

For meeting on:

4 OCTOBER 2022

Agenda **2022**

MUGDOCK PARK JOINT MANAGEMENT COMMITTEE



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East Dunbartonshire Council

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AGENDA

Mugdock Park Joint Management Committee

Tuesday 4 October 2022 at 10am

Cisco Webex Meeting

	Item	Page No's
1.	Welcome and Apologies	
2.	Appointment of Chair and Vice Chair	
3.	Minutes of Meetings of Mugdock Park Joint Management Committee of 19 October 2021 and 22 February 2022. (Copies herewith).	1 - 8
4.	Presentation of the Draft Mugdock Strategy 2022 – 2027 by Gillian Smith, Technical Director, Ironside Farrar.	
5.	Matters Arising.	
6.	Audit Scotland's ISA 250 Letter & Annual Audit Report 2021/22 - Report by Chief Finance Officer. (Copy herewith).	9 – 42
7.	2021/22- Annual Accounts & Financial Statements for Mugdock Country Park Joint Management Committee – Report by Depute Chief Executive. (Copy herewith).	43 – 64
8.	General Fund Revenue Monitoring as at Period 5 of the 2022/23 Financial Year - Report by Chief Finance Officer. (Copy herewith)	73 – 76
9.	General Progress Report Feb 2022 – August 2022 - Report by Depute Chief Executive. (Copy herewith)	77 – 181
10.	<u>AOCB</u>	
11.	Proposed Dates of next meetings to be held at 10am – Tuesday, 13 December 2022 Tuesday, 21 March 2023 Tuesday, 20 June 2023	

Minute of meeting of the Mugdock Park Joint Management Committee held via Cisco Webex on **Tuesday, 19 October 2021**

Representing
East Dunbartonshire
Council: Councillors **GIBBONS, MOODY, O'NEIL and THORNTON**

Representing
Stirling Council: Councillor **HUTCHISON**

In Attendance: A. **Davie** Depute Chief Executive
M. **Coulshed** Team Leader Mugdock Country Park
P. **Grieve** Development Officer – Mugdock Country Park
F. **Lambert** Committee Services Officer
T. **McMenamin** Executive Officer – Roads & Environment
G. **Morrison** Principal Accountant
J. **Robertson** Chief Finance Officer
G. **Telfer** Greenspace & Streetscene Manager

Also in
Attendance:

P. Lindsay	Audit Scotland
I. McAllister	Milngavie Community Council
M. McFadden	Audit Scotland
K. McFall	Audit Scotland
E. McMullen	Mugdock Trust

Councillor Gibbons (Chair) presiding

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Councillors Ferretti and Fischer, Colin Mackay, Julia Hutchison and Iain Boardley.

2. APPOINTMENT OF VICE-CHAIR

Councillor Gibbons, seconded by Councillor Moody, nominated Councillor Jane Hutchison, Stirling Council as Vice-Chair to the Committee.

3. MINUTE OF MEETING OF THE MUGDOCK COUNTRY PARK JOINT MANAGEMENT COMMITTEE OF 24 NOVEMBER 2020

There was submitted and approved Minute of Meeting of the Mugdock Park Joint Management Committee of 24 November 2020, copies of which had previously been circulated.

4. MATTERS ARISING

There were no matters arising from the Minute.

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,
19 OCTOBER 2021**

5. FINANCE: 2021 AUDITED ACCOUNTS MUGDOCK COUNTRY PARK JOINT MANAGEMENT COMMITTEE

There was submitted Report CFO/024/21/GM by the Chief Finance Officer, copies of which had previously been circulated, presenting the Committee with Audited Annual Accounts for 2020/21, Audit Scotland's proposed Annual Audit Report and the required disclosures under International Standards on Auditing (ISA) 580. Full details were contained within the Report and the attached Appendices.

The Chief Finance Officer thanked officers for the work undertaken and Audit Scotland for discharging the draft through to the final accounts. He advised that it had been challenging for the Park and the auditors to complete this within the timescales and he thanked officers for the Report and for all of the diligence in the background.

M. McFadden, Audit Scotland, was heard in further explanation of the Report and she advised that the annual accounts had been completed. She advised of an adjustment of a trivial nature which had since been rectified. She highlighted that a draft letter of representation required to be signed by the Section 95 Officer and returned prior to the certificate being issued. With regard to Page 25, Future Funding, she highlighted that the Minute of Agreement required to be signed as soon as possible to ensure that future funding had been secured for the park.

Following consideration, Councillor Gibbons, seconded by Councillor Moody, moved approval of the 2020/21 Audited Annual Accounts for Mugdock Country Park.

Thereafter, the Committee agreed as follows:-

- a) to note the required disclosures under ISA 580 with Appendix B to this disclosure reflecting the letter issued to Audit Scotland on the committee date;
- b) to approve the proposed Annual Audit Report from Audit Scotland including the Action Plan at Appendix 1 and associated management actions therein;
- c) to note that following agreement of the proposed Annual Audit Report it be finalised for issue;
- d) to approve the 2020/21 Audited Annual Accounts for Mugdock Country Park; and
- e) to express thanks to Audit Scotland for their completion of this work.

6. GENERAL PROGRESS REPORT JULY TO SEPTEMBER 2021

There was submitted Report PNCA/086/21/MC by the Depute Chief Executive, copies of which had previously been circulated, providing the Mugdock Joint Management Committee with an update for the 3 month period covering July – September 2021 in relation to operational matters, events income generation and projects. The Report provided an update on the progress of this to date. Full details were contained within the Report.

Members noted that the Minute of Agreement, 2019 – 2024 had been agreed by the Legal Teams within East Dunbartonshire and Stirling Council and would now progress to signing.

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,
19 OCTOBER 2021**

The Team Leader Mugdock Country Park was heard in further explanation of the Report and in particular highlighted that progress was being made and usual activities were resuming. She provided an update in relation to the following matters: outdoor events; annual Panto; Forest Schools; the Walled Garden, pathways and lighting to the Bandstand; and the Observatory.

The Team Leader Mugdock Country Park referred to the new strategy 2022 – 2027 and advised that there had been liaison with a consultancy company regarding land management, business planning and income generation. She advised that she would be able to provide an update at the next meeting of the Committee.

With regard to ICT at the park, the Team Leader Mugdock Country Park advised that BT Openreach had been planning routes to improve the Broadband. In relation to anti-social behaviour at Craigend Quarry, she advised that colleagues in Community Safety were assisting in this regard, which had been welcomed by visitors.

The Team Leader Mugdock Country Park advised that she was hoping to obtain external funding to help with the cost of installing a defibrillator at the park. She undertook to provide an update in this regard.

With regard to the waste water treatment plant, and in response to comments from Councillor Gibbons regarding the requirement for this to be replaced, the Team Leader Mugdock Country Park advised that this was being dealt with by Major Assets Team. She hoped to provide an update at the next meeting of the Management Committee.

With regard to Paragraph 3.16, new observatory, and in response to a question from Councillor Moody regarding a specific date, the Team Leader Mugdock Country Park advised that there had been a walk through with the builder and they were trying to finalise a date, hopefully early November 2021.

Following further consideration, the Committee agreed as follows:-

- a) to note the content of the Report;
- b) to note progress made in delivering events, projects and income generation against a background of covid-19 restrictions;
- c) to note developments reported in relation to the new Mugdock Strategy 2022 – 27; and
- d) to note the update on the Minute of Agreement 2019 – 2024.

7. DATES OF NEXT MEETINGS

The Management Committee agreed the following dates:

Tuesdays, 22nd February and 14th June 2022 at 10am.

8. AOCB

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,
19 OCTOBER 2021**

In response to a question from Councillor Moody regarding the possibility of the meetings being held in person, the Depute Chief Executive advised that this was the aspiration, however, at present, she was unable to confirm when this would be the case. She advised that hybrid technologies were being developed and she was hopeful to provide an update to the Committee in the New Year.

With regard to the Clan Graham, the Team Leader Mugdock Country Park advised that the Clan were intending to visit the park in June/July 2022. She added that the Park would provide hospitality for the visitors.

Note of meeting of the Mugdock Park Joint Management Committee held via Cisco Webex on **Tuesday, 22 February 2022**

Representing
East Dunbartonshire
Council: Councillors **GIBBONS, O'NEIL and THORNTON**

Representing
Stirling Council: Councillor

In Attendance: M. Coulshed	Team Leader Mugdock Country Park
P. Doherty	Civil Contingencies Officer
P. Grieve	Development Officer – Mugdock Country Park
F. Lambert	Committee Services Officer
T. McMenamin	Executive Officer – Roads & Environment
G. Morrison	Principal Accountant
G. Telfer	Greenspace & Streetscene Manager

Also in
Attendance:

P. Lindsay	Audit Scotland
I. McAllister	Milngavie Community Council
M. McFadden	Audit Scotland
K. McFall	Audit Scotland
E. McMullen	Mugdock Trust
G. Smith	Ironside Farrar

Councillor Gibbons (Chair) presiding

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Councillor Hutchison, Ann Davie, Colin Mackay, Julia Hutchison and Iain Boardley.

2. INQUORATE MEETING

Councillor Gibbons, advised that as there were no Stirling Councillors present the meeting was inquorate. A note of the meeting would be taken and submitted to a future meeting of the Committee for ratification.

3. MINUTE OF MEETING OF THE MUGDOCK COUNTRY PARK JOINT MANAGEMENT COMMITTEE OF 24 NOVEMBER 2020

There was submitted and approved Minute of Meeting of the Mugdock Park Joint Management Committee of 24 November 2020, copies of which had previously been circulated.

4. MATTERS ARISING

The Committee noted there were no matters arising.

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,
19 OCTOBER 2021**

**5. Presentation – Mugdock Country Park
Strategy 2022 - 2027**

Gillian Smith, Technical Director, Ironside Farrar provided the Committee with a Powerpoint Presentation on the Mugdock Country Park – Strategy 2022 – 2027.

Gillian advised that the Consultancy Brief's Strategy and Masterplan advanced with consultation and engagement and had concluded with an Outline Business Case.

The current stage of elements completed were: Country Park Assessment & Benchmarking; Key Client Requirements & Objectives; Mugdock Evaluation; Outline Recommendations to Client Team; and, Stage 1 Consultations underway.

The next steps sought to add value and included: Stage 2 Consultations; Refining the Strategy; Developing the Masterplan; and, Preparing a Business Case.

The Presentation highlighted the following:-

That the Park was a 260ha asset costing £500k per annum and was managed by around 10.5 employees with visitors in excess of 600,000.

Council changing priorities and needs:

- Prioritising available funding;
- Delivering KPI's and outcomes;
- Demonstrating value to communities;
- Partnership working

Country Park changing priorities and needs:

- Rights of access/accessible countryside/networks;
- Environmental interest and engagement;
- Changing consumer demographics & interest;
- Safe and marketable;
- Sustainability

Also included within the Presentation details of the 2015-2020 Strategy; The Asset; Park Activities and Events; Visit Scotland 2018 Evaluation; Core Strengths and Weaknesses; Interim Assessment; Benchmarking with other Parks.

The Masterplan 2022, included SWOT/SCOPE analysis, Proposition, Strategy, The Vision, Options, Objectives.

Gillian provided further information on her initial thoughts for the arrival/welcome areas of the Park; Heritage Focus; Site Quality; Play area upgrades; Biodiversity; Add facilities for income generators, such as, explore potential for Go-Ape, Segways, Zorbing, Boats/canoes/pedals on pond, Allotments, Events barn, Farmers Market, Car Parking charges, Rental of polytunnels, 'Unleashed' dog fields, Gruffalo Trail, Wellbeing/ Tranquillity Hub.

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,
19 OCTOBER 2021**

At the conclusion of the Presentation, Gillian was heard in further explanation and in response to members' questions.

The Chair thanked Gillian for a useful and informative Presentation, following which she left the meeting.

6. GENERAL PROGRESS REPORT OCTOBER TO JANUARY 2022

There was submitted Report PNCA/013/22/MC by the Depute Chief Executive, copies of which had previously been circulated, providing the Mugdock Joint Management Committee with an update for the four month period covering October 2021 – January 2022 in relation to operational matters, events income generation and projects. The Report provided an update on the progress of this to date. Full details were contained within the Report.

Members noted that the Minute of Agreement, 2019 – 2024 had been agreed and signed by the Legal Teams within East Dunbartonshire and Stirling Council's.

The Team Leader Mugdock Country Park was heard in further explanation of the Report and in particular highlighted that progress was being made and usual activities were resuming. She provided an update in relation to the following matters: relocation of Visitor Centre; Burncrooks pipeline; IT Broadband issues; Clan Graham visit; outdoor events; footfall; Forest Schools; the Walled Garden, Theatre refurbishment, seats reupholstered, new lighting and blinds; and the Observatory.

The Executive Officer - Roads and Environment thanked the Team Leader, Mugdock Country Park and her Team for all the hard work undertaken by them to make the Park a success.

Following further consideration, the Committee agreed as follows:-

- a) to note the content of the Report;
- b) to note progress made in delivering events, projects and income generation against a background of covid-19 restrictions;
- c) to note developments reported in relation to the new Mugdock Strategy 2022 – 27; and
- d) to note the update on the Minute of Agreement 2019 – 2024.

7. DATES OF NEXT MEETINGS

The Management Committee agreed the following dates:

Tuesdays, 14th June 2022 at 10am.

8. AOCB

The Chair referred to the Local Government Elections being held on 5 May 2022, he wished those standing for re-election well.

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,
19 OCTOBER 2021**

Furthermore, he acknowledged the commitment of those Councillors who had chosen to stand-down and thanked them for their input over the past five years.



MUGDOCK COUNTRY PARK

MUGDOCK COUNTRY PARK
MANAGEMENT COMMITTEE

4 OCTOBER 2022

CFO/035/22/GM

CHIEF FINANCE OFFICER

CONTACT OFFICER:

GAIL MORRISON, PRINCIPAL ACCOUNTANT
- 0141 574 5511.

SUBJECT TITLE:

AUDIT SCOTLAND'S ISA 260 LETTER & ANNUAL
AUDIT REPORT 2021/22

1.0 PURPOSE

- 1.1. The purpose of this Report is to present to the Mugdock Country Park Joint Management Committee (the Committee) Audit Scotland's proposed '*2021/22 Annual Audit Report*' which includes required disclosures consistent with International Standards on Auditing (ISAs). This includes an ISA 260 letter, at Appendix 1, with disclosures directed to those charged with governance.

2.0 RECOMMENDATIONS

It is recommended that the Joint Management Committee:

- 2.1 Notes the Covering Letter and Proposed Auditors Report consistent with ISA 260 disclosures to 'those charged with governance' at Appendix 1;
- 2.2 Notes that following the Meeting the Park Treasurer will write to Audit Scotland with disclosures consistent with ISA 580 as included in Appendix 1(B);
- 2.3 Agrees the content of the Proposed Audit Scotland Annual Report prepared for Park Board Members and the Controller of Audit for 2021/22 at Appendix 2;
- 2.4 Approves the ISA 260 disclosures noting that these are mirrored in the Annual Report and associated Action Plan where appropriate;
- 2.5 Expresses its appreciation to Audit Scotland for their continuing support noting that is their final Report as outgoing Auditors and wishes the team well in their future endeavours.

JAMIE ROBERTSON
CHIEF FINANCE OFFICER
FINANCE, AUDIT & PERFORMANCE

3.0 BACKGROUND / MAIN ISSUES

- 3.1. Audit Scotland's Annual Audit Report is a summary of the findings arising from the 2021/22 audit of Mugdock Country Park.
- 3.2. The Report includes an action plan at Appendix 2 which summarises the main risks arising from the audit with these being consistent with the required disclosures at Appendix 1.

4.0 IMPLICATIONS

The implications for the Council are as undernoted.

- 4.1. Frontline Service to Customers- Improved service delivery through continued effective scrutiny and management of performance
- 4.2. Workforce (including any significant resource implications) - Impact on future Business Improvement Planning.
- 4.3. Legal Implications – None
- 4.4. Financial Implications – This Report sets supports the production of the Park's Financial Statements providing assurance that they are prepared in accordance with proper accounting standards.
- 4.5. Procurement - None
- 4.6. ICT - None
- 4.7. Corporate Assets - None
- 4.8. Equalities Implications – None
- 4.9. Sustainability - None
- 4.10. Other

5.0 MANAGEMENT OF RISK

The risks and control measures relating to this Report are as follows:-

- 5.1. Ensuring effective Scrutiny of service performance and driving improvement in service delivery.
- 5.2. Ensuring we are continuing to meet our statutory obligations in regards to performance reporting and Best Value.

6.0 IMPACT

The scrutiny of service performance should drive improvements, helping to achieve LOIP outcomes.

- 6.1. **ECONOMIC DEVELOPMENT** – As above.

- 6.2. **EMPLOYABILITY** - As above.
- 6.3. **DELIVERING FOR CHILDREN & YOUNG PEOPLE** – As above.
- 6.4. **COMMUNITY SAFETY** - As above.
- 6.5. **HEALTH & SOCIAL CARE** - As above.
- 6.6. **OLDER ADULTS, VULNERABLE PEOPLE & CARERS** – As above.
- 6.7. **CLIMATE CHANGE** - None.
- 6.8. **STATUTORY DUTY** - None.

7.0 POLICY CHECKLIST

- 7.1. This Report has been assessed against the Policy Development Checklist and has been classified as being an operational report and not a new policy or change to an existing policy document.

8.0 APPENDICES

- 8.1. **Appendix 1:** Mugdock Country Park Joint Management Committee International Standards on Auditing number 260, Communication with those Charged with Governance including the corresponding letter to Audit Scotland in accordance with the International Standard on Auditing number 580, being the Park's management representation letter.
- 8.2. **Appendix 2:** Mugdock Country Park Joint Management Committee Proposed Annual Audit Report 2021/22.

Mugdock Country Park Joint Management Committee

4 October 2022

Mugdock Country Park Joint Management Committee Audit of 2021/22 annual accounts

Independent auditor's report

1. Our audit work on the 2021/22 annual accounts is now substantially complete. Subject to receipt of a revised set of annual accounts for final review, we anticipate being able to issue unqualified audit opinions in the independent auditor's report on 4 October 2022 (the proposed report is attached at [Appendix A](#)).

Annual audit report

2. Under International Standards on Auditing in the UK, we report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. We present for your consideration our proposed annual audit report on the 2021/22 audit.

3. The annual audit report will be issued in its final form after the annual accounts have been approved for issue and the independent auditor's report has been signed.

Unadjusted misstatements

4. We also report to those charged with governance all unadjusted misstatements which we have identified during our audit, other than those of a trivial nature, and request that these misstatements be corrected.

5. We have no unadjusted misstatements to be corrected.

Fraud, subsequent events and compliance with laws and regulations

6. In presenting this report to the Mugdock Country Park Joint Management Committee we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.

Representations from the Treasurer

7. As part of the completion of our audit, we seek written representations from the Treasurer on aspects of the annual accounts, including the judgements and estimates made.

8. A draft letter of representation is attached at [Appendix B](#). This should be signed and returned to us by the Treasurer with the signed annual accounts prior to the independent auditor's report being certified.

9. We would like to thank the management and staff who have been involved in our work for their cooperation and assistance during the audit.

Appendix A: Proposed Independent Auditor's Report

Independent auditor's report to the members of Mugdock Country Park Joint Management Committee and the Accounts Commission

Reporting on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the annual accounts of Mugdock Country Park Joint Management Committee for the year ended 31 March 2022 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the Comprehensive Income and Expenditure Statement, Balance Sheet, Movement in Reserves Statement, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards, as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 (the 2021/22 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2021/22 Code of the state of affairs of Mugdock Country Park Joint Management Committee as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2021/22 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Accounts Commission for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed under arrangements approved by the Accounts Commission on 10 April 2017. The period of total uninterrupted appointment is six years. I am independent of Mugdock Country Park Joint Management Committee in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to Mugdock Country Park Joint Management Committee. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion

Conclusions relating to going concern basis of accounting

I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mugdock Country Park Joint Management Committee's ability to continue to adopt the going concern

basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

These conclusions are not intended to, nor do they, provide assurance on Mugdock Country Park Joint Management Committee's current or future financial sustainability. However, I report on Mugdock Country Park Joint Management Committee's arrangements for financial sustainability in a separate Annual Audit Report available from the [Audit Scotland website](#).

Risks of material misstatement

I report in my Annual Audit Report the most significant assessed risks of material misstatement that I identified and my judgements thereon.

Responsibilities of the Treasurer and Mugdock Country Park Joint Management Committee for the financial statements

As explained more fully in the Statement of Responsibilities, the Treasurer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Treasurer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Treasurer is responsible for assessing Mugdock Country Park Joint Management Committee's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention to discontinue Mugdock Country Park Joint Management Committee's operations.

Mugdock Country Park Joint Management Committee is responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- obtaining an understanding of the applicable legal and regulatory framework and how Mugdock Country Park Joint Management Committee is complying with that framework;
- identifying which laws and regulations are significant in the context of Mugdock Country Park Joint Management Committee;
- assessing the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of Mugdock Country Park Joint Management Committee's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Reporting on other requirements

Other information

The Treasurer is responsible for other information in the annual accounts. The other information comprises the Management Commentary, Annual Governance Statement and Statement of Responsibilities.

My responsibility is to read all the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on the Management Commentary and Annual Governance Statement to the extent explicitly stated in the following opinions prescribed by the Accounts Commission.

Opinions prescribed by the Accounts Commission on the Management Commentary and Annual Governance Statement

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003; and
- the information given in the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Delivering Good Governance in Local Government: Framework (2016).

Matters on which I am required to report by exception

I am required by the Accounts Commission to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

Use of my report

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Peter Lindsay
Senior Audit Manager
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow, G2 1BT

4 October 2022

Appendix B: Letter of Representation (ISA 580)

Peter Lindsay
Senior Audit Manager
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT

4 October 2022

Dear Peter

Mugdock Country Park Joint Management Committee Annual Accounts 2021/22

1. This representation letter is provided about your audit of the annual accounts of Mugdock Country Park Joint Management Committee for the year ended 31 March 2022 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with the financial reporting framework, and for expressing other opinions on the management commentary and annual governance statement.

2. I confirm to the best of my knowledge and belief and having made appropriate enquiries of senior officers and the Joint Management Committee, the following representations given to you in connection with your audit of Mugdock Country Park Joint Management Committee for the year ended 31 March 2022.

General

3. Mugdock Country Park Joint Management Committee and I have fulfilled our statutory responsibilities for the preparation of the 2021/22 annual accounts. All the accounting records, documentation and other matters which I am aware are relevant to the preparation of the annual accounts have been made available to you for the purposes of your audit. All transactions undertaken by Mugdock Country Park Joint Management Committee have been recorded in the accounting records and are properly reflected in the financial statements.

4. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements.

Financial Reporting Framework

5. The annual accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 (2021/22 accounting code), and in accordance with the requirements of the Local Government (Scotland) Act 1973, the Local Government in Scotland Act 2003, and The Local Authority Accounts (Scotland) Regulations 2014.

6. In accordance with the 2014 regulations, I have ensured that the financial statements give a true and fair view of the financial position of Mugdock Country Park Joint Management Committee at 31 March 2022 and the transactions for 2021/22.

Accounting Policies and Estimates

7. All significant accounting policies applied are as shown in the notes to the financial statements. The accounting policies are determined by the 2021/22 accounting code where applicable. Where the code does not specifically apply, I have used judgement in developing

and applying an accounting policy that results in information that is relevant and reliable. All accounting policies applied are appropriate to Mugdock Country Park Joint Management Committee's circumstances and have been consistently applied.

8. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. Judgements used in making estimates have been based on the latest available, reliable information. Estimates have been revised where there are changes in the circumstances on which the original estimate was based or as a result of new information or experience.

Going Concern Basis of Accounting

9. I have assessed Mugdock Country Park Joint Management Committee's ability to continue to use the going concern basis of accounting and have concluded that it is appropriate. I am not aware of any material uncertainties that may cast significant doubt on Mugdock Country Park Joint Management Committee's ability to continue as a going concern.

Assets

10. There are no plans or intentions that are likely to affect the carrying value or classification of the assets recognised within the financial statements.

Liabilities

11. All liabilities at 31 March 2022 of which I am aware have been recognised in the annual accounts.

12. There are no plans or intentions that are likely to affect the carrying value or classification of the liabilities recognised in the financial statements.

Contingent liabilities

13. There are no significant contingent liabilities arising either under formal agreement or through formal undertakings requiring disclosure in the accounts. All known contingent liabilities have been fully and properly disclosed, including any outstanding legal claims which have not been provided under the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 and IAS 37.

Fraud

14. I have provided you with all information in relation to:

- my assessment of the risk that the financial statements may be materially misstated because of fraud
- any allegations of fraud or suspected fraud affecting the financial statements
- fraud or suspected fraud that I am aware of involving management, employees who have a significant role in internal control, or others that could have a material effect on the financial statements.

Laws and Regulations

15. I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

Related Party Transactions

16. All material transactions with related parties have been appropriately accounted for and disclosed in the financial statements in accordance with the 2021/22 accounting code. I have made available to you the identity of all Mugdock Country Park Joint Management Committee's related parties and all the related party relationships and transactions of which I am aware.

Management commentary

17. I confirm that the Management Commentary has been prepared in accordance with the statutory guidance and the information is consistent with the financial statements.

Corporate Governance

18. I confirm that Mugdock Country Park Joint Management Committee has undertaken a review of the system of internal control during 2021/22 to establish the extent to which it complies with proper practices set out in the Delivering Good Governance in Local Government: Framework 2016. I have disclosed to you all deficiencies in internal control identified from this review or of which I am otherwise aware.

19. I confirm that the Annual Governance Statement has been prepared in accordance with the Delivering Good Governance in Local Government: Framework 2016 and the information is consistent with the financial statements. There have been no changes in the corporate governance arrangements or issues identified, since 31 March 2022, which require to be reflected.

Events Subsequent to the Date of the Balance Sheet

20. All events subsequent to 31 March 2022 for which the 2021/22 accounting code requires adjustment or disclosure have been adjusted or disclosed.

Yours sincerely

Jamie Robertson
Treasurer of Mugdock Country Park Joint Management Committee

Mugdock Country Park Joint Management Committee

Proposed 2021/22 Annual Audit Report



 AUDIT SCOTLAND

Prepared for the Members of Mugdock Country Park Joint Management Committee
and the Controller of Audit

October 2022

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Key messages

2021/22 annual accounts

- 1 Mugdock Country Park Joint Management Committee financial statements give a true and fair view and were properly prepared in accordance with the financial reporting framework.
- 2 The management commentary and annual governance statement are both consistent with the financial statements and are prepared in accordance with relevant regulations and guidance.

Financial sustainability and annual governance statement

- 3 The renewed Minute of Agreement secures the current levels of funding from the constituent authorities for the Park for the period 2019-2024.
- 4 The Covid-19 pandemic has had a significant impact on the short-term finances of the Park and the impact of this on the medium to longer term is still to be evaluated.

Governance

- 5 The Park's governance and transparency arrangements are appropriate.
- 6 The Joint Management Committee should explore ways to enhance openness and transparency.

Introduction

- 1.** This report summarises the findings from our 2021/22 audit of Mugdock Country Park Joint Management Committee (the Park).
- 2.** The scope of our audit was set out in our 2021/22 Annual Audit Plan which was circulated to Members via Technical Note on 31 March 2022 in the absence of Committee meetings due to Covid-19 restrictions. This report comprises the findings from:
 - an audit of the annual accounts
 - consideration of the financial sustainability of the Park and the appropriateness of the annual governance statement.
- 3.** The global coronavirus pandemic has had a considerable impact on the Park during 2021/22. This has had significant implications not least for the services it delivers but also for, sickness absence levels, and the suspension of non-essential projects and activities.

Adding value through the audit

- 4.** We add value to the Park through the audit by:
 - identifying and providing insight on significant risks, and making clear and relevant recommendations
 - sharing intelligence and good practice through our national reports and good practice guides
 - providing clear conclusions on the appropriateness, effectiveness and impact of corporate governance, performance management arrangements and financial sustainability
- 5.** We aim to help the Park promote improved standards of governance, better management and decision making and more effective use of resources.

Responsibilities and reporting

- 6.** The Park has primary responsibility for ensuring the proper financial stewardship of public funds. This includes preparing annual accounts in accordance with proper accounting practices.
- 7.** The Park is also responsible for compliance with legislation putting arrangements in place for governance, propriety and regularity that enable it to successfully deliver its objectives.
- 8.** Our responsibilities as independent auditor, appointed by the Accounts Commission, are established by; the Local Government in Scotland Act 1973, the

[Code of Audit Practice 2016](#) and supplementary guidance and International Standards on Auditing in the UK. Local government bodies have a responsibility to have arrangements in place to demonstrate Best Value in how they conduct their activities. This duty extends to the Park with our audit work reviewing Best Value arrangements relating to the use of resources and financial sustainability.

9. As public sector auditors we give independent opinions on the annual accounts. Additionally, we conclude on; the appropriateness and effectiveness of the performance management arrangements, the suitability and effectiveness of corporate governance arrangements, the financial position, and arrangements for securing financial sustainability. Further details of the respective responsibilities of management and the auditor can be found in the [Code of Audit Practice 2016](#). and supplementary guidance.

10. The [Code of Audit Practice 2016](#) (the Code) includes provisions relating to the audit of small bodies. Where the application of the full wider audit scope is judged by auditors not to be appropriate to an audited body then the annual audit work can focus on the appropriateness of the disclosures in the governance statement and the financial sustainability of the body and its services. As highlighted in our 2021/22 Annual Audit Plan, due to the low volume and lack of complexity of the financial transactions, we applied the small body provisions of the Code to the 2021/22 audit.

11. This report raises matters from our audit. The weaknesses or risks identified are only those which have come to our attention during our normal audit work and may not be all that exist. Communicating these does not absolve management from its responsibility to address the issues we raise and to maintain adequate systems of control.

12. Our annual audit report contains an agreed action plan at [Appendix 1](#) setting out specific recommendations, responsible officers, and dates for implementation. It also includes actions from last year and progress against these.

Auditor Independence

13. Auditors appointed by the Accounts Commission or Auditor General must comply with the Code of Audit Practice and relevant supporting guidance. When auditing the financial statements auditors must comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies.

14. We can confirm that we comply with the Financial Reporting Council's Ethical Standard. We have not undertaken any non-audit related services and therefore the 2021/22 audit fee of £3,210 as set out in our 2021/22 Annual Audit Plan, remains unchanged. We are not aware of any relationships that could compromise our objectivity and independence.

15. This report is addressed to both the Joint Management Committee and the Controller of Audit and will be published on Audit Scotland's website www.audit-scotland.gov.uk in due course.

Audit appointment from 2022/23

16. The Accounts Commission is responsible for the appointment of external auditors to local government bodies. External auditors are usually appointed for a five-year term either from Audit Scotland's Audit Services Group or a private firm of accountants. The current appointment round was due to end in 2020/21 but this was extended for a year so that 2021/22 is the last year of the current appointment round.

17. The procurement process for the new round of audit appointments was completed in May 2022. From financial year 2022/23 Mazars will be the appointed auditor for the Park. We are working closely with the new auditors to ensure a well-managed transition.

18. A new [Code of Audit Practice](#) applies to public sector audits for financial years starting on or after 1 April 2022. It replaces the Code issued in May 2016.

19. There are a number of significant changes introduced by the new Code, namely the integration of Best Value work into wider scope audit work and the audit of Best Value across the Integration Joint Boards.

20. We would like to thank the management and staff who have been involved in our work for their co-operation and assistance over the last six years.

Part 1. Audit of 2021/22 annual accounts

The annual accounts are the principal means of the Park accounting for the stewardship of resources and its performance in using those resources.

Main judgements

Mugdock Country Park Joint Management Committee financial statements give a true and fair view and were properly prepared in accordance with the financial reporting framework.

The management commentary and annual governance statement are both consistent with the financial statements and are prepared in accordance with relevant regulations and guidance.

Our audit opinions on the annual accounts

21. The annual accounts for the year ended 31 March 2022 were approved by the Joint Management Committee on 4 October 2022. As reported in the independent auditor's report:

- the financial statements give a true and fair view and were properly prepared in accordance with the financial reporting framework, and
- the management commentary and the annual governance statement were all consistent with the financial statements and properly prepared in accordance with the applicable requirements.

The annual accounts were signed off in line with the deadline date

22. For 2021/22, the submission deadline for local government bodies audited annual accounts has been set at 31 October 2022.

23. The unaudited annual accounts were received in line with our agreed audit timetable on 14 June 2022. Although ongoing restrictions meant staff have been working remotely, we were able to gather sufficient audit evidence on which to draw our conclusions.

There were no objections raised to the annual accounts

24. The Local Authority Accounts (Scotland) Regulations 2014 require local government bodies to publish a public notice on its website that includes details of the period for inspecting and objecting to the accounts. This must remain on

the website throughout the inspection period. The Park complied with these regulations. There were no objections to the 2021/22 accounts.

Overall materiality is £5,000

25. Our initial assessment of materiality was carried out during the planning phase of the audit. This was reviewed on receipt of the unaudited annual accounts and is summarised in [Exhibit 1](#). However, these changes were not significantly different from our planned levels and did not impact upon our audit approach.

26. In determining performance materiality, we have considered factors such as our findings from previous audits, any changes in business processes and the entity's control environment including fraud risks.

Exhibit 1 Materiality values

Materiality level	Amount
Overall materiality	£5,000
Performance materiality	£3,000
Reporting threshold	£250

Source: Audit Scotland

We have no significant findings to report on the audit of the annual accounts

27. International Standard on Auditing (UK) 260 requires us to communicate significant findings from the audit to those charged with governance, including our view about the qualitative aspects of the body's accounting practices. We have no issues to report from the audit of the annual accounts.

28. In our 2021/22 Annual Audit Plan we identified three significant risks of material misstatement in the financial statements on which we needed to focus our audit work. [Exhibit 2](#) (overleaf) sets out the risks and summarises the audit procedures we performed during the year to obtain assurances over these risks and the conclusions from the work completed.

