



# Friends of Glasgow Parks GUIDE AND INFORMATION PACK





This guide is a toolkit for people who want to start and develop a community group or 'Friends' group aimed at improving parks and open spaces including cemeteries and woodlands.

'Friends' groups can operate at a low level maybe meeting or issuing a newsletter annually. Alternatively they can be much more active, lobbying support to develop the park, raising funds for physical improvements or organising local events and activities. It is entirely up to the group what level of activity they undertake.



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# 1. INTRODUCTION

**This publication is a toolkit for helping people who want to start and develop a 'Friends' group aimed at improving local parks and green spaces including rivers, cemeteries and woodlands. It will help to show the benefits and mutual support that can be achieved by working in partnership with Glasgow City Council.**

To ensure that the Parks and Open Space Service was taking account of the views of citizens, stakeholders and interest groups a Strategic Best Value Review was completed in 2006. The review contained 8 major recommendations one of which is to;

- *Develop and enhance the range of facilities and amenities within parks through partnership working and other approaches.*

Each of the recommendations carried a number of key actions to facilitate the delivery of the recommendation which in relation to 'Friends' groups is as follows;

- *Pursue partnership with voluntary organisations such as 'Friends' groups to actively participate in improving parks.*

Glasgow City Council Land and Environmental Services welcomes the development of new 'Friends' of Parks groups across the city and can provide a range of support to anyone wanting to establish a group.

'Friends' groups offer the opportunity to work with the local community, to improve the quality of parks and ensure that the service is working to meet the needs of park users.

It is important to remember that the activities of the 'Friends' groups are dependant on the level of commitment that can be undertaken by its members.

'Friends' groups can operate at a low level maybe meeting or issuing a newsletter annually. Alternatively they can be much more active lobbying support to develop the park, raising funds for physical improvements or organising local events and activities. It is entirely up to the group what level of activity they undertake.

Being a member or office bearer should not be seen as an onerous task but as an opportunity to work with like-minded people for a common aim.

## **Key reasons for establishing a 'Friends' group;**

- 'Friends' groups give local people interested in their park a representative organisation
- 'Friends' groups could work in partnership with the local authority and other local organisations to represent local views and improve and develop the park
- Local authorities are unable themselves to do and fund everything that is needed in most parks
- 'Friends' groups may be able to establish themselves as charitable organisations and can raise funds that are not accessible to local authorities for projects.

## **Benefits of forming a 'Friends' group**

Glasgow's park's and open spaces provides opportunities for recreation and enjoyment, benefiting health, relaxation, play, peace and tranquillity for generations of Glaswegians. It is vital that these opportunities are still available for all and it is important that the 'Friends' groups play a value role in the upkeep and enjoyment of our parks and open spaces.

'Friends' groups need local people to use parks wisely and often, they consist of local people who will volunteer their time to improve the city's green-spaces. Anyone can join and volunteer as much or as little of their time as they wish.

Glasgow has a number of 'Friends' groups who are an enthusiastic group of people that as act as important link between the City Council, the managers of the parks and various different groups of park users.

The groups value and appreciate the city's recreational green spaces and have been able to suggest improvements and encourage the restoration of these parks and spaces by raising funding for physical improvements, seeing joint projects through to completion, and giving opinions on proposed plans for the park.

'Friends' groups can make a difference, there are shining examples of how to reverse the decline and bring back quality, beauty, and shared stewardship to our parks and open spaces. By forming a group, you can help sort out what needs to be done, identify needs and priorities for local people of all ages and backgrounds, understand the challenges and the opportunities and form a practical partnership with the local Council.

The enthusiasm, commitment and local knowledge within a community is invaluable. A 'Friends' group is never a complaining body, rather a group that identifies local park and open spaces issues and works with the Council to address the issue and achieve a successful outcome.

## 2. ESTABLISHING 'FRIENDS' GROUPS

### 2.1 Identify interested parties

This can be anyone within the community, individuals and members of community groups or local organisations who have a common interest, to improve their local park or green space.

### 2.2 Try to represent all communities surrounding the park

This will ensure that the group is acting on behalf of the wider community and assist in avoiding conflicts at a later date. A diverse group will provide more opportunities, knowledge and experience.

Inform community councils, resident groups and societies, park users such as model boat clubs, bowling clubs and allotment societies. Invite members onto a steering group.

The more widely the 'Friends' group is known the better, as it can support and be supported by organisations with similar aims or interests.

### 2.3 Set up a steering group

Six is a good number to get started. The steering group will guide the formation of the 'Friends' group. Once the group has a constitution members can be elected as office bearers. The steering group members need not be office bearers once the group is constituted. The steering group will develop the initial interest as well as developing the aims and constitution of the group.

### 2.4 The steering group should write to the Director of Land and Environmental Services to register their interest in setting up a 'Friends' group

Anyone within the initial group of interested individuals can write to register the group's interest in becoming a 'Friends' group.

### 2.5 Director will offer assistance of an officer

A letter from Land and Environmental Services will offer the assistance of a parks officer who will assist the group initially if required, offering guidance and support. The support of the parks officer may be useful in assisting the development of the groups aims etc.

### 2.6 Make the local elected members aware of the groups' intent

Elected members can offer the group support and assistance. Their knowledge and experience of working within the community and the council can be valuable in assisting the development of the group. They may also be aware of funding opportunities that may be available.

### 2.7 The group will identify possible venues for regular meetings

Land and Environmental Services cannot cover the cost of hiring rooms. However where there are existing facilities within local council buildings, these may be available for use at no cost.

