

For meeting on:

**17 MARCH 2020**

# Agenda **2020**

## ***MUGDOCK PARK JOINT MANAGEMENT COMMITTEE***



sustainable thriving achieving

**East Dunbartonshire Council**

[www.eastdunbarton.gov.uk](http://www.eastdunbarton.gov.uk)





## AGENDA

### Mugdock Park Joint Management Committee

Tuesday 17 March 2020 at 10am

Osprey Room, Mugdock

	Item	Page No's
1.	Welcome and apologies	
2.	Minute of meeting of Mugdock Park Joint Management Committee of 10 September 2019 ( <i>Copy herewith</i> )	<b>1 - 6</b>
3.	Matters arising	
4.	<u>Finance</u> : 2019/20 Period 10 Revenue Monitoring Report & Budget 2020/21 ( <i>Copy herewith CFO/003/20/GM</i> )	<b>7 - 12</b>
5.	<u>Finance</u> : 2019/20 Mugdock Country Park Joint Management Committee Annual Audit Plan ( <i>Copy herewith, Audit Scotland Report CFO/013/20/GM</i> )	<b>13 - 28</b>
6.	Mugdock General Progress Report (Period September 2019 to February 2020) ( <i>Copy herewith PNCA/036/20/MC</i> )	<b>29 - 44</b>
7.	Mugdock Assets / Capital Report ( <i>Copy herewith PNCA/037/20/DG</i> )	<b>45 - 61</b>
8.	AOCB	
9.	Dates of next meetings: - <ul style="list-style-type: none"> <li>• Tuesday 9 June 2020 at 10am at Mugdock</li> </ul>	



## AGENDA ITEM 2

Minute of meeting of the Mugdock Park Joint Management Committee held within the Osprey Room, Mugdock Country Park, Mugdock on **Tuesday, 10 September 2019.**

Representing  
East Dunbartonshire

Council: Councillors **GIBBONS, MOODY and THORNTON**

Representing

Stirling Council: Councillor **LAMBIE**

In Attendance: E. **Bauer** Executive Officer – Place & Community Planning  
D. **Bryan** Committee Services Officer  
M. **Coulshed** Team Leader Mugdock Park  
P. **Grieve** Development Officer, Mugdock Park  
C. **MacKay** Land Services, Stirling Council  
C. **MacKenzie** Accounting Technician  
G. **Morrison** Principal Accountant

Also in

Attendance: I. **Boardley** Mugdock Trust  
G. **Edmunds** Strathblanefield Community Council  
K. **McFall** Audit Scotland  
A. **Berwick** Audit Scotland

Councillor Gibbons (Chair) presiding

### 1. **APOLOGIES FOR ABSENCE**

Apologies for absence were intimated on behalf of Councillors Fischer and O'Neil and David Gear and Thomas Glen of East Dunbartonshire Council, and David Crighton of Stirling Council. J.Hutchison from Strathblanefield Community Council also submitted her apologies.

### 2. **MINUTE OF MEETING OF MUGDOCK PARK JOINT MANAGEMENT COMMITTEE OF 18 JUNE 2019**

There was submitted and approved, following the undernoted amendments, Minute of meeting of the Mugdock Park Joint Management Committee of 18 June 2019, copies of which had previously been circulated.

- Page 4, Item 7, “hospital in Killearn” to be replaced with ‘care facility in Killearn’; and
- Page 4, Item 7, “planning applications had been submitted” to be replaced with ‘planning applications would be submitted’.

### 3. **MATTERS ARISING**

There were no matters arising.

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,  
10 SEPTEMBER 2019**

**4. AUDIT SCOTLAND'S ANNUAL AUDIT REPORT 2018/19 – MUGDOCK COUNTRY PARK**

There was submitted Report CFO/028/19/GM by the Chief Finance Officer, copies of which had previously been circulated, presenting the Committee with Audit Scotland's Annual Audit Report for 2018/19. Full details were contained within the Report and attached Appendix.

Members noted that the Report was a summary of the findings arising from the 2018/19 audit of Mugdock Country Park Joint Management Committee. The scope of the audit was set out in the Annual Audit Plan issued on 7 March 2019 and set out the findings from Audit Scotland's audit of the 2018/19 accounts and consideration of the wider scope of public sector audit.

Members also noted the annual accounts for the year ended 31 March 2019 would be approved by the Joint Management on 10 September 2019. The independent auditors report included an unqualified opinion on the financial statements and unqualified opinions on the management commentary and the annual governance statement.

The Report included the significant findings from the audit in exhibit 2. Appendix 2 summarised how the risks identified, during planning, were addressed and the conclusions on the risks.

Following further consideration, the Committee approved the 2018/19 Annual Audit Report for Mugdock Country Park.

**5. 2018/19 ANNUAL ACCOUNTS MUGDOCK COUNTRY PARK JOINT MANAGEMENT COMMITTEE**

There was submitted Report CFO/029/19/GM by the Chief Finance Officer, copies of which had previously been circulated, presenting the Committee with the Audited Annual Accounts for 2018/19. Full details were contained with the Report and attached Appendix.

Members noted that the unaudited Annual Accounts were authorised for issue on 18 June 2019, following consideration at this Joint Management Committee the same day. The accounts were thereafter issued to Audit Scotland for audit. With the audit being complete, Audit Scotland provided an unqualified audit opinion on the 2018/19 accounts.

A separate report from Audit Scotland was the full Annual Audit Report on the 2018/19 audit, which incorporated their conclusions and recommendations following the work on the Annual Accounts.

A full set of the Audited Annual Accounts for the park had been available for consideration and approval and were appended to the Report. The Audited Annual Accounts 2018/19 would be formally authorised on 10 September 2019, which was within the statutory deadline of 30 September 2019.

Following further consideration, the Committee approved the audit annual accounts 2018/19 for Mugdock Country Park Joint Management Committee.

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,  
10 SEPTEMBER 2019**

**6. 2019/20 PERIOD 3 REVENUE MONITORING REPORT**

There was submitted Report CFO/030/19/GM by the Depute Chief Executive – Education, People & Business, copies of which had previously been circulated, informing the Committee of the revenue budget performance for the financial year 2018/19 Period 3 (30 June 2019). Full details were contained with the Report and attached Appendix.

Members noted that Mugdock Country Park had a Revenue Budget for 2019/20 of £0.384m, of which Stirling Council would fund £0.050m with the remaining £0.334m being funded by East Dunbartonshire Council. This budget included a carry forward of £0.019m from 2018/19 so the “in year actual” budget was £0.315m.

In response to a question from Councillor Lambie in relation to Page 43 ‘Income and Expenditure Statement’, the Principal Accountant advised that the on year difference was due to a few factors, this being, a pay increase for employees, accruals missed from the previous year and a larger carry forward for 2018/19, which has to be agreed each year.

Following further consideration, the Committee agreed:-

- a) to note the current position for 2019/20; and
- b) to note additional budget from approved carry forward of £0.019m.

**7. MUGDOCK GENERAL PROGRESS REPORT (PERIOD JUNE TO AUGUST 2019)**

There was submitted Report PNCA/085/19/MC by the Depute Chief Executive - Place Neighbourhood & Corporate Assets, copies of which had previously been circulated, providing the Committee with an update for the 3 month period covering June to August 2019 in relation to operational matters, marketing and events, income generation, and project development. The report provided on-going updates on the Mugdock Strategy 2015-2020 through reviews of the Land Management Plan, Assets Review, Business Plan, Capital Projects Plan and Marketing Strategy.

Full details were contained with the Report and the attached Appendix.

The Team Leader Mugdock Park was heard in further explanation of the Report covering the following areas: Mugdock Visitor Statistics; Education and Community Groups; Events; Mugdock Strategy; Land Management; Assets Review; Business Plan; Capital Projects; Mugdock Barns Project; Marketing Strategy; Operational Matters; and Partner Organisations & Volunteers.

In relation to the Mugdock Barns Project, the Team Leader Mugdock Park provided Members of the Committee with an update. She confirmed that at the last meeting the Committee agreed to progress Option 1 to the next level, and as such, that process was underway. She provided further detail to the Committee on the project and stated that, if approved, the project should be completed by Summer 2020.

The Team Leader Mugdock Park informed the Committee that the Mugdock Trust, in collaboration with the City of Glasgow College were looking into a virtual reality project for

**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,  
10 SEPTEMBER 2019**

Mugdock Castle, which would be funded by Clan Graham, and it would be hoped that the programme was up and running in time for the Clan Graham visit in July 2020.

In response to a question from Councillor Lambie in relation to Page 5 of the Addendum paper “Contractor procurement” and whether the buoyant construction market was a local or national issue, the Executive Officer – Place & Community Planning stated that this comment was from colleagues in the Assets department, therefore, she was unable to comment.

In response to a question from Councillor Gibbons in relation to Page 71, Point 3.30 “areas suggested for improvement”, the Team Leader Mugdock Park informed the Committee that there was a meeting arranged with Mugdock Traders next week where they will discuss the Visit Scotland Report in detail. She stated that brief discussions had already taken place with the Traders in relation to the report and that there was a willingness to try and address the issues highlighted. She also advised that the tables and benches in the courtyard would be replaced, with the old ones being utilised in the park. Further discussion was had on this subject and the Team Leader Mugdock Park listed the issues that were still outstanding.

In response to a question from Councillor Lambie in relation to Page 69 ‘Mugdock Website’, the Development Officer Mugdock Park stated that a contractor had not been selected as yet, however, this would be imminent. She informed Members of the Committee that the content would be similar, however, there would be a more modern look and feel to the website.

The Team Leader Mugdock Park updated Members on forthcoming events. Discussion took place in relation to the Christmas event on 23 November, where Councillor Lambie expressed an interest in covering the role of Santa Claus if needed.

Councillor Gibbons thanked the volunteers who had contributed to Mugdock Country Park throughout the year for all their hard work and commitment.

Following further consideration, the Committee agreed:-

- a) to note the contents of the report;
- b) to note the update given on the Barns Project;
- c) to the Barns Project Initiation Document and approved officers to incorporate the septic tank upgrade as part of the project should condition surveys conclude a major upgrade or replacement was deemed necessary; and
- d) officers would procure the required specialist services and prepare a refreshed strategy over 2020, which would continue to encourage business development, income generation and asset improvement at Mugdock Park.

**8. A.O.C.B**

In response to a question from Councillor Lambie regarding an update on Craighend Castle, the Team Leader Mugdock Park stated that an application for environmental funding was currently underway and was being led by one of the Rangers. Further discussion took place in relation to improved security fencing for the Castle, pollinator friendly planting and displaying old photos of the Castle and the Zoo.



**MUGDOCK PARK JOINT MANAGEMENT COMMITTEE,  
10 SEPTEMBER 2019**

**9. PROPOSED DATES OF NEXT MEETINGS**

The Committee noted the following future dates:

- Tuesday 9 June 2020 at 10am at Mugdock





**MUGDOCK PARK JOINT  
MANAGEMENT  
COMMITTEE**

**17 MARCH 2020**

**CFO/003/20/GM**

**DEPUTE CHIEF EXECUTIVE; EDUCATION, PEOPLE  
& BUSINESS**

**CONTACT OFFICER:**

**GAIL MORRISON, PRINCIPAL ACCOUNTANT  
(0141 574 5511)**

**SUBJECT TITLE:**

**2019/20- PERIOD 10 REVENUE MONITORING  
REPORT & BUDGET 2020/21**

**1.0 PURPOSE**

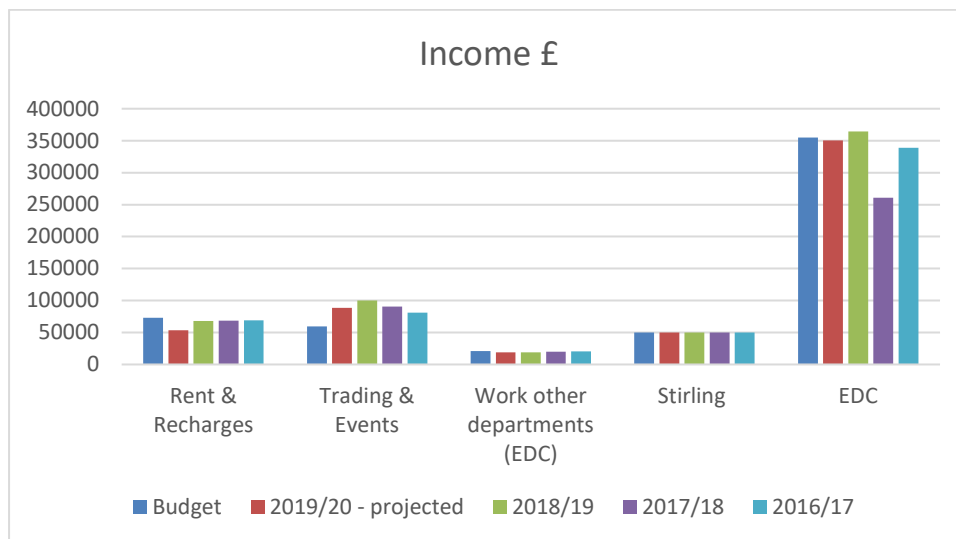
- 1.1.** The purpose of this report is to inform the Mugdock Park Joint Management Committee (the Committee) of the revenue budget performance for the financial year 2019/20 Period 10 (26 January 2020) and to present the approved budget for 2020/21.

