

Festival Park Day Nursery Handbook

62 Lorne Street



Glasgow



G51 1DP

Tel No: 0141 427-2301



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Festival Park Day Nursery
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Nursery Website: www.festivalpark-nursery.glasgow.sch.uk
Glasgow City Council: www.glasgow.gov.uk
Facebook: Festival Park Day Nursery
Twitter: @festivalnursery

Dear Parent/Carer,

The staff at Festival Park Day Nursery offers a welcoming, nurturing and positive ethos.

The nursery is a Glasgow City Council early years establishment which is non-denominational.

We strive to work in partnership to ensure the best learning opportunities for your child are on offer.

The aim of the handbook is to give parents/carers information, which we hope you will find both useful and informative.

If you have any suggestions or require any additional information which you feel would benefit the service, I would be happy to hear from you.

Yours Sincerely

Amanda Kelly
Head of Centre

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Establishment Staff Management Team

- Amanda Kelly (Head of Centre)
- Anne Marie Vernel (Depute)
- Gemma Ray (Depute)
- Leanne Pollard (Team Leader)
- Jennifer McCarron-Bell (Lead Practitioner/Team Leader)

Clerical Support

- Margaret Martin

Taransay Playroom (3-5 years) - Child Development Officers:

- Leanne MacKinnon
- Lizanne Cherry
- Rachel McLean / Liz Brunjes
- Ellen Donald
- Maureen Green (temp) / Alana Brown
- Sofia Bertolaccini
- Linda Bell
- Gordon Schmidt
- Lizanne Cherry / Fiona McLean

Harris Playroom (Toddler Room) - Child Development Officers:

- Hannah Docherty
- Wendy Kinnaird
- Caroline Ring
- Joyce Evans

Lewis Playroom (Baby Room) - Child Development Officers:

- Melissa Seils
- Caitlin Flannigan
- Laura Bryson / Heather Devine

Pupil Support Assistant: Razia Ali, Julie Cabrey & Nafisa Hassen

Cordia Support:

Catering Assistant:

Janitor

Domestics:

Mary Richardson / Janet McSorley / Paula Rielly

Elizabeth Stoney

Linda McGilp/ Annalise

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Our Vision, Values and Aims

We offer a welcoming, fun, healthy, safe and nurturing environment where each child is supported to reach their full potential and learn the importance of respecting others. We work in partnership with parents and the wider community to encourage fairness, equality and social inclusion.

Aims:

- To create and maintain a positive and nurturing ethos.
- To value and respect the contribution of children, parents/carers and the wider community.
- To promote active learning and celebrate achievements throughout their educational journey.
- To encourage positive attitudes and self-esteem.
- To provide learning rich and positive experiences which enable the children to become successful and confident individuals.
- To promote each individual needs and to adapt the environment to enhance and encourage learning.

We encourage parents, children, staff, and the wider community to contribute their view and opinions; this helps to monitor our performance.

Children's Rights

Our ambition is for all children and young people in Glasgow to know their rights and have these rights protected. To achieve this we need all adults to support children and young people in knowing their rights and working together to ensure these rights are protected. Article 12 of the UNCRC gives children and young people the right to be consulted in matters affecting them and to have their views listened to and considered. In Glasgow we are committed to listening to children and young people.

Glasgow City Council's Listening to Children and Young People framework promotes children's rights. The Glasgow Child and Family Plan states the vision for Glasgow's children and young people as: "We want every child to be supported to achieve their full potential and contribute positively to their communities, throughout their lives". For more information, please visit glasgow.gov.uk/index.aspx?articleid=17854

Getting It Right For Every Child (GIRFEC)

The *Getting it right for every child* approach is about how practitioners across all services for children and adults meet the needs of children and young people, working together where necessary to ensure they reach their full potential. It promotes a shared approach and accountability that:

- Builds solutions with and around children, young people and families
- Enables children and young people to get the help they need when they need it

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- Supports a positive shift in culture, systems and practice
- Involves working better together to improve life chances for children, young people and families

For more information, please visit glasgow.gov.uk/index.aspx?articleid=19744

Capacity

0-2 years – 9
2-3 years – 20
3-5 years – 48 (full time equivalent)
We have 77 Full time equivalent places.

Non-Denominational Policy of the Nursery

The nursery is non-denominational, we respect and welcome children and parents of all religious faiths and beliefs.

Age Range of Children in the Establishment

We accept children from 6 weeks of age to school age.

New Learning Community

We are part of Govan/Bellahouston New Learning Community. We work in partnership with the local Primaries, Govan High School and Bellahouston Academy. There is an improvement plan in place for future developments.

Hours of Opening

The nursery is opened between the hours of 8.00am- 6.00pm.

