The section of the Gardens identified as the designed landscape, the main Garden and the Arboretum is locked in the evenings at varying times throughout the year. The gardens are surrounded by a mixture of ornate fencing, walls and the River Kelvin which forms a natural boundary. Gates are located on Great Western Road, Queen Margaret Drive the main vehicle entrance, on the Humpback Bridge, the Kirklee gate at Ford Road, the gate on the Garrioch Bridge and the entrance gate to the Arboretum at the Ha'penny Bridge. The gates fences and walls are all in good structural condition however, ***the fences and gates have not been painted for a number of years and require to be included on a painting maintenance programme to ensure they receive regular attention.*** The remainder of the Botanic Gardens are not locked providing 24 hour access to all areas other than buildings. Pedestrian crossing points are provided at busy road junctions and main access points.

2.4.3 **Signage.** In common with all of Glasgow's parks Glasgow Botanic Gardens has signage on the perimeter fencing adjacent to gates identifying the name of the Gardens. There are 4 information cabinets placed at strategic points within the Gardens containing detailed maps and key information about the facilities available in the Botanic Gardens. The information cabinets have space for additional information about forthcoming events or issues of interest and are used by the Gardens Manager, Friends of the Botanic Gardens and Friends of the River Kelvin (FORK) for this purpose.

2.4.4 Directional signage in the form of finger posts is located throughout the Gardens. Considerable amounts of interpretation in the form of plant labels, information about the Botanic Gardens, plant collections and interpretation is present at key features. At present the internal signage and interpretation within the Botanic Gardens is considered to be up to date and fit for purpose. ***The need for further signage or interpretation will be considered at the review stages identified for this management plan.***

2.4.5 There are at present no directional signs to the Botanic Gardens on the surrounding roads and footpaths. However, Glasgow City Council has established a working group to review directional signage on roads and footpaths to direct visitors to attractions throughout the city. ***It is intended to make representation to this working group to have all of Glasgow's strategic parks including Glasgow Botanic Gardens adequately signed on both roads and footpaths.***

2.4.6 **Park Furniture.** The Botanic Gardens has a good stock of seating of consistent style and is adequately served with litter bins, information boxes, internal signage and interpretation. Damaged items are either repaired or replaced as required however they do not have specific regular maintenance

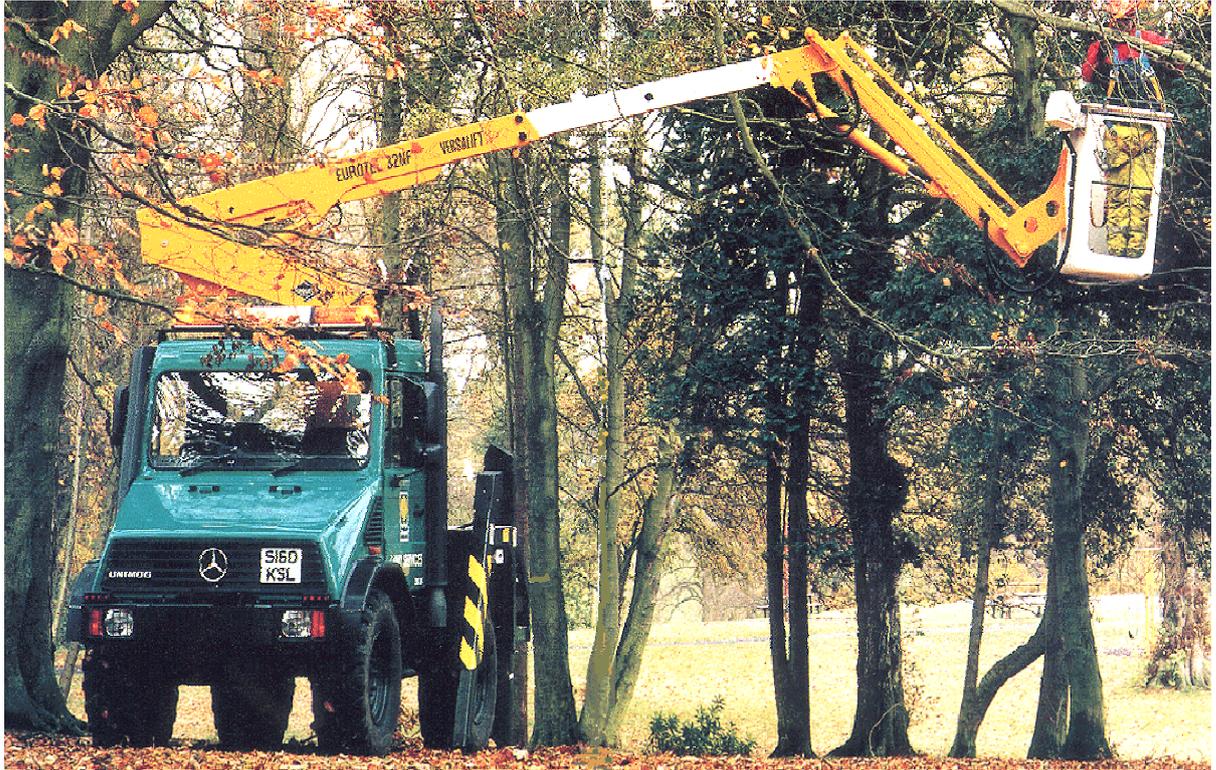
assigned to ensure they are cleaned and or painted, stained or varnished at least once per annum. At present maintenance is carried at the discretion of the Botanic Garden General Manager on an individual basis. ***To demonstrate consistency of approach all items of furniture within the Botanic Gardens should be put on an appropriate annual maintenance regime.***

- 2.4.7 **Accessible to All.** Glasgow Botanic Gardens offers access to the infirm and disabled and all sectors of the community; there are no barriers to entry. Travel arrangements to Glasgow Botanic Gardens are:
- Underground - Hillhead Underground Station is a 5-minute walk along Byres Road.
 - Bus - Various routes operate from the city centre to Great Western Road.
 - Car - Follow M8 to Junction 17 and take the A82 (Great Western Road) west for about a mile. On street parking is available on Byres Road and on adjacent side streets.
 - Walking - The Botanic Gardens forms part of the Kelvin Walkway. It is approximately a 40-minute walk from the City Centre.
 - Cycling - The Botanic Gardens is part of the Kelvin Walkway which links with the Glasgow Loch Lomond Cycle way and the West Highland Way. For further information call Glasgow's cycling information line – 0141 287 9171.
 - Taxi - A taxi rank is situated directly across the road on Queen Margaret Drive
- 2.4.8 There is no real scope for physically extending the Gardens other than in a linear direction along the Kelvin Walkway, and this is not considered appropriate, at least in the lifetime of the Plan.
- 2.4.9 Many people use parks for contemplation relaxation exercise or walking the dog. Others visit because there are many facilities and lots of things to see and do. Glasgow Botanic Gardens is able to offer both as an attractive listed designed landscape and a broad range of things to see and do in the Gardens.

Key features of Glasgow Botanic Gardens – see plan – include:

- The Kibble Palace
- Arboretum and Douglas Beds
- Main Glasshouse Range
- Humpback Bridge
- Sun Dial
- World Rose Garden
- Memorial Plaques
- Halfpenny Bridge
- Flagpole
- Curators House

SECTION 2.5 GLASGOW BOTANIC GARDENS HEALTHY SAFE AND SECURE



Our aim is to ensure the safety of all staff and users of Glasgow Botanic Gardens.

This section of the Management Plan examines Glasgow Botanic Gardens as a Healthy Safe and Secure place under the following headings.

- **Equipment and Facilities.**
- **Security.**
- **Dog Fouling.**
- **Health and Safety Policies.**
- **Location of Facilities in the Botanic Gardens.**

If you have a view about any of these issues tell us what you think.

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2.5 HEALTHY SAFE AND SECURE

- 2.5.1 **Equipment and Facilities.** There is a recognised procedure for the issue repair and maintenance of machinery tools and equipment.
- 2.5.2 Any machines issued for use shall be documented on a Daily Machinery Issue Form.
- 2.5.3 It shall be the responsibility of the operator(s) to ensure that machines are returned in good working order. It shall be the responsibility of the store person or other delegated employee to document the return of allocated machinery on the Daily Machinery Issue Form.
- 2.5.4 In the case where grass-cutting machinery has developed a fault during the working day, the operator will assess if the fault can be rectified by him/her, and if so, the work shall be carried out and recorded on the Depot Minor Repair Form. If not, it shall be reported to the issuer.
- 2.5.5 The issuer will instigate the Procedure for the Recording of Breakdown and Repair of Machinery. In the case where hand tools require repair/replacement, the defective items shall be quarantined as per the Procedure for the Recording of Breakdown and Repair of Machinery, and thereafter a Purchase Requisition raised to effect the repair/replacement
- 2.5.6 **Play Equipment.** All equipment in the Gardens is visually checked daily any defects are recorded at the operational depot and repairs instructed. If the defect is thought to present a danger then the item of equipment is immobilised until a repair can be effected.
- 2.5.7 A full technical inspection involving a strip down of play equipment is carried out every three months by the in house blacksmiths team. All defects noted at the point of inspection are repaired and a record of all repairs is maintained by the Blacksmiths.
- 2.5.8 ***Land and Environmental Services will continue to monitor, review and develop safety procedures to ensure equipment and facilities are safe to use.***
- 2.5.9 **Security.** Glasgow Botanic Gardens main garden and arboretum is the only parkland in Glasgow to close overnight. This is because the buildings glasshouses and plant collections are such an integral part of the Gardens that they could not easily be isolated and made secure on their own. The gardens are surrounded by a mixture of ornate fencing, walls and the River Kelvin which forms a natural boundary. Gates are located on Great Western Road, Queen Margaret Drive the main vehicle entrance, on the Humpback Bridge, the Kirklee gate at Ford Road, the gate on the Garrioch Bridge and the entrance gate to the Arboretum at the Ha'penny Bridge. The Park Rangers lock these at varying times dependant on the time of year. Opening and closing times are posted in the park and a sweep of the area is undertaken to ensure no customers are locked in. The two lodge houses at the main gates are occupied by members of staff which provides additional security to the site. There are no lights in the park.
- 2.5.10 Gardeners, maintenance operatives and park rangers are based in the park and work in the park on a daily basis all year round, which helps to provide a sense of security. The police cycle patrols and patrol vans regularly visit the Gardens. The Park Ranger Service patrol the Gardens daily and organise

walks and talks through the gardens on a regular basis, however **customers perception of safety will be monitored and if required remedial action put in place**

- 2.5.11 **Dog Fouling.** In Glasgow there is a citywide campaign called “Bag it and Bin it” to encourage dog owners to pick up dog fouling and dispose of it safely. Dog owners who do not bag and bin dog fouling can face a fine of £50. It has been established that there is no special requirement for special dog waste bins and owners are encouraged to deposit dog fouling in the normal waste bins in the Gardens or take it home to their domestic waste bin. The park management rules are clear about dog fouling and the control of dogs in the park and are posted at all of the entrances to the Gardens. The Park Rangers will approach, ask and advise dog owners of their responsibilities in relation to dog control and fouling however, enforcement of dog fouling is an issue as Land and Environmental Services do not have officers in parks able to impose fines on offending dog owners. **To address this issue LES plan to develop a partnership with the Glasgow Community Safety Services Team for them to visit identified hotspots and deliver effective enforcement measures.**
- 2.5.12 **Health and Safety Policies.** Land and Environmental Services has a dedicated team to develop, review, audit and monitor Health and Safety in all areas of LES responsibility. A copy of the Health and Safety Manual is available in the General Managers offices at Glasgow Botanic Gardens this being the depot responsible for all maintenance and equipment in the Gardens. Regular revisions to the manual are issued and master records maintained by the Policy Development Team.
- 2.5.13 **Location of Facilities.** Glasgow Botanic Gardens has four information cabinets which clearly identify all of the facilities available in the Gardens. These are located at strategic entrances, one at the main entrance at Great Western Road, one at the park entrance at Queen Margaret Drive, one at the Kirklee gate at Ford Road and one on the Kelvin Walkway adjacent to the FORK building. **In addition a number of directional fingerposts are located within the Gardens indicating where facilities are located however; there is scope to improve the number and locations in the park.**



Kibble Palace at Night

SECTION 2.6 GLASGOW BOTANIC GARDENS WELL MAINTAINED AND CLEAN



Our aim is to maintain the highest standards of horticulture, cleanliness, grounds and building maintenance.

This section of the Management Plan examines Glasgow Botanic Gardens as a well maintained and clean place under the following headings.

- **Litter**
- **Grounds Maintenance**
- **Buildings and Structures Maintenance**
- **Vandalism and other Damage**
- **Long Term Maintenance of Buildings and Structures**
- **Bridges Maintenance**

If you have a view about any of these issues tell us what you think.

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2.6 WELL MAINTAINED AND CLEAN

2.6.1 The instruction to carry out maintenance within the Botanic Gardens comes from:

- An electronic data base which generates weekly job tickets for routine maintenance operations.

Additional or unpredictable maintenance works are identified through:

- Regular management inspections (walking the job).
- Staff reporting damage, the need for repair or additional maintenance.
- Other Services using the park.
- The public and Friends groups.

2.6.2 The complexity of the mix of horticultural features, buildings, plant collections and exchanges, propagation, training, education, visitors and tourists, requires the on-site management and staff to respond to what is a multifaceted management environment.