### 2.8 Establish a constitution and objectives of the group

Refer to Section 4 – Developing a Constitution.

### 2.9 Approval of constitution

The agreed constitution should be sent to the Director of Land and Environmental Services for support which will then be forwarded onto Legal Services for approval.

### 2.10 Advertise intent to have a public meeting

Use flyers posted around the park, local newspapers, schools and libraries. Seek the assistance of parks staff via the parks officer and local managers.

### 2.11 First public meeting to discuss proposed constitution, elect office bearers and invite membership

The meeting should express the aims and reasons for forming the 'Friends' group. Attendees will be invited to become members of the group.

Office bearers can then be elected from members of the 'Friends' group.

Membership costs can be set at any level.

Record all attendees contact details.

## **2.12 Management committee group to establish short, medium and long term vision for the park**

These aims should however, complement the aims of the Council and Land and Environmental Services. They should be achievable and realistic.

Remember “small wins” or successes will encourage support and participation. Short term achievable projects will also allow the group to develop their role, experience and confidence in dealing with issues.

## **2.13 Other forms of ‘Friends’ group**

Below are the main types of groups and organisations involved in relation to the improvement of parks and green spaces.

- Informal not constituted
- Conservation groups
- Tenant and Resident Associations
- Park Watch groups
- Community Planning groups

Our advice however is to use the most popular choice which to operate under the title of ‘Friends’, as in the ‘Friends of Provan Hall’, for example. It is a title that suggests a supportive and protective role and a commitment to bring benefits to the park, which is what most groups want. The best thing about the ‘Friends’ title is that it can include the group in every type of park interest and activity. It is a handy ‘catchall’ title that gives the group a high degree of flexibility. In addition, the title is now well used and understood, quickly letting people know what the group is about.

## **2.14 Naming of ‘Friends’ groups**

Glasgow City Council reserves the right to the use of the names of all parks and open spaces including cemeteries, woodlands and rivers.

The Office of Scottish Charity Regulator is also legally bound to review the names of charities (i.e ‘Friends’ groups who apply for charitable status) that are too alike to direct either one or both charities to change its name.

## 3. FORMING A COMMITTEE

The committee is elected by the members of the group to carry out actions and tasks on their behalf between normal meetings. The committee is responsible for the actions of the group so members cannot act without the committee's authorisation. It is important that members within the committee cannot obtain personal financial benefit through being elected. There are three types of committee member.

- **Elected** – committee members are appointed by and from the membership.
- **Nominated** – by another group, normally when two groups wish to form a working partnership.
- **Co-opted** – brought in from outside the group because of their specific skills and knowledge.

Council officers and/or elected members cannot participate as office bearers of 'Friends' groups, and will only attend group meetings to offer supporting information.

Although the committee can have as many members as the group wants there are three essential positions that every committee must have: chairperson, secretary and treasurer.

Roles and positions within the committee (example)

1. **The chairperson**, helps the group to achieve its aims, sets agendas, conducts meetings and acts as the leader of the group, ensuring its smooth operation. The chairperson should act as a good facilitator, ensuring positive discussions and involve all members of the group.
2. **The vice chairperson**, will assist with positions within the committee and provide cover when the secretary and chairperson cannot be available.
3. **The secretary** ensures all members of the group are kept fully informed and that they feel involved and included. The secretary prepares the group's paperwork and agendas for group meetings, takes minutes of meetings, books meeting rooms and supports the chairperson.
4. **The treasurer** looks after the groups financial activities, ensuring accounts and records are up to date and accurate. The treasurer is responsible for arranging to open the group's bank account and paying in money, paying invoices and managing cheques and expense payments and for arranging for making financial reports to the committee.
5. **Other positions, events officer**, manages event budget effectively, arranges to hire acts, seek permission and booking of venue. Coordinates event set up, technical specification, site plans and health and safety requirements.
6. **Marketing and press officer** communicates the aims and objectives of the group to the wider community, including the local press, radio and other media bodies etc. Arranges a variety of PR on behalf of the group to promote group's most recent achievements in projects, funding, newsletters and activities.
7. **Web master** designs the group's website, creates webpage, inserts information content and images. Modifies the site by updating new content and links web address to other programs onto other web-directories.

## 4. DEVELOPING A CONSTITUTION

A constitution is a set of rules that defines how the group is run, what they do and how they work and becomes necessary as soon as your group starts to deal with money issues such as funding, working with other groups etc. The writing of a constitution gives you the chance to decide what things are important to your group. Appendix 1 & 2 are example constitutions from two established 'Friends' groups in Glasgow and can be adapted to suit your own constitutional needs, however, it is not recommended to direct copy them.

Constitutions are necessary for the following reasons;

- To ensure the groups aims and objectives are clear and agreed by its members.
- To provide a mechanism for making decisions and resolving disputes.
- To gain credibility with other organisations and bodies.
- To ensure accountability.
- To clarify liability and lines of responsibility.
- To enable the group to qualify for various grants where the awarding body insists on a group constitution.
- To enable the group to join other bodies that can help and support them.

A constitution is also vital if the group wants to apply for charitable status.

A constitution should include the following;

- 1. Group name** – To reflect where the group work
- 2. Geographical area** – The physical boundary area
- 3. Aims and objectives** - The short term and long term aims of the group
- 4. Powers** –These can include:
  - Setting up a bank account
  - Holding meetings
  - Applying for grant aid
  - Setting practical tasks
  - Applying for charitable status
- 5. Membership** – Who can join and the different types of membership and membership fees.
- 6. Management committee** – Roles of the committee, posts available and how members can be elected.