Nursery Sessions

In August 2021, The Scottish Government offered children aged between 3 and 5 and eligible 2 year olds 1140 hours free early learning and childcare. This also includes free school meals / snacks. The nursery will discuss daily sessions and hours at the time of enrolment. This is in line with current Scottish government guidelines.

Establishment Year

The nursery is open 52 weeks of the year with the exception of In-service days, public holidays, and between Christmas and New Year. For details of school term dates for children attending for 39 weeks, please visit glasgow.gov.uk/article/17024/School-Term-Dates

Information in Emergencies

We make every effort to maintain a full educational service, but on some occasions circumstances arise which lead to disruption. Establishments may be affected by, for example, severe weather, temporary interruption of transport, power failures, or difficulties of fuel supply. In such cases we shall do all we can to let you know about the details of closures and re-opening. We shall keep you

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informed by using letters, notices in local shops and community centres, announcements in local places of worship and announcements in the press and on local radio.

Home and Establishment Links **Parental Partnership**

Our Aims

- * To recognise parents as the main contributor to their child's education and development.
- * To recognise the influence of parental love and care on all aspects of development.
- * We welcome parent/carer contributions in the monitoring of the centre.

Working with you

Parents and staff work in partnership to settle a child into the nursery environment. The nursery staff aim to develop a close relationship with each parent in order that their child receives the very best of care and education within the guidelines of the Pre-5 services.

Enrolment Procedures

Once your child has been allocated a place you will be introduced to your child's keyworker. During the visit one of the management team will update your information and complete the relevant documentation, including a Condition of Placement form and Enrolment Form. Time will be set aside for you to share information about your child's interests and development. Your child's hours will be built up over a period of time until we feel your child is secure in their new environment.

Working together to Promote Positive Behaviour

If we are experiencing difficulty with your child's behaviour we will discuss this with you so that we can work together with an agreed plan to encourage positive behaviour in your child. Certain types of behaviour in young children can be disruptive and distressing to others e.g. biting, bullying, our main concern as a nursery staff is for the wellbeing and safety of the children in our care. Staff will be respectful, firm and consistent as they guide your child towards acceptable behaviour. A policy on Promoting Positive Behaviour is available to read at the nursery.

Triple P

This provides positive parenting strategies which address a number of issues e.g. hitting, sleeping, toileting etc. If you require any support either individually or as part of a group we have staff available within the nursery to support you through this within the nursery setting/local area.

Fundraising

Parents, children and staff are involved in fundraising events to generate funds for the nursery. Local organisations are approached to lend support to the nursery by donations. Fundraising continues throughout the year and is co-ordinated jointly by the parents and staff. They fundraise to buy birthday presents, Christmas presents, and travel expenses for excursions, summer trips etc.

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Parents Workshop

We offer a variety of workshops throughout the year and hope that they may be of interest to you e.g. First Aid and Story-telling. We will keep you informed through the website and newsletters..

All parents / carers have access to their child's Individual Profile where evaluations are completed at the end of each plan. Your child's progress can be reviewed and opportunities are available to discuss this with your child's keyworker.

Fees and Financial Information

Nursery Charges

The charges for nursery provision will vary according to family circumstances and some families will be exempt from charging or entitled to a reduced fee level. The Head of Establishment can provide more information on the criteria for exemption or reduction. Charges will be payable 4 weekly in advance. You will be expected to pay for any additional hours of childcare your child is allocated, whether or not they are used. (for instance A family allocated 9am-5pm will be expected to pay for the full number of hours even if they choose to collect their child at 4pm) confirmation of the additional hours allocated will be given in a written contract at the start of the placement. The government funding supports the provision of free part time nursery places for children aged 4 years and some 3-year olds which starts from the term following their 3rd birthday.

Charges as from 2023/2024

Hourly Rate - £3.00 per hour for children 0-3 years
Low Income Rate - £1.00 per hour for children 0-3 years
Hourly Rate - £4.50 per hour for children 3-5 years
Low Income Rate - £1.00 per hour for children 3-5 years

Kinship Carer Rate – £1.00 per hour
College/university Rate - £4.00 per hour
Second Child Rate - £2.20 per hour
Third Child Rate - £1.70 per hour
Non Glasgow Resident Rate - £5.50 per hour for 3-5. £4.00 for 0-3's.

Meals/Snacks

We are very fortunate to have our own kitchen and meals and snacks are provided by Cordia Service.

Lunch - £1.52 per meal

All children and young people of parents/carers receiving Income Support, income based Job Seekers Allowance, Working Tax Credit (where income is less than £6,240) and Child Tax Credit only (where income is less than £18,725) are entitled to a free midday meal from age of 2-5. Information and application forms for free entitlement meals may be obtained from establishments and from grants section at Education Services headquarters. The nursery is not responsible for the collection of fees. Invoices will be made to Early Years charging team at Glasgow City Council.

