



# Glasgow Parks and Open Spaces Strategic Best Value Review and Implementation Plan



## FOREWORD

Glasgow's parks and open spaces have provided opportunities for active and passive recreation, relaxation, play, peace and tranquillity for generations of Glaswegians. As the pressures of the modern world increase, it is vital that these opportunities are still available for all and it is important that the Council works to ensure the parks and open space service develops to reflect the changing needs of the city and its people.

Our parks and open space service has achieved a great deal but building on our achievements alone will not be enough to keep pace with the transformation required to respond to these changing needs. We need to significantly revise our approach.

Land Services with the support of other Council Services, external organisations and members of the public have produced this Strategic Review of Parks and Open Spaces. This action programme sets out the policies resources and partnerships that will achieve this transformation.

Glasgow's future will be increasingly based on tourism, finance, the media, technology and other services. Our parks and open spaces can play a key role in supporting this future and in the regeneration of the city. Parks are democratic spaces, accessible to all and crucial for health and social welfare. Our challenge is to enhance the quality of experience for visitors and meet the needs of Glaswegians who rightly cherish their "dear green place".



Councillor Aileen Colleran  
**Convener  
Parks and Facilities  
Committee**



Robert Booth  
**Director of Land Services**

Parks and open spaces continue to play an important role in strategic issues such as the regeneration of Glasgow as a major tourist destination and location for major events. Equally as important is that they continue to be the hub of local communities, help to promote social inclusion and equality and play a significant role in the environmental, ecological and education agendas of the Council.

The completion of the Strategic Best Value Review of Parks and Open Spaces is a significant step forward in identifying what needs to be done to satisfy this demanding agenda. This will be a challenging task for the service, which will require the continued development of partnerships with other public agencies and the private and voluntary sectors, innovative thinking and delivering best value in all areas of service activity.

I would like to thank the many people within Land Services and other Council Services who have contributed to and assisted in the preparation and production of this Strategic Review of Parks and Open Spaces. I would also like to thank those agencies and organisations outwith the Council for their significant input.

Finally I would like to offer my particular thanks to all of the individuals who made a contribution to the review through the consultation process that made it possible to develop this strategic review which identifies the expectations of Glasgow's residents for our Parks and Open Space Service.

# CONTENTS

section	page
<b>1.0 INTRODUCTION</b>	<b>7</b>
1.1 Background	7
1.2 Terms of Reference	7
<b>2.0 CURRENT POSITION</b>	<b>9</b>
2.1 Service Profile	9
2.2 Parks and Open Spaces Strategy (1995)	9
2.3 2020 Vision	10
2.4 Council's Key Objectives	10
2.5 Other Policies and Legislation	10
2.6 Land Services Restructuring	10
2.7 Financial Resources	11
2.8 Staff Resources	12
<b>3.0 OUTLINE OF REVIEW PROCESS</b>	<b>13</b>
3.1 The Consultation Process	13
3.2 The Steering Group	13
3.3 Elected Member Sounding Board	14
3.4 Key Issues Working Groups	14
3.5 Employee Consultation	15
3.6 Trade Unions	16
3.7 Focus Groups	16
3.8 Public Consultation	17
3.9 Schools Consultation	17
3.10 Inter-Service Workshops	17
3.11 Benchmarking	17
3.12 Analysis of Information	17
<b>4.0 OPTIONS APPRAISAL</b>	<b>18</b>
4.1 Initial Stage	18
4.2 Stage One - Strategic Questions	18
4.3 Stage Two - Short Listing the Service Options	18
4.4 Stage Three - Carrying Out the Appraisals	18
4.5 Outcome of the Appraisal Process	19
<b>5.0 RECOMMENDATIONS</b>	<b>21</b>
5.1 Recommendation 1 - Key Actions 1-24	23
5.2 Recommendation 2 - Key Actions 25-53	26



5.3	Recommendation 3 – Key Actions 54-63	29
5.4	Recommendation 4 – Key Actions 64-77	30
5.5	Recommendation 5 – Key Actions 78-94	32
5.6	Recommendation 6 – Key Actions 95-106	36
5.7	Recommendation 7 – Key Actions 107-122	38
5.8	Recommendation 8 – Key Actions 123-138	40
<b>6.0</b>	<b>IMPLEMENTATION PLAN</b>	<b>43</b>
6.1	Background	43
6.2	Financial Implications	43
6.3	Implementation Plan Contents	43
6.4	Format of Implementation Plan	44
6.5	Implementation Plan Table	45
<b>7.0</b>	<b>GLOSSARY OF TERMS</b>	<b>69</b>
<b>8.0</b>	<b>LIST OF CONTRIBUTORS</b>	<b>71</b>
<b>9.0</b>	<b>CONTACTS AND FURTHER INFORMATION</b>	<b>73</b>
<b>10.0</b>	<b>REFERENCES</b>	<b>74</b>
<b>11.0</b>	<b>SUPPORTING INFORMATION (on CD ROM inside rear cover)</b>	
I	EMPLOYEE CONSULTATION	
II	EXTERNAL FUNDING AND PARTNERSHIPS	
III	FOCUS GROUPS	
IV	GLASGOW CITIZENS PANEL FINDINGS	
V	GOLF	
VI	INTERNAL FINANCE GROUP	
VII	KEY ISSUES WORKING GROUPS	
VIII	LEGISLATION	
IX	OPTIONS APPRAISAL	
X	PARKS SERVICE CROSS CUTTING ISSUES	
XI	PUBLIC CONSULTATION OVERVIEW	
XII	PUBLIC CONSULTATION ADDITIONAL INFORMATION	
XIII	SCHOOL PUPILS SURVEY	
XIV	SCHOOLS COUNCIL	

**Note-** The parks and open spaces service includes a wide range of functions and activities. Within this document, reference to the parks service equally refers to the full range of parks and open spaces functions and activities.

*“It’s neat and tidy, it has the Burrell Collection, it has a beautiful garden behind the house”*

School Pupils Survey





## 1.0 INTRODUCTION

### 1.1 Background

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.

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. However, the physical and social changes that have taken place in the city have, in some areas, had an impact on the placement of parks and open spaces within local communities.

#### Best Value

The Council aims to bring about real and measurable improvements in its performance and provide accessible, higher quality, and cost effective services for the people of the city through its commitment to best value, continuous improvement, local government modernisation and the new community planning agenda. The best value review process is a key means of delivering this commitment by providing an opportunity to assess:

- The quality and effectiveness of the current service;
- Options to improve current service provision and delivery, including innovative e-government solutions;

- Service performance and areas for improvement;
- Costs and resources issues;
- Stakeholders views and needs;
- Improvement actions for the service.

This process also ensures that services address the Council's Key Objectives and the priorities set out in its budget and service planning process.

The parks and open spaces service links closely with a number of other Glasgow City Council services and external agencies, in terms of both policy and service delivery. In view of this complex series of relationships this review was designated as a strategic best value review.

The review set out to identify the views of Glasgow's citizens and wider stakeholder groups providing an opportunity for them to help shape the parks and open spaces service to meet their needs and priorities.

#### Scope of the Review

The review covers the functions, policies and responsibilities relating to Parks Operations, Burial and Cremation, Landscape Design and all other internal sections engaged in providing the Parks and Open Spaces service.

### 1.2 Terms of Reference

The terms of reference of the review are as follows:

- To clearly establish the aims of the parks service in Glasgow;
- To clearly identify the customers and stakeholders for the individual elements of the parks service;
- To identify the detailed views of stakeholders in parks and open spaces and the environments/ activities to be supported and developed;

*“Parks exist to provide tranquillity, repose and recreation for our citizens”*

Glasgow City Councillor

- To identify the key issues for effective management and development of the service to include staffing and resources, performance, organisational culture, partnerships and funding;
- To clearly identify the visions of success and parameters to be achieved for each of the elements of the overall parks service;
- To establish management and development policies for the parks and open spaces service aligned to the Land Services strategy document, 2020 Vision, and the Council’s Key Objectives;
- To set out an implementation plan for the regeneration of parks, open spaces and related services and facilities including burial and cremation, golf, outdoor recreation, children’s play, etc;
- To reconfigure the current organisation to take account of customer requirements and to ensure the service’s functions and responsibilities deliver success.





## 2.0 CURRENT POSITION

### 2.1 Service Profile

Land Services is responsible for managing and developing the city's local road transport infrastructure and also Glasgow's parks and open spaces. These services are fundamental to Glasgow's future as a living, vibrant and sustainable city. The range of services that parks and open spaces deliver include the following:

- Parks and open spaces maintenance
- Countryside Ranger Service
- Outdoor recreation facilities in parks
- Plant nurseries and floral service
- Golf courses
- Display houses and Winter Gardens
- Cemeteries and crematoria
- Botanic Gardens
- Children's play areas
- Conservation & horticultural services
- Assisted house garden maintenance
- Allotments
- Landscape design and construction
- Parks events
- Park Ranger Service
- Biodiversity
- Livestock and equestrian management
- Administrative, technical & support services

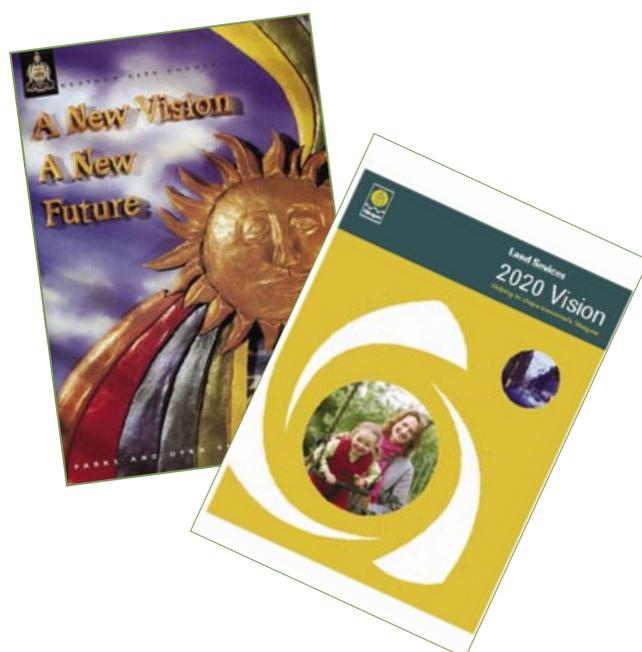
Land Services management and staffing structure currently reflects the former "Client" and "Contractor" functions that were established to meet the requirements of Compulsory Competitive Tendering (CCT). The "Contractor" staff are largely park based with 10 principal park maintenance depots and additional locations in nurseries, cemeteries, crematoria and golf courses. The "Client" staff are mostly based in a city centre office.

Formal partnerships and working together with other agencies are also an established part of the service delivery. Landlord Services are jointly provided with staff from Environmental Protection Services and Direct and Care Services. The playing field maintenance service is provided to Cultural and Leisure Services and Education Services. The Biodiversity Officers and Countryside Rangers Service receive grant funding from Scottish Natural Heritage and are supported by a range of Council services and other agencies.

### 2.2 Parks and Open Spaces Strategy (1995)

The current Parks and Open Spaces Strategy (A New Vision A New Future) was completed and approved in 1995. This was the Council's first major strategy document for the parks service in Glasgow.

The major conclusions to emerge from this provided an overview of parks, civic and open spaces in Glasgow and led to the establishment of broad aims for the service which were later incorporated into 2020 Vision.



*“I think it’s a great park and I would go every day if I could”*

### School Pupils Survey

## 2.3 2020 Vision

Following the creation of Land Services in 1998 and the undertaking of responsibility for roads and parks functions within the Council, a new strategy for the service, 2020 Vision, was produced. This highlighted a long-term approach to reflect the need for planning ahead and the timescales involved in implementing many environmental and transportation projects.

2020 Vision sets out a Mission Statement for Land Services:

***“Land Services is committed to providing high quality services which contribute to the quality of life, safety and well-being of all customers through managing and maintaining Glasgow’s land and transport environment in a sustainable manner.”***

There are 4 broad themes within 2020 Vision which are:

- Social Inclusion, Safety and Well Being
- Sustainable Environment
- Urban Regeneration and Economic Development
- Best Value and Service Integration

The annual Budget and Service Plan is structured around these themes and each year the plan will take Land Services forward in line with the aims set out in 2020 Vision.

## 2.4 Council’s Key Objectives

The Council has published its current Key Objectives in the Council Plan. These objectives, approved in December 2003, express the main aims of the Council for the years 2004 – 2007.

The five Key Objectives are as follows:

- Provide accessible, accountable council services that are effective and offer value for money;
- Create a cleaner, safer city and a sustainable environment;
- Promote social inclusion and tackle poverty and improve health and well being;
- Sustain the physical, social, economic, cultural and environmental regeneration of Glasgow;
- Develop Glasgow’s metropolitan role, quality of life, heritage and services.

## 2.5 Other Policies and Legislation

The parks service is influenced by other Council policies such as the City Plan for Glasgow, the UK Biodiversity Action Plan and Local Agenda 21.

Other relevant external policies include the Glasgow Alliance Strategy and the Glasgow and Clyde Valley Structure Plan.

There is a wide range of legislation that impacts on the parks service and has been evaluated as part of the review.

## 2.6 Land Services Restructuring

The senior management team within Land Services was recently subjected to restructuring. This was undertaken in order to move Land Services forward as an organisation that is focused on customers and corporate working.



## 2.7 Financial Resources

Estimates 2004/05	Parks and Open Spaces	Grounds Maintenance DSO	Leisure Management DSO
	Estimate 2004/05	Estimate 2004/05	Estimate 2004/05
Expenditure	£	£	£
Employee costs	9,066,600	16,382,000	357,100
Property costs	1,258,900	791,900	124,800
Supplies and services	3,680,400	2,166,100	0
Transport and plant	974,000	2,781,000	111,500
Administration costs	99,200	57,300	13,000
Payments to other bodies	24,273,300	600	0
Departmental allocations	1,937,000	1,985,700	10,600
Central support allocations	0	284,000	21,800
	<b><u>41,289,400</u></b>	<b><u>24,448,600</u></b>	<b><u>638,800</u></b>
<b>Income</b>			
Other grants, reimbursements and contributions	204,000	5,000	0
Customer and client receipts	3,520,300	317,600	354,300
Other miscellaneous income	7,624,800	24,156,500	75,300
	<b><u>11,349,100</u></b>	<b><u>24,479,100</u></b>	<b><u>429,600</u></b>
<b>Net Expenditure</b>	<b><u>29,940,300</u></b>	<b><u>-30,500</u></b>	<b><u>209,200</u></b>

**Note: It is proposed that all revenue implications arising from the recommendations that follow will be contained within existing revenue budgets. Investment proposals will require capital funding to be made available.**

*"I like the plants and flowers in the glasshouse"*

School Pupils Survey

## 2.8 Staff Resources

### Parks & open spaces, grounds maintenance and outdoor leisure staffing

	Permanent	Temporary	Total
<b>APT&amp;C</b>			
Parks and open spaces	144	0	144
Corporate services	43	0	43
<b>Total APT&amp;C</b>	<b>187</b>	<b>0</b>	<b>187</b>
<b>Manual</b>			
Grounds maintenance DSO	671	110	781
Client	254	1	255
Outdoor leisure DSO	9	40	49
<b>Total manual</b>	<b>934</b>	<b>151</b>	<b>1,085</b>
<b>Grand total (as at August 2004)</b>	<b>1,121</b>	<b>151</b>	<b>1,272</b>





## 3.0 OUTLINE OF REVIEW PROCESS

The first step in the review process was the development of a Review Management Plan. This clearly set out the reasons for the review, the scope of the review and the resources required.

### 3.1 The Consultation Process

It was recognised that wide consultation would be fundamental to the review process. The diagram below illustrates the various elements of consultation that fed into the review process.



### 3.2 The Steering Group

A Steering Group was formed in September 2003 to co-ordinate the review process. Over the period of the review this involved the following members of Land Services staff.