<b>2.0</b>	<b><u>RECOMMENDATIONS</u></b>
<b>2.1.</b>	It is recommended that the Committee:  a) Note the current position for 2019/20; and  b) Note the approved budget for 2020/21.

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

### 3.0 **BACKGROUND/MAIN ISSUES**

- 3.1. Mugdock Country Park has a Revenue Budget for 2019/20 of £0.384m, of which Stirling Council funds £0.050m with the remaining £0.334m being funded by East Dunbartonshire Council. This budget includes a carry forward of £0.019m from 2018/19 so the “in year actual” budget is £0.315m.
- 3.2. At Period 10, it is expected that the projections will slightly over the budgeted figure.. Based on previous income levels and projected income levels the table below illustrates how Mugdock Country Park is funded.



3.3.

### **Variations Arising this Cycle**

- 3.4. The variances are based on service budget monitoring statements showing actual spend against budget as at period 10 (26 January 2020). The full year position is shown in *Appendix 1*.
- 3.5. Variations arising during the current period are summarised in *Appendix 1*.
- 3.6. The main variation's at period 10 relates to an overspend on employees & property costs and unachievable rental income, the detail of which can be found in *Appendix 1*.
- 3.7. Officers continue to be aware of their requirement to deliver a balanced budget and have followed established procedures to achieve this position and ensure that Park activities are within set budgets.

### 4.0 **REVENUE BUDGET**

- 4.1. The East Dunbartonshire Council Budget (EPB-038-20-AD) was approved on Thursday the 20<sup>th</sup> of February, this included the budget position for Mugdock Country Park.
- 4.2. The Council's framework for managing budget processes is now well established. These processes continue to serve the Council well and with a Scottish and UK position now beginning to emerge these processes have been flexed to take account of significant revisions to timetables. This approach has also been validated by external auditors who noted that 'Financial management is effective with a budget setting process focussed on the council's priorities. The council has effective budgetary monitoring and control arrangements that support elected members and officers in scrutinising the council's finances.'

- 4.3. The financial challenges facing all Councils continue to grow. Sustained and significant reductions in Council funding are compounded by increasing costs and demands on services at this time Mugdock has not felt the brunt of this and the position being funded by East Dunbartonshire Council has not reduced.
- 4.4. The position being presented in Appendix 1 shows the budget approved for Mugdock Country Park for 2019/20 as £404,749 (before the Stirling contribution of £50,000 – final budget £354,749). The growth in the service being through salary increases of pay awards and increments with the effect of on costs.

## 5.0 **IMPLICATIONS**

- 5.1. Frontline Service to Customers – none
- 5.2. Workforce (including any significant resource implications) – none
- 5.3. Legal implications – none
- 5.4. Financial implications – to work with managers to achieve balanced budget.
- 5.5. Procurement – none
- 5.6. ICT – none
- 5.7. Corporate Assets – none
- 5.8. Equality Implications- none
- 5.9. Other - Place, Neighbourhood & Corporate Assets Implications – continue to review areas to ensure future years budgeted financial position is achieved.

## 6.0 **MANAGEMENT OF RISK**

- 6.1. The risks and control measures relating to this report are as follows:-
- Lack of control of budget
  - Timely charging
  - Overspends on budget
- 6.2. These risks will all be mitigated through the review of management statements between Finance and Mugdock management.

## 7.0 **IMPACT**

- 7.1. **ECONOMIC DEVELOPMENT** – Mugdock Country Park ensures that this is met by supporting local businesses, which operate from the Park, providing employment opportunities.
- 7.2. **EMPLOYABILITY** – Managing a balanced budget helps towards the stability of the Workforce.
- 7.3. **DELIVERING FOR CHILDREN & YOUNG PEOPLE** – not applicable
- 7.4. **COMMUNITY SAFETY** – not applicable

**7.5. HEALTH & SOCIAL CARE** – not applicable

**7.6. STATUTORY DUTY** – not applicable

**8.0 POLICY CHECKLIST**

**8.1.** 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.

**9.0 APPENDICES**

**9.1. Appendix 1** – Summary Financial Position

**MUGDOCK COUNTRY PARK  
REVENUE MONITORING 2019/20**

<b>SUMMARY FINANCIAL POSITION as at Period 10: 26 January 2020</b>		Annual Budget	Budget Period 10	Expenditure Period 10	Projected Annual Expenditure	Variation Period 10	Projected Annual Variation	Budget 2020/21
		£	£	£	£	£	£	£
<b>EXPENDITURE</b>								
<b>1 Employees</b>	Due to a full staff complement staff turnover savings within Mugdock Country Park are not expected to be achieved.	377,923	300,544	310,028	391,286	9,484	13,363	424,930
<b>2 Property Costs</b>	Property costs are currently lower than budget however these will be closely monitored as electricity costs have risen.	61,746	59,620	44,839	72,041	(14,781)	10,295	65,746
<b>3 Supplies and Services</b>	There is an overspend in Payments to Artists and miscellaneous Supplies & services this will be recovered through additional income below within Shop Sales and tickets. This is expected to continue for the year.	75,000	64,193	71,311	87,194	7,118	12,194	56,000
<b>4 Transport and Plant</b>	Transport charges are likely to come in on budget for 2019/20.	1,700	1,700	399	1,999	(1,301)	299	0
<b>5 Admin and Other Costs</b>	This area is expected to come slightly under budget through telephone costs and advertising.	11,361	9,381	7,529	8,629	(1,852)	(2,732)	11,432
<b>Total Expenditure</b>		<b>527,730</b>	<b>435,438</b>	<b>434,106</b>	<b>561,149</b>	<b>(1,332)</b>	<b>33,419</b>	<b>558,108</b>
<b>INCOME</b>								
<b>1 Rent and Recharges</b>	Rents & recharges are expected to come in below budget for 2019/20 through loss of rental due to issues within property.	(64,250)	(58,250)	(50,833)	(53,500)	7,417	10,750	(73,000)
<b>2 Trading and Events</b>	Income is higher than budgeted through gift shop sales and room & land hire and other performances. This additional income offsets additional spend above.	(59,305)	(53,373)	(83,396)	(88,140)	(30,023)	(28,835)	(59,305)
<b>3 Work for Other Departments</b>	The income for the ranger service is expected to be slightly under budget.	(20,555)	(15,414)	(9,678)	(19,076)	5,736	1,479	(21,054)
<b>3 Donations</b>	Mugdock Country Park has had £200 of donations in 2019/20.			(200)	(200)	(200)	(200)	0
<b>Total Income</b>		<b>(144,110)</b>	<b>(127,037)</b>	<b>(144,107)</b>	<b>(160,916)</b>	<b>(17,070)</b>	<b>(16,806)</b>	<b>(153,359)</b>
<b>Net Expenditure to be met from Constituent Authorities</b>		<b>383,620</b>	<b>308,401</b>	<b>289,999</b>	<b>400,233</b>	<b>(18,402)</b>	<b>16,613</b>	<b>404,749</b>
<b>Stirling Council Share - Budgeted at £50,000</b>		<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>East Dunbartonshire Council Share</b>		<b>333,620</b>	<b>258,401</b>	<b>239,999</b>	<b>350,233</b>	<b>(18,402)</b>	<b>16,613</b>	<b>354,749</b>







**MUGDOCK PARK JOINT  
MANAGEMENT  
COMMITTEE**

**17 MARCH 2020**

**CFO/013/20/GM**

**DEPUTE CHIEF EXECUTIVE; EDUCATION, PEOPLE  
& BUSINESS**

**CONTACT OFFICER:**

**PETER LINDSAY – SENIOR AUDIT MANAGER  
(AUDIT SCOTLAND)**

**SUBJECT TITLE:**

**2019/20- MUGDOCK COUNTRY PARK JOINT  
MANAGEMENT COMMITTEE ANNUAL AUDIT PLAN**

**1.0 PURPOSE**

- 1.1.** The purpose of this report is to inform the Mugdock Joint Management Committee (the Committee) of the annual audit plan for the financial year 2019/20.

<b>2.0</b>	<b><u>RECOMMENDATIONS</u></b>
<b>2.1.</b>	It is recommended that the Committee:  a) Note the 2019/20 Audit Scotland Annual Audit Plan for Mugdock Country Park Joint Management Committee.

**PETER LINDSAY  
SENIOR AUDIT MANAGER**

### **3.0 BACKGROUND/MAIN ISSUES**

- 3.1. The Annual Audit Plan contains the main risks identified during the audit planning process in 2019/20 as well as details of the agreed audit fee and responsibilities of the external auditors as part of the 2019/20 audit approach.
- 3.2. The Annual Audit Plan also details the timing of the financial statements audit and the proposed scope of the audit for the 2019/20 financial year.

### **4.0 IMPLICATIONS**

- 4.1. Frontline Service to Customers – none
- 4.2. Workforce (including any significant resource implications) – none
- 4.3. Legal implications – none
- 4.4. Financial implications – to work with managers to achieve balanced budget.
- 4.5. Procurement – none
- 4.6. ICT – none
- 4.7. Corporate Assets – none
- 4.8. Equality Implications- none
- 4.9. Other - Place, Neighbourhood & Corporate Assets Implications – continue to review areas to ensure future years budgeted financial position is achieved.

### **5.0 MANAGEMENT OF RISK**

- 5.1. The risks and control measures relating to this report are as follows:-
  - Lack of control of budget
  - Timely charging
  - Overspends on budget
- 5.2. These risks will all be mitigated through the review of management statements between Finance and Mugdock management.

### **6.0 IMPACT**

- 6.1. **ECONOMIC DEVELOPMENT** – Mugdock Country Park ensures that this is met by supporting local businesses, which operate from the Park, providing employment opportunities.
- 6.2. **EMPLOYABILITY** – Managing a balanced budget helps towards the stability of the Workforce.
- 6.3. **DELIVERING FOR CHILDREN & YOUNG PEOPLE** – not applicable
- 6.4. **COMMUNITY SAFETY** – not applicable

**6.5. HEALTH & SOCIAL CARE** – not applicable

**6.6. STATUTORY DUTY** – not applicable

**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** – Audit Scotland Annual Audit Plan 2019/20



# Mugdock Country Park Joint Management Committee

Annual Audit Plan 2019/20



 AUDIT SCOTLAND

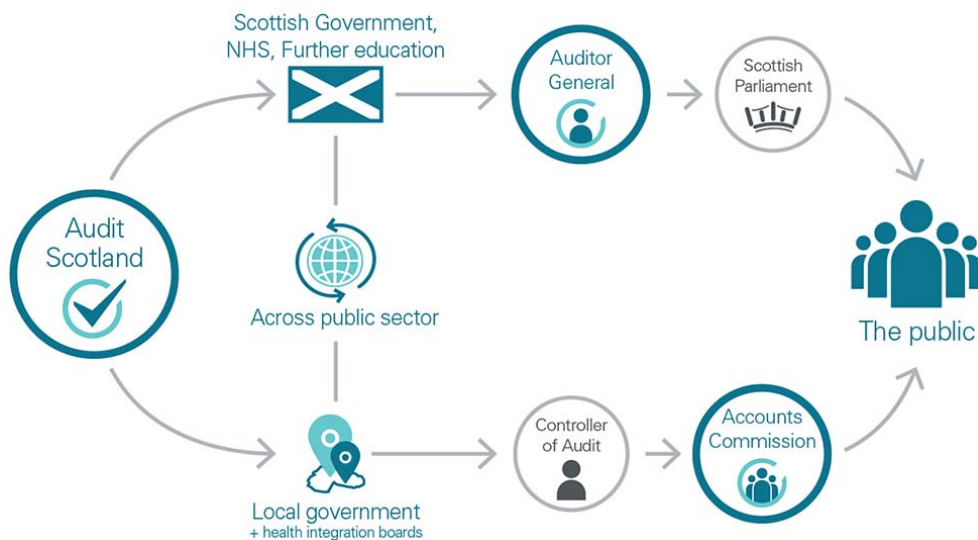
Prepared for Mugdock Country Park Joint Management Committee

March 2020

## Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



## About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

# Contents

---

Risks and planned work	4
Audit scope and timing	8

---

# Risks and planned work

---

**1.** This annual audit plan contains an overview of the planned scope and timing of our audit which is carried out in accordance with International Standards on Auditing (ISAs), the [Code of Audit Practice](#), and [guidance on planning the audit](#). This plan sets out the work necessary to allow us to provide an independent auditor's report on the annual accounts and meet the wider scope requirements of public sector audit.

