

**MINUTES OF THE FOSSIL GROVE TRUST MEETING
HELD ON MONDAY 12TH JUNE 2017
IN THE CITY CHAMBERS**

Present: Walter Semple (Chair); Councillor Maggie McTernan; Glasgow City Council, Elizabeth Brown; Michael Herrigan; David Webster.

In Attendance: Maureen Hughes (Clerk); Fiona McKinnon, Land and Environmental Services; Emma Cameron, Legal Services; John Shevlin and Kara Wilson, Financial Services, Glasgow City Council; Jane Rowlands from Glasgow Life.

Observing: Richard East, Chairman of Friends of Victoria Park, and Michael Staitis, Student of Geology at Glasgow University and member of Council of the Geological Society of Glasgow.

Invited: Professor John Lennon, and Giancarlo Fedeli, of Glasgow Caledonian University.

1. Apologies:

Neil Robertson, Feargal Dalton and Ade Aibinu.

2. New Trustees

Glasgow City Council had appointed as their three representative trustees, Maggie McTernan, Ade Aibinu and Fergal Dalton. The trustees agreed to assume them as trustees and warmly welcomed Maggie McTernan to her first meeting.

The chairman proposed as a new trustee Mr Campbell Forrest who was a member of the Council of the Geological Society of Glasgow, who had been brought up within sight of Fossil Grove and had close business connections with Whiteinch. This was agreed unanimously.

3. Approval to minutes of 6th February 2017

The minutes of the meeting held on 6th February were submitted. The trustees approved the minutes.

4. Financial Update 2016-17.

There was submitted and noted a financial update for the period from the 1st April 2016 to 31st March 2017 advising that the balance in the account was £381,237. The increase in value since 01.04.2017 had been £43,719. The income of £968 was the city's contribution to the audit fee. The expenditure of £10,955 had all been approved by the trustees and was principally the fee of Glasgow Caledonian University.

It had been suggested that a cash fund might be separately administered by the trustees to take account of small payments. Mr Shevlin explained that the way in which the funds were held was that they represented a percentage of a large pool of investments and cash, held in common with funds for other trusts. The cash was currently in the region of £235,000 and it was thought that this would be sufficient to provide any cash requirements which the trustees might have. For this reason, it was impractical to share the administration between the trustees and the city. The administration would have to be done by the trustees or the City and not shared. David Webster and the chairman declared themselves satisfied with the prompt attention which was given to their requests for refunds and invoice payment. It was agreed that the present practice should remain. Kara Wilson confirmed that payment would now be made of the second and final invoice from Glasgow Caledonian University.

5. Presentation by Professor John Lennon.

Professor Lennon had presented a Business Case Feasibility Study dated 3rd February which the trustees had considered. At the trustees' request Professor Lennon now presented his conclusions with a series of power point slides which are attached. He referred to the long experience which he had had with this kind of project. It was his view that Victoria Park could be very much more for the local residents than it was. He said that financial viability depended on having the exhibition facilities, the retail and the café and toilet facilities on the same site. If these were dispersed the hoped for financial benefit would not in his view be achieved. He said that permanent staff were required to provide these facilities although volunteering effort would certainly have a place.

He was asked what evidence there was for the feasibility of the financial projections he had made. He confirmed that these were taken from other locations where conditions were comparable. He was asked what trails he was referring to. His answer was that he considered that there was considerable potential for nature trails in Victoria Park as had been introduced to other parks. At this stage, no detailed work on this had been done. He was asked about charging and the affordability of the facilities for families. He said that charging was nowadays a common practice. The amounts involved would be small relating to for example the charges for parking a car for two or three hours. There would be no charging for access to retail or café facilities.

He was asked about the stated wishes some local residents that the Fossil Grove area should remain as a quiet and peaceful area without the intrusion of commercial activity. His answer was that he had been asked to produce a scheme for commercial viability. In Victoria Park this led to the inevitable location of other supporting facilities at the site of the Fossil Grove. To do otherwise would be to sacrifice commercial viability.

Professor Lennon was sincerely thanked for his careful advice and left the meeting.