2.6.3 Litter.

Litter is removed from the Botanic Gardens and the bins emptied in the summer (April – October) at least daily. In periods of good weather, when the Gardens are heavily used, litter removal and emptying bins may require to be increased to twice a day. In the winter (November – March) this frequency can be reduced to three times per week though this will be monitored by the General Manager and additional litter removals introduced if required. Once removed from the park waste collected enters the council's normal waste stream where recyclables are removed and the remainder is taken to an appropriate land fill site.

2.6.4 Grounds Maintenance

2.6.5 Grounds maintenance works and maintenance of the plant collections are carried out by specialised staff located within the Botanic Gardens. Standard routine maintenance operations are scheduled on a cyclical maintenance programme which identifies the frequency and timing of individual operations throughout the year. However, there is also work required that is either reactive, infrequent, species-specific or of a specialist nature. There are four maintenance profiles for the Botanic Gardens, whilst the sections of the Kelvin Walkway are on cyclic grounds maintenance. Details of each can be found in **Appendices Section 6 – 6.3** attached to this management plan.

2.6.6 ***A review of the management arrangements and the current job ticket system is required to ensure that Glasgow Botanic Gardens is maintained to a high standard and is fit for purpose in all areas of activity.***

2.6.7 Buildings and Structures Maintenance

2.6.8 This covers two general areas, maintenance required as a result of vandalism/breakages and the longer term maintenance required to ensure the long term future of the buildings and structures in Glasgow Botanic Gardens.

2.6.9 **Vandalism and other Damage**

2.6.10 The system for identifying running repairs dealing with vandalism and other damage to buildings and structures requires the Botanic Gardens General Managers team to contact Access Glasgow (the Council's arms length property maintenance provider) and report the repair required. Access Glasgow is responsible for authorising the works, which are funded from a central repair fund established to deal with ongoing repairs. Where works are of a more substantial nature, such as a reported electrical fault and cannot be repaired because the building needs a rewire, then the Service requires to identify a separate budget code for this work. This arrangement is considered to be working well at present.

2.6.11 **Long Term Maintenance of Buildings and Structures**

2.6.12 Maintenance schedules for the buildings and structures in Glasgow Botanic Gardens are dated. They do not fully reflect current industry practice and because of budget constraints can be limited in implementing the complete range of necessary measures. The responsibility for the management and maintenance of the buildings not leased or managed by others in Glasgow Botanic Gardens lies with the Head of Parks and Environment however there is no additional budget to support this responsibility.

2.6.13 Several of the buildings in the Gardens require substantial refurbishment and we will carry out a review to ascertain what works need done to bring them back into a manageable condition. Other buildings are in good condition or have been refurbished in recent years, such as the Kibble Palace and the Main Range. The development of improved maintenance schedules and a commitment to implement them could substantially prolong the life of these structures and, in the long term, save significant sums of money. There is a clear requirement to:

- ***ensure that modern maintenance schedules are developed with a dedicated budget for implementation, and***
- ***undertake a review of potential building and structures restoration in order to prioritise future restoration opportunities.***

2.6.14 **Bridges Maintenance**

2.6.15 All of the bridges in the Botanic Gardens are maintained by Land and Environmental Services Structure Team. There are four pedestrian bridges and three major road bridges across the River Kelvin. The hump back bridge is the most historic of the pedestrian bridges dating from 1908. This bridge is of cast iron construction and is category 'B' listed and has been identified as requiring substantial repair. Bridges in parks are subjected to a general visual inspection every 2 years and a principal inspection every 6 years. A copy of the most recent inspections can be seen in **Appendices Section 6 – 6.4** attached to this Management Plan. The hump back bridge is in the current list for a principal detailed inspection during 2010, which will indicate what repairs are required. Given the 'B' listing of the bridge and the Botanic Gardens inclusion in the Inventory of Gardens and Designed Landscapes, significant amounts of grant aid should be available to support a restoration project on this bridge.

SECTION 2.7 SUSTAINABILITY.



Aerial view of Glasgow Botanic Gardens

Our aim is to protect and enhance the areas of core nature conservation interest and adopt environmental management principles to help reduce the impact of management operations on the environment.

This section of the Management Plan examines Sustainability issues affecting Glasgow Botanic Gardens under the following headings.

- **Environmental Management System**
- **Use of Pesticides**
- **Use of Horticultural Peat.**
- **Green Waste Disposal.**
- **Horticultural and Arboricultural Standards.**

If you have a view about any of these issues tell us what you think.

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2.7 SUSTAINABILITY

2.7.1 Environmental Management System

Glasgow's parks are registered to BSI Environmental Management System – ISO 14001 since the 24 May 2004. This certification process operates on a 3 year cycle and is independently audited by UKAS accredited auditors twice every year with the 6th audit being a re-certification visit. The certificate number is EMS 74572 and the scope is for 'The management and maintenance of crematoria, cemeteries, parks, country parks, livestock, landscape work and glasshouses. The operation and maintenance of golf courses, playing fields, outdoor events and outdoor recreation facilities.'

2.7.2 Use of Pesticides

A pesticide policy needs to be developed that considers the minimisation of the use of pesticides throughout Land and Environmental Services. No pesticides are applied to the grass edges or as chemical control for weeds within the plant collections in Glasgow Botanic Gardens. Pesticide use is restricted to the control of invasive species such as Giant Hog Weed and Japanese Knotweed on the banks of the River Kelvin with occasional applications to hard standing areas. Only affected areas are treated and the use of strategies that are sensitive to public concerns and the environment are used. All operatives involved in the application of pesticides are trained to the approved certification level required. The only pesticide used in Glasgow's Parks for the control of unwanted vegetation is Glyphosate. This is mainly used for the control of unwanted vegetation on hard standings, footpaths and spot treatment of weeds in shrub beds. The Botanic Gardens General Manager maintains a record of all pesticide used in the Gardens.

2.7.3 Use of Horticultural Peat. Peat is only used in the Botanic Gardens for a specific part of the plant collection, the carnivorous plants in the Kibble Palace, which require peat as a growing medium. The Gardens Manager has moved away from the use of peat for all other horticultural applications. The Botanic Gardens have reduced peat usage to less than four bales per annum.

2.7.3.1 Peat is used in the production of the bedding plants for the seasonal bedding displays which are not grown in the Botanic Gardens. All of the bedding plants are produced by our nursery at Bellahouston Park which has achieved a 57% reduction in peat usage through a change in production methods. The nursery no longer uses compressed peat and achieves a further 20% saving on the annual quantity required by incorporating wood fibre into the compost. The Nursery has also substantially reduced the quantities of Pesticide used by switching to a product (Intercept) which is mixed into the compost in one application rather than multiple applications by conventional means. ***The Service will continue to seek alternatives to peat and reduce the use of pesticide in the production of bedding plants.***

2.7.4 Green Waste Disposal. All of the green waste generated in the gardens is composted. Day to day green waste is composted on site and recycled within the Botanic Gardens. Green waste which is generated within the Park consists of a grass cut and lift which is only operated on the lawns, all other areas are cut and arisings left to recycle. Green waste arising from the glasshouses and plant collections is generally composted on site and recycled. Any material arising from shrub pruning is chipped and recycled back into the shrub beds. Where work is undertaken on trees, the smaller branches are chipped and recycled in the park or on informal footpaths; larger commercial sized timber is stored and sold in lots when sufficient quantities are gathered. Larger material

that cannot be composted on site is put into a container and removed to one of the Councils designated storage areas; in this case the Dawsholm Cleansing Depot. When sufficient quantities are gathered the waste is then transported to our partner organisation Scottish Water for composting at their facility in Cumbernauld.

- 2.7.5 **Horticultural and Arboricultural Standards.** The purpose of the Glasgow Botanic Gardens plant collection is educational and to serve this it is maintained to the highest horticultural and Arboricultural standards. The Gardens are used for horticultural apprentice training. The educational programme is for the general public; those visiting the Botanic Gardens and those who come or might come to participate in education activities. The current and potential audience for education activities is large and complex, both in terms of their catchment area and the type of audience. It has a local, regional, national and international dimension and the Botanic Gardens aims to offer some activities for all. Educational tours are regularly undertaken with schools, colleges, universities and groups of all ages and abilities who are interested in plants and the environment.
- 2.7.6 The Botanic Gardens are a focus for many cultural and horticultural activities. Since 1988 there has been an annual weekend Orchid Fair in the Kibble Palace.
- 2.7.7 Regular horticultural society meetings take place in the Botanic Gardens by a wide range of organisations including:
- Glasgow branches of the Scottish Orchid Society.
 - The British Cactus and Succulent Society.
 - The Scottish Rock Garden Club.
 - The Bonsai Society.
- 2.7.8 The visitor centre has a continuous series of art exhibitions and information about events in the Gardens. It also acts as a location where visitors can leave comments and suggestions about all aspects of Glasgow Botanic Gardens.
- 2.7.9 The purchase of trees shrubs and plant material for Glasgow's parks is undertaken by a centralised procurement process. The Head of Parks and Environment is the budget holder identifying the Botanic Gardens requirements from a catalogue list and this is then put out to competitive tender and the contract is awarded on the basis of price and quality - 70% price and 30% Quality. When the plant material is delivered it is taken to and accepted as suitable by the Botanic Gardens General Manager and planted. This system operates on a three year cycle and financial year 2010/11 is the end of the current cycle. ***A review of the procurement and inspection process is currently underway with a view to establishing central budgetary control and consistent standards throughout the city.*** The outcome of this review will be implemented in financial year 2011/12.

SECTION 2.8 CONSERVATION AND HERITAGE



Our aim is to protect and enhance biodiversity throughout the site, promote understanding of and interest in biodiversity and to maintain and promote the historic significance of the park.

This section of the Management Plan examines Glasgow Botanic Gardens as a Conservation and Heritage place under the following headings.

- **Natural Features Wildlife and Flora.**
- **Landscape Features.**
- **Strategic Development Opportunities.**

If you have a view about any of these issues tell us what you think.

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2.8 CONSERVATION AND HERITAGE

- 2.8.1 **Natural Features Wildlife and Flora.** The core nature conservation interest in Glasgow Botanic Gardens is the River Kelvin and associated habitats. This is a designated Site of Importance for Nature Conservation (City Plan 2), because of the variety of animals, plants and fungi present.
- 2.8.2 The river edge supports marginal vegetation. This is a dynamic habitat influenced by the fluctuation of the water and deposition of sand. The riverbanks are wooded, including a mixture of native and non native tree and shrub species. The ground flora is characteristic of urban areas with a mixture of native and non native species. Native species include Ramsons (Wild Garlic), Wood Stitchwort and Garlic Mustard. Non native species include Few-flowered Leek, Pink Purslane and stands of Giant Hogweed, Japanese Knotweed and Himalayan Balsam.
- 2.8.3 This habitat supports a number of water birds and woodland bird species. Species of interest include Grey Heron, Goosander, Kingfisher, Great Spotted Woodpecker and Otter.
- 2.8.4 Work has recently been carried out to create and enhance wildlife habitats throughout the Gardens including wildflower meadow creation, children's garden creation, woodland enhancement and pond naturalisation. These projects were initiated at the launch of the BBC Spring Watch Year of Action in 2007, and have involved partnership working with a number of organisations including British Trust for Conservation Volunteers, Community Service Volunteers, Friends of Glasgow Botanic Gardens and the RSPB. A wide variety of plant and animal species now benefit from these enhancements.
- 2.8.5 Within the life of the plan further wildlife enhancements are planned to create more wildflower meadows, further grassland improvements and development of the wildlife corridor function of the Kelvin Walkway. ***These enhancements will be delivered through existing partnerships or through the development of new partnerships.***
- 2.8.6 **Landscape Features.** Historic Scotland maintains an inventory of Garden and Designed Landscapes in Scotland. The Glasgow Botanic Gardens was included in the inventory in 1987. Each site on the inventory is awarded a merit category; Outstanding, High, Some, Little or None. Judgements are based on the condition of the garden and designed landscape as it is seen at the time of listing. The importance of each site is also described as a value and the values assigned to the Botanic Gardens in the inventory are as follows:

Criteria	Merit Category
• Work of Art	Some
• Historical	Outstanding
• Horticultural	Outstanding
• Architectural	Outstanding
• Scenic	Outstanding
• Nature Conservation	Some

- 2.8.7 There are two areas on the listing that are not outstanding and now that the Kibble Palace has been completed and the 8 fine marble statues restored this could potentially improve the status of the 'Work of Art' criteria.

- 2.8.8 The other criteria which could be improved is 'Nature Conservation' and there are opportunities to improve its ranking. This could be done through grassland management review, pond enhancement and emphasising the wildlife corridor function of the Kelvin Walkway.
- 2.8.9 Historic Scotland is due to return to Glasgow to reassess and consider new listings in 2015 and the improvements to the Gardens should be identified in order that it is part of the review process. In the interim, improvements will continue to these and other areas of the Gardens.
- 2.8.10 Clearly, this listing in the Inventory is desirable as it emphasises the national importance of the Gardens. It should be remembered, however, that it also restricts the options for development of the site and future management arrangements.
- 2.8.11 **Strategic Development Opportunities**
- 2.8.12 **Conservation Plan** - A conservation plan for most of the gardens was produced in April 2001 as a requirement of the Heritage Lottery Grant award for the restoration of the Kibble Palace. Since the conservation plan was developed, the boundary of the gardens has expanded to include a section of the Kelvin Walkway from Queen Margaret Bridge, downstream to Kirklee Bridge. ***The conservation plan addressed all components of the garden at the time it was written and includes a series of recommendations and actions which will help inform the maintenance and restorations required to buildings and structures in the gardens.***
- 2.8.13 **Buildings and Structures**
- 2.8.14 Consultees responses in respect of the Council's Best Value Review in 2005, ascertained that the provision of toilet and café facilities were at or near the top of people's priorities when arranging a visit to any destination.
- 2.8.15 The Glasgow Botanic Gardens Visitor Survey in 2005 resulted in:
- 35% of respondents indicating that they would wish to see toilet facilities upgraded better located within the Gardens and opening hours extended.
- 2.8.16 When respondents were asked in the survey about catering facilities, they indicated as follows:
- 68.7% said they would visit/utilise a catering facility within Botanic Gardens with 15.4% stating they would maybe use such a facility.
 - During daytime, 66.9% said they would like a café and 33.1% wanted a snack bar facility.
 - During evening, 81.9% said they would prefer to see a bistro - casual dining facility compared to 17.9% who said their preference was for a restaurant - formal dining facility.
- 2.8.17 This is a strong mandate for a café or bistro facility within the Botanic Gardens. At present, there is only a coffee stall located on the main drive at the Kibble Palace.