Exhibit 2**Significant risks of material misstatement in the financial statements**

Significant risk of material misstatement	Audit response to risk	Results and conclusions
<p>1. Management override of controls</p> <p>As stated in International Standard on Auditing (UK) 240, management is in a unique position to perpetrate fraud because of management's ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.</p>	<ul style="list-style-type: none"> • Made inquiries of individuals involved in the financial reporting process about inappropriate or unusual activity relating to the processing of journal entries and other adjustments. • Tested journals at the year-end and post-closing entries and focused on significant risk areas. • Evaluated significant transactions outside the normal course of business. • We assessed any changes to the methods and underlying assumptions used to prepare accounting estimates compared to the prior year. • Substantively tested income and expenditure transactions around the year-end to confirm they were accounted for in the correct financial year. • Focused testing of accounting accruals and prepayments. 	<p>Our audit procedures did not identify any evidence of management override of controls. Satisfactory.</p>
<p>2. Risk of fraud in revenue recognition</p> <p>The majority of the Park's income is received through revenue contributions made by East Dunbartonshire and Stirling Councils as the constituent authorities. However, some income is also received from other sources, including rents and shop sales. The extent and complexity of income means</p>	<ul style="list-style-type: none"> • Performed analytical procedures on income streams. • Performed detailed testing of revenue transactions focusing on the areas of greatest risk 	<p>Our audit procedures did not identify any evidence of fraud over income. Satisfactory.</p>

Significant risk of material misstatement	Audit response to risk	Results and conclusions
<p>there is an inherent risk of fraud.</p> <p>There is a risk therefore that income may be misstated resulting in a material misstatement in the financial statements.</p>		
<p>3. Risk fraud over expenditure</p> <p>As most public-sector bodies are net expenditure bodies, the risk of fraud is more likely to occur in expenditure.</p> <p>Audit Scotland's Code of Audit Practice requires that auditors should plan to address the risk that the financial statements may be materially misstated as a result of fraud over expenditure.</p> <p>There is a risk that expenditure may be misstated resulting in a material misstatement in the financial statements.</p>	<ul style="list-style-type: none"> • Performed Analytical procedures on expenditure streams. • Reviewed Payroll expenditure and reconcile to the payroll system. • For other non-pay expenditure, we tested a sample of transactions. 	<p>Our audit procedures did not identify any evidence of fraud over expenditure. Satisfactory.</p>

Source: Audit Scotland 2021/22 Annual Audit Plan

Other areas of audit focus

29. In our 2021/22 Annual Audit Plan, we also highlighted that, based on our assessment of the likelihood and magnitude of the risk, we assessed that there was a risk of material misstatement in inventory valuation for the 2021/22 audit of the Park. However, to mitigate this risk we attended the annual stock count at the financial year end. We have no matters which we need to bring to your attention in relation to this risk.

A misstatement of £916 was adjusted in the accounts, this was below our performance materiality, and we did not need to revise our audit approach

30. The total misstatements identified were £916. Adjustments made in the audited accounts increased the current liabilities in the Balance Sheet by £916. We have reviewed the nature and causes of this misstatement and have

concluded that it arose from an isolated issue that has been identified in its entirety and does not indicate further systemic error.

31. It is our responsibility to request that all misstatements, other than those below the reporting threshold, are corrected, although the final decision on making the correction lies with those charged with governance considering advice from senior officers and materiality. Management have adjusted all identified misstatements above our reporting threshold; there are no unadjusted errors to report.

Part 2. Financial sustainability and annual governance statement

Financial sustainability looks forward to the medium and longer term to consider whether the Park is planning effectively to continue to deliver its services.

Main judgements

The renewed Minute of Agreement secures the current levels of funding from the constituent authorities for the Park for the period 2019-2024.

The Covid-19 pandemic has had a significant impact on the short-term finances of the Park and the impact of this on the medium to longer term is still to be evaluated.

Financial performance in 2021/22

32. The Park is funded jointly by East Dunbartonshire Council and Stirling Council. Capital expenditure is split equally between both councils, and Stirling Council pays a fixed revenue contribution of £50,000 per annum. East Dunbartonshire Council is responsible for overseeing the Park's running costs within the available budget.

33. The Comprehensive Income and Expenditure Statement (CIES) for the year ended 31 March 2022 reports expenditure for the year of £536,580. This is £50,357 more than in 2020/21, and £10,835 more than that budgeted. The expenditure incurred in 2021/22 was higher than the previous year primarily due to an increase in trading and events, operating, utilities and publicity costs.

34. The income for the year reported in the CIES is £153,112, comprising £88,552 from rents and recharges and a further £56,905 from trading and events. Grants totalling £7,655 were received from Clackmannanshire and Stirling Environment Trust and Nature Scotland. This is £20,754 more than the original budget and is mainly due to an increase in rental income and unexpected grants.

35. Overall, the net cost of services was lower than budget by £11,082 due to the increased levels of activity as Covid-19 restrictions were eased and Park opening times increased.

Future funding

36. Most of the Park's income is received from the constituent local authorities, East Dunbartonshire Council and Stirling Council, in the form of grant funding. This is managed through a Minute of Agreement, which covers the period 2019-24 and confirms that funding will continue to be provided on the same basis year on year.

Capital projects plan

37. The development of a new strategy for the period 2022-2027 is to be presented to members in October 2022. The strategy will incorporate the land management plan, assets review and business plan along with a review of the capital programme in light of Covid-19 considerations and will propose a strategic direction for the Park for the next 5 years.

38. Due to the levels of capital funding available to the Park, external funding is likely to be required to deliver this project. This has yet to be secured and sources of funding are being investigated.

Annual governance statement

39. We concluded that the information in the annual governance statement is consistent with the financial statements and has been prepared in accordance with the CIPFA/ SOLACE guidance: Delivering Good Governance in Local Government Framework (2016).

Internal controls

40. East Dunbartonshire Council, as the host authority, provides support in some key areas of business, particularly in finance, legal and information technology.

41. As part of our audit, we reviewed the high-level controls in a number of the systems used by East Dunbartonshire Council for the processing and recording of transactions and the preparation of the financial statements of the Park.

42. Our overall conclusion was that the key controls within the council's main financial systems were operating satisfactorily, and no significant risks to the Park were identified.

Audit work has addressed the wider scope risks identified in our Annual Audit Plan

43. In our 2021/22 Annual Audit Plan, we also identified two wider audit dimension risks as part of our responsibilities under the Code of Audit Practice. [Exhibit 3](#) (overleaf) summarises the audit procedures we performed during the year to obtain assurances over these risks and the conclusions from our work.

Exhibit 3**Wider audit dimension risks**

Audit risk	Audit response to risk	Results and conclusions
<p>1. Financial Sustainability</p> <p>Most of the Park's income is received from the funding contributions made by the constituent local authorities. However, due to the ongoing Covid19 pandemic and budget constraints within the Park's local authority partners, there is a possibility that income targets may not be realised.</p> <p>Furthermore, significant capital expenditure on Business Development and Asset Improvement projects have been identified, current costings exceed the annual and 5- year authority capital contributions included in the Minute of Agreement: 2019-2024.</p> <p>In the current economic climate, opportunities to generate external funding are limited which could adversely impact on the Park's ability to maintain, develop and promote the park in line with the organisations service plan objectives.</p>	<ul style="list-style-type: none"> • Monitored developments through review of East Dunbartonshire Council committee papers and minutes. • Assessed budget performance through audit of annual accounts. 	<p>Our review of Committee papers and elected members technical notes identified that ongoing funding from constituent local authorities is regularly monitored by members and officers to ensure budgeted expenditure is sustainable.</p> <p>Satisfactory.</p>
<p>2. Budget setting and monitoring</p> <p>Due to the nature of the funding arrangements of the Park there is no formal budget approval process carried out by the Joint Management Committee. The budgeted spend for the year is communicated to members using elected member technical notes which include budget monitoring reports.</p>	<ul style="list-style-type: none"> • Reviewed the 2021/22 budget setting process for the Park. Ongoing review of available monitoring reports presented to Council committee meetings. • Ongoing review of reports presented to East Dunbartonshire Council committees, for information relevant to the Park. 	<p>In place of Committee meetings, regular technical notes have been provided to elected members with the in-year revenue position for the Park. These updates have provided a prior year spend comparison as well as explanations on significant variances.</p> <p>Satisfactory.</p>

Audit risk	Audit response to risk	Results and conclusions
<p>These do not allow comparison with prior year spend and provide limited detail as to the reasons behind significant variances.</p> <p>Due to Covid-19, there have only been two Joint Management Committee meetings held in 2021/22. Budgetary monitoring reports have not been presented for the Park to facilitate effective scrutiny.</p> <p>There is a risk that budget setting and monitoring is not transparent and may not be based on accurate financial projections for the year.</p>		

Source Audit Scotland 2021/22 Annual Audit Plan

Part 3. Governance and Transparency

The effectiveness of scrutiny and oversight transparent reporting of information.

Main judgements

The Park's governance and transparency arrangements are appropriate.

The Joint Management Committee should explore ways to enhance openness and transparency.

The Park's governance and transparency arrangements are appropriate but can be improved with regular meetings

44. The Joint Management Committee is made up of elected members who are appointed by the Park's constituent local authorities and have corporate responsibility for ensuring that the Park fulfils its aims and objectives, including delivery of its strategic objectives.

45. During 2021/22 Joint Management Committee meetings were held remotely using East Dunbartonshire Council's Webex system.

46. The last meeting of the Joint Management Committee took place in February 2022. During 2021/22 the Joint Management Committee members were issued a number of reports in the form of technical notes to ensure that they remain apprised of the financial performance of the Park, the main risks it faces during the period and how it intends to manage these risks. These include financial monitoring reports, annual audit plans and events updates.

47. Notwithstanding the relaxation of restrictions, the Joint Management Committee should explore ways to enhance openness and transparency by reintroducing regular meetings.

National performance audit reports

48. Audit Scotland carries out a national performance audit programme on behalf of the Accounts Commission and the Auditor General for Scotland. During 2021/22, Audit Scotland published a number of reports which may be of interest to the Park. These are outlined in [Appendix 2](#).

Appendix 1. Action plan 2021/22

2021/22 recommendations

Issue/risk	Recommendation	Agreed management action/timing
------------	----------------	---------------------------------

N/A - No issues identified for 2021/22.

Follow-up of prior year recommendations

Issue/risk	Recommendation	Agreed management action/timing
------------	----------------	---------------------------------

P/Y 1. Minute of Agreement

The Majority of the Park's income is from constituent local authorities, as managed through the Minute of Agreement. This expired on 31 March 2019, and the revised Minute of Agreement for 2019-2024 has yet to be formally approved by the Park.

Risk: The Park does not have funding secured and approved for future years.

The revised Minute of Agreement should be approved by the Joint Management Committee to ensure revenue budgets and capital project plans can be agreed and progressed based on agreed funding.

Complete

The revised Minute of Agreement for 2019-2024 between East Dunbartonshire Council and Stirling Council was agreed and signed during the year. This ensures that revenue budgets and capital project plans can be progressed based on agreed funding levels.

Appendix 2. Summary of 2021/22 national performance reports and briefing papers

May

[Local government in Scotland Overview 2021](#)

June

[Covid 19: Personal protective equipment](#)

July

[Community justice: Sustainable alternatives to custody](#)

September

[Covid 19: Vaccination programme](#)

January

[Planning for skills](#)

[Social care briefing](#)

February

[NHS in Scotland 2021](#)

March

[Local government in Scotland: Financial Overview 20/21](#)

[Drug and alcohol: An update](#)

[Scotland's economy: Supporting businesses through the Covid 19 pandemic](#)

Mugdock Country Park Joint Management Committee

Proposed 2021/22 Annual Audit Report

Audit Scotland's published material is available for download on the website in a number of formats. For information on our accessibility principles, please visit:

www.audit-scotland.gov.uk/accessibility



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN
T: 0131 625 1500 E: info@audit-scotland.gov.uk
www.audit-scotland.gov.uk



MUGDOCK COUNTRY PARK

**MUGDOCK COUNTRY PARK
MANAGEMENT COMMITTEE**

4 OCTOBER 2022

CFO/036/22/GM

CHIEF FINANCE OFFICER

CONTACT OFFICER:

**GAIL MORRISON, PRINCIPAL ACCOUNTANT
- 0141 574 5511.**

SUBJECT TITLE:

**2021/22- ANNUAL ACCOUNTS & FINANCIAL
STATEMENTS FOR MUGDOCK COUNTRY PARK
JOINT MANAGEMENT COMMITTEE**

1.0 PURPOSE

- 1.1. This purpose of this Report is to present the Mugdock Country Park Joint Management Committee (the Committee) with the Annual Accounts for 2021/22.

2.0 RECOMMENDATIONS

It is recommended that the Members of Mugdock Management Committee

- 2.1 Consider and approve the annual accounts for 2021/22 for Mugdock Country Park Joint Management Committee.

**JAMIE ROBERTSON
CHIEF FINANCE OFFICER
FINANCE, AUDIT & PERFORMANCE**

3.0 BACKGROUND / MAIN ISSUES

- 3.1. The unaudited Annual Accounts were authorised for issue by technical note. The accounts were thereafter issued to Audit Scotland for audit.
- 3.2. The audit is now complete with Audit Scotland providing an unqualified audit opinion on the 2021/22 accounts.
- 3.3. A separate report to this meeting from Audit Scotland is the full Annual Audit Report on the 2021/22 audit, and this incorporates their conclusions and recommendations following this work on the Annual Accounts.
- 3.4. A full set of Annual Accounts for the park has been available for consideration and approval and are appended to this Report. The Annual Accounts 2021/22 will be formally authorised on 4 October 2022.

4.0 IMPLICATIONS

The implications for the Council are as undernoted.

- 4.1. Frontline Service to Customers- Improved service delivery through continued effective scrutiny and management of performance
- 4.2. Workforce (including any significant resource implications)- Impact on future Business Improvement Planning
- 4.3. Legal Implications – None
- 4.4. Financial Implications – This Report discharges the requirement within the Council's Financial Regulations.
- 4.5. Procurement - None
- 4.6. ICT - None
- 4.7. Corporate Assets- None
- 4.8. Equalities Implications – None
- 4.9. Sustainability - None
- 4.10. Other

5.0 MANAGEMENT OF RISK

The risks and control measures relating to this Report are as follows:-

- 5.1. Ensuring effective Scrutiny of service performance and driving improvement in service delivery.
- 5.2. Ensuring we are continuing to meet our statutory obligations in regards to performance reporting and Best Value.

6.0 IMPACT

The scrutiny of service performance should drive improvements, helping to achieve LOIP outcomes.

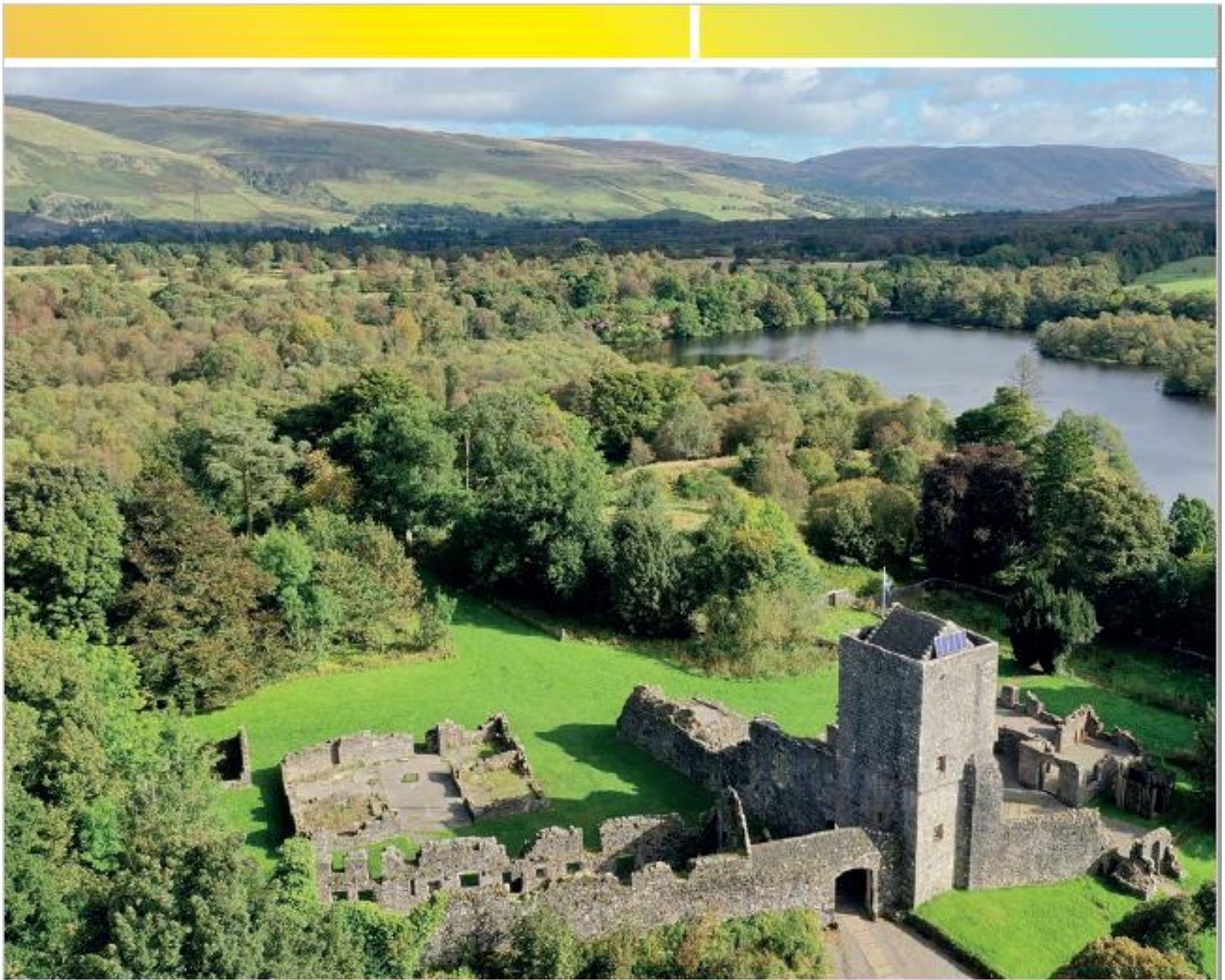
- 6.1. **ECONOMIC DEVELOPMENT** – As above.
- 6.2. **EMPLOYABILITY** - As above.
- 6.3. **DELIVERING FOR CHILDREN & YOUNG PEOPLE** – As above.
- 6.4. **COMMUNITY SAFETY** - As above.
- 6.5. **HEALTH & SOCIAL CARE** - As above.
- 6.6. **OLDER ADULTS, VULNERABLE PEOPLE & CARERS** - As above.
- 6.7. **CLIMATE CHANGE** - None.
- 6.8. **STATUTORY DUTY** - None.

7.0 POLICY CHECKLIST

- 7.1. This Report has been assessed against the Policy Development Checklist and has been classified as being an operational report and not a new policy or change to an existing policy document.

8.0 APPENDICES

- 8.1. **Appendix 1: Annual Accounts 2021/22**



Mugdock Country Park

Joint Management
Committee

Annual Accounts

2021-22



MUGDOCK
COUNTRY PARK

Mugdock Country Park Joint Management Committee

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Mugdock Country Park Joint Management Committee

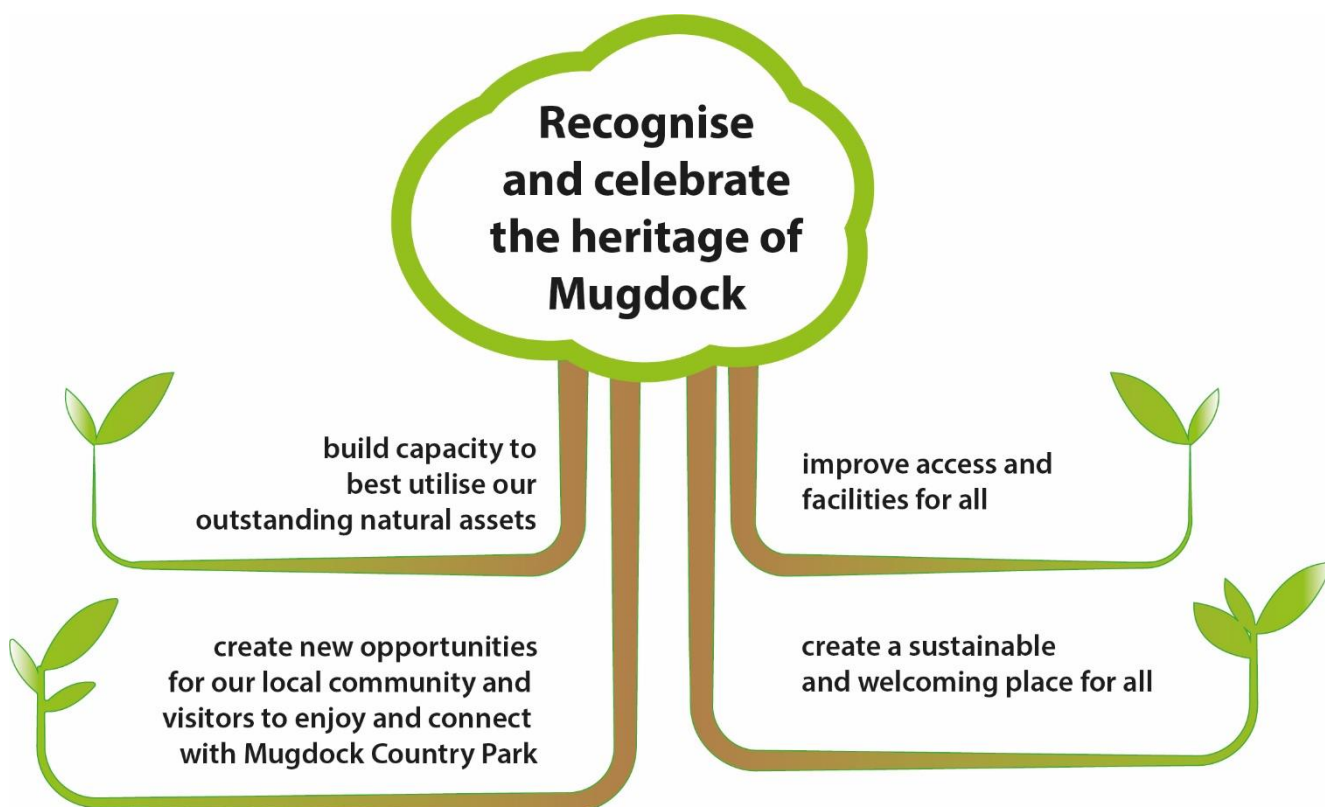
Management Commentary

A Strategy, Objectives & Business Model

Mugdock Country Park (the Park) is located 10 miles north of Glasgow close to the populations of Milngavie and Strathblane. It was designated a Country Park in 1987 and combines woodland, heathland, marshland and moor along with formal walking routes, a loch, castles and gunsite remaining from WWII.

The area has a long and fascinating history as well as an outstanding natural environment, which sees almost 70% of the Park, designated a Site of Special Scientific Interest (SSSI) and Mugdock Castle designated a Scheduled Ancient Monument. Craigend Castle is C listed and the Courtyard (former Stables buildings) is B-listed. Mugdock Country Park is currently owned and managed by both East Dunbartonshire and Stirling Councils through a Joint Management Committee, which meets quarterly.

As one of Scotland's leading Tourist Attractions, the Park is working to develop a sustainable operating and business model. During 2021, work has been ongoing to agree a new Strategy, which proposes to:




Despite Covid related restrictions continuing into 2021-22 the Park was able to remain open to visitors and continued to see footfall increase from an annual average of over 600,000 visitors to over 800,000 visitors. This shows the importance of outdoor space and opportunity for leisure activities. Park staff have been providing events, services and facilities where possible, within Government guidance. This has meant an increase in

Mugdock Country Park Joint Management Committee

income compared to the previous year although pre-Covid targets could not be fully met. During the year, The Park worked on a number of activities to achieve the following outcomes:



Developing Education and Learning:
Resuming Forest Schools activities with schools, nurseries and park visitors



Promoting Culture and Heritage:
Information panel placed near Craigend Stables showing the changing use of the buildings over the years.



Supporting Ecology and Environment
Continuing programme of tree planting and control of invasive species.



Attracting Finance and Funding
Enabling filming to continue during lockdown providing a steady source of income

As restrictions gradually lifted initially only outdoor facilities could be hired out including the Pond and Gallowhill BBQ sites and the exterior areas at Mugdock Castle. More recently indoor space has been hired and the Panto was able to take place throughout most of December. During the year, the Visitor Centre was relocated to the Courtyard when a unit became available. This provided a large retail display window and greater passing trade. It also meant that the previous Visitor Centre could be available for hire. In March 2022, a film company used the unit for 3 weeks as a production office.

The businesses based within the Park were able to operate, within guidelines, during most of the year. The Garden Centre is now back to full capacity, as are the Tearoom and Coffee Bar in the Courtyard. The Makker Art & Craft Gallery was partially closed during much of lockdown but is now open every day. Additional footfall has led to increased pressure on the Park's infrastructure with some emergency work carried out on paths, toilets and play areas.

Mugdock Country Park Joint Management Committee

B Fair Review of Business


The Annual Accounts present the financial position of Mugdock Country Park as at 31 March 2022.

The principal financial statements comprise Movement in Reserves Statement ([page 16](#)), Comprehensive Income and Expenditure Statement ([page 16](#)), Balance Sheet ([page 17](#)) and Cash Flow Statement ([page 17](#)). Explanatory notes are also provided.


Mugdock Country Park Joint Management Committee

a) Management Committee

Mugdock Country Park Joint Management Committee




Chair
Councillor Gibbons
East Dunbartonshire Council




Vice Chair
Councillor Hutchison
Stirling Council


Elected Members



Councillor
Moody
East Dunbartonshire Council




Councillor
Thornton
East Dunbartonshire Council




Councillor
O'Neil
East Dunbartonshire Council



Councillor
Ferretti
East Dunbartonshire Council



Councillor
Fischer
East Dunbartonshire Council



Councillor
Berrill
Stirling Council

Telephone: 0300 123 4510

Mugdock Country Park Joint Management Committee

b) Administrative and Funding Arrangements

Administrative and funding arrangements for the Park are conducted in accordance with the Minute of Agreement between East Dunbartonshire Council and Stirling Council. The Minute of Agreement for the period 2019-2024 has been signed by both Councils. Capital expenditure is split 50/50 between the respective authorities with each Council committing to £75,000 per year. Stirling Council pays a fixed revenue contribution of £50,000 per annum. Mugdock Country Park is managed jointly by East Dunbartonshire Council and Stirling Council through the Mugdock Joint Management Committee. The Committee meets quarterly however where meetings were not able to go ahead Technical Notes were circulated.

Mugdock Country Park is managed jointly by East Dunbartonshire Council and Stirling Council through the Mugdock Joint Management Committee. The Committee meets quarterly however where meetings were not able to go ahead Technical Notes were circulated.

There is funding support from Mugdock Trust and the Clan Graham Society of North America (www.clangrahamsociety.org). Over the years, Mugdock Trust has been involved in projects, which improve and develop the Park. This has mainly centred on Mugdock Castle and the Trust has been working with students from City of Glasgow College on a Virtual Reality project, which looks at the Castle at different time periods. The Clan Graham Society had to postpone their intended visit in 2020 and again in 2021. However, the trip is managing to go ahead in July 2022 and a cheque for the protection and preservation of Mugdock Castle, their ancestral home, will be handed to the Trust.

Much of the Park's income comes through room and land hire as well as rental of units to Caulders Garden Centre, Charlie's Coffee Bar, Stables Tearoom and Mugdock Makers Gallery and Giftshop. There is a land lease from animal grazing on Khyber Field and a land lease will shortly be in place for the Astronomical Society of Glasgow's new Observatory to the north of the Park. The Mugdock Visitor Centre is run by Park staff and sells gifts, maps, toys and outdoor wear as well as taking payment for event tickets and activities. Donation posts and honestly boxes are located at a number of locations. A range of fixed and seasonal trails around the Park brings in regular income along with events and educational visits. Volunteering was able to recommence during the year for conservation volunteers however castle stewards, cinema volunteers and garden volunteers are not yet back to normal.

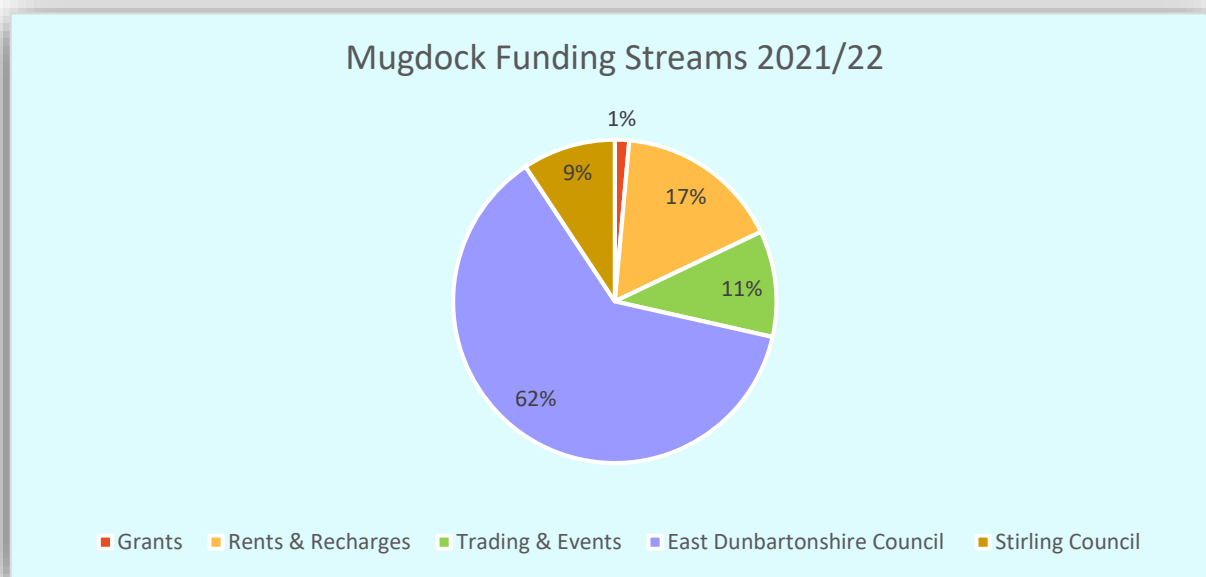
External funding was obtained from NatureScot's Better Places Fund 2 for additional patrols of the Park by Community Safety Wardens. It was helpful in having a visible presence around key visitor hotspots such as Craigend quarry and Khyber field.

East Dunbartonshire Council is responsible for overseeing the administrative arrangements of Mugdock Country Park Joint Management Committee, for all financial arrangements for the Park and, as permanent employer of the staff at the Park, is liable for any IAS19 (*International Accounting Standard 19: Employee Benefits*) commitments arising.

Mugdock Country Park Joint Management Committee

c) Financial Summary

The Comprehensive Income & Expenditure Statement on [page 15](#) shows that net revenue expenditure to be met by constituent authorities in 2021/22 was £383,469, £12,849 less than in the previous year.



Spend on employee costs were higher in 2021/22 due to the pay increase and increments received by employees. Overall, the net cost of service for 2021/22 was higher than budget by £11,082 due additional staffing costs and additional spend on corporate events and misc. supplies & services. The contribution from Stirling Council was budgeted at £50,000 to reflect their share of costs, in line with the Minute of Agreement.

	2021/22 Budget £'000	2021/22 Actual £'000	2021/22 Variation £'000
Expenditure	526	537	-11
Income	-203	-203 *	0
Net	323	334	-11

*Includes 2020/21 Stirling Contribution

The Balance Sheet Statement on [page 17](#) shows that, as at the financial year-end, there is a temporary advance to East Dunbartonshire Council of £36,391. This reflects the net position of current assets and liabilities at the year-end and represents a net cash inflow position as at 31 March 2022.

The Cash Flow statement on [page 17](#) summarises the external transactions associated with the Park on a cash basis.

Mugdock Country Park Joint Management Committee

d) Performance Information

From September 2021, new footfall counters have been recording visitor numbers to the Park. This has shown a significant increase in visitors with annual figures around 800,000 compared to over 600,000 in previous years. The popularity of the Park has continued after lockdown with increased wear and tear on the infrastructure. This has affected the Sites of Special Scientific Interest (SSSI) within the Park with more informal paths appearing and more people accessing the southern parts of Mugdock Wood and Drumclog Moor.

During the pandemic most of the capital projects were put on, hold however, some smaller projects were able to progress. This included improvements to the Walled Garden with replacement of uneven paths, straightening bandstand steps and painting the bandstand structure. Cabling has been installed in anticipation of Superfast Broadband, which is being laid by BT Openreach through their Community Broadband scheme. The theatre in the Courtyard has had a facelift and some performances and cinema showings have re-started. Improvements are being made to the maintenance yard with CCTV installed and changes to waste management. The next phase of signage improvements has been implemented with directional signs and information panels upgraded. There has been a continuation of tree planting with trees acquired through national funding streams and also donated by a local business. Tree surveys and bracken control work is underway and will be completed over coming months.

Educational work has started back with Countryside Rangers providing sessions for schools, nurseries and community groups. An events programme has re-started with events for children such as pond dipping, sensational safaris, wildlife weans and forest schools. Adult events have also started with history walks, dawn chorus bird identification, star gazing and wellbeing events and activities. The bandstand was used for Bearsden Young Fiddlers and a programme of bandstand music is planned for over the summer months.

In recent months, the return of international visitors has seen an upturn in the sales of Clan Graham merchandise and requests for visits to Mugdock Castle. So far, these have been dealt with on a case by case basis however, it is expected this will continue and more structured arrangements will be put in place.

C Future Developments

A new strategy for Mugdock is currently being developed covering the period 2022-27. Feedback to the visitor survey and stakeholder consultation provided over 1800 responses and showed that the majority of visitors travel under 5 miles, primarily from East Dunbartonshire and Stirling.