**7. Equal opportunities** – The organisation should make a commitment to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people of different groups.

**8. Meetings** – The group to agree and set general meetings, annual and extraordinary meetings.

**9. Annual general meeting** – An annual general meeting (AGM) must be held every year, with the first taking place within 15 months of the group forming. A minimum of 21 days notice should be given to all group members. The AGM provides an opportunity for the committee to report the year's activities to members and for members to ask questions and discuss the achievements of the committee.

The AGM is usually the opportunity for members to elect new committee members. The group's annual accounts should be presented to the membership at every AGM and the financial auditors appointed for next year.

**10. Finances** – Group members, (normally two) the treasurer and the chairperson who have responsibility to sign cheques on behalf of the group when operating their bank account.

**11. Ending the group** – When the group dissolve and what happens to any funding within the groups existing account.

For your assistance there is an example of a constitution Appendix 1 at the back of the document.



## 5. REGISTERING FOR CHARITABLE STATUS

As well as the vital support your local authority can provide you as a group, there are numerous organisations that will be able to offer help and advice when you are developing and maturing. Once your group is formally constituted you may wish to consider becoming a registered charity.

### Benefits of charitable status

The principal benefits of charitable status are tax-related. Special advantageous reliefs and schemes concerning income tax, corporation tax, council tax/rates and others are available to recognised charities. Charities do pay VAT although there are exemptions available for various activities.

In addition, charitable status is beneficial to fundraising. Many grant-giving trusts and foundations can only give funding to recognised charities. 'Charity' is a very emotive word and can be very persuasive in encouraging the general public to donate in a variety of ways.

### What is a charity?

'Charity' has a new legal meaning in Scotland. An organisation can only refer to itself as a charity if it is entered in the Scottish Charity Register.

### How can your organisation get on to the Scottish Charity Register?

If you want your organisation to be entered on to the Register and become a charity, you will need to apply to the Office of the Scottish Charity Regulator.

You can get hold of an application form and charity trustee declaration form from website [www.oscr.org.uk](http://www.oscr.org.uk), by writing or by phone at the given contact details below.

### Where can I find out more?

There are a number of ways that you can find out more about charities and the charity sector in Scotland.

- A charity must provide a copy of its accounts and constitution on request, but may charge for this information to cover photocopying and postage.
- The Scottish Charity Register, published on OSCR's website, contains useful information on all active charities in Scotland.
- OSCR's website, [www.oscr.org.uk](http://www.oscr.org.uk) provides information on compliance, new guidance, and current news.

In addition, OSCR's website provides a 'checklist' on how to identify whether an organisation is a charity when you are asked to contribute.

### How to contact OSCR?

View further information, including the Scottish Charity Register, on OSCR's website: [www.oscr.org.uk](http://www.oscr.org.uk)

You can contact OSCR as follows:

Office of the Scottish Charity Regulator  
2nd Floor  
Quadrant House  
9 Riverside Drive  
Dundee  
DD1 4NY

Tel: 01382 220446  
Fax: 01382 220314  
Email: [info@oscr.org.uk](mailto:info@oscr.org.uk)

## 6. 'FRIENDS' GROUP CASE STUDY

### Friends of Tollcross Park

#### Why the group was set up?

The Friends of Tollcross Park was established 1996 so that local people could influence and contribute to the future development of the park and have since been working closely with Glasgow City Council, the local community and partnership agencies, to protect, conserve the park's history and heritage and assist the Council in developing the future vision for the park. The group's aims are to promote a greater awareness of the historic parkland by organising and supporting events, applying for project funding, carrying out and supporting park surveys and have established links with the local housing, community groups, colleges, schools and local businesses. The group have succeeded in generally raising the profile and understanding of the site, and securing its future.

The Friends of Tollcross Park are currently made up of local community people with a wide range of backgrounds and interests and are keen to explore the potential for new activities to revitalise the area. Over the coming years, these activities will be delivered to ensure Tollcross Park continues to be the inspirational park that meets the needs of the local people and their vision for the park, safeguarding its potential.

#### What has the group achieved?

In 1998 Glasgow City Council with the assistance of the Friends of Tollcross Park was successful in gaining substantial Heritage Lottery and Historic Scotland funding to regenerate specific elements of Tollcross Park. The three principal elements of the park regeneration project were:

(1) The restoration of the Winter Gardens building. This Victorian 'A' listed timber and steel structure glasshouse has been fully restored from a derelict and dangerous shell of a building to a fully functioning winter garden with impressive plant displays in the two main wings of the building. A new modern north wing has been added to the structure and this provides kitchen and dining areas, toilets, staff accommodation, plant rooms and adjacent car parking. The building is now a symbol of the parks renaissance rather than a feature of its decay. The Winter Gardens is also available for hire as a venue for functions and events.

(2) The development of the courtyard buildings into a visitor centre for the park. These buildings were previously in use as an operational depot for park maintenance workers.

This caused numerous problems due to the many vehicles constantly entering and leaving the park through the Wellshot Road gateway as well as the unsuitability of the buildings for staff accommodation and the need for porta-cabins in the already overcrowded yard. The adjacent Pets Corner tucked away behind the depot and was also in need of upgrading of the facilities for the public and the animals. The removal of the operational depot to the new premises in Greenfield Park has enabled the Courtyard to be transformed to provide new visitor facilities. These include the Environment Centre, a study room for groups and schools, public toilets, direct access to the former Pets Corner and improved animal enclosures, stables and indoor accommodation. Dedicated staff are now based in the Courtyard including Countryside Rangers who provide a regular programme of environmental activities principally for children which make use of the whole park.