- 2.8.18 ***In view of this, it is proposed that the conversion of the Curators House to a temporary café and visitor centre be examined.*** A café facility with interpretation about the Gardens will go some way towards delivering customer led service improvements.
- 2.8.19 Glasgow Botanic Gardens has attended public toilets located inside the gate at Queen Margaret Drive managed by Cordia.
- 2.8.20 Further development opportunities exist within the Gardens at the former Botanic Gardens railway station which is currently derelict and in need of restoration. The station was part of a low level train line now closed. The platform, waiting rooms and tunnel are all that remain. A high profile proposal to develop the former station into an underground night club met with stiff opposition at the planning application stage. Such was the opposition to the proposal that the developer withdrew. Clearly the local community have no appetite for this type of development within the Botanic Gardens but the structure remains a derelict eyesore within the Gardens. A significant barrier to the development of this site is the need for substantial engineering works to stabilise the structure prior to restoration or conversion. ***To address this issue expression of interest for development proposals will be actively pursued for this location within the life of this plan.***
- 2.8.21 There are a number of locations on the River Kelvin where industry in the past has used the river as a source of power. In the Park the Flint Mill Lade and weir structures remain in place and unused. Further study is required but there is scope for bringing these structures back into use for the generation of electricity through the development of a hydroelectric scheme utilising the redundant weirs and lades of the River Kelvin.



Glasgow Botanic Gardens Rooftops.

SECTION 2.9 COMMUNITY INVOLVEMENT.



Our aim is to encourage community involvement in the park through consultation, events, activities and the Friends of Glasgow Botanic Gardens.

This section of the Management Plan examines Glasgow Botanic Gardens as a Community Involvement place under the following headings.

- **Online Customer Survey System.**
- **European Commission (EU) Survey 2007.**
- **Environmental groups and organisations survey 2006.**
- **Glasgow Citizen's Panel, autumn 2006 and spring 2007, autumn 2007 and spring 2008.**
- **The Glasgow Botanic Gardens Visitor Survey 2005.**
- **School Pupils survey 2004.**
- **Strategic Best Value Review Consultations 2004.**
- **Friends Groups**
- **Achievements.**

If you have a view about any of these issues tell us what you think.

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2.9 COMMUNITY INVOLVEMENT

- 2.9.1 **Surveys.** In managing the park and preparing the plan the views of the community and stakeholders are crucial. These are obtained through surveys, meetings and liaison with Friends of groups taking each in turn.
- 2.9.2 Surveys used to inform this management plan include:
- 2.9.3 **Online Customer Survey System.** Land and Environmental Services are currently assessing an on line visitor survey system called GreenSTAT. This is a standing survey which can be accessed on-line at any time and supplemented by additional on site, off site or face to face surveys if required.
- 2.9.4 The GreenSTAT website is an online database that gives local residents the opportunity to comment on the quality of their local parks and how well they feel they are being managed and maintained. It also provides the councils and organisations who manage these parks with feedback about the people that visit them and how they might be able to improve these vital open spaces.
- 2.9.5 Specific to Glasgow Botanic Gardens there is a set of survey information waiting to be processed using the GreenSTAT system which is currently being installed into the Services IT system. The survey was undertaken by the students from Liverpool John Moore University who undertook a series of face to face surveys in Glasgow Botanic Gardens and other Glasgow parks in 2009.
- 2.9.6 **European Commission (EU) Survey 2007.** The EU contracted Gallup-Hungary to carry out a survey on perceptions of quality of life in 75 European cities including Glasgow, in 2006. This survey complemented the work carried out in the context of the European Urban Audit. 500 randomly selected individuals were contacted from each city to answer 23 questions about the quality of life including parks and green spaces, in their cities. Approximately 75% of respondents from Glasgow were rather satisfied or very satisfied with parks and green spaces in their city. Parks and greens spaces in Glasgow were in the top quarter of European cities where a significant majority of respondents were satisfied with their parks and open spaces.
- 2.9.7 **Environmental groups and organisations survey 2006.** The Council's Land Services undertook a survey in 2006, using a questionnaire sent out to 149 environmental organisations regarding issues of use and benefits of parks and open space provision and role and involvement of local groups. 61% of the 79 of the environmental organisations that responded said parks and open spaces in Glasgow are accessible to all. All respondents said parks and open spaces in Glasgow are very important. A significant number, 42% of respondents said they use parks and open spaces for environmental projects and outdoor activities.
- 2.9.8 **Glasgow Citizen's Panel, autumn 2006 and spring 2007, autumn 2007 and spring 2008.** The survey was conducted by Ipsos MORI Scotland on behalf of Glasgow City Council using face to face interviews among 1013 and 1007 Glasgow residents in autumn 2006 and spring 2007 respectively. The results identified that parks remain the most widely used Council service in all citizens' panel survey. 60% of respondents or their household members used parks in the last year or so in the autumn 2006 survey. This number increases to 67% in spring 2007. Satisfaction levels with parks were 83% in autumn 2006 and 81% in spring 2007. Although a majority of respondents (63% and 53% in autumn 2006 and spring 2007 respectively), were satisfied with children's play parks, a significant minority were dissatisfied with the play parks due to litter

and graffiti, maintenance and range of equipment. Almost all respondents (93%) feel that it is important that the Council should deliver its services in a way that avoids damage to the wildlife and natural growing plants (biodiversity) in Glasgow (autumn 2006).

2.9.9 **The Glasgow Botanic Gardens Visitor Survey 2005.** In September 2005 - 600 face to face interviews were conducted to ascertain what people thought of the Botanic Garden, how satisfied they were and what improvements they would like to see. The survey confirmed that the main source of visitors was the west end of the city at 68.7% of the response 13.5% coming from elsewhere in Glasgow and 5.3% were visitors from abroad.

- 35% of respondents indicating that they would wish to see toilet facilities upgraded better located within the Gardens and opening hours extended.

2.9.10 When respondents were asked in the survey about catering facilities, they indicated as follows:

- 68.7% said they would visit/utilise a catering facility within the Botanic Gardens with 15.4% stating they would maybe use such a facility.
- During daytime, 66.9% said they would like a café and 33.1% wanted a snack bar facility.
- During evening, 81.9% said they would prefer to see a bistro - casual dining facility compared to 17.9% who said their preference was for a restaurant - formal dining facility.

2.9.11 **Strategic Best Value Review Consultations 2004 / School Pupils Survey 2004.** A broad range of exercises to ascertain stakeholder views and needs to improve the quality and effectiveness of parks were carried out including employee consultation, focus groups, school consultation, public consultation and inter-service workshops. Over 670 and 3000 responses were received from the public and schoolchildren respectively. Most respondents would like to see improved security and safety measures, increased community involvement, maximising usage for all, improved infrastructure in particular play equipment and effective communication about park provision and enforcement. ***It is intended as part of the consultation exercise for this management plan to re-visit the consultations in 2004.***

2.9.12 **Friends Groups**

2.9.13 The Friends of the Botanic Gardens is a not-for-profit organisation, registered as a charity, number SC022622. Its objective is; 'the advancement of education for the public benefit by supporting and furthering the activities of Glasgow Botanic Gardens as a centre for education, research and public amenity.'

2.9.14 The Friends of the Botanic Gardens is the longest established of any Friends of parks groups in Glasgow. They have no management responsibility for the Botanic Gardens, however, the value of the Friends to the Botanic Gardens is wide and varied.

The principal areas of support are as follows:

- Fund raising (they can access funding not available to the City Council and have an excellent track record in raising considerable sums of money to support Botanic Gardens activities).
- As a sounding board for proposed changes in the Botanic Gardens.
- Supporting and developing events.
- Encouraging volunteering.

2.9.15 The Friends of the River Kelvin also play an important role, particularly with their 'clean-ups' of the banks of the River Kelvin and the hosting of their annual 'fair'.

2.9.16 In acknowledgement of the considerable input by The Friends of the Botanic Gardens and Friends of the River Kelvin, ***Glasgow City Council will continue to support the Friends Groups through regular contact and, where required, with resources to allow them to remain viable as an organisation.***

2.9.17 The British Trust for Conservation Volunteers (BTCV) is engaged within the Botanic Gardens for specific conservation projects such as the heath garden and wild flower planting.

2.9.18 **Achievements.** Community involvement is now a major theme within the Parks Service as recommended by the Strategic Best Value Review 2005 (SBVR) of Glasgow parks and open spaces. The information gathered from local people, Councillors, community groups and the voluntary sector is helping to shape management decisions regarding present and future development of parks. Current approaches to community involvement in parks and open spaces in Glasgow include:

- Consultations
- Surveys
- User groups
- Events

2.9.19 A considerable amount of work has already been undertaken in identifying management actions required to develop and improve the Botanic Gardens - the Conservation Plan 2001, the Best Value Review and the Botanic Gardens Visitor Survey in 2005. These pieces of work have helped to guide and deliver considerable improvements to the Botanic Gardens and its structures including the restoration of the Kibble Palace, completion of the Main Range restoration, creation of the Rose Garden, a new Play Area and modernisation of the boiler house and heating systems.

2.9.20 The delivery of these improvements is testament to what can be achieved through strategic planning and community consultation. Some of the strategic actions for this plan requiring the securing of capital funds that L&ES considers achievable within the life of the plan will come from a review of the outstanding actions identified in the 2001 Conservation Plan. The Strategic Best Value Review 2005, an appraisal of the green Flag criteria of the park as it is at present, an assessment of the current maintenance regimes and a review of customer surveys and comments from the online survey system will also be used to identify actions in the plan.



SECTION 2.10 MARKETING



Our aim is to actively promote Glasgow Botanic Gardens to all potential users.

This section of the Management Plan examines the Marketing of Glasgow Botanic Gardens under the following headings.

- **Events and Activities.**
- **Marketing Strategy.**
- **Education Strategy.**

If you have a view about any of these issues tell us what you think.

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2.10 MARKETING

- 2.10.1 There is no specific marketing plan for Glasgow Botanic Gardens. Marketing plans are produced for specific events or occasions as part of the planning process in advance of the event taking place. A range of media is used to promote Glasgow Botanic Gardens and the activities that occur within it.
- 2.10.2 The Glasgow City Council web site contains information on all of the cities parks and the events and activities in them. The site is regularly updated and a weekly events programme 'What's on in our Parks' is posted every week.
- 2.10.3 **Events and Activities.** There is an established events and activities programme for Glasgow Botanic Gardens throughout the year. Like most parks, many of the events occur during the summer months. The Botanic Gardens are a focus for many cultural and horticultural activities. Since 1988 there has been an annual weekend Orchid Fair in the Kibble Palace which has also seen a wide variety of public events, from concerts to Shakespeare's plays. The Bard in the Botanic continues to present an annual festival devoted to Shakespeare and make full use of the landscape of the Gardens. The West End Festival offers activities of all kinds as well as a colourful parade.
- 2.10.4 Regular horticultural society meetings take place in the Botanic Gardens by a wide range of organisations including:
- Glasgow branches of the Scottish Orchid Society.
 - The British Cactus and Succulent Society.
 - The Scottish Rock Garden Club.
 - The Bonsai Society.
- 2.10.5 The visitor centre has a continuous series of art exhibitions and information about events in the Gardens. It also acts as a location where visitors can leave comments and suggestions about all aspects of Glasgow Botanic Gardens.
- 2.10.6 Educational tours are regularly undertaken with schools, colleges, universities and groups of all ages and abilities who are interested in plants and the environment.
- 2.10.7 The Gardens are also used as a famous backdrop for many TV and film productions.
- 2.10.8 **Marketing Strategy.** The Glasgow Botanic Gardens Heritage Trail was produced following the completion of the restoration of the Kibble Palace in 2006. One of the first publications of its type produced for Glasgow's parks. Many improvements to Glasgow Botanic Gardens and its structures have been delivered since it was produced and the content now needs to be updated.
- 2.10.9 A compact leaflet and map about the Botanic Gardens has also been produced providing Information about points of interest and features in the Gardens. ***It is proposed that the update for the Glasgow Botanic Gardens Heritage Trail will incorporate the features in the leaflet combining both documents into one publication.***

- 2.10.10 Information about points of interest and features in the Botanic Gardens is being assembled for installation to touch screen technology. Users will touch the screen at the feature they are interested in and information about it will appear on the screen in the form of text and images. ***It is planned to install two touch screens one in Kelvingrove Art Gallery and Museum and the second in the Botanic Gardens during 2010.*** The touch screens contain information about both locations.
- 2.10.11 Health walks, heritage tours and education visits are provided by Glasgow City Council Land and Environmental Services Community Action Team on request. These can be organised by contacting the Community Action West Area Team on 0141 287 9342 or by emailing communityaction@glasgow.gov.uk.
- 2.10.12 The Glasgow Botanic Gardens Heritage Trail and the Glasgow Botanic Gardens leaflet are both available at every public library in the city, all City Council information stands and the Tourist Information office.
- 2.10.13 Regular update of the Friends of Glasgow Botanic Gardens and Friends of the River Kelvin are available c/o the Gardens Office at Glasgow Botanic Gardens and will be featured periodically in the Friends of Glasgow Parks newsletter.
- 2.10.14 **Education Strategy.** As can be seen from the mission and vision statements, the Botanic Gardens provides a unique and valuable education resource for the city. The educational programme is for the general public; those visiting the Botanic Gardens and those who come or might come to participate in education activities. There may be opportunities for staff to benefit too, but the primary purpose is to provide opportunities for the public. The current and potential audience for education activities is large and complex, both in terms of their catchment area and the type of audience. It has a local, regional, national and international dimension and the Botanic Gardens aims to offer some activities for all.
- 2.10.15 ***In the next five years, the Botanic Gardens will aim to increase opportunities for learning by continuing and expanding the education programme.*** In doing this, the programme will be based on the following principles:
- Activities that make use of what the Botanic Gardens can uniquely offer.
 - A wide range of types of activity.
 - A hands-on experience of the Gardens whenever possible.
 - Activities that are led by staff, volunteers or external specialists wherever possible.
- 2.10.16 The programme will have 4 elements:
- **Interpretation** - Information about the Botanic Gardens will be available to all visitors. This will include the development and use of plant labels, interpretation boards, notice boards, temporary interpretation, leaflets, guidebooks, tours and self-led tours.
 - **Core Education Programme** - This will form the main programme of education activities. It is a range of activities, both formal and informal, which are packaged together because they can be managed and delivered together. Activities will be offered to individuals and groups, e.g; school visits, guided walks and family activity days.