It showed that the key strengths of Mugdock are:

Mugdock Country Park Joint Management Committee



Natural Environment Assets



Woodland including SSSI/Wildlife Interest



Historic Environment



Scenic Value

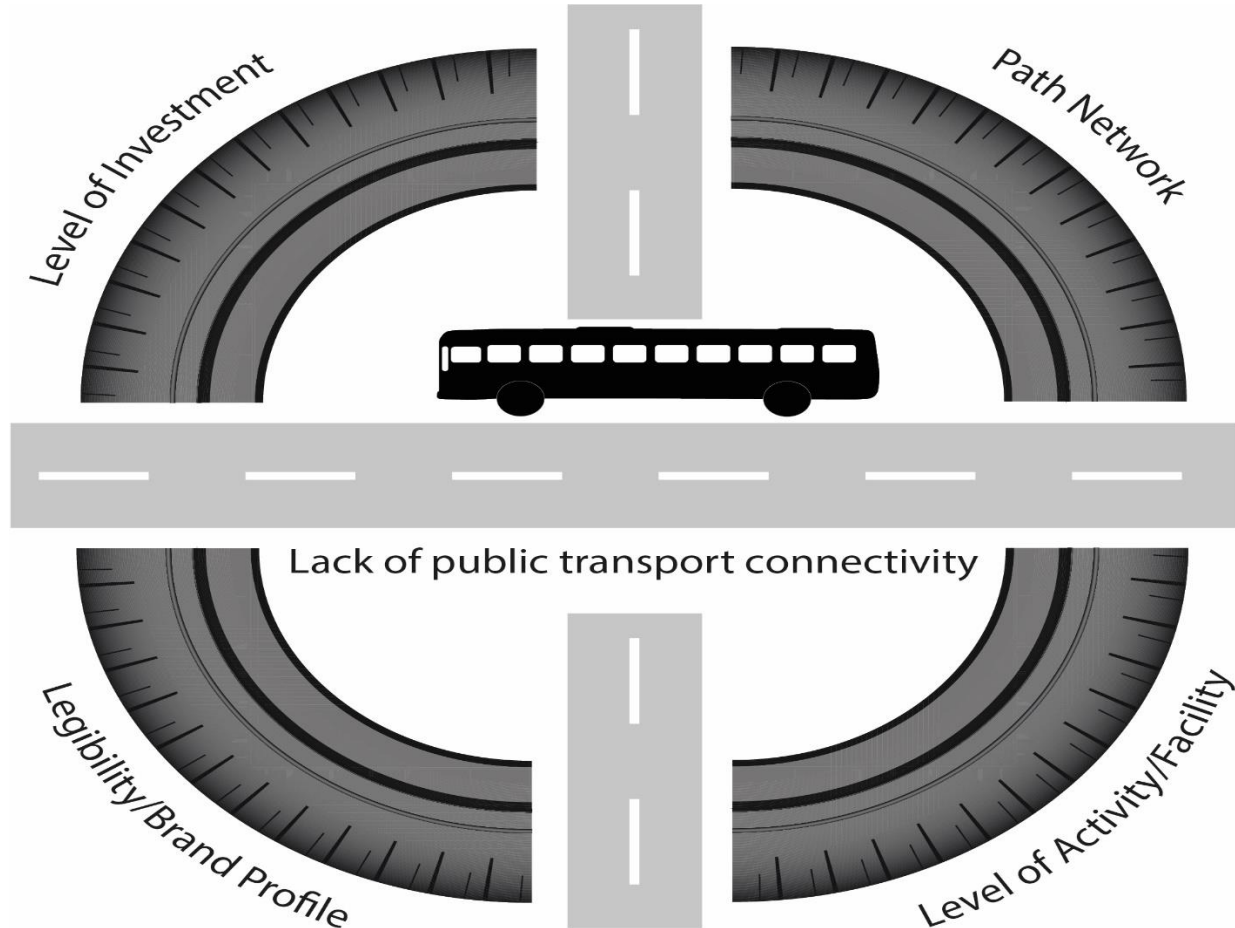


Activities (Play/Walking Environment/Ranger led Activities)



MCP Staff

Key weaknesses include:



Mugdock Country Park Joint Management Committee

To build on strengths and address weaknesses a masterplan will be developed which focuses on:

- Visitor Welcome and Orientation
- Heritage Focus
- Protect the SSSI
- Biodiversity
- Trails, Routes and Signage
- Connectivity

The Strategy will propose a revised capital programme for the Park, which will consider the projects best placed to deliver the aims of the masterplan. This is likely to include improvements to connectivity from Milngavie to the Park and the subsequent impact on the SSSI area, upgrading of peripheral car parks, fencing at Craighend Quarry and continued improvements to the Walled Garden. During the year the Astronomical Society of Glasgow has started work on the Eric Tomney Memorial Observatory (ETMO) and when this is completed, it will enable the society to work closely with the Park to promote the opportunity of star gazing from the Park.

Future developments include:



ETMO Observatory



Walled Garden as a Venue



Improved Parking



Superfast Broadband



Quarry Fence

Mugdock Country Park Joint Management Committee

D Principal Risks & Uncertainties

Risks to the Park are identified through the on-going risk management assessment processes. Risks include those in relation to income realisation and on-going financial pressures. The most recent and prevailing risk facing the Park is in relation to the ongoing COVID-19 pandemic. This has affected footfall, income and increased on-going financial pressures. In responding to this risk the Council's Civil Contingency Planning Group met on an ongoing basis to ensure that the park remained prepared and due consideration was given to emerging information, advice and guidance.

Other risks included within the Park's risk register, include failure to upkeep car parks sufficiently, unauthorised access to Craighend Quarry and ICT connectivity, which could impact on income and security. These risks will be mitigated through progress on car park resurfacing, reviewing fencing and signage at the Quarry and rollout of BT Openreach superfast broadband, which is currently underway. This will assist with connectivity issues and make the Park more digitally accessible. A set of Park Management Rules will be progressed with the involvement of legal services to ensure the uses permitted within the Park are clear and consistent and reduce risk from unwanted activities.

The lease for Mugdock between East Dunbartonshire Council and Stirling Council extends from 1999 to 2049 and the Minute of Agreement details the operational and financial arrangements between the two Councils. On-line payments are under development in order to be more customer focused. Future developments, which are currently being progressed aim to maximise income, whenever possible, to improve the long-term financial viability of the Park.

Councillor Jim Gibbons

Chairperson, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

Ann Davie

Depute Chief Executive, Education, People & Business, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

Jamie Robertson

Treasurer, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

Mugdock Country Park Joint Management Committee

Annual Governance Statement 2021/22

What we are Responsible For

The Mugdock Joint Management Committee (the Joint Committee) comprises six East Dunbartonshire Councillors and two Stirling Councillors and is responsible for overseeing the spend and the activity of Mugdock Country Park. To meet its responsibilities, the Joint Committee has put in place proper arrangements for overseeing the Park's operation. These arrangements form the basis of its governance framework, which is intended to make sure that it does the right things, in the right way, for the right people, in good time, and in a fair, open, honest and accountable way.

The Aim of the Governance Framework

The Joint Committee is responsible for ensuring that the business of Mugdock Country Park is conducted in accordance with legislation and appropriate standards, that public money is safeguarded, properly accounted for and used in an economic, efficient and effective way. The governance arrangements in place allow us to monitor how we are achieving our long-term aims, and ensure we deliver appropriate services that are value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. The system of internal control is based on an ongoing process designed to identify and prioritise those risks that may affect the ability of the Joint Committee to deliver its aims and objectives. In doing so, it evaluates the likelihood and impact of those risks and seeks to manage them efficiently, effectively and economically. Key parts of the systems of internal control are provided by and supported by East Dunbartonshire Council, including Finance, IT and Payroll functions.

Impact of the COVID-19 Pandemic

Governance arrangements were in place throughout the year and to the date of the approval of the statement of accounts. Necessary changes were implemented from 23 March 2020, including the suspension of the Joint Committee's usual cycle of quarterly meetings, in response to the COVID-19 pandemic and to support East Dunbartonshire Council in meeting its obligations as a Category 1 civil contingencies responder. These temporary arrangements were required to be extended given the ongoing COVID-19 impacts, and the Joint Committee met virtually in October 2021 and February 2022 as the only meetings in 2021/22. However, technical notes were published on East Dunbartonshire Council's website, providing regular updates as a compensating measure.

The COVID-19 pandemic continued to affect Mugdock Country Park throughout 2021/22, impacting on service priorities and how services were delivered. Restrictions in place at points in the year continued to have a negative impact on Mugdock's Trading & Events income generating streams in the short term, although visitor numbers were higher than in previous years. Longer term impacts are uncertain at this stage, including whether the higher visitor numbers will persist as restrictions are removed.

Mugdock Country Park Joint Management Committee

The Governance Framework

Some of the key features of the governance framework are set out in the following paragraphs.

Purpose, Outcomes & Vision

The Joint Committee's purpose and outcomes form a consistent thread cascading from the vision of working together to achieve the best with the people of East Dunbartonshire & Stirling through the Local Outcome Improvement Plan to its strategic and local outcomes and priorities. The performance of the Joint Committee is monitored by East Dunbartonshire Council Officers and developed to meet agreed targets, with this oversight being provided by the Roads & Environment portfolio and the Council's Place, Neighbourhood and Corporate Assets Committee.

A draft Mugdock Strategy 2022-27 has been prepared, which will be subject to further consideration and development, prior to approval.

Common Purpose, Clear Functions & Roles

The Minute of Agreement between Stirling Council and East Dunbartonshire Council provides a clear statement of roles and responsibilities for the management of the estate as a Country Park, with a subsequent Variation to the Minute covering the period 2019-2024.

Promoting Values

The Joint Committee promotes positive values and demonstrates good governance through upholding standards of conduct and behaviour. This is achieved using East Dunbartonshire Council's established code of conduct for its employees who work at or for Mugdock Country Park on behalf of the Joint Committee. In addition, Elected Members from both funding councils are bound by the Code of Conduct for Councillors in accordance with the Ethical Standards in Public Life etc. (Scotland) Act 2000.

Informed & Transparent Decision Making

The Joint Committee sets out its processes and controls to be vigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny. This includes having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants. The Joint Committee has developed a risk register, which is updated on an on-going basis and is monitored by the Mugdock Joint Management Committee.

Developing Capability & Capacity

The Joint Committee seeks to ensure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles. This includes developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group. The Joint Committee

Mugdock Country Park Joint Management Committee

looks to encourage new talent for membership of the Joint Management Committee so that best use can be made of the mix of individuals' skills and experience.

Engaging with Local People & Stakeholders

The Joint Committee seeks to engage with stakeholders through developing effective partnerships and ensuring positive relationships are in place. Mugdock management actively facilitates feedback from visitors and provides sufficient opportunities to allow constructive input to the park. In 2021/22, this included consultation with visitors, which informed the first draft of the proposed new strategy. In addition, the Joint Committee includes non-voting community representatives who are able to attend committee meetings and are encouraged to participate in discussions.

Review of Effectiveness

The Joint Committee has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Executive Officer - Roads & Environment within East Dunbartonshire Council who for 2021/22 had responsibility for the development and maintenance of the governance environment. The review of the effectiveness of the governance framework is also informed by the Council's Audit & Risk Manager's Annual Report as it relates to Council systems on which the Joint Committee relies, and by comments made by the external auditors and other review agencies and inspectorates. During the year, East Dunbartonshire Council continued to put in place appropriate management and reporting arrangements to enable it to be satisfied that its approach to corporate governance is both appropriate and effective in practice as it relates to Mugdock Country Park.

The reports issued by the Council's external auditors, Audit Scotland, have also been considered as part of our overall review of effectiveness. In their 2019/20 and 2020/21 Annual Audit Reports, Audit Scotland recommended that the revised Minute of Agreement, covering the period of 2019 to 2024 is formally approved by the Joint Management Committee. The final version of the Minute was presented at a meeting in December 2021. With the new minute being on the same basis as that previously agreed, this risk remains managed.

Conclusion

The system of governance (including the system of internal control) provides reasonable assurance that assets are safeguarded; that transactions are authorised and properly recorded; and that material errors or irregularities are either prevented or would be detected within a timely period. The governance system provides reasonable assurance that significant risks affecting the achievement of our strategic priorities and outcomes will be mitigated. The system of internal control can only provide reasonable and not absolute assurance that assets are safeguarded, that transactions are properly recorded and that material errors or irregularities either are prevented or would be detected within a timely period. The COVID-19 pandemic has continued to present challenges, which, as referred to above, has resulted in temporary changes to governance arrangements, including fewer committee meetings than usual, which will be reinstated when circumstances allow.

Mugdock Country Park Joint Management Committee

We consider the governance and internal control environment operating in 2021/22 for the Mugdock Country Park Joint Management Committee to provide reasonable and objective assurance that significant risks affecting the achievement of our principal strategic priorities and outcomes will be identified and actions taken to avoid or mitigate their impact.

Councillor Jim Gibbons

Chairperson, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

Ann Davie

Depute Chief Executive of East Dunbartonshire Council, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

Mugdock Country Park Joint Management Committee

Statement of Responsibilities for the Accounts

The Joint Management Committee is responsible for:

- arranging for the proper administration of its financial affairs and to ensure that an appropriate Officer has the responsibility for the administration of those affairs. The Joint Management Committee has appointed the Treasurer to that role.

managing its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- ensure the Annual Accounts are prepared in accordance with legislation (the Local Authority Accounts (Scotland) Regulations 2014), and so far as is compatible with that legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003) and the Coronavirus (Scotland) Act 2020.
- approve the Annual Accounts for signature.
- I confirm that these Annual Accounts were approved for signature by the Joint Management Committee at its meeting on 4 October 2022.

Councillor Jim Gibbons

Chairperson, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

The Treasurer is Responsible for:

- the preparation of the Joint Management Committee's Annual Accounts which, in terms of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, is required to present fairly the financial position of the Joint Management Committee at the accounting date and its income and expenditure for the year ended 31 March 2022.
- selecting suitable accounting policies and applying them consistently.
- making judgements and estimates that were reasonable and prudent.
- complying with the Code of Practice.
- keeping proper accounting records which are up to date; and
- taking reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the financial statements give a true & fair view of the financial position of the Mugdock Country Park Joint Management Committee at the reporting date and the transactions for the year ended 31 March 2022.

Jamie Robertson

Treasurer, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

Mugdock Country Park Joint Management Committee

Principal Financial Statements

Movement in Reserves Statement

31 March 2021 £		31 March 2022 £
	0 Balance at the 1st April	0
	0 Surplus / (Deficit) for the Financial Year	0
	0 Balance at the 31st March	0

Comprehensive Income and Expenditure Statement

2020/21 £		2021/22 £
	Expenditure	
405,768	Employees	420,440
14,641	Maintenance	10,445
22,779	Utilities	30,886
28,440	Trading & Events	48,031
11,385	Operating	21,954
90	Publicity	1,614
3,120	External Audit Fees	3,210
486,223	Operating Costs	536,580
	Income	
70,610	Rents & Recharges	88,552
0	Grants & Donations	7,655
18,348	Trading & Events	56,905
88,958		153,112
397,266	Net Revenue Expenditure	383,469
	Amount to be met from constituent authorities	
347,266	East Dunbartonshire Council	333,469
50,000	Stirling Council	50,000
397,266		383,469
0	Net Surplus (Deficit) for the year	0

Mugdock Country Park Joint Management Committee

Cash Flow Statement

2020/21 £		2021/22 £
	Cash Outflows	
402,968	Employee Costs	431,254
90,512	Other Operating Costs	89,337
493,480		520,591
	Cash Inflows	
(397,266)	Requisitions from Constituent Authorities	(383,469)
(23,777)	Received for Goods and Services	(56,451)
(70,610)	Other Operating Receipts	(96,207)
(491,653)		(536,127)
1,827	Net Cash Flow from Revenue Activities	(15,536)

Balance Sheet

31 March 2021 £		31 March 2022 £
	Current Asset	
730	Receivables	1,183
8,025	Inventory	7,189
20,855	Temporary Advance to East Dunbartonshire Council	36,391
29,610		44,763
	Current Liabilities	
29,610	Payables	44,763
29,610		44,763
0	Total Assets less Total Liabilities	0

The audited accounts were authorised for issue on 4 October 2022.

I certify that the Balance Sheet presents a true and fair view of the financial position of Mugdock Country Park Joint Management Committee at 31 March 2022 and its income and expenditure for the year ended 31 March 2022.

Jamie Robertson
Treasurer, Mugdock Country Park Joint Management Committee

Date: 4 October 2022

Mugdock Country Park Joint Management Committee

Notes to Principal Financial Statements

1. Accounting Policies

a) General Principles

The Annual Accounts summarise Mugdock Country Park Joint Management Committee's transactions for the 2021/22 financial year, and its position at the year-end of 31 March 2022. The *Local Authority Accounts (Scotland) Regulations 2014* requires Annual Accounts to be prepared, and section 12 of the *Local Government in Scotland Act 2003* requires these to be prepared in accordance with proper accounting practices. These practices primarily comprise the *Code of Practice on Local Authority Accounting in the United Kingdom 2021/22* (the Code), supported by *International Financial Reporting Standards* (IFRS). In cases where accounting practices and legislative requirements conflict, the latter will apply. This is in agreement with the accounting concept of 'primacy of legislative requirements'.

The accounts are designed to give a 'true and fair view' of the financial performance and position of Mugdock Country Park Joint Management Committee for 2021/22. Comparative figures for 2020/21 are provided. The accounting convention adopted in the Annual Accounts is principally historical cost.

The accounting concepts of 'materiality', 'accruals' and 'going concern' have been considered in the application of accounting policies. The materiality concept means that information is shown where it is of such significance as to justify its inclusion. The accruals concept means that financial activities are accounted for on an accruals basis in the year that they take place, not simply when cash payments are made or received. The going concern concept is based on the assumption that the functions of the Park will continue in operational existence for the foreseeable future.

b) Employee Benefits

Post-Employment Benefits: Employees of the Park are members of The Local Government Pension Scheme (LGPS), which is a defined benefit statutory scheme, operated by Strathclyde Pension Fund, and administered by Glasgow City Council in accordance with the *Local Government Pension Scheme (Scotland) Regulations 1998*. LGPS is accounted for as a defined benefits scheme.

Under the terms of the Minute of Agreement between East Dunbartonshire Council and Stirling Council, East Dunbartonshire Council is the permanent employer of the staff of the Park and deals with all payments related to the Local Government Superannuation Scheme and STACA (Short Term Accumulating Compensated Absences). For that reason, revenue commitments and balance sheet disclosures for the purposes of IAS19 & STACA are identified within the accounts for East Dunbartonshire Council rather than those for the Park.

c) Long Term Assets

Title to the community assets of the Park rests with Stirling Council. However, under the revised management agreement signed by the constituent authorities, East Dunbartonshire Council has beneficial use of the fixed

Mugdock Country Park Joint Management Committee

assets of Mugdock Country Park. In addition, East Dunbartonshire Council entered into a lease arrangement commencing 1 April 1999 to operate the designated assets as a Country Park as defined in the Countryside (Scotland) Act 1967. This lease arrangement is for a peppercorn rent of £1 per annum, and will continue until 31 March 2049.

Accordingly, it has been considered appropriate that the Park's fixed assets are consolidated into the accounts of the Council. At 31 March 2022, the total net book value of the Park's buildings & equipment was £692,032 and of community assets was £2,311,976.

Overall, the net cost of capital for 2021/22 was lower than budget by £277,982 due to projects being re-phased into 2021/22 (including £22,478 from Stirling's funding).

	Budget	Actual	Variation
	£'000	£'000	£'000
Expenditure	363	85	278
Income	-85	-85	0
Net Cost of Capital	<u>278</u>	<u>0</u>	<u>278</u>

d) Inventories

Inventories are included in the Balance Sheet at the invoice value. This figure has been calculated as at the year end through an actual stock count.

2. Accounting Standards Issued, Not Adopted

IAS8 Accounting Policies, Changes in Accounting Estimates and Errors requires disclosure of information on the expected impact of new accounting standards that have been issued but are not yet effective. These have been reviewed and are not deemed significant for the financial statements.

3. Pensions Commitment

The Council is the permanent employer of the staff of the Park, and deals with all payments related to the Local Government Pension Scheme. Accordingly, revenue commitments and balance sheet disclosures for the purposes of IAS19 are identified within the accounts for the Council rather than those for the Park. Mugdock Country Park pensions contribution payments for 2021/22 were £61,821 (2020/21 £60,122).

4. Exit Packages

During 2021/22 there were no exit packages by way of voluntary redundancy (2020/21 £Nil).

Mugdock Country Park Joint Management Committee

5. Shop Trading Account

The Joint Management Committee operates a shop within the Visitors Centre at Mugdock Country Park, selling souvenirs and other sundry items. Sales income in 2020/21 is higher than the previous year within shop sales due to the return to normality. The gross profit for the year to 31 March 2022 is as above.

2020/21 £	2020/21 £		2021/22 £	2021/22 £
	3,588	Sales		19,097
9,337		Inventory at start of the year	8,025	
1,395		Purchases	9,431	
(8,025)		Less: Inventory at the end of the year	(7,189)	
	2,707	Cost of Goods Sold		10,267
	881	Gross Profit / (loss)		8,830

6. Net Cash Flow from Revenue Activities

2020/21 £	2020/21 £		2021/22 £	2021/22 £
9,337		Change in Inventory - opening balance	8,025	
8,025	(1,312)	Change in Inventory - closing balance	7,189	(836)
6,159		Change in receivables - opening balance	730	
730	(5,429)	Change in receivables - closing balance	1,183	453
38,178		Change in payables - opening balance	29,610	
(29,610)	8,568	Change in payables - closing balance	(44,763)	(15,153)
	1,827			(15,536)

7. Temporary Advance (to)/from East Dunbartonshire Council

2020/21 £	2021/22 £	Movement
(20,855)	(36,391)	(15,536)

Mugdock Country Park Joint Management Committee

Independent auditor's report to the members of Mugdock Country Park Joint Management Committee and the Accounts Commission

Reporting on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the annual accounts of Mugdock Country Park Joint Management Committee for the year ended 31 March 2022 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the Comprehensive Income and Expenditure Statement, Balance Sheet, Movement in Reserves Statement, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards, as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 (the 2021/22 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2021/22 Code of the state of affairs of Mugdock Country Park Joint Management Committee as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2021/22 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Accounts Commission for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed under arrangements approved by the Accounts Commission on 10 April 2017. The period of total uninterrupted appointment is six years. I am independent of Mugdock Country Park Joint Management Committee in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to Mugdock Country Park Joint Management Committee. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Mugdock Country Park Joint Management Committee

Conclusions relating to going concern basis of accounting

I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Mugdock Country Park Joint Management Committee's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from when the financial statements are authorised for issue.

These conclusions are not intended to, nor do they, provide assurance on Mugdock Country Park Joint Management Committee's current or future financial sustainability. However, I report on Mugdock Country Park Joint Management Committee's arrangements for financial sustainability in a separate Annual Audit Report available from the [Audit Scotland website](#).

Risks of material misstatement

I report in my Annual Audit Report the most significant assessed risks of material misstatement that I identified and my judgements thereon.

Responsibilities of the Treasurer and Mugdock Country Park Joint Management Committee for the financial statements

As explained more fully in the Statement of Responsibilities, the Treasurer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Treasurer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Treasurer is responsible for assessing Mugdock Country Park Joint Management Committee's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention to discontinue Mugdock Country Park Joint Management Committee's operations.

Mugdock Country Park Joint Management Committee is responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error

Mugdock Country Park Joint Management Committee

and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- obtaining an understanding of the applicable legal and regulatory framework and how Mugdock Country Park Joint Management Committee is complying with that framework;
- identifying which laws and regulations are significant in the context of Mugdock Country Park Joint Management Committee;
- assessing the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of Mugdock Country Park Joint Management Committee's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Reporting on other requirements

Other information

The Treasurer is responsible for other information in the annual accounts. The other information comprises the Management Commentary, Annual Governance Statement and Statement of Responsibilities.

My responsibility is to read all the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to

Mugdock Country Park Joint Management Committee

determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on the Management Commentary and Annual Governance Statement to the extent explicitly stated in the following opinions prescribed by the Accounts Commission.

Opinions prescribed by the Accounts Commission on the Management Commentary and Annual Governance Statement

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003; and
- the information given in the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Delivering Good Governance in Local Government: Framework (2016).

Matters on which I am required to report by exception

I am required by the Accounts Commission to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

Use of my report

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with

Mugdock Country Park Joint Management Committee

paragraph 120 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Peter Lindsay
Senior Audit Manager
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow, G2 1BT

4 October 2022



MUGDOCK COUNTRY PARK

AGENDA ITEM NO 8

EAST DUNBARTONSHIRE COUNCIL: 4 OCTOBER 2022

CFO-037-22-GM:

CHIEF FINANCE OFFICER

CONTACT OFFICER:

**GAIL MORRISON, PRINCIPAL ACCOUNTANT
(0141 574 5512)**

SUBJECT TITLE:

**GENERAL FUND REVENUE MONITORING AS
AT PERIOD 5 OF THE 2022/23 FINANCIAL
YEAR**

1.0 PURPOSE

- 1.1** The purpose of this Report is to provide Mugdock Management Committee with the consolidated revenue monitoring position as at the end of accounting Period 5. This represents expenditure from the 1 April 2022 to the 28 August 2023.

2.0 RECOMMENDATIONS

It is recommended that Committee;

- 2.1** Note the current position.

**JAMIE ROBERTSON
CHIEF FINANCE OFFICER**

3.0 BACKGROUND/MAIN ISSUES

- 3.1** Mugdock Country Park has a Revenue Budget for 2022/23 of £0.383m, of which Stirling Council funds £0.050m with the remaining £0.333m being funded by East Dunbartonshire Council.
- 3.2** At Period 5 outturns have been reviewed for known impacts on financials. An overspend of £0.028m has been projected at this time mainly due to unachievable staff turnover savings.

4.0 IMPLICATIONS

The implications for the Council are as undernoted.

- 4.1** Frontline Service to Customers – Improved service delivery through continued effective scrutiny and management of financial performance.
- 4.2** Workforce (including any significant resource implications) – This Report may support future Business Improvement Planning and Organisational Transformation in areas where budgets are not being contained within existing or future planned budgets.
- 4.3** Legal Implications – None
- 4.4** Financial Implications – This Report discharges the requirement within the Council's Financial Regulations.
- 4.5** Procurement – None
- 4.6** ICT – None
- 4.7** Corporate Assets – None
- 4.8** Equalities Implications – None
- 4.9** Sustainability - None
- 4.10** Other - None

5.0 MANAGEMENT OF RISK

The risks and control measures relating to this Report are as follows:-

- 5.1** Ensuring effective scrutiny of service financial performance and driving improvement in service delivery, which in turn ensures early identification and management of financial risks.
- 5.2** Ensuring Council is continuing to meet its statutory obligations in regards to financial performance reporting and Best Value.

6.0 IMPACT

- 6.1** **ECONOMIC GROWTH & RECOVERY** – As above

- 6.2 **EMPLOYMENT & SKILLS** – As above
- 6.3 **CHILDREN & YOUNG PEOPLE** – As above
- 6.4 **SAFER & STRONGER COMMUNITIES** – As above
- 6.5 **ADULT HEALTH & WELLBEING** – As above
- 6.6 **OLDER ADULTS, VULNERABLE PEOPLE & CARERS** – As above
- 6.7 **CLIMATE CHANGE** – As above
- 6.8 **STATUTORY DUTY** – As above

7.0 **POLICY CHECKLIST**

- 7.1 This Report has been assessed against the Policy Development Checklist and has been classified as being an operational report and not a new policy or change to an existing policy document.

8.0 **APPENDICES**

- 8.1 Appendix 1: Summary Financial Position

**MUGDOCK COUNTRY PARK
REVENUE MONITORING 2022/23**

SUMMARY FINANCIAL POSITION as at Period 5: 28 August 2022	2021/22 Actuals	2022/23 Budget	Budget Period 5	Expenditure Period 5	Projected Annual Expenditure	Variation Period 5	Projected Annual Variation
	£	£	£	£	£	£	£
EXPENDITURE							
1 Employees	420,439	406,640	159,398	169,773	478,697	10,375	72,057
It is unlikely that staff turnover savings will be achieved. However 'better places' grants hav funded additional seasonal Rangers (2 FTE) from July to Oct 22 with a further 2 Temporary Rangers funded through a partnership agreement with Social Work.							
2 Property Costs	41,622	79,446	26,257	16,808	79,446	(9,449)	0
There is a current underspend within other repairs and maintenance this is expected to come in on target for the financial year.							
3 Supplies and Services	66,853	40,500	15,290	21,838	40,500	6,548	0
There is a current overspend in materials, this is expected to be over at year end but be met by underspends in other areas.							
4 Admin and Other Costs	7,664	16,579	4,550	3,653	16,579	(897)	0
The underspend here will be monitored, the underspend within advertising.							
Total Expenditure	536,578	543,165	205,495	212,072	615,222	6,577	72,057
INCOME							
1 Rent and Recharges	(62,121)	(69,000)	(47,500)	(6,706)	(64,426)	40,794	4,574
Rental income will be reduced in year as one trader has now relocated reducing the in year income. Property & rent recharges are still to be made.							
2 Trading and Events	(56,904)	(59,305)	(15,535)	(26,216)	(70,902)	(10,681)	(11,597)
Income here is expected to come in over budgeted amounts. The Visitor Shop/ Gift Centre has had increased sales since moving into the Courtyard. There I also an autumn event planned in the park with an expected income stream of £10k							
3 Work for Other Departments	(26,430)	(21,054)	0	(5,616)	(21,054)	(5,616)	0
The income for the ranger service is expected to be on target in 2022.23							
4 Grants & donations	(7,655)	0	0	0	(38,000)	0	(38,000)
Better places grant awarded for seasonal rangers/ Partnership with SW for temporary rangers - offsets the additional staffing costs above							
Total Income	(153,110)	(149,359)	(63,035)	(38,538)	(194,382)	24,497	(45,023)
Net Expenditure to be met from Constituent Authorities	383,468	393,806	142,460	173,534	420,840	31,074	27,034
Stirling Council Share - Budgeted at £50,000	50,000	50,000	0	50,000	50,000	50,000	0
East Dunbartonshire Council Share	333,468	343,806	142,460	123,534	370,840	(18,926)	27,034



**MUGDOCK PARK
JOINT MANAGEMENT
COMMITTEE**

4 OCTOBER 2022

PNCA/087/22/MC

DEPUTE CHIEF EXECUTIVE

CONTACT OFFICER:

**MARY COULSHED, TEAM LEADER MUGDOCK,
(TEL: 0141 956 6100)**

SUBJECT TITLE:

GENERAL PROGRESS REPORT FEB 2022 - AUG 2022

1.0 PURPOSE

- 1.1** Mugdock Country Park is jointly owned and managed by East Dunbartonshire and Stirling Councils. The purpose of this Report is to provide the Mugdock Joint Management Committee (JMC) with an update for the 7 month period covering February 2022 – August 2022 in relation to operational matters, events, income generation and projects.
- 1.2** The Report provides an overview of the new Mugdock Strategy 2022-2027 through the presentation of the draft Strategy by Gillian Smith of Ironside Farrar.
- 1.3** The Mugdock Risk Register updates the areas of risk within the Park providing risk controls and risk management actions.

2.0 RECOMMENDATIONS

It is recommended that the Joint Management Committee:

- 2.1** notes the contents of the report;
- 2.2** notes progress made in delivering events, projects and income generation;
- 2.3** agrees the draft Mugdock Strategy 2022-27 which will go through a statutory public consultation period; and
- 2.4** notes the risks highlighted in the Risk Register and mitigation in place to address the risks.

**ANN DAVIE
DEPUTE CHIEF EXECUTIVE**

3.0 **BACKGROUND/MAIN ISSUES**

3.1 In the period February 2022- August 2022 restrictions relating to covid-19 have eased further at Mugdock Country Park which has enabled the hiring out of rooms and land and the recommencement of work with education and community groups as well as a larger events programme. Volunteer groups have also increased in number with conservation tasks being a popular outdoor activity.

3.2 **Visitor Statistics** - Visitor numbers are monitored on a monthly basis and form one of the key indicators for Mugdock Country Park.

3.3 Table 1 details the footfall since Jan 2018 with the gap from March 2020 until August 2021 relating to counters failing at the start of lockdown and being replaced in 2021. It can be noted that there is a rise in visitor numbers compared with previous years and this supports other evidence that the Park has become a lot busier during the pandemic and this continues to be the case. Having checked the weather for Feb 2022 there was a high level of rainfall (and some snow) during this month which affected the visitor numbers.

Month	2018	2019	2020	2021	2022
January	41,446	42,143	42,510		60,783
February	46,568	47,123	46,993		54,013
March	44,369	46,346			79,272
April	63,529	64,639			74,791
May	65,040	63,032			72,803
June	64,138	65,603			74,130
July	63,104	63,647			75,567
August	62,384	62,002			73,545
September	59,244	58,284		67,162	
October	48,802	48,232		68,539	
November	41,714	42,877		65,532	
December	36,405	35,694		69,268	
Total	638,761	639,622			566,926

Table 1

3.4 **Mugdock Strategy 2022-2027** – With the appointment of Ironside Farrar to develop the new Mugdock Strategy for the period 2022-27 (PNCA/86/21/MC) and following the presentation of the results of the consultation process to the Joint Management Committee in Feb 2022 (PNCA/13/22/MC) the final draft of the proposed new strategy is now presented to the Committee by Gillian Smith, Technical Director at Ironside Farrar (appendix 1). Following JMC approval this will now go out for a period of statutory consultation. The final version of the Strategy will be reported to the next JMC meeting.

3.5 **Events** – The main events programme at Mugdock from Feb - Aug 22 is contained within the Park's What's On Guide and covers a seven month period. Copies of the guide are available in public buildings, the Visitor Centre, Park businesses and it is promoted through the Park's website, Facebook and social media. More events are now able to be booked on-line and this has had a positive outcome.