Robert Booth	Director of Land Services (Chair)
Sandy Bennet	Policy Development Officer
Kenneth Boyle	Head of Parks and Support Services
Tony Boyle	Member Liaison Manager
Pauline Caffrey	Service Review Officer
John Conway	Parks Operations Manager
Grant Findlay	Assistant Horticultural Officer
Steve Kelly	Corporate Services Manager
Donald MacDonald	Strategy Development Manager
Alan Malcolm	Senior Depute Director
David Marshall	Principal Parks Officer
David McClelland	Head of Finance
Jim McQuillan	Parks Development Manager
Raymond Neil	Business Manager
Marshall Poulton	Head of Policy and Planning



*“It is like the country with all the trees around you”*

## School Pupils Survey

### 3.3 Elected Member Sounding Board

The Elected Member Sounding Board was established to ensure that emerging issues within the review were regularly considered and ideas were shared between the Steering Group and elected members. The Sounding Board was comprised of the following:

Councillor Aileen Colleran  
Convener Parks and Facilities Committee and West Area Committee

Councillor Ronnie Quinn  
Vice Convener Parks and Facilities Committee

Councillor Catherine McMaster  
Convener Bishop’s Wood Area Committee

Bailie Gordon Matheson  
Convener Central Area Committee

Councillor Paul Carey  
Convener Drumchapel and West Area Committee

Councillor Hugh Macrae  
Convener East Area Committee

Councillor Tom McKeown  
Convener East (Centre) Area Committee

Bailie Ellen Hurcombe  
Convener North Area Committee

Councillor Jim Mackechnie  
Convener North West Area Committee

Councillor Michael Kernaghan  
Convener South Area Committee

Councillor Alan Stewart  
Convener South East Area Committee

Bailie Stephen Dornan  
Convener South West Area Committee

Councillor Margaret Sinclair  
Council Spokesperson on Environmental Sustainability

Councillor Irene Graham  
Councillor Spokesperson on Equalities

Councillor Kirsteen Mosson  
Councillor Spokesperson on Youth

Bailie John Gray  
Councillor Spokesperson on Seniors

### 3.4 Key Issues Working Groups

Key Issues Working Groups involving over 50 members of staff were established to look at the functions, policies and responsibilities of the following service areas:

- Parks Management and Development
- Landscape and Technical Issues
- Burial and Cremation
- Ecology and Environment
- Urban Green Spaces
- Funding and Partnerships

Each of the Key Issues Working Groups were tasked with carrying out a full analysis of the service which included identifying the particular strengths, weaknesses, opportunities and threats for each of the individual service areas.



### 3.5 Employee Consultation

A comprehensive employee consultation programme was developed to inform all parks employees about the progress of the review and the ways in which they could contribute to it. This involved a range of methods such as information bulletins, the Land Services newsletter, employee workshops and employee briefing sessions.

#### Information Bulletin

An information bulletin was issued to all staff in November 2003 advising that the review had commenced, detailing the remit of the review and identifying the members of the Steering Group. Employees were also given the first opportunity to contribute to the review process.

#### Land Services Newsletter

A special edition newsletter was circulated to all Land Services employees at the end of January 2004 detailing the review progress and inviting comment, feedback and suggestions on parks issues.

#### Intranet Facility for Staff Contributions

An intranet facility was provided in January 2004 that allowed all Council staff to make comments on-line about any aspect of the parks and open spaces service.

#### Employee Workshops

Workshop sessions were set up during February 2004 at which a representative random sample of 10% of all parks employees were invited to attend. These sessions identified areas of good working practice and issues to be assessed in order to improve service delivery.

#### Employee Briefing Sessions

All parks service employees attended an employee briefing session providing further information on the review and the employee consultation process. At this session employees were encouraged to complete a feedback form giving their views for service improvements.



*“It’s got lots of things to play on, you can go and look at the swans”*

### School Pupils Survey



### 3.6 Trade Unions

Presentations were made to Trade Unions to keep them informed of the review process. This provided an opportunity for Trade Union representatives to contribute and comment on any related issues.

### 3.7 Focus Groups

Focus Groups, representing key ‘communities of interest’ involved in parks were established to ensure that a wide cross section of views were considered. They were also asked to provide constructive criticism.

The Focus Groups were as follows:

- Equalities (including ethnic minorities)
- Seniors
- Young People
- Allotments and Environmental Sustainability
- Friends of Groups

Six key issues were identified for consideration in relation to Glasgow’s parks and open spaces service provision.

These were as follows:

- Community Consultation
- Health and Well Being
- Safety and Security
- Social Inclusion
- Sport and Outdoor Recreation
- Equal Opportunities

Focus Groups were also invited to identify any other issues involving parks service improvements.



### 3.8 Public Consultation

A comprehensive 12 week public consultation commenced in April 2004 and concluded in July 2004. A consultation document was produced based on key themes developed from information gathered from the following sources:

- Glasgow Citizen's Panel (December 2003 Survey)
- Employee feedback and employee workshops
- Key Issues Working Groups
- Trade Union consultation
- Elected Member Sounding Board
- Focus Groups
- Review Steering Group
- Feedback from schoolchildren

A number of specific promotional initiatives were undertaken including:

- Press articles
- Radio and newspaper advertising
- Poster campaign
- Parks review website
- On-line chat room

The consultation and response documents were widely circulated to a range of individuals, community groups and local and national organisations. It was also made available on the City Council's website as an on-line document and a free phone number was publicised enabling any member of the public to obtain a copy. Over 670 responses were received and a detailed analysis of the responses was carried out by an independent research company.

### 3.9 Schools Consultation

The importance of taking into account the views of Glasgow's schoolchildren was recognised and a questionnaire was produced and circulated to all Glasgow schools. Over 3,000 responses were received providing useful comments from children on what they liked and disliked about parks and what they thought could be done to make them better.

### 3.10 Inter-Service Workshops

Early analysis identified there were a number of areas that crosscut with other council services, either in terms of policy formulation and/or service delivery. These issues were examined at workshops involving representatives from various council services and provided a clear focus for methods of improving service delivery through future inter-service collaboration.

### 3.11 Benchmarking

Land Services are part of the APSE (Association for Public Service Excellence) Performance Network group. This is a benchmarking service that aims to provide a consistent and objective basis for measuring performance through a series of Performance Indicators. It allows authorities to set targets for continuous improvement both over time and in comparison with the achievements of others and supports the best value review process by allowing councils to analyse and compare performance. Analysis of the data indicates that there is some room for improvement and that Glasgow should look to benchmark on a more regular basis with cities of comparable size.

### 3.12 Analysis of Information

The series of Key Actions that follow in section 5 are based on findings from the analysis of various pieces of consultation and research that have been carried out and attempt, where possible, to fulfil the aims of one or more of the City Council's Key Objectives.

*“Parks are places of beauty and fresh air”*

Friends of Group





## 4.0 OPTIONS APPRAISAL

An options appraisal was carried out to ensure that alternative methods for delivery of the service were adequately considered and that the appraisal process was carried out in a structured, open and challenging manner. The process that was followed took account of the guidance produced by the Scottish Executive, Best Value – Making Choices (A Practical Guide To Best Value Procurement and Competitiveness) and also the Council's internal Best Value Review Guidance provided by the Chief Executive's Department.

### 4.1 Initial Stage

The first step was to identify at what level of service provision the options appraisal should be carried out. Four possible approaches ranging from looking at the parks and open spaces service as a whole through to carrying out assessments of individual service activities were considered. The assessment concluded that the best approach would be to consider the full parks and open spaces service as a whole.

### 4.2 Stage One - Strategic Questions

At the initial stage the Best Value guidance requires that the review teams consider the following strategic questions to determine whether a full options appraisal needs to be carried out:

- Does the service need to be provided?
- Does the Council need to provide this service or are there other possible providers?
- Can we demonstrate sound performance in this area, comparing our service over time and with others?
- Is the service meeting stakeholder requirements? and can we demonstrate this?
- Can we improve the current service to meet stakeholder requirements and make in-house service improvements to become more effective or competitive, or to continue to provide improvement?

Evidence collected up to this point as part of the review process confirmed that significant in-house service improvement was required in certain areas and therefore it was considered necessary to progress to the next stage of the appraisal process.

### 4.3 Stage Two – Short Listing the Service Options

Short Listing comprised of a 'weeding out' exercise to quickly discount non-viable or unsuitable options at an early stage. From the 9 suggested options in the guidance 2 were combined (Service Reconfiguring and Improved In-house Service) as they were considered to be broadly similar, while the Hybrid option was regarded as not being specific enough to put forward as a distinct option. This resulted in 7 possible options being assessed against 10 criteria (all as identified in the guidance) to enable any options that were incompatible with policy, stakeholder views or legal requirements to be discounted.

The Short Listing process concluded that:

- 3 Options (Cessation of Service, Transfer of Service and Market Testing In-house Service) had been evaluated sufficiently to indicate that they were non-viable options and should be discounted.
- 4 Options (Externalisation, Partnerships, Service Reconfiguring and Joint Working) clearly demonstrated aspects of service delivery that required to be looked at in more detail and should be short-listed for a more detailed options appraisal exercise.

*“It is a joy to see the beautiful displays of flowers during every season of the year”*

Glasgow Old People Welfare Association

#### 4.4 Stage Three - Carrying Out The Appraisals

The 4 selected options were then assessed against a further set of more detailed appraisal factors. Fifteen separate criteria were selected to reflect the wide range of issues relevant to the effective delivery of the parks and open spaces service. The selected criteria took into account the Best Value guidance and the examples included within as well as ensuring that there was consistency with the 5 Key Objectives of the City Council and the broad themes within the Land Services 2020 Vision.

An Options Appraisal Panel consisting of 6 individuals was invited to carry out the appraisal process. This included two senior officers within Land Services (Depute Director and Head of Parks), two officers from other Council Services (Development and Regeneration Services and Cultural and Leisure Services) and two individuals representing external organisations with a direct interest in and knowledge of Glasgow’s parks (Friends of Tollcross Park and Greenspace Scotland). The inclusion of other Council Services and external organisations on the panel was considered essential to ensure that a broad range of opinions and views would

be considered and a challenging and wide perspective would be taken when assessing possible options.

The appraisal panel met on two occasions and a consensus scoring approach was used to assess each of the 4 service delivery options against the 15 appraisal criteria. The issue of prioritising specific criteria was considered but the panel decided to weight each of the 15 measures equally.

#### 4.5 Outcome of the Appraisal Process

The options appraisal process resulted in the Service Reconfiguring Option achieving the highest score as determined by the Options Appraisal Panel on a consensus scoring basis.

The Options Appraisal Panel then recommended, “Service Reconfiguring” as the best option for the future delivery of the whole parks and open spaces service and also suggested that “the Service should also be looking to include aspects of joint working and partnerships in its overall approach to service delivery”.

Throughout the options appraisal each stage of the process was submitted to the Steering Group for approval.





## 5.0 RECOMMENDATIONS

- 5.1 To deliver a clear commitment to encourage greater use of parks;
- 5.2 To introduce a range of measures that will deliver service improvements in line with the Council's Key Objectives and customer expectations;
- 5.3 To develop and enhance the range of facilities and amenities within parks through partnership working and other approaches;
- 5.4 To reconfigure the service to deliver quality and best value;
- 5.5 To deliver a comprehensive parks service through education and conservation initiatives, preservation of traditional parkland, promotion of horticultural excellence and defining service standards;
- 5.6 To create a better understanding and awareness of the parks service through improved marketing and promotion;
- 5.7 To communicate effectively with staff, external agencies, communities and other Council Services;
- 5.8 To develop a corporate approach to the planning and delivery of services by implementing the cross-cutting proposals identified during the review.

*“I like the park because me and my dad like to walk the dog”*

School Pupils Survey





## 5.1 To deliver a clear commitment to encourage greater use of parks.

### Safety and Security

(Key Objectives 2,5)

The review process confirmed that many people are discouraged from visiting parks due to concerns about their personal safety and security. These are concerns which people have when using a variety of public spaces and not just parks. However, there are various approaches that can be taken to reduce these concerns and to encourage more people to use parks. Lighting and CCTV reinforces the feeling of safety and security for many people.

### Key Actions

1. Identify security issues and concerns on a local area basis and develop local investment strategies in partnership with other stakeholders.
2. Attract more resources for the installation of additional CCTV cameras and lighting and evaluate sites for which they would be most appropriate.
3. Review the opening hours of parks in consultation with the Community Safety Partnership, Streetwatch Glasgow, the police and local communities.
4. Use parks to facilitate the community safety agenda by breaking down issues of territorialism and encouraging inclusive initiatives, such as community festivals and football tournaments.

### Dog Fouling

(Key Objectives 2, 3, 5)

The problem of dog fouling in parks, open spaces, play areas, playing fields and golf courses is of significant concern to a broad cross section of the public. A variety of measures and initiatives have been tried in recent years which have so far been unable to make a significant difference to this problem, although there have been some local successes.

### Key Action

5. Make Park hygiene a higher priority by introducing further measures to deal with dog control and particularly enforcement of dog fouling legislation. This will require the participation of parks staff, police, other stakeholders and the general public. Improved education and signage is also required.

### Events and Activities

(Key Objectives 1, 3, 4, 5)

The range of activities and facilities currently available varies considerably from one park to another. Recent park regeneration projects have shown that substantial increases can be made in the number and range of events and activities provided within a park. Improved park infrastructure and facilities will help to achieve this however, there is still significant potential to provide a greater number and variety of events and activities that meet the needs of local communities. Attracting more people to visit parks and encouraging existing park users to visit more regularly will also have the benefit of making all park users feel safer.

### Key Actions

6. Encourage and continue to facilitate community groups using parks for more events, activities and celebrations.
7. Develop environmental activities within the summer holiday programmes.

### Accessibility

(Key Objectives 1,3, 5)

There are a wide variety of potential user groups who could be attracted to use parks more. However, they may have specific concerns or requirements which need to be met before this will happen. Certain groups of people may feel more vulnerable or unwelcome in parks due factors such as ethnicity, age, infirmity, gender or physical

*“The park has great event days”***School Pupils Survey**

abilities. By addressing these particular concerns the number of potential park users may increase significantly.

**Key Actions**

8. Provide clear directional and information signage that includes language translations where appropriate and information on the full range of facilities within the park.
9. Carry out access audits within parks to identify existing hazards and barriers for visitors with disabilities.
10. Identify and sign routes and facilities within parks that are barrier free and accessible for all to use.
11. Provide staff training and improve awareness with regard to disability issues.
12. Make wheelchairs available for loan within parks.
13. Ensure that where fees and charges apply, appropriate concession rates are available.
14. Take a more pro-active approach to reach local communities and schools and to identify opportunities for encouraging them to use park facilities.

**Staff Presence**

(Key Objective 2)

The levels of staffing within parks reflect changes in maintenance methods and changes in areas of responsibility. “Bring back the parkies” has become popularised as the solution. However, the role and effectiveness of former park attendants may have become overstated with the passage of time. There is a need to review the role and remit of those staff who work directly in parks and have the potential to interact directly with the public and also to ensure that park users know who and how to contact staff whether in an emergency, as a complaint or a general enquiry.

**Key Actions**

15. Review the role and remit of staff working directly within parks, their responsibility for contact with the public and general supervision of the park.
16. Clearly display within each park details of how the public can contact appropriate staff.

**Park Facilities**

(Key Objectives 1, 2 and 5)

The provision of good quality amenities and customer facilities are necessary for parks to compete as modern leisure facilities. It is unrealistic to provide a full range of facilities in every park. However, many park users are clearly dissatisfied with the current level of provision. There is strong public support for new catering facilities to be provided in parks but there are some concerns about the involvement of private operators. These concerns need to be addressed at the local level at an early stage.