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Arrears of Charges

Where a parent/carer is weeks in arrears, a review of hours allocated will take place. This will, unless in the most exceptional circumstances, result in hours being reduced to part time entitlement for eligible 3 and 4 year olds, or in the case of children under 3 years old the place may be withdrawn. If for any reason you are finding it difficult to pay an invoice, please speak to a member of the management team as soon as possible. Your situation will be treated in the strictest confidence, and we will do all we can to advise.

Nursery Policies and General Information

Administration of Medicines

If your child is in need of medication whilst at the nursery you should discuss this with the Head of Centre. Nursery staff can only administer prescribed medicine. A form will need to be filled in which authorises nursery staff to administer the medicine. Nursery staff are not medically qualified. Should your child have a medical condition requiring treatment and monitoring e.g. epilepsy, asthma please notify a member of the management team so we can discuss a joint care plan. It is vitally important that you keep us up to date with any relevant changes.

Illness

If your child is absent due to illness, we appreciate if you could contact us to let us know by telephoning the nursery. If your child becomes ill while at nursery we will ensure they are as comfortable as possible whilst every attempt is made to contact you. Should the illness seem to be of serious nature, your child will be taken to The Queen Elizabeth University Hospital and you will be advised to meet us there.

If your Child has vomiting or diarrhoea then they have to be off nursery for 48 hours from the last time of vomiting or diarrhoea. This is due to infection control.

Accidents

The nursery has two qualified First Aiders. Leanne MacKinnon and Melissa Seils. All accidents that occur within the nursery will be recorded in the accident book. On arrival to collect your child you will be asked to read and sign accident form. If in the event of an accident, where your child requires medical attention we will endeavour to contact you, if this is unsuccessful we will make necessary arrangements to take your child to hospital (The Queen Elizabeth University Hospital).

Children have the best fun when they are doing messy work. We will always try to encourage Children to wear aprons but accidents happen so please dress your child in suitable clothes. Remember lots of fun and learning takes place outdoors, so please ensure your child is dressed for the weather. If your child travels by car please make sure they have a suitable jacket for outside play. It helps if you put your child's name on their clothing to prevent confusion should we have two items the same. We also ask that your child has soft shoes/slippers in nursery to change into.

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There are forms of dress that are unacceptable, such as items of clothing which:

- Potentially encourage faction (such as football colours)
- Could cause offence (such as anti-religious symbolism or political slogans)
- Could cause health and safety difficulties, such as loose fitting clothing, dangling earrings
- Carry advertising, particularly for alcohol or tobacco
- Could be used to inflict damage on other children or be used by others to do so

Glasgow City Council is concerned at the level of claims being received regarding the loss of children's and young people's clothing and/or personal belongings. Parents/carers should note that the authority does not carry insurance to cover the loss of such items and any claims submitted are likely to be met only where the authority can be shown to have been negligent.

Arrival & Collection of Children

It is expected that a responsible adult will bring and collect your child from nursery. In the interest of your child's safety you should make a point of telling the Head of Establishment or staff members if someone different will be collecting your child. This avoids difficult situations when a child cannot be allowed to leave with an adult who is a stranger to staff. Tell staff, either in person or by telephone, who will be collecting your child. Please keep as close to hours as possible, as answering the door is time consuming unless most parents arrive at the same time.

Emergency Contacts

Parents whose children are in nursery are asked where possible to provide the establishment with names, addresses and telephone numbers of 2 contact persons in case of emergency. You are also asked to keep the nursery up to date with any changes in this information.

Transition from Nursery to Primary School

Through the year we develop links with our neighbouring primary school, Lorne Street. Children transferring take part in a buddy scheme with older children already attending school. Other local primary schools also receive our children. For details on local primary schools, please visit www.glasgow.gov.uk. An enhanced transition will be arranged for children who require additional support when starting Primary 1.

Supporting Children with Additional Support Needs

Sometimes children need a little help to fully access all areas of the curriculum. Staff will support children through a range of strategies, should your child require further support a range of services can be offered.

If it becomes apparent through a concern from yourself or staff observations that your child requires additional support, we would discuss this with you. With your permission, we would refer your child to the appropriate agency for support and advice. Your child may then have an Additional Support Plan (A.S.P) drawn up to meet their individual needs. This process would

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include input from agencies involved, and also you as parents/carers. You will be kept up to date with the plan regarding the progress being made at each step. Your child will be allocated a keyworker who will liaise with various agencies and record any observations relating to the targets made by other staff and Pupil Support.