**2.** The wider scope of public audit contributes to assessments and conclusions on financial management, financial sustainability, governance and transparency and value for money.

## Adding value

**3.** We aim to add value to the Mugdock Country Park Joint Management Committee (the Park) through our external audit work by being constructive and forward looking, by identifying areas for improvement and by recommending and encouraging good practice. In so doing, we intend to help the Park promote improved standards of governance, better management and decision making and more effective use of resources.

## Audit risks

**4.** Based on our discussions with staff, attendance at joint management committee meetings and a review of supporting information we have identified the following significant risks for Mugdock Country Park Joint Management Committee. We have categorised these risks into financial statements risks and wider dimension risks. The key audit risks, which require specific audit testing, are detailed in [Exhibit 1](#).

---

## Exhibit 1 2019/20 Significant audit risks

---

### Financial statements risks

<p><b>1 Risk of material misstatement caused by management override of controls</b></p> <p>Auditing Standards require that audits are planned to consider the risk of material misstatement caused by fraud, which is presumed to be a significant risk in any audit. This includes the risk of management override of controls that results in fraudulent financial statements.</p>	<p>Owing to the nature of this risk, assurances from management are not applicable in this instance.</p>	<ul style="list-style-type: none"> <li>• Detailed testing of journal entries</li> <li>• Review of accounting estimates</li> <li>• Focused testing of accruals and prepayments</li> <li>• Evaluation of significant transactions that are outside the normal course of business</li> </ul>
--	--	---

---



<p><b>2 Risk of material misstatement caused by fraud in income recognition.</b></p> <p>The majority of the Park's income is received through revenue contributions made by East Dunbartonshire Council and Stirling Council as the constituent authorities. However, some income is also received from other sources, including rents and shop sales.</p> <p>The extent and complexity of income means there is an inherent risk of fraud in accordance with ISA 240.</p>	<p>Board and member scrutiny through regular cycle of committee reporting.</p> <p>Availability of the use of East Dunbartonshire Council's Corporate Fraud Team.</p>	<ul style="list-style-type: none"> <li>Analytical procedures on income streams</li> <li>Detailed testing of revenue transactions focusing on the areas of greatest risk</li> </ul>
<p><b>3 Risk of material misstatement caused by fraud in expenditure</b></p> <p>As most public-sector bodies are net expenditure bodies, the risk of fraud is more likely to occur in expenditure.</p> <p>There is therefore a risk that expenditure may be misstated resulting in a material misstatement in the financial statements.</p>	<p>Sound system of internal controls in place.</p> <p>Established budget setting process including, monitoring controls and variance analysis.</p>	<ul style="list-style-type: none"> <li>Analytical procedures on expenditure streams</li> <li>Detailed testing of expenditure transactions focusing on the areas of greatest risk</li> </ul>
<p><b>Wider dimension risks</b></p>		
<p><b>4 Financial sustainability</b></p> <p>Based the current economic climate and budget constraints within the Park's local authority partners, there is a possibility that income targets may not be realised. This could adversely impact on the Parks ability to maintain, develop and promote the park in line with the organisations service plan objectives.</p> <p>The majority of the Park's income is received from the constituent local authorities in the form of grant funding. This is managed through the Minute of Agreement, which expired on 31 March 2019. A draft Minute of Agreement for the period 2019-2024 has been prepared the confirms funding will be provided on the same basis as the previous minute, however this has yet to be approved by the Joint Management Committee.</p>	<p>The Council has made suitable revenue provision within its budget with this equating to that set out in the minute of agreement.</p> <p>In the event that income expectations are not realised, outwith the core grant, this will be subject to review and discussion at the board with mitigating actions agreed and recovery plan initiated.</p>	<ul style="list-style-type: none"> <li>Monitor developments through review of Joint Management Committee papers and minutes</li> <li>Assess budget performance through audit of annual accounts</li> </ul>
<p><b>5 Budget setting &amp; Budget monitoring</b></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</p>	<p>Revenue monitoring reports will continue to provide suitable detail with enhanced detail where variances are significant and it is appropriate to do so.</p>	<ul style="list-style-type: none"> <li>Review of 2020/21 budget setting process for MCP</li> <li>Ongoing review of budget monitoring reports</li> </ul>

members through the use of budget monitoring reports which does not allow comparison with prior year spend.

We also note that from review of recent budget monitoring reports that there are often significant variances identified with limited detail provided as the explanation.

In addition, we noted that there are large fluctuations in some income and expenditure budget lines between years, but these are not highlighted to members.

There is a risk that budget setting is not transparent, and is not based on accurate financial projections for the year.

Finance teams will continue to provide support to the Park Board and attend meetings to support scrutiny and operational management. Such processes extend to the setting of Budgets as well as ongoing financial monitoring and governance.

---

Source: Audit Scotland

---

## Reporting arrangements

**5.** Audit reporting is the visible output for the annual audit. All annual audit plans and the outputs as detailed in [Exhibit 2](#), and any other outputs on matters of public interest will be published on our website: [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).

**6.** Matters arising from our audit will be reported on a timely basis and will include agreed action plans. Draft management reports will be issued to the relevant officers to confirm factual accuracy.

**7.** We will provide an independent auditor's report to Mugdock Country Park Joint Management Committee and the Accounts Commission setting out our opinions on the annual accounts. We will provide the Treasurer and Accounts Commission with an annual report on the audit containing observations and recommendations on significant matters which have arisen during the audit.

## Exhibit 2

### 2019/20 Audit outputs

Annual Audit Plan	28 February 2020	17 March 2020
Annual Audit Report	30 September 2020	TBC
Independent Auditor's Report	30 September 2020	TBC

Source: Audit Scotland

### Audit fee

**8.** The agreed audit fee for the 2019/20 audit of the Park is £3,050 [2018/19 £2,980]. In determining the audit fee we have taken account of the risk exposure of the Park, the planned management assurances in place and the level of reliance we plan to take from the work of internal audit. Our audit approach assumes receipt of the unaudited annual accounts, with a complete working papers package on 12 June 2020.

**9.** Where our audit cannot proceed as planned through, for example, late receipt of unaudited annual accounts or being unable to take planned reliance from the work of internal audit, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises out with our planned audit activity.

### Responsibilities

#### Joint Management Committee and Treasurer

**10.** Audited bodies have the primary responsibility for ensuring the proper financial stewardship of public funds, compliance with relevant legislation and establishing effective arrangements for governance, propriety and regularity that enable them to successfully deliver their objectives.

**11.** The audit of the annual accounts does not relieve management or the Joint Management Committee as those charged with governance, of their responsibilities.

#### Appointed auditor

**12.** Our responsibilities as independent auditors are established by the 1973 Act for local government, and the Code of Audit Practice (including supplementary guidance) and guided by the Financial Reporting Council's Ethical Standard.

**13.** Auditors in the public sector give an independent opinion on the financial statements and other information within the annual accounts. We also review and report on the arrangements within the audited body to manage its performance, regularity, and use of resources. In doing this, we aim to support improvement and accountability.

# Audit scope and timing

## Annual accounts

**14.** The annual accounts, which include the financial statements, will be the foundation and source for most of the audit work necessary to support our judgements and conclusions. We also consider the wider environment and challenges facing the public sector. Our audit approach includes:

- understanding the business of the Park and the associated risks which could impact on the financial statements
- assessing the key systems of internal control, and establishing how weaknesses in these systems could impact on the financial statements
- identifying major transaction streams, balances and areas of estimation and understanding how the Park will include these in the financial statements
- assessing the risks of material misstatement in the financial statements
- determining the nature, timing and extent of audit procedures necessary to provide us with sufficient audit evidence as to whether the financial statements are free of material misstatement.

**15.** We will give an opinion on whether the financial statements:

- give a true and fair view, in accordance with applicable law and the 2019/20 Code, of the state of affairs of the Park as at 31 March 2020, and of the income and expenditure of the Park for the year then ended;
- whether they have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2019/20 Code
- whether they 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.

## Statutory other information in the annual accounts

**16.** We also review and report on statutory other information published within the annual accounts including the management commentary and annual governance statement. We give an opinion on whether these have been compiled in accordance with the appropriate regulations and frameworks in our independent auditor's report.

**17.** We review the content of the annual report for consistency with the financial statements and with our knowledge. We report any uncorrected material misstatements in statutory other information.



## Materiality

18. We apply the concept of materiality in planning and performing the audit. It is used in evaluating the effect of identified misstatements on the audit, and of any uncorrected misstatements, on the financial statements and in forming our opinions in the independent auditor's report.

19. We calculate materiality at different levels as described below. The calculated materiality values for the Park are set out in [Exhibit 3](#).

### Exhibit 3 Materiality values

<b>Planning materiality</b> – This is the figure we calculate to assess the overall impact of audit adjustments on the financial statements. It has been set at 0.75% of gross expenditure for the year ended 31 March 2020 based on the latest audited accounts.	£3,958
<b>Performance materiality</b> – This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement, we have calculated performance materiality at 60% of planning materiality.	£2,375
<b>Reporting threshold (i.e., clearly trivial)</b> – We are required to report to those charged with governance on all unadjusted misstatements more than the 'reporting threshold' amount. This has been calculated at 3% of planning materiality.	£120

Source: Audit Scotland

## Timetable

20. To support the efficient use of resources it is critical that the annual accounts timetable is agreed with us to produce the unaudited accounts. We have included an agreed timetable at [Exhibit 4](#).

### Exhibit 4 Annual accounts timetable 6

Consideration of unaudited annual accounts by those charged with governance	09 June 2020
Latest submission date of unaudited annual accounts with complete working papers	12 June 2020
Latest date for final clearance meeting with Treasurer	TBC
Issue of Letter of Representation and proposed independent auditor's report	TBC
Agreement of audited unsigned annual accounts	TBC
Issue of Annual Audit Report to those charged with governance	TBC
Independent auditor's report signed	30 September 2020

## Internal audit

**21.** Internal audit is provided by the Internal Audit section of East Dunbartonshire Council. As part of our planning process we carry out an annual assessment of the internal audit function to ensure that it operates in accordance with the main requirements of the Public Sector Internal Audit Standards (PSIAS).

### Using the work of internal audit

**22.** ISA 610 requires an assessment on whether the work of the internal audit function can be used for the purposes of external audit. In line with previous years, we plan to undertake a direct substantive testing approach to the audit of the annual report and accounts. Therefore, we do not require to place formal reliance on the work of internal audit for the audit of the annual report and accounts.

## Audit dimensions

**23.** Our standard audits are based on four audit dimensions that frame the wider scope of public sector audit requirements. These are: financial sustainability, financial management, governance and accountability and value for money.

**24.** The Code of Audit Practice 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. In the light of the volume and lack of complexity of the financial transactions, we plan to apply the small body provisions of the Code to the 2019/20 audit of the Park.

