



**LAND & ENVIRONMENTAL SERVICES**  
**QUEEN'S PARK**  
**MANAGEMENT PLAN 2011 - 2016**



***Queen's Park Vision***

***To ensure Queen's Park continues to provide high quality facilities that meet the recreation, leisure, education, environmental and cultural needs of the community whilst protecting the historic & natural landscape character of the park, and at the same time contribute significantly to the economic and environmental regeneration of the city.***

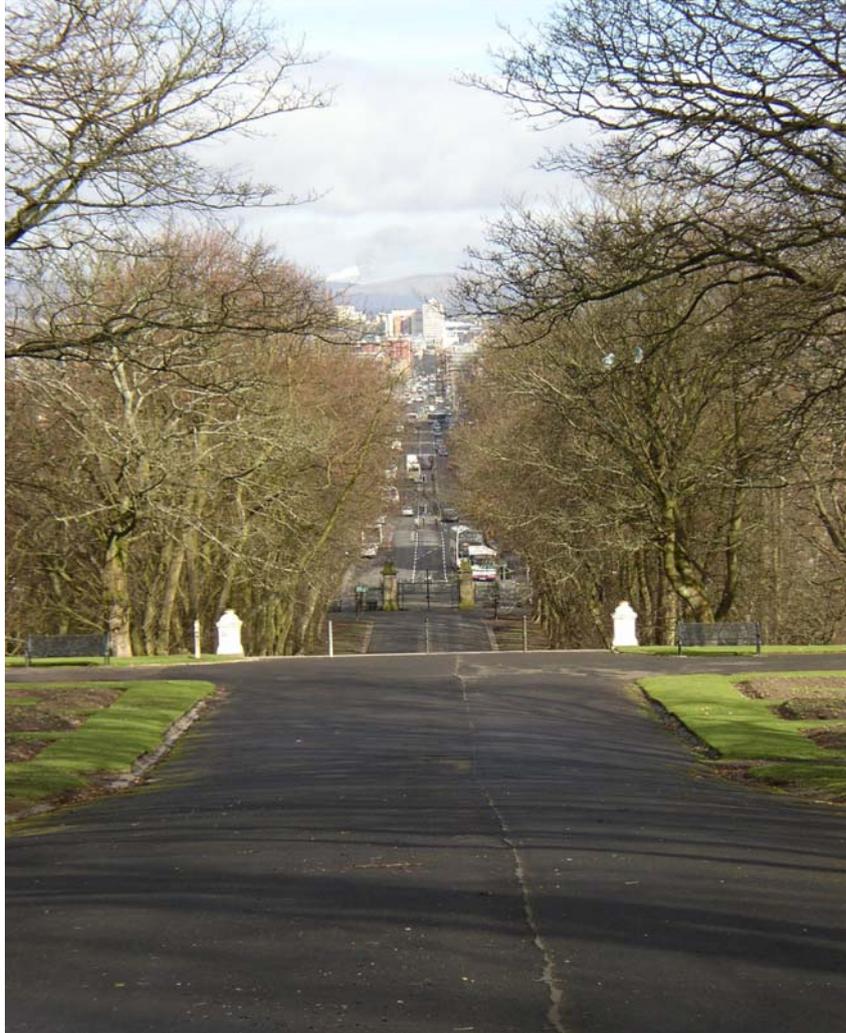
**QUEEN'S PARK MANAGEMENT PLAN**

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**View from promenade looking north to Victoria Road**

## **1. INTRODUCTION**

### **1.1 Introduction to Queen's Park**

- 1.1.1 Queen's Park has a uniquely rich combination of historical, cultural and environmental heritage and outstanding landscape and conservation values.
- 1.1.2 It was created in the mid 19th century, designed by the renowned landscape architect Sir Joseph Paxton with design modifications by city architect, John Carrick.
- 1.1.3 The park has to be able to satisfy the demands of the public for new uses. Additions to the park such as the refurbished play areas and new plantings have to fit within the historical setting and yet satisfy public demand.
- 1.1.4 In summary Queen's Park is located in attractive grounds, attracting over 300,000 visitors each year and boasts an historic glasshouse, Scottish poetry rose garden and commanding views over the city and beyond.

## 1.2 Summary Information

Park Name:	Queen's Park
Location:	Queen's Park 520 Langside Road Glasgow G42
Postal Address:	Land and Environmental Services Glasgow City Council Exchange House 231 George Street Glasgow G1 1RX
Size of Site:	60 Hectares (148 Acres)
Telephone Number:	Land and Environmental Services General Enquiries Phone: 01412875064
Email:	<a href="mailto:les@glasgow.gov.uk">les@glasgow.gov.uk</a>
Ownership:	Glasgow City Council
Area Committee:	Southside Central
Electoral Wards:	Multi Member Ward 8 Southside Central.  Multi Member wards means there is political interest from 4 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:	District Park
Park Staff	Head of Parks and Environment - Management and Development Function  Neighbourhood Services Area Manager – Maintenance and Construction Function.
Plan Written By:	Parks and Greenspace Development
Previous Plan:	This is year 1 of the Management Plan
Partners	Culture and Sport Glasgow Life - Outdoor recreations (bowling, pitch and putt and tennis) Cordia - The public café in the glasshouse Access Glasgow - Building maintenance GOALS pavilion and ground is leased to Tenants – Glasgow Open Air Leisure Services Camphill Bowling Club – Private Club Camphill House – Private Dwellings Queen's Park Allotment Association Scottish Water- Green waste composting

### **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 cities 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. Appendix 1.