- **Vocational Training and Experience** - The Botanic Gardens is an integral element within Glasgow City Council's Apprentice and Modern Apprentice Training Scheme. The Garden offers work experience on a regular basis to a wide variety of organisations.
- **The Arts** - The Garden will continue to act as a facility and showcase for artistic and cultural activities, including environmental art exhibitions in the glasshouses and grounds, e.g; Glasgow School of Art graduates, drama and musical performances within the grounds and the Kibble Palace.

2.10.17 The Botanic Gardens offers facilities for a wide range of art classes for both adults and children. Multi-cultural links are welcome and are actively encouraged for the involvement of minority ethnic and religious groups.

2.10.18 The themes of the education programme have been defined. This is not intended to restrict developments but the programme must reflect:

- What the Botanic Gardens has to offer - in particular where it can offer something unique or of exceptional quality.
- What is likely to be in demand by users/potential users.

2.10.19 ***It is intended to continue offering the more routine environmental education activities***, e.g; Rainforests, the World of Plants, the Plant Kingdom, Plant Biology, Economic Plants, because these are not available elsewhere within Glasgow.

2.10.20 The broad themes will be:

- Plant Biology
- Horticulture and Gardening
- Plant Habitats
- Plant Identification
- Geography/Ecology/Climate
- Biodiversity and Wildlife Conservation
- Plants in History
- Sustainability
- Plants and people
- The history of the Botanic Gardens and its buildings
- Arts and Crafts
- Social Skills for the young

2.10.21 The Glasgow Botanic Gardens will continue to increase opportunities for learning by continuing and expanding the education programme as part of this Management Plan. The Botanic Gardens has an Education Strategy, a full copy of which can be seen in Appendix 4.

SECTION 2.11 MANAGEMENT



Our aim is to provide a responsive, flexible and high quality management service

This section of the Management Plan examines the Management of Glasgow Botanic Gardens under the following headings.

- **Service Profile**
- **Partnerships**
- **Park Management**

If you have a view about any of these issues tell us what you think.

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2.11 MANAGEMENT

2.11.1 **Service Profile.** Land and Environmental Services (LES) is a major operational department which has the responsibility for providing cleansing, parks, roads, transport and design services for the city in the most effective, efficient and co-ordinated way. It provides the majority of services that were previously the responsibility of Land Services and Environmental Protection Services, and these are;

- Parks and Environment – Park development and management, horticultural / Arboricultural / environmental services, bereavement services, and community action.
- Neighbourhood services – Provision of refuse collection, street cleaning, parks, nurseries, cemeteries and crematoria, road and footway maintenance, street lighting, winter maintenance and grounds maintenance operations. These services are structured in line with the five strategic planning areas in the city.
- Waste Management Operations - Waste disposal, recycling and landfill.
- Design Services - Roads, public realm and bridges.
- Strategic Projects – Project management, East End Regeneration Route, waste strategy, wind farm and Commonwealth Games.
- Traffic Operations - Traffic systems, road safety and road works control.
- Service Development – Business support, policy and development.
- Environmental Health and Trading Standards - Public health, air quality, environmental complaints handling, contaminated land, food hygiene, licensing, non-domestic noise, workplace health and safety, pest control, vehicle emissions, trading standards, calibration and test facility and consumer complaints.
- Scientific Services - Scientific testing and analysis of samples relating to environmental matters, food, microbiology, water and agricultural products

2.11.2 **Partnerships.** Land and Environmental Services continue to work jointly with others and have partnership arrangements which include major regeneration and environmental improvement projects such as the East End Regeneration Route, public realm projects, Quality Bus Corridors, urban woodland schemes, the Clean Glasgow campaign and play area and neighbourhood improvements in housing areas. In addition, LES has partnership arrangements with other local authorities for vehicle emission testing, tackling illegal money lending and scientific laboratory services.

2.11.3 Specifically the partnership arrangements operating in Glasgow Botanic Gardens are:

- Glasgow University as a centre for learning and research.
- Cordia - The public toilet facilities and coffee stand.
- Access Glasgow - Building maintenance
- L&ES Structures Team - The bridges
- Scottish Water – Green waste composting
- The Friends of Glasgow Botanic Gardens
- The Friends of the River Kelvin

2.11.4 **Park Management.** Land and Environmental Services aims to provide a responsive, flexible and high quality management service, which will use the Green Flag Assessment criteria as a monitoring tool to ensure the highest of standards are achieved and maintained.

- 2.11.5 The Head of Parks and Environment has a citywide responsibility for the delivery and management of a comprehensive parks service. The Head of Service also has direct management responsibility for the specification of operations and developments within the Botanic Gardens and an overview of partner operations and services.
- 2.11.6 The development of the management plan and Green Flag assessment provides an opportunity for the input of the Botanic Garden General Manager and the on-site staff to actively assist with the development of the plan, delivery of the actions and participate in the review process.
- 2.11.7 **Green Flag UK Standard.** It would be desirable for all of Glasgow's Strategic Parks to meet and where possible exceed the standards set by the Green Flag award scheme which is a nationally recognised quality award scheme for parks and gardens. The Green Flag Awards are administered by a consortium comprising Keep Britain Tidy, GreenSpace and the British Trust for Conservation Volunteers (BTCV).
- 2.11.8 Green Flag Sites must be freely accessible to the public and have a site specific management plan. Sites are judged against eight criteria and the management plan actions for Glasgow Botanic Gardens are aligned with these criteria which are as follows:
- A Welcoming Place
 - Healthy, Safe and Secure
 - Clean and Well Maintained
 - Sustainability
 - Conservation and Heritage
 - Community Involvement
 - Marketing
 - Management
- 2.11.9 ***The aim is to achieve Green Flag status within the timescale of the plan.***
- 2.11.10 **Landscape Impact Assessment.** To support the management plan a ***landscape impact assessment will also be carried out.*** The plan will be monitored yearly and revised to ensure that it is up to date and able to influence the Parks Development programme and justify funding bids.
- 2.11.11 **Financial and Resource implications.** The financial implications of this plan at present are very modest at £170,000 consisting of:
- £120,000 proposed investment in café facilities by Cordia
 - £10,000 Per annum for conservation and habitat enhancement
- The plan, however, identifies further works and assessments in a variety of management areas which will have considerable staff resource implications for Land and Environmental Services. The results of this analysis will identify priority areas for investment and it is anticipated that this could require a multi-million investment to deliver in all areas. It is considered, therefore, that the output from these further works are identified in priority order to demonstrate to potential funding agencies that a strategy is in place to complete the restoration process at the Botanic Gardens.
- 2.11.12 **Potential Funding Sources.** Potential funding sources to fund elements of Glasgow Botanic Gardens Management plan have been considered from a holistic perspective in relation to the actions proposed for Glasgow Botanic Gardens. This is because the funding source potential for these elements would not necessarily be mutually exclusive and the criteria of some funders may allow for grant assistance to be given to different elements of the proposals.

2.11.13 In conducting the funding sources review there were a number of general points to be considered:

- Funding is normally made available only towards the capital costs of projects and revenue funding is normally excluded, although sources such as the National Lottery can make revenue funding available to support activity following on from a capital award. Such revenue funding support is typically granted for an initial period (e.g. 3 to 5 years – depending upon the National Lottery Funding programme) to establish a self-sustaining basis of the project;
- Funding agencies usually prefer to participate in partnership funding packages whilst evidence must clearly be given that financial assistance is genuinely required for the project to proceed;
- Funding assistance is normally discretionary with awards made only after a fully detailed application has been considered by the funding agency;
- Normally a project applying for external funding will have to demonstrate operational viability, or illustrate the source of a long term commitment to meeting any revenue shortfall;
- To create the most appropriate conditions for achieving viability, the maximum method of capital funding should be non-repayable grant aid to minimise the requirement to service any borrowings to fund the development costs.

2.11.14 **Appendices Section 6 – 6.5** outlines the potential sources of funding which could be relevant to the actions identified in Glasgow Botanic Gardens Management Plan. The funding appraisal covers a breadth of funding sources and mechanisms and although the exercise cannot be fully exhaustive it nevertheless provides a sufficiently detailed “starter” in considering the funding options for the management plan.

2.11.15 **Monitor and Review.** This plan is a working document and therefore needs to be monitored and reviewed on a regular basis to ensure that proposed actions are being delivered on time and any new challenges addressed by everyone with interest in the plan.

2.11.16 A team of managers led by the Head of Parks and Environment will be responsible for the review process with input from all relevant staff. It is envisaged that the action plan will be reviewed 6 monthly and an assessment made on progress including any shortfalls in delivery.

2.11.17 Managers will include actions in the work plan of their team members and specific dates allocated as delivery deadlines in discussion with team members. Managers will review actions with team members during one to one and team meetings. Any significant changes to the action plan must be agreed with the review team.

SECTION 3 WHERE DO WE WANT TO GET TO

3.1 GLASGOW CITY COUNCIL KEY OBJECTIVES

3.1.1 The Council has developed its current Key Objectives in its Council Plan. These objectives, which were approved in February 2008, set the framework for the Council's main aims for the years 2008 to 2011 and are supported by a list of targets and actions. A report on progress against these targets each year through a short update on the Council Plan which is available on the Council web site.

3.1.2 The five Key Objectives are:

- **improving the efficiency and effectiveness of our services;**
- **increasing access to lifelong learning;**
- **making Glasgow a cleaner, safer city;**
- **building a prosperous city; and**
- **improving health and wellbeing**

3.2 LAND AND ENVIRONMENTAL SERVICES MISSION STATEMENT

3.2.1 In cognisance of the Council's overarching key objectives Land and Environmental Services Mission Statement is:

Land and Environmental Services is committed to providing high quality services which contribute to the quality of life, safety and wellbeing of all customers through managing and maintaining Glasgow's land and transport environment in a sustainable manner.

3.3 MISSION AND VISION FOR GLASGOW'S BOTANIC GARDENS

3.3.1 The Mission Statement for the Glasgow Botanic Gardens sets out the purpose for the Botanic Gardens.

'Connecting people and plants through inspiration and education.'

3.3.2 The Vision Statement has been developed to reflect the strategic role the Glasgow Botanic Gardens has within the City of Glasgow and recognises the role it plays nationally, internationally and as part of the educational and cultural development of Glasgow and its people:

'Maintain and develop the Botanic Gardens as a high quality visitor and tourist destination and continue its development as a strategic asset to the city, focusing on horticultural excellence. Retain and develop its horticultural standing nationally and internationally and its unique horticultural educational resource.'

3.4 ASSESSMENT

3.4.1 Glasgow Botanic Gardens Management Plan Aims

3.4.2 Beneath the new vision lie a series of aims that have been linked to the Green Flag Award Scheme criteria.

3.4.3 The aims are set out below. Each of these aims is further developed into targets, measures and timescales identified in the action plan in this Park Management Plan.

The relationship between Green Flag Award criteria and Management Plan aims

Green Flag Criteria	Management Plan Aim
A Welcoming Place	To ensure that Glasgow Botanic Gardens is welcoming and accessible to all users
Healthy, Safe and Secure	To ensure the safety of all staff and users of the park
Clean and Well Maintained	To maintain the highest standards of horticulture, cleanliness, grounds and building maintenance
Sustainability	To protect and enhance the areas of core nature conservation interest and adopt environmental management principles to help reduce the impact of management operations on the environment.
Conservation and Heritage	To protect and enhance biodiversity throughout the site, promote understanding of and interest in biodiversity and to maintain and promote the historic significance of the park.
Community Involvement	To encourage community involvement in the park through consultation, events, activities and the Friends of Glasgow Botanic Gardens
Marketing	To actively promote the park to all potential users
Management	To provide a responsive, flexible and high quality management service



SECTION 4 HOW WILL WE GET THERE

4.1 Overview

4.1.1 The Glasgow Botanic Gardens Management Plan is for five years starting financial year 2011/12. The completion date will therefore be 31st March 2016.