### Financial sustainability

**25.** As auditors we consider the appropriateness of the use of the going concern basis of accounting as part of the annual audit. We will also comment on financial sustainability in the longer term. We define this as medium term (two to five years) and longer term (longer than five years) sustainability. We will carry out work and conclude on:

- the effectiveness of financial planning in identifying and addressing risks to financial sustainability in the short, medium and long term
- the appropriateness and effectiveness of arrangements in place to address any identified funding gaps

## Independence and objectivity

**26.** 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 also comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies. These standards impose stringent rules to ensure the independence and objectivity of auditors. Audit Scotland has robust arrangements in place to ensure compliance with these standards including an annual “fit and proper” declaration for all members of staff. The arrangements are overseen by the Director of Audit Services, who serves as Audit Scotland’s Ethics Partner.

**27.** The engagement lead (i.e. appointed auditor) for Mugdock Country Park Joint Management Committee is Peter Lindsay, Senior Audit Manager. Auditing and ethical standards require the appointed auditor Peter Lindsay to communicate any relationships that may affect the independence and objectivity of audit staff. We are not aware of any such relationships pertaining to the audit of the Park.

## Quality control

**28.** International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires that a system of quality control is established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independent auditor's report or opinion is appropriate in the circumstances.

**29.** The foundation of our quality framework is our Audit Guide, which incorporates the application of professional auditing, quality and ethical standards and the Code of Audit Practice (and supporting guidance) issued by Audit Scotland and approved by the Auditor General for Scotland. To ensure that we achieve the required quality standards Audit Scotland conducts peer reviews and internal quality reviews. Additionally, the Institute of Chartered Accountants of Scotland (ICAS) have been commissioned to carry out external quality reviews.

**30.** As part of our commitment to quality and continuous improvement, Audit Scotland will periodically seek your views on the quality of our service provision. We welcome feedback at any time and this may be directed to the engagement lead.

# Mugdock Country Park Joint Management Committee Annual Audit Plan 2019/20

## Annual Audit Plan 2019/20

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500 or [info@audit-scotland.gov.uk](mailto:info@audit-scotland.gov.uk)

For the latest news, reports and updates, follow us on:



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





**MUGDOCK PARK JOINT  
MANAGEMENT  
COMMITTEE**                      **17 MARCH 2020**

**PNCA/036/20/MC**                      **THOMAS GLEN, DEPUTE CHIEF EXECUTIVE –  
PLACE, NEIGHBOURHOOD & CORPORATE ASSETS**

**CONTACT OFFICER:**                      **MARY COULSHED, TEAM LEADER – MUGDOCK  
PARK (TEL: 0141 956 6100)**

**SUBJECT TITLE:**                      **MUGDOCK GENERAL PROGRESS REPORT  
(Period September 2019 to February 2020)**

**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 with an update for the 6 month period covering September 2019 to February 2020 in relation to operational matters, marketing, events and income generation. The report provides on-going updates on the Mugdock Strategy 2015-2020 through reviews of the delivery of the Park’s business plan, marketing strategy and land management plan. An asset review and capital project development update is contained within a separate report (PNCA/037/20/DG).

<b>2.0</b>	<b><u>RECOMMENDATIONS</u></b>
<b>2.1</b>	<p>It is recommended that the Committee:-</p> <ul style="list-style-type: none"> <li><b>a)</b>      Notes the content of the report;</li> <li><b>b)</b>      Notes the delivery of the business plan and income generation;</li> <li><b>c)</b>      Notes the delivery of the marketing strategy and land management plan; and</li> <li><b>d)</b>      Agrees Officers will provide an update to the next Joint Management Committee on work to review the success of the current Mugdock Strategy 2015-2020 and to develop a new strategy for the period 2020-2020.</li> </ul>

**THOMAS GLEN  
DEPUTE CHIEF EXECUTIVE - PLACE NEIGHBOURHOOD & CORPORATE ASSETS**

**3.0**

## **BACKGROUND**

### **Mugdock Visitor Statistics (to February 2020)**

- 3.1 Visitor numbers are monitored on a monthly basis and form one of the key indicators for Mugdock Country Park. Table 1 details the footfall since Jan 2017 showing steady but gradual increases in visitor numbers.

Month	2017	2018	2019	2020
January	44,147	41,446	42,143	42,510
February	45,470	46,568	47,123	46,993
March	45,558	44,369	46,346	
April	62,363	63,529	64,639	
May	64,577	65,040	63,032	
June	63,197	64,138	65,603	
July	61,619	63,104	63,647	
August	61,968	62,384	62,002	
September	57,672	59,244	58,284	
October	50,584	48,802	48,232	
November	42,686	41,714	42,877	
December	34,749	36,405	35,694	
<b>Total</b>	<b>634,590</b>	<b>638,761</b>	<b>639,622</b>	<b>89,503</b>

Table 1

### **Mugdock Strategy**

- 3.2 Delivery of the current Strategy is detailed through updates to the business plan, the marketing strategy and the land management plan. Progress in these areas are noted below and also in the Assets/Capital Projects report (ref: PNCA/37/20/DG). At the Joint Management Committee meeting of 10 Sept 2019 (ref PNCA/085/19/MC), it was agreed that an exercise would be undertaken over 2020 to review the success of the current Mugdock Strategy 2015-2020 and to develop a new Strategy for the period 2020-2025. Officers will procure specialist services to undertake this work, and further updates on the progress of this exercise will be provided to a future meeting of the Joint Management Committee.

#### ***Business Plan***

- 3.3 The Mugdock Business Plan 2017-2020 supports the delivery of the Park Strategy and looks at the financial sustainability of the Park. Income to Mugdock comes through a number of sources and has been developed as follows:

Income stream	Description	Actions	Progress
Rents	Current rents are subject to review. New developments will attract opportunities for additional rents.	Development of additional rental space with the Barns project, the reconfiguration of the Yard and the development of an Outdoor nursery	Mugdock Barns design is at RIBA stage 2 and a funding package is being reviewed.  Rental from the Outdoor nursery, the Yard space and Observatory ground rent

Income stream	Description	Actions	Progress
		facility and Observatory will contribute to increased rental income.	will be formalised over the coming months.
Trading	Development of shop products in particular consumables, books and tourist gifts.	In line with demand a supplier of Clan Graham gifts has been sourced and a range of items are now stocked in the gift shop.	Seasonal promotions have been rolled out throughout the year and will continue to attract new customers to the gift shop.
Events	The events programme covers countryside events, education and leisure events as well as one off festivals and celebrations.  What's On guides are compiled 6 monthly.	Monitor uptake of events and ensure adequate advertising is carried out through printed and social media.	Good uptake of events with most Panto performances sold out.  Christmas Fun Day and Middle of Scotland Science Festival well attended bringing new visitors to the Park.
Room/land hire	Room and land hire, including filming, continue to be an important source of income for the Park. This is intended to be developed further through capital investment projects.	Development of facilities will increase options for income generation. Promotion of the Park as a filming location continues with most enquiries leading to land hires.	Development officer attends the Scottish Locations Network group hosted by Creative Scotland and keeps the Park's profile updated.
Donations	Opportunities for donating to the Park through gifting, sponsorship and loyalty schemes.	Updated website will feature ways of making donations to the Park.	Look into crowd funding for increasing donations.

Table 2

### **Marketing Strategy**

- 3.4** The Mugdock Marketing Strategy aims to drive more business to Mugdock Country Park in order to raise awareness of the opportunities for leisure, recreation, education, retail and events. This 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. A selection of marketing activities and promotions carried out at the Park during the report period is shown in *table 3* below.

PUBLICATIONS
<p><b>What's On Guide:</b> The current guide is relevant until the end of August 2020 and printed copies are circulated to public buildings, council offices and are available in the Park's Visitor Centre. Schools are given regular electronic updates of what's on at the Park thematically and included group calls to parents and guardians for September Weekend, October Week, Halloween and Christmas events in the Park. Easter and summer events in 2020 will be promoted on an on-going basis.</p> <p><b>External Publications:</b> Xmas Fun Day, Panto, Castle Open Day, Easter events programme and Gaelic Day are promoted in a variety of publications - Park Life and the Community Magazine taking in the Trossachs, Loch Lomond, Bearsden and Milngavie and Westend Life taking in the West End of Glasgow.</p>
WEBSITE
<p>Following a recent tender exercise, a company has now been contracted to develop and implement a refreshed and revised website for Mugdock. Estimated timeframe for completion should be around 10-12 weeks with the first meeting held in December. A 'mock' website will be ready by the end of February, with population of the 'live' website taking place shortly after.</p> <p>The launch of the website is still tbc but anticipated around Easter time.</p>
SOCIAL MEDIA
<p>In order to continue to receive high levels of customer satisfaction on social media, comments are responded to immediately on facebook, google and trip adviser. Facebook continues to be an extremely successful platform for communication to customers and the promotion of Park events. We will use this media as one of our communication tools for the new website launch.</p>

Table 3

### *Events Programme and Education/Community Groups*

- 3.5 The events programme at Mugdock is contained within the What's On Guide which covers a 6 month period. Copies are available at public buildings and promoted through the Park's website, Facebook and social media. The range of events can be seen in table 5 below.

SUMMER EVENTS		
Ranger led Events		
EVENT	ATTENDEES	AGE GROUP
Wonderful Wild Flowers of Lenzie	2	Families
Minibeast (Lenzie Moss and Kilmardinny, 2 sessions)	32	Families
Wildlife Weans on Wednesday (10 sessions, over 5 Wednesdays)	84	5 years and under (adult supervision)

<b>SUMMER EVENTS</b>		
<b>Ranger led Events</b>		
<b>EVENT</b>	<b>ATTENDEES</b>	<b>AGE GROUP</b>
Sensational Safari (Lennoxton & Mugdock, 3 sessions)	27	8-12 year olds
Ranger Led walk – Barhill, Croy Hill and the Canal	5	Adults
Sensory Sunday	18	5 years and under (adult supervision)
Fabulous Tattie Race		Families
Mugdock Superdog	14	Families plus dog!
Bumblebee Safaris x2 – With Volunteer Shona Menzies – Looking for Bumblebees	20	Families
Feed the birds Making bird feeders	9	All
Stargazing x 3 occasions Observing the sky	45	All
Sensational Safari x5 occasions Countryside activities	21	8-12
Marvellous Meteors Observing the sky	21	All
Winter Tree ID Tree identification	17	All
Wildlife Weans at Mugdock Countryside activities	8	8-12
<b>Ranger led for Strathclyde Uni Centre for Life Long Learning</b>		
Mugdock Experience	16	Adults
Beginners Guide to Summer Tree Identification	19	Adults
Geology for Beginners	9	Adults
<b>Annual Events</b>		
Castle Doors Open Day (14 <sup>th</sup> + 15 <sup>th</sup> Sept)	350	Families
MoSSFest (6 Oct)	1,000+	
Halloween Fun for 3-7 year olds (26 <sup>th</sup> + 27 <sup>th</sup> Oct)	182 (adults + children)	
Fright Night Cinema – first time event (31 <sup>st</sup> Oct)	25	

<b>SUMMER EVENTS</b>		
<b>Ranger led Events</b>		
<b>EVENT</b>	<b>ATTENDEES</b>	<b>AGE GROUP</b>
Xmas Fun Day (23 Nov) – The day includes Santa visits, craft sessions, slime workshops, magic show, lantern parade, small fairground rides and the light switch on.	500+	
Panto: Sleeping Beauty	2110	Families/Adults
<b>Regular Events (External providers)</b>		
Mugdock Cinema Club has fortnightly screenings and Anrol Dance weekly classes still continue to be popular though these didn't run over the summer school holidays.	N/A	N/A
<b>Future Events</b>		
The current events programme runs from March to August 2020 with a packed programme for the next 6 months. Below are some of the events taking place until the end of 2020:  <b>Stargazing, Forest School, Sensational Safari, Wildlife Weans, Mugdock Castle Open Day, Easter Day at Mugdock, Magic Workshop, Magic Show, Gaelic Afternoon, Lads n Dads Afternoon and Children's Cinema (last Sunday of the month).</b>	N/A	N/A

Table 4

### *Education/Community Groups*

- 3.6** The following tables detail formal education and community groups, which participated in Ranger led activities over the report period within Mugdock Country Park. In addition there is a table detailing Ranger led events and a fungus identification walk was carried out to 13 participants as part of Mossfest science festival.
- 3.7** Forest School provision with schools outwith Mugdock but within East Dunbartonshire continues to be in demand, in particular for blocks of activities over several weeks. A number of bookings have been made with local schools for 2020 up to June and one booking has been made for several dates until September 2020.