## **1.5 Management Plan Framework**

- 1.5.1 This plan sets out the future management, maintenance and development of Queen's Park 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
- 1.6.3 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.
- 1.6.4 The principal aim of this management plan therefore is;
- **To aid the efficient and effective management, maintenance and development of Queen's Park.**
- 1.6.5 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 In 1857 Glasgow Corporation purchased land from Neale Thomson for the sum of £30,000 for the purpose of forming Glasgow's third public park (South Side Park) which is now known as Queen's Park.
- The Park was created in response to the increasing population density of Glasgow in general, and the South Side in particular for the recreation and amusement of the citizens of Glasgow.
  - It was one of many Victorian parks created in response to the appalling conditions created by rapid urban growth, resulting from the industrial revolution.
  - It was designed by the leading landscape designer of the time, Sir Joseph Paxton who also designed the Crystal Palace in London and Kelvingrove Park, Glasgow.
  - The original plans of 1860 showed a contemporary mix of formal and informal features such as a lavish winter garden and artificial loch.
  - These plans were considered too extravagant, and the plans were modified by the city architect, John Carrick and neither loch nor winter gardens were built.
  - Queen's Park is one of the city's best loved historic parks, an enduring legacy of Victorian urban parks, which has a special place in the hearts and minds of the people of the south side of Glasgow.
  - The current Glasshouse in the park was built in 1905 by Simpson & Farmer of Partick.
- 2.1.2 A more detailed account of the history of Queen's Park can be found in Appendices section 6 – 6.2. Appendix 2

### **2.2 The Locality**

- 2.2.1 Queen's Park is situated in Glasgow's South Side. The layout of the park, the surrounding streets and the relationship between them represents an outstanding example of 19<sup>th</sup> century town planning, embellished by the work of some of Britain's finest architects and designers. This residential area is close to a host of shops, bars and restaurants whilst Langside College, Hampden Park and the newly built Victoria Infirmary are located nearby.
- 2.2.2 Queen's Park is located south of the River Clyde 3 miles from the city centre between the districts of Strathbungo to the west, Langside and Battlefield to the south, Mount Florida to the east and Crosshill to the north. Pollokshaws Road bounds the park on its west side.

2.3 Map of Facilities



## SECTION 2.4 QUEEN'S PARK A WELCOMING PLACE



Our aim is to ensure that Queen's Park is welcoming and accessible to all users.

This section of the Management Plan examines Queen's Park as a Welcoming Place under the following headings.

- **Entrances and Access.**
- **Signage.**
- **Park Furniture.**
- **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 Queen's Park is designed with sweeping paths and carriageways created around a drumlin. The hill is a conspicuous feature of the landscape with excellent views of the city and beyond. A typical Paxton creation, the park offers something for everyone, from peaceful naturalised walks rich in wildlife to the glasshouse exhibits and collection of birds which attracts over 150,000 visits every year. 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 60 Hectares (148 acres) and has a variety of entrances and exits some from quiet residential streets others on busy main roads. All of the entrances offer views into the park are free from overhanging vegetation and open out into the landscape. However, the access path parallel to Langside Avenue requires to be addressed as it is restricted due to the density of the shrub beds. Though many gates are present these are not locked affording providing 24 hour access to all areas other than buildings. Pedestrian crossing points are provided at busy junctions and at various points on the surrounding roads. The main vehicle entrance to all the parks facilities enters the park from Langside Road where pedestrians have to share the same roadway as vehicles. ***A review of the traffic management at this entrance requires to be undertaken to address any potential pedestrian/vehicle hazards.***
- 2.4.3 **Signage.** In common with all of Glasgow's parks Queen's Park has signage on the perimeter fencing adjacent to gates identifying the name of the park. There are 3 information cabinets placed at strategic points within the park containing detailed maps and key information about the facilities available in the Park. A further two sites at the entrance from Pollokshaws Road (Camphill House) and the Langside Avenue entrance has been identified as suitable sites for information cabinets.
- 2.4.4 Directional signage in the form of finger posts are located throughout and some interpretation is present at key features. The park would benefit from more interpretation of the horticultural and ecological features such as the rose garden and wild flower meadows to better inform users of their uniqueness and content.
- 2.4.5 There are at present no directional signs to the park 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 Queen's Park adequately signed on both roads and footpaths.***
- 2.4.6 **Park Furniture.** Queen's Park has a good stock of seating of consistent style and is adequately served with litter bins. As previously described information boxes, internal signage and interpretation require some upgrading. 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 these items are maintenance is carried out at the discretion of the Neighbourhood Services Manager on an individual needs basis. ***However, to demonstrate consistency of approach and presentation all items of furniture within Queen's Park should be put on an appropriate annual maintenance regime.***

**2.4.7 Accessible to All.** Queen's Park offers access to the infirm and disabled and all sectors of the community; there are no barriers to entry. Travel arrangements to Queen's Park are:

- Train – Trains travel from Glasgow Central Station to Queen's Park Rail Station which is a 5 minute walk from the park.
- Bus - Various routes operate from the city centre to Victoria Road and Pollokshaws Road.
- Car – The Park can be accessed from the M77 following the signs for Hampden Park. There is on street parking in the area around the park (please adhere to any local restrictions).
- Walking/Cycling – There are various access point to the park from Queens Drive, Pollokshaws Road and Langside Avenue.

2.4.8 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. Queen's Park is able to offer both as an attractive landscape and a broad range of things to see and do in the Park.

Key features of Queen's Park – see plan – include:

- The Glasshouse
- The Scottish Poetry Rose Garden
- GOALS Football Centre
- The Nature Pond
- Victoria Road Entrance
- The Terrace Gardens
- Encampment / Earthworks
- Hill 60 Wildlife Area
- The Allotments
- Boating Pond
- Play Areas
- Bowling, Tennis and Pitch and Putt
- View Point

## SECTION 2.5 QUEEN'S PARK HEALTHY SAFE AND SECURE



Our aim is to ensure the safety of all staff and users of Queen's Park.