6. Environmental monitoring and Mineralogy Report by HES

David Webster had been able to operate the environmental monitoring equipment which the trustees had recently bought. This recorded on his laptop the temperature and humidity levels in the Fossil Grove building. The latter were consistently in the region of 90% which was close to saturation point. The monitor had cost £844.80 – including VAT, delivery, software, remote installation and training. David had been reimbursed this amount. Subsequent to this some extra costs were incurred; namely (1) an upgrade to the laptop to Windows 10 professional (cost 119.99) and a postage charge of £12 – incurred by DJW in sending the sensor back for a battery replacement.

David also spoke to an analysis of mineralogical samples and salt efflorescence which had been carried out by Historic Environment Scotland (at no cost to the trustees). The report had been circulated to the trustees. As well as a ubiquitous presence of gypsum, the Report referred to the presence of potentially damaging magnesium sulphate salts. These were apparently associated with the salt efflorescence “tramlines” on the floor of the Fossil House corresponding to the positions of the steel roof beams above. This efflorescence was likely to be the result of condensation forming on the roof beams and dripping onto the fossil floor beneath. David had also taken photographs which he showed to the meeting. These showed a significant increase in the amount of white salts on the fossils. In the HES Report, short term recommendations included further sampling of the salts and the paint on the roof beams – which could be source of the magnesium. Medium-term recommendations included removal of surface salt deposits where possible and a ground-water survey. In the long term a site management plan should be developed aimed at maintaining appropriate conditions within the building for long-term protection of the fossils.

David explained that the fossils were damaged and deteriorating and the need for action following this report was urgent. To this end he was intending to call a meeting of the Advisory Group which would provide more information and details proposals for the Trustees to consider.

The chairman reminded the meeting at Fossil Grove was a Site of Special Scientific Interest which imposed statutory conservation duties on the owner. Failure to carry out these duties could have consequences under the Nature Conservation legislation.

7. Repairs

At its meeting on 6th February, the trustees had approved a recommendation that an update on the completed and planned drainage repairs be provided by Land and Environmental Services and their contractors for this. David Webster reported that the blocked drainage is likely to be causing a higher water table which is affecting the moisture levels in the

building. LES had not provided such an update for the meeting but undertook to request an update from ACCESS as soon as possible.

David Webster reported that a considerable number of the bulbs in the light fittings were broken, and consequently the building interior was dim. He reported that the lighting rig above the viewing platform had a broken stay cable and was potentially a danger to employees and visitors. He noted that at the meeting on 6th February the trustees had accepted a recommendation that LES instruct Access to prepare a quotation for replacing the lighting system with a modern LED system. This had not been done.

David Webster referred to the recommendations in his written report which had been sent to the trustees and these were accepted. They requested that LES undertake the following actions:

1. A full report on drainage work carried out and its costs should be made available to the Trustees.
2. Further investigative work involving trial excavations and CCTV surveys at the western end of the building is required. The obstruction in the downpipe on the SE corner (DP1) should be cleared as a matter of urgency
3. A new and accurate map of the complete drainage system should be prepared
4. The wall-lights should be repaired as soon as possible.
5. The cable stay supporting the track-mounted spotlights over the eastern balcony should be replaced as a matter of urgency.
6. An estimate for new wall-mounted exterior-quality spotlights should be prepared in time for the next Trustees meeting in August.

8. Displays

David Webster spoke to his report entitled "Interpretational Media" he explained the work he had done in trying to improve the presentation of the fossils to visitors from. These had been generally well-received however the building was in such a poor dilapidated and badly lit condition that it was an unwelcoming experience for visitors. David noted his regret that this should be the situation.

David had spent £382.73 on a display panel with 6 posters – and this had been reimbursed promptly. Glasgow Museums had kindly lent 10 fossil plant specimens which had been placed in the old display cabinets along with some draft interpretational labels and some new light bulbs. Unfortunately, the lights on the left-hand double cabinet were tripping and this requires fixing urgently. David had worked with members of the Geological Society, the Advisory Group and Strathclyde Geoconservation Group and some volunteer Earth Science students to update the leaflet available to all visitors and had drafted an Excursion Guide booklet to replace the out-of-print booklet last published in 1995. He had also discussed the possibility of setting up a website, cleaning/preserving the lycopod statue and attending at

the Fossil House alongside LES staff to assist with interpretation. A quarry clean up organised by Friends of Victoria Park was noted (24/6) as well as Doors Open Day event (16/9) and a Scottish Geoheritage Festival Event on 8th October.