(3) The regeneration of the parkland including the restoration of many the original park design elements. The parkland had seen little investment in the planting, trees, carriageways, paths or structures, apart from the introduction of the International Rose Trials in the mid 1980's. Many of the historic parkland features had deteriorated over a number of years leaving many of the paths, bridges, garden areas etc. in need of significant restoration. The Historic Landscape Survey provided a detailed set of proposals to undertake the necessary restoration work. The appearance of the park has now been transformed with widespread resurfacing of paths, repairs to bridges and fencing, the creation of new garden areas, a new bandstand structure and lighting along the main carriageways. There has also been selective felling and replanting of trees throughout the park to enhance existing avenues and restore important tree belts.

#### Additional achievements:

- The 'Friends' group have re-engaged the local youths within the community to actively make use of Tollcross Park.
- Developed their own website in partnership with John Wheatley College which has been crucial in promoting the group and getting news to the general public.
- Established links with local schools and community groups to facilitate better use of Tollcross Park.
- Established a programme of meetings with external partnerships agencies and stakeholders.
- Submitted a series of funding applications attracting new investment for projects relating to Tollcross Park.
- Developed partnerships with environmental and special



interest groups, assessing the viability of joint venture developments.

- The 'Friends' group have developed a working partnership with Strathclyde Police providing assistance in fostering co-operation and participation between agencies/services and local communities in the development of partnerships to impact on community safety issues within Tollcross Park that have an interest in making the park a safer community facility.

### **What have been your main challenges so far?**

#### **FRIENDS OF TOLLCROSS – TERRACED WETLAND LAGOON PROJECT**

In 2007 the Friends of Tollcross Park submitted a bid for National Lottery funding through the People's Millions to provide investment for the creation of a terraced wetland lagoon creating the missing link to the existing Nature Trail located throughout the Glen. This project comprises of sensitively constructing a lagoon pond adjacent to the Tollcross burn on the existing site of the former pond and weir. An original feature of the park during the early 1900's which was sadly infilled in the early 1950's. The terraced lagoon also consists of important features such as rare and unusual tree species, marginal aquatic vegetation and submerged vegetation creating a more natural environment, providing an attractive setting for wetland habitat and wildlife.

The project supported by Glasgow City Council includes learning opportunities on environmental education, climate change, flood prevention, ecological and nature conservation. It is proposed to interpret the terraced lagoon project, emphasising on the pond's natural habitat which affords the local communities opportunities to learn about various topics within their own environment. School curriculum opportunities are numerous and varied and there is a clear link to the wider community learning agenda. The creation of new spaces and specifically areas for biodiversity/ nature conservation and health activities within the park will encourage a wider cross section of the community to use and enjoy the park.

It is proposed to incorporate an observation viewing platform on the east side of the terraced lagoon where visitors can overlook the lagoon to interpret and study from one of the interpretation boards on display.

The lagoon will also feature as part of conducted educational tours led by Glasgow City Council Countryside Ranger and Park Ranger Services, providing opportunities for visitors,

community, schools and people with disabilities to educate and study. By improving accessibility to places for everyone's enjoyment.

Unfortunately the application was unsuccessful being out voted by the public and therefore receiving no grant funding award. However the group gained valuable TV exposure and are currently in discussion with council officers in a bid to apply for grant funding to take the initial proposed project forward.

### **Additional challenges:**

- Keeping people engaged
- Dedicated members
- Funding applications

The 'Friends' group are also keen to explore future meetings that can accommodate a joint partnership approach to bring together public sector agencies, the private sector and the community and voluntary sectors in the East End to share a co-ordinated and professional approach to future 'Friends' group meetings that will provide potential expertise. The 'Friends' group have established that by holding monthly evening meetings professional bodies are limited in providing support which can impact on funding opportunities.

### **What advice would you give others?**

A big advantage for our group was getting the strong support from the local council officers and the local elected members on board. You need to have some influential supporters which helped form a strong working partnership with your stakeholders, in our case, Glasgow City Council, SEPA, DRS Strategic Drainage and the support of the local schools.

By actively promoting the group throughout the local area, you will help to increase membership numbers and ensure that all sectors of the community know of your existence. This helps to ensure that the group is as representative of the local population as possible. A group that is considered truly representative of the whole community will undoubtedly achieve greater credibility than a group that only really represents a small sector of the local community.

You can also widen support of your community group through meetings, networking with other groups and organisations and through increasing your membership and group's profile. Community groups need to feel empowered if they are to be enthusiastic and effective.

## 7. SHORT TERM ACTIVITY PROGRAMME

It is recommended that a 'Friends' group develop a short term programme of activities in line with their aims and objectives and within their capacity. Some activities may be one off and others may be repeated every year. The sample below is just a guide and a 'Friends' group may revise the list to suit their needs.