- 3.6 Ranger events** - The Park's event programme from Feb-Aug 2022 was largely focused on outdoor activities. The type of events included stargazing, Forest Schools for young children, guided walks, whittling, woodland education, making bird feeders, forest crafts, finding amphibians, survival skills, minibeast hunts, pond dipping, campfires, dawn chorus, bluebells of Mugdock, bumblebees, creepy crawlies, den building, bat events and orienteering.
- 3.7** Over the reporting period the Ranger Service ran 46 events which attracted 339 participants and brought in £2,041 in income. Easter Sunday events donations were split between Hessilhead Wildlife Rescue Centre and the Park.
- 3.8** Other events during the period included:
Children's Cinema at Easter which was fully booked. As it took place indoors the numbers for this event were capped to allow for social space between family groupings and the windows were left open. It still reached 50 and brought in £148.
- 3.9 Opera** - Scottish Opera brought their pop up show to Mugdock in June for a second year, with a total of 202 tickets purchased and an income share of £162 for the Park.
- 3.10 Trails** which are created by Visitor Centre staff and are seasonal or thematic sell well and during this reporting period included Springtime trail, Big Mugdock Challenge and Mugdock Bug Hunt selling 232 trails and bringing in a combined total of £696. Other Park trails include tree ID, scavenger hunt, toadstool trail and orienteering and are available all year round.
- 3.11 Wellbeing Week** in the Park took place from 21st-28th February 2022 and included taster sessions for Qigong, Yoga, Pilates, Forest Bathing and Mindfulness. A total of 30 people attended the classes over the week.
- 3.12 Filming** - The Park has received an income of £1000 from filming over this reporting period which included 2 commercials, CBeebies and a student film.
- 3.13** The total income for events/trails/filming during the reporting period was **£4,047**.
- 3.14** Future events at the Park include the annual Panto from Fizzgig, our regular theatre company, this year it is Cinderella which will be performed. Also in December the first Mugdock Christmas Wonderland light show will be presented by Beautiful Events and will include a Light Experience, Santa's Grotto, Food, Stalls and Performers. Businesses around the Courtyard, including the Visitor Centre, will stay open on the nights of the Light Shows. The income from the Panto and Light Show is expected to be in the region of £12k.
- 3.15 Education/Community Groups** - The following tables detail formal education and community groups, which participated in Ranger led activities over the report period within Mugdock Country Park. The sessions with Community Groups involving Guides and Deaf Blind Scotland brought in £198 and the income from schools was £5,689 bringing the total for Feb – Aug 22 to **£5,887**.

Community and Education Groups

Name of Community Group	Participants
Strathblane Guides– Whittling	24 Guides
Deaf, Blind, Scotland – Guided walks x 3 occasions	6 x 3 occasions

Name of School	Participants
February 2022	
St Machans Primary - Whittling, Tree I.D, whittling	P7: Two groups of 8 pupils x 2 sessions each
Mosshead Primary School - Whittling, minibeast hunting, storytelling	P3: 12 pupils x 2 sessions
Douglas Academy – Literacy group guided walk	S1: 12 pupils x 1 session
Balmuildy Primary – Forest school, trees and games	P3: Two groups of 8 pupils x 2 sessions each
March 2022	
Balmuildy Primary School - Whittling	P6: Two groups of 8 pupils x 5 sessions each
Mosshead Primary School - Whittling, minibeast hunting, storytelling	P3: 12 pupils x 4 sessions
Westerton primary School – Tree ID, shelters	P4: 12 pupils x 5 sessions
St Machans Primary - Whittling, Tree I.D, whittling	P7: Two groups of 8 pupils x 4 session each
Meadowburn Primary School - Nature walk and orienteering	P7: 25 pupils x 1 sessions P1: 19 pupils x 1 session P3/4: 25 pupils x 1 session P5: 31 pupils x 1 session P4/5: 22 pupils x 1 session P6: 30 pupils x 1 session P6/7 25 pupils x 1 session
April 2022	
Balmuildy Primary School - Tree I.D, whittling	P3: group of 8 and group of 7 pupils x 2 sessions each
Holy Trinity Primary school – Tree ID	P7: 6 pupils x 1 session
Mosshead Primary School - Tree I.D, wildlife discovering, storytelling	P2: Two groups of 12 pupils x 1 session each
Millersneuk Primary School – Access code	1 session with various ages
May 2022	
Mosshead Primary School - Tree I.D, wildlife discovering, storytelling	P2: Two groups of 12 pupils 1 x 4 sessions and 1 x 5 sessions
Balmuildy Primary School - Tree I.D, games	P3: group of 8 and group of 7 pupils x 4 sessions each
Holy Trinity Primary school – Canal dipping	P7: 6 pupils x 2 sessions
Glasgow High School – Invertebrate studies	S3: 86 pupils @ £6 x 1 session
St Columbas Junior School	P2: 22 pupils @ £6 x 1 session
Oxgang Primary School	P1; 23 pupils @ £4 x 1 session
June 2022	
Balmuildy Primary School - Tree I.D, games	P3: group of 8 and group of 7 pupils x 2 sessions each
Holy Trinity Primary school – Whittling	P7: 6 pupils x 1 session
Blairdardie Primary School – WW11 topic	P7: Two groups of 25 pupils
Hyndland Primary School - Ponds	P5: Two groups of 32 pupils
August 2022	
Westerton primary School – Art	P4: Group of 10 x 1 session
Milngavie Primary School – Shelters, minibeasts	P1 Six groups of 8

Table 2

3.16 Other Income: Room and Land hire - Although not yet back to pre-covid levels, and being mindful of covid safety guidelines, room hire has started to pick up with the Campsie Room (old Visitor Centre) bringing in £2k with day hires over the reporting period. Outdoor bbq sites were fully booked at weekends with summer clubs and out of school groups taking week day slots during the holidays. The bbq hut has also been popular with groups preferring an indoor alternative. The refurbishment of the theatre is now completed and it will be promoted as a performance and conference venue.

Mugdock Castle was hired as a wedding venue and was used for the Clan Graham visit. Staff have been developing tours of the Castle for Clan Graham visitors and this has increased since international travel has started back up.

- 3.17 Rentals** – Rental income through leases to traders are reviewed regularly by East Dunbartonshire Council's Estates and Legal teams. The current businesses based at the Park are Caulders Garden Centre, Stables Tearoom, Spider Monkey Coffee and the Mugdock Makers. A local farmer leases Khyber field for his livestock. Service charges are recharged on a quarterly basis.
- 3.18 Trading** – The gift shop, which is situated in the Park's Visitor Centre, has reviewed and refreshed many of the stock items focusing on outdoors, maps, Scottish gifts, clan Graham and children's toys. Responding to customer feedback a new line of 'Mugdock' merchandise will shortly be introduced.
- 3.19 Marketing** – Marketing of the Park is achieved through paper and social media, website development and targeted advertising. EDC and Stirling Councils are sent event details to share on their platforms as well. During the report period targeted marketing included advertising in the Community Magazine, Park Life publication, regular Facebook updates, Instagram and posters placed around the Park's outlying noticeboards.
- 3.20 Projects** – Despite delays to capital projects due to covid-19 backlogs and price increases development work has been progressed in the following areas:
- Septic Tank/Waste Water Treatment Works (WWTW): surveys have been carried out along with discussions with SEPA relating to a replacement WWTW;
 - Quotes have been received for security fencing at Craigend Quarry and the EDC procurement team is working out the details before a contract is awarded;
 - Design work for Khyber and East car parks is progressing slowly due to increased costs;
 - Theatre refurbishment is completed with replacement seating upholstery, blinds, flooring and improved lighting;
 - A garden design plan for the Walled Garden is out for quotes with the intention of improving planting, benches/pergola, screening and interpretation;
 - Costs associated with superfast broadband connectivity have ensured the Park is able to progress with the implementation of the Community Broadband scheme and improvements are anticipated in the near future; and
 - Quotes are being sought for replacing the bbq site shelters, tables and benches.

With spend this financial year aiming to include bbq shelters, broadband, garden design and security fencing it is anticipated that the allocated capital for 2022-23 is likely to be spent. This includes the £75k from each Council as well as the £49k underspend from financial year 2020-21.

- 3.21 Land management** – Work carried out within Mugdock Country Park from Feb 22 – Aug 22 is detailed below. Works were carried out by Mugdock Conservation Volunteers Tuesday, Saturday and mid week groups totalling 360 volunteer days and Morgan Stanley, JP Morgan and IDOX Corporate groups' 'Giving Back' days totalling 101 volunteer days with tasks led by the Ranger Service. These tasks are detailed below:

- 3.22 Drumclog Moor** Site of Special Scientific Interest (SSSI) – Drumclog Moor is protected as a lowland dry heath. Encroaching birch, bracken and gorse are the main threats to the heathland. Volunteer groups worked for 5 days managing the heath by removing birch seedlings encroaching into the heather areas. A contractor was employed to herbicide the bracken growing around the perimeter and encroaching into the heathland. An area of highly invasive Himalayan balsam is growing at the south end of Drumclog Moor. Rangers and neighbours of the moor have been pulling this annual for several years and it now has limited distribution.
- 3.23 Mugdock Loch** – Volunteers cut back invasive salmonberry plants around the perimeter of the loch in preparation for autumn herbicide application and completed the removal of a large area of rhododendron at the north east end of Mugdock Loch. 40 native tree saplings were planted within the area of cut rhododendron to create a woodland understory, these saplings are protected by individual mesh guards. The path leading from Mugdock Loch to Peitches Moor was damaged by water erosion. The path was resurfaced and raised waterbars constructed to direct water off the path.
- 3.24 Burma Road/Burma Road Meadow/Shelterbelt Woodlands** – Work is on-going on the braided muddy paths leading from Burma Road through to the unfenced meadow behind Craigend Castle and onward to the perimeter road. New tree planting, bracken control and gapping up the hedge has helped to direct path users. Yellow rattle seed planted last autumn has grown well in the meadow.
- 3.25 Mugdock Wood** (SSSI) – High numbers of oak seedlings have germinated throughout the woodlands. Some of these seedlings are growing in areas where due to lack of light they will not survive. So, as well as continuing to put guards around naturally regenerating trees within the open bracken area some of the seedlings have been transplanted into open areas where the bracken is manually controlled. This area is turning into a young mixed species woodland. A further 2 sections of collapsed Mugdock Wood boardwalk have been replaced and the vandalised fence between Khyber Field and Mugdock Wood repaired and access by the stile improved.
- 3.26 West Highland Way** – Volunteers installed a new culvert under the WHW near the blue bench on Drumclog Moor to divert a recently appeared water source flooding the path. Drainage ditches and blocked culverts have been cleared and vegetation encroaching on to the Way cut back.
- 3.27 Tree Planting** – Around 120 mixed native saplings were planted and guarded within the areas where rhododendron has removed, 1000 plus hedge plants were planted around Craigend Quarry perimeter to create, in time, a habitat that will provide food for birds and flowers for pollinators and discourage the crossing of the quarry fence. These trees were donated by Trees Appeal and TCV.
- 3.28 Tree Survey** – Tree survey work has been carried out across the Park by an external company identifying and prioritising areas where tree management work is required. This will be carried out on a phased basis. One positive comment in the survey is the sighting of a red squirrel within the Park.

- 3.29 Other works** carried out include selective thinning of the Castle orchard, digging 6 new ponds, felling windblown timber and habitat piling the arisings, repairing the eroded sections of the path from Craigend quarry to East car park and adding water bars and on-going repairs to Craigend quarry fence. Bracken control was carried out by a contractor at Drumclog as part of a 5 year programme to contain large areas of growth.
- 3.30 Partner Organisations**
Astronomical Society of Glasgow – Work has now completed on the Eric Tomney Memorial Observatory (ETMO) which is sited at the top end of the overflow field. Discussions are taking place in relation to joint events with the Astronomical Society of Glasgow (ASG).
- 3.31 Mugdock Trust** – The Trust will be participating in Doors Open Day at Mugdock Castle. This will be on the 24th and 25th September 2022 and will be the first time the Castle has been open to the public since lockdown restrictions have been lifted. Mugdock Trust is looking at developing one of the lower Walled Gardens as a site for a maze. This would use donations from Clan Graham and may have a Graham trail as part of the maze.
- 3.32** During the recent Clan Graham visit the Trust took the opportunity to show the Clan Graham the finalists of the Virtual Reality competition held with City of Glasgow College prior to lockdown. Clan Graham members were impressed with the quality of the submissions.
- 3.33 Clan Graham Society of North America** – Around 25 members of the Clan Graham Society of North America visited Scotland at the start of July 2022 for a visit which was postponed from 2020. On Sunday 3rd July Clan Graham visited Mugdock Country Park and was hosted by the Park's Joint Management Committee with the visit including a walk to Mugdock Castle, lunch in the Castle and entertainment which involved a sword fight display by Soarsa Swords followed by a Highland Charge. Scottish music was provided by one of the Countryside Rangers and lunch was served by Park staff in the south west tower. The Clan Graham fund raises between visits to Scotland and donated a cheque for £5,000 to Mugdock Trust for the purpose of maintaining and improving Mugdock Castle. On Monday 4th July the Joint Management Committee and Mugdock Trust were invited to attend a Ceilidh with whisky tasting at Stirling Highland Hotel.
- 3.34 Operational Matters**
Risk Register – The Risk Register for 2022-23 has been updated (appendix 2). The main items of note are the Park's potential vulnerability due to poor connectivity. This will hopefully soon be rectified through Openreach broadband roll out. A further risk is failure to replace the Park's Waste Water Treatment Works/septic tank. To date surveys of the outflow have been carried out in relation to progressing this item. The other main risk is the cost of living issues which will increasingly affect budgets. Close control will be kept on the impacts of this.
- 3.35 Defibrillator** – Funding was raised by a group of Park visitors to purchase a defibrillator and this has now been achieved. The Park will take on on-going costs associated with a trickle charge and replacing pads every 3-5 years. The location will be put on an app by Trossachs Search and Rescue.

- 3.36 Burncrooks Pipeline** – Work to Burncrook pipeline has almost finished and final reinstatement works are being carried out. In relation to the resurfacing of Drumclog car park there are some budget issues within the project and the project manager is raising the cost with Scottish Water in relation to its completion.
- 3.37 Seasonal Staff** – External funding has been awarded from NatureScot from the Better Places Fund (3). This has allowed additional Countryside Rangers to be employed over the summer months from June to October 2022. They have provided extra ‘boots on the ground’ around certain areas within the Park. This has had positive feedback from visitors and allows staff to pick up on issues before they become problems.
- 3.38 Scottish Water** – Similar to the project described above at 3.35, the Park is entering a trial funding agreement with Scottish Water to employ seasonal Rangers at the Milngavie Reservoirs site. The staff will be based at the Park and will have some areas of responsibility around Drumclog although will spend most of their time patrolling the reservoir sites. This project will run from August 22 to March 2023 and will then be reviewed by Scottish Water along with other trial sites.

4.0 IMPLICATIONS

The implications for the Council are as undernoted.

- 4.1** Frontline Service to Customers – no immediate implications
- 4.2** Workforce (including any significant resource implications) – no immediate implications
- 4.3** Legal Implications – no immediate implications
- 4.4** Financial Implications – no immediate implications, but approach to project programming and budget setting should be noted.
- 4.5** Procurement – work with procurement as necessary for projects to progress.
- 4.6** ICT – continued support required to address connectivity issues at the Park.
- 4.7** Corporate Assets – **no immediate implications.** The programming of projects and possible future applications to the capital programme are reviewed on an ongoing basis as part of the delivery of the Park Business Plan and asset management.
- 4.8** Equalities Implications – no immediate equalities implications.
- 4.9** Sustainability – focus on financial sustainability through increasing income generation. Measures also in place to recycle materials and reuse where possible.
- 4.10** Other – n/a

5.0 MANAGEMENT OF RISK

The risks and control measures relating to this Report are as follows:-

- 5.1** The risks and control measures for the Park are detailed in the Mugdock Risk Register, which is reviewed and reported to the Joint Management Committee.

6.0 IMPACT

- 6.1 ECONOMIC GROWTH & RECOVERY** - Tourism is a focus in the Local Outcome Improvement Plan for East Dunbartonshire. The work outlined in this report relates to activity and investment in the Park which will support the draw of visitors from outwith and within the local area to the Park, as well as East Dunbartonshire's overall visitor offer.

- 6.2 EMPLOYMENT & SKILLS** - The on-going programme and investment already made and planned aims to enable a sustained and vibrant Park with a range of businesses and employment opportunities.

- 6.3 CHILDREN & YOUNG PEOPLE** - The Park offers a range of formal education opportunities for different age groups, with a focus on many initiatives and activities for children and young people. Promotion of place heritage through the use or presentation of older buildings and assets, and promotion of the Park's many natural assets - all create opportunities for young people and visitors to learn more and connect with the outdoors and the area.

- 6.4 SAFER & STRONGER COMMUNITIES** - Enhancements to the physical environment in the Park creates a more pleasant environment for users at different times of the day.

- 6.5 ADULT HEALTH & WELLBEING** - The range of outdoor activities such as play, education, active recreation, volunteering and events on offer within the Park support physical and mental health and wellbeing.

- 6.6 OLDER ADULTS, VULNERABLE PEOPLE & CARERS** - Opportunities exist within the Park for supported volunteering. Access to mobility equipment, such as scooters and wheelchairs, is available. Resources are provided to encourage self-led activities for carers and groups working with vulnerable individuals.

- 6.7 CLIMATE CHANGE** – Mugdock contributes to climate change targets through tree planting programmes and biodiversity projects.

- 6.8 STATUTORY DUTY** - Not a statutory duty.

7.0 POLICY CHECKLIST

- 7.1** This Report has been assessed against the Policy Development Checklist and has been classified as being an operational report and not a new policy or change to an existing policy document.

8.0 APPENDICES

8.1 Appendix 1 – Draft Mugdock Strategy 2022-27

8.2 Appendix 2 – Risk Register October 2022

Mugdock Country Park

STRATEGY 2022-2027



Report Prepared by Ironside Farrar
on behalf of
East Dunbartonshire Council

Report prepared by:-
 Ironside Farrar
 111 McDonald Road
 Edinburgh
 EH7 4NW

For and on behalf of:-
 East Dunbartonshire Council

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 Author: GMS/ LT



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Appendices

- Appendix 1 Visitor & Stakeholder Event Summary
- Appendix 2: Existing Park Assessment



1.0 Introduction

Mugdock Country Park is a major community asset in the Green Network of East Dunbartonshire & Stirling. The facility extends over 260ha of environmental greenspace asset including the SSSI site with a range of attractions and supporting facilities. The lands were gifted in 1982 by Sir Hugh Fraser for the 'sole purpose of providing a country park for the recreation and pleasure of the general public'.

Visitor numbers to Mugdock Country Park and the adjacent area were at an unprecedented level during 2020 highlighting existing vehicular and pedestrian pressures on the landscape and its neighbouring road infrastructure. The Country Park comprises a number of key parts:

- The Stables Visitor Centre & associated facilities
- Mugdock Castle
- Craigend Castle
- Mugdock Wood / SSSI
- Walled Garden
- WWII Gunsites

The aspiration for Mugdock Country Park's future is that all these constituent parts work together and with their adjoining communities to increase the overall visitor offer. East Dunbartonshire and Stirling Council 's are planning investment in the management and maintenance of Mugdock over the next 5 years to ensure a high quality, accessible and sensitively developed destination of choice for our residents and visitors.

East Dunbartonshire and Stirling Council 's are seeking to ensure the park remains fit for purpose and delivers the widest possible benefits for its communities and stakeholders and has commissioned this study to develop a clear strategy and investment led masterplan to regenerate and direct future investment in the Country Park.

The Masterplan

This masterplan has been shaped around a clear understanding of the asset and how the asset can support the delivery of national, regional and local policy goals and address the needs of its communities and users. Management and maintenance and the operational values of the park are as important as design elements with the need to:

- Develop Mugdock as a destination of choice
- Develop the quality of the attractions within the destination
- Develop an inclusive centre with the broadest range of appeal
- Develop stronger connections and links across the Green Network/ Communities
- Develop the connections with national/regional /local policy initiatives
- Develop the values and profile of the Country Park as a leading institution/asset

Mugdock needs to transform itself from the 1970's concept of a designated location for near countryside activity to a modern 21st century Country Park addressing the needs of communities today and having a role and contribution to the key challenges of our time:

- Health & Well Being
- Active Communities
- Free Recreational Access – Inclusion/Exclusion resulting from Poverty
- Biodiversity
- Education
- Green / Blue-Green Networks – connected places
- Climate Change
- Place Quality / Valued Places
- Empowered Communities

Mugdock Country Park

What could happen next?

Mugdock Country Park is an established, important green network component providing inspiration for others.



An attractive, wildlife-friendly green wall could surround Craigend Castle.

Opportunities for innovative play and learning via forest Schools

Opportunities for sustainable, local business e.g. via Mugdock Honey.

The Vision

The ambition for East Dunbartonshire Green Network :

East Dunbartonshire is an attractive place to live, work and visit. Its built and natural environment improves the quality of lives, supports wellbeing and safe active travel, enables sustainable economic growth, improves connectivity and allows nature to flourish.

Stirling Council's Alive with Nature Plan 2021-2045 sets a clear Vision that places Nature at the Heart of life—Here and Now. It aims to transform the Stirling area into Scotland's greenest region, where our thriving natural environment is enjoyed and valued by everyone.

As part of EDC and SC identified Strategic Green Network's significant opportunities are highlighted for Mugdock to offer more.

Mugdock Country Park Vision:

A park of choice, of heritage, a park for everyone - a place of natural inspiration

What Does it Need to Be?

- An appealing, safe and attractive place to enjoy the natural environment
- A quality experience connecting with the natural world
- An exemplary habitat and natural heritage habitats
- Fun and an opportunity to participate / experience / acquire knowledge, understand the natural world
- A unique and special place

What Do We Need to Deliver?

- Investment in the park to strengthen its appeal
- An attractive, safe and inclusive environment to enjoy
- Sharing of sound environmental values and communication of the importance of conservation particularly within the SSSI
- Partnership working with others to deliver services of quality
- Strong outcomes for communities
- Best value

Wider Country Park Support

Vital to the development of a Vision for Mugdock Country Park is the continued support of organisations such as the Mugdock Trust, Clan Graham and the Astronomical Society of Glasgow.

Over and above these key stakeholder groups inputs from conservation volunteers, garden volunteers and Mugdock Castle volunteers are essential to both the current and future success of Mugdock.



Initial Assessment

Mugdock's key strengths and assets need to be re-assessed to shape a future strategy / masterplan.

Experience tells us that Country Parks to be successful need to offer:

- Multifunctional activity and appeal, based on quality experiences – maximum enjoyment for the widest possible audience
- Engagement with the natural environment
- Freedom to roam in a safe environment
- Connections to wider greenspace network & surrounding communities
- Destination offer – e.g. reasons to visit

Core Strengths

Mugdock Country Park's key strengths are assessed and confirmed through consultation as:

- Natural Environment Assets
- Woodland Assets and Wildlife
- Activities (Play / Walking Environment)
- Scenic Value
- Services eg Garden Centre/ Café etc
- Historic Environment
- Ecological Value—SSSI Mugdock Wood

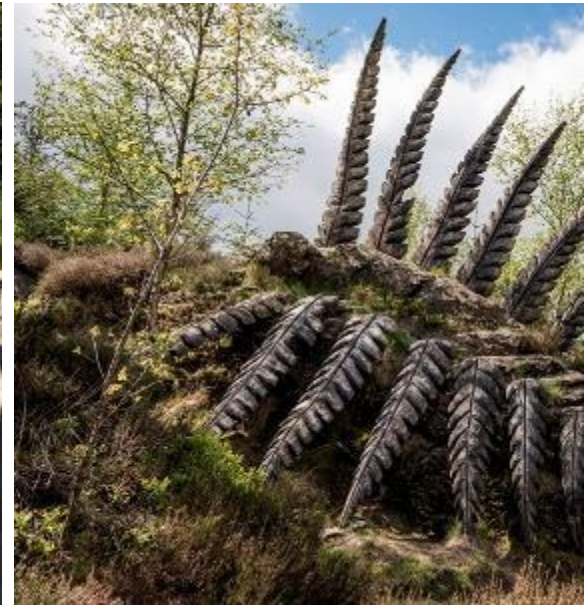
Core Weaknesses

Mugdock Country Park's key weaknesses are assessed and confirmed through consultation as:

- Public Transport Connectivity
- Lack of Investment
- Path Network
- Level of Activity / Facility
- Location & Accessibility
- Legibility-Brand-Profile
- Restricted Appeal
- Notable Quality

In looking at and comparing other Central Belt Country Parks, Mugdock currently has few distinguishing elements or specific attractions and facilities to offer anything other than a country park with local appeal.

Appendix 2 provides more detail.



Strategy

Developing a clear strategic direction for Mugdock is critical.

Building on strengths and addressing weaknesses suggests the strategy is to focus on:

1. *Need to build meaningful experiences out of existing assets through education and interpretation – connecting/ linking visitors with the assets.*
2. *Build and enhance distinctive offer through activities and facilities that together develop the offer*
3. *Protection and enhancement of the SSSI to maintain site value*
4. *Address the locational challenge with stronger connection to Milngavie with a revised entrance/ entry to the park and sustainable travel opportunities*
5. *Reinvestment is an essential requirement to develop the quality / protect a regional asset of distinctive appeal*
6. *Inclusive barrier-free use on suitably defined trails / path networks*
7. *Need a clear Business Case based on developing the future viability of the destination*

Objectives

Mugdock is an established and well loved Country Park. However the consensus of public view is it needs investment and clear focus if it is to succeed and remain popular.

Country Park Objectives:

1. Invest to deliver a high quality, accessible and sensitively developed destination of choice for residents and visitors.
2. Create a quality / distinctive Country Park destination with strong visitor appeal based on core environmental and historic assets and user facilities. Building and enhancing distinctive offer through activities and facilities, that support a wide range of activity
3. Develop 'best in class' facilities that are comparable with current best attractions in Scotland (public or private).
4. Sustain user numbers but aim to maximise dwell time and spend to sustain facilities & operations
5. Address specific East Dunbartonshire and Stirling Council objectives including:
 - Encouraging Health and Wellbeing through a range of social, cultural & leisure activities
 - Transforming the natural environment to support wellbeing, inward investment and enhancements for future generations.



2.0 Developing Concept Proposals

Initial concept ideas were developed to explore opportunities, test viability and provide opportunity for stakeholders and public input and responses.

- **Reinforce Heritage elements** – building upon existing core facilities to enhance setting and maximise place value and impact.
- **Enhance facilities & activities** - to better support Events use and generate increased income
- **Improve legibility** – through rationalisation of entrance and connections to key routes
- **Improve biodiversity** through developing projects across the Park – aiming to maximise the benefits to the natural asset
- **Secure Investment** – to deliver improved quality of facility & service throughout
- **Introduce at least ONE new attraction or facility** - to add to and strengthen the visitor offer
- **Provide full access** – for all user groups, to ensure no one is excluded wherever possible
- **Build meaningful experience** - through more & improved Education & Interpretation

Review highlighted 6 potential options.

Each describing a core function and activity that sets the Parks profile.

Option 1: Do Nothing

Manage the park as existing with only minor changes to current vision and operating plan based on woodland management and non-intensive Country Park activity

Option 2: Mugdock Heritage

Develop the history and heritage of the Park creating first class facilities and develop a range of tourism options

Option 3: Mugdock - Eco-Park

Manage the park as an Eco-Park focussed on education/ interpretation/ natural environments and as a unique natural environmental resource

Option 4: Mugdock - Edu-Park

Manage the park as a centre for Outward Bound / Scouting/ Duke of Edinburgh training focussed on education, schools, skills, bush-craft, and as a centre of excellence

Option 5 : Mugdock – Play

Develop the concept of play as a multi-themed element running through the whole Park (adult/ young people/children) so all park elements embrace inter-active ‘play’ connecting interpretation, traditional, adventure and experience play .

Option 6: Mugdock – Active Leisure

Manage the park for a suite of active leisure activity including Play / Orienteering / Fitness Training / Zip-wire/ GoApe etc

These initial options were taken through the consultation process with clear guidance provided by the community.

Mugdock Country Park

VISION

The Mugdock Country Park Strategy 2022-2027 aims to:

- recognise and celebrate the heritage of Mugdock;
- build capacity to best utilise our outstanding natural assets;
- improve access and facilities for all;
- create new opportunities for our local community and visitors to enjoy and connect with Mugdock Country Park.

We need your help!

Visitor Survey

During 2020 Mugdock Country Park experienced higher visitor numbers than ever before. This has increased the pressure on the landscape and existing facilities. We wish to plan for better facilities and improved access for visitors whilst looking after the natural heritage for the future.

We want to hear from you as a visitor to guide our future plans to better enable all visitors to enjoy Mugdock and all it has to offer.

This visitor survey should take no more than 10 minutes to complete and is being undertaken on behalf of the Mugdock Joint Management Committee.

The Site

Mugdock Country Park is located 10 miles north of Glasgow close to the populations of Milngavie and Strathblane. It was designated a Country Park in 1987 and combines woodland, heathland, marshland and moor along with formal walking routes, a loch, castles and gursites left over from WWII.

The area has a long and fascinating history as well as an outstanding natural environment which sees almost 70% of the Park designated a Site of Special Scientific Interest (SSSI) and Mugdock Castle designated a Scheduled Ancient Monument. Craigend Castle is C-listed and the Courtyard (former Stables building) is B-listed.

Mugdock Country Park is currently owned and managed by both East Dunbartonshire and Stirling Councils through a Joint Management Committee which meets quarterly.

Many thanks for taking part!



3.0 Engagement & Consultation

Engagement has been central to developing this masterplan. The Client team, Park Stakeholders (EDC/ Stirling Council and wider interests) and the local community have shaped and informed our approach and outcomes.

Given that the Strategy development took place during the Covid 19 pandemic large scale, in person consultation events were seen as inadvisable therefore four key activities have been undertaken to capture views and encourage participation:

- **Visitor Survey**
Online questionnaire
- **3no Stakeholder Workshops**
Supported by follow up online questionnaire

Over 1800 views have been captured through the above engagement process.

- 1800+ responses to on-line questionnaire
- 200+ face-to-face discussions with participants by Mugdock staff

The high response to the questionnaire stands testament to the high value and passionate regard with which Mugdock Country Park is held within the local community.

Comments raised addressed the following key topics:

- **Connectivity**—was a high priority for most survey respondents with the need to

improve sustainable access and connections to adjoining communities, outdoor resources like the Reservoirs and Milngavie Town Centre specifically noted. 59% of questionnaire responses sought improvements to public transport connections, currently the majority of visitors (85%) arrive by car.

- **Operation & Management**—need for investment widely recognised (44%) with concerns raised at lack of quality infrastructure and need for improvement to paths in particular (32%)
- **Conservation & Sustainability**— the Natural Environment and Woodland/ Wildlife were the highest scoring strengths noted at Mugdock with 86% and 67% respectively. This highlights that consolidating and protecting these natural resources whilst maximising its role in nature conservation and associated education is fundamental in taking any strategy for Mugdock Country Park forward. Also noted in the top 6 were Scenic Value and Ecological Value.
- **Activities**— were highlighted as the third highest park strength, as noted in initial Park assessments (Appendix 2) both the Ranger and Visitor Centre Staff engage continuously with an intense and well received programme of activities for a wide variety of interest groups.
- **Historic Environment** - 34% of survey responses noted the Country Park’s history as a key strength. Key buildings and structures within its boundaries provide a reference to its past and were seen as a unique selling point.



- **Major issues of concern**—the concept of adding a big attraction to Mugdock was seen as undesirable, visitors love the essence of Mugdock and do not want this to be lost.
- **Development Options** -through the online workshops no one theme came out clearly as favourite, agreement was that a combination of approaches (Heritage/Eco Park/Play/ Active Leisure) would provide the best balance and would appeal to the widest range of visitors. The Stakeholder on-line survey identified Heritage and Eco-Park as the preferred options with 42% supporting these.

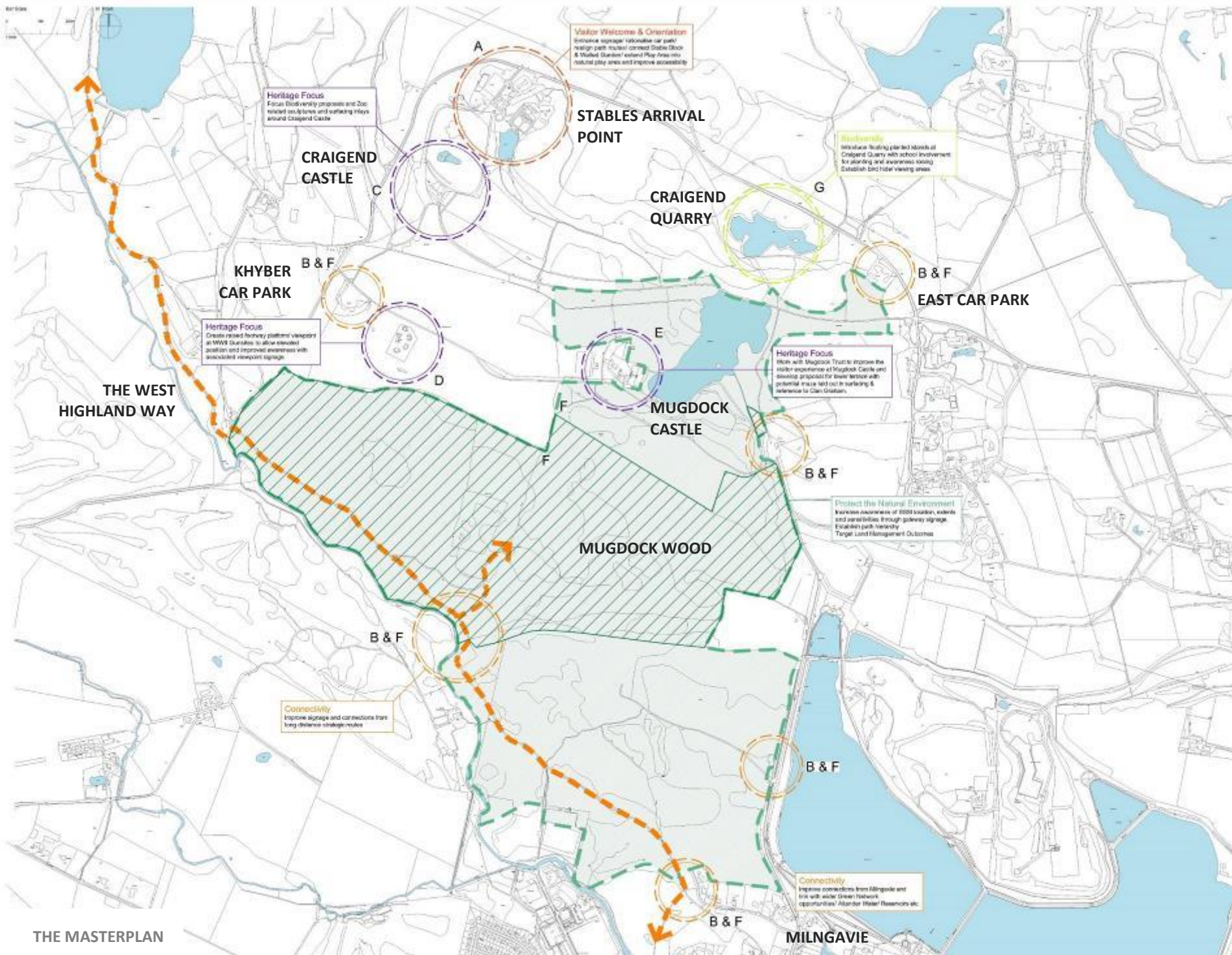
More detail on responses can be found in the Appendices.