His report contained the following recommendations which were accepted by the trustees:

- 1** That the Trustees agree that a further sum of approximately £750 be allocated for more posters and display boards from Trust funds
- 2** That LES arrange that the lighting circuits in the display cases be tested, repaired and new bulbs supplied as a matter of urgency.
- 3** That professional expertise is sought in better displaying, animating and displaying the fossil trees, related fossil specimens and interpretational material. A report outlining possible options and likely costs to be brought to the next full meeting.
- 4** That a sum of c.£50 from Trust funds be allocated for a print-run of 500 copies of the SGG leaflet.
- 5** That consideration be given to allocating a sum of c.£150 from Trust funds for an initial print-run of 150 copies of the new booklet.
- 6** That a costed report be prepared for the next meeting on setting up a dedicated website.
- 7** That LES either supervise volunteers in the clean-up and preservation of the Lycopod statue, or carry it out themselves if that is deemed more efficient, effective and safer
- 8** That the City Council agree that Earth Science students and Geological Society volunteers attending at the Fossil Grove during regular opening hours are covered by the Council's Volunteer Policy.

9. Lighting

Richard East had obtained an email from a specialist lighting company called Lightfolio. This would be sent to the trustees. It proposed a feasibility study for a radical alteration to the whole lighting system at Fossil Grove which it was said would vastly improve the visitor experience. The cost of a full feasibility study would be in the order of £3680 plus VAT. The trustees noted that the first part of their proposal – namely the replacement of the wall and spot lights with water-proof LEDS would be very desirable – and that this was the action item that LES/Access had been asked to consider (see item 7 recommendation #6). It may be more appropriate that a lighting expert such as Lightfolio provide a quotation for this work and also provide a fuller outline on other possibilities. David agreed to speak with Richard East and Lightfolio and provide a quotation for the LEDs and an update on other options for the Trustees in time for the next meeting.

10. Future Options

It was noted that the brief given to Professor Lennon was to carry out a Business Case Feasibility Study which would recommend a commercially viable solution. This was not necessarily the dominant requirement.

Land and Environmental Services had made it clear for a long time that they had neither the resources nor the skilled staff required to carry out the necessary conservation work. The results of this were the continuing and serious deterioration of the fossils.

The trustees therefore considered that their preferred option would be to have the Fossil Grove taken over by Glasgow Life. Jane Rowlands had taken a note of what had been said and would report to Glasgow Life with this and with a copy of the HES mineralogy study. Councillor McTernan said that she would do whatever she could to bring about this result. She would also speak to her fellow councillor trustees, Dalton and Aibinu. The chairman said that Councillors Braat and McLean who had previously been trustees were likely to be supportive of her efforts.

11. Publicity for the Lennon report and the trustees work

The Chairman said that Jordanhill Community Council had been applying considerable pressure to receive a copy of the Lennon Report. It was essential to obtain and maintain the support of the local users of the park. However, the Chairman had taken the view that the trustees should have the opportunity to consider the Lennon Report before it was distributed more widely.

It was agreed that the report should now be distributed to the Place Making working party but that this should be done with the clear reservation that it remained under consideration by the trustees, that it was one of the factors which they were considering and that it did not represent the policy of the trustees. The chairman said he would draft a note as soon as possible to accompany the report.

12. Future trust meetings

Trustees Working Party meeting 19th June at 4 pm in the Whiteinch Centre. All trustees are welcome.

Monday 21st August and Monday, 30 October 2017 in the City Chambers.

Later dates to be advised.

Fossil Grove

Business Case Feasibility

Objective

To Provide a Sustainable future for the Fossil Grove

- ❖ Increase visitation and revenues
- ❖ Community benefits: heritage, cultural and educational node

Current situation

- Significant decline in visitation, investment and maintenance

Attraction	2015	2014
Fossil Grove, Glasgow	14,762	17,254

Current situation



Benchmarking

- **Museums in the UK**
- Sedgwick Museum of Earth Sciences, Cambridge
- The dinosaur Museum, Dorchester
- Lyme Regis Museum
- Dinosaurland Fossil Museum, Lyme Regis
- Dinosaur Isle, Isle of Wight
- Museum of Natural History, Oxford
- Lapworth Museum of Geology, University of Birmingham
- The Etches Collection, Kimmeridge
- Staffin Museum, Skye
- Elgin Museum
- Rotunda Museum, Scarborough