This section of the Management Plan examines Queen's Park 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 Park.**

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

- 2.5.2 **Equipment and Facilities.** There is a recognised procedure for the issue repair and maintenance of machinery tools and equipment.
- 2.5.3 Any machines issued for use shall be documented on a Daily Machinery Issue Form.
- 2.5.4 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 park 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 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.** There is limited CCTV in the park. The grounds of the glasshouse and operational yard have cameras which are locally based. The park has one camera located at the Victoria Road entrance which is monitored by the Councils Community Safety Service monitoring station at Blochairn in Glasgow. Due to the topography of the park there are a number of vulnerable areas therefore ***the installation of further cameras at strategic locations should be considered.*** There are no help and information points within the park. The installation of help/information points would provide better information and security for visitors. There are no lights in the park apart from the footpath leading from Langside Road to Pathhead Farm and Pollokshaws Road to Camphill House.
- 2.5.10 Maintenance operatives are in the park on a daily basis which helps to provide a sense of security. The police cycle patrols and patrol vans regularly pass through the Park. The recent transfer of the operational depot to Kings Park may have an adverse effect on general safety in the park and ***customers perception of safety which will be monitored and if required remedial***

**action put in place.** Land and Environmental Services Community Action Team have a base in the former park office (Pathhead Farm).

**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 park 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 park. 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 at the Neighbourhood Services Operations Depot at Kings Park this being the depot responsible for all maintenance and equipment in Queen's Park . Regular revisions to the manual are issued and master records maintained by the Policy Development Team.

**2.5.13 Location of Facilities.** Queen's Park has three information cabinets which clearly identify all of the facilities available in the park. These are located at strategic entrances, one at the park entrance from Langside Road, one at the entrance from Balvicar Street and one at the entrance from Victoria Road. The installation of a further information cabinet at Pollokshaws Road entrance would help to provide better information to visitors. ***In addition a number of directional fingerposts are located within the park indicating where facilities are located however; there is scope to improve the number and locations in the park.***



## SECTION 2.6 QUEEN'S PARK 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 Queen's Park 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**
- **Long Term Maintenance of Fences**

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 park 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 Park user groups.

2.6.2 The operational depot which serviced the park and a wider geographical area was recently transferred to Kings Park. Grounds maintenance works are now carried out by the neighbourhood services team located at Kings Park depot. The effects on the standards of presentation and maintenance of the park because of this closure and the lack of a permanent presence will be monitored to ensure standards are maintained. Consideration will also be given to how the service could reinstate a permanent maintenance team within the Park.

2.6.3 ***A formal inspection system will be introduced to review the need for additional maintenance, monitor and deal with vandalism and identify running repairs.***

### 2.6.4 Litter

Litter is removed from the park and the bins emptied in the summer (April – October) at least daily. In periods of good weather, when the park is 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 Neighbourhood Services 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.

### 2.6.5 Grounds Maintenance

2.6.6 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 and of a specialist nature.

2.6.7 There are specific maintenance profiles for the grounds within the Scottish Poetry Rose Garden, general parkland, bowling greens, tennis courts and pitch and putt whilst other sections of the Park are on cyclic grounds maintenance. Details of each can be found in Appendices section 6 – 6.3 attached to this management plan.

2.6.8 ***A review of the management arrangements and the current job ticket system is required to ensure that Queen's Park is maintained to a high standard and is fit for purpose in all areas of activity.***

## **Buildings and Structures Maintenance**

2.6.9 This covers two general areas, maintenance required as a result of vandalism/breakages and the longer term maintenance required ensuring the long term future of the buildings and structures in Queen's Park.

### **2.6.10 Vandalism and other Damage**

2.6.11 The system for identifying running repairs dealing with vandalism and other damage to buildings and structures requires the Community Action and Facilities Management Team for the glasshouse, nursery and park offices (Pathhead Farm) and the Neighbourhood Services Area Manager team for the remainder of the Park 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 though the effect of the removal of the operational depot will require to be monitored and additional measures introduced if required.

### **2.6.12 Long Term Maintenance of Buildings and Structures**

2.6.13 Maintenance schedules for the buildings and structures in Queen's Park 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 Queen's Park lies with the Head of Parks and Environment, however, there is no additional budget to support this responsibility.

2.6.14 Some of the buildings within Queen's Park are in reasonable condition due to refurbishment within the last 15 years, such as the Display Glasshouses. 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 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 restorations in order to prioritise future restoration opportunities.***

### **2.6.15 Long Term Maintenance of Fences**

2.6.16 There is substantial amount of old cast boundary fencing around Queen's Park also fenced enclosures within the park much of which is in reasonable condition. To preserve the longevity of the railings they should be put on an appropriate regular maintenance regime. This would allow repairs, replacement and painting to be achieved in a phased project

2.6.17 ***A conditional survey and assessment should be undertaken for suitability and necessity of all fencing within Queen's Park.***

## SECTION 2.7 SUSTAINABILITY.



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 Queen's Park 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 is also included.'

### 2.7.2 Use of Pesticides

A pesticide policy needs to be developed that considers the minimisation of the use of pesticides. The current specification allows for 4 pesticide applications per annum to grass edges and obstacles in grass areas. The specification also allows for 3 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 Neighbourhood Services Area Manager maintains a record of all pesticide use.

**2.7.3 Use of Horticultural Peat.** There is no peat used in the park other than that used in the production of the bedding plants for the seasonal bedding displays. 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.** Very little green waste is generated within the Park; a grass cut and lift is only operated on the bowling greens, all other areas are cut and arisings left to recycle. 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. Any green waste not to be recycled in the park is put into a container and removed to one of the Councils designated storage areas; in this case the Polmadie 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.** *An Amenity Tree Management Plan is being developed and is currently at the consultation and management approval stage.* The amenity tree management plan prescribes the management of the trees in Queen's Park in the short term 1-3 years

medium term 3-10 years and long term 10-30 years and will involve the phased removal and replacement of species that are diseased, dying or coming to the end of their natural life. The amenity tree management plan is a requirement of this management plan and implementation will commence 2011/12 as part of the ongoing improvement programme within Queen's Park.