Invitations to workshops included:

- * Councillors
- * Community members eg Milngavie Community Council, Strathblanefield Community Council
- * Council officials and staff from both EDC & SC
- * Mugdock Trust
- * Audit Scotland
- * Mugdock Staff
- * Mugdock Traders
- * Other interested organisations eg Milngavie In Bloom, Scottish Water, Caledonia Water Alliance, NatureScot, HES, Friends of Mugdock Reservoir, Strathblane Community Development Trust, Police Scotland, Landowners

Main outcomes were:

- Need to better connect the Country Park with surrounding areas sustainably
- Protect important natural assets - both wildlife and landscape
- Provide improved accessibility and infrastructure
- Encourage continued and increased Activities based around the Country Park's existing strengths
- Maximise the benefits of existing Heritage Assets... tell the story of Mugdock!



THE MASTERPLAN

4.0 Masterplan Recommendations

Mugdock is an important community asset and can play a key role in meeting the needs of the community and delivering health & well-being benefits alongside providing access to safe play and countryside facilities.

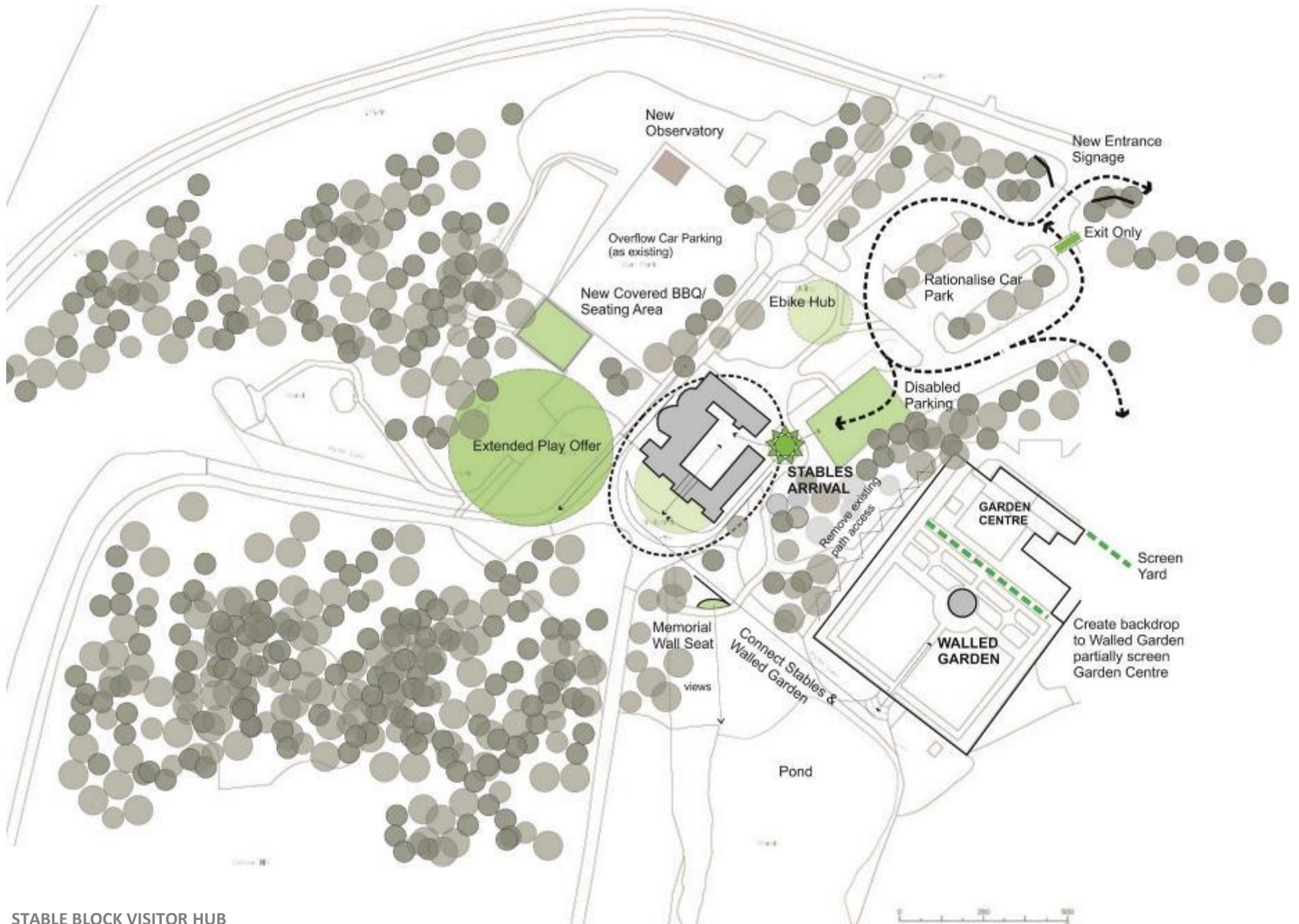
Major recommended actions/ investments give focus to building quality, distinctiveness and appeal including:

- **Visitor Welcome & Orientation**—consolidating Stables Café, Toilets, Visitor Centre/ Play Area Garden Centre to improve quality of experience. Introduce new covered area to improve visitor facilities
- **Heritage Focus**—invest in increased interpretation and improved directional signage to increase visitor awareness of offer
- **Protect the SSSI**—combine education with protection through better visitor information and emphasis on importance of national status
- **Biodiversity**—extend biodiversity offer to include areas where local schools can easily be involved and use tangible biodiversity as a stepping stone to fuller understanding
- **Trails, Routes & Signage**—develop clear routes for promotion to general public linked with Interpretive Strategy and all ability network
- **Connectivity—improve directional signage and** develop e-bike links with Town Centre/ Station and explore potential for seasonal bus connections to reduce car travel to Mugdock.
- **Promoting private sector investment & potential franchise operations**—for Café /Retail development of existing & new partnerships with charities, sports clubs, voluntary groups and environmental bodies

The Vision

The Mugdock Country Park Strategy 2022-2027 aims to:

- recognise and celebrate the heritage of Mugdock;
- protect its natural environment;
- build capacity to best utilise our outstanding natural assets;
- improve access and facilities for all;
- create new opportunities for our local community and visitors to enjoy and connect with Mugdock Country Park.
- create a sustainable and welcoming place for all



STABLE BLOCK VISITOR HUB

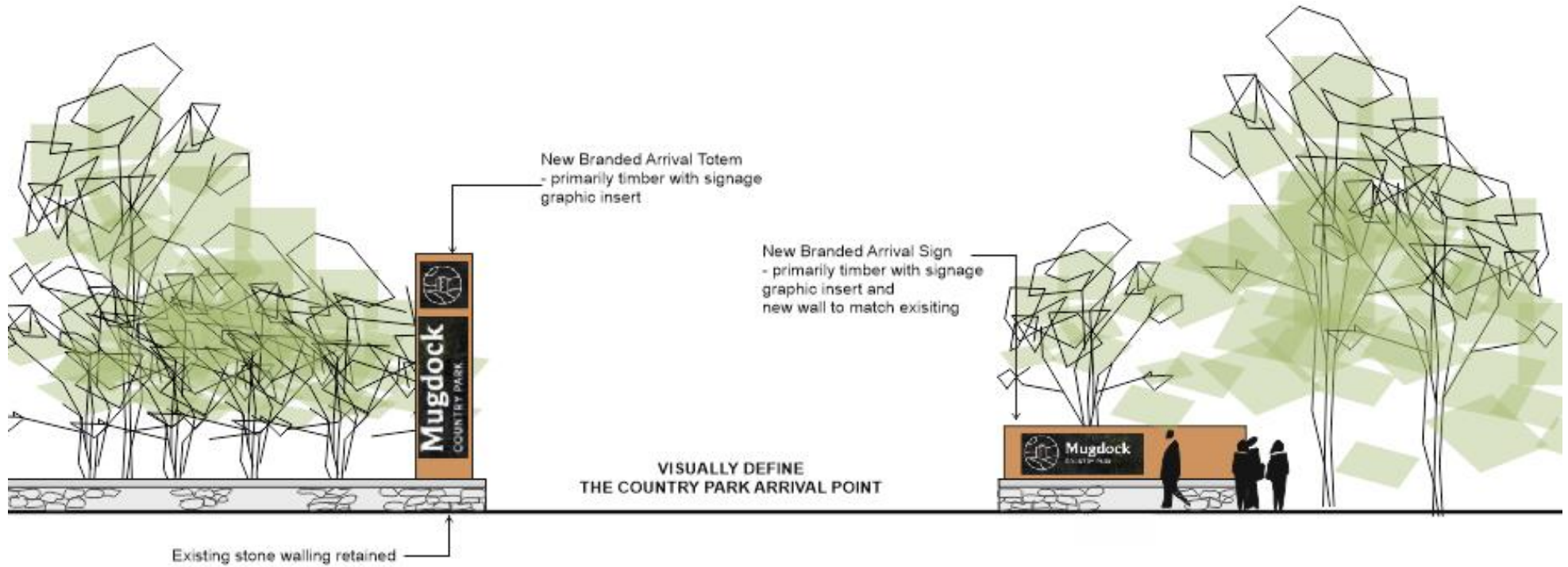
NEW PARK STRUCTURE:

VISITOR WELCOME & ORIENTATION (LOCATION A)

- **Punctuate Entrance**
Establish a clear arrival at Mugdock with bold/ large scale entrance signage combining existing entrance walling with new timber and metal elements to clearly reinforce the website brand and reduce confusion with Garden Centre arrival.
- **Car Parking / Bus Drop Off**
Rationalise existing car parking to better orientate visitors and direct all to clear Stables Arrival entrance. Relocate disabled parking to closer location and establish suite of signage to support clarity/ relocate main Orientation point.
- **Existing Visitor Centre**
Has already been relocated to more prominent position in Stables Courtyard.
- **Create E-Bike / EV Hub**
Supporting wider concept of sustainable connectivity introduce E-bike and EV charging point hub within Stables car park.
- **Stables Seating Area**
Creating a spill out seating area in the south facing area which benefits from views and aspect. Using existing site levels to establish stepped informal seating and planting to improve setting and perception of the historic building..
- **New Covered BBQ/ Seating Area**
Taking on board consultation feedback create a covered area which can be used day-to-day but also as a hired facility maximising benefits for local people and responding to needs of larger organised groups..
- **Extended Play Offer**
Contemporary Play, providing distinctive & themed play opportunities, which are 'bigger, better, taller, larger...' promoting a unique multigenerational play facility of distinction that works alongside existing adventure play.
 - Located directly adjacent to the visitor hub
 - Fully accessible and highly visible
 - Maximising appeal/ dwell time /experience/ choice and diversity
 - Themed around wildlife & woodland
 - Creating a natural play transition to the wider Country Park
- **Walled Garden**
Strengthening the historic connections on site by directly linking the Stables and Walled Garden. Remove the current access completely to ensure visitors first experience view to the bandstand and of the Garden itself before retail opportunities. Create backdrop within the Garden through introduction of Pleached trees providing a partial screen. The character of this space is key to future success as a location for Events eg weddings to be held within EDC hireable marquee. Access required for vehicular delivery of supporting facilities. Screening of rear yard from Garden Centre car park is important to improve overall perceptions of area quality.
- **Memorial Wall Seat**
Opportunity identified when resolving levels adjacent to ramped access to create a Memorial Wall with associated seating. Considerable interest has been noted for memorial elements within Mugdock; a feature wall with Artist made birds or flowers in keeping with the overall themes of nature is recommended.



MEMORIAL WALL & SEAT CONCEPT



ENTRANCE SIGNAGE CONCEPT



WOODLAND PLAY

Using natural materials but larger scale equipment and creating a clear transition between organised and natural play areas.

HERITAGE FOCUS

- **Improvements to surroundings of Stables** to emphasise quality and maximise location opening up views to Pond and beyond wherever possible. As described in preceding section.
- **Connect to Walled Garden** south entrance to avoid visitors accessing through plant sales area of Garden Centre and establishing clear setting, as described in preceding section.
- **Craigend Castle (LOCATION C)** focus accessible biodiversity and Zoo related sculptures and surfacing inlays to link with unique site heritage.
- **WWII Gunsites (LOCATION D)** create raised footway platform/ viewpoint to allow elevated position and improved awareness of site's presence with associated viewpoint signage. Explore opportunities to reintroduce gun element to ease awareness of scale and site prominence.
- **Mugdock Castle (LOCATION E)** work closely with Mugdock Trust to improve the visitor experience and develop proposal for lower terrace with potential maze laid out in surfacing & reference to Clan Graham through computer animated design.

PROTECT THE SSSI

- **Establish a Path Hierarchy** focusing signage on key most accessible routes and supporting Ranger Service in ongoing works to minimise disturbance of valuable natural resources.
- **Increase awareness of SSSI location (LOCATION F)** and sensitivities through gateway signage located at all key entrance points to the SSSI, signage to welcome visitors whilst identifying the site sensitivities and need to stay on paths/ keep dogs under close control.
- **Bracken encroachment** seek external funding to tackle extensive encroachment within the SSSI which is suppressing other species and eroding the existing quality.
- **Re-evaluate deer** issues following NatureScot spring survey to identify ideal numbers for future culling to minimise grazing of areas and degradation of the SSSI.
- **Tackle path braiding** through increased public information notices and temporary fencing erected by Country Park Rangers.
- **Woodland Management** following initial survey works to identify clear

management approach regarding where restocking or felling is desirable for the SSSI, close working with NatureScot is required.

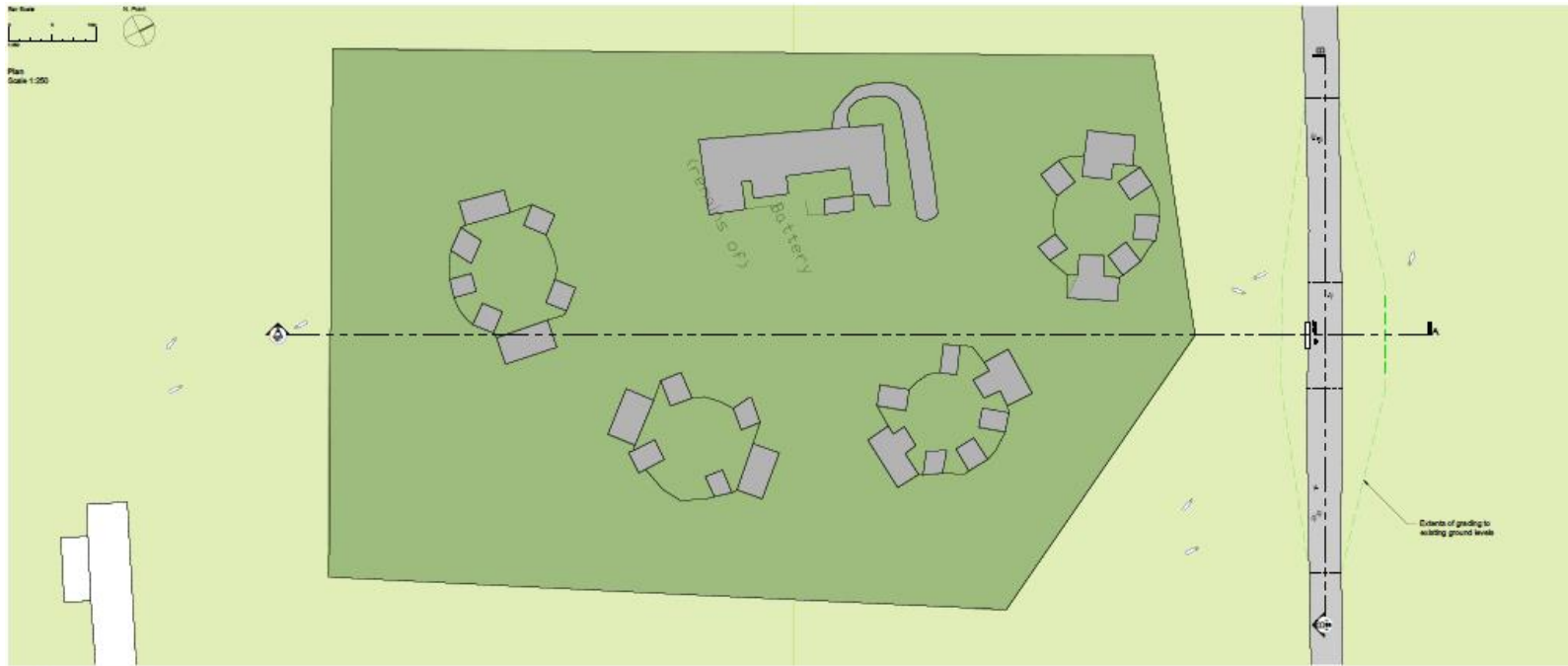
- **Beetle assemblage surveys** to establish clear current status and update records allowing future actions to be identified.
- **Develop updated Land Management Plan** utilising plans digitised through the current Strategy process and forming a baseline for future works.



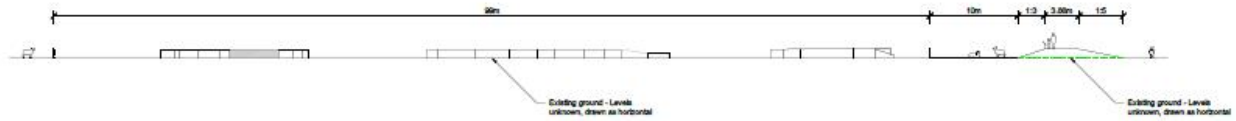
CRAIGEND CASTLE BIODIVERSITY & ZOO INTERPRETATION



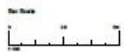
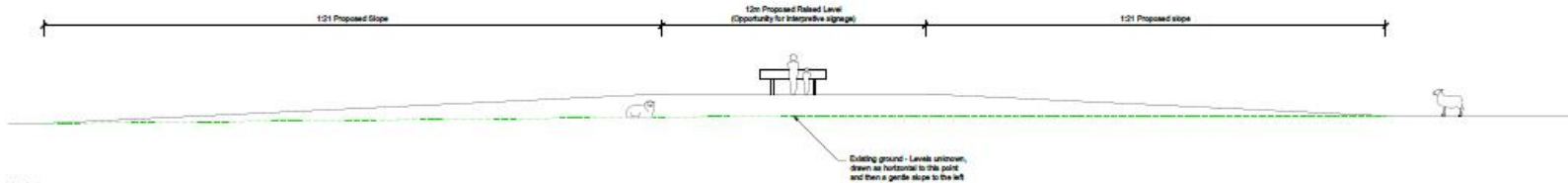
SSSI GATEWAYS



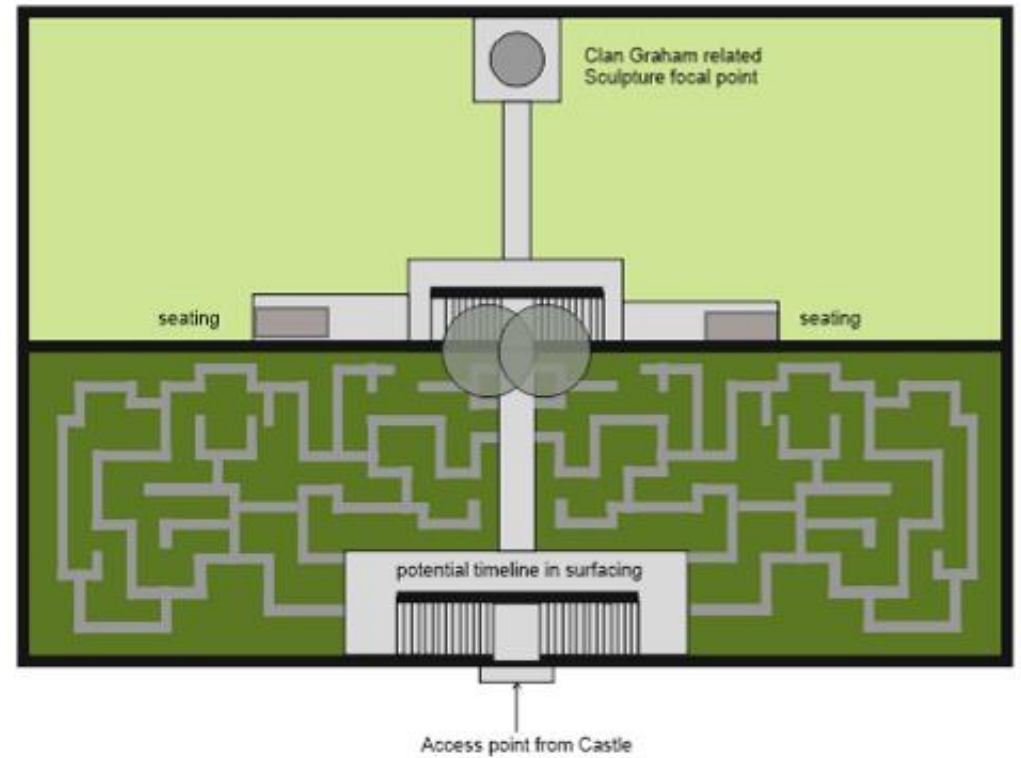
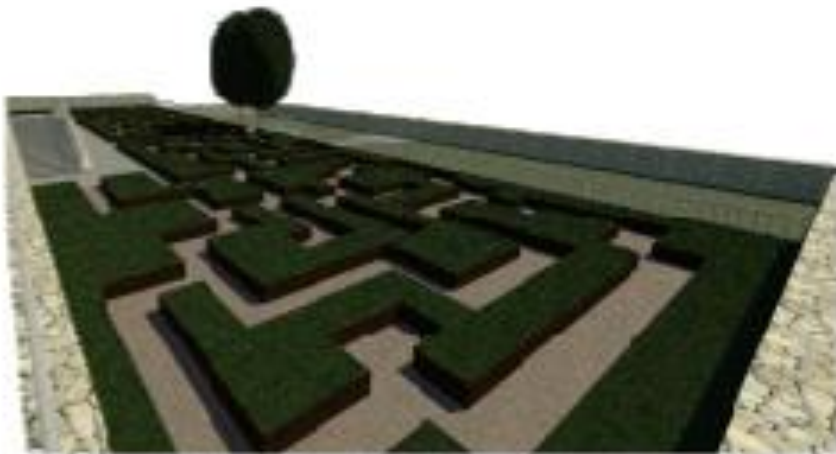
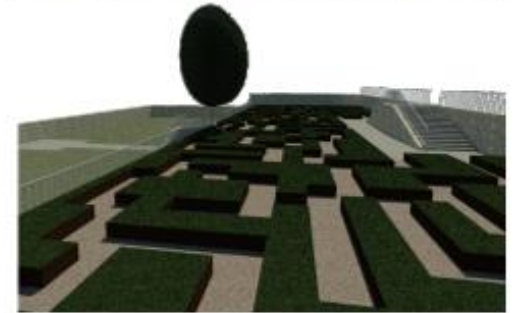
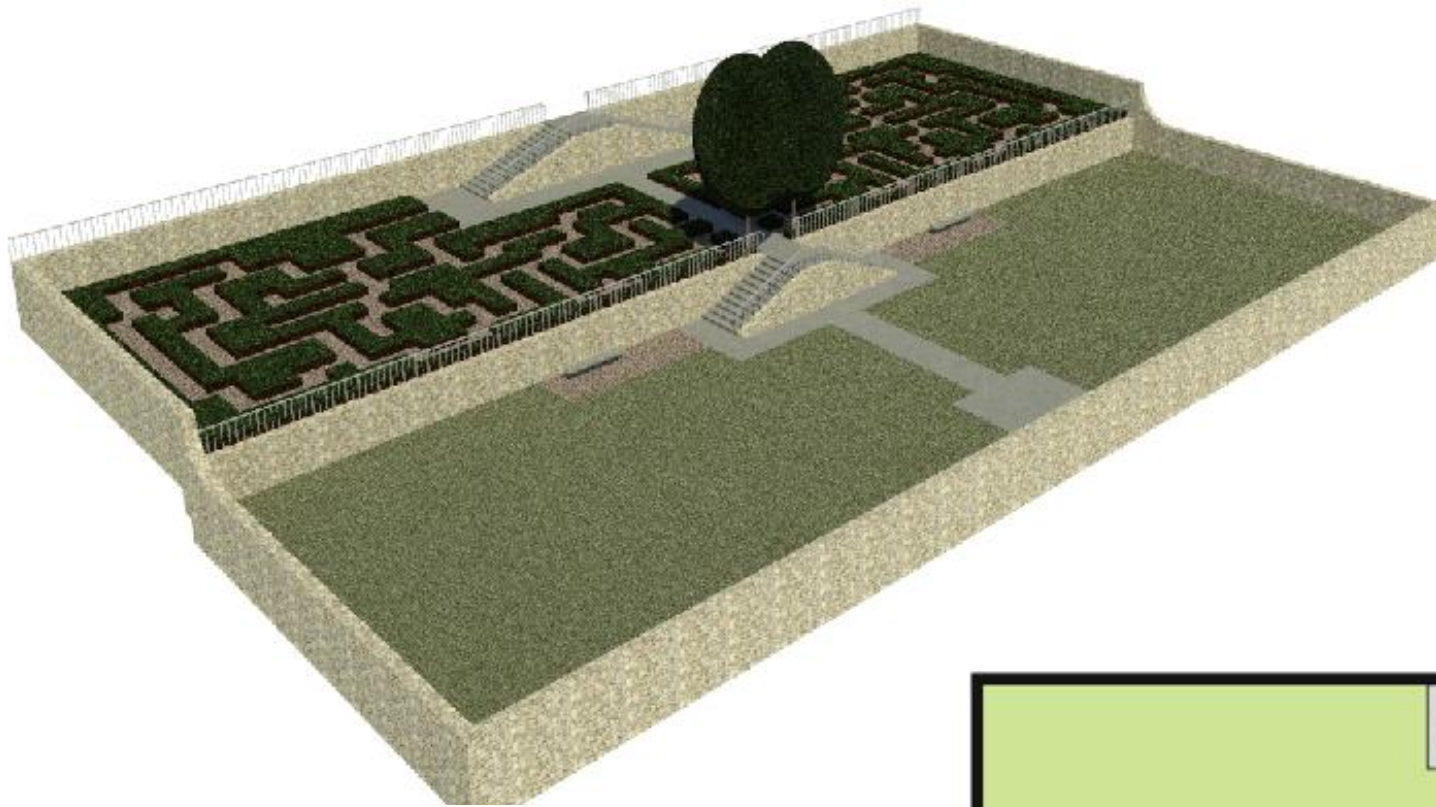
Section A-A
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Section B-B
Scale 1:100



WW1 GUNSITES CONCEPT PLAN & SECTIONS



MUGDOCK CASTLE TERRACES CONCEPT PLAN & VISUALS



WOODLAND SCULPTURE TRAIL



BIRD HIDES & PLANTED ISLANDS

BIODIVERSITY

- Craigend Quarry (**LOCATION G**) introduce floating planted islands with school involvement for planting and awareness raising. Extensive areas required to limit opportunities for tomb stoning. Scope to further explore boardwalks and access within the area following water and cliff surveys for safety.
- Craigend Quarry (**LOCATION G**) establish bird hide/ viewing areas allowing focus on wildlife and tranquil setting.
- Craigend Castle (**LOCATION C**) create wildflower meadows and potentially bee hives within boundary of ruins enabling accessible biodiversity as a stepping stone to education about more complex Mugdock site ecology.

TRAILS, ROUTES & SIGNAGE

- Establish a suite of signs for Trails through remounting of existing quality interpretive signage within timber structures to provide consistency –clear message and clarity of style alongside timber fingerposts and inkeeping with character of Country Park.
- Introduce brass rubbing elements on key waymarkers to add interest for children and encourage exploration and understanding of wildlife/ insects which can be found on site.
- Establish Path hierarchy in line with wider Country Park Ranger service routes providing easily accessible for all primary promoted routes and clearly identified trails for those who are keen to explore wilder areas.
- Create seating areas at key locations, easing accessibility with rest or perch points at 50m spacings along primary routes.

CONNECTIVITY

- **Establish Clarity on all Arrival Routes** through signage strategy to address both road and pedestrian routes to the Country Park. White on Brown Road signage and standardised pedestrian fingerposts to be provided.
- **Milngavie Town Centre BID** establish strong links to Town Centre and explore opportunities for connected activities. E-bike connections from the Railway Station and scope to develop clear connections from the West Highland Way. Maximise overall benefits in proximity. Explore opportunity for seasonal Low Emission Bus connections to limit existing car parking pressures.

COMMERCIAL ACTIVITY/ FACILITIES

- **Car Parking charges** identified to support the need to reduce car travel to the Country Park and in line with wider Climate change policy.
- **Children’s Trail** building upon existing seasonal events success with a high quality permanent installation
- **Light Show Experience** maximising Mugdock as a venue for activity and run by a private operator
- **Outdoor Nursery Support Space** utilising existing rooms to encourage education further within the Country Park
- **Filming Location** with added support space marketed as a longer term opportunity
- **Theatre Events** building on existing investment and a unique selling point
- **Chainsaw training** exploring opportunities through EDC provider as part of wider Tree Management
- **Wellbeing Tranquillity Hub** initially as part of an annual event
- **Venue hire** at Walled Garden for weddings using EDC marquee
- **Unleashed Dog fields** as scope to use underutilised fields without compromising nature value
- **Memorial plaques & benches** enabling a strategic approach which can support the community
- **Friends of Mugdock** scheme relaunch
- **Craigend Quarry Outdoor Recreation** opportunities and feasibility study





Wilderness Trails & Interpretation

Consistency of wayfinding information and signage family



SIGNAGE utilise existing signs but remount in timber structures. Combine interpretive material with Corten Steel to create unified effect with WHW signage in Milngavie.



5.0 Action Plan

Delivery of the masterplan requires progressive testing and development of key elements to build clarity around project components, build support, identify project partners, establish certainty of cost and identify appropriate operating mechanisms.

Key actions include:

- **Approvals**— progression of process to secure full EDC/ SC support and funding commitments to move project development forward
- **Feasibility Studies** developed with stakeholders & key EDC/ SC departments to test, develop and progress key project elements
- **Detailed Business Plans**—supporting project feasibility including market testing to prove viability, capital and revenue funding/ identify commercial partners
- **Design Development**—progressing design proposals for key elements to RIBA Stage 3
- **Delivery Plan**—developed for implementation , identifying delivery partners, funding mechanisms and timescales for project delivery
- **Project implementation** - delivering projects in a prioritised sequence giving focus to achieving impact and meaningful change



5.1 Early Action Projects : Visitor Welcome & Orientation

Project	Location	Task	Priority	Partners	Description
VISITOR WELCOME & ORIENTATION					
Entrance signage	A	Outline Design	HIGH	EDC/ SC	Establish high impact entrance signage of scale in timber providing clarity of site brand aligned with online content
Rationalise Stables car park & upgrades to Khyber & East Car Parks	A	Full Topographic Survey & Outline Design	HIGH	EDC/ SC	Establish clarity of arrival and logical parking circulation focusing on Stables Visitor Centre. Upgrade surfacings
Welcome signage	B	Signage & interpretation strategy	MEDIUM	EDC/ SC	Establish clear arrival points to provide visitor welcome and orientation at all key arrival points car parks incl pedestrian. Provide considered message about what the site offers with Heritage and Natural Environment focus to encourage exploration
Courtyard and arrival area upgrades	A	Outline Design	MEDIUM	EDC/ SC	Ensure accessibility and focus of courtyard through surfacing, signage and potential toilet upgrades. Reinstall the sundial clock and carved steps to improve arrival.
Road signage		Implementation	HIGH	EDC/ SC	Introduce white on brown Visitor Road signage to provide clarity on all surrounding key routes. Focus on Stable Car Park.
Directional signage	SITE WIDE	Signage strategy	MEDIUM	EDC/ SC	Concentrate signage within arrival area to provide visitor confidence that routes will be clearly signed
Interpretation (Site Wide)	SITE WIDE	Interpretive Strategy	HIGH	EDC/SC	Establish clear themes and opportunities for whole site to establish clear visitor message and encourage wider exploration and multigenerational understanding through both signage and sculptural elements.

5.2 Early Action Projects —*Focused on strengthening existing park assets*

Project	Location	Task	Priority	Partners	Description
HERITAGE FOCUS					
Create plaza to front of Stables	A	Outline Design	HIGH	EDC/ SC	Establish seating area and setting for Stables, focus on views out and scale of space to improve pedestrian comfort and accessibility
Connect Stables to Walled Garden South Entrance	A	Outline Design	HIGH	EDC/ SC	Introduce direct link to south entrance of Walled Garden removing circuitous route to north end completely and establishing level access to ensure visitors arrive to garden not shop.
Introduce Zoo related sculptures and surfacing inlays around Craigend Castle	C	Interpretive Strategy	MEDI-UM	EDC/ SC	Encourage increased use of the area and added interest for children and visitors through links to site heritage. Maximise site benefit of unique history, exploring aspects of the original zoo. Size of lions paw in slab, height of elephant, list of animals and their names
WWII Gunsites	D	Outline Design	HIGH	EDC/ SC	Create raised platform via 1:21 slopes up to a new viewing area establishing a raised platform to facilitate views over Gunsites to increase awareness but also establish connections to wider views which were the reason for the emplacements. Supported by new interpretive signage as part of the handrail. Fencing and path upgrades within gunsite itself to improve access. Explore opportunity for sculptural Big Gun to add scale and drama.
Mugdock Castle	E	Outline Design & Artist Brief	MEDI-UM	EDC/ SC/ Mugdock Trust	Work with Mugdock Trust to improve the visitor experience and interpretation at Mugdock Castle and develop proposal for lower terrace to create a maze or labyrinth and incorporate sculptural elements referencing Clan Graham. Scope for Clan timeline within path routes to add value. Replace boardwalks and in Castle furniture as necessary.