Benchmarking

- **International Museums**
- Gilboa Fossil Museum, New York State
- Fossil Plant Garden (Florida Museum)
- Mineral and Fossil Museum, Santorini
- Sam Noble Museum, Oklahoma
- Aurora Fossil Museum, NC
- Glendive Dinosaur and Fossil Museum, MT
- Australia Fossil and Mineral Museum
- Blue Beach Fossil Museum, Canada
- Indong Fossil Museum, S. Korea

Scottish Benchmarking

Area (No. of Visitor Attractions)	Visits 2015	2015 vs 2014 %	Visits 2014	2014 Vs 2013 %	Visits 2013
Greater Glasgow (67)	17,749,954	-0.1	17,772,808	+8.2	16,424,946
Glasgow City (32)	5,799,353	+2.4	5,661,780	+12.7	5,025,116
SCOTLAND (725)	57,624,864	+2.2	56,366,800	+8.0	52,182,664

Scottish Benchmarking

Glasgow top 10 Attractions

Attractions	2015	2014	2013	Admission
Kelvingrove Art Gallery & Museum	1,261,552	1,121,995	1,044,067	Free
Riverside Museum	1,131,814	1,049,834	740,276	Free
Gallery of Modern Art	589,051	622,284	572,152	Free
Glasgow Botanic Gardens	420,000	440,000	430,000	Free
People's Palace, Glasgow	363,673	380,110	310,326	Free
Glasgow Science Centre	352,303	352,886	384,199	Paid
Centre for Contemporary Arts	333,743	326,271	296,233	Free
Glasgow Cathedral	182,205	219,947	233,172	Free
The Burrell Collection	154,069	172,420	193,472	Free
St Mungo Museum	143,967	137,816	120,976	Free

Developing Park Environments

- **Interactive use of parks:**
 - Integration of Food and Beverage;
 - Animation;
 - Activities;
 - Services

Hyde Park- London



Regents Park- London



Kim Keat Dinosaur Playground - Singapore



rememberingsingapore.wordpress.com

Option A

- Do Nothing
- Continued Decay of Exhibits and Building
- Continued Reduction in visitation
- Continued provision of a Park Environment with limited visitor offers