### *Community Groups*

<b>Name of Community Group</b>	<b>Topic</b>	<b>Participants</b>	<b>Level</b>
Regional Brownie groups	One big event. Ranger Service carried out orienteering and	8 groups of 15 girls = 120	8-12

Name of Community Group	Topic	Participants	Level
	envitonmental games with a number of groups over the day		

able 5

### *Forest School events at Mugdock*

Name of Event	Topic	Participants	Level
Forest school event x 10 occasions  Two occasions were cancelled due to adverse weather.	Forest School activities – Whittling, orienteering, fire making, shelter building etc.	Total number 26	8-12 and one adult event
Sensory Sunday x2 occasion	Soft toys, colours, feel and touch	Total number 29	0-5

Table 6

### *Education Groups*

Name of Event	Topic	Participants	Level
Bishopbriggs Academy x2 occasions	Biological sampling	100 on each occasion.	S3
Kelvindale Primary School	Tree identification	33	P4
Bearsden Nursery x2 occasions	Sensory activities	Total number 16	Pre-school
Douglas Academy	Literacy group on Woodland walk	Total number 12	S1&2

Table 7

### *Land Management*

- 3.8** Land management tasks over the past 6 months are listed below and are supported by a range of volunteer groups or individuals.

<b>Activity</b>	<b>Need</b>	<b>Delivery</b>
<b>To maintain and enhance Mugdock Wood.</b>	<p>The Herbivore Impact Assessment (HIA) carried out annually in Mugdock Wood SSSI by Scottish Natural Heritage (SNH) monitors the effect of grazing herbivores on the condition of the site. The HIA has shown over the past few years that the woodland continues to be over grazed to its detriment.</p> <p>Last winter 15 roe deer were culled as part of ongoing management and 20 deer the year previous. To reduce the impact of the deer on the SSSI woodland the cull target has been upped to 30 over this winter period. The HIA will be carried out in spring 2020 to find out if the increased cull target has had a positive effect.</p>	<b>Carried out by SNH and contractor</b>
<b>Maintain and enhance open water habitats</b>	To promote biodiversity and wildlife 3 new ponds were hand dug within the Park. The ponds were excavated in Craigend field, along Craigend Avenue and near the wildlife garden. Vegetation was also removed from the middle of Gallowhill Pond clearing one quarter leaving open water areas which are beneficial to aquatic wildlife.	<b>Park officers, volunteers</b>
<b>Craigend Pond improvement works</b>	<p>Improvements to the paths included re-routing the drains and culverting under the main path to keep the steps leading down from Pheasants Wood dry and stop flooding on the main path below. The wooden path edging on all the paths leading down to the pond trapped water causing surface erosion therefore the edging was pulled up and the eroded sections of path were resurfaced. Pheasants Wood steps were also resurfaced as were several areas around the pond prone to puddling.</p> <p>Invasive Rhododendron was felled and removed from around pond banks and from the steep slope of the dam itself. The curtain of rhododendron along the dam wall was removed and replaced with a 35m solid wooden fence made of recycled materials. Wildflowers and a large ornamental oak memorial tree were planted on the grass banking between the pond and the VC and the new growth of the living willow fence around the willow coppice area on the pond edge was creatively woven through.</p>	<b>Park officers, volunteers</b>
<b>Review and upgrade existing path network, with priority to those areas where erosion problems are apparent.</b>	<p>The path leading from Mugdock Wood to Mugdock Castle was prone to flooding and therefore the level was raised effectively causewaying it across the problem area. A large section of the main path between Mugdock Castle and Mugdock Loch was cleared and resurfaced as was the hard standing around the benches outside the castle.</p> <p>Craigallian entranceway on the WHW was cleared of vegetation, the drainage ditches along the section of the Way through Mugdock Wood were cleared and puddled sections filled and resurfaced.</p>	<b>Park officers, volunteers</b>
<b>Car park Improvements</b>	<p><b>East car park</b></p> <p>To improve site lines across the car park, open up the area to let more light in and generally make the area feel more welcoming large numbers of fallen trees and bushes were cleared.</p>	<b>Park officers, volunteers</b>



Activity	Need	Delivery
	<p><b>Visitor Centre car park</b> Rhododendron around the perimeter of the main car park were felled. The remaining stumps were drilled and herbicided to prevent regrowth.</p> <p><b>Khyber car park</b> Puddled sections at either end of the car park access path were repaired and drainage ditches created to prevent further flooding.</p>	
<p><b>Encourage community involvement in the Park and its management. Involve conservation volunteers, local people, community groups and schools in management tasks.</b></p>	<p>Volunteers led by the Ranger service carry out many of the hands-on land management within the Park. The Warden team is also supported by a volunteer for 2 days each week. They are an invaluable resource undertaking small on-going maintenance and repair tasks to large path improvement projects and an extensive programme of invasive species removal. The volunteers themselves benefit from being involved in environmentally positive projects, keeping active and fit, learning new skills and being part of a hardworking sociable team.</p> <p>A total of 548 volunteer days were completed by the following groups - Monday, Saturday and midweek Mugdock Conservation Volunteers (395), 4 groups from JP Morgan (60), 3 groups from Lloyds Bank (27), 2 groups from LDA Landscape Design (12), Geocache CITO (20), Renfrewshire Council Community Networks (5), and Glasgow Kelvin College (30). In addition the volunteer supporting the Wardens completed 40 days over the 6 month period.</p>	

Table 8

### *Operational Matters*

- 3.9 Minute of Agreement:** Financial arrangements proposed for the next five years will be at a 50% split on capital contributions from each Council, and the continued £50,000 annual revenue contribution (with inflationary increases) from Stirling Council for the period 1 April 2019 until 31 March 2024.
- 3.10** The report to the Council's Place Neighbourhood & Corporate Assets Committee in June (Report ref: **PNCA/056/19/DG**) instructed Officers to conclude the contractual Minute of Agreement documentation necessary to formalise continued arrangements between the two respective local authorities.
- 3.11 Park Management Rules:** Discussions have been held with East Dunbartonshire Council Legal Services team to review Park Management Rules. This will inform a new set of rules which will be developed over the coming months and presented to a future meeting of the Joint Management Committee for approval.
- 3.12 Burncrook Pipeline Project:** The roll out of the project commenced as planned but did not finish within the original timescale. The decision was therefore intimated to re-open Mugdock Road and cease works within the Country Park in Oct 2019. Work will restart in spring 2020.
- 3.13 Mugdock Traders:** Quarterly meetings are held with Mugdock Traders. Issues discussed include visitor numbers, managing parking and developments within the Park.

- 3.14 Clan Graham Society of North America:** The Clan Graham Society of North America will visit Scotland in July 2020. They have indicated their intention to visit Mugdock on Friday 31 July 2020 and stay for lunch and have access to Mugdock Castle. The evening event will be held in Stirling Highland Hotel, where the Clan Graham is staying.
- 3.15 Security:** Security improvements to lighting in the car park have been made. CCTV has still to be integrated into the EDC system, which is currently being upgraded.
- 3.16 Mugdock Park Risk Register:** This has been updated in February 2020 and is included in this report at **Appendix 1**. The Joint Management Committee should note new risk in relation to park infrastructure in particular relating to the Septic Tank.

*Partner Organisations & Volunteers*

- 3.17 Eric Tomney Memorial Observatory (ETMO):** Progress has been made on the Observatory with a new architect being appointed and development of the site has been kick started. Discussion continues with the Astronomical Society of Glasgow and legal services.
- 3.18 Mugdock Trust:** Improved audio visual within Mugdock Castle has taken a step forward with the involvement of students from the City of Glasgow College. The students are using Mugdock Castle as part of their coursework for their digital technologies course.
- 3.19 Volunteers:** Conservation volunteers meet on Mondays and Saturdays to carry out tasks at various sites around the Park. There is also a smaller number of volunteers meeting mid week to carry out other conservation and land management tasks around the Park. Garden volunteers meet from Spring to Autumn and help with the Bumble Bee garden and other projects around the Park. They have agreed to be involved in the Craigend Castle Living Wall project. Castle Stewards volunteer from May to September and allow the Park to open Mugdock Castle at weekends. Cinema Club volunteers allow the theatre to be used as a Cinema for 20 showings per year.

**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:** Preparation and conclusion the contractual Minute of Agreement documentation necessary to formalise continued arrangements between the two respective local authorities
- 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 Other:** n/a

## **5.0 MANAGEMENT OF RISK**

**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 new emerging 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 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** – Mugdock Park Risk Register February 2020.

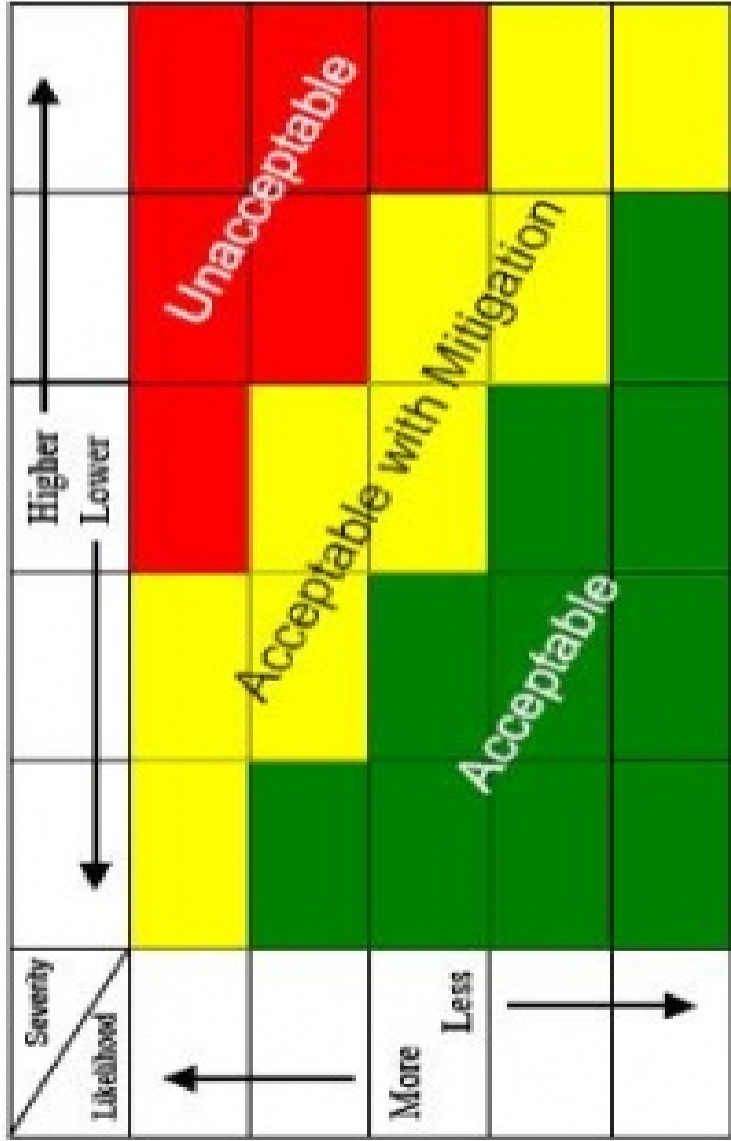


## MUGDOCK PARK RISK REGISTER - FEB 2020

Risk Description	Likelihood	Impact	Score	Risk Controls	Risk Management Actions
<b>Partnership</b>					
<b>Alterations to Political profile of member authority</b>					
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
<b>Economic</b>					
<b>Inability to generate external funding</b>					
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	No specific risk management action at present
<b>Failure to meet Income targets</b>					
Due to the 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.	2	2	4	Budget forecasting and reporting	Review and develop additional income streams
<b>Resource</b>					
<b>Adverse resource impacts</b>					
There is a risk that 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.	2	2	4	Involvement in transformation agenda/budget forecasting/cross skilling	Investigate contingency planning for restructure process
<b>Legal</b>					
<b>Failure to agree new Minute of Agreement</b>					
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	New Minute of Agreement to be in place by 31 March 2019, or as soon as possible after.	Liaise with Legal Services
<b>Health and Safety</b>					
<b>Failure to maintain Certificates of Competence</b>					
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
<b>Failure to adhere to fire safety guidelines</b>					
Requirement to have fire safety procedures and equipment in place and regularly tested to ensure safety of staff and public.	2	3	6	As Above	Fire Safety Risk Assessment updated annually
<b>Impact of security systems failing</b>					
Site security insufficient for purpose and procedures not in place or inadequate staffing to ensure safety in lone working situations.	3	3	9	Security review carried out regularly and actions from the review implemented as required	Security review updated annually