- 2.7.6 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 requirements from a 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 at operational depots 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.
- 2.7.7 Questions have been raised over the design of the terraced garden and the appropriateness of some of the plantings in the park.
- 2.7.8 Glasgow City Council has a responsibility to ensure Queen's Park and the features within it are maintained to the highest possible standards.
- 2.7.9 To ensure the appropriate standards are in place and maintained **a review of planting within the Park along with options that would support redirecting maintenance input to the more important features whilst at the same time not compromising the status of the Park as a designed landscape is ongoing.**
- 2.7.10 **The first stage of the outcome of the review will be implemented during autumn and winter 2010/11 and further stages will be ongoing throughout the life of this plan.**

## 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 Queen's Park as a Conservation and Heritage place under the following headings.

- **Natural Features Wildlife and Flora.**
- **Landscape Features.**

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 Queen's Park is Hill 60, the Nature Pond and associated habitats. These areas are designated Site of Importance for Nature Conservation (City Plan 2), because of the variety of animals, plants and fungi present.
- 2.8.2 Much of Hill 60 contains areas of damp neutral grassland, most of which hasn't been disturbed for some time and apart from some recent planting of trees there has been little intensive management. The varied structure of this grassland allows a broad range of plants to grow here. Small wet areas within the grassland are particularly important for rushes; sedges and later flowering plants indicative of established shade, such as pignut and bluebell. The grassland habitat supports a number of invertebrates (especially pollinating insects), voles, mice and small birds and minibeasts.
- 2.8.3 The duck pond has been naturalised and planted with aquatic plants and has an island which supports marginal vegetation. The duck pond supports breeding populations of common frog and the large pond supports breeding common toad. Also within the pond there are Coot, Moorhen Mallard ducks, and small fish.
- 2.8.4 Within the life of the plan further wildlife enhancements are planned to create naturalised areas at the edge of the large pond to allow toads to get out of the pond and further grassland improvements. These enhancements will be delivered through existing partnerships or through the development of new partnerships.
- 2.8.5 **Landscape Features.** Historic Scotland maintains a heritage inventory of Gardens and Designed Landscapes in Scotland, Queen's Park was not included within the last inventory of 2007. Clearly this listing would be desirable for all of Glasgow's major parks including Queen's Park as it emphasises the need to protect and recognise the historic merit of key landscape features. Inclusion of the park in the inventory list however restricts the options for development of the site and future management arrangements. Future improvements to Queen's Park within the lifetime of this plan should be identified in line with the inventory values for inclusion in the list of Gardens and Designed Landscapes. ***It is therefore recommended that contact is made with Historic Scotland to consider Queen's Park being included on the inventory.***
- 2.8.6 Historic Scotland list buildings that are of national importance. Buildings are assigned to one of three categories according to their relative importance. All listed buildings receive equal legal protection, and protection applies equally to the interior and exterior of all listed buildings regardless of category. In order to be listed a building must satisfy the following criteria;
- age and rarity
  - architectural Interest;
  - and close historical association
- 2.8.7 The listed structures in Queen's Park are:

Address	Date listed	Category
Queen's Park Glasshouses	05-Dec-89	B

Address	Date listed	Category
Queen's Park Gateway to Victoria Road	05-Dec-89	B
Queen's Park Gateway to Pollokshaws Road	05-Dec-89	C(S)
799 Pollokshaws Road, Camphill House (within Queen's Park)	05-Dec-89	A

2.8.8 Historic Scotland is due to return to Glasgow to reassess and consider new listings in 2015 and the improvements to Queen's Park should be identified in order that it is part of the review process. In the interim, improvements will continue to these structures and other areas of Queen's Park, however, budget availability must also be a consideration.

2.8.9 Horticultural improvements will continue to be delivered through improved maintenance practices, woodland management planning and floral displays in keeping with the designed landscapes intended style.

### 2.8.10 STRATEGIC DEVELOPMENT OPPORTUNITIES

2.8.11 Opportunities for improvements are detailed in this plan and include the possibility of the restoration of an historical footbridge, introducing natural play, further improvements to the boundaries and entrances, restoration of some historic lighting columns, install a fountain in large pond and implementation of the amenity tree management plan.

2.8.12 Whilst restoration to the Park is required, the current strategy will be to continue to implement improvements through the Parks Development Programme until a restoration package can be developed and funded.

### 2.8.13 Buildings and Structures

2.8.14 Consultees responses in respect of the Council's Strategic 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 Queen's Park has public toilets located within the Glasshouses managed by Land and Environmental Services. The café within the glasshouses is managed by Cordia.

2.8.16 Further development opportunities exist within the park at the former bandstand site which is currently derelict and in need of restoration.

### 2.8.17 Committed Improvements

2.8.18 The extensive open space grassland on the north side of the park is subject to a risk of subsidence due to shallow underground mine-workings. Land and Environmental Services Geo-technical section has carried out an investigation with test bores. A report on these findings is pending.

2.8.19 The Park is covered by extensive drainage made up of herring bone system comprising of fire clay pipe drains and tile drains, however over the years some of these pipes may have collapsed, impeding the drainage causing boggy areas during wet weather. ***A comprehensive drainage survey is being developed for the north side of the park which will include an outline drainage scheme with associated costs.***

- 2.8.20 ***An inventory of the park which identifies maintenance, general landscaping particularly at park entrances and fixtures and fittings is being developed.***

## SECTION 2.9 COMMUNITY INVOLVEMENT.



Our aim is to encourage community involvement in the park through consultation, events, activities and the Queen's Park User Group.

This section of the Management Plan examines Queen's Park 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.**
- **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 Park user 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 Queen's Park the only surveys that have been undertaken relate to events based at Queen's Park Glasshouse. A survey of visitors to the Queen's Park Glasshouse Family Fun Day was taken in 2004 and a further survey of visitors to the Halloween event in 2006 was taken.
- 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 is 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 interview 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 equipments. 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 Strategic Best Value Review Consultations 2004. A broad range of 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.