**Key Actions**

17. Assess the provision of play areas against the city plan targets to establish the current level of overall shortfall and the scale of upgrading and improvements still required.
18. Ensure that the needs of disabled children and children with special needs are met within the play area improvement programme.
19. Assess the potential to introduce more kick-about pitches and multi-purpose games courts within parks and open spaces.
20. Identify opportunities for introducing new quality catering and public toilet facilities into more parks.
21. Introduce an ongoing programme of replacing obsolete park benches.
22. Consider the provision of additional shelters and indoor facilities to encourage use of parks all year round and during wet weather.



- 23. Consult with the local community on all significant new developments within parks at an early stage.
- 24. Review the arrangements concerning the provision of public toilets in parks to identify opportunities for service improvements.



*“It’s green, it’s big, it’s nice to play in the park”*

### School Pupils Survey

## 5.2 To introduce a range of measures that will deliver service improvements in line with the Council’s Key Objectives and customer expectations.

The definition of service improvements can be highly subjective. What some people will class as an improvement (e.g. the development of a wildflower meadow), others may feel is a deterioration in service. There are also aspects of expectation attached to service improvement and this is often based on social background or experience. Service improvement is also essentially time-based; if some ‘thing’ or ‘aspect of service’ is improved now, then it will be replaced by something else that requires improvement, perhaps almost immediately.

Consultation and research has shown that, on the whole, Glasgow citizens are agreeable with the principle of attracting new facilities through partnerships with other organisations. The holistic view of regeneration potential means that we should foster relationships with partners for wider economic benefits e.g. garden centres, to maximise and secure economic and regeneration benefits.



Springburn Park

## Ecology and Environment

(Key Objectives 2,3,5)

### Key Actions

25. Develop a coherent and co-ordinated strategy, in conjunction with internal and external stakeholders, for the recycling of waste materials produced throughout parks and open spaces operations.
26. To enhance biodiversity seek to identify suitable areas of amenity grass and road verges that can be subject to less intensive maintenance. This should be supported with interpretation which conveys the environmental benefits of this approach.
27. Include biodiversity as an integral part of projects rather than an added on benefit, e.g. the management of existing hedgerows to promote wildlife.
28. Identify areas within golf courses where a change in management practices would enhance biodiversity and wildlife.
29. Develop a strategic plan for trees in parks, open spaces, streets and woodlands and a database of all trees within parks and open spaces.

## Park Services

(Key Objectives 1,2,3,5)

### Key Actions

30. Extend the range of catering facilities within parks.
31. Introduce a more extensive programme of events, activities, concerts and celebrations in parks that meet the needs of all communities (including ethnic minorities)
32. Develop the voluntary and junior park warden initiatives where appropriate.
33. Develop a system of assessment and grading of parks and initiate programmes to raise standards.



Skateboarding in Kelvingrove Park

34. Introduce a staff dress code, that will ensure staff, who are in contact with the public, are clearly identifiable as City Council employees.
35. Initiate a comprehensive assessment of all buildings in parks as to their current condition and prospects for future use.
36. Produce strategic management plans for individual parks in consultation with local communities.
37. Review procedures to maximise vehicle, plant and machinery utilisation.
38. Carry out a review of quality procedures and processes for delivering the parks and open spaces service.

### **Children's Play and Outdoor Recreation** (Key Objectives 1,2,3,5)

The Glasgow Citizen's Panel found that the public clearly have a preference for small local play parks rather than large parks serving larger areas and people appear to be satisfied with the traditional type of facilities for children's play. The introduction of a larger number of smaller play areas rather than a lesser number of larger play areas would have implications for Land Services in terms of increased maintenance and inspection requirements. There is a lack of outdoor play facilities for young people between 10 and 16 years and those that are available are generally in poor condition.

*“I like going for a walk around the pond”*

### School Pupils Survey

#### Key Actions

39. Work closely with other Council Services and external organisations to plan a strategy for meeting the City Plan target for the number and quality of play areas.
40. Review arrangements for the inspection, maintenance and cleaning of play equipment to ensure that they are fit for purpose.
41. Consult with other Council Services and partner organisations as to how parks can assist in delivering objectives for play for the 10-16 year old age group.
42. Consider the introduction of additional, alternative recreational activities such as climbing walls, cycle hire and boating to help engage with those groups who are not currently using parks.
43. Identify areas/activities for expanding outdoor sport and recreation activities in parks with alternative play provision.
44. Assess the current operational hours of outdoor recreation facilities with a view to ensuring an optimum service is provided.
45. Continue to monitor and review the outdoor recreation free play initiative.

#### Social Inclusion and Equality

(Key Objectives 3,5)

#### Key Actions

46. Assess all parks and open spaces and the facilities within them to improve access for disabled people.
47. Ensure the Park Ranger and Countryside Ranger Service activities are suitable for all.
48. Seek to increase the transport options available for schools and community groups to facilitate better access to parks.

49. Encourage the recycling of plants and bulbs within local communities.
50. Develop a network of healthy walks and cycle routes through parks and open spaces in conjunction with the Health Board, Cycle Scotland and other stakeholders.

#### E-government

(Key Objective 1)

#### Key Actions

51. Develop improved electronic systems for payment for park services where a charge is made and for the recording of plots of land, trees and gravestones.
52. Utilise the Council’s Access Centre to improve the parks service customer complaints and enquiries process.
53. Continue to transfer old burial records into electronic files.



Festival Park



### 5.3 To develop and enhance the range of facilities and amenities within parks through partnership working and other approaches.

The review process has identified that there is a requirement to enhance and develop facilities and amenities in Glasgow parks. To attract people into park areas it is essential to provide a quality provision of amenities.

There is an opportunity to contribute further to the city's health agenda by enhancing and extending the provision of outdoor sport and recreation activities. The free play initiative of outdoor seasonal recreation facilities in 2004 has proven to be a success with a fourfold increase in usage during the first four months.

There has been insufficient financial investment in facilities and amenities within Glasgow parks for a number of years. Buildings have been maintained on an essential repair basis, and there are a number of facilities that require substantial investment to bring them to a standard that the public of Glasgow expect.

Café areas, enhanced play areas and access to all facilities for the disabled have also featured strongly in the expectations of Glasgow citizens and park users.

The provision of an adequate supply of good quality play areas in parks and local open spaces across the city is an essential requirement for creating attractive residential environments. There is a significant backlog of replacement and upgrading of outdoor play areas to be addressed as well as the need to provide more challenging and suitable facilities for youths.

(Key Objectives 1,2,3,4)

#### Key Actions

54. Encourage partnerships with disability groups by actively engaging with them to ensure safe and easy access to facilities/amenities.

55. Develop a strategy in partnership with Cultural and Leisure Services, Education Services and Sportscotland to deliver a comprehensive golf development programme.
56. Identify external funding and partnership opportunities to develop clubhouse facilities at the city's golf courses.
57. Examine the viability and prepare plans for the franchising or leasing of suitable facilities and amenities such as bowling greens, putting, boating, bandstands, cafes etc within parks.
58. Take steps to improve toilet facilities in parks utilising existing buildings where appropriate and introduce new facilities where possible.
59. Develop an allotments strategy to include innovative partnerships and improved access to deliver an improved allotment service for the city.
60. Work with the corporate events team to utilise Glasgow's parks better and increase the number of events that take place within the parks.
61. Pursue partnerships with voluntary organisations such as Friends of Groups to actively participate in improving parks.
62. Improve the relationships that Land Services has with external funding organisations and establish better forward planning.
63. Develop partnership working with Funeral Directors and improve the level of service provision.

*“Because it is very green it is a good place to play sports”*

### School Pupils Survey

#### 5.4 To reconfigure the service to deliver quality and best value.

The main staffing arrangements that are currently in place for the parks and open spaces service are still very much structured around the requirements of the CCT regime.

There is a strong operations division that delivers grounds maintenance services comprising mainly of those functions formerly classed as ‘defined activities’. This includes ground maintenance in all areas under Land Services direct control such as parks, open spaces, graveyards, crematoria grounds and also land within the remit of other council services, such as schools, social work centres etc.

Golf and Outdoor Recreation although now within the remit of Land Services, for accounting purposes, is part of the larger Cultural and Leisure Services Leisure Management DSO.

The remainder of the current parks and open spaces service consists of what is classed as ‘client’ functions. These are typically the senior management and development function, policy, landscape and technical, park rangers, cemeteries & crematoria operations, events and livestock services.

Since CCT was introduced, there has been a gradual but definite shift in emphasis from managing the service as one which is primarily based on providing quality parks and open spaces to one which, first and foremost, delivers a grounds maintenance service throughout the city.

One of the main reasons that the parks and open spaces service was chosen as the subject of this review is that there was sufficient evidence available that the service was not always of the quality expected and that the role of parks within the city had, on the whole, become somewhat secondary.

The following key actions are proposed to remedy these issues;

#### Service delivery arrangements

(Key Objective 1)

The current service delivery arrangements are inflexible and weighted heavily towards grounds maintenance rather than a comprehensive service approach. The service delivery arrangements require to be reviewed to emphasise the qualitative as well as the quantitative aspects of the service.

#### Key Actions

64. Service delivery terms to be redefined to allow a more flexible and inclusive service approach. This will have implications for the service or any part of the service that continues to be operated as a trading organisation.



#### Organisational structure

(Key Objectives 1,2,3,4,5)

#### Key Action

65. An area based management structure will be introduced to provide a cohesive and holistic parks and open spaces service. Area managers will be supported by a staffing structure that will allow them to deliver the level of service required.



66. Ensure each area manager will be accountable for the management and delivery of all operations within a geographical area, which will be broadly aligned with the community planning partnership boundaries.
67. Re-designate the responsibilities of identified front-line staff to provide additional presence within parks aimed at heightening the feeling of safety and security of park users, providing information, assisting members of the public and enforcing park regulations, particularly with regard to dog fouling and litter. These staff will be clearly visible in parks.
68. Transfer the reporting line of burial and cremation and parks administration staff from Corporate Services to Parks.
69. Introduce a dedicated member of staff responsible for progressing development and community engagement issues within the area covered by each area manager.
70. Provide support through an independent quality, audit and performance group aimed at improving processes and procedures and identifying and disseminating best practice.
71. Introduce an appropriate service structure that improves co-ordination between landscape design, landscape construction and play area installation staff.
72. Introduce a structure that integrates conservation staff and Countryside Rangers that will assist in removing barriers to effective service delivery and create a unified ecology and environment staff grouping.
73. Introduce a structure for golf that accommodates all aspects of service provision and development.
74. Incorporate opportunities for a more flexible work programme that provides a better customer focused service and promotes job rotation and multi-skilling where appropriate.
75. Develop area based squad structures and revise remuneration schemes through initiatives aimed at engendering a collective approach towards service quality and taking pride/responsibility for the parks service.
76. Conduct a detailed review of staffing, taking account of local circumstances through benchmarking with other local authorities.

### **Burial and Cremation**

(Key Objectives 1,2,5)

The burial and cremation service currently falls under the remit of at least 3 different managers. The revised structure will seek to improve customer service by enhancing the skills and flexibility of employees and providing a more accessible service which takes account of Glasgow's cultural diversity.

### **Key Action**

77. Appoint a manager that will be responsible for delivering a sympathetic, quality, and effective service. The service should also be renamed 'Bereavement Services'.

*“Glasgow can be rightly proud of its parks”*

Community Services

### 5.5 To deliver a comprehensive parks service through education and conservation initiatives, preservation of traditional parkland, promotion of horticultural excellence and defining service standards.

This recommendation is key to the development of a sustainable parks and open space service with a broad remit to deliver a full range of parks related services. In analysing the consultation responses there have been consistent themes that the public want to see greater use being made of parks and they would also support their restoration and refurbishment.

This is a major area for the development of policy and service delivery and is the recommendation from which the public is most likely to judge the success of this review.

#### Preservation of Parkland

(Key Objectives 1,4,5)

The City Plan identifies that Glasgow’s greenspace network accounts for over 20% of the area of the city. This comprises public parks, amenity open spaces, countryside areas, local nature reserves and other important wildlife sites, loosely connected by a variety of river valley systems and transport corridors. These spaces can serve several purposes ranging from recreation to flood control and are an integral part of the city’s infrastructure making an important contribution to health, wellbeing of the community and overall quality of life.

The City Plan proposes a target for the citywide provision of greenspace of 5 Hectares per 1,000 population to be achieved over the 20 year period of the plan to 2020. Using the latest population figures of 585,000 this target is currently being met though not every area of the city has access to this level of provision. This land is a comparatively inflexible resource because historic parks wildlife sites and other open spaces cannot be easily moved to deal with changes in population and urban structure.

The City Plan clearly states that there is a presumption against any development that would adversely affect an area of greenspace that is subject to an Environmental Policy Designation. This includes;

- Gardens and Designed Landscapes
- Sites of Special Scientific Interest (SSSI)
- Sites of Importance for Nature Conservation (SINC)
- Local Nature Reserves (LNR)
- Corridors of Wildlife and Landscape Importance
- Sites of Special Landscape Importance (SSLI)
- Ancient, Long Established or Semi-natural Woodland
- Tree Preservation Orders

#### Key Actions

78. Continue to support policy targets and aims in the City Plan relative to greenspace, landscape and the environment and engage in a proactive approach with Development and Regeneration Services to progress greenspace policies and strategies.
79. Continue to seek opportunities to invest in the greenspace network to achieve the standard of 5 Hectares per 1,000 population in all areas of the city ensuring availability and accessibility to all residents.
80. Consult with communities over proposed changes to greenspace areas.

#### Development of Parkland

(Key Objectives 1,2,3,4,5)

In 1995 Glasgow City Council produced a Strategy document for the management of its parks and open spaces entitled, ‘A New Vision – A New Future’. This clearly set out a programme of works for parkland regeneration across the city. The Strategy initially



envisaged this work being achieved over a 10 year period.

There has been little progress in achieving this programme as the total funding package identified, at the time, was in excess of £155m. Given the more pressing issues for council funds for other service commitments these levels of funding were not available. There has been progress made with some regeneration projects including;

- Tollcross Park
- Glasgow Green
- Botanic Gardens (Kibble Palace)

Recent successes in obtaining external funding indicate that additional funding for projects may be attracted from sources, which include:

Heritage Lottery Fund

Landfill Tax Credits Scheme

Europe – ERDF/ESF

Historic Scotland

Glasgow Alliance – Social Inclusion Partnerships

Communities Scotland

Scottish Enterprise

At the current rate of progress of three major parks regeneration projects over 10 years it would take considerable time to deliver a comprehensive package of regeneration to all of Glasgow's 74 parks.

Capital investment is required to improve and maintain the quality of the City's parkland, amenity and civic spaces infrastructure. This requires the development of a strategic programme of investment directed at achieving specific measurable and achievable targets.

In order to achieve regeneration of the parks and open spaces, a dedicated investment programme of capital funds will be required.

## Key Actions

81. Continue to undertake major park regeneration projects as funding opportunities arise and develop partnerships with relevant funding agencies.
82. Develop a strategic programme of investment directed at achieving specific measurable and achievable targets.
83. Establish an annual capital investment programme required to implement regeneration of parks and open spaces.
84. Form benchmarking links with the English Core Cities Group.
85. Introduce more qualitative output measures that can be benchmarked with other authorities.

## Defining Service Standards

(Key Objectives 1,2,3,5)

Another key area, identified through the consultation that the service has to address is the definition of service standards. It is clear that whilst the organisation is internally a highly specified service, the communities to which the service is delivered are not aware of what standards to expect or the timetable for delivery. Many of the operations that the service delivers in open spaces, assisted garden maintenance and Landlord Services are literally on peoples doorsteps or immediately adjacent to their homes. There are very few other public services that have this level of impact on people's immediate environment and it is no surprise that this is the area of service delivery that generates the highest levels of customer enquiries.

In the delivery of Best Value customers require to be fully informed about service information and the review consultation indicates this is not the perception of the public at present. There requires to be a greater focus on the development of service standards which are available to all and easily accessible.