A 'Friends' group programme must be put together by all members of the group through discussions and agreements. The programme is a working document and may be subject to revision by all members of the group when the need arises

<b>'Friends' of Park First Year Programme (sample)</b>				
Activity	When	Resources	Who	Comments
Meetings	quarterly	<ul style="list-style-type: none"> <li>Venue</li> <li>Tea and Coffee</li> </ul>	Secretary LES Officer	Dates to be agreed at 1 <sup>st</sup> meeting.
Summer Fun Event	June 200X	<ul style="list-style-type: none"> <li>Central Park</li> <li>£3500 budget</li> </ul>	Events working group Area Committee LES Officer	<ul style="list-style-type: none"> <li>- Fun day for family</li> <li>- 'Friends' to fundraise</li> <li>- Event Programme</li> </ul>
Voluntreers Day	March	<ul style="list-style-type: none"> <li>Litter pickers</li> <li>Tabard</li> <li>Sharp boxes</li> <li>Lunch</li> </ul>	Events working group. Cleasng GCC. LES GCC	<ul style="list-style-type: none"> <li>- Health and Safety training</li> <li>- Events programme</li> </ul>
Tea Dance	September	<ul style="list-style-type: none"> <li>Venue</li> <li>Dancers</li> <li>Tea and Coffee</li> </ul>	Direct and Care Services Help the Aged	<ul style="list-style-type: none"> <li>- Event programme</li> <li>- Reminiscence</li> </ul>
Workshop – Park Management Plan	January	<ul style="list-style-type: none"> <li>Venue</li> <li>Tea and Coffee</li> </ul>	LES Officers	Could be part of general 'Friends' meeting
Promotion	April	<ul style="list-style-type: none"> <li>Flyer</li> <li>T-shirts</li> <li>Banner</li> </ul>	LES Officers Communication working group	Liaise with LES Officer for funding and guidance
GCC – Glasgow City Council, LES – Land and Environmental Services				

Please contact the Events Team on 0141 287 8349 for guidance on organising events in parks.

For more detailed long term programme, please refer to Appendix 3 in this guide.



## 8. TYPES OF FUNDING

Community groups have many opportunities open to them when it comes to finding money for a project. Both government and business recognise that groups mostly operate from within the community and as such can provide a picture of local needs and a focal point for delivery of improvements.

Parks and open space in themselves present many opportunities for generating income for your project or site. Provided below are a selection of channels that may be useful to your fundraising aims.

- Internal fundraising
- External fundraising
- Revenue funding
- Capital funding
- Match funding / contributory funding
- Charitable trusts and foundations
- National Lottery
- Central and local government funding
- European Union funding

(See national funding bodies under section 10)

## 9. QUICK GUIDE TO FUNDING APPLICATION

There is no hard and fast rule to accessing funding 'Friends' projects. However there are some basic steps to be taken when applying for funding. Make sure you follow the few steps below, which will hopefully lead to you and your group obtaining funds to deliver your ideas.

1. If your group is new to funding, then start from small applications (a couple of hundred pounds) to big ones (thousands of pounds or even over a million pounds) design a project related to your park or open space.
2. Before you approach a funder the group should discuss and agree on the following
  - Discuss your proposed project with Land and Environmental Services Parks Development
  - What you want to do
  - Why do you want to do this
  - How are you going to do the project
  - What do you hope to achieve
  - Who can support you
3. Most funding applications will require your group to provide the following:
  - About your group (name, address, contact person, status (registered charity or not), constitution or terms of reference)
  - What do you need the money for? (aim, objectives, outputs and outcomes of the project)
  - How are you going to look after and spend the money (your plans for spending the money)
4. There are a number of organisations that have funded friend's group's projects previously
  - Glasgow City Council (Area Management Committees)
  - Big Lottery Fund 'Awards for All'
  - Community Planning Partnership
  - Landfill tax
  - Local businesses
  - NHS Scotland
  - Environmental trusts

Speak to these organisations in the first instance and find out if they are interested in supporting your project idea before completing an application form.

Officers from Land and Environmental Services will be available if required to assist your group in filling out any applications.

### 4. Project check list

For groups wishing to develop larger projects the following checklist outlines the key stages of projects your group may wish to develop in partnership and with the guidance from the Parks Development Team.

Tick off each stage as they are completed:

- Establish the client team and roles
- Establish a partnership
- Identify, consult and involve people
- Understand the site
- Secure funding
- Appoint the design consultant
- Develop a vision for the site
- Develop the brief
- The sketch scheme proposal
- The detailed proposal
- The tender documents
- Appoint the construction contractor
- Use the construction process as a learning opportunity
- Start work on site
- Final completion
- Celebrate the opening
- Establish management and maintenance
- Evaluate the project
- Keep the momentum going.



## 10. NATIONAL FUNDING BODIES

### National Funding Advice Bodies

These organisations provide advice and information on funding, rather than providing grants and awards themselves, and are a good place to start if you are new to fundraising. Many of them are based online and have some excellent information, guidance and advice available.

Organisation	E-mail	Contact No	Comments
Access Funds	<a href="http://www.access-funds.co.uk">www.access-funds.co.uk</a>		Access funds provides a range of services.
Association of Charitable Foundations	<a href="http://www.acf.org.uk">www.acf.org.uk</a>		Provides guidance
Cash Online	<a href="http://www.cash-online.org.uk">www.cash-online.org.uk</a>	020 8969 0747	Provides general advice covering financial management.
CCInet	<a href="http://www.ccinet.org">www.ccinet.org</a>		Provides link between business and community groups
Charities Aid Foundation (CAF)	<a href="http://www.cafonline.org">www.cafonline.org</a>	01732 520 091	Provides specialist financial services to charities.
Charities Direct	<a href="http://www.charitiesdirect.com">www.charitiesdirect.com</a>	020 7566 8210	Easy to use searchable database.
Charity Facts	<a href="http://www.charityfacts.org">www.charityfacts.org</a>		Information about charities and fundraising
Charities Information Bureau	<a href="http://www.cibfunding.org.uk">www.cibfunding.org.uk</a>	01924 239063	Provides funding advice.
Directory of Social Change (DSC)	<a href="http://www.dsc.org.uk">www.dsc.org.uk</a>	020 7391 4800	Provides support to voluntary and community sectors.
Environment Awards	<a href="http://www.environmentawards.net">www.environmentawards.net</a>	0117 344 4445	Forum allows groups to search extensive online database for sustainable development and environment.
Funder Finder	<a href="http://www.funderfinder.org.uk">www.funderfinder.org.uk</a>	0113 243 3008	Helps groups write funding applications and distributes computer software to help not for profit organisations.
Funders Online	<a href="http://www.fundersonline.org">www.fundersonline.org</a>		Provides a public record and public information service on foundations and corporate funders.
Fundraising on the Net	<a href="http://www.volresource.org.uk">www.volresource.org.uk</a>		Practical resource for people involved in charities, voluntary or community organisations.
Fundraising UK	<a href="http://www.fundraising.co.uk">www.fundraising.co.uk</a>	01206 579 081	A wide range of information for fundraisers.
Government Funding	<a href="http://www.governmentfunding.org.uk">www.governmentfunding.org.uk</a>		Provides extensive information on grants for the voluntary and community sector