<p><b>Failure to manage deterioration of landscape eg rockface, trees, paths, buildings</b></p> <p>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.</p>	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 Craighend Castle complies with safety guidance.
<p><b>Failure to upkeep car park sufficiently</b></p> <p>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.</p>	3	3	9	As above	Light levels monitored. Pot holes to be in-filled regularly in order to avoid accidents and damage to vehicles.
<p><b>Failure in key park Infrastructure</b></p> <p>Park infrastructure, for example the Sepetic Tank fails to be complaint and / or to work. H&amp;S and operational impacts on Park. State of repair of areas of the Park (for example band stand and surrounding paths),</p>	3	4	12	Developed through capital projects/ ongoing review estate to identify re	Replacement Sepetic Tank now required. Repairs to band stand area now required or area remains closed.
<b>ICT</b>					
<b>Ineffective integration of Mugdock systems with council ICT systems</b>					
<p>Historic issues have lead to limited integration of Mugdock within wider D&amp;E service. Problems could arise in relation to smartworking, on-line transactions and booking events. This could have potential impact on income generation</p>	3	3	9	On-going contact with EDC ICT department	Ensure contingency arrangements are in place
<b>Environmental</b>					
<b>Failure to comply with statutory obligations</b>					
<p>Failing to meet statutory obligations to maintain the habitat of Country Parks to required standard (particularly where sites have designation)</p>	2	2	4	Inspection regime following national guidelines and in line with Mugdock's Land Management Plan	Review procedures to ensure obligations are met
<b>Traffic Management impacts</b>					
<p>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</p>	2	3	6	Traffic management system in place for events	Traffic control measures introduced and improvements made to additional parking.
<b>Winter weather</b>					
<p>Untreated roads potentially leading to accidents and causing businesses to close.</p>	2	3	6	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	H	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	
<b>LIFE</b>	Minor injury to employee, service user, public.	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.				
<b>PROPERTY</b>	Minor disruption to building, alternative arrangements already in place. Below insurance claim threshold	Minor damage, covered by insurance.	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				
<b>BUSINESS CONTINUITY</b>	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					
<b>REPUTATION</b>	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.					
<b>FINANCE</b>	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%





**MUGDOCK PARK JOINT  
MANAGEMENT  
COMMITTEE**

**17 MARCH 2020**

**PNCA/037/20/DG**

**THOMAS GLEN, DEPUTE CHIEF EXECUTIVE –  
PLACE, NEIGHBOURHOOD & CORPORATE ASSETS**

**CONTACT OFFICER:**

**DAVID GEAR – PLACE & BUSINESS DEVELOPMENT  
MANAGER (TEL: 0141 578 8622)**

**SUBJECT TITLE:**

**MUGDOCK ASSETS/CAPITAL REPORT**

**1.0 PURPOSE**

**1.1** The purpose of this report is to provide the Mugdock Joint Management Committee with an update on a range of projects required to deliver the Mugdock Strategy and Business Plan.

<b>2.0</b>	<b><u>RECOMMENDATIONS</u></b>
<b>2.1</b>	<p>It is recommended that the Committee:-</p> <ul style="list-style-type: none"> <li>a) Notes the content of the report;</li> <li>b) Agrees the continued development of the projects identified in this report, which includes the replacement of the Septic Tank as a standalone project;</li> <li>c) Agrees Officers to continue to develop the ‘Barns Project’ to the next stage of design based on a revised scope as outlined in section 3.10;</li> <li>d) Agrees Officers progress the Early Years Outdoor Nursery facility proposal to operate form Mugdock Park;</li> <li>e) Agrees Officers progress the resurfacing of the Yard area; and</li> <li>f) Agrees Officers will present updates on the progress of projects to future meetings of the Joint Management Committee.</li> </ul>

**THOMAS GLEN  
DEPUTE CHIEF EXECUTIVE - PLACE NEIGHBOURHOOD & CORPORATE ASSETS**

**3.0**

## **BACKGROUND**

- 3.1** The Mugdock Strategy 2015-2020 recommends investment in the Park's infrastructure as a way of increasing income generating opportunities. The interim review of the Strategy in 2018 showed the main objectives of the strategy still to be appropriate with a continued need and focus on business development, income generation and asset improvement. Capital investment in the Park is also required to maintain and develop the wide range of infrastructure present within the Park and ensure it is fit for purpose and safe.
- 3.2** The range of capital investment identified will improve and develop the infrastructure at Mugdock Park, will support the operation of the park and enable additional income generation activity to take place. For example projects completed last year include the new BBQ hut, overflow field stabilisation (for events/ overflow car park) and car park surface improvements at South Lodge car park.
- 3.3** The total available capital budget for the Park is made up of an annual capital commitment from East Dunbartonshire Council and Stirling Council of £75,000, and some residual carry forward budget. The total capital budget for the next 5 years is therefore £830,000.
- 3.4** Key investments to make in this next 5 year period are set out in the **Table 1** within this report. The list reflects that presented in the approved Business Plan and updates given in previous reports to the Joint Management Committee. In addition to the list of capital improvements, the 'Yard improvement' has been identified.
- 3.5** The types of investments have have been split between business development and that required to support the operation of the Park. The table sets out for each type of investment an estimated budget cost, risks and benefits. Where projects are delivered for less than the budget allocation identified or if a project has to be stopped, funds should be re-directed to undertake more activity under each investment heading.
- 3.6** It was previously expected that the Barns Project may be able to be funded fully via capital commitments in respective capital programmes, unless costs increased greatly from the initial feasibility to the Hub West Scotland (HWS) Stage 1 costs. Since the last report to the Joint Management Committee in September 2019 the HWS Stage 1 costs has come back significantly higher than the initial figure. In addition to this, the replacement for the Park's septic tank is now strongly recommended given the age and condition of the infrastructure. For these reasons and considering the range of other investments which require to be undertaken, the Barns Project must now be reviewed to try to bring it back to a cost which is affordable within the overall capital budget for the Park.

### **The Barns Project**

- 3.7** The Joint Management Committee in March 2019 agreed to progress a feasibility option for the Barns Project to the next stage of costing and design. The options detailed in the feasibility report included a mixture of spaces to accommodate a range of lets and small business unit, as well as heated indoor space for up to circa 100 people.
- 3.8** The feasibility work was undertaken by HWS and provided an early and an overall budget cost for the project of £442,000 to work within and develop outline designs. Report **PNCA/041/19/MC** to the Joint Management Committee in September 2019 provided further updates on the project and agreed the Project Initiation Document (PID), which confirmed the scope, expected timescales and milestones, budget cost for the project, and key risks.

To date £25,000 has been spent to develop the project to this stage, leaving just over £410,000 allocated.

- 3.9** HWS provided its Stage 1 report towards the end of 2019 as per the programme, which was to be presented to the Joint Management Committee in December 2019. In the absence of the Joint Committee Meeting in December 2019, the update is provided in this report. The HWS Stage 1 work produced a range of information relating to an outline design and cost, and is the level of design before planning permission and other statutory consents.
- 3.10** The HWS Stage 1 cost to deliver the project was returned at £669,000, which includes technical and management fees, and construction costs. Risks relating to utilities connections have been identified as contributing to the increase in costs, for example large costs to connect to available water sources to meet requirements for fire hydrant connections, or alternatively provision of a stand alone water tank adjacent to any new building. Larger costs than anticipated associated with requirement for mechanical ventilation systems, the type of building construct proposed, and size of the building, were also identified by HWS as reasons for the increase in overall cost.
- 3.11** The Barns Project based on the HWS Stage 1 designs and cost, and the current scope is therefore unaffordable within the overall capital budget for the Park, unless no investment is made in other projects identified. Officers recommend that the scope of the Barns Project be revisited to try bring the project back in line with the available budget. The HWS Stage 1 cost plan and design will also be reviewed to identify, if possible, any more cost efficient design solutions for the building.
- 3.12** Officers must procure technical services to undertake this work and undertake next stage of design. The technical services required to undertake this work include an architect, cost consultant, engineer, landscape architect, and any further required site investigations. HWS were procured only up to the Stage 1 and it is envisaged alternative routes will be explored to provide the required technical services going forward. The Council's Major Assets Projects Team will examine options to procure these services and put in place the required technical team.
- 3.13** Officers have reviewed the business plan for the project to identify elements which could be removed without significantly impacting the outcomes which the project would deliver. It is recommended changes to the scope are considered. These include: removal of business pods; reduce the scale of the building and removal of requirement on the building as fully heated and mechanically ventilated.
- 3.14** The overall project programme as presented in the approved PID (Report ref: **PNCA/041/19/MC**) will be impacted as designs are reviewed and alternative procurement routes for consultants are considered. A revised PID is included with this report at **Appendix 1**, and provides an update to scope, and timescale with key milestones. Officers will present an update on the project to the Joint Management Committee later in 2020.

### **Septic Tank**

- 3.15** As advised in the last report to the Joint Management Committee in September 2019 (**PNCA/041/19/MC**) specialist consultants were engaged to investigate the capacity and condition of the Park's septic tank. Report **PNCA/041/19/MC** approved officers to incorporate the septic tank upgrade as part of the Barns project should condition surveys conclude a major upgrade or replacement is deemed necessary. Feedback from ongoing maintenance reports and recent investigations is that the septic tank should be replaced now due to the age and condition.

**3.16** Given issues described in relation to affordability of the Barns Project and potential programme impacts, it is recommended Officers progress this now as a separate stand-alone project.

**3.17** The estimated cost for a replacement septic tank is provided in Table 1. This figure is based on costed proposals with contingency, which would see a new tank provided adjacent to the existing septic tank. It is recommended Officers continue to progress design and procurement work for this replacement, and present a further update to the Joint Management Committee later in 2020 with a confirmed costed option and a timescale for implementation.

PROJECT	RISKS	BENEFITS	COST
<b>Business Development Projects</b>			
Mugdock Barns  Stage 2 - Detailed design stage up to procurement Stage 3 - Letting contract and construction & agents and consultants costs	Risk of costs increasing to meet statutory requirements	Rental potential for hire and events	£410,000
Yard Improvements	Deterioration of area, H&S risks and non-utilisation of full area/rental	Ability to create rentable space; improved operational space	£40,000
Castle maintenance and improvements	Health and safety risk	Attract more customers to the Castle	£10,000
Signage and interpretation	Risk of not engaging with visitors	Improve Park's environment	£10,000
		<i>Sub Total</i>	<i>£470,000</i>
<b>Asset Improvement Projects</b>			
Craigend Castle security fencing and interpretation	Current security risk due to inadequate fencing will be addressed through improvements	More aesthetically pleasing and more information about the Castle's history	£15,000
ICT superfast broadband	Risk to staff, businesses, customers and future development potential	More attractive to customers and for retention of existing businesses	£35,000
CCTV upgrade	Security risks	Safer premises	£10,000
Septic tank replacement	Risk of park closure if septic tank is not working	New tank will enable the development of future facilities	£190,000
Path network upgrade	Deteriorating paths for visitors	Carried out by conservation volunteers	£20,000

Car park improvements	Potholes and damage to vehicles	Better experience for visitors	£30,000
Walled Garden bandstand and paths repairs and re-surfacing	Health and safety risk	Bandstand fully open to public	£60,000
		<i>Sub Total</i>	<u>£360,000</u>
		<b>Total</b>	<b>£830,000</b>