#### 2.9.10 Friends Groups

Presently there is no Friends group for Queen's Park; however there may be a desire from members of the former Queen's Park User Group to establish a joint partnership with a Friends of Queen's Park Group and Land and Environmental Services. Ongoing consultation is taking place with the community to develop a new Friends group to ensure Queen's Park continues to be the inspirational park that meets the needs of the local people and their vision for the park, safeguarding its potential. As yet the formation of this group is in the early stages of development and requires to move forward by developing a constitution and electing office bearers. Land and Environmental Services (LES) would like to see the development of a Friends Group for the Park and will assist and support the development of a Friends of Queen's Park with such resources to ensure they remain sustainable as an organisation.

2.9.11 Once a group has been established the Friends of Queen's Park will have no management responsibility for Queen's Park however, the value of any Friends group is wide and varied. The principal areas of support are as follows:

- Fund raising (they can access funding not available to the City Council)
- As a sounding board for proposed changes in Queen's Park
- Friends are groups encouraged to consult and engage with the community in line with the National Standards for Community Engagement
- Support and develop events
- Encourage volunteering

2.9.12 The British Trust for Conservation Volunteers (BTCV) is engaged within the park for specific conservation projects such as wild flower planting.

2.9.13 **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

2.9.14 A considerable amount of work has already been done in identifying management actions required to develop and improve Queen's Park, the Strategic Best Value Review 2005. A range of improvements have been carried out in Queen's Park and have incorporated public consultation and involvement include;

- Upgrading the children's play area at Balvicar Street in 2008



- New children's play area on the hill in 2009
- Upgrading of tennis courts in 1998.



2.9.15 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 require the securing of capital funds that L&ES considers achievable within the life of the 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.

2.9.16 Queen's Park is one of 11 Hub parks selected as part of a Commonwealth Parks Twinning Initiative. The twinning initiative will be implemented over the life of the Queen's Park Management Plan and will cover 3 thematic areas namely healthy body, healthy world and healthy future. This is a joint initiative between Land and Environmental Services and Education Services and is centred on twinning Glasgow City Council's parks and educational establishments with

countries of the Commonwealth as part of the introduction to, and legacy of, the 2014 Commonwealth Games.



## SECTION 2.10 MARKETING



Our aim is to actively promote Queen's Park to all potential users.

This section of the Management Plan examines the Marketing of Queen's Park under the following headings.

- **Events.**
- **Marketing Strategy.**

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

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Web Site [www.glasgow.gov.uk/parks](http://www.glasgow.gov.uk/parks)

## 2.10 MARKETING

2.10.1 There is no specific marketing plan for Queen's Park. 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 Queen's Park 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.** There is an established events programme for Queen's Park throughout the year. Like most parks, many of the events occur during the summer months and they range from charity events, sporting events, cultural events and local events.

2.10.4 Events held in Queen's Park include:

- South Side Festival
- Easter Pets
- Farmers Market
- Model Boat Club Regattas
- Stag Orienteering Days
- Week long Christmas Cracker
- Halloween Events

2.10.5 The park is also used as a backdrop for many TV and film productions.

2.10.6 **Marketing Strategy.** The Queen's Park Heritage Trail has been produced. The Heritage Trail identifies structures and points of interest within Queen's Park. Some of the content now needs to be updated.

2.10.7 Information about points of interest and features in the park are 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.

2.10.8 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 South West Area Team on 0141 276 1479 or by emailing [communityaction@glasgow.gov.uk](mailto:communityaction@glasgow.gov.uk) .

2.10.9 The Queen's Park Heritage Trail is available at the Mitchell Library, all City Council information stands and the Tourist Information office. The Heritage Trail Leaflets will be updated during the winter of 2010/11.

**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 Queen's Park 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 and 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 have 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 Queen's Park are:

- Glasgow Life - Outdoor recreations (bowling pitch and putt and tennis)
- Cordia - The public café in the glasshouse
- Access Glasgow - Building maintenance
- GOALS pavilion and ground leased to Glasgow Open Air Leisure Services
- Camphill Bowling Club – Private Club
- Camphill House – Private Dwellings
- Queen's Park Allotment Association
- Scottish Water – Green waste composting

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 LES 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 park and an overview of partner operations and services.
- 2.11.6 Currently LES Neighbourhood Services carry out Grounds maintenance works from the operational depot at Kings Park. The development of the management plan and Green Flag assessment provides an opportunity for the input of the Neighbourhood Services team 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 Queen's Park 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 are ambitious at an estimated £712,500. The plan also 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 further 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 enable the required restoration process at Queen's Park to be completed.
- 2.11.12 **Potential Funding Sources.** Potential funding sources to fund elements of Queen's Park Management Plan have been considered from a holistic perspective in relation to the actions proposed for Queen's Park. 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 – 6.4 outlines the potential sources of funding which could be relevant to the actions identified in Queen's Park 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 VISION FOR GLASGOW'S QUEEN'S PARK

3.3.1 The vision statement has been developed to reflect the strategic role Queen's Park 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.

#### ***Vision Statement***

***To ensure Queen's Park continues to provide high quality facilities that meet the recreation, leisure, education, environmental and cultural needs of the community whilst protecting the historic & natural landscape character of the park, and at the same time contribute significantly to the economic and environmental regeneration of the city.***

### 3.4 ASSESSMENT

#### 3.4.1 Queen's Park 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**

<b>Green Flag Criteria</b>	<b>Management Plan Aim</b>
A Welcoming Place	To ensure that Queen's Park 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 establishing Friends group
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 Queen's Park Management Plan is for five years starting financial year 2011/12. The completion date will therefore be 31<sup>st</sup> 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.