*“I like the wildlife, the winter gardens and the farm”*

### School Pupils Survey

The review process noted that Glasgow’s parks are often described as green deserts with no staff present and no clear understanding about what standard to expect when visiting any of the park categories identified in the 1995 Parks and open spaces strategy. These categories are;

- City Parks
- District Parks
- Local Parks

This form of categorisation was useful in identifying investment priorities in the strategy and should be retained for the purpose of identifying minimum standards and facilities a visitor should expect when visiting each category of park.

In the years since this categorisation was undertaken there have been changes in the service whereby environmental education, biodiversity and sustainable development are now significant factors for the service and there have also been changes in the infrastructure of some of the parks.

### Key Actions

86. Ensure that the service continues to record and track customer enquiries and that customer concerns are considered in reviews of service specification and service delivery.
87. Develop a greater customer focus that ensures service standards are available and easily accessible.
88. Review the categorisation of the city’s network of parks to ensure that they reflect the current status of use and instigate a system to regularly update as required.

### Delivering Horticultural Excellence

(Key Objectives 1,4,5)

One of the key reasons that people come to parks is to enjoy the quality of the gardens and horticultural features. To deliver this it is essential that the service retains and trains a significant number of craft gardeners. Reductions in quality bedding display areas, reduced numbers of apprentices and centralised nursery plant production have reduced the locations where quality displays are presented.

Public expectations are that the service will provide quality horticultural displays as a matter of course in all of the parks where formal display areas are part of the designed landscape. The levels of training that are currently delivered in the apprenticeship programme are extremely good, however there is no evidence that support is provided after the apprenticeship is complete to further develop and practise horticultural skills

Glasgow’s parks service is the largest operation of its type in Britain and in the past supported a large apprenticeship programme. In recent times this number has been reduced with a much shorter apprenticeship period covering a broader spectrum of operational activity.

This reduction in the training programme and the lack of support on completion of the apprenticeship on the horticultural elements together with the loss through retirement and natural wastage of traditional gardeners have significantly reduced the quality of horticultural displays in Glasgow. This situation is a threat to being able to sustain existing areas where horticultural excellence is a recognised feature.

### Key Actions

89. Continue to support and develop an apprenticeship programme that has a strong horticultural basis.
90. Develop a lifelong learning approach to the ongoing development of horticultural skills within



the workforce to retain and update skills, including more on-site training and assessment.

91. Introduce succession planning in order that retirement and natural wastage do not lead to a reduction of the skill base.

### Education and Conservation

(Key Objectives 1,2,3,4,5)

The development of a new environmental focus will undoubtedly suit some parks more than others and this should be recognised when reviewing the categorisation of parks. Environmental education, sustainable development and conservation are now incorporated into the education curriculum and are established as major themes. These themes are embedded in the City Plan and 2020 Vision.



In 1996 Land Services and Education Services established the concept of providing environmental education packs linked to chosen environmental topics to meet the needs of the National Curriculum for age groups 5-14.

The principals of the education pack series interfaces with the Council's Key Objectives, Land Services 2020 Vision, Environmental Strategy and the Parks and Open Spaces Strategy. The initial consultative group set up in 1996 has now been firmly established as a steering group to promote the development of environmental education packs throughout Glasgow. The steering group is an established partnership, which has involved the following members;

- Scottish Natural Heritage
- South East Area Committee
- Forestry Commission (Scotland)
- Aim High
- GCC Land Services Parks.
- Starling Learning
- Education Services
- Capability Scotland
- Cultural and Leisure Services
- National and local environmental organisations as consultees

### Key Actions

92. Develop the existing partnership arrangements for delivering environmental education.
93. Identify parks most suitable for environmental education.
94. Promote environmental awareness and sustainability through the range of activities to be included within the proposed Children's Inclusion Programme.

*"I like it because you always have lots to do there"*

### School Pupils Survey

## 5.6 To create a better understanding and awareness of the parks service through improved marketing and promotion.

### Marketing

(Key Objectives 1,3,5)

All aspects of the review process identified that Glasgow's parks and open spaces are not widely marketed to residents or visitors to the city. New opportunities could be developed to promote the value of parks.

### Key Actions

95. Prepare a strategic marketing plan for Glasgow's parks and open spaces that promotes the service.
96. Secure and co-ordinate appropriate marketing resources.
97. Develop the profile of the parks locally through a citywide parks events programme.
98. Enhance opportunities to promote Glasgow's parks and open spaces through partnership and joint working arrangements.
99. Produce a range of promotional material detailing parks facilities and seasonal activities.

### Service Promotion

(Key Objectives 1,3,5)

The review process identified that the lack of focus on marketing can mean that some very good facilities or initiatives are not well attended or have to be abandoned through time because of poor usage.

### Key Actions

100. Publicise specific schemes aimed at promoting the use of parks facilities e.g. Outdoor Recreation Freeplay Initiative.

101. Promote the active and healthy lifestyles agenda of the Council through the development of initiatives such as healthy walks and cycle routes in parks and open spaces.
102. Encourage activities that promote and celebrate cultural diversity (e.g. The Hidden Gardens).
103. Produce information that explains when and why certain maintenance practices are undertaken e.g. assisted house garden maintenance.





### Sponsorship

(Key Objectives 1,4)

The review process identified that various parks sponsorship initiatives have been successful in other local authorities. This is an area that has not been fully developed by the parks service in Glasgow. The City Council has established a corporate sponsorship unit within the Chief Executive's Department and it is recognised that any future sponsorship opportunities will be co-ordinated through this unit.

### Key Actions

104. Liaise with Chief Executive's Department to identify opportunities for investing in Glasgow's parks and open spaces.
105. Prepare sponsorship proposals for submission and approval to the Chief Executive's Department in relation to schemes that are specific to parks and open spaces.
106. Investigate the current potential for benefit in kind schemes with advertising agencies and promotional organisations particularly in relation to provision of benches, bins, signage, etc.



*“You get to meet new friends”*

### School Pupils Survey

#### 5.7 To communicate effectively with staff, external agencies, communities and other Council Services.

The review process identified that there are several areas where inadequate communication affects the quality of parks service provision. This involves both internal communication and interaction with community stakeholders, external organisations and other Council Services.

#### Communication

(Key Objectives 1,3,5)

The review process highlighted that there is a requirement for parks service employees to communicate more effectively. It is recognised that improved internal communication processes will lead to enhancements in service delivery.

#### Key Actions

107. Develop a formal process of communication that effectively engages with staff across the service.
108. Provide specific communication training for employees to enable them to develop their interpersonal skills and ability to interact with park users.
109. Participate in Council led consultations such as the Citizens’ Panel and use these to gain market information relating to customers needs, requirements and perceptions of the service.
110. Ensure all staff have an awareness of the importance of, and have the ability to, interact and communicate with members of the public. Provide where necessary, appropriate customer service training.





## Community Consultation

(Key Objectives 1,3)

The review process confirmed that initiatives should be developed with community stakeholders. This ranged from the need for specific consultation on local issues to wider involvement in the community planning agenda. It was widely recognised that park users and community groups are keen for an ongoing dialogue on issues affecting parks and that there should be a designated officer with wide ranging responsibility at a local level.

### Key Actions

111. Establish and publicise service standards of the parks service to community stakeholders.
112. Introduce customer service initiatives that deal effectively with complaints, including establishing a single point of contact for enquiries relating to each park/area in the city.
113. Actively engage in the community planning process and bring forward schemes for service delivery improvements in conjunction with other organisations.
114. Establish methods of improving community consultation with local stakeholder groups during the planning and development of new initiatives.
115. Introduce initiatives that inform and advise the public about environmental issues.
116. Establish close links with minority ethnic communities.
117. Continue dialogue with the parks Focus Groups through regular meetings between Land Services officers and representatives from Seniors, Children and Young People and Equalities groups.
118. Support the development of additional Friends of Parks groups across the city.
119. Disseminate good practice information and strengthen links with allotments and community groups.

## External Groups and Organisations

(Key Objectives 1,3)

The review process highlighted that there is a need to interact with groups and organisations to exchange ideas, develop partnerships and maximise opportunities for improving the parks service.

### Key Actions

120. Consult with national agencies and organisations involved in parks, leisure and green-space management.
121. Develop relations with external funding agencies and ensure that they are made fully aware of the profile of Glasgow's parks and open spaces and the opportunities that exist for regeneration and restoration.
122. Maintain contact and develop partnerships with environmental, special interest and voluntary groups involved in parks issues.



*“It is fun, it is safe, it is a good place to play”*

### School Pupils Survey

#### 5.8 To develop a corporate approach to the planning and delivery of services by implementing the cross-cutting proposals identified during the review.

The parks service has undergone many changes in terms of structure and areas of work activity since the introduction of Compulsory Competitive Tendering in 1990. Within the context of parks, a variety of cross-cutting issues have been identified which relate either to policy or service delivery. These are defined as ‘core’ parks functions which interface with, overlap or are duplicated within other council services.

#### The Way Forward

(Key Objectives 1,2,3,4,5)

The review process highlighted that in order to improve service delivery it was necessary to fully consult with the other Council Services. Inter-service workshops were organised by Land Services with six other Council Services.

The workshops confirmed that difficulties were often the result of inadequate communication and co-ordination and a lack of awareness of policy initiatives between services. They also found that there are frequently areas of confusion as to where responsibility for arranging and delivering services starts and ends. In some cases this could be attributed to a form of ‘competition’ or ‘protection of ownership’ between services, which leads to a disparate rather than complementary service delivery. The outcome of the sessions confirmed that a more corporate approach is required on all of the issues identified and that this should form the basis of service improvements and integrated working in the future.

#### Key Actions

123. Establish the strategic role of parks in contributing towards the Council Community Safety and Health policy.
124. Evaluate citywide strategic greenspace issues relevant to the City Plan and identify topics for consideration within the first review of the City Plan.
125. Prepare a strategic marketing plan specifically for the Parks Service, which considers facilities and activities organised by other Council Services, and partner agencies.
126. Improve the exchange of marketing publicity between services and ensure information on forthcoming events and activities is shared. Ensure proposals for promoting parks are developed with the Chief Executive’s Department.
127. Establish an Officer group to fully consider the environmental cross-cutting issues identified within the review.
128. Develop a joint strategic approach to the provision of children’s play and outdoor sports facilities in Glasgow.
129. Develop improvements in service delivery and surface quality of sports pitches and identify mechanisms to effectively inspect and monitor grounds maintenance practices.
130. Investigate the feasibility of reinstating Bellahouston Park as a major city-wide venue which hosts high profile events.





131. Identify opportunities for maximising the promotion of the active and healthy lifestyle agenda within Glasgow's parks.
132. Establish structures within Land Services that will ensure that the Service is able to fully engage in the Community Planning structure being developed by Glasgow City Council.
133. Ensure the parks service promotes recycling, composting and waste minimisation and investigates the potential funding sources for implementing improvements.
134. Prepare information for local communities confirming Glasgow City Council strategy for dealing with fly-tipping and the removal of waste from private land and motorways.
135. Develop an environmental education policy, and identify the Council Services required to make this successful.
136. Develop joint service marketing of catering provision within existing locations, one-stop venue hire, funding opportunities and toilet facilities within parks.
137. Develop service improvements for producing catering and floral products to support cemetery and crematorium services.
138. Investigate the potential for creating new catering outlets within park locations. Outline potential sites, funding sources and develop a business plan which identifies responsibilities and proposals for joint working arrangements.

*“There’s lots of space to run about in”*  
School Pupils Survey





## 6.0 IMPLEMENTATION PLAN

### 6.1 Background

The Parks and Facilities Committee instructed the Director of Land Services to undertake a strategic review of Parks and Open Spaces at its meeting of 13 August 2003. The first stage of the report on the Strategic Review of Parks containing 8 principal recommendations was approved at the Parks and Facilities Committee on 22 September 2004. The following section of this document details the implementation plan that was approved by the Parks and Facilities Committee at their meeting on 15 December which concluded the two stage approval process.

This Strategic Review of Parks has identified 8 principal recommendations supported by 138 Key Actions, which have formed the basis of the next section of this document, the Implementation Plan. The purpose of the plan is to identify how the service will deliver the key actions by identifying Specific tasks and targets with Measurable outcomes that are Achievable, with identified Resource requirements within realistic Timescales.

A number of the 138 key actions contained within the Strategic Review of Parks addresses common issues. For the purpose of the Implementation Plan these similar key actions have been grouped together as proposals. This means that within the Implementation plan the 138 key actions have been condensed into 66 proposals.

The Implementation Plan identifies a range of tasks and targets, many of which will be achieved within relatively short timescales. Others such as our commitment to meeting the City Plan Targets for children's play and open space, commitments to the environment, developing strategic management plans for our parks and cemeteries, increasing the features and attractions in parkland and developing closer links with our customers and stakeholders will represent significant challenges for the Service.

### 6.2 Financial Implications

A large number of the tasks and targets identified will be carried out within existing resources through restructuring the organisation and redirecting existing budgetary resources to provide a more holistic parks service and deliver better value for money. Most of the funding requirements will be met from existing resources and through working with other Council Services and partners. A number of tasks will be funded as part of the Council's e-government programme. However any major new capital works in parks will require specific Council capital funding, supported where possible by other partners and external funding.

Some of the tasks and targets identified are for undertaking assessments or development proposals and the creation of policies and strategies which may require to be developed into future bids for additional money once the issue has been fully examined and a considered course of action determined.

It is intended that the Strategic Best Value Review of Parks and Open Spaces will be subject to annual review and that a report be brought to committee detailing progress made and further action to be carried out.

*“The Victorians have left us a great inheritance in our parks and open spaces”*

Greater Glasgow NHS Board

### 6.3 Implementation Plan Contents

The broad approach taken throughout the Implementation Plan is to, optimise existing resources, reinvest savings achieved into service improvements, review working arrangements to achieve better value for money, maintain and improve levels of service delivery, improve dialogue with stakeholders and give more emphasis to environmental issues.

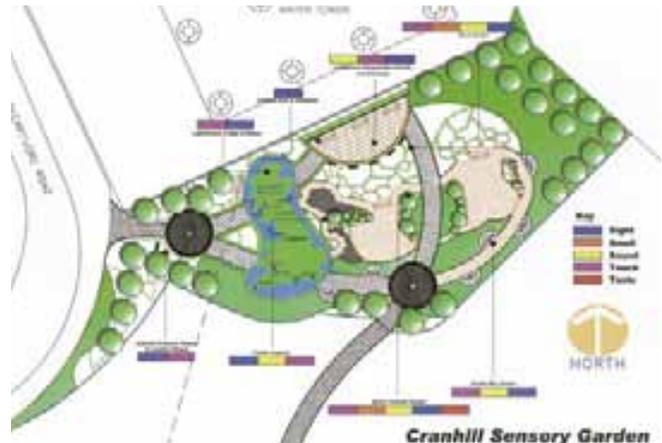
### 6.4 Format of Implementation Plan

The full Implementation Plan is set out in a tabular form and provides the following details.

All 66 **Proposals** are listed on the left hand side of the table. These also include a reference to the specific Key Actions in the Review report that they relate to.



Queens Park gates



Cranhill Sensory Garden

The next column identifies the various **Tasks** that will be undertaken to implement each of the proposals.

For each of the **Tasks** the **Resource Requirements** have been identified. In many cases these show that the task can be completed within existing resources or through joint working with others. External funding will need to be sought to fund, or part fund some of the major proposals such as park regeneration projects.

Specific **Lead Officers** have been identified for each task and they will be responsible for implementation and reporting back on progress.

Finally, **Target Completion Dates** have been included in the last column. Most of the dates are shown as completion dates however for some tasks it has been more appropriate to give a start date.