Organisation	E-mail	Contact No	Comments
Grants Online	<a href="http://www.grantsonline.org.uk">www.grantsonline.org.uk</a>	01202 813 452	Provides instant access to the latest information on grants
Institute of Fundraising	<a href="http://www.institute-of-fundraising.org.uk">www.institute-of-fundraising.org.uk</a>	020 7627 3436	Offer networking between organisations as well as the dissemination of best practice.
Justgiving	<a href="http://www.justgiving.com">www.justgiving.com</a>	020 7025 1500	Helps hundreds of UK charities raise funds on the Internet.
Lottery Good Causes	<a href="http://www.lotterygoodcauses.org.uk">www.lotterygoodcauses.org.uk</a>	0845 275 0000	Allows you to search for funds under different themes.
Lottery Monitor	<a href="http://www.lottery-monitor.com">www.lottery-monitor.com</a>	0800 2 798 798	UK's only newsletter dedicated to lottery funding issues.
Pro Funding	<a href="http://www.fundinginformation.org">www.fundinginformation.org</a>	0191 232 6942	Provides a list of grants and guidance on application process.



## 11. FURTHER INFORMATION

Glasgow City Council will always welcome people wishing to set up a new 'Friends' group to help care for their local park, open space, river, cemetery or woodland and will offer assistance to those trying to establish their group.

If you have any comments or enquiries about forming a 'Friends' of group you can contact the following.

Parks and Open Spaces General Enquiries  
Phone 0141 287 5064

Land and Environmental Services General Enquiries  
Phone 0141 287 9000

Write to:

Executive Director  
Land and Environmental Services  
231 George Street  
Glasgow G2 7AD

E-mail [land@glasgow.gov.uk](mailto:land@glasgow.gov.uk)

Web [www.glasgow.gov.uk/en/Residents/Park\\_Outdoors](http://www.glasgow.gov.uk/en/Residents/Park_Outdoors)

Follow the link to 'Friends of Glasgow's Parks' and 'Ecology' for news on Biodiversity.

如果你想知道小冊子的內容，請致電語言通求助熱線，  
電話：0141 341 0019

اگر آپ کو یہ سچا شمارہ پتھر پتھر سے ڈیڑا کسم ہائی اسکولنگ ٹولٹ غیب ان کو 0141 341 0019 پر فون کریں

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਪੁਸਤਕ ਦਾ ਸਬੰਧ ਵਿੱਚ ਕੋਈ ਪੁੱਛਗਿੱਛ ਹੈ ਤਾਂ ਲੰਗੂਏਜ ਲਿੰਕ ਵੈੱਬਸਾਈਟ  
ਵਾਲਿਆਂ ਨੂੰ 0141 341 0019 ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਫੋਨ ਕਰੋ।

## 12. REFERENCES

1. Cabe Space Making a Difference
2. Glasgow Parks and Open Spaces Strategic Best Value Review and Implementation Plan
3. Glasgow's Community Events Guide
4. Friends of Tollcross Park
5. Friends of Springburn Park
6. OSCAR - Office of the Scottish Charity Regulator

## 13. APPENDICES

1. Example Constitution – Friends of Springburn Park
2. Friends of Groups Activities Plan (Sample)

# APPENDIX 1

## The Friends of Springburn Park Constitution

### 1 Name

The name of the group shall be 'The Friends of Springburn Park' hereinafter referred to as the association.

### 2 Objects

The objects of the association shall be to advance the education and promote the welfare of the public by supporting, and assisting, in furthering the charitable activities of Springburn Park, and in furtherance thereof but not otherwise the association shall seek:

- to support the provision of facilities for recreation and other leisure time occupation in Springburn Park available to the public at large with a view to improving their conditions of life,
- to support and further Springburn Park as a centre for environmental education,
- and to protect the environmental amenity of the park and its precincts.

### 3 Powers

In furtherance of the above objects, the association may:

- a) employ and pay any person or persons to supervise, organise and carry on the work of the group;
- b) engage and pay fees to professionals and technical advisors/consultants to assist in the work of the group;
- c) work in liaison with representatives of voluntary organisations, Government departments, local and other statutory authorities and individuals;
- d) take out membership of such organisations as are considered to be in the interest of and compatible with the objects of the group;
- e) promote and carry out or assist in promoting research survey investigation and, where considered appropriate, publish the results;
- f) arrange and provide for or join in arranging and providing for the holding of exhibitions, meetings, lectures, classes, seminars and training courses;
- g) collect and disseminate information on all matters affecting the objects and exchange such information with other bodies having similar objects whether in this country or overseas;
- h) cause to be written and printed or otherwise reproduced

and circulated such papers, books, periodicals or other documents as shall further the objects;

- i) subject to such consents as may be required by law, borrow or raise money for the objects and accept gifts in such terms and on such securities as shall be deemed to be necessary;
- j) raise funds and invite and receive contributions from any person or persons provided that the group does not undertake to undertake permanent trading activities in raising funds for the said object;
- k) invest the monies of the group not immediately required for the said objects in or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) as may for the time being be imposed or required by law;
- l) do all other lawful things as necessary for the attainments of the objects.