Queen's Park Management Plan 2011 - 2016

**4.2 A Welcoming Place – Year 1 Actions**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.2.1	2.4.2	Entrances and Access	Development of this Management Plan	Head of Parks and Environment	Review road crossing points, access arrangements and entrances.	By April 2011	
4.2.2	2.4.2	Entrances and Access	Development of this Management Plan	Head of Parks and Environment	Review traffic management system issues at main vehicle entrance from Langside Road	Short	Existing Resources
4.2.3	2.4.2	Entrances and Access	Development of this Management Plan	Head of Parks and Environment	Carry out pruning of all specimen shrubs adjacent to Langside Avenue in line with grounds maintenance	Short	Existing Resources
4.2.4	2.4.3	Signage	Development of this Management Plan	Head of Parks and Environment	Install new information cabinet at Pollokshaws Road (Camphill House) and Langside Avenue entrances	Short	£8000
4.2.5	2.4.3	Signage	Development of this Management Plan	Head of Parks and Environment	Replace the maps in all information cabinets to show the location of the new Play areas and wild-flower meadows.	Short	£1500
4.2.6	2.4.4	Signage	Development of this Management Plan	Head of Parks and Environment	Develop & install new interpretation panels for the Poetry Rose Garden and wild flower meadows.	Short	£3000

Queen's Park Management Plan 2011 - 2016

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.2.7	2.4.5	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	Existing Resources
4.2.8	2.4.6	Park Furniture	Development of this Management Plan	Head of Parks and Environment/ Neighbourhood Services Manager	A review of all park furniture is required to assess number, type, position and condition of all benches and litter bins within the park	Short	Existing Resources

**A Welcoming Place – Action required within the first three years**

Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.2.9	2.4.5	Signage	Management Requirement	Head of Parks and Environment	The possibility of installing road and footpath directional signage to Queen's Park is investigated and if appropriate implemented within the life of this plan.	Medium	£5,000

Queen's Park Management Plan 2011 - 2016

**4.3 Healthy Safe and Secure – Year 1 Actions**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.3.1	2.5.11	Dog Fouling	Manage Requirement	Head of Parks and Environment / Neighbourhood Services Manager	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
4.3.2	2.5.13	Location of Facilities	Development of this Management Plan	Landscape Design and Development Manager.	Review the locations of finger posts remove redundant signs (works Depot) and install new to indicate location of new developments such play areas .	Short	£3000

**Healthy Safe and Secure – Action required within the first three years**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.3.3	2.5.10	Security	Management Requirement	Head of Parks and Environment / Neighbourhood Services Manager	Monitor the effects of the removal of the operational depot on security issues.	Medium	Existing Resources

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**Healthy Safe and Secure – Action required within the life of the Plan**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.3.4	2.5.8	Equipment and Facilities	Management Requirement	Head of Parks and Environment / Neighbourhood Services Manager / LES Health and Safety Officer	Continue to monitor, review and develop safety procedures to ensure equipment and facilities are safe to use.	Long	Existing Resources
4.3.5	2.5.9	Security	Development of this Management Plan	Head of Parks and Environment	The possibility of installing additional CCTV and help and information points is investigated and if appropriate implemented within the life of this plan	Long	Not Known around £40,000

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**4.4 Well Maintained and Clean**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.4.1	2.6.2	Well Maintained and Clean	Management Requirement	Head of Parks and Environment / Neighbourhood Services Manager	Monitor the effects on the standards of presentation and maintenance of the park because of the depot closure and the lack of a permanent staff presence.	Short	Existing resources
4.4.2	2.6.2	Well Maintained and Clean	Management Requirement	Head of Parks and Environment / Neighbourhood Services Manager	Consideration to be given as to how the service could reinstate a permanent maintenance team and on site management within the Park.	Short	Not Known.
4.4.3	2.6.3	Well Maintained and Clean	Management Requirement	Head of Parks and Environment / Neighbourhood Services Manager	Introduce a formal inspection system to review the need for additional maintenance, monitor and deal with vandalism and identify running repairs.	Short	Existing Resources
4.4.4	2.6.8	Grounds Maintenance	Development of this Management Plan	Head of Parks and Environment / Neighbourhood Services Area Manager	A review of the current job ticket system for maintenance works to be undertaken given there is no dedicated on site management to issue day to day instructions on a needs basis.	Short	Existing Resources

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Item	Paragraph Number	Management Plan Section	Information Source	Lead Officer	Strategic Action	Timescale	Estimated Cost £
4.4.5	2.6.14	Buildings and Structures Maintenance	Development of this Management Plan	LES structures	Maintenance schedules for the restored structures and buildings in Queen's Park 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 £
4.4.6	2.6.14	Buildings and Structures Maintenance	Development of this Management Plan	LES structures	Buildings considered being in good condition should be reviewed and modern maintenance schedules developed.	Medium	Existing Resources
4.4.7	2.6.16	Buildings and Structures Maintenance	Development of this Management Plan	Head of Parks and Environment / Neighbourhood Services Manager	Initiate a phased painting programme of fences and gates within Queen's Park.	Medium	Existing Resources
4.4.8	2.6.17	Buildings and Structures Maintenance	Development of this Management Plan	Head of Parks and Environment / Neighbourhood Services Manager	A review of all park fencing should be undertaken in order to assess which is required and if it is fit for purpose.	Medium	Existing Resources

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**Well Maintained and Clean – Action required within the life of the Plan**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.4.9	2.6.14	Buildings and Structures Maintenance	Development of this Management Plan	LES structures	A pre requisite requirement for any future refurbishments or restorations should be that on completion a maintenance schedule fit for purpose is produced.	Long	Part of Project

## 4.5 Sustainability Year 1 Actions

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	2.7.6	Horticultural and Arboricultural Standards	Development of this Management Plan	Natural Environment Manager	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	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 wherever practical.	Medium	Existing Resources
4.5.5	2.7.5	Horticultural and Arboricultural Standards	Development of this Management Plan	Natural Environment Manager	Implement the amenity tree management plan short term actions years 1-3.	Medium	Existing Resources

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**Sustainability – Action required within the life of the Plan**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.5.6	2.7.5	Horticultural and Arboricultural Standards	Development of this Management Plan	Natural Environment Manager	Implement the amenity tree management plan Medium term actions years 3-10.	Long	Existing Resources