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
<p>1 Introduce an area based management structure to provide a cohesive and holistic parks and open spaces service. Area managers will be accountable for the management and delivery of all parks operations. (Key Actions 65, 66, 75 &amp; 132)</p>	<ul style="list-style-type: none"> <li>• Reconfigure the service to establish an area based management structure where each Parks Area Manager is responsible for all operations within a specific geographical area.</li> <li>• Create area based squads with responsibility for all maintenance issues within a given area.</li> <li>• Revise remuneration schemes to develop a more flexible approach to working practises and facilitate squad working.</li> <li>• Introduce a series of staff initiatives aimed at engendering a collective approach towards service quality.</li> <li>• Assess the potential for locating office accommodation in parks for area based teams.</li> <li>• Transfer parks administration staff to Parks and Support Services.</li> </ul>	<p>Part of Land Services restructure</p> <p>Part of Land Services restructure</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Part of Land Services restructure</p>	<p>Director of Land Services</p> <p>Director of Land Services</p> <p>Head of Parks &amp; Support Services</p> <p>Head of Corporate Services</p> <p>Head of Parks &amp; Support Services</p> <p>Director of Land Services</p>	<p>Apr-05</p> <p>Apr-05</p> <p>Apr-06</p> <p>Start Apr-05</p> <p>Apr-05</p> <p>Jun-05</p>
<p>2 Review the role and remit of staff working directly in parks, their responsibility for contact with the public and general supervision of the park. (Key Actions 15, 67, 71 &amp; 72)</p>	<ul style="list-style-type: none"> <li>• Re-designate the responsibilities of identified front-line staff to provide additional presence in parks aimed at heightening the feeling of safety and security of park users, providing information, assisting members of the public and enforcing park management rules.</li> </ul>	<p>Existing resources</p>	<p>Head of Parks &amp; Support Services</p>	<p>Sep-05</p>
<p>3 Redefine service delivery terms to allow a more flexible and inclusive service approach. (Key Actions 64 &amp; 74)</p>	<ul style="list-style-type: none"> <li>• Review the current contract arrangements and introduce output specification for grounds maintenance and service level agreements that will deliver the objectives of Best Value.</li> <li>• Introduce revised working shift patterns to ensure that the service is flexible and representative of the public usage patterns and to provide an increased staff presence in parks.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p>	<p>Head of Parks &amp; Support Services</p> <p>Head of Parks &amp; Support Services</p>	<p>Mar-06</p> <p>Mar-06</p>

*"It's in a good area, most of my friends play there, it's good fun"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
3	<ul style="list-style-type: none"> <li>Designate a manager to ensure all tasks &amp; targets within the Parks Review Implementation Plan are progressed satisfactorily and prepare annual reports for the Parks and Facilities Committee detailing progress.</li> <li>Introduce an appropriate service structure that improves co-ordination between landscape design, landscape construction and blacksmiths.</li> <li>Introduce a structure that better coordinates conservation and Countryside Ranger staff and which will improve service delivery.</li> </ul>	<p>Part of Land Services restructure</p> <p>Part of Land Services restructure</p> <p>Part of Land Services restructure</p>	<p>Director of Land Services</p> <p>Director of Land Services</p> <p>Director of Land Services</p>	<p>Apr-05</p> <p>Apr-05</p> <p>Apr-05</p>
4	<p>Introduce a structure for golf that accommodates all aspects of service provision and development. (Key Actions 55 &amp; 56)</p> <ul style="list-style-type: none"> <li>Create post of Golf Services Manager to be responsible for the management and development of golf and service standards in all city council golf courses.</li> <li>Develop a strategy in partnership with Cultural and Leisure Services, Education Services and SportScotland to deliver a comprehensive golf facility development programme.</li> <li>Assess current golf playing figures and develop a strategy and targets aimed at increasing the number and range of people playing golf at the city's courses.</li> </ul>	<p>Part of Land Services restructure</p> <p>Joint working with other partners</p> <p>Joint working with other Council Services</p>	<p>Director of Land Services</p> <p>Golf Services Manager</p> <p>Golf Services Manager</p>	<p>Apr-05</p> <p>Apr-06</p> <p>Apr-06</p>
5	<p>Create a specialised Golf Course Maintenance Team. (Key Action 73)</p> <ul style="list-style-type: none"> <li>Introduce dedicated maintenance staff to each golf course.</li> </ul>	<p>Part of Land Services restructure</p>	<p>Director of Land Services</p>	<p>Apr-05</p>
6	<p>Create an independent Burial and Cremation Service, not part of the area based management proposals, under the title of Bereavement Services. (Key Actions 63 &amp; 77)</p> <ul style="list-style-type: none"> <li>Appoint a manager within Bereavement Services reporting to the Head of Parks and Support Services that will be responsible for delivering a sympathetic, quality, and effective service.</li> <li>Identify manual staff dedicated to delivering the burial and cremation service and transfer management responsibility to the Bereavement Services Manager.</li> </ul>	<p>Part of Land Services restructure</p> <p>Part of Land Services restructure</p>	<p>Director of Land Services</p> <p>Director of Land Services</p>	<p>Apr-05</p> <p>Apr-05</p>



	Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
6		<ul style="list-style-type: none"> <li>Develop partnership working with local Funeral Directors and improve the level of service provision.</li> </ul>	Joint working with other partners	Bereavement Services Manager	Sep-05
7	Transfer the reporting line of existing burial and cremation and parks administration staff from Corporate Services to Parks. (Key Action 68)	<ul style="list-style-type: none"> <li>Identify the numbers and location of APT &amp; C staff involved and initiate the change in reporting structure.</li> </ul>	Part of Land Services restructure	Director of Land Services	Apr-05
8	Develop new catering facilities and floral products to support Bereavement Services. (Key Action 137)	<ul style="list-style-type: none"> <li>Develop a business plan to extend the range of options currently offered by the cemeteries and crematoria service to incorporate catering where appropriate and floral tributes.</li> </ul>	Joint working with other Council Services	Parks Commercial Manager	Sep-05
9	Produce strategic management plans for all parks, cemeteries and crematoria. (Key Action 36)	<ul style="list-style-type: none"> <li>Review the current categorisation of the park network (City, District and Local Parks) and re-assess the classification of individual parks.</li> <li>Evaluate the Tollcross Park management plan for use as a model for City and District parks and develop these on a phased basis. These plans will identify the resources required for implementation and will be included within the annual budget and service plan process</li> <li>Develop management plans for local parks on a phased basis in conjunction with regeneration and development proposals as part of the community planning process.</li> <li>Develop management plans for cemeteries, crematoria and burial grounds on a phased basis in the city and identify resources required to implement these plans.</li> </ul>	<p>Existing resources</p> <p>Joint working with other partners</p> <p>Joint working with other partners</p> <p>Joint working with other partners</p>	<p>Parks Development Manager</p> <p>Assistant Parks Development Manager</p> <p>Assistant Parks Development Manager</p> <p>Assistant Parks Development Manager</p>	<p>Dec-05</p> <p>Dec-08</p> <p>Dec-09</p> <p>Dec-09</p>
10	Continue to undertake major park regeneration projects as part of a strategic programme of investment. (Key Actions 81, 82, 83 & 104)	<ul style="list-style-type: none"> <li>As part of a major assessment of Glasgow's parks, develop a portfolio of projects, assign a strategic priority to each which is aligned to the proposals within the strategic management plans for parks.</li> </ul>	Capital funding and external partners	Parks Development Manager	Aug-05

*"It has nice scenery, it is challenging to ride a bike in, there is lots to do"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
10	<ul style="list-style-type: none"> <li>Establish funding targets required to support a ten-year programme of park regeneration. This will require the creation of an annual parks development programme and the submission of funding bids.</li> </ul>	Capital funding and external partners	Parks Development Manager	Aug-05
11	<p>Develop a strategic plan for trees in parks, open spaces, streets and woodlands and develop a database of all trees. (Key Action 29)</p> <ul style="list-style-type: none"> <li>Undertake a full assessment of tree stock and prioritise areas to be addressed.</li> <li>Purchase data capture equipment and a tree management system to establish an electronic database for tree stock in the city.</li> <li>Develop and implement a tree management plan for each category dependent on tree condition and function.</li> <li>Develop and implement a series of management plans for individual and grouped areas of woodland.</li> <li>Prepare and submit grant aid applications to national bodies such as the Forestry Commission, Scottish Natural Heritage and the Heritage Lottery Fund.</li> <li>Apply for funding to appoint a Woodland Officer as recommended in the City Woodlands Initiative consultant's report.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Capital funding and external partners</p> <p>Revenue funding and external partners</p>	<p>Arboricultural Officer</p> <p>Arboricultural Officer</p> <p>Arboricultural Officer</p> <p>Arboricultural Officer</p> <p>Arboricultural Officer</p> <p>Arboricultural Officer</p>	<p>Jun-05</p> <p>Start Jun-05</p> <p>Start Nov-05</p> <p>Start Apr-05</p> <p>Apr-05</p> <p>Mar-05</p>
12	<p>Introduce a more extensive programme of events, activities, concerts and celebrations in parks that meets the needs of all communities, promotes and celebrates cultural diversity and develops the profile of parks locally. (Key Actions 31, 97, &amp; 102)</p> <ul style="list-style-type: none"> <li>Review the staffing and resource requirements for the Events Team.</li> <li>Produce an events planning booklet to advise and assist event planners to deliver events to a recognised standard at Land Services venues.</li> <li>Raise the profile of local parks and services through the distribution of an event planning booklet to the Community Council network.</li> </ul>	<p>Part of Land Services restructure</p> <p>Existing resources</p> <p>Existing resources</p>	<p>Director of Land Services</p> <p>Events Manager</p> <p>Events Manager</p>	<p>Apr-05</p> <p>Apr-06</p> <p>Apr-06</p>



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
12	<ul style="list-style-type: none"> <li>Investigate the feasibility of reinstating Bellahouston Park as a major events venue.</li> </ul>	Capital funding and external partners (£1-£2 million dependent upon scope of works)	Parks Development Manager	Sep-05
13	Work with the corporate events team to utilise Glasgow's parks better and increase the number of events that take place in parks. (Key Action 60)	<ul style="list-style-type: none"> <li>Prepare a strategy, in conjunction with the corporate events team and CLS that will maximise opportunities to utilise parks and open spaces within the city events programmes.</li> <li>Ensure Land Services are represented at the Strategic Events Planning Group and at the Senior Officers Events Forum.</li> </ul>	<ul style="list-style-type: none"> <li>Joint working with other Council Services</li> <li>Joint working with other Council Services</li> </ul>	<ul style="list-style-type: none"> <li>Sep-05</li> <li>Apr-05</li> </ul>
14	Promote the active and healthy lifestyles agenda of the City Council through the development of initiatives such as healthy walks and cycle routes in parks and open spaces. (Key Actions 50, 101 & 131)	<ul style="list-style-type: none"> <li>Identify opportunities for maximising active and healthy lifestyles in Glasgow's parks.</li> <li>Identify and develop a network of signposted healthy walks, orienteering circuits and cycle routes through parks and open spaces in conjunction with the Health Board, St. Andrew's Orienteering Club, Cycling Scotland and other stakeholders.</li> <li>Identify sites within parks and open spaces that would be suitable for introducing a range of popular outdoor recreation activities.</li> <li>Maintain active participation in the Playing Pitches Strategy Group to ensure Land Services strategic investment programme is in line with developments from that group.</li> </ul>	<ul style="list-style-type: none"> <li>Joint working with other partners</li> <li>Joint working with other partners</li> <li>Joint working with other partners</li> <li>Joint working with other Council Services</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Parks Development Manager</li> <li>Assistant Parks Development Manager</li> <li>Assistant Parks Development Manager</li> <li>Assistant Parks Development Manager</li> </ul> <ul style="list-style-type: none"> <li>Apr-05</li> <li>Start Apr-05</li> <li>Sep-05</li> <li>Start Apr-05</li> </ul>

*“Accessible parks contribute to our pupils play skills, social skills and environmental studies”*

Depute Head Teacher, Special Education Needs School

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
15 Use parks to facilitate the community safety agenda by reviewing operating times and breaking down issues of territorialism by encouraging inclusive initiatives, such as community festivals and football tournaments. (Key Actions 3 & 4)	<ul style="list-style-type: none"> <li>Promote and develop parks and open spaces issues within Community Safety Forums.</li> </ul>	Joint working with other partners	Parks Area Managers	Jun-05
	<ul style="list-style-type: none"> <li>Carry out a safety audit of all parks and amend risk assessments where necessary.</li> </ul>	Existing resources	Head of Corporate Services	Jun-06
	<ul style="list-style-type: none"> <li>Complete the current programme of CCTV installations in identified parks.</li> </ul>	Joint working with other Council Services	Parks Area Managers	Oct-05
	<ul style="list-style-type: none"> <li>Evaluate sites where additional CCTV cameras and lighting would be most appropriate and source funding for these proposals.</li> </ul>	Joint working with other Council Services	Parks Area Managers	Initial assessment Sep-05
	<ul style="list-style-type: none"> <li>Agree procedures with DRS for utilising the CCTV vehicle in park locations.</li> </ul>	Joint working with other Council Services	Parks Area Managers	Jun-05
	<ul style="list-style-type: none"> <li>Review the opening hours of parks at a local level in consultation with the Community Safety Partnership, Streetwatch Glasgow, the police and local communities and produce recommendations for improvement.</li> </ul>	Joint working with other partners	Parks Area Managers	Mar-06
	<ul style="list-style-type: none"> <li>Develop and implement a plan to introduce consistent measures to deal with dog control and enforcement of dog fouling legislation in parks and open spaces, based on evaluation of existing pilot projects.</li> </ul>	Joint working with other partners	Parks Development Manager	Sep-05
	<ul style="list-style-type: none"> <li>Develop a programme of community events such as football tournaments targeting youths and younger children.</li> </ul>	Joint working with other Council Services	Events Manager	Jun-06



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
15	<ul style="list-style-type: none"> <li>Identify, develop and resource an activity programme for youths and younger children to include supervised events such as orienteering, football and Countryside Ranger activities which provide a safe environment within parks and open spaces.</li> </ul>	Existing resources	Parks Area Managers	Mar-07
16	<p>Consider the provision of additional shelters and indoor facilities to encourage wet weather and year round use of parks. (Key Action 22)</p> <ul style="list-style-type: none"> <li>Assess the demand for wet weather shelters in appropriate locations in consultation with local communities and prioritise within the capital programme for parks improvements.</li> </ul>	Capital funding and external partners	Parks Development Manager	Mar-07
17	<p>Introduce an ongoing programme of replacing obsolete park benches. (Key Action 21)</p> <ul style="list-style-type: none"> <li>Prepare a plan for the replacement of obsolete and damaged park furniture and implement a phased replacement programme.</li> </ul>	Revenue funding and external partners	Parks Development Manager	Sep-06
18	<p>Carry out access audits in all parks and open spaces and the facilities and activities within them to identify existing hazards and barriers for visitors with disabilities. (Key Actions 9, 46, 47 &amp; 54)</p> <ul style="list-style-type: none"> <li>Complete the programme of audits to include all park, premises, facilities, events and activities and submit bids for funds to address Disability Discrimination Act compliance.</li> <li>Extend contacts with disability groups to promote and develop safe and easy access to facilities and amenities.</li> </ul>	Capital funding and external partners	Head of Corporate Services	Sep-05
		Joint working with other partners	Parks Development Manager	Mar-05
19	<p>Identify routes and facilities in parks that are barrier free and accessible and use clear directional and information signage that includes language translations to inform the public of these facilities. (Key Actions 8 &amp; 10)</p> <ul style="list-style-type: none"> <li>Ensure that routes and facilities in parks are well signposted and in line with corporate requirements.</li> <li>Categorise formal and informal paths and trails in accordance with national access standards and guidelines.</li> </ul>	Existing resources	Parks Area Managers	Apr-06
		Existing resources	Parks Development Manager	Oct-06
20	<p>Make wheelchairs available for loan in parks. (Key Action 12)</p> <ul style="list-style-type: none"> <li>Pilot a scheme to make wheelchairs available within designated parks and publicise their availability for customer use.</li> </ul>	Joint working with other partners	Head of Corporate Services	Sep-05