Table 1

### Early Years Outdoor Nursery

- 3.18** East Dunbartonshire Council’s Early Years team have been working with the officers at the Park to investigate an opportunity for a dedicated indoor space at Mugdock Park to support outdoor early years education.
- 3.19** The Park currently has a range of education related activities, for example through visiting schools, Ranger education programmes and activity run by the East Dunbartonshire Outdoor Education Officer. Initial feasibility work to look at options for the Barns Project presented previously to the Joint Management Committee also considered space for a base for outdoors early years education.
- 3.20** This proposal would support the creation of an outdoor early years facility at the Park. The east side of upper floor of the Court Yard building (encompassing the King Fisher and Osprey Rooms) would be utilised and rented to East Dunbartonshire Council’s Early Years team for £36,000 per annum. This half of the upper floor would be used purely for this purpose, and other lets will be accommodated elsewhere in the Park.
- 3.21** The East Dunbartonshire Council’s Early Years team have prepared draft plans guided by Care Inspectorate requirements showing the required changes to this section of the upper floor of the Court Yard building (**Appendix 2**). This work has included liaison with the Care Inspectorate. The East Dunbartonshire Council’s Early Years team are also currently liaising with relevant services in Stirling Council to obtain any necessary statutory consents (for example Building Warrant).
- 3.22** Should this be implemented the impacts on the Park would be positive, and include an annual rental sum, and create additional activity at the Park. The works required to this part of the Court Yard building will be funded via the Council’s Education Service, not from the capital allocations from respective Council’s capital programmes as outlined in section 3.3. The eastern wing of the Courtyard upper floor will house a small kitchen and staff area, with other spaces utilised largely as they are. There will be a security system put in place on the existing door access, to provide controlled access between the east and west side of the upper floor.
- 3.23** The East Dunbartonshire Council Education service has engaged with Stirling Council’s Education service to confirm this can operate at the Park. Under the terms of the Minute of Agreement, the Joint Management Committee must approve any new use at the Park, and a specific permission may also be required under the terms of the ground lease with Stirling Council Officers in Legal Services are currently reviewing requirements under the ground lease.
- 3.24** A service level agreement between East Dunbartonshire Council’s Early Years team and the Park team will be prepared to set out a number of things, including the term of the rental and review periods. It is expected the let will be for at least 3 years, with the view to continue it longer term.

The agreement will also cover how other parts of the Park will be utilised and required service charges. This will include the level of Park Ranger time which could be required each week to cover things such as liaison with Education staff, guidance on locations to use round the Park, assistance with site preparation and Ranger input on conservation, biodiversity and outdoor activities/education. Work to scope out the exact requirements and adequate Ranger and Park resources required to support the facility is ongoing. All of the above will be included within the rent paid to the Park.

**3.25** It is expected that the facility could be operational by late summer 2020. The East Dunbartonshire Council's Early Years team will lead the project, and there are a number of key pieces of work which must be complete in order to implement the project, which include:

- Any required statutory consents are achieved;
- Works undertaken to make necessary alterations to this section of the Courtyard building;
- Care Inspectorate sign off;
- Re-provision of space for Mugdock Cycles who currently rent the Kingfisher room in the upper floor of the Courtyard for use as a bike workshop (in addition to its ground floor shop premises). It is expected space will be provided in the Yard area in which the business can locate a portacabin structure, and be charged a ground rent (Mugdock Park team); and
- Completion of any legal agreement to permit this type of activity to take place in the park, should the ground lease with Stirling Council require this. It is likely this could be undertaken via an exchange of letters between respective Council Legal Services (Mugdock Park team and Legal Services).

**3.26** It is recommend the Joint Management Committee approve Officers to continue to develop proposals outlined above and undertake the necessary alterations to the Courtyard building. Updates on the progress of the project will be presented to the next Joint Management Committee.

### **Yard improvements**

**3.27** Park officers have as part of the ongoing review of the Park estate identified the need for improvements to be made to the operational yard area. The yard currently serves as a location for storage, plant and materials. Businesses within the Park also currently utilise parts of the yard. There is also a large shed structure.

**3.28** The space over time has become cluttered and is in need of re-organisation. Changes to the yard would see a better organised and safer space to operate from, improvements to access and surfacing, and identified rentable areas for park businesses. This work will also identify any required essential maintenance to the existing shed structure.

**3.29** To assist officers in their recommendations to the Joint Management Committee, architects and engineers were engaged to review the area and to provide space planning services and a condition survey for the shed structure. It is expected works to re-surface the area can be undertaken over the next two months, working within the proposed overall budget for investment in this part of the Park. Officers will present to a future meeting of the Joint Management Committee the progress of these works and costed options for any other works required to the Yard, including any required works to the shed structure. As outlined earlier in the report there will be the need to support the re-provision of space for Mugdock Cycles as part of the Early Years project, and this will be undertaken as part of Park operational activity.

## **Partnership Projects**

**3.30** A number of other projects are in development led by other organisations with support the Park officers. These projects are funded by the organisations listed and include:

- Eric Tomney Memorial Observatory: working with the Astronomical Society of Glasgow the Observatory will hold joint events with the Park which will be open to the public. This will bring in a small ground rent.
- Mugdock Castle Virtual Reality project: Working with Mugdock Trust and the City of Glasgow College a student project will provide a new visitor experience at Mugdock Castle. Increased Castle visitor numbers will increase the amount brought in through entrance fees.

## **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** - Any required permissions between East Dunbartonshire Council and Stirling Council must be achieved as part of the delivery of the Early Years project.

**4.4 Financial Implications** - no immediate implications

**4.5 Procurement** - Procurement of as necessary services to develop and progress projects.

**4.6 ICT** - Continued support required to deliver projects related to connectivity at the Park.

**4.7 Corporate Assets** - Ongoing review of aspects of the Parks built estate and support to deliver specific projects via the Major Assets Projects Team (the Barns and Septic Tanks projects).

**4.8 Equalities** - no immediate equalities implications.

**4.9 Other** – n/a.

## **5.0 MANAGEMENT OF RISK**

**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 new emerging 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** - Capital projects developed within the Park will improve facilities for older adults and will ensure vulnerable people and carers needs are met.
- 6.7 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** - The Barns Project revised Project Initiation Document
- 8.2 Appendix 2** – Early Year Education Plans (Court Yard Upper Floor)





## PROJECT INITIATION DOCUMENT (PID)

## PROJECT DETAIL

<b>Project Title</b>	Mugdock Barns Project
<b>Project Code</b>	
<b>Nominated Officer</b>	Pamela Grieve (Mugdock Park Team EDC)
<b>Project Manager</b>	Aidan Maguire (Major Assets Project Team EDC )
<b>Senior Users</b>	David Gear (EDC), Evonne Bauer (EDC)
<b>Document Version</b>	V0.02
<b>Creation Date</b>	V0.01 Approved August 2019 [REVISED FEB. 2020 – V0.02]

## Purpose of PID

The purpose of this Project Initiation Document is to:

- Set the outline method to deliver the project;
- Set the scope and approach of the project
- Establish roles and responsibilities of those individuals and teams tasked with delivering the project;
- Establish high-level Critical Success Factors; and
- Notify Mugdock's Joint Management Committee and East Dunbartonshire Council's PNCA of key reporting stages throughout the project's life cycle.

## 1.0 Background

**Project Overall Aim & Business Case**

As part of the approved Mugdock Country Park Strategy (2015-2021) and accompanying Business Plan (2018-2021), a need has been identified for lettable additional structures and a covered space at Mugdock Country Park.

The aim of this project is to assist the Park in its delivery of the Park strategy, develop the Park product, Park marketability, increase visitor numbers and revenue. This aim would be achieved through the creation of a flexible multi use structure which includes event space, general flexible lettable space, and small business pods.

In order to determine the most appropriate model and site for the proposed 'Mugdock Barns' project, a feasibility exercise was undertaken to provide an a range of options to the Mugdock Joint Management Committee, including further analysis of potential demand and return on investment. The preferred option was agreed at Joint Management Committee in March 2019 (**Report Ref: PNCA/022/19/MC**). This stage is considered as the outline Business Case.

## PROJECT INITIATION DOCUMENT (PID)

### Summary Project Programme

The table below outlines the predicted key Gateway milestones for the project process, which will inform reporting to respective Project Boards and Committees:

Stage	Completion date
<i>Strategic Business Case – identified in Park Strategy review and Business Plan</i>	<i>Completed June 2018</i>
<i>Feasibility Study (outline business case)</i>	<i>Completed March 2019</i>
Stage 1 Report (hWS definition) – Outline Designs and Costs (inc Finalised Project Programme and Final Business Case)	December 2019 - COMPLETE
Review of scope, and HWS Stage 1 designs and costs.  Procurement of technical team for review work and next stage of design  Detailed costed designs and proposed construction contractor procurement route  <b><u>Determine if project is affordable and can continue to the next stage</u></b>	December 2020
Statutory consents and contractor procurement)	June 2021
Final price presented to Joint Management Committee	Sept 2021
Financial / contract close and construction	Dec 2021
Construction completion and End Project Report	Jan 2022
12 month Defects Period	Jan 2023 ( <i>previously Sept 2022 in V.01 of PID</i> )
<i>*Previously reported and approved at Mugdock Park Joint Management Committee</i>	

## 2.0 Delivery Method

The project will be led by EDC's Major Asset Projects Team (MAP Team) with overall responsibility for ensuring the project delivers against the scope and critical success factors. The lead project client will be Mugdock Country Park, with input required for respective services within East Dunbartonshire Council and Stirling Council. A Project Team will be formed of key client representatives, along with representatives from other relevant Council departments, to:

- Ensure that the key requirements of their services, strategies and policies are accurately reflected in the design brief for the project;
- Representatives communicate key developments about projects within their departments;
- Representatives coordinate decision-making processes for the project within their departments; and
- Representatives attending relevant project meetings and contributing to the design and consultation processes

The project team will report to Mugdock's Joint Management Committee, with responsibility for ensuring the project is delivered on-time and on-budget; for reviewing project progress at key gateway points in the project programme; and for providing approval for any variations to project scope which result in a change to the approved budget and/or programme.

## PROJECT INITIATION DOCUMENT (PID)

Options appraisal work is being undertaken to ascertain the most suitable route to develop the project into detail design and construction. At this stage, Hub West Scotland (HWS) is considered the preferred procurement / delivery route for the project. Confirmation for the use of this delivery model will be outlined within the Stage 1 report.

### Project Scope

In scope:

- Accurate Schedule of Accommodation and client requirements for the Barns Building and grounds within the site boundary;
- Furnished facility with flexible lettable floorspace for min 100 person capacity event;
- Landscaping immediately around the building and access routes ( within the site boundary);
- Required access arrangements to the building from adjoining road and path next works, including necessary parking and access arrangements required under relevant policy/legislation;
- Serviced facility with AV, and security provision required to support multi use purpose and support a rationale management plan for the building;
- The project should facilitate and coordinate the scope, management and supply of specific Information Communication Technology (ICT) fixtures and movable ICT fittings. This will be facilitated by the relevant EDC teams, with support from EDC MAP Team and Principal Contractor in consultation with Mugdock Country Park.

Out of scope:

- Wider ICT connectivity to the Park to provide for example high speed wifi connectivity;
- Improvements to landscaping, assets, roads or path infrastructure at the Park outwith the project site;
- Improvements to infrastructure such as the Park's Septic Tank.\*
- Adjoining business pods
- Heated structure

\*Given the age of the Park's septic tank, Officers have engaged specialist consultants to investigate its capacity and condition, from which options will be provided. Work to-date shows the tank has capacity for the Barns project, but its condition generally is of ongoing concern. Should there be a requirement to significantly upgrade or replace the tank, there could be an option for this work to form part of the Barns project in order to utilise design and principle contractor services. This would constitute a change to the scope of the Barns project and would be require to be agreed through governance and reporting mechanisms as outlined in the project PID.

### 3.0 BUDGET & FUNDING

The project budget has been set using the feasibility cost of £440k. It is expected this figure will be the overall budget, from within the feasibility stage design option must be developed to an outline design. The initial budget cost will be required to be further tested through the various stages of design and as project risks are mitigated.

It is expected the project will be funded through available committed finance from the East Dunbartonshire Council's and Stirling Capital Programme. A full budget and funding update will be provided as part of Stage 1 reporting.