4.1.2 Action Table

4.1.3 This table sets out the actions aligned with each of the Green Flag criteria and, for reference, the relevant paragraph numbers and sections. It also identifies the information source used to lead to the recommendations. The action plan also contains a section identifying strategic capital projects which Land and Environmental Services will endeavour to achieve within the life of the Plan.

4.1.4 The timescales mean the following:

- Short: immediate action required within the first year of the plan.
- Medium: action required within the first three years of the plan.
- Long: may not be achievable within the life of the plan, but progress should be achievable within the life of the plan.
- Ongoing.

4.2 A Welcoming Place – Year 1 Action

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Action	Timescale	Estimated Cost £
4.2.1	2.4.2	Entrances and Access	Development of this Management Plan	Head of Parks and Environment	Paint fences and gates surrounding the Main Garden and Arboretum.	Short	Bid to PDP 2011/12
4.2.2	2.4.2	Entrances and Access	Development of this Management Plan	Head of Parks and Environment	Ensure fences and gates are on a painting programme for cyclical maintenance	Short	Existing Resources
4.2.3	2.4.4	Signage	Development of this Management Plan	Head of Parks and Environment	Review the need for additional or replacement signage at the Management Plan review stages.	Short	£8000
4.2.4	2.4.4	Signage	Development of this Management Plan	Head of Parks and Environment	A member of the Parks and Environment team to be assigned to the signage working group to represent parks and open space issues.	Short	

A Welcoming Place – Action required within the first three years

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Action	Timescale	Estimated Cost £
4.2.5	2.4.5	Signage	Development of this Management Plan.	Head of Parks and Environment	The possibility of installing road and footpath directional signage to Glasgow Botanic Gardens is investigated and if appropriate implemented within the life of this plan.	Medium	£5,000

A Welcoming Place – Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.2.6	2.4.6	Park Furniture	Development of this Management Plan.	Head of Parks and Environment	Remove benches to store paint/varnish/stain as required annually.	Ongoing	Bid to PDP 2011/12.
4.2.7	2.4.6	Park Furniture	Development of this Management Plan.	Head of Parks and Environment	Ensure fixed items of park furniture are washed /painted/varnished/stained as required annually.	Ongoing	Bid to PDP 2011/12.

4.3 Healthy Safe and Secure – Year 1 Action

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.3.1	2.5.11	Dog Fouling	Manage Requirement	Head of Parks and Environment.	Develop a partnership with the Glasgow Community Safety Services Team for them to visit identified dog fouling hotspots and deliver effective enforcement measures.	Short	Existing Resources

Healthy Safe and Secure – Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.3.2	2.5.8	Equipment and Facilities	Management Requirement	Head of Parks and Environment / Botanic Gardens Manager / LES Health and Safety Officer	Continue to monitor, review and develop safety procedures to ensure equipment and facilities are safe to use.	Ongoing	Existing Resources
4.3.3	2.5.9	Security	Management Requirement	Botanic Gardens Manager	Continue to lock the gardens for security at night to protect the buildings and plant collections.	Ongoing	Not Known

Healthy Safe and Secure – Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.3.4	2.5.10	Security	Management Requirement	Head of Parks and Environment.	Retain on site management, horticultural staff and ranger service	Ongoing	Existing Resources
4.3.5	2.5.10	Security	Management Requirement	Head of Parks and Environment.	Safety will be monitored and if required remedial action put in place	Ongoing	Existing Resources

4.4 Well Maintained and Clean – Year 1 Action

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.4.1	2.6.6	Grounds Maintenance	Management Requirement	Head of Parks and Environment / Neighbourhood Services Manager	Review the requirement for issuing job tickets for Botanic Garden Maintenance.	Short	Not Known.
4.4.2	2.6.13	Buildings and Structures Maintenance	Heritage Merit Report 2001	L&ES Structures	Maintenance schedules for the restored structures and buildings in Glasgow Botanic Gardens should be developed immediately.	Short	Existing Resources

Well Maintained and Clean - Action required within the first three years

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.4.3	2.6.13	Buildings and Structures Maintenance	Development of this Management Plan/Conservation Plan 2001.	L&ES Structures	Buildings considered being in good condition should be reviewed and modern maintenance schedules developed.	Medium	Existing Resources
4.4.4	2.6.13	Buildings and Structures Maintenance	Development of this Management Plan/Conservation Plan 2001/Bridges and Culverts Inspection Reports	L&ES Structures	A review of all structural restorations including pedestrian bridges should be undertaken in order to prioritise future restoration opportunities.	Medium	Existing Resources

Well Maintained and Clean - Action required within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.4.5	2.6.13	Buildings and Structures Maintenance	Development of this Management Plan	L&ES Structures	A prerequisite requirement for any future refurbishments or restorations should be that on completion a maintenance schedule fit for purpose is produced.	Long	Part of Project

Well Maintained and Clean - Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.4.6	2.6.2	Well Maintained and Clean	Management Requirement	Head of Parks and Environment	Retain on site management function	Ongoing	Existing resources

4.5 Sustainability – Year 1 Action

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.5.1	2.7.2	Use of Pesticides	LES Maintenance Schedules	Natural Environment Manager	Develop a pesticide policy that considers the minimisation of the use of pesticides.	Short	Existing Resources
4.5.2	2.7.2	Use of Pesticides	Development of this Management Plan	Natural Environment Manager	Review the need for any pesticide use in Strategic Parks as part of the Job ticket Maintenance review	Short	Existing Resources
4.5.3	2.7.9	Horticultural and Arboricultural Standards	Management Requirement	Head of Parks and Environment.	Implement the outcome of the review for the procurement and inspection of tree shrub and plant material.	Short	Existing Resources

Sustainability - Action required within the first three years

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.5.4	2.7.3.1	Use of Horticultural Peat	Development of this Management Plan	Natural Environment Manager.	Seek to reduce the use of horticultural peat to zero and consider alternative composts where practical	Medium	Existing Resources

4.6 Conservation and Heritage - Action required within the first three years

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.6.1	2.8.5	Natural Features Wildlife and Flora	LES Conservation Team	Natural Environment Manager	Create more Wildflower meadows.	Medium	Existing and Partner Resources
4.6.2	2.8.5	Natural Features Wildlife and Flora	LES Conservation Team	Natural Environment Manager	Instigate further grassland improvements	Medium	Existing and Partner Resources
4.6.3	2.8.5	Natural Features Wildlife and Flora	LES Conservation Team	Natural Environment Manager	Develop the wildlife corridor function of the River Kelvin	Medium	Existing and Partner Resources
4.6.4	2.8.5	Natural Features Wildlife and Flora	LES Conservation Team	Natural Environment Manager	Deliver habitat and environmental improvements utilising existing and new partners.	Medium	Existing and Partner Resources
4.6.5	2.8.18	Buildings and Structures	Management Requirement and Customer Survey.	Landscape Design and Development Manager	The current proposal of converting the Curators House to a temporary café and visitor centre is supported and implemented.	Medium	Development Opportunity – Potential Income Generator

Conservation and Heritage - Action required within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.6.6	2.8.7 & 2.8.8	Landscape Features	Historic Scotland	Landscape Design and Development Manager	Historic Scotland to be asked for a review of the listing for Glasgow Botanic Gardens on the basis of; a) Improved Art Standing and; b) Improved Nature Conservation	Long	Existing Resources

Conservation and Heritage - Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.6.7	2.8.12	Strategic Development Opportunities.	Conservation Plan 2001	Landscape Design and Development Manager/ Botanic Gardens Manager.	Use conservation plan recommendations to inform and guide the restorations and maintenance of the buildings and structures in the Botanic Gardens	Ongoing	Existing Resources
4.6.8	2.8.20	Buildings and Structures	Management Requirement	Landscape Design and Development Manager	The former Botanic Gardens railway station requires restoration – development. To address this issue expression of interest for development proposals will be actively pursued for this location within the life of this plan.	Ongoing	Development Opportunity – Potential Income Generator

4.7 Community Involvement – Year 1 Actions

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.7.1	2.9.20	Achievements	Heritage Merit Report 2001	Landscape Design and Development Manager	Review the actions identified in the 2001 Conservation Plan identify those outstanding and prioritise.	Short	Existing Resources
4.7.2	2.9.20	Achievements	Development of this Management Plan	Landscape Design and Development Manager	Undertake an internal assessment of Green Flag criteria in relation to Glasgow Botanic Gardens in 2010 prior to application for 2011.	Short	Existing Resources

Community Involvement – Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.7.3	2.9.5	Online Customer Survey System	Development of this Management Plan	Landscape Design and Development Manager	Monitor GreenSTAT information and pass information to the management plan review team to ensure revisions reflect customer expectations.	Ongoing	Existing Resources
4.7.4	2.9.16	Friends Groups	Development of this Management Plan	Landscape Design and Development Manager	LES continues to support the Friends through regular contact and where required with resources to allow them to remain viable as organisations.	Ongoing	Existing Resources

4.8 Marketing – Year 1 Actions

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.8.1	2.10.9	Marketing Strategy	Development of this Management Plan	Landscape Design and Development Manager	Update the publication Glasgow Botanic Gardens Heritage Trail incorporating the Gardens booklet.	Short	Existing Resources
4.8.2	2.10.10	Marketing Strategy	Development of this Management Plan	Landscape Design and Development Manager	Install 1 touch screen information point in Glasgow Botanic Gardens	Short	£5,000 Grant Aided by GCC Heritage Trust

Marketing – Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.8.3	2.10.3	Marketing Strategy	Development of this Management Plan	Botanic Gardens Manager / LES Events	Continue to promote events in keeping with the aims and objectives of Glasgow Botanic Gardens throughout the year.	Ongoing	Existing Resources
4.8.4	2.10.4	Marketing Strategy	Development of this Management Plan	Botanic Gardens Manager	Continue to encourage the use of the Botanic Gardens by horticultural organisations.	Ongoing	Existing Resources
4.8.5	2.10.11	Marketing Strategy	Development of this Management Plan	Head of Parks and Environment	Continue to offer health walks, heritage tours and education visits	Ongoing	Existing Resources

Marketing – Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.8.6	2.10.15	Education Strategy	Glasgow Botanic Gardens Education Strategy	Botanic Gardens Manager	In the next 5 years the Botanic Gardens will increase opportunities for learning by continuing and expanding the education programme.	Ongoing	Existing Resources
4.8.7	2.10.19	Education Strategy	Glasgow Botanic Gardens Education Strategy	Botanic Gardens Manager	Will continue offering the more routine environmental education activities eg; Rainforests, the World of Plants, the Plant Kingdom, Plant Biology, Economic Plants, that are not available elsewhere within Glasgow.	Ongoing	Existing Resources

4.9 Management Year 1 Actions

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.9.1	2.11.9	Green Flag UK Standard	Development of this Management Plan	Landscape Design and Development Manager	Apply and achieve Green Flag award for 2011	Short	Outline Cost 1000
4.9.2	2.11.10	Landscape Impact Assessment	Development of this Management Plan	Landscape Design and Development Manager	Prepare a landscape impact assessment to justify funding bids	Short	Existing Resources

Management – Action ongoing within the life of the Plan

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.9.3	2.11.9	Green Flag UK Standard	Development of this Management Plan	Landscape Design and Development Manager	Retain Green Flag status for the life of this plan	Ongoing	Outline Cost 4000
4.9.4	2.11.10	Landscape Impact Assessment	Development of this Management Plan	Landscape Design and Development Manager	Annual review of landscape impact assessment to ensure it is up to date	Ongoing	Existing Resources
4.9.5	2.11.11	Financial and Resource Implications	Development of this Management Plan	Landscape Design and Development Manager	Prepare funding applications to suitable external agencies to support the prioritised actions required to deliver this management plan.	Ongoing	Existing Resources
4.9.6	2.11.16	Monitor and Review	Development of this Management Plan	Landscape Design and Development Manager	Appoint a monitoring group to review progress of the Management Plan yearly.	Ongoing	Existing Resources

SECTION 5 HOW WILL WE KNOW WE HAVE ARRIVED



This section of the Management Plan examines the indicators that we will employ to ensure Glasgow Botanic Gardens continues to meet the Green Flag standards as:

- A Welcoming Place
- Healthy, Safe and Secure
- Clean and Well Maintained
- Sustainability
- Conservation and Heritage
- Community Involvement
- Marketing
- Management

Progress with Glasgow Botanic Gardens will be identified under the following headings.

- **Management Plan Monitoring**
- **Budget and Service Plan**
- **Land and Environmental Services Annual Performance Report**
- **Online Survey and Customer Feedback**
- **Parks Development Programme Monitoring**

If you have a view about any of these issues tell us what you think.

Telephone Number: Land and Environmental Services General Enquiries 01412875064

Email: les@glasgow.gov.uk

Web Site www.glasgow.gov.uk/parks

SECTION 5 HOW WILL WE KNOW WE HAVE ARRIVED

5.1 Introduction. The effective management of the city's parks and open spaces and local transport network requires Land and Environmental Services to regularly monitor performance and to report these findings to the public, the Council and other stakeholders. Land and Environmental Services use a variety of methods to report on performance.