**Sustainability – Action Ongoing within the life of the Plan**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.5.7	2.7.10	Horticultural and Arboricultural Standards	Development of this Management Plan	Natural Environment Manager	Implement the recommendations of the review of planting 2010.	Ongoing	Redirected Existing Maintenance Resources

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**4.6 Conservation and Heritage**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.6.1	2.8.18	Committed Improvements	Development of this Management Plan	Landscape Design and Development Manager	Produce a report on the ground condition relating to the shallow mine-workings	Short	Existing Resources
4.6.2	2.8.19	Committed Improvements	Development of this Management Plan	Landscape Design and Development Manager	Develop a detailed drainage survey of the park with associated costs	Short	Existing Resources

**Conservation and Heritage – Action required within the first three years**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.6.3	2.8.4	Natural Features Wildlife and Flora	LES Conservation Team	Natural Environment Manager	Create Naturalised area at side of large pond to allow young toads to emerge	Medium	£7,000
4.6.4	2.8.4	Natural Features Wildlife and Flora	LES Conservation Team	Natural Environment Manager	Instigate further grassland improvements	Medium	Existing and Partner Resources
4.6.5	2.8.4	Natural Features Wildlife and Flora	LES Conservation Team	Natural Environment Manager	Deliver habitat and environmental improvements utilising existing and where possible new partners.	Medium	Existing and Partner Resources

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<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.6.6	2.8.11	Development Opportunities	Development of this Management Plan	Landscape Design and Development Manager	Restore historical footbridge within wooded area on the west edge of the park adjacent to Pollokshaws Road	Medium	£20,000
4.6.7	2.8.11	Development Opportunities	Development of this Management Plan	Landscape Design and Development Manager	Develop Natural Play within the wooded area on the west edge of the park adjacent to Pollokshaws Road	Medium	£25,000
4.6.8	2.8.11	Development Opportunities	Development of this Management Plan	Landscape Design and Development Manager	Install water feature within large pond	Medium	£30,000
4.6.9	2.8.20	Committed Improvements	Development of this Management Plan	Landscape Design and Development Manager	Carry out a detailed inventory of the park	Medium	Existing Resources

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**Conservation and Heritage – Action required within the life of the Plan**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.6.10	2.8.5 & 2.8.8	Landscape Features	Historic Scotland	Landscape Design and Development Manager	Liaise with Historic Scotland for guidance in achieving a listing status for the Park on the heritage inventory of Gardens and Designed Landscapes in Scotland during the life of this plan	Long	Existing Resources
4.6.11	2.8.11	Development Opportunities	Development of this Management Plan	Landscape design and Development Manager	Restore period lighting around large pond	Long	£15,000
4.6.12	2.8.11	Development Opportunities	Development of this Management Plan	Landscape design and Development Manager	Restoration of the Park Gates at Langside Road	Long	
4.6.13	2.8.16	Development Opportunities	Development of this Management Plan	Landscape Design and Development Manager	Queen's Park Bandstand restoration (proposals currently being developed) and if appropriate implemented within the life of this plan	Long	£500,000
4.6.14	2.8.18	Committed Improvements	Development of this Management Plan	Landscape Design and Development Manager	Initiate work detailed in report to alleviate subsidence due to shallow mine-workings	Long	Not known

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<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.6.15	2.8.19	Committed Improvements	Development of this Management Plan	Landscape Design and Development Manager	Implement works detailed in drainage survey	Long	£50,000

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**4.7 Community Involvement – Year 1 Action**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.7.1	2.9.15	Achievements	Development of this Management Plan	Landscape Design and Development Manager	Undertake an internal assessment of Green Flag criteria in relation to Queen's Park in 2010 prior to application for 2011.	Short	Existing Resources

**Community Involvement - Action Ongoing within the life of the Plan**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.7.2	2.9.4	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

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<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.7.3	2.9.10 & 2.9.11	Friends Groups	Development of this Management Plan	Landscape Design and Development Manager	Establish Friends of Queen's Park and continue to support the Friends through regular contact and where required with resources to allow them to remain viable as organisations.	Ongoing	Existing Resources
4.7.4	2.9.18	Achievements	Development of this Management Plan	Natural Environment Manager	Development of Commonwealth Parks Twinning Initiative within Queen's Park	Within the life of the Management Plan	Existing Resources

**4.8 Marketing – Year 1 Action**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.8.1	2.10.6	Current Marketing Strategy	Development of this Management Plan	Landscape Design and Development Manager	Update the Queen's Park Heritage Trail booklet	Short	Existing Resources
4.8.2	2.10.7	Current Marketing Strategy	Development of this Management Plan	Landscape Design and Development Manager	Update touch screens with Heritage Trail information	Short	Existing Resources

**Marketing – Action Ongoing within the life of the Plan**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.8.3	2.10.9	Current Marketing Strategy	Development of this Management Plan	Bereavement and Community Events Manager	Continue to offer health walks, heritage tours and education visits	Ongoing	Existing Resources

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**4.9 Management Year 1 Actions**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
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**

<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
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

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<b>Item</b>	<b>Paragraph Number</b>	<b>Management Plan Development Section</b>	<b>Information Source</b>	<b>Lead Officer</b>	<b>Strategic Action</b>	<b>Timescale</b>	<b>Estimated Cost £</b>
4.9.6	2.11.16	Monitor and Review	Development of this Management Plan	Landscape Design and Development Manager	Appoint monitoring group to review progress of the Management Plan at 6 monthly intervals.	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 Queen's Park continues to meet the Green Flag standards as:

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

Progress with Queen's Park 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](mailto:les@glasgow.gov.uk)

Web Site [www.glasgow.gov.uk/parks](http://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 2009/10. 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 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 for maintenance.





**LAND & ENVIRONMENTAL SERVICES**

**QUEEN'S PARK**

**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](http://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](http://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](http://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](http://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](http://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](http://www.opsi.gov.uk/legislation) and [www.glasgow.gov.uk/biodiversity](http://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](http://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](http://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](http://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 Queen's Park.