*"It is always kept tidy"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
21	Develop voluntary work schemes, including Community Service Volunteers and junior park warden initiatives where appropriate. (Key Action 32)	Existing resources	Parks Operations Manager	Sep-05
22	Investigate the potential for creating catering outlets and toilets in park locations. Outline potential sites, funding sources and develop a business plan, which identifies responsibilities and proposals for joint working arrangements. (Key Actions 20, 30, 35, 57, 58 & 138)	Joint working with other Council Services (Capital funding with external partners)	Parks Commercial Manager	Apr-06
	Identify suitable parkland areas for partnership developments to provide new amenities e.g. Garden Centre	Capital funding with external partners	Parks Commercial Manager	Apr-06
	Produce a parks business plan, which identifies responsibilities and proposals for new joint working arrangements.	Existing resources	Parks Commercial Manager	Sep-05
	Develop recommendations for improving joint marketing of catering provision in existing locations.	Joint working with other Council Services	Parks Commercial Manager	Mar-05
	Examine the viability and prepare plans for the franchising or leasing of suitable facilities and amenities such as bowling greens, putting, boating, bandstands and cafes within parks.	Joint working with other partners	Parks Commercial Manager	Sep-05
	Undertake an evaluation of toilet provision in parks.	Existing resources	Parks Commercial Manager	Jun-06



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
23	<p>Establish better forward planning and improve the relationship with external funding organisations to ensure that they are made fully aware of the profile of Glasgow's parks and open spaces and the opportunities that exist for regeneration and restoration (Key Actions 62, 98 &amp; 121)</p> <ul style="list-style-type: none"> <li>• Identify an officer to become a 'Relationship Manager' with responsibility for liaising with external funding agencies.</li> <li>• Draw up procedures for preparation and submission requirements for each potential provider of funds for parks schemes.</li> <li>• Ensure the Heritage Lottery Fund (HLF) is made fully aware of the potential for regeneration and restoration in Glasgow Parks and Open Spaces and agree a list of priorities and timescales for park regeneration projects.</li> <li>• Draw up an initial programme for building restoration in consultation with Historic Scotland to enable schemes to be submitted at appropriate times.</li> <li>• Develop a series of bids that can take advantage of short term opportunities offered by funding partners.</li> <li>• Develop partnerships with environmental and special interest groups and assess the viability of joint venture developments.</li> <li>• Identify specific projects or schemes that could attract the interest of particular market sectors e.g. water companies sponsoring fountains and water features.</li> <li>• Investigate external funding and partnership opportunities with the private sector to provide facilities and attractions within parks and open spaces, e.g. golf driving ranges.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p> <p>Joint working with other Council Services (HLF Officer Group)</p> <p>Joint working with other partners</p> <p>Existing resources</p> <p>Joint working with other partners</p> <p>External funding</p> <p>External funding</p>	<p>Head of Parks &amp; Support Services</p> <p>Head of Finance</p> <p>Head of Parks &amp; Support Services</p> <p>Parks Development Manager</p> <p>Parks Development Manager</p> <p>Environmental Policy &amp; Research Manager</p> <p>Parks Commercial Manager</p> <p>Parks Commercial Manager</p>	<p>Apr-05</p> <p>Sep-05</p> <p>Sep-05</p> <p>Aug-05</p> <p>Sep-05</p> <p>Mar-06</p> <p>Sep-05</p> <p>Sep-05</p>

*"I like the bit with the old trees, the fishing pond and the play area"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
24	<ul style="list-style-type: none"> <li>Produce initial proposals for meeting the City Plan target for the number and quality of play areas in the city.</li> <li>In consultation with other Council Services and partner organisations prepare a joint strategic plan for the provision of outdoor sports and recreation facilities in Glasgow.</li> </ul>	Joint working with other Council Services	Parks Development Manager	Sep-05
		Joint working with other Council Services	Assistant Parks Development Manager	Sep-05
25	<ul style="list-style-type: none"> <li>Prepare an assessment of existing play areas for suitability for disabled access and use.</li> <li>Establish dialogue with appropriate disabled groups to ensure that the needs of disabled children are incorporated into play area proposals and designs.</li> <li>Install a demonstration play area for use by special needs children as part of the 2005 Glasgow Show.</li> </ul>	Existing resources	Head of Corporate Services	Sep-05
		Joint working with other partners	Parks Development Manager	Jun-05
		External funding	Head of Parks & Support Services	Aug-05
26	<ul style="list-style-type: none"> <li>Conduct a value for money study to assess whether existing play area maintenance activities are cost effective.</li> <li>Standardise the range of play equipment with a preference for low maintenance equipment that can be sourced locally.</li> <li>Establish a contract specification which aims to ensure appropriate support from the suppliers of play equipment in relation to repairs.</li> <li>Develop a series of standard designs for play areas to avoid the situation where each project is bespoke with consequent high design costs and long lead times.</li> </ul>	Existing resources	Parks Operations Manager	Sep-05
		Existing resources	Landscape Design Manager	Jun-05
		Existing resources	Landscape Design Manager	Jun-05
		Existing resources	Landscape Design Manager	Jun-05



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
26	<ul style="list-style-type: none"> <li>Evaluate design and build packages from external contractors and suppliers for play areas to reduce costs and increase current capacity levels.</li> </ul>	Existing resources	Landscape Design Manager	Start financial year 05/06
27	<ul style="list-style-type: none"> <li>Assess the potential for introducing a more varied range of recreational activities within parks and open spaces. Produce a report on findings for consideration by the senior management team.</li> </ul>	Joint working with other Council Services	Parks Development Manager	Sep-05
28	<ul style="list-style-type: none"> <li>Prepare regular monitoring reports detailing trends within current outdoor recreation facilities and make recommendations in relation to future strategy. Establish annual targets for increased take-up of activities.</li> <li>Develop targets for increasing the use of outdoor recreation facilities by schools.</li> </ul>	Existing resources  Existing resources	Head of Parks & Support Services  Head of Parks & Support Services	Sep-05  Apr-05
29	<ul style="list-style-type: none"> <li>Identify suitable sites for enhancement and establish pilot sites with signage where appropriate.</li> <li>Prescribe cutting regimes and produce maintenance guidance notes.</li> <li>Incorporate biodiversity and environmental issues into park, and cemetery management plans.</li> <li>Prepare proposals to initiate enhancement planting and create species rich grassland using local provenance seed and plants produced at Daldowie nursery.</li> </ul>	Existing resources  Existing resources  Existing resources	Environmental Policy & Research Manager  Environmental Policy & Research Manager  Environmental Policy & Research Manager	Jul-05  Apr-06  Sep-06  Apr-06

*"I like to watch squirrels and to play in the park"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
29	<ul style="list-style-type: none"> <li>Prepare proposals to create additional habitats (scrub, heath and wetlands) where suitable with appropriate interpretation and signage.</li> </ul>	Existing resources	Environmental Policy & Research Manager	Apr-05
30	<ul style="list-style-type: none"> <li>Develop a system that will ensure biodiversity is incorporated at the design stage of landscape, planting and roads projects.</li> <li>Produce literature and signage to inform the public of biodiversity initiatives.</li> </ul>	Existing resources  Existing resources	Environmental Policy & Research Manager  Environmental Policy & Research Manager	Produce proposals by Jun-05  Start Apr-05
31	<ul style="list-style-type: none"> <li>Identify areas in golf courses where a change in management practices would enhance biodiversity and wildlife. (Key Action 28)</li> <li>Identify existing ecological features for conservation and enhancement.</li> <li>Identify new opportunities for habitat creation within golf courses and liaise with the Scottish Golf Course Wildlife Initiative .</li> </ul>	Existing resources  Existing resources	Environmental Policy & Research Manager  Environmental Policy & Research Manager	Mar-06  Sep-06
32	<ul style="list-style-type: none"> <li>Develop an environmental education policy, and identify the Council Services and other partners required to make this successful. (Key Actions 92 &amp; 135)</li> <li>Identify all forums operating at present in Glasgow City Council involved in the planning and delivery of environmental education provision and produce recommendations for developing an environmental education strategy.</li> <li>Produce environmental education packs as a teaching resource to raise children's awareness of environmental issues.</li> <li>In partnership with Education Services, develop links with the schools Intranet and the environmental education curriculum. Prepare web pages and updates relating to parks, open spaces and environmental education.</li> </ul>	Joint working with other Council Services  Revenue funding and external partners  Joint working with other Council Services	Environmental Policy & Research Manager  Environmental Policy & Research Manager  Environmental Policy & Research Manager	Jun-05  Launch new pack Mar-05  Jun-05



	Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
33	<p>Identify parks in Glasgow that are most suitable for environmental education and promote environmental and sustainability awareness. A range of similar activities should also be included in the proposed Children’s Inclusion Programme. (Key Actions 93 &amp;94)</p>	<ul style="list-style-type: none"> <li>Plan a programme of interpretation and environmental education visits for schools and review requirements for staff to support school group visits and implement any required changes.</li> <li>Monitor the school environmental curriculum and upgrade park venues and information as and when required.</li> <li>In conjunction with Education Services, identify positive opportunities to incorporate environmental education within school grounds as part of Glasgow’s schools modernisation programme.</li> </ul>	<p>Joint working with other Council Services</p> <p>Joint working with other Council Services</p> <p>Joint working with other Council Services</p>	<p>Parks Development Manager</p> <p>Parks Development Manager</p> <p>Environmental Policy &amp; Research Manager</p>	<p>Start Aug-05</p> <p>Start Apr-05</p> <p>Start Apr-05</p>
34	<p>Develop an allotments strategy to include innovative partnerships and improved access to deliver an improved allotment service for the city. (Key Action 59, 119)</p>	<ul style="list-style-type: none"> <li>Establish a post of Allotments and Recycling Officer</li> <li>Develop an allotments strategy that links to the health and well-being objectives of the City Council.</li> <li>Market and promote the allotment service emphasising the benefits of healthy lifestyles.</li> <li>Continue to support the citywide allotment forum and contribute to future developments.</li> </ul>	<p>Part of Land Services restructure</p> <p>Joint working with other partners</p> <p>Joint working with other partners</p> <p>Joint working with other partners</p>	<p>Director of Land Services</p> <p>Allotments &amp; Recycling Officer</p> <p>Allotments &amp; Recycling Officer</p> <p>Allotments &amp; Recycling Officer</p>	<p>Apr-05</p> <p>Sep-05</p> <p>Sep-05</p> <p>Sep-05</p>
35	<p>Develop a coherent and co-ordinated strategy, in conjunction with internal and external stakeholders, for the recycling of waste materials produced throughout parks and open spaces operations. (Key Action 25)</p>	<ul style="list-style-type: none"> <li>Set annual performance targets for reductions in waste going to landfill and increases in use of recycled products in all service areas (within the environmental management system ISO 14001).</li> </ul>	<p>Existing resources</p>	<p>Head of Finance</p>	<p>Apr-05</p>

*"I like to see the flowers and go to the glasshouse"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
36 Ensure the parks service promotes recycling, composting and waste minimisation and investigates the potential funding sources for implementing improvements. (Key Action 133)	<ul style="list-style-type: none"> <li>Develop recycling and composting initiatives within parks.</li> </ul>	Existing resources	Allotments & Recycling Officer	Sep-05
	<ul style="list-style-type: none"> <li>Develop staff training packages for the Waste Awareness Certificate that promote the benefits of recycling and waste minimisation.</li> </ul>	Existing resources	Head of Corporate Services	Sep-05
	<ul style="list-style-type: none"> <li>Identify potential funding sources for implementing improvements in recycling.</li> </ul>	Existing resources	Environmental Policy & Research Manager	Mar-06
37 Encourage the recycling of plants and bulbs in local communities. (Key Action 49)	<ul style="list-style-type: none"> <li>Inform park users when plant and bulb lifting operations will take place and what species are available for recycling.</li> </ul>	Existing resources	Parks Area Managers	May-05
	<ul style="list-style-type: none"> <li>Produce information leaflets on planting and what aftercare needs to be provided for plants and bulbs</li> </ul>	Existing resources	Horticultural Officer	Sep-05
38 Establish and publicise service standards for the park service to community groups and other stakeholders. Produce information that explains when and why certain maintenance practices are undertaken. (Key Actions 103 & 111)	<ul style="list-style-type: none"> <li>Introduce a process for communicating with customers about the level of service and frequency of grounds maintenance operations.</li> </ul>	Existing resources	Parks Operations Manager	Apr-05
	<ul style="list-style-type: none"> <li>Identify mechanisms, through customer and stakeholder consultation, for improving service delivery.</li> </ul>	Existing resources	Parks Operations Manager	Oct-05
	<ul style="list-style-type: none"> <li>Produce a grounds maintenance service profile document and make it available to principal stakeholder and customer groups.</li> </ul>	Existing resources	Parks Operations Manager	Mar-06
39 Establish close links with minority ethnic communities. (Key Action 116)	<ul style="list-style-type: none"> <li>Identify service areas that are used by, or should be developed for, minority ethnic communities through consultations and the equalities focus group.</li> </ul>	Existing resources	Parks Development Manager	Initial assessment Sep-05



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
40 Continue dialogue with the parks focus groups and existing 'friends of' groups. Support the development of additional 'friends of' groups across the city. (Key Actions 61, 117 & 118)	<ul style="list-style-type: none"> <li>Establish a programme of meetings with focus groups and existing 'friends of' groups.</li> <li>Establish a city-wide forum for 'friends of' groups.</li> </ul>	Joint working with other partners  Joint working with other partners	Assistant Parks Development Manager  Assistant Parks Development Manager	Aug-05  Apr-06
41 Maintain contact and develop partnerships with environmental, special interest and voluntary groups involved in park issues. (Key Action 122)	<ul style="list-style-type: none"> <li>Develop and maintain a register of groups that are currently engaged in or willing to become involved with park issues.</li> </ul>	Joint working with other partners	Assistant Parks Development Manager	Sep-05
42 Introduce customer service initiatives that deal effectively with enquiries, including establishing a single point of contact relating to each park/area in the city and ensure that customer concerns are considered in reviews of service specification and delivery. (Key Actions 86 and 112 )	<ul style="list-style-type: none"> <li>Designate a member of staff responsible for progressing development and community engagement issues in the area covered by each area manager.</li> </ul>	Existing resources	Parks Area Managers	Jul-05
43 Utilise the Council's Access Centre to improve the parks service customer complaints and enquiries process. (Key Action 52)	<ul style="list-style-type: none"> <li>Develop a customer enquiries and complaints system using the Access Centre as the principal telephone contact point.</li> <li>Produce a quarterly report which summarises customer complaints and concerns and outlines areas for improvement.</li> <li>Introduce a process for the continuous review and improvement of service specification and delivery mechanisms.</li> </ul>	Joint working with other Council Services  Joint working with other Council Services  Existing resources	Head of Corporate Services  Head of Finance  Parks Operations Manager	May-05  First report Sep-05  Sep-05
44 Develop a greater customer focus that ensures service standards are available and easily accessible. (Key Action 87)	<ul style="list-style-type: none"> <li>Promote better awareness of the frequency and quality standards of operations through the annual publication of existing service standards and performance information.</li> </ul>	Existing resources	Head of Corporate Services	Mar-06