5.2 Management Plan Monitoring. Identified in the Management section of this plan is a commitment to review progress on a yearly basis. The outcome of each review will be communicated to the Plan's target audience identified in paragraphs 1.6.2 – 1.6.4 and our partner organisations for comment. The outcome of each review will also be reported to the LES Senior Management Team for approval and action if required. Any proposed changes to the plan will be subjected to the same process.

5.3 Budget and Service Plan. The Council's financial approach requires all services to combine their annual budget proposals with their annual service plan to produce an annual Budget and Service Plan. The Plan sets out the proposed service changes and financial efficiencies for a financial year in line with the Council's approved budget.

This includes

- An overview of the Service with details of responsibilities, budgets and staffing
- The opportunities and challenges currently facing Land and Environmental Services
- Details of the service changes for the financial year the plan is set. These cover individual proposals for income generation and efficiency savings.

5.3.1 Our commitment to improving our parkland through the adoption of Green Flag standards, the targets for achieving Green Flag awards and the resources required to do so will be clearly identified in the Budget and Service Plan

5.4 Land and Environmental Services Annual Performance Report. The Annual Performance Report details the achievements and levels of performance reached during the previous year. It also sets out new targets for service delivery in the coming year. The commitment to adopt Green Flag standards and achieve green Flag awards for some of our parks and Local Nature reserves will be clearly identified and progress reported on an annual basis

5.5 Online Survey and Customer Feedback. It is intended that Land and Environmental Services will have access to an online survey and customer feedback system either through the development of a bespoke in house system linked to the Council's web site or by subscribing to the GreenSTAT system. The outcome from this system will be used to inform the management plan monitoring and review process.

5.6 Parks Development Programme Monitoring. Park management plans will identify actions that could be funded by the Parks Development Programme (PDP) budget. Suitable projects are identified and entered into a bids process and successful projects have a budget allocated and added to the

PDP programme. LES landscape design project manage most of the PDP programme, major capital schemes are sometimes managed by LES Projects Team this is dependant on the scale and scope of the project involved. All projects are tracked within a project management system to ensure quality outcomes. Monitoring of the PDP takes place every 2 weeks where the progress of every project is discussed both in terms of budgetary and physical progress and remedial action identified if required. On completion projects are signed off with a completion certificate retained within the project file and the completed site is passed to Neighbourhood Services or individual Parks managers for maintenance.





LAND & ENVIRONMENTAL SERVICES

GLASGOW BOTANIC GARDENS

MANAGEMENT PLAN SECTION 6

APPENDICES

SECTION 6 APPENDICES

This section of the plan provides the details set out in the appendices referred to in this management plan.

6.1 Strategic Policy Framework Details.

6.1.1 Policies, Strategies and Legislation affecting the Management Plan

There are national and local policies, strategies and legislation that impact on this management plan.

‘Parks and green spaces are supportive of social and economic objectives and activities, help to reduce inequalities, poor health and social exclusion in deprived areas and reduce the inherent tension between the many social and ethnic groups who form the wider community. Providing for the recreational and leisure needs of a community assists the economic revival of cities, increasing their attractiveness as a place for business, investment, to live, work and take out leisure’

Quotation from - Committee of Ministers - Council of Europe Recommendation on Urban Green Space.

- 6.1.2 Many national and local policies, strategies and legislation have been examined and reviewed as part of the preparation of the plan and some of those that impact on this plan are summarised below;

National Legislation.

- 6.1.3 **Disability Discrimination Act 2005:** This is a piece of legislation that promotes the civil rights of disabled people and protects disabled people from discrimination. The act gives disabled people rights in the area of access to goods, facilities and services and therefore applies to Parks and Open Spaces.
- 6.1.4 This management plan assesses how adjustments can be made by undertaking all reasonable steps to make the park accessible to all. A Copy of the Disability Discrimination Act 2005 is available at www.direct.gov.uk
- 6.1.5 **Race Relations (Amendment) Act 2000:** The Act requires named public bodies including Glasgow City Council to review their policies and procedures to remove discrimination and the possibility of discrimination and to actively promote race equality.
- 6.1.6 This management plan looks at how people from different ethnic backgrounds can have equal access and representation with regards to the benefits of parks and open spaces. For example, the plan recommends annual parks surveys that will include ethnic monitoring of respondents and actively developing partnerships with organisations working with different ethnic groups to increase their participation. A copy of the Race Relations (Amendment) Act 2000 can be found at www.equalityhumanrights.com

- 6.1.7 **Local Government in Scotland Act 2003:** This Act places a duty on local authorities in Scotland to fulfil the duty of best value by making arrangements to secure continuous improvement in performance (while maintaining an appropriate balance between quality and cost) and to make arrangements for the reporting to the public of the outcome of how the local authority has performed its functions.
- 6.1.8 The key aim of this management plan is to;
- Help set an appropriate budget for the park
 - Develop work programme for staff
 - Keep everyone with an interest in the park informed of how the park is being looked after through annual park surveys.
- 6.1.9 A copy of the Local Government Scotland Act 2003 is available at www.scotland.gov.uk
- 6.1.10 **Dog Fouling (Scotland) Act 2003:** This Act makes it an offence for any person in charge of a dog to fail to remove and dispose of appropriately of any excrement on certain public places including parks and open spaces. The act allows local authorities and the Police to issue fixed penalty notices to those they believe have committed the offence.
- 6.1.11 In putting together this plan, we have undertaken consultation with park staff and the public to identify the extent of dog fouling in the park if any and to identify existing and new measures that can be undertaken to reduce or eliminate the problem of dog fouling if it exists. A copy of the Dog Fouling (Scotland) Act 2003 is available at www.scotland.gov.uk
- 6.1.12 **Environmental Assessment (Scotland) Act 2005:** The Environmental Assessment (Scotland) Act 2005 establishes new methods of protecting the environment and extending opportunities for involvement in public policy decision making by systematically assessing and monitoring the significant environmental effects of public sector strategies, plans and programmes, seeking expert views at various points and requiring public statement as to how opinions have been taken into account. A copy of this Act is available at www.scotland.gov.uk
- 6.1.13 **Nature Conservation (Scotland) Act 2004:** This act protects wildlife and places a duty on local authorities including Glasgow City Council to further the conservation of biodiversity in undertaking their functions. Glasgow City Council is undertaking this role through the Glasgow Local Biodiversity Action Plan (LBAP).
- 6.1.14 This Management Plan recognises the benefits of how parks and open spaces are linked to the countryside beyond by a series of wildlife corridors and habitats. The plan assesses how biodiversity can be enhanced in this park through various actions described in the Conservation and Heritage section of this plan. A copy of the Nature Conservation (Scotland) Act 2004 and Glasgow Local Biodiversity Action Plan is available at www.opsi.gov.uk/legislation and www.glasgow.gov.uk/biodiversity respectively.

Local Policies and Strategies.

6.1.15 **Glasgow City Council key objectives:** The City Council has developed key objectives as part of its future plans and targets up to 2011. The City Council's vision is to create "a prosperous city for all Glaswegians".

The five Key Objectives are:

- improving the efficiency and effectiveness of our services;
- increasing access to lifelong learning;
- making Glasgow a cleaner, safer city;
- building a prosperous city; and
- improving health and wellbeing.

6.1.16 The management plan contributes significantly to all of the above key objectives by ensuring that there is continuous improvement in how the park is maintained. Promotes the educational benefits of the park as an outdoor classroom to all. The prioritised work programme addresses the needs of stakeholders and provides opportunities for projects that promote healthy living improving the health and well being of Glaswegians. A copy of the Councils' Plan and key objectives is available at www.glasgow.gov.uk

6.1.17 **Strategic Best Value Review of Glasgow Parks and Open Spaces 2005 (SBVR)** The SBVR document requires Glasgow City Council to produce management plans for all parks and makes recommendations to encourage greater use of parks, to communicate effectively with all stakeholders and to develop and enhance the range of facilities and amenities by working with partner organisations.

6.1.18 In putting together this plan, the requirement to produce management plans for parks is being fulfilled. In addition the objectives and subsequent actions developed in this plan compliment those in the SBVR document. A copy of the SBVR document is available at www.glasgow.gov.uk

6.1.19 **Glasgow Single Outcome Agreement (SOA):** This is an agreement between local authorities in Scotland and the Scottish Government on the most effective routes to deliver services in line with local needs and national priorities. In July 2008, Glasgow City Council and the Scottish Government signed Glasgow's first Single Outcome Agreement (SOA).

6.1.20 Glasgow's SOA through the community planning partnerships aims to reduce health inequality, improve educational attainment, increase residents' involvement in community life and physical activity and improve physical environment and attractiveness of Glasgow.

6.1.21 This management plan recognises the role that this park plays in the delivery of the above priorities and establishes work programmes to improve and enhance how the park can be a place for outdoor classroom, a safe and welcoming place for all communities, a fun and attractive place and a healthy green place. A copy of the Glasgow SOA is available at www.glasgow.gov.uk

- 6.1.22 **Glasgow City Council City Plan 2:** Provides detailed guidance on the shape, form and direction of development in Glasgow, indicates the way in which the Council wishes to see the City's physical structure develop over the lifetime of the plan and identifies the planning action and infrastructure investment required to deliver this change. The plan is a vital element of the City's response to the regeneration challenges and opportunities that will emerge over the coming years. As such, it outlines a broad development strategy over a 20 year period and a more detailed investment and action agenda for the Council and its development partners over the next 5 years.
- 6.1.23 The Aim identified in the section on open space protection is; To ensure that areas of formal and informal open space are protected from inappropriate development, in order to maintain or enhance the quality of life, health, wellbeing and amenity of the communities they serve and also promote sustainability and biodiversity.
- 6.1.24 The Policy identified to achieve this aim is; In accordance with policy DEV 11: Green Space, there is a strong presumption in favour of the retention of all public and private green/open space.
- 6.1.25 In relation to Development in Parks the city plan states: The potential for the development of commercial facilities (e.g. cafes and restaurants) in parks may be considered where such uses will contribute to improved customer service and increased park usage. This will require developers to consult with local communities. Such proposals, where appropriate in terms of the nature of the park and their impact upon it, should be set within the context of a Park Management Plan.
- 6.1.26 **Local Transport Strategy (LTS):** Glasgow's transport vision is to provide a world class transport system which is safe, reliable, integrated and accessible to all citizens and visitors and also supports the physical, social, economic, cultural, environmental and economic regeneration of the City.
- 6.1.27 In order to achieve this, the LTS contains a balanced strategy, which concentrates on promoting and enhancing sustainable transport modes such as walking, cycling and public transport, with limited investment in roads infrastructure to tackle key congestion points, provide essential links to development areas and provide links to enable public transport to provide effective circumferential services.
- 6.1.28 **LES Budget and Service Plan.** The Council's financial approach requires all services to combine their annual budget proposals with their annual service plan to produce an annual Budget and Service Plan. The Plan sets out the proposed service changes and financial efficiencies for a financial year in line with the Council's approved budget.

This includes

- An overview of the Service with details of responsibilities, budgets and staffing
- The opportunities and challenges currently facing Land and Environmental Services
- Details of the service changes for the financial year the plan is set. These cover individual proposals for income generation and efficiency savings.

6.1.29 Our commitment to improving our parkland through the adoption of Green Flag standards, the targets for achieving Green Flag awards and the resources required to do so will be clearly identified in the Budget and Service Plan

6.1.30 **Land and Environmental Services Annual Performance Report.** The Annual Performance Report details the achievements and levels of performance reached during the previous year. It also sets out new targets for service delivery in the coming year. The commitment to adopt Green Flag standards and achieve green Flag awards for some of our parks and Local Nature reserves will be clearly identified and progress reported on an annual basis

6.2 History of the Development of Glasgow Botanic Gardens.

6.2.1 Glasgow Botanic Gardens may be said to date from 15th May 1817, when the work of laying out a botanic garden was begun on an eight acre site at Sandyford, at the west end of Sauchiehall Street. Previously there had been a Physic Garden in the grounds of the old College on the High Street, established in 1705, for teaching purposes and maintained for about one hundred years.

6.2.2 The Gardens were run by the Royal Botanic Institution of Glasgow which founded on the initiative of Thomas Hopkirk. Funds were raised by public subscription, and the University made a substantial contribution on the understanding that a room was set aside for the Professor of Botany to deliver lectures, and that plant material for the students was also supplied by the gardens.

6.2.3 Sir William Hooker, one of the most outstanding botanists of all time, was appointed to the chair of Botany at Glasgow in 1821. Sir William and his staff were largely responsible for the remarkable success of the Gardens in the early years. This was a period when many new plants were being introduced to cultivation and Hooker carried out much of the work on the description of these species, and the publication of botanical drawings of them. It was mainly due to his work that within ten years of its foundation the Glasgow Botanic Gardens already had a prominent position in botanical circles.

6.2.4 The rapid expansion of Glasgow soon made the Sandyford site unsuitable and by 1839 an area had been purchased in the newly opened estate of Kelvinside. The present Botanic Gardens were laid out and the collection moved, together with the original range of glasshouses. The only specimen from the old Garden known to be in the collection today is a Weeping Ash which can be seen to the south of the Main Lawn.

6.2.5 When the move was completed the Gardens were opened to the members of the Institution on 30th April 1842. They paid an annual subscription of one guinea which admitted their families and themselves to the Gardens. The public were admitted on Saturdays on the payment of one shilling and on certain days the Gardens were 'thrown open to the Working Classes on the payment of one penny each'.