### 4 Membership and Subscriptions

- a) Membership of the association shall be open to all interested persons aged 16 years or over on completion of a registration form in such form as the Management Committee may require and on payment of any subscription which may be determined from time to time at a general meeting.
- b) There shall be a family membership available to include spouses and children under the age of 16; a family membership will be entitled to one vote.
- c) Persons under the age of 16 shall be eligible for junior membership at no subscription cost and with no voting rights.
- d) Societies and other groups interested in the objects and activities may affiliate on such payment as may be determined by a general meeting. Such organisations shall have one vote.
- e) Honorary members may be elected at the discretion of the Management Committee but these members shall not be entitled to vote at general meetings.
- f) The Management Committee shall have the right for good and sufficient reason to terminate the membership of any individual or organisation provided the individual concerned or the individual representing such organisation shall have the right to appeal to the Management Committee before a final decision is made.
- g) No member of the association shall become an employee of the association.

## 5 Management

- a) The affairs of the association shall be managed by a Management Committee consisting of Chairman, Vice-Chairman, Secretary, Treasurer, and up to 5 members.
- b) The Chairman, Vice-Chairman, Secretary and Treasurer shall be elected annually at the Annual General Meeting and the term of office shall not exceed 5 consecutive years.
- c) The Management Committee members shall be elected for a period limited to 5 years.
- d) The Management Committee shall have powers to co-opt members to serve on the Committee until the next Annual General Meeting but there shall, at no time, be more than 2 co-opted members.
- e) The quorum for meetings of the Management Committee shall be x members of the committee present in person.
- f) Every member of the committee shall have one vote which (whether on a show of hands or on a secret ballot) must be given personally.
- g) In the case of an equality of votes, whether on a show of hands or on a ballot, the chairperson of the meeting shall be entitled to a casting vote in addition to any other vote he/she may have.

## 6 Meetings of the Association

The Annual General Meeting of the association shall be held in June each year and at least 3 weeks' notice of such meeting shall be given by the Secretary who shall dispatch copies of the agenda to members. The business to be conducted at the Annual General Meeting shall include consideration of the Annual Report to be submitted by the Chairman, the Treasurer's Annual Account and the election of Office Bearers and Committee Members. Additional items for consideration may be raised by any member giving not less than one week of written notice or at the Chairman's discretion at the meeting itself.

An Extraordinary General Meeting may be summoned at the request of any 10 members. Notice of such a meeting shall be sent by the Secretary to all members not less than 3 weeks before the date of the meeting.

The quorum for General Meetings shall be x members present in person.

Every member shall have one vote which (whether on a show of hands or on a secret ballot) must be given personally.

In the case of an equality of votes, whether on a show of hands or on a ballot, the chairperson of the meeting shall be entitled to a casting vote in addition to any other vote he/she may have.

## 7 Finance

- a) The funds of the association shall be managed as the Management Committee direct.
- b) The Treasurer shall keep proper accounts of the finances of the group.
- c) A bank account shall be opened in the name of the association with such bank as the Management Committee shall decide. The Management Committee shall authorise named members of the Management Committee (one of whom shall be the Treasurer) to sign cheques on behalf of the association. All cheques must be signed by not less than 3 of the authorised signatories.
- d) The annual accounts shall be subject to an internal audit in advance of being presented at the Annual General Meeting.
- e) All moneys raised by or on behalf of the association shall be applied to further the objects of the association and for no other purpose.

## 8 Property

The title to all property, heritable and moveable which may be acquired by or on behalf of the group shall be vested in the names of the Chairman, the Secretary and the Treasurer for the time being ex officio.

## 9 Amendment of Constitution

This Constitution may be approved or amended at an Annual General Meeting or at any Extraordinary General Meeting specifically called for that purpose, with the support of two-thirds of the members present and voting provided one month's notice has been given to the Secretary of the proposed amendment. The notice of such meeting shall state the terms of the proposed amendment to the Constitution. The quorum for such a meeting will be 20% of the membership. No alteration shall be made which would have the effect of causing the association to cease to be recognised by the Inland Revenue as a charity.



### 10 Application of Funds

- a) Membership or affiliation will not entitle any person, society or group to any share in the income or assets of the group which shall be expended only on the objects set out in Article 2 of the Constitution.
- b) If the association is wound up any funds remaining after liabilities have been met shall be given or transferred to such other charitable organisations or organisations having objects similar to the objects of the association as the Management Committee may determine.

This Constitution was agreed and accepted on .....

Chairman (Print Name) .....

Signature .....

Treasurer (Print Name) .....

Signature .....

Secretary (Print Name) .....

Signature .....

Committee Member (Print Name) .....

Signature .....