*"I like the space to run about"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date	
45	Provide specific communication training for employees. (Key Actions 108 & 110)	<ul style="list-style-type: none"> <li>Develop a programme of training that will ensure all staff have an awareness of the importance of, and have the ability to, interact and communicate with members of the public</li> </ul>	Existing resources	Head of Corporate Services	Mar-06
46	Participate in Council led consultations such as the Citizens' Panel. (Key Action 109)	<ul style="list-style-type: none"> <li>Utilise survey findings to gain market information relating to customers needs, requirements and perceptions of the service and ensure service developments are in line with customer requirements.</li> </ul>	Joint working with other Council Services	Head of Policy & Planning	Apr-05
47	Actively engage in the community planning process and establish methods of improving community consultation with stakeholder groups during the planning and development of new initiatives, service improvements and changes to greenspaces. (Key Actions 23, 69, 80,113 &114)	<ul style="list-style-type: none"> <li>Develop a procedure for consulting with community and stakeholder groups.</li> </ul>	Joint working with other partners	Parks Development Manager	Aug-05
		<ul style="list-style-type: none"> <li>Develop proposals for ensuring that the area structure for parks is compatible with community planning areas.</li> </ul>	Existing resources	Head of Parks & Support Services	Mar-05
		<ul style="list-style-type: none"> <li>Examine the service implications of, and develop responses to, the impact of the community planning agenda.</li> </ul>	Existing resources	Head of Policy & Planning	Jun-05
		<ul style="list-style-type: none"> <li>In conjunction with DRS, introduce improved consultation procedures on all planning applications and area renewal programmes.</li> </ul>	Joint working with other Council Services	Head of Policy & Planning	Jun-05
48	Take a more pro-active approach to reach local communities and schools. Continue to encourage them to use parks more and help to facilitate community events, activities and celebrations. (Key Actions 6,14,16 & 48)	<ul style="list-style-type: none"> <li>Establish links with local schools and develop proposals for improving facilities for children in parks.</li> </ul>	Existing resources	Parks Area Managers	Sep-05
		<ul style="list-style-type: none"> <li>Develop proposals to increase the transport options available for schools and community groups to facilitate better access to parks.</li> </ul>	Joint working with other Council Services	Parks Development Manager	Apr-06



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
48	<ul style="list-style-type: none"> <li>Establish plans to facilitate local groups using parks for community events, galas and days out.</li> <li>Clearly display within each park details of how the public can contact appropriate staff in relation to events, maintenance, bookings and other enquiries.</li> <li>Develop and implement a procedure for effectively publicising community events and activities within parks.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p>	<p>Parks Area Managers</p> <p>Parks Area Managers</p> <p>Marketing &amp; Communications Manager</p>	<p>Apr-06</p> <p>Sep-05</p> <p>Apr-05</p>
49	<p>Develop improved electronic systems for all park services. Introduce electronic systems for chargeable services and for the recording of plots of land, trees and gravestones. (Key Action 51)</p> <ul style="list-style-type: none"> <li>Develop SAP (1-Business) and the Commerce server as per the Electronic Service Delivery programme,</li> <li>Introduce an electronic booking facility for Golf courses utilising the Leisure Booking System which will allow booking via telephone, in person or utilising the proposed web booking interface.</li> <li>Introduce an electronic booking facility for the Equestrian Centre utilising the new Leisure Booking System to allow booking via telephone, in person or the proposed web booking interface.</li> <li>Incorporate Glasgow Flowers into the Commerce Server to allow online ordering of products.</li> <li>Incorporate equipment and location/facility hire into the Commerce Server to allow electronic booking of services.</li> <li>Upgrade the existing headstone recording system and purchase hand held computers to facilitate the electronic recording of the condition of gravestones.</li> </ul>	<p>Existing resources to become Part of 1-Business programme</p> <p>Existing resources</p> <p>Joint working with other Council Services</p> <p>Existing resources to become Part of 1-Business programme</p> <p>Existing resources to become Part of 1-Business programme</p> <p>Access Glasgow bid</p>	<p>Head of Finance</p> <p>Golf Services Manager</p> <p>Livestock Manager</p> <p>Head of Finance</p> <p>Head of Finance</p> <p>Bereavement Services Manager</p>	<p>Apr-05</p> <p>Mar-06</p> <p>Mar-06</p> <p>Start Jan-06</p> <p>Mar-05</p> <p>Apr-05 ongoing</p>

*"I like it because it is quiet and peaceful"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
49	<ul style="list-style-type: none"> <li>• Using information from the electronic recording of gravestones, develop a headstone stability maintenance programme.</li> <li>• Expand the information on the GCC website to incorporate all parks, cemeteries, crematoria, golf courses and related facilities. The level of information will vary dependent on the facilities and outstanding features within each of the locations.</li> <li>• Further develop the GCC website information provided for the City and District Parks to include virtual tours of the park highlighting the outstanding features in these parks.</li> <li>• Update and incorporate the Glasgow Wildlife website into the GCC website and include a 'sightings area' to encourage public interaction.</li> <li>• Develop the GCC website information relating to the Children's Farm at Tollcross Park and other similar facilities including the Queens Park Glasshouses to increase public awareness of these attractions.</li> <li>• Develop the GCC website to include information on the IFPRA convention in 2007. This information will include full convention details as well as a system to allow online booking for delegates.</li> <li>• Develop an Internet Mapping Application to incorporate an online mapping facility with accurate location information, including items such as conservation areas, depot boundaries, play areas and tree preservation orders</li> <li>• Upgrade communications to parks depots and remote sites to improve response times and reduce running costs.</li> </ul>	<p>Capital funding and external partners</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p> <p>Access Glasgow bid</p>	<p>Parks Operations Manager</p> <p>Marketing &amp; Communications Manager</p> <p>Marketing &amp; Communications Manager</p> <p>Marketing &amp; Communications Manager</p> <p>Marketing &amp; Communications Manager</p> <p>Head of Corporate Services</p> <p>Head of Corporate Services</p>	<p>Apr-05</p> <p>Apr-05 ongoing</p> <p>Apr-05 ongoing</p> <p>Apr-05</p> <p>By Jun-05</p> <p>Mar-05 to Sep-07</p> <p>Jun-05 Ongoing</p> <p>Mar-05 to Dec-05</p>



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
50 Continue to transfer old burial records on to electronic files. (Key Action 53)	<ul style="list-style-type: none"> <li>Transfer the burial records from paper to a digital system to avoid the loss of valuable historical records.</li> <li>Enhance the current burial and cremation bookings system to incorporate Tele-booking to provide funeral directors with access to the system 24 hours a day, 7 days a week.</li> <li>Designate a project officer to plan the development of a Glasgow genealogical centre.</li> <li>Introduce a new cash receipting system for the Bereavement Services.</li> </ul>	<ul style="list-style-type: none"> <li>Revenue funding and external partners</li> <li>Existing Resources</li> <li>Existing resources</li> <li>Part of 1-Business programme</li> </ul>	<ul style="list-style-type: none"> <li>Bereavement Services Manager</li> <li>Bereavement Services Manager</li> <li>Bereavement Services Manager</li> <li>Head of Finance</li> </ul>	<ul style="list-style-type: none"> <li>Start date Apr-05</li> <li>Mar-05</li> <li>Mar-05</li> <li>Jun-05</li> </ul>
51 Form benchmarking links with a core cities group comprising major UK cities. (Key Action 84)	<ul style="list-style-type: none"> <li>Make a formal approach / presentation to core cities.</li> <li>Identify benchmarking information required to support continuous improvement in the parks &amp; open spaces service.</li> </ul>	<ul style="list-style-type: none"> <li>Existing resources</li> <li>Existing resources</li> </ul>	<ul style="list-style-type: none"> <li>Corporate &amp; Business Strategy Development Manager</li> <li>Corporate &amp; Business Strategy Development Manager</li> </ul>	<ul style="list-style-type: none"> <li>Apr-05</li> <li>Apr-05</li> </ul>
52 Introduce more qualitative performance measures that can be benchmarked with other authorities. (Key Actions 33, 37, 38, 76, 85, & 88)	<ul style="list-style-type: none"> <li>Identify what benchmarking information is required for a qualitative assessment of service performance.</li> <li>Utilise the APSE family group network to ensure Land Services is updated on service initiatives.</li> <li>Introduce a quality standard for Glasgow's parks following evaluation of existing ILAM &amp; Green Flag models and consider using this as a future Measure for Improved Performance</li> </ul>	<ul style="list-style-type: none"> <li>Existing resources</li> <li>Existing resources</li> <li>Existing resources</li> </ul>	<ul style="list-style-type: none"> <li>Corporate &amp; Business Strategy Development Manager</li> <li>Corporate &amp; Business Strategy Development Manager</li> <li>Corporate &amp; Business Strategy Development Manager</li> </ul>	<ul style="list-style-type: none"> <li>Review annually from Sep-05</li> <li>Review annually from Sep-05</li> <li>Evaluation Apr-05 to Sep-05</li> </ul>

*"I like to see the highland cattle"*

School Pupils Survey

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
52	<ul style="list-style-type: none"> <li>Conduct an in-depth analysis of all plant, machinery and vehicle utilisation to improve efficiency and Value for Money.</li> <li>Introduce procedures that will ensure that the information gathered from benchmarking through APSE and Core Cities is disseminated to the appropriate staff and monitor action taken to improve performance.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p>	<p>Transport Manager</p> <p>Head of Parks &amp; Support Services</p>	<p>Sep-05</p> <p>Mar-05</p>
53	<p>Consult with national agencies and organisations involved in parks, leisure and green-space management. (Key Action 120)</p> <ul style="list-style-type: none"> <li>Develop regular dialogue with relevant national agencies to discuss current industry issues.</li> <li>Contribute to conferences, national organisations and partners to support service improvements and developments.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p>	<p>Head of Parks &amp; Support Services</p> <p>Head of Parks &amp; Support Services</p>	<p>Start Apr-05</p> <p>ILAM Sep-05 APSE Dec-05 IFPRA Sep-07</p>
54	<p>Provide support through an independent quality, audit and performance group aimed at improving processes and procedures and identifying and disseminating best practice. (Key Action 70)</p> <ul style="list-style-type: none"> <li>Identify the role and remit for an independent quality, audit and performance group.</li> <li>Introduce an appropriate maintenance standard and improved systems for monitoring to ensure that all works are carried out and are to the required level of quality.</li> </ul>	<p>Part of Land Services restructure</p> <p>Existing resources</p>	<p>Director of Land Services</p> <p>Parks Operations Manager</p>	<p>Apr-05</p> <p>Start Apr-05</p>
55	<p>Fully consider the environmental and cross-cutting issues identified in the review. (Key Actions 1, 2, 5, 7, 24, 123, 127, 129, 130, 134, &amp; 136)</p> <ul style="list-style-type: none"> <li>Establish an Officer group to fully consider the environmental and cross-cutting issues identified in the review.</li> <li>Establish monitoring systems for Sites of Interest for Nature Conservation, Sites of Special Scientific Interest, Local Nature Reserves and Wildlife Corridors.</li> </ul>	<p>Joint working with other Council Services</p> <p>Existing resources</p>	<p>Head of Parks &amp; Support Services</p> <p>Environmental Policy &amp; Research Manager</p>	<p>Apr-05</p> <p>Sep-05</p>



Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
55	<ul style="list-style-type: none"> <li>• Prepare policies that will protect manage and restore the city’s gardens and designed landscapes and maintain a listing of ‘at risk’ landscapes and artefacts.</li> <li>• In conjunction with EPS, continue monitoring of contaminated land as it relates to parks and open spaces.</li> <li>• In conjunction with EPS, prepare information for elected members confirming Council strategy for dealing with fly-tipping and the removal of waste from private land and motorways.</li> </ul>	<p>Joint working with other Council Services</p> <p>Joint working with other Council Services</p> <p>Joint working with other Council Services</p>	<p>Head of Parks &amp; Support Services</p> <p>Head of Parks &amp; Support Services</p> <p>Parks Operations Manager</p>	<p>Sep-05</p> <p>Mar-07</p> <p>Apr-05</p>
56	<p>Continue to support policy targets and aims in the City Plan relative to greenspace, landscape and the environment and seek opportunities to invest in the greenspace network to achieve the standard of 5 Hectares per 1,000 population in all areas of the city. (Key Actions 78, 79 &amp;124)</p> <ul style="list-style-type: none"> <li>• Utilise GIS mapping base to assist in identifying levels of greenspace provision and areas of shortfall across the city.</li> <li>• Ensure that systems are in place to allocate City Plan Residential Policy ( Res.3 ) funding to meet shortfalls in local open space and play area provision.</li> <li>• Evaluate city-wide strategic issues emerging from the Parks Review relevant to the City Plan.</li> </ul>	<p>Joint working with other Council Services</p> <p>Joint working with other Council Services</p> <p>Joint working with other Council Services</p>	<p>Head of Corporate Services</p> <p>Parks Development Manager</p> <p>Head of Policy &amp; Planning</p>	<p>Mar-06</p> <p>Apr-05</p> <p>Apr-05</p>
57	<p>Develop a lifelong learning approach to the development of horticultural skills in the workforce including more on-site training in order that retirement and natural wastage do not lead to a reduction of the skill base. (Key Actions 90 &amp; 91)</p> <ul style="list-style-type: none"> <li>• Produce proposals for introducing more on site training and assessment to reinforce horticultural skills.</li> <li>• Review the existing training programme to ensure that the parks service is adequately resourced in terms of skill requirements and succession planning and that there are appropriate opportunities for in-house and external training and qualifications.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p>	<p>Head of Corporate Services</p> <p>Head of Corporate Services</p>	<p>Start Apr-05</p> <p>Aug-05</p>

*"I am an unashamed fan of Glasgow's parks"*

Member of the Scottish Parliament

Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
57	<ul style="list-style-type: none"> <li>Introduce work rotation to ensure that all gardeners and horticultural staff retain an even balance of skills.</li> </ul>	Existing resources	Parks Operations Manager	Start Apr-05
58	<p>Continue to support and develop an apprenticeship programme that has a stronger horticultural basis. (Key Action 89)</p> <ul style="list-style-type: none"> <li>Develop proposals that will ensure more on-site training to reinforce theory and coursework e.g. plant identification throughout the apprenticeship period.</li> <li>Introduce skills update modules after apprenticeship has been completed.</li> <li>Develop a programme that will ensure apprentices and gardeners engage with allotment associations, gardening clubs, garden competitions and other interest groups.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p>	<p>Head of Corporate Services</p> <p>Head of Corporate Services</p> <p>Parks Operations Manager</p>	<p>Apr-05</p> <p>Start Apr-05</p> <p>Start Apr-05</p>
59	<p>Develop a formal process of communication that effectively engages with staff across the service. (Key Action 107)</p> <ul style="list-style-type: none"> <li>Develop, implement and publish an internal communications strategy.</li> <li>Establish a communications forum incorporating a broad spectrum of staff to identify and offer resolutions to communication issues.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p>	<p>Head of Corporate Services</p> <p>Head of Corporate Services</p>	<p>Aug-05</p> <p>Aug-05</p>
60	<p>Provide staff training and improve awareness with regard to disability issues. (Key Action 11)</p> <ul style="list-style-type: none"> <li>Develop a staff-training package to raise and improve awareness of disability issues in relation to parks &amp; open spaces.</li> <li>Ensure that relevant literature guidance and standards information on access requirements is available to all managers.</li> </ul>	<p>Existing resources</p> <p>Existing resources</p>	<p>Head of Corporate Services</p> <p>Parks Operations Manager</p>	<p>Jun-05</p> <p>Aug-05</p>
61	<p>Introduce an appropriate staff dress code to ensure that staff who are in contact with the public are clearly identifiable as City Council employees. (Key Action 34)</p> <ul style="list-style-type: none"> <li>Develop proposals for introducing an appropriate dress code for manual, supervisory and professional staff to reinforce corporate identity.</li> </ul>	Existing resources	Head of Corporate Services	Sep-05
62	<p>Secure and co-ordinate appropriate marketing resources and prepare a strategic marketing plan for Glasgow's parks and open spaces. (Key Actions 95, 96 &amp; 125)</p> <ul style="list-style-type: none"> <li>Prepare a strategic marketing plan that will raise Land Services, Parks and Open Spaces profile locally, nationally and internationally.</li> </ul>	Joint working with other Council Services	Marketing & Communications Manager	Start Apr-05