5.3 Early Action Projects : *Securing the Natural Environment for the Future*

Project	Location	Task	Priority	Partners	Description
PROTECT THE NATURAL ENVIRONMENT					
SSSI Gateway signage	F	Outline Design	HIGH	EDC/ SC/ Rangers	Establish signage at boundaries of SSSI within path network to convey positive message and increase awareness of site sensitivity
Establish path hierarchy	SITE WIDE	Outline Design	HIGH	EDC/ SC/ Rangers	Work closely with rangers to establish key path routes for promotion/ signage
Bracken Encroachment		Implementation	HIGH	EDC/ SC/ Rangers/ NatureScot	Phased removal of extensive areas of bracken encroachment Develop being undertaken by external contractor over 5yr period
Re evaluate Deer issues		Evaluation	HIGH	EDC/ SC/ Rangers/ NatureScot	Review approach to Deer culling following NatureScot survey
Path braiding		On site works	HIGH	EDC/ SC/ Rangers	Tackle path braiding with signage and physical measures
Woodland management		On site works	HIGH	EDC/ SC/ Rangers/ NatureScot	Following survey develop next layer of Woodland Management proposals
Beetle assemblage surveys		Survey	HIGH	EDC/ SC/ Rangers/ NatureScot	Establish clarity of baseline status to inform future management
Landscape Management Plan	SITE WIDE	Strategy	HIGH	EDC/ SC/ Rangers/ NatureScot	Create plan update to inform management and protect/ enhance the SSSI status

5.4 Early Action Projects : *Creating Wider Benefit*

Project	Location	Task	Priority	Partners	Description
BIODIVERSITY FOCUS					
Create wildflower meadows around Craigend Castle	C	Outline Design	MEDI-UM	EDC/ SC/ Rangers/ NatureScot	Mixed wildflowers, bee hotels and potentially hives within the Castle compound
Floating planted islands at Craigend Quarry	G	Feasibility Study	LOW	EDC/ SC/ Rangers/ NatureScot	Planting of islands involving schools groups and establishing new habitats, explore opportunities for boardwalks and/or pontoons
Introduce bird hides and viewing areas near Craigend Quarry	G	Outline Design	LOW	EDC/ SC/ Rangers/ NatureScot	Using visually permeable materials establish clear areas for nature focus
CONNECTIVITY					
Improve connections from Milngavie and Strathblane	SITE WIDE	Transport Strategy	HIGH	EDC/ SC/ Milngavie BID	Scope for E bikes from Milngavie station/ Town Centre. Explore opportunity to reintroduce Bus service at weekends.
Improve links to wider Green Network & Town Centre	SITE WIDE	Signage Strategy	HIGH	EDC/ SC/ Milngavie BID	Connect with Town Centre, WHW, Reservoirs, Allander Water and explore opportunities. Works to include White on brown Visitor Road signage on surrounding road network.
Establish a suite of signs	SITE WIDE	Signage Strategy	HIGH	EDC/ SC/ Rangers	Build on existing quality elements to improve consistency and continuity of message

5.5 Early Action Projects : *Income Generation*

Project	Location	Task	Priority	Partners	Description
INCOME GENERATORS / FACILITIES					
Extend Play Area into Natural Play Area	A	Outline Design	MEDIUM	EDC/ SC	Replace equipment and extend area into Natural Play area to establish play facilities within woodland setting. Key elements will allow imaginative play and improve accessibility of surfacing and multigeneration-
Covered Seating	A	Outline Design	HIGH	EDC/ SC	Introduce covered seating area to enable year round use with potential for hire and additional BBQ
Woodland Sculpture Trail		Outline Design	LOW	EDC/ SC	Add value and interest to woodland experience through introduction of large scale woodland sculpture elements working with local artists
Unleashed dog fields	C	Feasibility Study	MEDIUM	EDC/ SC	Introduce new facility to encourage dog users to maximise experience at Mugdock within designated areas
Venue Hire at Walled Garden	A	Detailed design	HIGH	EDC/ SC	Marquee use for Events within Walled Garden requires separate power connection, lighting and location / access for portaloos
Additional BBQ site & upgrades to existing	A	Outline Design	MEDIUM	EDC/ SC	Introduce larger BBQ site for hire with associated covered area. Upgrades to existing successful BBQ sites.
Memorial plaques	A	Artist's brief	MEDIUM	EDC/ SC	Scope with wall with seating overlooking key view. Artist competition to create a bird which can be commissioned to create impact and mounted as birds on a wall.
Memorial benches	SITE WIDE	Establish preferred bench	MEDIUM	EDC/ SC	Establish a seat for use throughout park, consistency of approach to site furniture
Wellbeing Tranquility Hub	A	Events Programming	LOW	EDC/ SC	Viable once site quality is established. Current use of Campsie Room as part of a Wellness Week to be continued
Chainsaw Training	SITE WIDE	Feasibility study & Surveys	LOW	EDC/ SC	As part of wider Tree Management explore opportunities to provide chainsaw training via existing EDC provider
Children's Trail		Design brief	LOW	EDC/ SC	Permanent feature

5.5 Early Action Projects : *Income Generation*

Project	Location	Task	Priority	Partners	Description
INCOME GENERATORS / FACILITIES					
Car parking charges	A	Review	HIGH	EDC/ SC	Concern re potential impact on Craigallan Road and issues with Caulders Garden Centre
Annual Craft Market	A	Events Programming	LOW	EDC/ SC	Potential conflict with Milngavie?
Light show experience		Events Programming	MEDIUM	EDC/ SC	2/3 wk run in December private operator
Outdoor Nursery Support space	A	Review	MEDIUM	EDC/ SC	Previously discussed as EDC facility however could be a Private operator if this does not come into being
Filming Location	SITE WIDE	Events Programming	HIGH	EDC/ SC	Market with support space of Campsie Room to gain additional benefit
Theatre Events	A	Events Programming	MEDIUM	EDC/ SC	Maximise benefit of newly refurbished facility
Friends of Mugdock Country Park		Review	HIGH	EDC/ SC	Relaunch existing scheme
Craigend Quarry Outdoor Recreation	G	Feasibility study & Surveys	LOW	EDC/ SC	Explore opportunities and establish safety requirements for outdoor pursuits located at the quarry. Options may include fishing, water pursuits, zip wire.
Waste Water Treatment Tank Replacement		Implementation	HIGH	EDC/ SC	Functional requirement which will minimise ongoing maintenance costs.
Craigend Quarry Fencing	G	Implementation	HIGH	EDC/ SC	Essential works to minimise safety risks and concern regarding anti social behaviours.
Yard Improvements	A	Outline Design	HIGH	EDC/ SC	Works to improve quality, rationalise and screen the existing yard from the car park improving perception of arrival quality.
ICT Improvements	A	Implementation	HIGH	EDC/ SC	Community Broadband Scheme establishing high speed connection for the Country Park and increasing potential for multi media use associated with development projects

6.0 Business Case

Introduction

Mugdock Country Park is East Dunbartonshire Council's only Country Park it welcomes approximately 800,000 visitors a year and is managed by a dedicated Country Park Team that operates the park as a free to access public facility providing environmental, educational and leisure support services. Stirling Council provides financial support for Mugdock but additionally has Plean Country Park within its boundary.

Existing Funding & Business Case Arrangement

Mugdock Country Park is an outdoor facility which is shared with Stirling Council. It is managed by a Joint Management Committee representing the interests of both Councils. The Country Park provides a range of services, facilities and events.

Securing Best Value & Prioritising Spend

The Councils are keen to maintain services and support development in a manner that secures best value and secures high quality and efficient service delivery. The Councils are seeking to maintain the delivery of services in line with budget commitments whilst also achieving the major efficiency targets which have been identified across all areas of Council activity.

Budgetary constraints require the Council to continuously review operations and prioritise investment and revenue spend to address community needs and identify opportunities for partnership collaboration (third-sector and commercial) to deliver existing and/or enhanced service levels. Areas that can support investment and revenue costs include commercial operations (café/retail/etc); land leases (forestry/equestrian use/etc); building event rentals (halls/visitor centres) and other activity not impacting on the core mission and purpose of the Country Park.

Developing Mugdock Country Park

Mugdock is a highly valued and attractive asset. It has an important and growing role in the delivery of the Council objectives in maximising the use of the outdoor environment, country parks and greenspace assets and encouraging enhanced levels of physical activity, walking, cycling, supporting health and well-being and other organised and informal leisure activity.

The masterplan outlines opportunities for income generation that can play an important role in enabling the Country Park to remain open and provide high quality facilities and services for local people and visitors from further afield. It is important that development proposals are balanced alongside other important factors, such as environmental considerations and ensuring equal access to the park.

The table overleaf sets out a series of proposals – some of which are new, some of which build of existing activity – that present opportunities for the Country Park to increase generated income .

Visitor Numbers and Income

Income potential at Mugdock closely correlates to the number of visitors that are coming to the park. In 2017, 2018 and 2019, between 630,000 and 640,000 visitors were recorded each year through the footfall counters at the park's main entrance. Counters stopped functioning during the COVID-19 pandemic but have since been reinstated, with annual visitor numbers trending in excess of 800,000 people. This growth reflects the upsurge in popularity of accessible outdoor spaces during the pandemic.

Project	Current set-up	Income potential and other benefits	Risks	Timeline & required investment
Introduce a charge for car parking	Parking is currently free across the Country Park, with 85% of Mugdock's 800,000 annual visitors arriving by car. The introduction of car parking charges has been discussed for some time. Existing donation posts within the car park bring in c. £2,000 a year.	<p>Presents high income potential, which could be used to support ongoing revenue costs for the Country Park and a capital investment programme. Commonly used across other similar sites, including by Forestry & Land Scotland and the NTS, and recently introduced at Pollok Country Park (£2.50/4 hrs).</p> <p>Based on the total footfall, there are in excess of 200,000 trips by car to Mugdock each year. Even setting a low parking fee of £1.50 (all day) and accounting for different variables would generate substantial gross income of £250,000-£350,000 per year. The working for this is set out below. The VAT position would need clarified although guidance from HMRC indicates it could be made exempt.</p> <p>A complementary 'Friends of Mugdock' membership scheme – offering free parking – would generate further income (see below).</p> <p>The introduction of parking charges will help manage the number of cars on peak visiting days and incentivise sustainable travel choices.</p> <p>In the absence of any firm monitoring/enforcement, the scheme would depend on a degree of goodwill (emphasising the importance of communicating how this supports the park, and tying in with the Friends of Mugdock scheme).</p>	<p>As parking has always been free at Mugdock, the introduction of charges may initially be controversial with regular park users - the scheme will need to be carefully framed as vital to support the long-term sustainability of the park and go alongside visible improvements to infrastructure. An annual membership scheme would offer free parking (an accepted model elsewhere e.g. National Trusts).</p> <p>It may exacerbate anti-social parking issues on nearby rural roads, requiring assistance from Police Scotland and local authority parking wardens to manage.</p> <p>There no scheduled public transport connections to MCP - introduction of parking charges would need to be considered alongside improved active travel options, particularly from Milngavie and Bearsden.</p> <p>Any impact on footfall/spend for Mugdock's independent traders would also need to be monitored.</p>	<p>2023-24 - investment would be required to bring all car parks up to standard and to install barriers (pay by card or scan membership card on exit) and/or payment machines.</p> <p>To tie to one car, visitors could have a barcode (physical or on their mobile) that allows a free ticket to be printed at a machine, including the reg. plate. This model is now used by the NT, replacing window stickers (stickers are a cheaper alternative, but need replaced each year).</p>
Screen productions	The Country Park has been used extensively over recent years for a variety of screen productions of different scales and budgets, including films, TV programmes, and adverts. In 2020-21, location and facility hire fees were around £10,000.	The aim should be to retain this at the current level and grow where possible, particularly given the strong performance of the screen sector in Scotland over the last few years. Being able to provide an indoor space for productions to base themselves – as is now the case with the Campsie Room - will improve the attractiveness of the Country Park as a location. The Country Park will continue to actively promote itself through Screen Scotland's Locations Network.	There is a need to ensure that screen productions do not come into conflict with other uses and public access to the Country Park – this should be managed on a case by case basis.	Ongoing – no specific investment required.

Project	Current set-up	Income potential and other benefits	Risks	Timeline & required investment
Friends of Mugdock scheme	A Friends of Mugdock scheme was revived in 2015, with an annual membership cost of £15 for individuals and £25 for a family. However, it was not widely promoted and then paused.	<p>Annual membership fees could be raised from the previous set-up, particularly if free parking was included – this would be the key incentive to join.</p> <p>If around half of regular (weekly) visitors join and lower proportions of monthly/less frequent visitors, this would amount to around 6,000 members and £150,000 gross income, based on £19.99 individual membership and £29.99 family membership. The working for this is set out below.</p> <p>Members could also be entitled to other benefits, such as a 10% discount in the shop and a discounted ‘members rate’ for barbecue hire and ranger activities.</p>	The Friends scheme itself is relatively risk free although it will be important to continue to emphasise that the Country Park remains free and open to all.	Initial marketing costs and ongoing administration costs, particularly if a large membership was achieved. Can happen immediately but will be given impetus by the introduction of parking charges – this would also require members being given some way of operating barriers/payment machines.
Dog field	Mugdock is popular with dog walkers and dogs are permitted in most areas of the country park. However, there is no dedicated, secure area where dogs can be allowed off the lead.	<p>A secure dog walking field where dogs can be allowed off the lead. Similar facilities work on the basis of exclusive hire – with online slots available and PIN coded gate entry, charging from £6.50/30 mins to £15 for 50 mins (for e.g. up to 4 dogs). This would be an effective way of generating income from land within the Country Park with minimal running costs. Agility equipment can add to the appeal of the site.</p> <p>Four 45 min bookings a day @ £7, averaged out over a whole year, would bring in gross income of around £10,000/year.</p>	<p>The market may be becoming saturated – there are now a considerable number of these facilities across central Scotland. Nonetheless, a pilot could be justified.</p> <p>It would also take away some land from other users – although the space requirement would not be vast.</p>	<p>Once a site has been identified, this could proceed relatively quickly.</p> <p>Fencing costs approx. £90K for 1.8m high deer fencing or alternatively adding 1.2m high fencing approx. £40K</p>

Project	Current set-up	Income potential and other benefits	Risks	Timeline & required investment
Weddings and private events	There has been no real effort to push the country park as a destination for weddings or similar private events (although this is mentioned on the website and there are frequent requests). The walled garden would provide a suitable location for events, and has undergone recent improvements with new steps/paths, and a freshly painted bandstand. A marquee is also available for hire.	<p>There are approx. 200 to 250 weddings in East Dunbartonshire each year. This is lower than council areas with a similar population, indicating that people are looking further afield for venues.</p> <p>Wedding venues typically start from £1,000 for site-only, full-day hire, and lower amounts for ceremony-only. A range of venues and pricing info within Glasgow and the surrounding area are listed on Bridebook.</p> <p>Those booking the site for wedding events would need to hire their own toilet facilities (depending on the number of guests) and catering.</p>	<p>Weddings would require exclusive use of the walled garden, limiting access to other users. There would also need to be time for assembly and disassembly of the marquee.</p> <p>Wedding parties would also require parking to be put aside for them, placing additional pressure on the car park. Coaches would need space for turning.</p>	<p>Dedicated electricity supply for the garden and necessary health and safety requirements (e.g. emergency exit signs).</p> <p>Wedding parties may need to reserve and pay for an exclusive area of the car park.</p>
Memorial walls	There is no clear strategy for memorial plaques or benches in the park. Memorial trees can be planted if requested. Many other parks/local authorities charge a set fee for standardised benches.	<p>Use a wall between the end of the stable block and walled garden to create a memorial wall with nature-inspired, decorative cast metal structures installed – forming an attractive art work and an opportunity for the public to purchase a permanent memorial to a relative or loved one.</p> <p>Similar walls within other gardens typically charge £200 to £250 for a basic plaque.</p>	This is relatively risk free – memorial walls/benches are common across gardens and parks and it is generally accepted that a charge goes alongside this.	Agree design of plaques and arrange who will install and maintain them.
Additional barbecue site	The Park has 3 BBQ sites that can be booked in advance, at £40 for <30 people & £50 for >30 people for the outdoor sites and £80 for 4 hours for the BBQ Hut. These have proved very popular, particularly on weekends during the summer. Disposable or portable BBQs are not allowed anywhere within the park.	An additional site would help to meet the proven demand for barbecue hires within the park.	The existing barbecue sites work well – an additional site would not present any additional risk.	Ready for summer 2023.

Project	Current set-up	Income potential and other benefits	Risks	Timeline & required investment
Ranger activities	The rangers in the country park run a programme of events and activities throughout the year. Charges are generally £12 for 3 hour events, £8 for 2 hours and £5 for 1 hour. Cheaper rates are available for school/ youth groups.	The current programme of events and activities is successful and engages a large number of people of all ages each year. Nonetheless, there are felt opportunities to further develop this offer – helping to meet demand for outdoor and nature-based learning and activities.	Minimal risk – builds on existing activity.	Ongoing.
Wellbeing events	The park has hosted different health/ wellbeing classes, with different spaces hired by practitioners.	The park has spaces that can be hired for a range of health/ wellbeing activities, including the refurbished bandstand and the Campsie Room (which can also be used as a base for film/TV productions, birthday parties, meetings, events, etc). This could be developed into a more coherent programme, in coordination with individual practitioners offering pilates, forest mindfulness, yoga, etc. A themed ‘wellbeing week’ could be organised to give this activity a focus. The main income generated would be through room hire.	Minimal risk – builds on existing activity.	Ongoing.
Craft fayre	There is an aspiration to run an annual makers/craft fayre, which does not currently happen at the park. This could make use of the park’s marquee.	The event would attract people to the park. Stallholders would be charged a set fee for a pitch. By way of comparison, the monthly Milngavie market, held every third Friday, charges £45/pitch and £70/hot food trader.	There is a monthly farmers/makers markets in Milngavie town centre – the Mugdock event should be careful not to directly compete/displace activity from this. Therefore, this is proposed as an annual special event rather than a more regular market.	Winter 2022

Project	Current set-up	Income potential and other benefits	Risks	Timeline & required investment
Light show experience	Light and sound shows are a popular seasonal attraction at other urban parks and country parks across Scotland. They typically feature different installations and artworks on a trail around the park, and are often themed.	The event would take place over 2-3 weeks during the winter months e.g. in the run up to Christmas. An initial pilot could be undertaken by a private operator, who would rent the land from MCP. In future years, the park could put this out to tender and have a more direct role and retain a larger proportion of the ticket income. Tickets for outdoor light show/trail events typically start at £20 for adults and £12 for children, taking around 60 to 90 minutes, and with entry from dusk until 7-8pm (closing around 9pm). Street food/drink is typically offered alongside the trail.	Minimise impact of the event on other park users and the park environment. Event itself would be taking place outside of usual park opening hours (from dusk into evening).	Nov/Dec 2022 (if possible) or Winter 2023.
Rental income	Rental income from the shop and café units brought in around £90,000 each year prior the pandemic. One unit (the cycle shop) has moved on to other, larger premises, but the remainder are leased.	The aim should be to retain this income at the current level – aiming for full occupation and small annual increases. The former cycle shop unit in the courtyard has been fitted out as the park's visitor centre and the previous visitor centre as a hireable space (largely offsetting the loss of rental income). The idea of an outdoor nursery at the park, with some indoor space, has been explored. This would be a good fit with the park's aims and ethos, and could be an important source of income. This would also make use of currently under-used indoor space.	A detailed risk assessment would naturally be required before a nursery was located on site. The primary risks would be carried by the nursery operator. Income from rental of shop/café units is an important source of income for the park. The existing tenants are a good fit with the park and there are no conflicts with wider park activity. The impact of changes to the park's operations (e.g. introduction of parking charges) on traders would need to be monitored.	Ongoing.
Options study for Mugdock Quarry – to explore zip wire and water-based activities	There are long standing health and safety concerns with the quarry, which is a popular cliff jumping location. Security fencing and warning signs are in place.	Quarry attractions could provide exciting and safe activities in a currently underused (and misused) part of the Country Park. A zip wire could be managed and run by a private operator, in a similar way to Bungee Jump Scotland at the NTS Killiecrankie site (charging £39 for 9 zip lines, taking 90 mins). There is also scope for other water-based activities such as kayaking, stand-up paddle boarding or fishing.	The quarry is located on the edge of the Country Park and these activities would not need to intrude on the wider park. It would help manage the current dangerous use of the quarry. Not all of the suggestions may be compatible with one another – an options study can explore this in more detail.	Study to take place in short to medium term, with a view to introducing quarry activities over a longer timeline.
License charges for commercial activity in the park	There are no charges or regulation of informal commercial activity in the park, such as use by professional dog walkers or personal trainers running outdoor fitness classes.	An annual charge for use of the park for commercial activity could be introduced. This would be monitored by park wardens/rangers. The Royal Parks in London have licensed both dog walkers (£225-£300 ex. VAT) and fitness instructors (£280 -£1,500 ex. VAT) since 2013. However, charging at Mugdock would be lower than this and could offer discounts for multi-year licenses. It would also help manage this activity and ensure those undertaking activities as have appropriate insurance, training etc.	Currently no charges – could be negative publicity around introduction. If introduced alongside car parking charges, dog walkers/fitness instructors would also be required to pay for this each visit (or join FoM scheme). May also be difficult to monitor – would require spot checks by wardens/rangers.	Charging structure and licensing arrangements would need to be agreed. Could be introduced 2023 or 2024.

Visitor Numbers and Income

Income potential at Mugdock closely correlates to the number of visitors that are coming to the park. In 2017, 2018 and 2019, between 630,000 and 640,000 visitors were recorded each year through the footfall counters at the park’s main entrance. Counters stopped functioning during the COVID-19 pandemic but have since been reinstated, with annual visitor numbers trending in excess of 800,000 people. This growth reflects the upsurge in popularity of accessible outdoor spaces during the pandemic.

Working backwards from the figure of 800,000 annual visitors, the table below uses evidence from the visitor survey (undertaken in late 2021 and early 2022 with 1,834 responses) to estimate how many are visiting on a weekly, monthly, quarterly and annual basis. This works out at around 102,000 unique visitors each year.

Table 1: Unique Visits and Frequency of Visit

How often do you visit?	Survey response	Individuals	Visits/year	Total visits
Annually	3%	24,000	1	24,000
Quarterly	22%	44,000	4	176,000
Monthly	43%	28,667	12	344,000
Weekly	32%	4,923	52	256,000
Total visitors	800,000	101,590	-	800,000

A Friends of Mugdock scheme is likely to appeal to more regular visitors, who will feel a closer affinity to the park and will be obtain more benefit from the incentives on offer, such as discounts on activities/purchases and free parking (assuming the scheme is introduced in parallel with parking charges). The table below provides an illustration of the potential income a membership programme could generate, based on relatively cautious assumptions that half of weekly visitors and 10% of monthly visitors would join the scheme, and small numbers of less frequent visitors.

There will be administrative and marketing costs associated with such a scheme, particularly if it is successful in attracting a large number of members. The mechanism for members to receive free parking would need to be explored in further detail. This could mean a smart card to operate a parking barrier and/or receive a free ticket from a parking meter.

Table 2: Friends of Mugdock Scheme Membership - Estimates

How often do you visit?	Number of Visitors (Unique)	Joining Membership Scheme	Gross income potential @ £24.99/ membership ¹
Annually	24,000	1% (240)	£5,998
Quarterly	44,000	1% (440)	£10,996
Monthly	28,667	10% (2,867)	£71,638
Weekly	4,923	50% (2,462)	£61,514
Total visitors	101,590	6% (6,008)	£150,145

¹Based on an individual membership rate of £19.99/year and family membership of £29.99/year, averaged at £24.99/year.

On the same basis, we have also estimated how much income could be generated from car parking charges. A more reliable estimate of the number of cars using Mugdock’s car parks could be obtained by installing vehicle counters on a temporary basis. However, the below provides an illustration of the income potential from car parking charges based on the data that is currently available. A range of variables have been taken into account, each of which can be adjusted as necessary. This includes:

- the total number of visitors – this could decline if visitors opt to travel to other locations. However, most visitors are local, with 91% travelling less than 10 miles to get to Mugdock;
- the proportion of visitors who are members and therefore get free parking – the assumptions follow through from Table 2;

- the proportion of visitors arriving by car – this is currently 85% but parking charges may encourage more to walk/cycle;
- the average number of people per car – although we do not have data specifically for Mugdock, a review of evidence from similar locations indicates that this likely falls between 2 and 3 people, including children;
- the amount charged per car – the below model has used a low daily rate of £1.50, but other similar locations often charge a higher rate.

Table 3: Parking Income - Estimates

How often do you visit?	Unique visitors (excluding members)	Visits per year	Arriving by car (85%)	Cars (2.5 people per car)	Gross income potential @ £1.50 per car
Annually	23,760	1	20,196	8,078	£12,118
Quarterly	43,560	4	148,104	59,242	£88,862
Monthly	25,800	12	263,160	105,264	£157,896
Weekly	2,462	52	108,800	43,520	£65,280
Total	95,582	-	540,260	216,104	£324,156

If visitors reduced to 630,000 per year, and other variables remain unchanged, total gross income would reduce to £255,000.

If the membership scheme grew to take in 90% of weekly visitors, and other variables remain unchanged, total gross income from parking would reduce to £272,000.

However, this would be offset by an increase in membership income.

Investment Funding (Order of Investment)

Mugdock Country Park is a public asset operated and maintained by East Dunbartonshire Council and Stirling Council for the benefits of communities and as a regional visitor attraction. Developing the asset and maximising the value of the park to communities requires significant reinvestment if it is to secure the project objectives.

The park needs a comprehensive programme of capital investment and this needs to be public sector led reflecting the nature of the asset. Commercial opportunities have been identified at the Stables Arrival Hub and where charging for services might allow. These are modest in extent. Further commercial opportunities may exist (Venue Hire/ Events/ Market/Wellbeing/ Children’s Trail) but are likely to be generated from confidence in the destination and confirmed levels of footfall and customer service needs. The capital funding programme envisages:

Mugdock Country Park Capital/Revenue Investment

- Continued Revenue / Operational Funding as required
- Capital Funding Programme (EDC/SC) suggested programme being:
 - * Year 1/2—£449,000 2022/23
 - * Year 2/3—£810,000 2023/24
 - * Year 3/4—£1.3 million 2024/25
 - * Year 4/5—£481,000 2025/26
 - * Year 5/6—£100,000 2026/27
- Grant Support & Leverage Funding (Commercial Partners)
 - * £617,000 Years 1– 5 2022/27

Grant Support

A wide range of grant support programmes exist. For Parks many of these focus on heritage assets and more traditional park development. Securing significant external funds for Mugdock will be challenging. The primary focus will be to seek to develop projects with partners focussed on Natural Environment/ Heritage/ Active Travel and Community Initiatives.

- **Grant Applications Environmental & Woodland/Woodland Management Projects**
Grant support funding from external bodies is likely to focus on partner activity and support for areas of development that align closely with external funder remits and objectives. Potential opportunities to explore include NatureScot; Central Scotland Green Network, Forestry Commission Scotland; Sustrans and a range of potential new funding streams associated with Climate Change Action Funds.

Page 131

- **Grant Applications Active Travel Projects**

Sustrans have invested heavily in active travel and the development of national/ regional cycle routes. Paths for Everyone / Places for Everyone funding supports projects that encourage and make it easier for people to walk and cycle for everyday journeys. Sustrans categorise projects 1-4 with funding support typically 50% of capital costs, dialogue on specific projects is recommended to explore opportunities /determine levels of funding support associated with developing active travel routes, in particular town centre links.

- **Grant Applications Community Based Projects**

A wide range of funding support vehicles are available to 3rd Sector /Trust and wider Community Partners. Small grant sums support a wide range of environmental, access; community; educational; arts projects and projects targeted disadvantaged and excluded groups. Funds are typically small and frequently support programmes and participatory initiatives rather than solely capital projects.

- **Leverage Funding & Complementary Investment**

Commercial applications within Mugdock are limited. The opportunities are strongest where commercial operations could complement activity and represent a viable commercial operation (potentially at the Stables Hub) or where development obligations would allow cross funding.

- **Investment by Co-Partners & Service Operators**

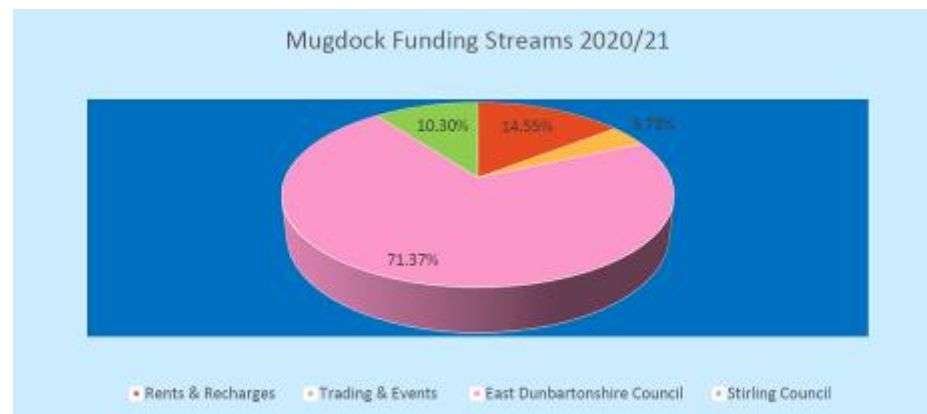
Limited areas of activity in the park could be attractive to private operators. Outward Bound/Wellness/Unleashed Dog field type activities offer a limited opportunity for capital/revenue funding. These are unlikely, in our view to raise significant new capital funds and in some cases require considerable initial outlay.

- **Donation Schemes**

Over and above the existing donation posts which are located within the Stable Car Park possible donations schemes to plant a tree, sponsor a bench, donate for grasslands, wetlands etc should be explored. It is noted however that careful monitoring is required to ensure the Country Park does not become saturated with these elements and that they are only permitted within the key visitor areas and do not encroach on the SSSI.

Staff Resources

A key asset for Mugdock Country Park is its staff. Current resourcing includes for 10.5 full time employment posts. In taking forward a 5 year Strategy for MCP a review of current staff levels will be necessary to ensure staffing is appropriate to the strategic direction of the Park and allows suitable commitment to key Action Plan projects.