## APPENDIX 2

### 'Friends' of Groups Activities Plan (Sample)

Aims	Activity	Resources	Year					Achievement
			1	2	3	4	5	
What types of activities 'Friends' group's can do? <b>Development Work (Short Term)</b> – Identify a short term work programme through a partnership between 'Friends' group, the wider community and GCC in line with GCC Parks Strategy and Site Management Plans								
Actively promote the group within the park	<ul style="list-style-type: none"> <li>Develop promotional 'Friends' group interpretation leaflet/posters</li> </ul>	<ul style="list-style-type: none"> <li>Grant funding</li> <li>Partnership agency</li> </ul>	✓					Partnership funding developed and interpretation leaflet produced
Increase awareness of group throughout within a local, national and citywide context	<ul style="list-style-type: none"> <li>Develop promotional 'Friends' group marketing banners</li> </ul>	<ul style="list-style-type: none"> <li>Grant funding</li> </ul>	✓					Interpretation banners produced
	<ul style="list-style-type: none"> <li>Develop 'Friends' group website</li> </ul>	<ul style="list-style-type: none"> <li>Partnership agency</li> </ul>	✓					Website implemented
Increase awareness of group throughout within a local, national and citywide context	<ul style="list-style-type: none"> <li>Develop 'Friends' group newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Grant funding</li> </ul>	✓					Newsletter produced
	<ul style="list-style-type: none"> <li>Develop education packs and building links to local schools</li> </ul>	<ul style="list-style-type: none"> <li>Partnership agencies</li> <li>PDO/Officer assistance</li> </ul>			✓			Education pack produced
Develop potential for income generation activities	<ul style="list-style-type: none"> <li>Develop a programme of fund raising activities</li> <li>Production of postcards, calendars, events etc</li> </ul>	<ul style="list-style-type: none"> <li>Refer to grant funding guide</li> <li>PDO/Officer assistance</li> </ul>	✓					Increase groups account income
Develop park related projects	<ul style="list-style-type: none"> <li>Develop funding proposals with GCC &amp; partnership agencies</li> </ul>	<ul style="list-style-type: none"> <li>Refer to grant funding guide</li> <li>PDO/Officer assistance</li> </ul>		✓				Proposals developed
Increase 'Friends' group membership / income	<ul style="list-style-type: none"> <li>Develop joining membership</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment</li> </ul>	✓					Recruitment of new members / develop database
Increase community network / income	<ul style="list-style-type: none"> <li>Develop corporate membership</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment</li> </ul>	✓					Increase new members / develop database
Develop Junior 'Friends' group, Increase opportunities for young children to join 'Friends' group	<ul style="list-style-type: none"> <li>Develop free junior membership</li> </ul>	<ul style="list-style-type: none"> <li>Recruit via schools</li> </ul>		✓				Increase junior membership
	<ul style="list-style-type: none"> <li>Develop free junior membership</li> </ul>	<ul style="list-style-type: none"> <li>Recruit via youth groups</li> </ul>		✓				Increase junior membership

Aims	Activity	Resources	Year					Achievement
			1	2	3	4	5	
Increase networking opportunities	• Attract the interest of local business	• Promotion		✓				Increase group awareness
	• Attract the interest of agencies	• Promotion		✓				Increase group awareness
Promotion of the group	• Attract the interest of local politicians	• Actively promote	Ongoing					Attract political support
Income generator	• Lecture evenings	• PR Material • Refer to Institute of Fundraising						Increase groups account income
Internal fund raising	• Sponsored events	• Refer to Institute of Fundraising						Increase groups account income
Actively promote the group within the park	• Develop a series of 'Friends' group tours	• Liability Insurance (obtain quote from insurance company) • First Aid cover						Programme of tours developed
What types of activities 'Friends' groups can do? – <b>Practical Work – (Medium)</b> To develop practical improvement plans in partnership with GCC Parks Strategy and Site Management Plans.								
Assist and consult on the site compartments to improve landscape biodiversity	• Develop habitat creation with partnership agencies	• Grant funding • SNH • GCC support		✓				Plans developed
Assist and consult on site plantings to improve and establish new tree plantings	• Identify areas for additional tree planting	• Grant funding • Tree Lovers Society • GCC support		✓				Areas identified and regimes established
Encourage future vision for the site in partnership with GCC, stakeholders and partnership agencies.	• Carry out customer surveys - uses and activities	• N/A	✓					Increase public support for park etc
Consultation and involvement	• Visitor surveys – access and linkage	• N/A	✓					Increase public support for park etc
Promote the park in a more visible activity within the park	• Community clean up	• Clean Glasgow • GCC support	✓					Increase group awareness to the public
Assist in identifying ecological significance of site and their maintenance to attract external funding	• Creating wild flower meadows • Consult with Conservation Officers	• Grant funding • SNH		✓				Project implemented



Aims	Activity	Resources	Year					Achievement
			1	2	3	4	5	
Week of action sponsorship/events and projects	• Organise bulb planting week with local schools	• GCC assistance	✓					Project implemented
	• Provide advertising space	• GCC permission	✓					Increase groups account income
What types of activities 'Friends' groups can do? - Project Work - (Long Term Work) – Identify a short term work programme through a partnership between 'Friends' group, the wider community and GCC in line with GCC Parks Strategy and Site Management Plans								
Conserving areas of special interest	• Seek external funding for conservation measures	• SNH • GCC assistance		✓				
Qualify for charitable status	• Download application form <a href="http://www.oscr.org.uk">www.oscr.org.uk</a> • Phone 01382 220446	• Application form • Group constitution • Groups recent statement of accounts • Organisational plan • Declaration forms			✓			Group registered for charitable status
Conserving monuments and buildings	• Programme of restoration • Programme of conservation works	• Grant funding • Consent • Listed building approval • Historic Scotland permission • GCC permission			✓			

## LAND AND ENVIRONMENTAL SERVICES

Glasgow City Council

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