6.2.6 The 'Kibble Palace' was erected in the Gardens following an agreement drawn up in 1871 between John Kibble of Couplort and the Royal Botanic Institution. The agreement was to run for twenty one years and involved an

annual payment which became a serious burden to the Institution within a few years. In 1881, as a result of a loan, granted by the Corporation of Glasgow, the Institution was able to buy out the lease. The Kibble Palace was then converted into a Winter Garden.

- 6.2.7 The loan from the Corporation was also intended for the rebuilding of the Main Range of Glasshouses, which was by this time in a serious state of disrepair, having come from the old site around forty years earlier. The new range of houses were built on the same site and opened in early 1883. The taking of this loan proved a fateful point for the history of the Institution. By 1885 the financial position had become critical, but rather than sell up the Gardens, the Institution wished to maintain what had been built up for the City and so made moves in favour of the Corporation taking over. On 1st April 1887 Glasgow Corporation entered into possession as creditors and the Gardens were closed although maintenance work continued at the Corporation's expense. A clause in the 1891 City of Glasgow Act transferred the Botanic Gardens from the Royal Botanic Institution to the Corporation and bound the latter to maintain them as a public park and botanic gardens for all time and also to continue the privileges of the University. Thus the original intentions of the founders have been safeguarded, and the position of the Gardens in the life of the City has been maintained.
- 6.2.8 Glasgow City Council has managed the Botanic Gardens since 1891. A policy of free entry with the gates opening daily from dawn to dusk continues to operate.

6.3 Grounds Maintenance for Glasgow Botanic Gardens.

Land and Environmental Services undertake the following park maintenance operations:

Grass Cutting	Between March and October
Grass hi freq	Between March and October
Manual Edging	Create new edge Edging Shears
Strim Grass Edges	Between March and October
Chemical treat grass edges	Between March and October
Chemical treat obstacles	Between March and October De-litter agreed frequency
Play Areas	LES Agreed number of Visits per Week
3 monthly inspection of play equipment & fences by Blacksmiths	
Any repairs as required	
De-litter agreed frequency	
Shrub Beds	Prune by species Spot treat weeds Hoe & weed De-litter agreed frequency
Rose Beds	Spring prune Autumn Prune Hoe & Weed 12 per year Spot treat weeds 4 per year Apply Fertiliser once per year De-litter agreed frequency
Flower Beds	Planting out Spring / Summer Planting out Autumn / Spring Hoe & Weed beds agreed frequency De-litter beds agreed frequency
Hardstanding	Chemical treatments Brush surface De-litter agreed frequency

6.4 Botanic Gardens Education Strategy

Our Mission:

'Connecting people and plants through inspiration and education'

Contents:

INTRODUCTION

WHY A STRATEGY FOR EDUCATION IN THE BOTANIC GARDENS

THE CONTEXT IN WHICH WE ARE OPERATING

OUR VISION AND AIMS

ANALYSIS OF THE CURRENT EDUCATION PROGRAMME

FUTURE DEVELOPMENT- THE PROGRAMME WE AIM TO OFFER

THE PRINCIPAL AREAS IN WHICH THE PROGRAMME WILL BE CONDUCTED

CONCLUSIONS

6.4.1 **Introduction.** The Botanic Gardens are a unique resource within the City of Glasgow and a site of architectural and botanical heritage. They are also of local, regional, national and international importance and are unique because of:

- The high quality of the landscape and horticulture.
- The history.
- The architectural heritage.
- The value for biodiversity.
- The skills and experience of the staff.
- Their status and profile.
- The number and diversity of people who do and could benefit from it.

6.4.2 Since it was opened for public use (in 1891) it has offered a high quality, safe place in which to learn and relax. Access to the Gardens is free at point of access, and enjoyed by hundreds of thousands each year.

6.4.3 This strategy sets out how we aim to develop our education programme within the next five years and includes:

- A vision and rationale for the Botanic Gardens offering an education programme.
- An in depth study of the context in which we are operating.
- An analysis of the present education programme.
- An outline of the education programme we would like to offer.

6.4.4 In this strategy “education activity” means all activities whose primary aim is to provide opportunities for people to learn about or learn in the Botanic Gardens.

6.4.5 It is acknowledged that in all aspects of developing and delivering our education programme we need to work in partnership with our stakeholders.

6.4.6 **WHY A STRATEGY FOR EDUCATION IN THE BOTANIC GARDENS.** We believe passionately that the Botanic Gardens have enormous potential to contribute to the quality of life of over 1 million people within Greater Glasgow and other visitors through opportunities for learning. We believe that this potential is as large as that of other institutions such as art galleries, museums, and national parks. We aim to make this contribution by:

- Increasing access to heritage and the natural environment – there is evidence that people living in cities are becoming increasingly disconnected from the natural environment and the need for a sustainable way of living. This affects their understanding of heritage, wildlife and sustainability issues and their mental, physical and spiritual well-being.
- Offering a range of formal educational opportunities to improve academic achievement amongst young people visiting the Gardens in school / college groups.
- Increasing the pleasure of every visitor experience through better interpretation.
- Increasing professional skills, employability and other life skills through tasters e.g. vocational training, work experience etc.

- Delivering a range of “leisure learning” activities e.g. family activity days, short courses for adults etc., which help people understand and care for their heritage and the natural environment.
- Activities in the Botanic Gardens can play a role in strengthening our local communities e.g. opportunities for different sections of the community to work and/or learn together.

6.4.7 There is also potential for the Botanic Gardens to develop and promote good practice in the provision of the learning experience.

6.4.8 By educating people about the Gardens and the work that we do we aim to create an increasing community of people who care about and are committed to the future of Glasgow Botanic Gardens.

6.4.9 In addition the other benefits of the education programme to the Botanic Gardens will include:

- Raised profile of the Botanic Gardens.
- Increased numbers of visitors both directly and indirectly e.g. through visitors to educational activities returning.
- Increasing access to the Gardens through organised activities.
- Increased use of the Gardens by under-represented groups from the community.
- Greater sense of ownership by local communities.
- Reduction in “unsocial” behaviour including threats to wildlife.
- Increased number of people involved in caring for the Gardens both individually and through organised activities.
- Building on current work.
- Improvements to the Gardens through education led projects.

6.4.10 **THE CONTEXT IN WHICH WE ARE OPERATING.** We are developing our new educational programme in a very favourable policy environment. There is a growing emphasis in terms of policy (national, regional and local) on:

- Tackling social exclusion and building stronger communities.
- Increasing access to educational opportunity.
- Environmental Studies 5 to 14 curriculum
- Increasing access to garden heritage including the natural environment.
- Improving vocational skills and employability.
- Working with and for young people.
- The value of gardens, parkland and open spaces.
- The importance of environment, biodiversity and sustainability.
- Encouraging schools within Glasgow to join the Eco-Schools programme.

6.4.11 We are well placed to play a role in delivering these policy objectives:

6.4.12 Glasgow has within its boundaries some of the most disadvantaged communities within Scotland. Many of these underprivileged people are within reasonably easy access of the Botanic Gardens. We can help tackle disadvantage and social exclusion by providing new services and increasing access to services. In addition we support the work of other environmental groups e.g. RSPB, Glasgow Natural History Society, Clyde Bat Conservation Group, Clyde Valley Conservation Volunteers, Friends of the River Kelvin. By developing our work on increasing access for those with particular “special

needs” we can help promote the social inclusion of these people within the community.

- 6.4.13 Our programme will increase access to educational opportunity for young people by offering activities for school and college groups linked to the curriculum. It is accepted that good quality experiences outside the classroom have a role to play in improving academic achievement directly and indirectly (e.g. through increased confidence and motivation).
- 6.4.14 By delivering vocational courses and offering work experience in the land based industry, leisure and tourism sectors, we can help improve vocational skills and employability. We can also increase the skills base of those involved in caring for our historical and scientific heritage. Much of our programme, both formal and informal, will involve working for and with young people to improve their quality of life and help them become positively engaged within their communities.
- 6.4.15 We can also help teachers increase their knowledge by offering them in-service days covering curriculum subjects and also offering Continuing Professional Development (CPD) experiences within the Gardens. This not only shows them what we can offer but should also stimulate their interest and encourage greater innovation.
- 6.4.16 By discovering and learning about gardens, parks and open spaces people are more likely to respect value and protect public open spaces.
- 6.4.17 We are extremely well placed to educate people about the environment, biodiversity and sustainability e.g. demonstrating to and educating people about reducing our environmental impact on the planet through our own green house-keeping and through a planned sustainability education programme.
- 6.4.18 **OUR VISION AND AIMS.** Our vision is for the Botanic Gardens to make a significant contribution to the quality of life for Glaswegians and others by increasing access to the Botanic Gardens and to a range of life-long learning opportunities.
- 6.4.19 The key aims of our education programme are:
- **Increasing access to the Botanic Gardens**
Through a larger, targeted education programme we aim to increase the total number of people benefiting from the Botanic Gardens.
 - **Increasing awareness, knowledge and understanding of Botanic Gardens and related themes**
The programme will aim to educate people about:
 - the Botanic Gardens within the life of the nation
 - history, landscape and horticulture
 - biodiversity and wildlife conservation
 - environmental / sustainability issues and good practice

- **Raising the education achievement of young people**
It is accepted that young people learn in different ways but that all learn more efficiently and are better motivated by experiences outside the classroom. We can contribute towards the learning of young people in the national curriculum areas from literacy and numeracy to science, geography, history and art.
- **Increasing the vocational skills and employability of people**
By continuing to offer opportunities to all age groups to gain experience within the world of horticulture and botany at all levels. (We have had a number of past trainees who are now very successful in the world of horticulture.)
- **Improving people's mental, physical and emotional well-being**
Just being in the Botanic Gardens is good for people (a green oasis within the busy life of the City) – taking part in a range of activities, both formal and informal, will contribute to the well-being of visitors.
- **Encouraging the active participation of people in the Botanic Gardens, the wider environment and community.**
Educating people about the value of Glasgow Botanic Garden could inspire them to become involved in gardens and their communities and help to generate respect for natural environments.
- **Tackling social inclusion and strengthening communities**

6.4.20 Through these aims we can make a real contribution to reducing social exclusion and building stronger communities.

6.4.21 **ANALYSIS OF THE CURRENT EDUCATION PROGRAMME.** In recent years, with limited resources, an educational programme has been developed and delivered. Currently the educational programme responds to the requirement of schools within the curriculum, i.e. over 80% of schools request a rainforest tour each year. To facilitate this a teachers' pack has been produced on the rainforest. There is a growing interest in native plants and to encourage this a Scottish Tree Trail has been produced for the Gardens.

6.4.22 All schools coming to the Gardens are told that tours can be tailored to their individual needs, e.g. we have been asked to provide tours on the theme of great explorers such as Captain Cook, Charles Darwin and David Douglas. The expertise within our staff allows us to continue to respond positively to most requests. (See 6.3 for a detailed list of subjects)

6.4.23 A limited amount of outreach work is conducted on request.

6.4.24 **FUTURE DEVELOPMENT – The Programme we aim to Offer Our Target Audience.** The educational programme is for the general public – those visiting the Botanic Gardens and those who come or might come to participate in our education activities. There may be opportunities for staff to benefit too but the primary purpose is to provide opportunities for the public. The current and potential audience for education activities is large and complex both in terms of their catchment area and the type of audience. It has a local, regional, national and international dimension and we aim to offer some activities for all. The audience may be analysed as follows:

6.4.25 Geographical:

- Local, within walking distance of the grounds.
- City-wide.
- National, a large proportion of the population lives within 2 hrs of Glasgow.
- International, often visiting the Gardens as part of a holiday or stay in Scotland.

6.4.26 Formal Education (Schools):

- Pre school
- Primary School
- Secondary School
- Special needs

6.4.27 Formal Education (Professional and Vocational):

- Higher – vocational courses e.g. land based industries, arts, architecture, media studies etc.
- Higher – University and College courses
- Work experience
- Other

6.4.28 Informal education:

- Adults with non specialist interests
- Individuals with specialist interests
- Special adult groups – horticulture, botanical, natural history, photographic etc.
- General public attending Botanic Garden events
- Glasgow Repertory Company, Shakespeare Festival activities
- Children and young people
- Special needs groups

6.4.29 We intend to provide opportunities for as many sections of the public as possible. However to increase participation of certain sections of the community, and where resources are limited, we aim to attract priority audience groups as follows:

- Children and young people.
- Disadvantaged and under-represented groups.

6.4.30 We may need to address the question of the capacity of our personnel to provide activities for priority target audiences. This will require training and support.

6.4.31 The Programme – what type of activities we aim to offer. In the next five years we aim to increase opportunities for learning in the Botanic Gardens by continuing but expanding our education programme. In doing this our programme will be based on the following principles:

- Activities that make use of what the Gardens can uniquely offer.
- A wide range of types of activity (because each type of activity will appeal to a different section/s of our audience).
- A hands-on experience of the Gardens whenever possible.

- Activities that are led by staff, volunteers or external specialists wherever possible.

6.4.32 The programme will have 4 elements:

6.4.33 **Interpretation.** Information about the Botanic Gardens will be available to all visitors. This will include the development and use of plant labels, interpretation boards, notice boards, temporary interpretation, leaflets, guidebooks, tours and self led tours. (See Appendix II.)

6.4.34 **Core education programme.** This will form the main programme of education activities. It is a range of activities, both formal and informal, which are packaged together because they can be managed and delivered together. Activities will be offered to individuals and groups e.g.:

- school visits
- professional development courses for teachers
- guided walks
- short courses for adults
- family activity days

6.4.35 **Vocational training and experience.** We are an integral element within Glasgow City Council's Apprentice and Modern Apprentice Training Scheme. We offer work experience on a regular basis to a wide variety of organisations.