Project Element	Item	EDC/ SC funding	External funding (incl Grants)	Timeline					Potential Support Funding
				Years 1-2 2022/2023	Years 2-3 2023/2024	Years 3-4 2024/2025	Years 4-5 2025/2026	Years 5-6 2026/2027	
VISITOR WELCOME & ORIENTATION	Entrance signage	£ 60,000			£ 60,000				
Page 132	Rationalise car park	£ 350,000				£ 350,000			
	Signage Strategy	£ 20,000			£ 20,000				
	Welcome signage	£ 50,000	£ 25,000			£ 50,000			Lottery
	Courtyard upgrades (incl painting works)	£ 80,000	£ 40,000	£ 5,000			£ 75,000	£ 40,000	Lottery and Others
	Road Signage	£ 10,000				£ 10,000			
	Directional signage	£ 50,000				£ 50,000			Lottery
	Interpretation (Site Wide)	£ 30,000		£ 30,000					
HERITAGE FOCUS	Create plaza to front of Stables	£ 75,000	£ 75,000				£ 150,000		Lottery
	Connect Stables to Walled Garden South Entrance	£ 100,000	£ 50,000			£ 150,000			Lottery
	Introduce Zoo related sculptures and surfacing inlays around Craigend Castle	£ 20,000		£ 20,000					
	WWII Gunsites	£ 30,000	£ 30,000			£ 60,000			Lottery and Others
	Mugdock Castle	£ 80,000	£ 50,000	£ 50,000	£ 80,000				Clan Graham/ FVL and Others

Project Element	Item	EDC/ SC funding	External funding (incl	Timeline					Potential Support Funding
				Years 1-2 2022/2023	Years 2-3 2023/2024	Years 3-4 2024/2025	Years 4-5 2025/2026	Years 5-6 2026/2027	
PROTECT THE NATURAL ENVIRONMENT	SSSI Gateway signage	£ 70,000	£ 70,000			£ 140,000			NatureScot/ Lottery
	Establish path hierarchy	£ 50,000	£ -		£ 50,000				
	Bracken Encroachment	£ -	£ 7,000	£ 3,000			£ 4,000		NatureScot
	Re evaluate Deer issues (Impact Assessment)	£ -	£ -						NatureScot
	Mugdock Loch Condition Survey	£ -		£ -					NatureScot
	Path braiding	£ 10,000	£ -	£ 10,000					
	Woodland Management Plan & required Implementation	£ 30,000	£ 20,000		£ 25,000	£ 25,000			Forestry Grant Scheme / Climate Change Funds/ Woodland Trust
	Beetle assemblage surveys	£ -	£ -						NatureScot
BIODIVERSITY FOCUS	Create wildflower meadows around Craigend Castle	£ 10,000	£ 10,000		£ 10,000	£ 10,000			NatureScot
	Craigend Quarry Biodiversity Infrastructure	£ 50,000	£ 50,000				£ 50,000	£ 50,000	Biodiversity Challenge Fund if reopened
	Introduce bird hides and viewing areas	£ 20,000	£ 10,000				£ 20,000	£ 10,000	
CONNECTIVITY	Improve connections from Milngavie	£ 20,000	£ 10,000	£ 15,000	£ 15,000				BID
	Improve links to wider Green Network & Town Centre	£ 50,000	£ 10,000		£ 15,000	£ 40,000			BID/ Sustrans

Project Element	Item	EDC/ SC funding	External funding (incl Grants)	Timeline					Potential Support Funding
				Years 1-2 2022/2023	Years 2-3 2023/2024	Years 3-4 2024/2025	Years 4-5 2025/2026	Years 5-6 2026/2027	
FACILITIES	Extend Play Area into Natural Play Area	£ 350,000	£ 150,000			£ 350,000	£ 150,000		Lottery
	Woodland Sculpture Trail	£ 10,000	£ 10,000				£ 20,000	£ 0	Creative Scotland
	Unleashed dog fields	£ 15,000			£ 15,000				
	Venue Hire at Walled Garden	£ 10,000		£ 10,000					
	Additional BBQ site & Shelter	£ 150,000			£ 100,000	£ 50,000			
	Memorial plaques	£ -							
	Memorial benches	£ -							
	Wellbeing Tranquility Hub	£ 5,000		£ 5,000					
	Chainsaw training	£ -							
	Children's Trail	£ 15,000				£ 15,000			
	Car parking charges at Stable Car Park	£ 10,000			£ 10,000				
	Annual Craft Market	£ 10,000			£ 10,000				
	Light show experience	£ -							
	Outdoor Nursery Support space/ Business space	£ 1,000		£ 1,000					

Project Element	Item	EDC/ SC funding	External funding (incl	Timeline					Potential Support Funding
				Years 1-2 2022/2023	Years 2-3 2023/2024	Years 3-4 2024/2025	Years 4-5 2025/2026	Years 5-6 2026/2027	
Page 135	Filming Location	£ 5,000		£ 5,000					
	Theatre Events	£ 5,000		£ 5,000					
	Friends of Mugdock Country Park	£ 5,000		£ 5,000					
	Craigend Quarry Options Plan	£ 20,000			£ 20,000				
	Waste Water Treatment Tank	£ 190,000			£ 190,000				
	Craigend Quarry Fencing	£ 170,000		£ 170,000					
	Litter Bin upgrades site wide	£ 5,000		£ 5,000					
	Park Maintenance Vehicles	£ 24,000		£ 12,000			£ 12,000		
	Septic Tank Surveys	£ 2,000		£ 2,000					
	Walled Garden planting plan & implementation	£ 55,000		£ 55,000					
	Tree Survey	£ 4,000							
	Outlying Car Parks upgrade	£ 150,000			£ 150,000				
	Safety signage & equipment Site Wide waterbodies	£ 1,000		£ 1,000					

Project Element	Item	EDC/ SC funding	External funding (incl	Timeline					Potential Support Funding
				Years 1-2 2022/2023	Years 2-3 2023/2024	Years 3-4 2024/2025	Years 4-5 2025/2026	Years 5-6 2026/2027	
Page 136	Replacement BBQs	£ 20,000		£ 20,000					
	Electrical upgrades	£ 5,000		£ 5,000					
	Yard Improvements	£ 40,000			£ 40,000				
	ICT Improvements	£ 15,000		£ 15,000					
TOTALS		£ 2,557,000	£ 617,000	£ 449,000	£ 810,000	£ 1,300,000	£ 481,000	£ 100,000	

Grant Body	Funding Priorities	Mugdock Potential	
Aspiring Communities Fund	Community Grants	High	Eligible
Bank of Scotland Foundation	Community Grants	Moderate	Discussion recommended
Biffa Awards	Community Buildings / Cultural Facilities / Biodiversity	Moderate	Discussion recommended
Big Lottery / Heritage Lottery	Parks for People – Historic Parks	Moderate	Discussion recommended
Big Lottery	Awards for All – Community Projects	High	Eligible
Central Scotland Green Network	Partnership Funding – Woodland Management	High	Eligible
Communities Food & Health Scotland		Moderate	Discussion recommended
Climate Change Action Fund	Small Community Grants. Projects reducing Carbon	High	Eligible
CAF Tourie Foundation Fund	Small Community Grants	Moderate	Discussion recommended
Empowering Communities Fund		Moderate	Discussion recommended
Ernest Cook Foundation	Apprenticeships Environmental Work / Training	Moderate	Discussion recommended
Esme Fairbairn Foundation		Moderate	Discussion recommended
EventScotland	Events Support	Moderate	Discussion recommended
Forestry Commission Scotland		High	Eligible
Field Studies Outreach Education	Supporting Disadvantaged Young People- Environment	Moderate	Discussion recommended
Greggs Foundation	Small Community Grants	Moderate	Discussion recommended
LIFE Programme (EU)	Climate change Adaption	High	Eligible
LEADER		Moderate	Discussion recommended
Groundworks	Bags for life – Greenspace Community Initiatives	Moderate	Discussion recommended
Grow Wild	Community Gardens / Orchards /Native Woodlands	Moderate	Discussion recommended
Growing Greener Britain	Greenspace-Community Crowdfunding	Moderate	Discussion recommended
Morrison Foundation	Local Good Causes	Moderate	Discussion recommended
Nineveh Charitable Trust	Small Communities/Environment Grants	Moderate	Discussion recommended
Smarter Choices Smarter Places – Paths for All	Encouraging Communities in Active Travel	Moderate	Discussion recommended
Social Enterprise Fund		Moderate	Discussion recommended
Regeneration Capital Grant Fund		Moderate	Discussion recommended
Renewable Energy Funds		Moderate	Discussion recommended
Robertson Trust	Small Community Grants	Moderate	Discussion recommended
Scottish Natural Heritage Grant Programme	Small Environmental Management Grants	High	Eligible
Scottish Rural Development Programme (SRDP)		Moderate	Discussion recommended
Scottish Landfill Tax Community Funds		Moderate	Discussion recommended
SportScotland	Small Grants- Upgraded facilities / Outdoor Adventure	Moderate	Discussion recommended
Sustrans	Active Travel / Cycling / Place	High	Eligible
Woodland Trust		Moderate	Discussion recommended
Weir Charitable Foundation		Moderate	Discussion recommended
Veolia Environmental Trust Awards		Moderate	Discussion recommended

Appendix 1: Visitor & Stakeholder Engagement Summary

Mugdock Country Park

STRATEGY 2022-2027



Visitor & Stakeholder Engagement : Summary Report

IronsideFarrar

111 McDonald Road Edinburgh, EH4 7NW
64003 | March 2022

Report issue FINAL

Contents

1.0	INTRODUCTION
2.0	VISITOR SURVEY RESPONSES
3.0	STAKEHOLDER WORKSHOPS & SURVEY RESPONSES
4.0	NEXT STEPS



Mugdock Country Park

VISION

The Mugdock Country Park Strategy 2022-2027 aims to:

- recognise and celebrate the heritage of Mugdock;
- build capacity to best utilise our outstanding natural assets;
- improve access and facilities for all;
- create new opportunities for our local community and visitors to enjoy and connect with Mugdock Country Park.

We need your help!

Visitor Survey

During 2020 Mugdock Country Park experienced higher visitor numbers than ever before. This has increased the pressure on the landscape and existing facilities. We wish to plan for better facilities and improved access for visitors whilst looking after the natural heritage for the future.

We want to hear from you as a visitor to guide our future plans to better enable all visitors to enjoy Mugdock and all it has to offer.

This visitor survey should take no more than 10 minutes to complete and is being undertaken on behalf of the Mugdock Joint Management Committee.

The Site

Mugdock Country Park is located 10 miles north of Glasgow close to the populations of Milngavie and Strathblane. It was designated a Country Park in 1987 and combines woodland, heathland, marshland and moor along with formal walking routes, a loch, castles and gunsites left over from WWII.

The area has a long and fascinating history as well as an outstanding natural environment which sees almost 70% of the Park designated a Site of Special Scientific Interest (SSSI) and Mugdock Castle designated a Scheduled Ancient Monument. Craigmend Castle is C-listed and the Courtyard (former Stables building) is B-listed.

Mugdock Country Park is currently owned and managed by both East Dunbartonshire and Stirling Councils through a Joint Management Committee which meets quarterly.

Many thanks for taking part!



The Vision

The Mugdock Country Park Strategy 2022-2027 aims to:

- recognise and celebrate the heritage of Mugdock;
- build capacity to best utilise our outstanding natural assets;
- improve access and facilities for all;
- create new opportunities for our local community and visitors to enjoy and connect with Mugdock Country Park.
- create a sustainable and welcoming place for all

Introduction

Visitor numbers to Mugdock Country Park and the adjacent area were at an unprecedented level during 2020 highlighting existing vehicular and pedestrian pressures on the landscape and its neighbouring road infrastructure. The Country Park comprises a number of key parts:

- The Stables Visitor Centre & associated facilities
- Mugdock Castle
- Craigend Castle
- Mugdock Wood and SSSI's
- Walled Garden
- WWII Gunsites

The aspiration for Mugdock Country Park's future is that all these constituent parts work together and with their adjoining communities to increase the overall visitor offer. Careful planning and site wide management is identified as key to maximising potential and user experience. Engagement is seen as providing the opportunity for users to guide this development of a future Masterplan for Mugdock Country Park . In December 2021 visitor and stakeholder surveys were created and advertised through a variety of social media channels, the Country Park website, through Park staff outreach to communities and on site. The surveys were live from xx December until 5pm on 20th January 2022. Surveys were further supported by online Stakeholder Workshops encouraging further discussion of the key issues at play.

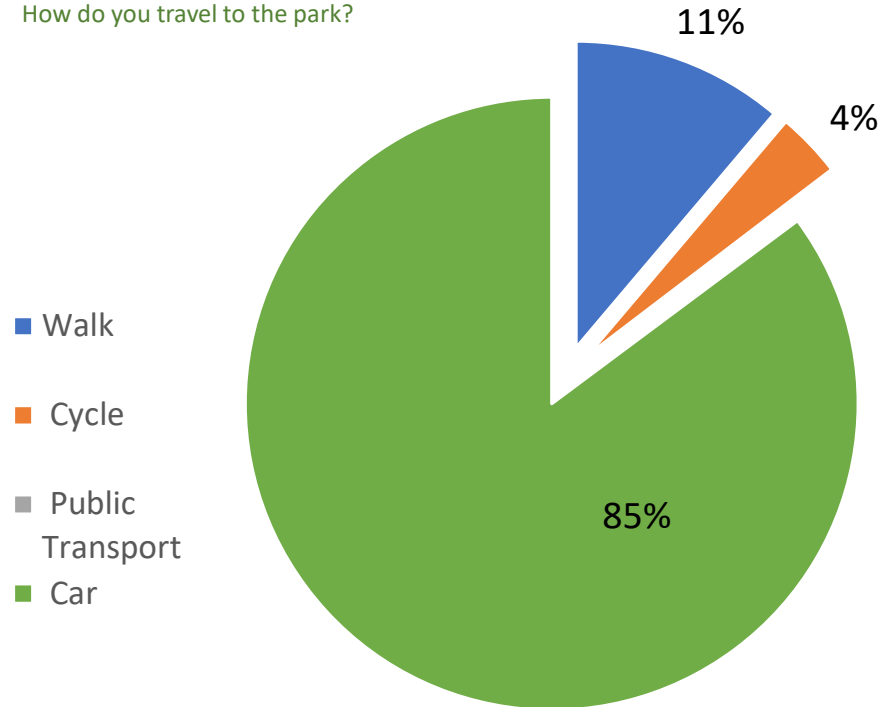
A total of 1834 responses were received to the Visitor Survey & 12 responses to the Stakeholder Survey.

Visitor Survey Responses

2.0

1a

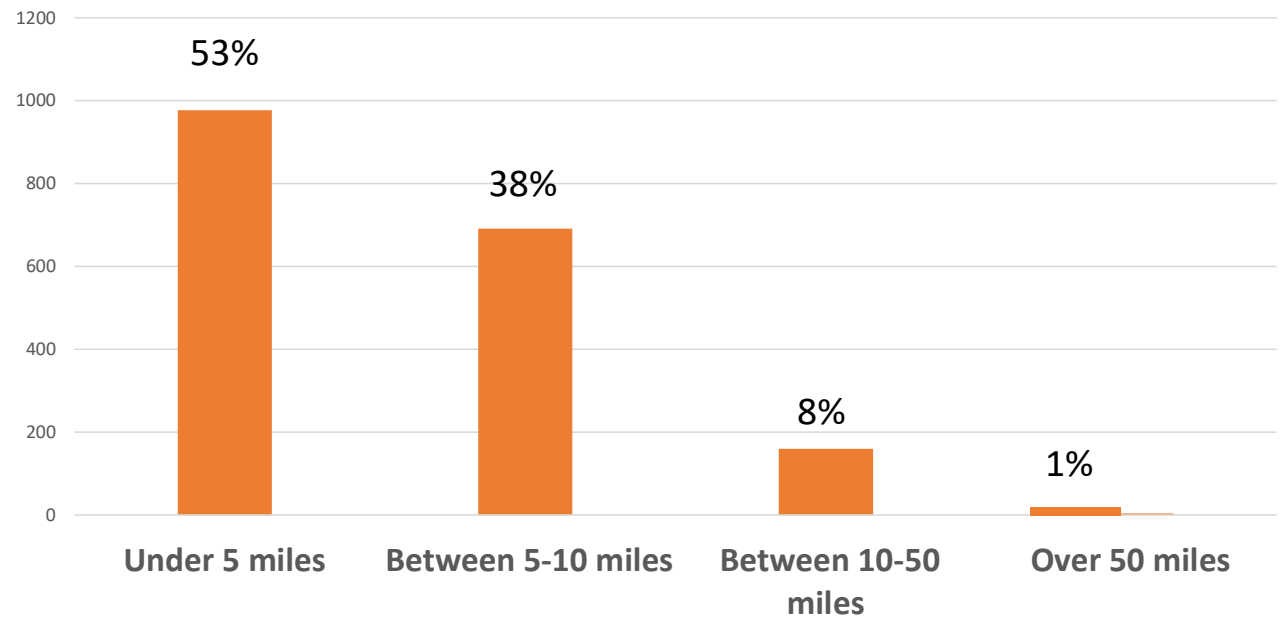
How do you travel to the park?



Visitor Survey Responses

2.0

1b How far do you travel to visit the Park?

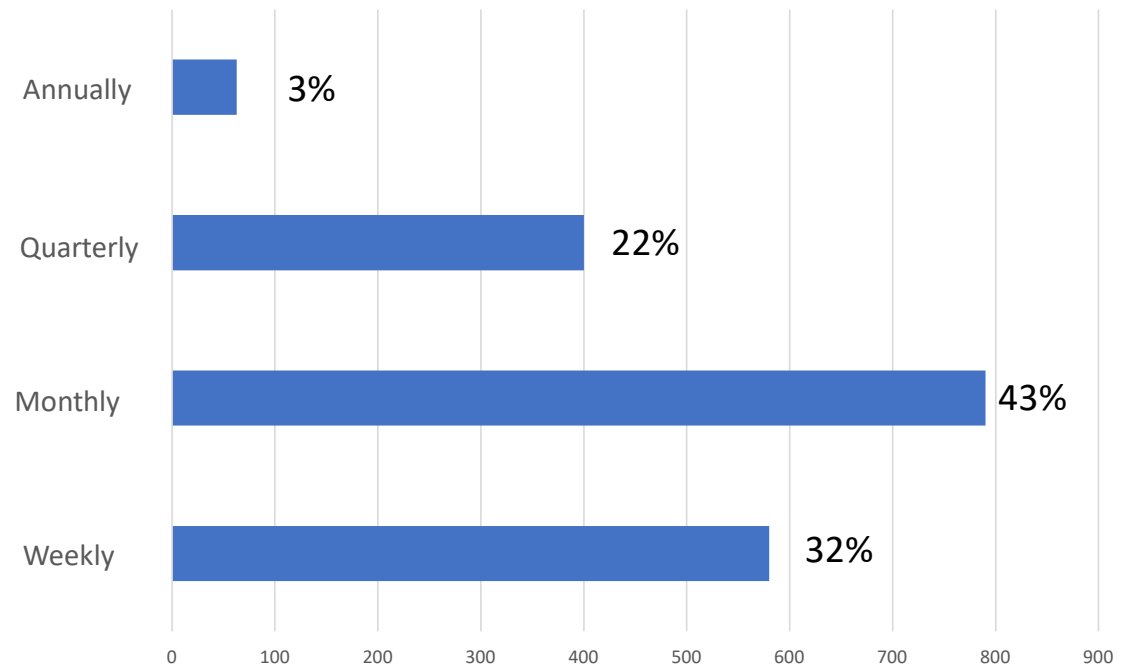


Visitor Survey Responses

2.0

1c

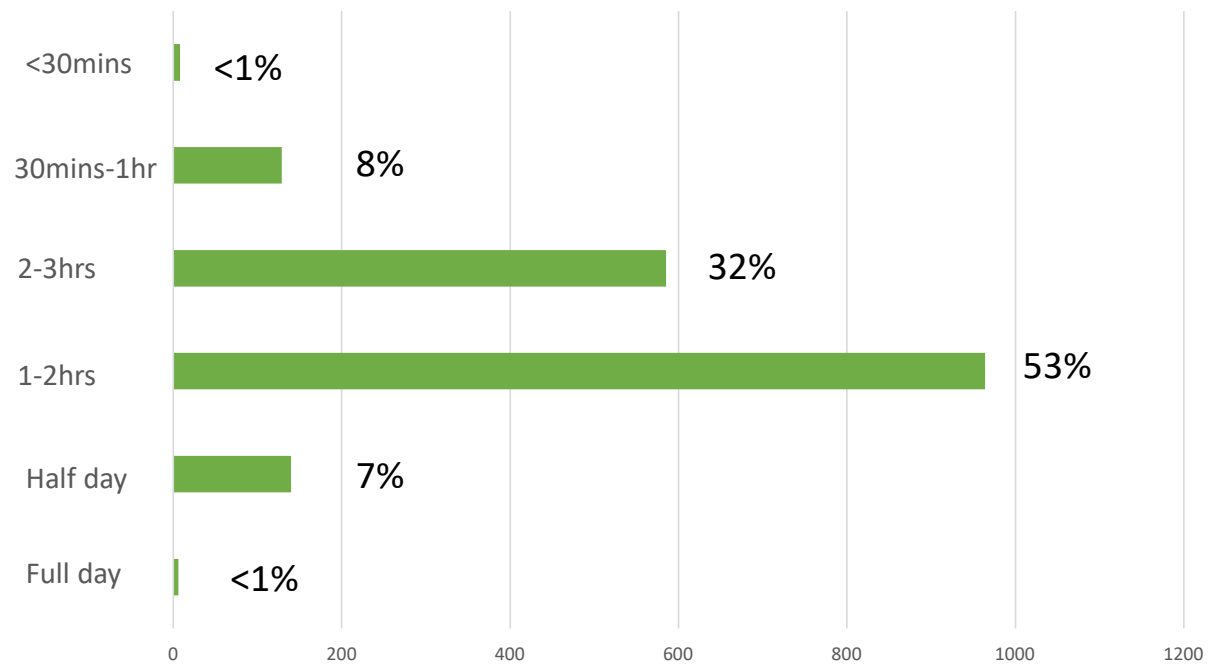
How often do you visit?



Visitor Survey Responses

2.0

1d How long do you usually spend at the park?

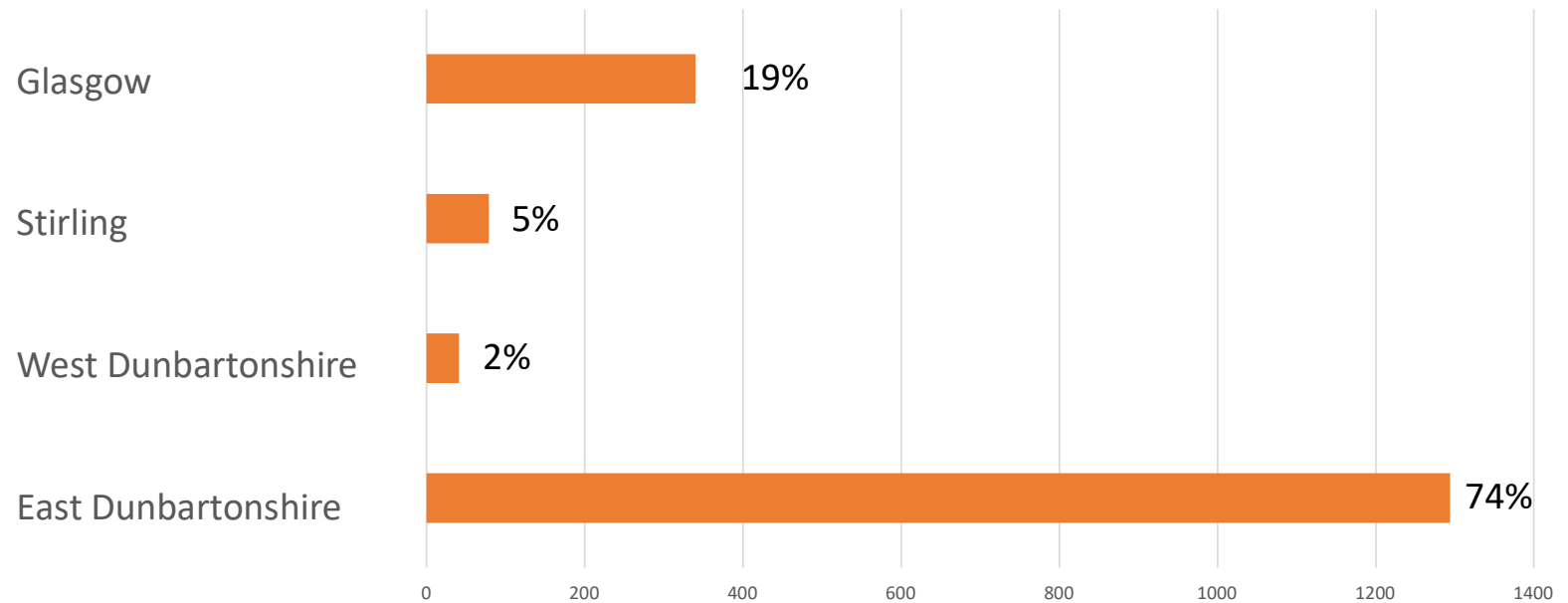


Visitor Survey Responses

2.0

1e

Where do you live ?



Visitor Survey Responses

2.0

1f

If East Dunbartonshire or Stirling which town/village are you from?

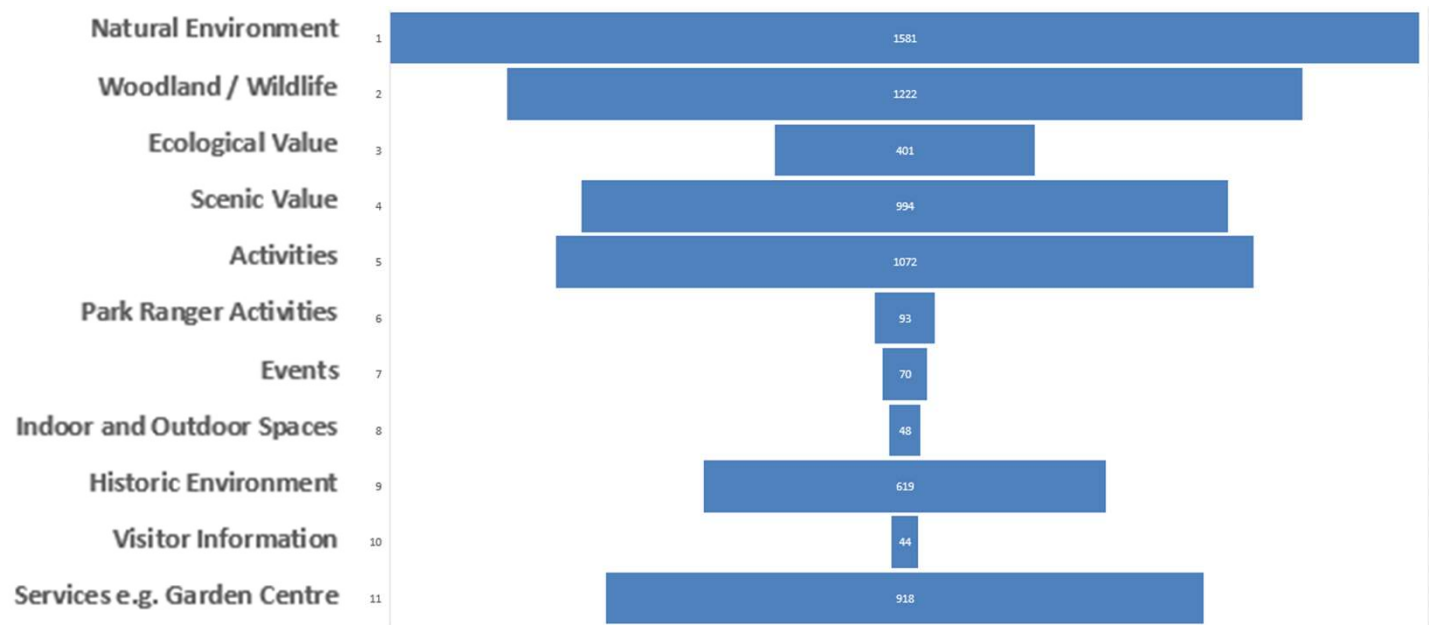
The highest proportion of people noted were from:

- Bearsden 478
- Bishopbriggs 160
- Milngavie 310
- Kirkintilloch, Milton of Campsie, Torrance, Lenzie and Strathblane also had high numbers of respondents

Visitor Survey Responses

2.0

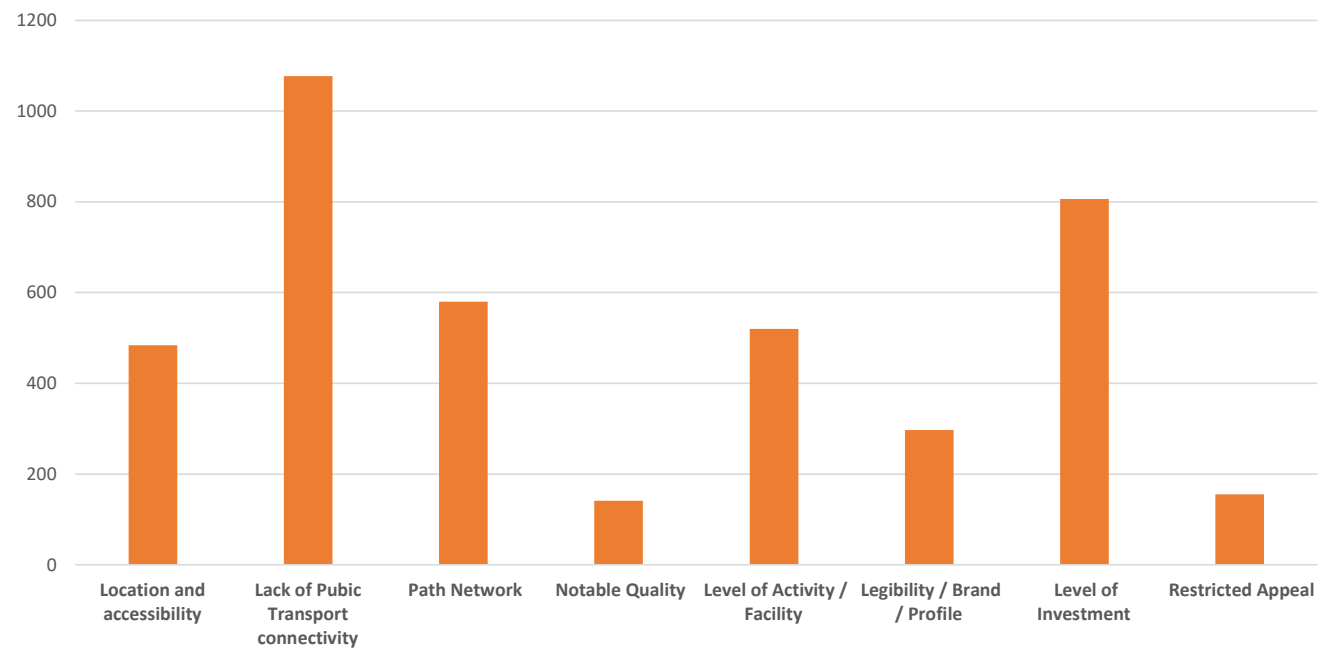
2a What do you think are it's 4 key strengths/ most important reasons to visit?



Visitor Survey Responses

2.0

2b What do you think are it's 4 key weaknesses/ issues that need to be addressed?



Visitor Survey Responses

3a

Do you agree with this strategy?

YES – 90.5%

NO – 9.5%



Developing a clear plan of action is vital. In summary the Mugdock Country Park Strategy 2022-2027 proposes actions to:

- **Reinforce Heritage elements** – building upon existing core facilities to enhance setting and maximise place value and impact
- **Enhance facilities & activities** - to better support Events use and generate increased income
- **Improve legibility** – through rationalisation of entrance and connections to key routes
- **Improve biodiversity through developing projects across the Park** – aiming to maximise the benefits to the natural asset
- **Secure Investment** – to deliver improved quality of facility & service throughout
- **Introduce at least ONE new attraction or facility** - to add to and strengthen the visitor offer
- **Provide full access** – for all user groups, to ensure no one is excluded
- **Build meaningful experience** - through more & improved Education & Interpretation

Visitor Survey Responses

Additional comments received were wide ranging, a full list is available as a separate document.

More toilets would be great especially if in a different location to visitor centre

Love Mugdock!

Would like some wheelchair accessible paths

It should stay as wild as possible.

There is no substance to this strategy. I would need to know exactly what will be done to change the park with real words, not attractive, but meaningless buzzwords.

Great Park!

Parking can be a major issue.

Caters well for young families and older people. Profile group missing is 10-16 year olds.

Concerned about the one attraction or facility, I would not want it to turn into a theme park

Please do not spoil its charm!

The whole site cannot become accessible however more routes would be welcomed!

Please don't become too commercial. It would ruin the experience.

The main issue for me and many others is the lack of investment in the upkeep of the path network and the play areas.

The park needs better public transport links, this is the main issue...and a dedicated cycle path.

Better control dogs and their owners

Stakeholder Workshops & Survey

3.0

During December 2021 and January 2022 three Stakeholder Workshops were held to provide a forum for wider discussion about initial Mugdock Country Park thoughts

Workshops were held on:

- Thursday 16th December 2021, 3-4pm (6 attendees)
- Wednesday 12th January 2022, 11-12pm (15 attendees)
- Friday 14th January 2022, 10-11am (12 attendees)

Attendees invited included:

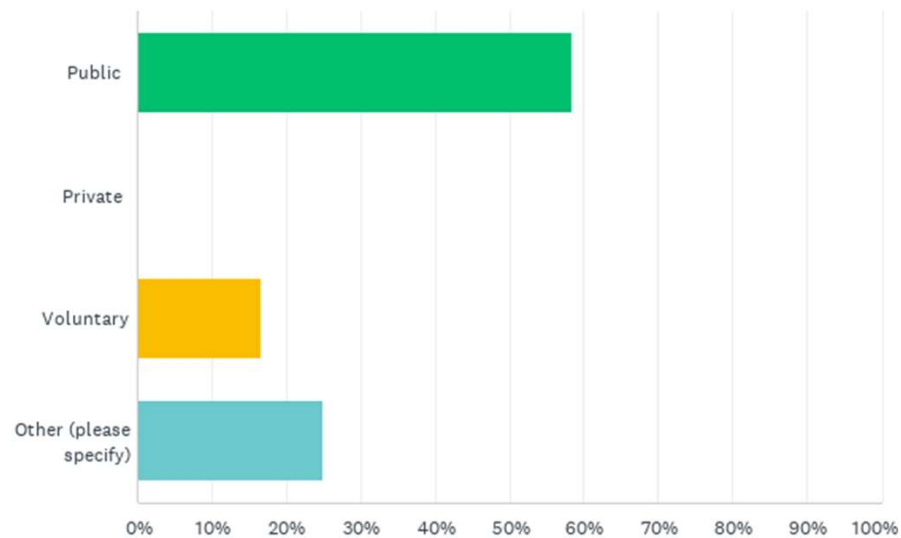
- Councillors
- Community members eg Milngavie Community Council, Strathblanefield Community Council
- Council officials and staff from both EDC & SC
- Mugdock Trust
- Audit Scotland
- Mugdock Staff
- Mugdock Traders
- Other interested organisations eg Milngavie In Bloom, Scottish Water, Caledonia Water Alliance, NatureScot, HES, Friends of Mugdock Reservoir, Strathblane Community Development Trust, Police Scotland, Landowners

Stakeholder Survey Responses

3.0

Significant discussion was held at the end of each presentation with diverse views expressed in line with pre workshop expectation. A Stakeholder Survey was shared post attendance to facilitate further comment. The data gathered is as follows:

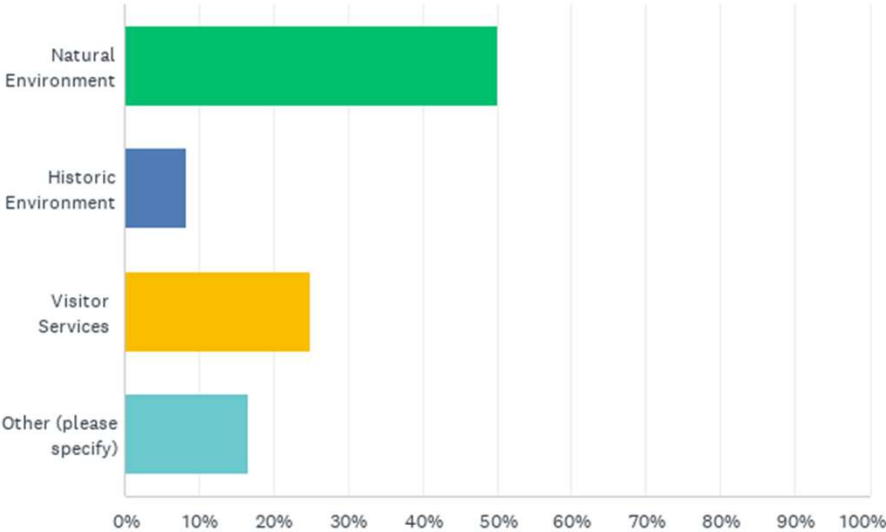
Q1: Which sector do you represent?