- 6.2.1 Camp Hill's commanding views over much of the surrounding countryside; it is perhaps not surprising that the flat-topped summit has been occupied since prehistoric times. The remaining circular earthwork is thought unlikely to have been primarily defensive in purpose, but may date originally from the Iron Age (1000BC – 1000AD), with evidence of some re-use in the medieval period.
- 6.2.2 The main historical event which took place on the lands now occupied by Queen's Park was the Battle of Langside which was fought on the 13<sup>th</sup> May 1568 between the forces of Mary, Queen of Scots and her half brother James, Earl of Moray and Regent of Scotland.
- 6.2.3 The area now Queen's Park was originally part of the lands of Langside which belonged to the Maxwell's of Pollok. By the late 17<sup>th</sup> century, the western part had been sold off to form Camphill Farm, which passed through several generations of the Crawford family before being sold in 1799 to Robert Thomson, a manufacturer in Glasgow, who built Camphill House.
- 6.2.4 His son Robert T Thomson bought the adjoining Pathhead Farm from Sir James Maxwell of Pollok in 1834 and his grandson Neale Thomson sold it for £30,000 to the Glasgow Corporation in 1857 for the purpose of forming Glasgow's third public park.
- 6.2.5 The park was developed in the late 19<sup>th</sup> century in response to the increasing population density of Glasgow in general, and the south side in particular, with the growth of tenement housing supplying the increased demand for middle-class homes. Victorian Glasgow took the provision of open spaces extremely seriously, with the result that parks such as Queen's Park sprang up across the city.
- 6.2.6 Originally to be called the South Side Park; Queen's Park was formally opened by Baillie Gemmell, the Convener of the Park Committee on 11<sup>th</sup> September 1862, the year of Queen Victoria's Silver Jubilee. The park was dedicated to the memory of Mary, Queen of Scots and not Queen Victoria, a common misconception given the proximity to Victoria Road and the park was created during her reign.
- 6.2.7 Queen's Park was laid out between 1857 and 1862 to the design of Sir Joseph Paxton, architect of Crystal Palace. After laying out Kelvingrove Park the City fathers commissioned him to design Queen's Park and Alexandra Park in the east of the city. thus the hand of one man, with considerable assistance from the city architect John Carrick, produced the whole suite of Glasgow's early Victorian Parks.
- 6.2.8 The original plans of 1860 showed a complimentary mix of formal and informal features. On one hand, a lavish winter garden which would house concerts and exhibitions on the flatted terrace facing towards Victoria Road.. in contrast, a winding carriage drive and large artificial lake which was to be bridged by Langside Road which runs between the park and the Victoria Infirmary were suggested. The old Langside Road which formerly went right over the Pathhead Hill, past the farmhouse, was altered to curve round the base of the hill, and forms the boundary-line of the park.
- 6.2.9 These plans were considered too extravagant, and the plans were modified by the City Master of Works, John Carrick and neither the lake nor the winter

gardens were built. Coincidentally, Paxton had also been invited to submit plans for Kelvingrove Park in 1854, and on that occasion too, Carrick edited out the lake and winter gardens. The south side of Queen's Park was deliberately laid out naturally, with pleasant grassy slopes and woodland areas. To the north, the picture is far more formal. As with Kelvingrove Park, Paxton's design is evocative of the grand Victorian manner. The main drive sweeps through impressive entrance gates, up a grand granite staircase and on to a magnificent terrace some 750 feet long and 140 feet wide.

- 6.2.10 The Camphill Estate including the house to the west was sold by the Thomson family in 1866 to the patrons of Hutcheson's Hospital, the City of Glasgow having declined to buy it in 1860. When the City boundary extended to the River Cart in 1891, moves were made to acquire the estate, and, in 1893, the Corporation bought it from the patrons of Hutcheson's Hospital.
- 6.2.11 In 1895 just after Camphill Estate had been purchased, a conservatory and hot houses were built on the hillside opposite the rose garden. These hot houses were demolished in 1930.

**6.3 Details of Grounds Maintenance for Queen's Park.**

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 using edging iron 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 Spot treat weeds Apply Fertiliser 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 Funding Sources.

6.4.1 **Queen's Park Key Stakeholders.** Glasgow City Council as the single landowner of Queen's Park, 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 Queen's Park will be competing for Council capital and revenue budgets principally held by Land & Environmental Services, Development & Regeneration Services and the Southside Central 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.

6.4.2 A further GCC potential funding stream for Queen's Park 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 south side 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.

6.4.3 **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'.

6.4.4 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

6.4.5 The membership of the Glasgow Community Planning Partnership includes

- [Glasgow City Council](#)
- [Strathclyde Fire and Rescue](#)
- [NHS Greater Glasgow](#)
- [Glasgow Housing Association](#)
- Glasgow Chamber of Commerce
- [Strathclyde Police](#)

6.4.6 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

6.4.7 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

6.4.8 Any funding applications to the Pollokshields East and Southside Central Community Planning Partnership to support this management plan will require to align with at least one of these key themes.

6.4.9 **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.

6.4.10 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
- 6.4.11 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.
- 6.4.12 **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.
- 6.4.13 BIG seeks to make investment in social change in Scotland in four different ways:
- 6.4.14 **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;
- 6.4.15 **Dynamic Inclusive Communities.** Through which BIG will help build stronger more vibrant communities;
- 6.4.16 **Life Transitions.** Through which BIG will support projects that help people deal with change in their lives and encourage them to move on;
- 6.4.17 **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.
- 6.4.18 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.

6.4.19 **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.

6.4.20 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.

6.4.21 **Historic Scotland.** Historic Scotland have a range of grants applicable to Queen's Park these are;

6.4.22 **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.

6.4.23 **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.

6.4.24 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.

6.4.25 **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.

6.4.26 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.

- 6.4.27 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.
- 6.4.28 **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.
- 6.4.29 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.