## PROJECT INITIATION DOCUMENT (PID)

### 4.0 CRITICAL SUCCESS FACTORS

FACTOR	DESCRIPTION
<b>Budget</b>	Project should be delivered within agreed total budget cost cap.
<b>Timescale</b>	Complete by early 2023 .
<b>Client need</b>	Building providing space (s), with a degree of flexibility and be able to accommodate a range of uses.
<b>Stakeholder Engagement</b>	Stakeholders engaged during process, design informed and adjusted to meet requirements of key user groups. Stakeholders will range from respective Council services, statutory bodies, Park users, Businesses, and user market. Information Sharing, Consultation and engagement activity will be clearly defined and shall be guided using the EDC's Communications and Engagement Strategy. Consultation will also be required to promote the product to potential markets prior to site completion and opening.

### 5.0 PROJECT PLAN & KEY STAGE OVERVIEW

The table below outlines the project plan and key stage overview:

Stage 0	<ul style="list-style-type: none"> <li>• <i>Strategic and Outline Business Cases</i></li> <li>• <i>Estimated project costs</i></li> <li>• <i>Options Feasibility work inc. site selection</i></li> <li>• <i>Early consultation</i></li> </ul> <p>COMPLETE</p>
Stage 1	<ul style="list-style-type: none"> <li>• <i>Project Initiation Document</i></li> <li>• <i>Final Business Case</i></li> <li>• <i>Costed Risk Register</i></li> <li>• <i>Outline Designs and Costs Plans (85% market tested) including: Building exterior treatments, Landscaping and Access, Drainage, M&amp;E and Security strategies; FF&amp;E and ICT schedule</i></li> <li>• <i>Authority Construction Requirements COMPLETE</i></li> <li>• Confirmed Project Programme</li> <li>• Updated Communications/ Consultation Plan</li> <li>• Delivery Route confirmed</li> <li>• Project finance considered based on price</li> </ul>
Stage 2	<ul style="list-style-type: none"> <li>• Statutory consents</li> <li>• Full market tested package of Detailed Designs and Cost plan (100% market tested)</li> <li>• Proposed final price and draft delivery contract</li> <li>• Updated Risk Register</li> <li>• Delivery agreement</li> <li>• Any required land agreement/permissions</li> <li>• Project finance considered based on price</li> </ul>
Stage 3	<ul style="list-style-type: none"> <li>• Financial Close – Contract completed to develop facility at fixed price and timeframe</li> <li>• Construction Enabling works</li> <li>• Full Construction</li> </ul>
Stage 4	<ul style="list-style-type: none"> <li>• Handover of building upon successful practical completion</li> <li>• 12 month contractor defect liability period, building and landscape maintenance</li> <li>• User satisfaction survey</li> <li>• Lessons Learnt sessions (Post Project Review)</li> </ul>

## PROJECT INITIATION DOCUMENT (PID)

	<ul style="list-style-type: none"> <li>• Post Occupancy Evaluation</li> <li>• End Project Report</li> </ul>
--	---

### 6.0 KEY RISKS & DEPENDENCIES

A risk assessment was included within the feasibility work undertaken and reported in March 2019 to the Mugdock Joint Management Committee. A full risk register will be prepared as part of project stage1, and will remain a live document and be reviewed and managed by delivery partner and EDC MAP through the lifetime of the project. Heightening of identified risks or introduction of new risks will be raised to the Joint Management Committee. Some initial key outline risks identified with proposed mitigation are outlined below:

- Statutory Approvals – HWS project team are in dialogue with relevant statutory services in relation to the development of the design.
- Utilities – A risk currently exists in relation to service connections, in particular for water. This is being investigated by the HWS project team, and an update will be provided as part of the HWS Stage 1 report.
- Budget – the design development process will take cognisance of the range of specifications informed by the function of such a building, statutory processes and any related site issues. These can impact the overall project budget. A costed risk register is being developed by HWS and a total project cost will be provided which considers risks and the outline design.
- Contractor procurement – in a buoyant construction market a risk will exist in relation to being able to obtain a suitable contractor. An options appraisal to determine the most suitable route to move the project forward from detailed design and contractor procurement is being undertaken by Officers. The outcome of which will be presented along with the outcome of the HWS Stage 1 Report at future Joint Management Committee.
- Scope creep – Authority Construction Requirements are being prepared as part of outline design stage in order to fix requirements.

### 7.0 PROJECT REPORTING AND CONTROL POINTS

#### Quality Management

Quality management will be assessed throughout each stage of the development process, and will be undertaken in the following ways:

1. Initial Architect tender review and project support to enhance quality of early design and project briefing
2. Compliant designs and proposals to meet with relevant local and national policy, and regulation standards that for example: Building Control, Planning, Sports Scotland, Care Inspectorate, Roads, Travel and Transport & Flooding and Drainage
3. Buildability/cost input through early contractor engagement
4. Use of Authority Construction Requirements or Employers Requirements to set performance requirements and standards
5. Design reviews and checks at each RIBA design stage as well as end Stage report technical review by development partner project team, and internal technical team (including client representatives)
6. Key Stage Reviews undertaken by relevant development partner.
7. Clerk of Works/NEC3 Site Supervisor service to be provided (details of which to be confirmed).

## PROJECT INITIATION DOCUMENT (PID)

### Tolerances & Change (exception process)

Where a project tolerance is expected to be breached, an 'Exception Report' will be prepared by the Project Manager and escalated to the Board for review and sign off. Project tolerances will be any event or issue which has the following impact:

- Increase in Total Budget
- Increase in Stage or overall project timescales
- Deviation from the project scope and brief as identified in the PID and Feasibility Report (Appendix 2)
- Change to operation or function of end product (i.e. the building) with an impact on client's service provision
- Changes to compliance established through statutory consents; or
- Approval for special communications or consultation work related to any of the above

An Exception Report will be triggered where a project is reasonably anticipated to breach a single / combination of project tolerances. Where a change occurs a decision will be made by the appropriate Programme Board as to the requirement to escalate the matter to relevant Council Committee for approval to proceed.

Changes requested by any representative on the project team or advisors will be recorded and the price/programme/function impact will be assessed. Change Requests will be presented to project board for agreement.

### Governance

Reports will be submitted to Mugdock's Joint Management Committee and East Dunbartonshire Council's Place Neighbourhood and Corporate Assets Committee, towards the end of each project stage. This will be done to outline key work undertaken in that stage, ensuring all work correlates with the terms of the PID and other information setting the project brief.

In each report any risks which have heightened, issues, or changes which impact the key deliverables, scope, programme or budget will be raised together with options for consideration.

## 8.0 PROJECT ORGANISATION

### Project Board

<b>Project Executive</b>	Thomas Glen (EDC)
<b>Senior Users</b>	Evonne Bauer (EDC) / David Gear (EDC)
<b>Senior Supplier</b>	TBC through Procurement Options Appraisal at Stage 1
<b>Project Lead</b>	Pamela Grieve (Mugdock)

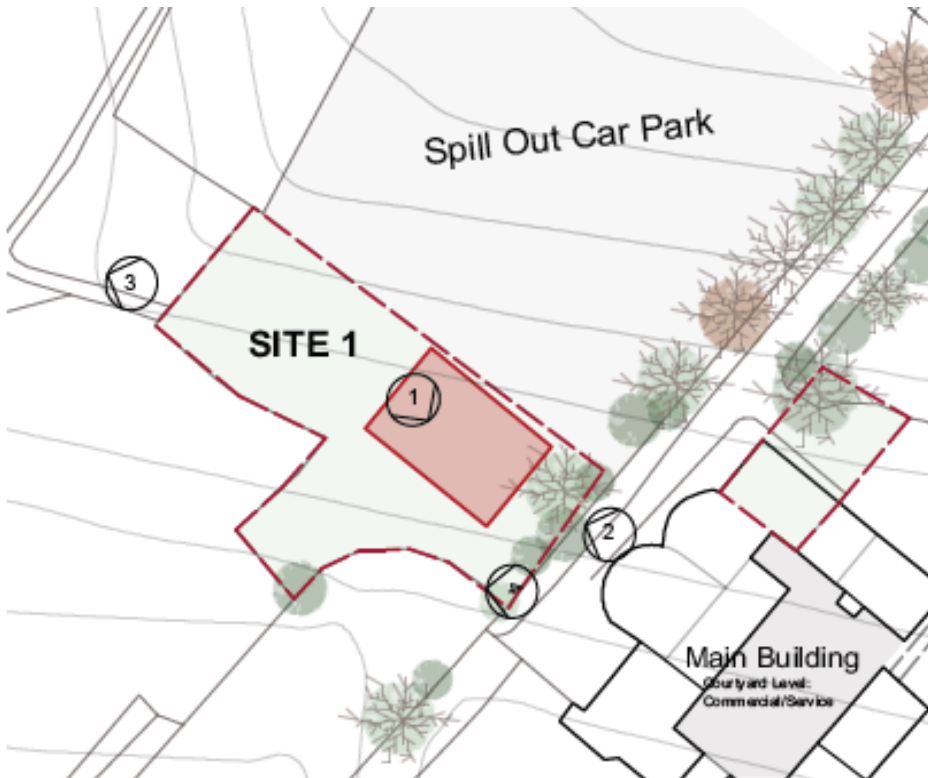
### Project Team

<b>Project Manager (EDC)</b>	Aidan Maguire (Major Assets Projects)
<b>Project Client Rep(s)</b>	Mugdock Country Park –Mary Coulshed & Pamela Grieve.
<b>Project Design Team / Technical</b>	Hub West Scotland, Collective Architects, Allan and Hanel, David Narro Associates, Henderson Warnock (to Stage 1 currently)

**PROJECT INITIATION DOCUMENT (PID)**

**7.0 OTHER RELEVANT DOCUMENTS / INFORMATION**

<b>Project Governance</b>	N/A
<b>Site location plan</b>	Information provided in Options report to Mugodck Joint Management Committee in March 2019. Extract of preferred site is provided below (SITE 1).
<b>Communications and Consultation</b>	Information provided in Options report to Mugodock Joint Management Committee in March 2019. Further communications and consultation work will be outlined as part of Stage 1 reporting.



**8.0 SIGN OFF**

The Project Initiation Document has been prepared and will be presented to the Mugdock Joint Management Committee for approval

**END.**











## MUGDOCK PARK JOINT MANAGEMENT COMMITTEE

### AGENDA & ALL PAPERS

COUNCILLOR GIBBONS (CHAIR)	1	
COUNCILLOR FERRETTI	1	
COUNCILLOR THORNTON	1	
COUNCILLOR O'NEIL	1	
COUNCILLOR MOODY	1	
COUNCILLOR FISCHER	1	
		<b>6</b>

### STIRLING COUNCIL

COUNCILLOR LAMBIE ( <i>Stirling Council, Members' Services, Old Viewforth, Stirling, FK8 2ET</i> )	1	
COUNCILLOR BERRILL( <i>Stirling Council, Members' Services, Old Viewforth, Stirling, FK8 2ET</i> )	1	
COLIN MACKAY ( <i>Stirling Council, Land Services, Endrick House, Kerse Rd, Stirling, FK7 7SG</i> )	1	
DAVID CRIGHTON ( <i>Stirling Council, Land Services, Endrick House, Kerse Rd, Stirling, FK7 7SG</i> )	1	
		<b>4</b>

### EAST DUNBARTONSHIRE COUNCIL OFFICIALS

T. Glen, Depute Chief Executive - Place, Neighbourhood & Corporate Assets	1	
E. Bauer, Executive Officer – Place & Community Planning, Marina HQ	1	
D. Gear, Place and Business Development Manager, Broomhill Depot	1	
M. Coulshed, Team Leader, Mugdock Country Park	1	
P. Grieve, Development Officer, Mugdock Country Park	1	
G. Morrison, Principal Accountant - Broomhill Depot	1	
Committee Services Officer	1	
		<b>7</b>

J. Robertson, Chief Finance Officer, Marina HQ	E	
G. McConnachie, Audit & Risk Manager, Broomhill Depot	E	
P. Lindsay, External Audit, Broomhill Depot	E	
K. McFall, External Audit, Broomhill Depot	E	

J. Hutchison, Strathblanefield Community Council	E	
I. McAllister, Milngavie Community Council	E	
I.R. Boardley/W. Blakey, Mugdock Trust	E	

### AGENDA & NON PRIVATE PAPERS

Milngavie & Bearsden Herald	E	
Newsdesk at The Herald, Glasgow	E	
Stirling Observer	E	
Scotsman	E	

Total	=	<u>17</u>
-------	---	-----------