Stakeholder Survey Responses

3.0

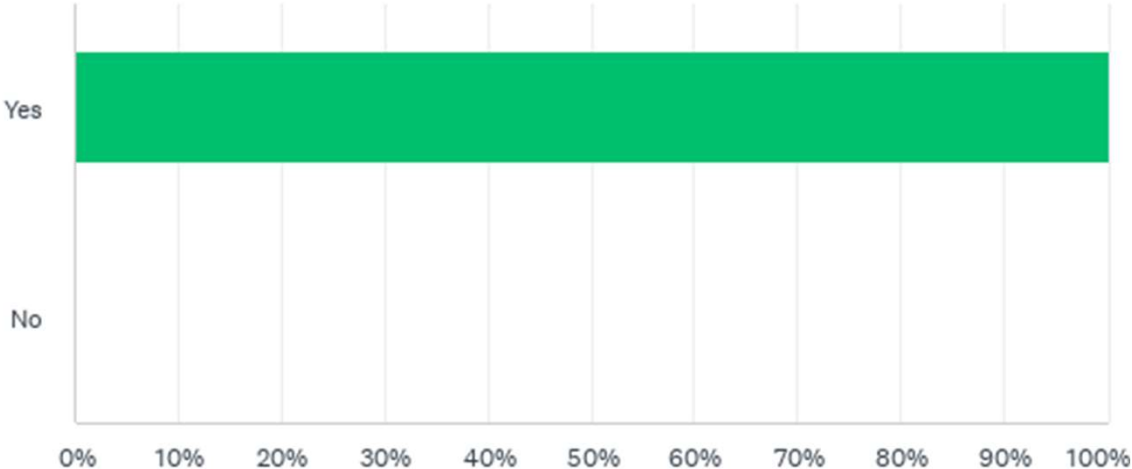
Q2: What is your main focus currently in relation to Mugdock Country Park?



Stakeholder Survey Responses

3.0

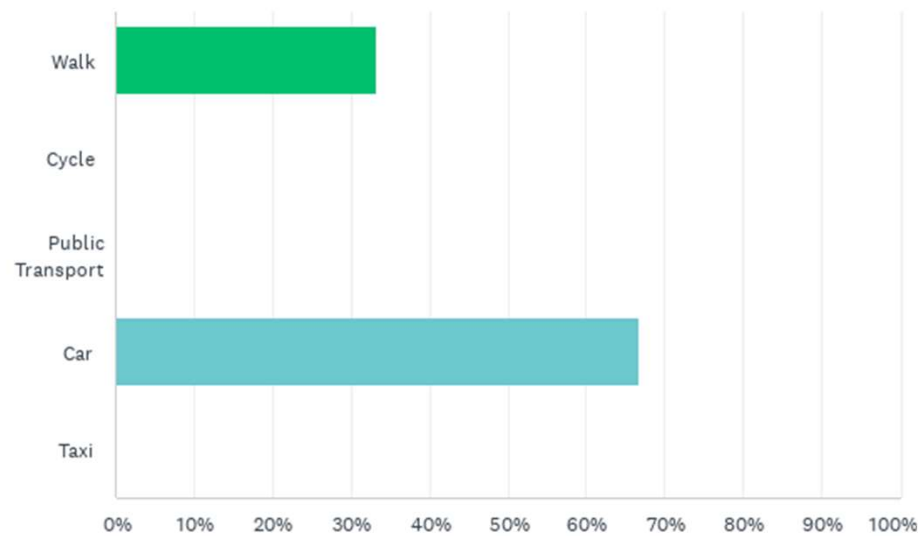
Q3: Do you visit the park yourself within your leisure time?



Stakeholder Survey Responses

3.0

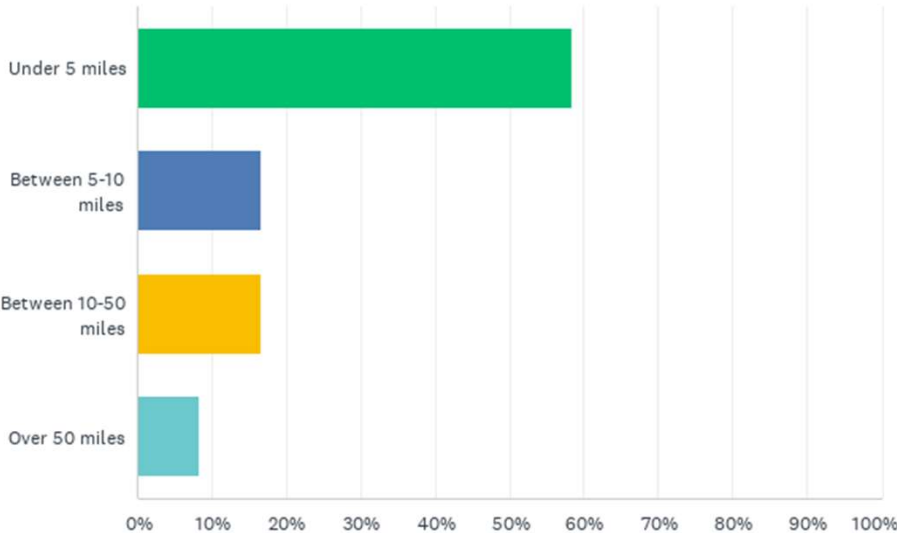
Q4: How do you travel to the park?



Stakeholder Survey Responses

3.0

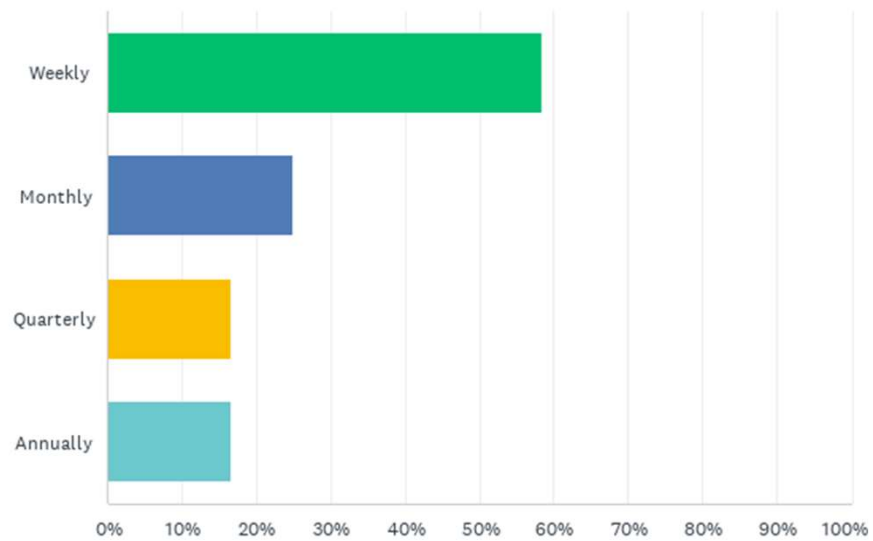
Q5: How far do you travel to visit the park?



Stakeholder Survey Responses

3.0

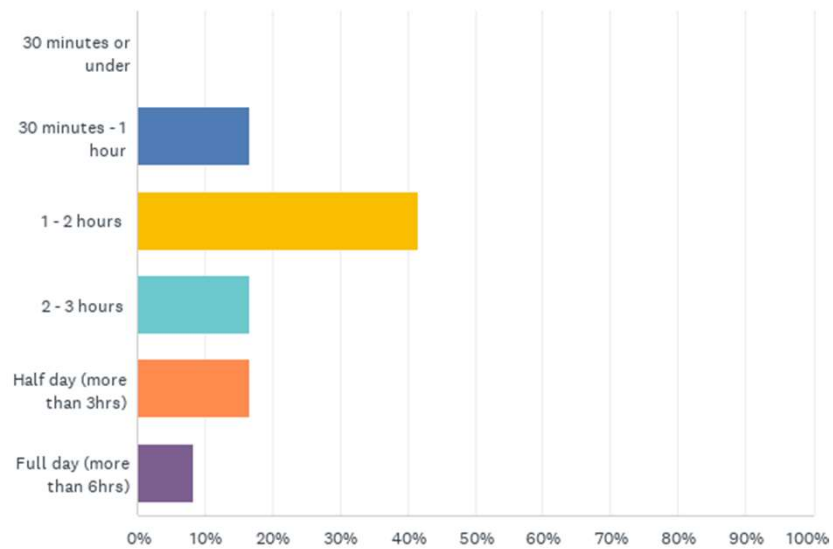
Q6: How often do you visit?



Stakeholder Survey Responses

3.0

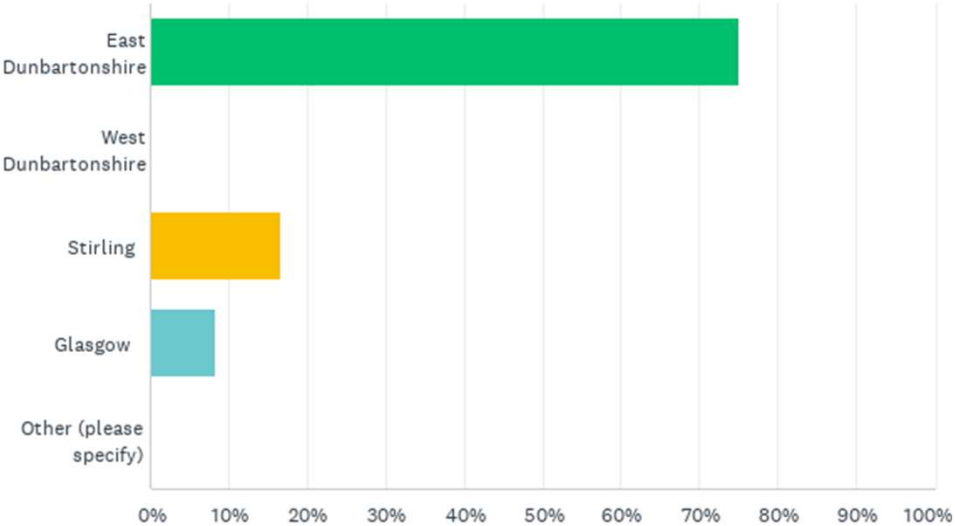
Q7: How long do you usually spend at the Park?



Stakeholder Survey Responses

3.0

Q8: Where do you live?



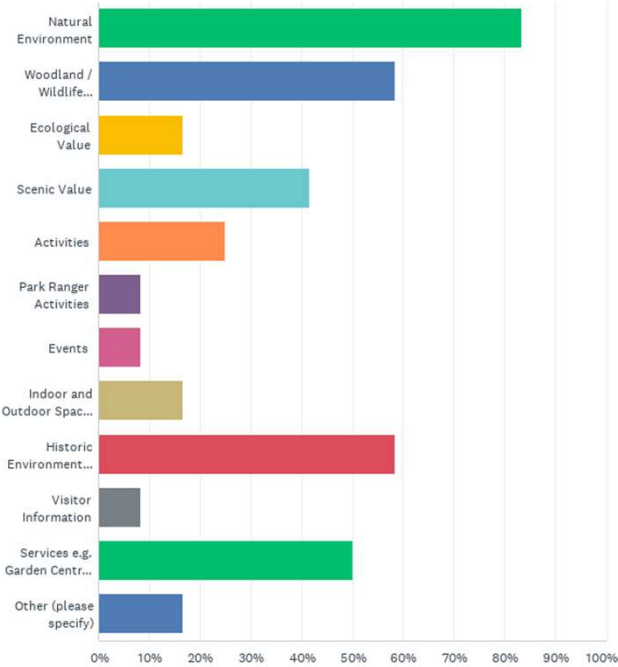
Q9: If East Dunbartonshire or Stirling which town/ village are you from?

The majority of respondents were from Milngavie, with others noting Dunblane, Stirling and Bearsden.

Stakeholder Survey Responses

2.0

Q10 What do you think are it's 4 key strengths/ most important reasons to visit?

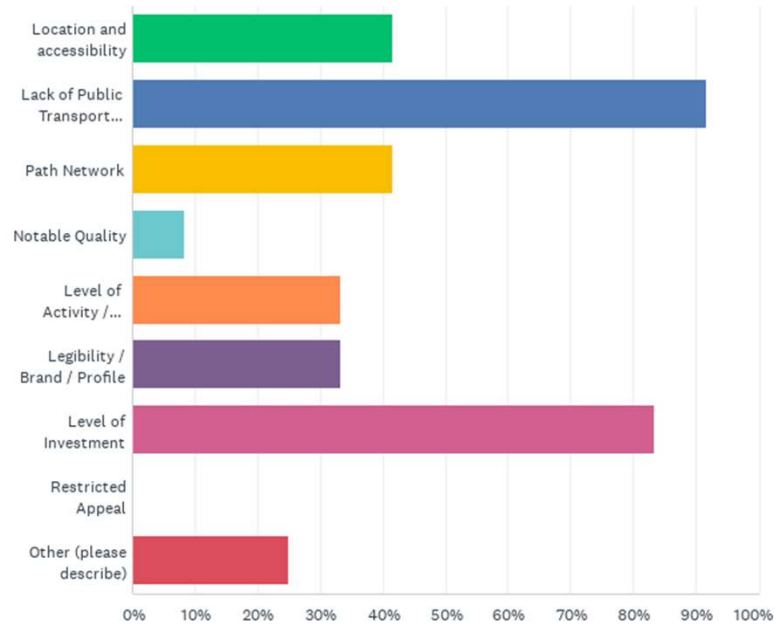


Stakeholder Survey Responses

3.0

Q11

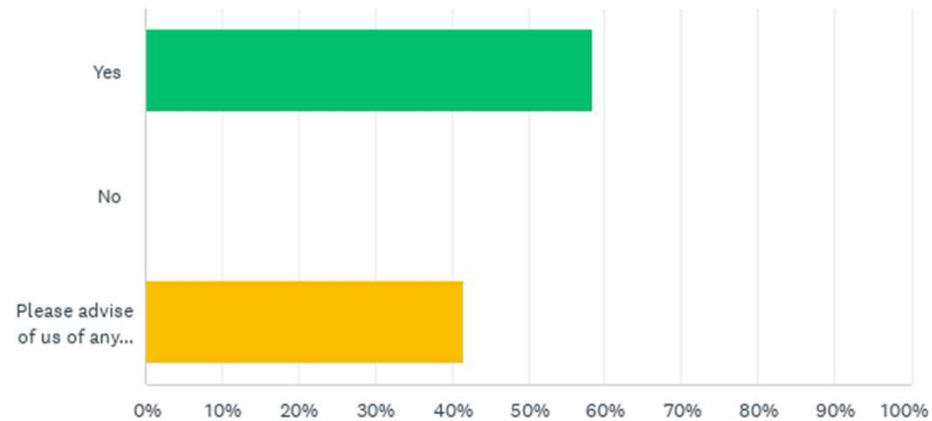
What do you think are its 4 key weaknesses/ issues that need to be addressed?



Stakeholder Survey Responses

3.0

Q12 Do you agree with this strategy?



Of the respondents who did not select 'yes' the majority were supportive of key principles but points were raised about the detrimental effect of more visitors to Mugdock's sensitive infrastructure.

Stakeholder Survey Responses

3.0

Q13

Comments and ideas

Need to keep some areas quiet for wild life and visitors

Go Ape, Segways and Zorbing are completely out of character for the area and would be an inappropriate use of space and resource for the park. Much more beneficial would be a nature based play area that uses natural materials and incorporates native planting. Segways in particular would be a terrible addition given the current heavy utility by walkers, runners, cyclists, young children and dog walkers.

Need for some kind of indoor multi play facility that can be hired and used especially in wet weather

Focus on health and wellbeing would be good.
More activities for people to spend money would help income.
A lot of interest in the history of the Park which could be capitalised on.
Eco tours and having big biodiversity projects taking place

To introduce a bus service from Milngavie Station

Stakeholder Survey Responses

3.0

Q13

Comments and ideas (continued)

All good except Go Ape, segways and zorbing. It's not a theme park. A tree top walkway might work. Things compatible with the SSSI status and ecological interest. Courses for hedge-laying/drystone dyking/pottery/art?

Outdoor but relatively open covered area for larger events. Better parking with charges if necessary. More seasonal events that are competitive with other national parks ie. light show, Farmers market. Organised memorial area (walled garden)

Enhance existing trails with more information points describing the history of locations / wildlife etc to be found there. Improve active travel links to Milngavie and Strathblane (Cycling and walking). Specifically linking from South Lodge car park to Milngavie Reservoirs to encourage walking and cycling to the park facilities. Investigate provision of a shuttle bus service from Milngavie to Mugdock Park. Improve seating for eating / drinking within the park (Not just at Visitor centre)

More links with wider path network, e.g. West Highland Way

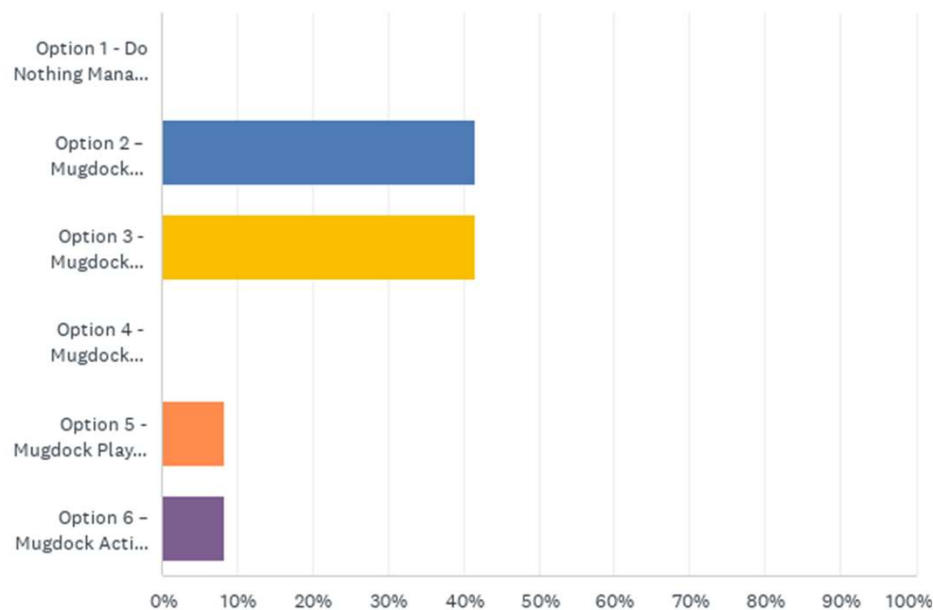
Parking charges could be introduced at peak times - e.g. weekends, public holidays and from 10:00 to 17:00 during school holidays. Any move to develop bigger scale events would require expansion of car parking.

Stakeholder Survey Responses

Q14

Tell us which you support?

ANSWER CHOICES	RESPONSES
Option 1 - Do Nothing Manage the park as existing with only minor changes to current vision and operating plan based on woodland management and non-intensive Country Park activity	0.00% 0
Option 2 – Mugdock Heritage Develop the history and heritage of the Park creating first class facilities and develop a range of tourism options	41.67% 5
Option 3 - Mugdock Eco-Park Focus on education/ interpretation/ natural environments and managing the Park as a unique natural environmental resource	41.67% 5
Option 4 - Mugdock Edu-Park Manage the park as a centre for Outward Bound / Scouting / Duke of Edinburgh training focussed on education, schools, skills, bush-craft, and as a centre of excellence	0.00% 0
Option 5 - Mugdock Play Develop the concept of play as a multi-themed element running through the whole Park (adult/ young people/children) so all park elements embrace inter-active 'play' connecting interpretation, traditional, adventure and experience play .	8.33% 1
Option 6 – Mugdock Active Leisure Manage the park for a suite of active leisure activity including Play / Orienteering / Fitness Training / Zip-wire/ GoApe etc	8.33% 1
TOTAL	12



Stakeholder Survey Responses

3.0

Q15

Comments and ideas

Site Quality - include defined routes for people on foot only with cyclists/mountain bikers confined to specific routes that are both suitable and resilient.

The proposals outlined would build well on the existing facilities at Mugdock Park. The provision of a link between South Lodge and Milngavie Reservoirs to enable active travel from Milngavie precinct to Mugdock park would be a valuable asset to both the local community and the park.

Whilst I think that the majority of suggestions are exciting for the development of the park not all would be sustainable. This must be further investigated by speaking to and meeting with every member of staff that is employed at the park who spend many hours of their time there. This includes all the independent traders and their staff, park volunteers and regular customers that come to the park daily. Have an internal link with no agenda to best communicate their ideas and honest suggestions as this will give a better indication of what is needed. This questionnaire is good but not giving a true reflection of what is needed.

Stakeholder Survey Responses

3.0

Q15

Comments and ideas (continued)

I don't think there should be emphasis on attracting more people (& their cars). Don't ruin the very qualities that make MCP special.

The existing path maintenance is an issue but is essential to stop further degradation. know funds for maintenance are never seen as attractive as capital spend. A pedestrian link between MCP and milngavie reservoirs would be beneficial. Current path is on another landowner's land and there is no footpath along Mugdock Road north of the Stirling DC boundary.

Good range of proposals with income generating opportunities linking in with additional activities at the Park. A balance of all would be ideal.

Must try to boost visitor spend such as an indoor facility which could produce extra revenue for path maintenance and allow for more staff organised activities.

The extra investment in such an indoor space would generate a steady increase in income over time

Better link with reservoirs which is also major visitor attraction

Next Steps

Mugdock Country Park provides a well loved and greatly appreciated destination with a wide range of facilities available to all visitors whether local or those from further afield. The level of response received reinforces this.

Survey responses will be used to guide the development of the Mugdock Country Park Strategy 2022-2027 and will greatly assist in the development of wider Masterplan level proposals.

East Dunbartonshire Council will continue to engage on all levels with users and seek further consultation, once proposals have been developed as key to Mugdock Country Park's future success.



Appendix 2: Existing Park Assessment

Activities

Elements Core Facilities	Assessment of Asset			
	Weak Requires Invest- ment	Good Requires Invest- ment	Positive Requires Invest- ment	Notes
Access/Town Connections				Weak connections.
Public Transport Connectivity				No public transport. No direct connections from Town Centre or Station
Internal Path Networks / Trails				Good range of paths surfaced and unsurfaced trails / routing clear but lacking hierachy
Wider Green Network Links				Wider network connections unclear. Mid forest connections. Legibility poor
Visitor Centre Facilities				Requires consideration regarding relocated facility
Theatre				Unique offer.
Secondary Bldgs / Facilities				Hireable facilities & Educational use primary purpose
Mugdock Castle				Adds to site character and offer
Craigend Castle				Good interpretation would benefit from more work on setting
Play Facilities				Lack accessible play and site specific character
Interpretation & signage				Good quality information would benefit from creation of legible sign family
Woodland Assets				Core environmental assets
Ranger Service				Positive comment. Enthusiastic and customer focussed team. Dedicated sense of commitment and interest
WWII Gunsites				Lacks Interpretation

Events

Elements Core Facilities	Assessment of Asset			
	Weak Requires Invest- ment	Good Requires Invest- ment	Positive Requires Invest- ment	Notes
Commercial Arrangements				
Caulders Garden Centre				Brings a lot of people to MCP
Mugdock Makers				Good quality range of merchandise
Charlies Coffee Shop				
Stables Tearoom				

Activities

MUGDOCK	
Walking/ Dog Walking	Most popular activity, paths mainly unsurfaced.
Running	Paths not surfaced/ no changing facilities, use limited.
Cycling	No on site cycle hire
Play	2 areas, at visitor centre & within woodland area
Wildlife/ Bird Watching	Offering opportunities to see a variety of animals/ birds
Toadstool Sculpture Trail	In Woodland areas
BBQ	Covered BBQ areas, popular and well used
Picnic Areas	Well used, in proximity to play area
Horse Riding	Paths used by local stables
Seasonal Trails	Fairy Trail in Craigend Wood. Christmas Trail & Santa Workshop
Wildlife/ Bird Watching	Offering opportunities to see deer, badgers, pine martins, birds of prey etc
Forest Schools	Offering education in the Park

Events

MUGDOCK	
Walks/ Talks/ Activities & Events	Programme of Formal/ Informal Learning offered by Ranger Services including Lads & dads Map reading/ Sensational Safari/ Wildlife Weans/Forest Schools
School Outings	Nursery Groups & Lower Primary School outings
Traditional Craft/ Woodland Courses	Hosted by Rangers
Volunteer Days	Opportunities to work in wider park
Stargazing at Mugdock	Led by Rangers with future Astrological Society connections
Pantomime	Hosted at Mugdock
Pop Up Opera	Scottish Opera
Cross Country Dog Agility	Covering wide areas of the park
Theatre Events	Plays & Filming
Weddings	Held in Walled Garden and available marquee for use

MUGDOCK COUNTRY PARK RISK REGISTER - OCTOBER 2022

Risk Description	Likelihood	Impact	Score	Risk Controls	Risk Management Actions
Partnership					
Alterations to Political profile of member authority					
There is scope for the delivery of Joint Management Committee objectives to be impacted by changes in the political profile of the member authorities. This could lead to a change in policy direction or delays in delivery through the need for extended review and consultation.	2	2	4	Terms of agreement for committee	No specific risk management action at present
Economic					
Inability to generate external funding					
Opportunities to generate external funding may be restricted with options such as ERDF and Scottish Enterprise funding being unavailable. This could lead to an inability to maintain, develop and promote the park in line with the organisations Service Plan objectives.	2	2	4	Procedures in place to research and resource contingency funding including replacement funding for EU programmes	No specific risk management action at present
Failure to meet Income targets					
Due to the lasting effects of covid-19 and current economic climate there is a possibility that income targets may be unrealised. This could lead to an inability to maintain, develop and promote the park in line with the organisations Service Plan objectives.	4	2	8	Budget forecasting and reporting	Review and develop additional income streams in particular taking advantage of outdoor options for events
Resource					
Adverse resource impacts					
The ongoing restructure activities could have an adverse impact on resourcing within the park. This could lead to restricted ability to deliver core services, loss of expertise and potential health and safety issues together with a deteriorating infrastructure within the park.	3	2	6	Involvement in service reviews/budet forecasting/cross skilling	Investigate contingency planning for restructure process
Legal					
Failure to agree new Minute of Agreement					
There is a risk that formal arrangements to manage the Park are not agreed between East Dunbartonshire and Stirling Councils leading to breakdown of management structure, reduced maintenance and no development within the Park	2	3	6	Next Minute of Agreement will be in place from 2025-2030 and work will start on this in 2023	Liaise with Legal Services
Health and Safety					
Failure to maintain Certificates of Competence					
Requirement for Certificates of Competence to be held by staff and contractors who operate power tools, machinery and plant or use pesticides in the Country Park. This risk also relates to First Aiders. Failure to do so could result in fines, prosecution or injury or loss of life to staff or third parties.	2	3	6	Certification requirement monitored for staff and subcontractors where appropriate are in place and monitored	All first aid certification updated. All machinery operation certification updated and use of equipment monitored.
Failure to adhere to fire safety guidelines					
Requirement to have fire safety procedures and equipment in place and regularly tested to ensure safety of staff and public.	1	3	3	Equipment tested regularly. Staff training carried out and recorded	Fire Safety Risk Assessment updated annually
Impact of security systems failing					
Site security insufficient for purpose and procedures not in place or inadequate staffing to ensure safety in lone working situations.	2	3	6	Security review carried out regularly and actions from the review implemented as required	Security review updated annually

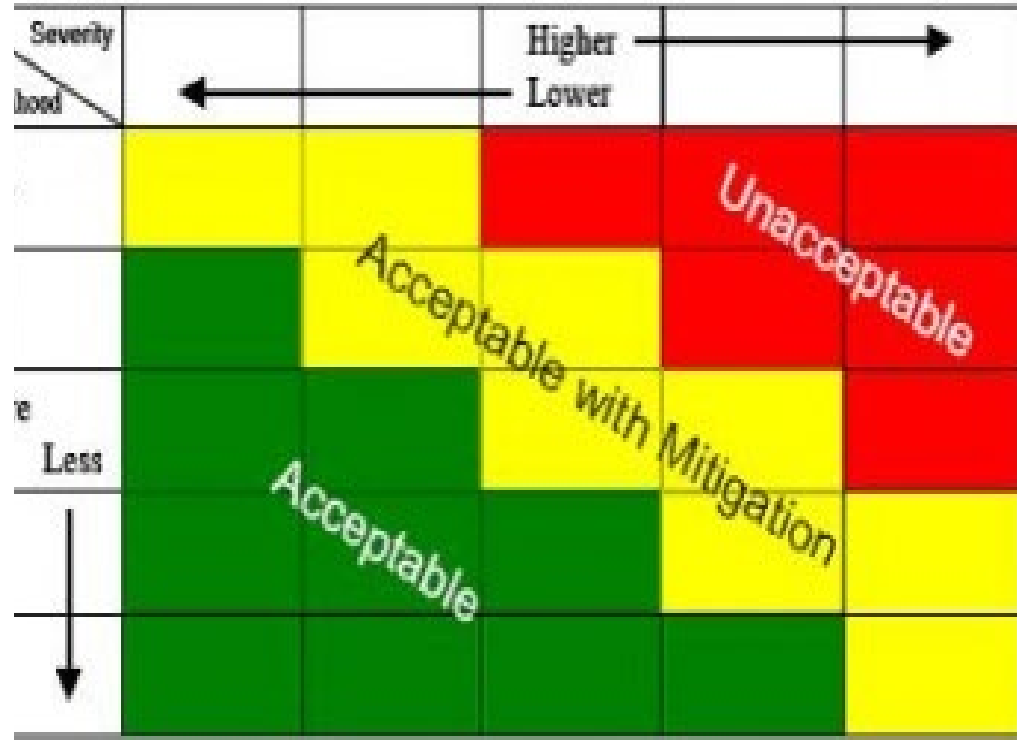
Likelihood



Major

Failure to manage deterioration of landscape eg rockface, trees, paths, buildings					
There is a risk that failure to effectively manage the deterioration of the natural environment at Mugdock Loch, or other locations, could lead to injury to staff or the public, disruption to park activities, unforeseen costs and potential loss of income. There would also be considerable reputational damage to the park and associated stakeholders. Castle buildings require to be maintained and have safety checks at regular intervals.	2	3	6	Inspection regime and Health & Safety assessment	Develop and implement tree management plan; maintain paths; review work on rockfaces, carry out maintenance on Mugdock Castle and ensure Craigend Castle complies with safety guidance.
Failure to upkeep car park sufficiently					
Failure to ensure adequate lighting to the car park could increase the risk to public safety especially during evening events programme in winter. Failure to maintain car parks to high standard could cause accidents to occur and damage vehicles.	3	2	6	As above	Light levels monitored. Pot holes to be in-filled regularly in order to avoid accidents and damage to vehicles.
Failure in key park Infrastructure					
Park infrastructure , for example the Septic Tank fails to be complaint and / or to work. H&S and operational impacts on Park. State of repair of areas of the Park eg play areas, walled garden	3	4	12	As above and proposals developed through capital projects/ ongoing review of estate to identify repair/replacement solutions.	Replacement Spetic Tank now required.
ICT					
Ineffective integration of Mugdock systems with council ICT systems					
Historic issues have lead to limited integration of Mugdock within wider EDC systems. Problems could arise in relation to smartworking, on-line transactions and booking events. This could have potential impact on income generation	3	3	9	On-going contact with EDC ICT department. The Park is included in the Openreach Community Broadband Scheme.	Ensure contact with BT is in place and use support from EDC ICT team
Environmental					
Failure to comply with statutory obligations					
Failing to meet statutory obligations to maintain the habitat of Country Parks to required standard (particularly where sites have designation)	2	2	4	Inspection regime following national guidelines and in line with Mugdock's Land Management Plan	Review procedures to ensure obligations are met
Traffic Management impacts					
Failure to effectively assess and mitigate the traffic management impacts of changes to vehicle parking. Potential impacts being unforeseen cost of control, disruption to roads infrastructure and reputational damage	2	2	4	Traffic management system in place for events	Traffic control measures introduced and improvements made to additional parking.
Winter weather					
Untreated roads potentially leading to accidents and causing businesses to close.	2	2	4	Winter weather plan in place	Ensure all staff and businesses are aware of the plan and it is updated as required.

APPENDICE 2



LIKELIHOOD	5	M	M	H	H	H
	4	L	M	M	H	H
	3	L	L	M	M	H
	2	L	L	L	M	M
	1	L	L	L	L	M
		1	2	3	4	5
		IMPACT				



IMPACT MATRIX

Impact Scores & Descriptors	1	2	3	4	5
	Minor	Marginal	Serious	Significant	Catastrophic
LIFE	Minor injury to employee, service user, public.	Lost time due to employee injury, small compensation claim from service user or public.	Serious injury to employee, service user, public, council liable	Number of significant injuries to employees, service users or public	Single or multiply Fatality within council control, fatal accident inquiry.
PROPERTY	Minor disruption to building, alternative arrangements already in place. Below insurance claim threshold	Marginal damage, covered by insurance.	Loss of use of building for medium period of time, no alternative arrangements in place.	Significant part of building out of action for prolonged period of time, alternative accommodation required.	Complete loss of building, rebuilding required, prolonged temporary accommodation needed
BUSINESS CONTINUITY	No operational difficulties, back up support in place, security level acceptable.	Reasonable back up arrangements in place. Minor downtime of service / system	Security, support and performance of service / system deemed to be borderline. Some downtime realised.	Significant impact on service provision / loss of service. Frequent service / system interruption	Complete inability to provide system / service prolonged downtime no backup in place
REPUTATION	Minor impact to council reputation no interest to press	Some public embarrassment no damage to reputation or to service users.	Local adverse public embarrassment leading to limited damage, elected members become involved.	Regional / National adverse publicity, loss of confidence in the organisation	Highly damaging adverse publicity, loss of confidence, Scottish Government and / or Audit Scotland involvement.
FINANCE	0.5% Budget	0.5-2% Budget	2-3% Budget	3-5% Budget	>5% budget

LIKELIHOOD MATRIX

Level	Descriptor	Description	Estimated Probability
5	Almost Certain	The event is expected to occur in most circumstances	70 - 99%
4	Very Likely	The event will probably occur in most circumstances	51 - 69%
3	Likely	The event might occur at some time	50%
2	Unlikely	The event is not expected to occur	10-49%
1	Rare	The event may only occur in exceptional circumstances	1-9%