6.4.36 **The Arts.** The Gardens will continue to act as a facility and showcase for artistic and cultural activities, including environmental art exhibitions in the glasshouses and grounds e.g. Glasgow School of Art graduates, drama and musical performances within the grounds and the Kibble Palace.

6.4.37 We offer facilities for a wide range of art classes for both adults and children. We welcome multicultural links and will actively encourage the involvement of minority ethnic and religious groups within the Botanic Gardens.

6.4.38 The Programme – what will be the themes of the programme? We have defined the themes of our education programme. This is not intended to restrict developments but our programme must reflect:

- What the Botanic Gardens have to offer – in particular where we can offer something unique or of exceptional quality.
- What is likely to be in demand by users / potential users.

6.4.39 For example we aim to continue offering the more routine environmental education activities e.g. Rainforests, the World of Plants, the Plant Kingdom, Plant Biology, Economic Plants, because these are not available elsewhere within Glasgow.

6.4.40 The broad themes will be:

- Plant biology
- Horticulture and Gardening
- Plant Habitats
- Plant Identification
- Geography/Ecology/Climate
- Biodiversity and Wildlife Conservation
- Plants in History
- Sustainability
- Plants and people
- The history of the Botanic Gardens and its buildings
- Arts and Crafts
- Social Skills for the young

6.4.41 **The Principal Areas in which the programme will be conducted.** Four areas within the Botanic Gardens offer themselves to specific learning opportunities, both within the curriculum at all levels and also passive learning. Each area will offer varying levels of educational information. The areas we have identified are:

6.4.42 **The Kibble Palace**

- Temperate ecologies around the world i.e. Australasia, South America, Southern Africa, Temperate Asia.
- Plant evolution and geography
- The National Tree Fern Collection
- Plant exploration and introduction
- Plants we use
- Island flora (South Transept)
- Plant adaptations (plant/animal associations)
- Kibble history and restoration

6.4.43 **The Main Range of Glasshouses**

- Tropical ecologies and environments
- Tropical rainforest
- Deserts
- Plant/Ecological adaptations
- Plant evolution
- The National Collections Begonias/Dendrobium orchids
- Plant exploration and introduction
- Medicinal and economic plants
- Sensory plants

6.4.44 The Grounds and Arboretum

- Cool temperate environment
- Plant evolution
- Plant exploration and introduction (World Rose Garden, David Douglas Beds, Chronological Beds)
- Plants we use (unusual vegetables, cereals, timber, sensory)
- Herb Garden (culinary, medicinal, scented, dye plants)
- Native flora (River Walk, Moorland Bed, Pond, Scottish herbs)
- Seasonal subjects (bulbs, fungi, weeds)
- Native and introduced trees and shrubs
- Herbaceous perennials
- Wildlife
- Hillhead Children's Garden

6.4.45 The Classroom (Hopkirk Building)

6.4.46 Conclusions. The Gardens cater for the widest possible audience, from pre-school children to internationally renowned academics and everyone in between. Our objective is to provide something for everyone. We would like each visitor to leave feeling they have had a memorable, informative and enjoyable experience that they would like to repeat.

6.4.47 It should be emphasised that this strategy is not static and will be regularly reviewed. This is because the Gardens are continually evolving as are the educational demands upon them.

6.5 Funding Sources.

6.5.1 The Glasgow Botanic Garden Key Stakeholders. Glasgow City Council as the single landowner of the Botanic Garden, GCC will have the lead responsibility for the implementation of the actions identified in the Management Plan and consequently would require being an investment stakeholder in the delivery of the proposals. The Council through the commissioning of this management Plan has indicated its recognition of the importance of the site as an asset which is worthy of future commitment and investment. Nevertheless it is recognised that the Botanic Garden will be competing for Council capital and revenue budgets principally held by Land & Environmental Services, Development & Regeneration Services and the Maryhill/Kelvin and Canal Area Committee, all of which are under increasing pressures from both existing project commitments and other potential project developments within the area. The Management Plan is time related over 5 years and the actions are categorised as short medium or long term therefore phasing any funding commitment to the project would be required and therefore appropriate advance planning would need to be undertaken to ensure that the preferred project proposals are built into the Council budget process.

6.5.2 A further GCC potential funding stream for the Botanic Garden could be utilising the Residential Green Space Standards of the Council's City Plan (Policy RES 3) which specifies the minimum standards required for each category of Recreational Green Space within new housing developments. Such developments are obliged to meet their recreational green space obligations on a pro-rata basis in order to contribute to the improvement of the external environment of residential areas and meet the Council's objectives

with regard to accessibility, sustainability, health and social inclusion. Whilst GCC has a general principle of recreational green space provision provided within a residential development site it recognises that from the effective planning context, provision may extend beyond the development site e.g. use or enhance existing green space provision or create new ones, or, be a combination of both on and off-site provision. Where provision is to be made off-site, a Section 75 Agreement is required to ensure that the obligations to provide recreational green space are implemented. Where the off-site provision is on Council owned land, a development contribution of £800 per bed space is required. Given the recognised shortage of developable land in the west end and developers desire to maximise the number of housing units on what land is available there could be significant sums of money available to fund some of the actions in the Management Plan.

6.5.3 **Scottish Executive.** Community Planning Partnership Funds (CPP). Community Planning is described as,

'The structure, processes and behaviours necessary to ensure that organisations work together and with communities to improve the quality of peoples' lives, through more effective, joined-up and appropriate delivery of services'.

6.5.4 The Local Government in Scotland Act (2003) provides a statutory framework for the Community Planning process and places a duty on Local Authorities to initiate, maintain and facilitate the Community Planning process. Glasgow Community Planning Ltd (GCP Ltd) is the support body for the Glasgow Community Planning Partnership which was formed in 2004 to take forward the city's approach to community planning. GCP Ltd only replaced the former Social Inclusion Partnerships in April 2006

6.5.5 The membership of the Glasgow Community Planning Partnership includes

- Glasgow City Council
- NHS Greater Glasgow
- Strathclyde Fire and Rescue
- Glasgow Housing Association
- Glasgow Chamber of Commerce
- Strathclyde Police

6.5.6 The Council and its partners are delivering community planning in Glasgow at a local level. There are 10 local partnerships in the city. These areas are:

- West
- Central and West
- Glasgow North East
- Maryhill/Kelvin and Canal
- East Centre and Calton
- Shettleston, Bailieston & Greater Easterhouse
- Greater Pollok & Newlands/Auldburn
- Govan & Craigton
- Langside & Linn
- Pollokshields & Southside Central

6.5.7 Funding is governed by the themes of the Glasgow Community Planning Partnership 5 Year Community Plan (2005-2010) "Our Vision for Glasgow" which seeks to tackle deprivation and to build upon neighbourhood

regeneration as well as combating inequality and discrimination. This Plan contains five key themes;

- A Working Glasgow
- A Learning Glasgow
- A Healthy Glasgow
- A Safe Glasgow
- A Vibrant Glasgow

6.5.8 Any funding applications to the Maryhill/Kelvin and Canal Community Planning Partnership to support this management plan will require to align with at least one of these key themes.

6.5.9 **National Lottery Fund Programmes - Heritage Lottery Fund - Parks for People programme**. Parks for People” is the first joint programme administered by HLF (and involving the BIG) with £90 million committed over the next three years for Parks. Grants are available for urban or rural green spaces designed for informal recreation and enjoyment and will be usually owned and managed by a local authority. Applications for funding must show that the:

- Community values the park as part of their heritage;
- Park meets local social, economic and environmental needs;
- Park actively involves local people.

6.5.10 Parks for People projects should also offer a wide range of activities that conserve and improve heritage value; increase the range of audience, learning and enjoyment, and provide volunteering and training opportunities. Eligible capital works for funding support include amongst others:

- Repairing and restoring landscapes. Also, new landscape design if it improves and adds to the heritage;
- Recreation and play facilities;
- Improving access for all;
- Repairing boundaries, drainage and services;

However, priority should be given to repairing and using existing buildings in the park – rather than providing new Buildings or Facilities with all facilities benefiting the park and its users

6.5.11 HLF expect at least 25% of the project funding requirements to come from the applicant’s own resources (either in cash or in kind) with grant awards from the Parks for People scheme ranging from £250,000 to £5 million per project. Although funding from other lottery distributor sources cannot be used as contributions for work which funding from the Parks for People programme is sought, this does not preclude funding applications to other lottery distributors (e.g. sports and play facilities) within the same park amenity.

6.5.12 **Big Lottery Fund.** The Big Lottery Fund in Scotland (BIG) has a number of grant funding programmes BIG wants to invest this money to bring real improvements to communities and to the lives of people most in need.

6.5.13 BIG seeks to make investment in social change in Scotland in four different ways:

- 6.5.14 **Growing Community Assets.** Through which BIG will help communities become stronger by acquiring or developing assets for their own use. BIG can fund projects which buy, improve or develop assets as well as employing development staff and help groups get the skills they need to develop or manage an asset. Applications can only be accepted from organisations that are set up to benefit a specific geographical area or a community of interest within such an area, are community controlled and are independent from local or central government. BIG mostly funds not-for-profit organisations but can fund organisations that distribute profits but are set up for community benefit e.g. co-operatives, community interest companies;
- 6.5.15 **Dynamic Inclusive Communities.** Through which BIG will help build stronger more vibrant communities;
- 6.5.16 **Life Transitions.** Through which BIG will support projects that help people deal with change in their lives and encourage them to move on;
- 6.5.17 **Supporting 21st Century Life.** Through which BIG will invest in projects that enable people to cope with new patterns of life and the pace of change communities are experiencing. This includes projects that promote activities which maintain or strengthen relationships and see different generations come together as well as focusing on health and well being. Applications can be made by Voluntary, community and social enterprise organisations; public and private sector organisations.
- 6.5.18 The potential scale of BIG grant funding for investment in communities ranges from between £10,000 and £1m per project.
- The “Young People's Fund in Scotland” which is a £20 million grant programme to help young people aged 11-25 learn new things and take part in healthy and positive activities that make them feel good about themselves. It is anticipated that most of the money will be used to fund projects in local areas that address important local issues. Groups can apply for grants ranging between £5,000 and 1 million, spread over one to four years. Eligible organisations for funding support include community or voluntary organisations, charities and statutory bodies such as local authorities or community councils.
- 6.5.19 **Scottish Natural Heritage.** A wide range of grants are available from Scottish Natural Heritage (SNH) these generally are for the following type of project;
- Promoting public enjoyment of the natural heritage
 - Improving the conservation of species, habitats and landscapes;
 - Increasing awareness and understanding of the natural heritage.
- 6.5.20 All SNH grants are discretionary and rates of contribution vary but do not generally exceed 50%. The types of funded work appropriate to the Botanic Garden and which may be eligible for grant include:
- Access provision;
 - Habitat enhancement;
 - Site interpretation
 - Environmental education.

However, it should be noted that currently SNH does not award grants as their funds have been distributed to local Authorities who decide on which projects will be funded annually.

- 6.5.21 **Historic Scotland.** Historic Scotland have a range of grants applicable to the Botanic Garden these are;
- 6.5.22 **Historic Building Repair Grants in Glasgow.** Applicants who have a responsibility for properties within the Glasgow City Council administrative area, should be aware that GCC will be taking forward the processing of applications submitted for Historic Scotland-Historic Building Repair grant within this area, on a 3-year temporary basis, as of 1st October 2009.
- 6.5.23 **Maintenance Plan Grants.** Modest spending on regular maintenance can reduce the need for costly repairs, protect the fabric of your building and save you money in the longer term. Historic Scotland can award grants for the preparation of maintenance plans for historic buildings that are considered to be of outstanding architectural or historic interest and where it is considered beneficial for the building to have its own maintenance plan.
- 6.5.24 Applicants must be organisations or individuals who have a legal responsibility for the repair of a historic building. Applicants will normally need to own the building or hold a full repairing lease – which has at least 21 years to run and need to demonstrate that the property is open to the public for at least 25 days per year.
- 6.5.25 **Landscape Management Plan Grants.** Gardens and designed landscapes are a significant and fragile element of our historic environment. Historic Scotland can award grants for the preparation of landscape management plans for sites included in the Inventory of Gardens and Designed Landscapes in Scotland.
- 6.5.26 Applicants need to own or control all of the property and provide details of how long it has been in their or their family's ownership. In cases of divided ownership, it is required to provide proof of whether there is general support for the production of a plan. Sites must be included in the Inventory of Gardens and Designed Landscapes in Scotland.
- 6.5.27 Applications are considered throughout the year on the Landscape Management Plan application form. Grants can be awarded at rates of up to 50% of the cost of preparing a plan prepared by a consultant who has an established record of such work with particular reference to historic gardens and landscapes.
- 6.5.28 **Greenspace Scotland.** Greenspace Scotland (GS) has been established as a national lead organisation to improve the environment in, and around, urban settlements in Scotland through the creation and sustainable management of green space – including public parks. GS functions on a crosscutting theme basis e.g. environmental improvements; health and well-being; recreation, sport and play; biodiversity and habitat creation etc. GS operates a federal structure of local partnerships and trusts – such as those operating in Aberdeen, Central Scotland, Edinburgh and Glasgow & Clyde Valley.
- 6.5.29 These current GS initiatives receive revenue funding support and raise external funding support which includes allocation for project funding bids – which are in harmony with, and which will assist, the local partnerships to deliver their aims and objectives.