	Proposals	Tasks and Targets	Resource Requirements	Lead Officer	Target Completion Date
63	Investigate the potential for joint benefit schemes in parks with advertising agencies and promotional organisations. (Key Action 106)	<ul style="list-style-type: none"> <li>Assess the level of interest from companies and individuals in applying for leases and franchises in parks. Prepare a report detailing recommendations and proposals for increasing the level of support from these organisations to enhance the parks and open spaces network.</li> <li>Develop contacts with advertising agencies and promotional organisations in relation to advertising and sponsorship opportunities. Prepare a report detailing recommendations and proposals for increasing the level of support from these organisations to enhance the parks and open spaces network.</li> </ul>	<p>Joint working with other partners</p> <p>Joint working with other partners</p>	<p>Parks Commercial Manager</p> <p>Marketing &amp; Communications Manager</p>	<p>Sep-05</p> <p>Sep-05</p>
64	Produce a range of promotional material detailing parks facilities and seasonal activities and publicise better specific schemes aimed at promoting the use of parks facilities such as the outdoor recreation freeplay initiative. (Key Actions 99, 100 & 105)	<ul style="list-style-type: none"> <li>Produce promotional maps, booklets and other material on individual parks and also a comprehensive guide to Glasgow's parks.</li> <li>Prepare sponsorship proposals for submission and approval to the Chief Executive's Department in relation to schemes that are specific to parks and open spaces.</li> <li>Ensure that during the construction phase of major new developments that there is appropriate signage and publicity to inform local communities.</li> </ul>	<p>Revenue funding and external partners</p> <p>Joint working with other Council Services</p> <p>Existing resources</p>	<p>Marketing &amp; Communications Manager</p> <p>Marketing &amp; Communications Manager</p> <p>Parks Operations Manager</p>	<p>Start Apr-05</p> <p>May-05</p> <p>Start Apr-05</p>
65	Improve the exchange of marketing publicity between Council services and ensure information on forthcoming events and activities is shared. Ensure proposals for promoting parks are developed with the Chief Executive's Department. (Key Action 126)	<ul style="list-style-type: none"> <li>Prepare proposals for improving the exchange of marketing publicity in conjunction with other Council Services for forthcoming events and activities.</li> </ul>	<p>Joint working with other Council Services</p>	<p>Marketing &amp; Communications Manager</p>	<p>Annual Review</p>
66	Ensure that where fees and charges apply, appropriate concession rates are available. (Key Action 13)	<ul style="list-style-type: none"> <li>Review the scope for the introduction of concession rates for all park activities, e.g. allotments and horse-riding, as part of the annual review of charges.</li> </ul>	<p>Existing resources</p>	<p>Head of Policy &amp; Planning</p>	<p>Sep-05</p>

*“Space to play, space to think”*

School Pupils Survey





## 7.0 GLOSSARY OF TERMS

**Access Centre:** A public access telephone contact centre for the City Council

**APSE:** Association for Public Service Excellence

**APT & C:** Administrative, Professional, Technical and Clerical

**Assisted Garden Maintenance:** Garden maintenance for the elderly infirm or disabled undertaken at no charge and administered by the Glasgow Housing Association and Social Work Services.

**Benchmarking:** A process whereby local authorities and other services evaluate their performance and methods of working by comparison with other authorities and the private sector.

**Best Value:** A government initiative for improving public services which involves a system of service planning, evaluation and continuous improvement.

**Biodiversity:** The variety of living things on earth including plant and animal life and their habitats.

**BSI:** British Standards Institution

**Budget and Service Plan:** The Budget and Service Plan is produced annually and is divided into 5 principal parts which deal with, Land Services purpose, broad strategy and mission statement; The main challenges and opportunities facing the Service; An assessment of performance for the previous year; An update on the Best Value Service Reviews carried out and the approved revenue and capital programme.

**CCTV:** Closed Circuit Television

**Citizens Panel:** A panel of around 1,000 Glaswegians, who are independently selected as a cross section of the public and who are consulted on issues of concern to the Council.

**City Plan:** The City Plan is both a strategic and a local framework for current and future development projects and delivery programmes.

**CLS:** Cultural and Leisure Services

**Council Plan:** The Council has developed and

published a Council Plan which sets out its proposals for the next four years. The Council Plan contains information on the Council's future plans and key targets up to 2007.

**Community Planning Partnership:** A partnership approach to bring together public sector agencies, the private sector and the community and voluntary sectors in Glasgow to change the city for the better.

**Community Safety Partnership:** Harnesses the efforts of all the different City Council departments and external agencies from the public, private and voluntary sectors that have an interest in making Glasgow a safer place.

**Core Cities Group:** A benchmarking club consisting of large local or municipal authorities of similar size or composition to compare service performance information.

**CCT:** Compulsory Competitive Tendering a legislative requirement introduced to grounds maintenance in 1990 now superseded by Best Value.

**Cycle Scotland:** An organisation to promote cycling in Scotland.

**DRS:** Development and Regeneration Services

**Dog Fouling Legislation:** Dog Fouling Scotland Act 2003

**E-government:** A term that covers the range of electronic communication, payment or reporting systems which are being introduced into local authorities.

**Elected Members:** Councillors (elected members of Glasgow City Council)

**EPS:** Environmental Protection Services

**Friends of the Park:** A group of local people who work with Land Services in supporting and promoting the facilities and activities in a specific park.

**GCC:** Glasgow City Council

**GGHB:** Greater Glasgow Health Board

**GIS:** Geographical Information Systems

*“I like seeing different people, I like the sun-trap in the park I go to”*

### School Pupils Survey

**Glasgow and Clyde Valley Structure Plan:** The Glasgow and the Clyde Valley Joint Structure Plan 2000 sets out the broad planning framework for the Conurbation and provides the strategic context for the Glasgow City Plan. The Joint Structure Plan became operative in May 2002.

**Greenspace Scotland:** An organisation to champion the greenspace movement in Scotland.

**Glasgow City Council Key Objectives:** Express the main aims of the council for the years 2004 – 2007 and are supported by a detailed list of targeted actions.

**Glasgow Alliance:** An alliance of Glasgow City Council, Scottish Enterprise Glasgow, Greater Glasgow Health Board, Communities Scotland, Scottish Executive and others with a purpose of creating a more inclusive and successful city.

**Healthy City Partnership:** An alliance for improving health in Glasgow involving Glasgow City Council, Greater Glasgow Health Board, the city’s universities and other agencies.

**HLF:** Heritage Lottery Fund

**IFPRA:** International Federation of Parks and Recreation Administration

**ILAM:** Institute of Leisure and Amenity Management

**ISO 14001:** International Environmental Standard

**Landlord Services:** A Glasgow City Council initiative to maintain flatted accommodation to a consistent standard throughout the city. The maintenance carried out includes close cleaning by Direct and Care services, backcourt delimiting by Environmental Protection Services and grass cutting and weed control by Land services.

**Local Agenda 21 (LA21):** Environmental approach to be developed by local authorities based on the principles of sustainable development as agreed at the Rio summit.

**Modernising Government:** The introduction and development of new technology and systems in the public sector.

**National Cycle Network:** A UK wide network of cycle routes.

**Outdoor Recreation Freeplay Initiative:** A pilot project to encourage greater use of outdoor recreation facilities by making them free of charge to all users.

**Performance Indicators:** Pre-determined measures used to evaluate the performance of a particular aspect of local authority service provision.

**SAP:** Systems, Applications and Products

**SIP:** Social Inclusion Partnership

**SEG:** Scottish Enterprise Glasgow

**Social Inclusion:** The approach taken to engage with and bring people and communities suffering from a variety of social exclusion problems back into the wider community.

**Stakeholder:** Organisations, groups or individuals that have a direct stake, or interest in, the services provided by an authority, or who benefit in some way from the activities of that authority.

**Strategic Best Value Review:** A review of the complete service rather than a component part.

**Streetwatch Glasgow:** Streetwatch Glasgow operates, controls and manages all public space CCTV systems across Glasgow. It operates a state-of-the-art control centre in Blochairn, where all the city’s CCTV cameras are monitored.

**Sportscotland:** The national body for sport development in Scotland.

**Sustainable Development:** Development that takes full account of it’s social, economic and environmental impacts of decisions, and which does not compromise the needs of future generations.

**UK Biodiversity Action Plan:** A nation plan for the protection of plant and animal life and their habitats.

**5-14 National Curriculum:** A Scottish Office Education Department curriculum for all 5 – 14 year old children.

## 8.0 LIST OF CONTRIBUTORS



### Contributors to the Consultation Exercise

The following organisations contributed to the review of parks and open spaces through completing and returning the consultation leaflet or otherwise submitting their comments. In some instances more than one response was received from different sections, staff or representatives of the same organisation.

In addition to these organisations there were substantial numbers of responses from individual members of the public, Glasgow City Council elected members, members of the Scottish Parliament and Glasgow City Council staff.

60 Plus Club	Darnley Estate Community Council
Abercorn School	Dennistoun Community Council
Achamore Centre	Dennistoun Day Care
Alexander Thomson Society	Dowanside Residents Association
Annexe	Drumchapel Community Council
Anniesland Friendship	Drumchapel Environment Trust
Artisan Restoration	Drumchapel Heritage Group
Balmore Housing Association	Eastpark Residents Association
Balmore Seniors Club	Forestry Commission
Bannerman Day Centre	Friends of Glasgow Botanic Gardens
Beechwood Allotment Association	Friends of Glasgow West
Berridale Allotments Association	Friends of Kelvingrove Park
Blairdardie & Old Drumchapel Community Council	Friends of Queens Park
Blairtummock Housing Association	Friends of the River Kelvin
Bodhi Eco Village	Friends of Tollcross Park
Broomhill Community Council	Garden History Society
Broomhill Friendship Club	Garrowhill Action Partnership
Burgh Hall Village Residents Association	Garrowhill Community Council
Carmunnock Community Council	Garrowhill Housing Management Committee
Carmunnock Parish Church	Garscube Allotments
Carmunnock Tenants & Residents Association	GCC Chief Executive
Carron Tenants & Residents Association	GCC Community Safety
Carts Greenspace	GCC Community Services
Castlemilk Community Forum	GCC Cultural & Leisure Services
Castlemilk East Parish Church	GCC Development & Regeneration Services
Castlemilk Environment Trust	GCC Environmental Protection Services
Cathcart & District Community Council	GCC Social Work Services
Claythorn Community Council	Glasgow & Clyde Valley Structure Plan Joint Committee
Clydeside Tenant Partnership	Glasgow Anti Racist Alliance
Coach House Trust	Glasgow Conservation Trust West
Community Central Hall Youth sub committee	Glasgow Council for the Voluntary Sector
Croftfoot & Kingspark Community Council	Glasgow Green Party
Cycling Scotland	Glasgow Housing Association
	Glasgow Humane Society

*“We welcome the development of a strategy for parks and greenspaces across the city”*

### Scottish Natural Heritage

Glasgow Natural History Society	Paths for All Partnership
Glasgow Old People’s Welfare Association	Penilee SIP
Glasgow Physical Activity Forum	Pineview Housing Co-operative
Glasgow University Conservation Group	Poets In The Park
Govan Community Council	Pollokshields Burgh Hall
Greater Glasgow NHS Health Promotion	Pollokshields Community Council
Greater Glasgow NHS Primary Care Division	Possilpark Community Council
Greenspace Scotland	Ramblers’ Association (Glasgow)
Hamiltonhill Allotments	Royal Society for the Protection of Birds
Hamiltonhill FLC	Scotstoun Housing
Haughill Pensioners	Scottish Environmental Protection Agency
Hillhead Children’s Gardens	Scottish Natural Heritage
Hillhead Community Council	Scottish Ornithologists Club
Historic Scotland	Scottish Wildlife Trust
K T & R	Shawlands & Strathbungo Community Council
Kelvin Clyde Greenspace	South Lanarkshire Council
Kelvinside Allotment Association	Southside Housing Association
Kennishead Avenue Local Management	Sportscotland
Kingspark GDDA Companions Club	Springboig Community Council
Kinning Park Community Council	Springburn Road Allotments
Kirklee Allotment Association	St Andrew’s East Church Walking Club
Knightswood Community Council	St Andrew’s Orienteering Club
Knightswood Wednesday Club	St Benedict Senior Citizen Club
Lambhill Pensioner Club	St Constantine’s (OAP) Club
Land Use Consultants	St Constantine’s Seniors Club
Langside & Battlefield Community Council	Strathclyde Cycle Campaign
Laurieston Community Council	Strathclyde Fire Brigade
Littlehill Golf Club	Strathclyde Police
Mansewood & Hillpark Community Council	Swinton Community Council
Merrylee Local Housing Association	Temple Bowling Green
Mike Hyatt Landscape	Temple Elderly Community Care Service
Milnbank Housing Association	The Triangle Club
Milton OAP Club	Unison
Mount Vernon Senior Citizens Club	University of Glasgow
Muslim Elderly Day Care Centre	Victoria Park Allotments Society
Myatt Project/Castlemilk Youth Complex	Victoria Park Inclusion for Play
Newshaws Housing	WCC
North Glasgow SIP	Wellfield Nursery School
North Kelvin Community Council	Wellhouse Community Council
North Maryhill Corridor Community Safety Forum	Wellhouse Kids
Parkhill Residents Association	
Partick United Residents Group	



## 9.0 CONTACTS AND FURTHER INFORMATION

If you have any comments to make on the Review of Parks and Open Spaces or have any enquiries about the Parks and Open Spaces Service you can contact the following:

<b>Parks and Open Spaces General Enquiries</b>	<b>0141 287 5064</b>
<b>Countryside Ranger Service</b>	<b>0141 632 9299</b>
<b>Park Ranger Service</b>	<b>0141 552 1142</b>
<b>Cemeteries and Crematoria</b>	<b>0141 287 3961</b>
<b>Golf Courses and Outdoor Recreations in Parks</b>	<b>0141 770 0519</b>
<b>Botanic Gardens</b>	<b>0141 334 2422</b>
<b>Biodiversity and Ecology</b>	<b>0141 287 5665</b>
<b>Parks and Open Spaces Maintenance (enquiries and complaints)</b>	<b>0141 287 5064</b>
<b>Assisted House Garden Maintenance Service (enquiries and complaints)</b>	<b>0141 287 5064</b>
<b>Assisted House Garden Maintenance Service (new requests from GHA tenants)</b>	<b>Local Glasgow Housing Association Office</b>
<b>Assisted House Garden Maintenance Service (new requests from non GHA tenants)</b>	<b>Local Social Work Office</b>
<b>Land Services General Enquiries</b>	<b>0141 287 9000</b>
<b>Write Director of Land Services Richmond Exchange, 20 Cadogan Street Glasgow G2 7AD</b>	
<b>E-mail</b> land@glasgow.gov.uk	
<b>Web</b> <a href="http://www.glasgow.gov.uk/parksreview">www.glasgow.gov.uk/parksreview</a>	

Large print versions of this document can also be provided on request

如果你想知道小冊子的內容，請致電語言通求助熱線，  
電話: 0141 287 5064

اگر آپ اس دستاویز کا مختصر ترجمہ چاہتے ہیں تو برائے مہربانی لینگویج لنک ہیلپ لائن کو 0141 287 5064 پر فون کریں

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਪਰਚੇ ਦਾ ਸੰਖੇਪ ਉਲੱਥਾ ਪੰਜਾਬੀ ਵਿਚ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਲੈਂਗੂਏਜ ਲਿੰਕ ਹੈਲਪ ਲਾਈਨ ਵਾਲਿਆਂ ਨੂੰ 0141 287 5064 ਤੇ ਪੰਜਾਬੀ ਵਿਚ ਫੋਨ ਕਰੋ।

## 10.0 REFERENCES

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