Option B

Volunteer operated facility with limited grant funding from Parks Department

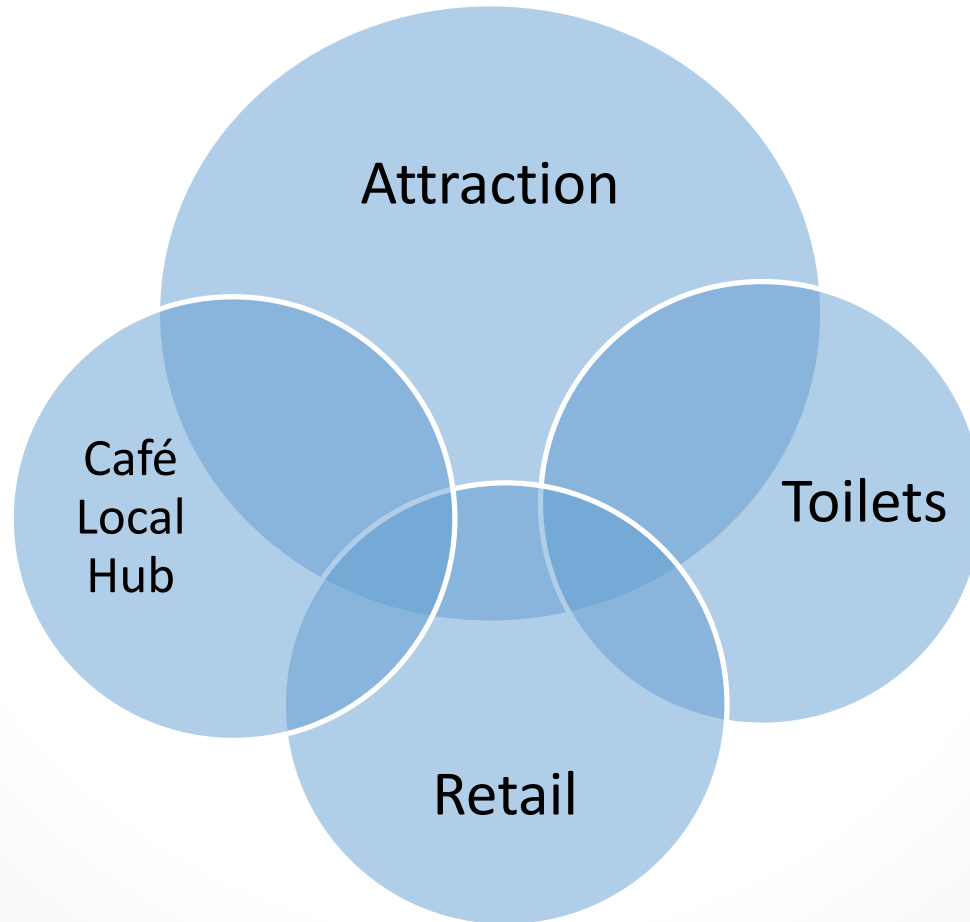
Option B

- Some essential **building maintenance**
- **Volunteer staffing**
- **minimal grant funding** secured from the **Park Department**
estimated at minimum **£ 50,000 per annum.**

Option C

New Attraction Development managed as part of
Glasgow Life Portfolio

Attraction Product Development



Option C

- **New additional exhibition** of later period replica Dinosaur skeletons to provide a wider historical and geological context for the original exhibition elements (links to Scottish discoveries)
- **An internal education zone** with books and interactive screens for 3-8 years (in close vicinity of Dinosaur Café)
- **Integrated activities and trails** in the Park area linking the renovated Fossil Grove with the natural heritage of the Park

Option C

- **A Dinosaur Café**(links to Scottish discoveries)
- **A Retail offer** focussed around education and learning of this period that is closely linked to relevant science elements of the curriculum for excellence
- **A themed play area** for 1 - 3 years (in close vicinity of Dinosaur Café)
- **Major provision of Toilets /WC** for all visitors to Victoria Park

Other alternatives

- Alternative Café location
- New toilet block at existing location
- Fossil Grove Upgrade without café/ retail, toilets

Recommended Development Option

- Option C

Forecast

SCENARIOS	Pessimistic	Median1	Median2	Optimistic
Attractions Visitor Numbers	75,000	100,000	125,000	150,000
SALES				
Admission (inc concessions)	217,500	290,000	362,500	435,000
Membership (2%)	37,500	50,000	62,500	75,000
Hospitality (independent)	180,000	180,000	180,000	180,000
Visitor Weighting	22,000	28,000	30,000	32,000
Retail	82,000	95,000	115,000	128,000
Events	12,500	15,000	17,500	20,000
Toilets	8,000	12,000	16,000	20,000
Donations	7,500	10,000	12,500	15,000
TOTAL	567,000	680,000	796,000	905,000
LESS				
Staff (Attraction, Hospitality, Retail)	183,520	184,480	184,800	185,120
Volunteer Benefits	8,500	10,500	12,000	13,500
Food and Beverage Costs	60,600	62,400	63,000	63,600
Heat, Light, Utilities	17,010	20,400	23,880	27,150
Rates	28,350	34,000	39,800	45,250
Miscellaneous Operating Costs	11,340	13,600	15,920	18,100
SUB TOTAL	309,320	325,380	339,400	352,720
NET PROFIT	257,680	354,620	456,600	552,280

2.9 weighted entry
 £ 25.00 membership
 £ 2.48 average spend
 £ 2.44 average spend
 0.20 entry

Community/ local usage

Scenarios:	Pessimistic	Median 1	Median 2	Optimistic
Criteria	Visitors	Visitors	Visitors	Visitors
Forecast Admission	75,000	100,000	125,000	150,000
Local Visitation / Community usage (circa 60%)	45,000	60,000	75,000	90,000

Scenarios:	Pessimistic	Median 1	Median 2	Optimistic
Criteria	Visitors	Visitors	Visitors	Visitors
Forecast Admission	75,000	100,000	125,000	150,000
Local Visitation / Community usage (circa 60%)	45,000	60,000	75,000	90,000
Visitors using public transport (20%)*	15,000	20,000	25,000	30,000
Visitors using cars	15,000	20,000	25,000	30,000
Loading of persons per car **	2.4	2.4	2.4	2.4
Criteria	Cars	Cars	Cars	Cars
Number of cars arriving at attraction per annum	6,250	8,333	10,416	12,500
Average number of cars per day	17	22	28	34
Peak Demand for parking (at 140% of demand)	24	31	39	48