For more information, please visit glasgow.gov.uk/index.aspx?articleid=18941

Child Protection (Management Circular 57)

All educational establishments and services must take positive steps to help children protect themselves by ensuring that programmes of health and safety are central to the curriculum and should have in place a curriculum that ensures that children have a clear understanding of the difference between appropriate and inappropriate behaviour on the part of another person, no matter who.

Schools, establishments and services must create and maintain a positive ethos and climate which actively promotes child welfare and a safe environment by:

- * ensuring that children are respected and listened to
- * ensuring that programmes of health and safety are central to the curriculum
- * ensuring that staff are aware of child protection issues and procedures
- * establishing and maintaining close working relationships and arrangements with all other agencies to make sure that professionals collaborate effectively in protecting children

Should any member of staff have concerns regarding the welfare or safety of any child they must report these concerns to the head of establishment. The head, or the person deputising for the head, after judging that there may be grounds for concern regarding the welfare or safety of any pupil must then immediately advise the duty senior social worker at the local social work services area office of the circumstances.

These are the only circumstances under which your child would be discussed with another agency without your prior consent.

Although parents are not permitted to enter the nursery at drop off or pick up time if there was a Child Protection issue that we need to discuss with you a member of management would ensure that you would be able to enter the nursery.

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Data Protection Act 1998

Information on children and young people, parents and carers is stored on a computer system and may be used for teaching, registration, assessment and other administrative duties. The information is protected by the Data Protection Act 1998 and may only be disclosed in accordance with the Codes of Practice. For further information please contact the establishment.

The Freedom of Information (Scotland) Act 2002

The freedom of Information (Scotland) Act 2002 enables any person to obtain information from Scottish public authorities. The Act applies to all Scottish public authorities including: The Scottish Government and its agencies; Scottish Parliament; local authorities; NHS Scotland; Universities and further education colleges and the Police.

Public authorities have to allow access to the following information:

- * The provision, cost and standard of its service;
- * Factual information or decision making;
- * The reasons for decisions made by it.

The legal right of access includes all types of “recorded” information of any data held by the Scottish public authorities. From 1st January 2005, any person who makes a request for information must be provided with it, subject to certain conditions.

Further information is provided on the Glasgow City Council website:

glasgow.gov.uk/index.aspx?articleid=17479

Internet facilities are provided at all Glasgow City Council Public Libraries and Real Learning Centres.

Dealing with Racial Harassment

The Race Relations Act of 1976 makes it unlawful to discriminate against someone because of his/her colour, race, and nationality ethnic or national background. The Act makes it the duty of Glasgow City Council to eliminate unlawful racial discrimination.

In 1999 the guidelines, “Dealing with Racial Harassment” were issued to assist all teaching staff in dealing with such incidents.

The adoption of an anti-racist approach should be seen as one part of the continuing attempt to improve the quality of education.

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Glasgow City Council recognises that support from the home is essential if these aims are to be achieved. Every child in Glasgow has the right to be happy and secure at establishment.

Equal Opportunities and Social Inclusion

There are equal opportunities for all children and young people in the centre irrespective of sex, race, religion and ability to participate fully in all aspects of the centre's activities.

We aim to:

- Promote respect for each other and recognise and value difference.
- Help our children understand and challenge discrimination.
- Ensure that our approach and materials used in nursery are appropriate and meet the needs of all children.

Bullying

Bullying behaviour will not be tolerated within Glasgow City Council's educational establishments. All children in Glasgow's educational establishments have an entitlement to "work (and play) in a learning environment in which they feel valued, respected and safe and are free from all forms of abuse bullying or discrimination" (*A Standard for Pastoral Care in Glasgow establishments*).

In 2009 Glasgow City Council published its revised anti bullying policy, incorporating the requirement to record and report all discriminatory behaviours within educational establishments. All establishments are required to review their policy in light of this. Parents and carers have a significant role to play in helping to address this problem. For this reason any anti bullying strategy must stress the importance of partnership with the parents and carers of their children.

Five to Thrive

A number of our staff have been trained in the new Five to Thrive initiative which is based on research that proves that how a parent behaves around their baby in the first three years of life has a direct impact on how their babies brain develops.

Information leaflets and workshops are provided covering the building blocks to support this initiative

- Talk
- Play
- Relax
- Cuddle
- Respond

Realising the Ambition - Being Me

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This document which is used as a learning tool within the establishment builds on the documents Pre-Birth to Three and Curriculum for Excellence. This provides practical guidance and good practice within all age groups of children and encourages discussion and reflective questioning relating to the practise provided within the setting.

How Good is Our Early Learning and Childcare

This new revised self-evaluation tool which was implemented in August 2016 in place of “Child at the Centre” and illustrates what good practice looks like. The establishment will use this tool to look at the service provided for all stakeholders and how this can be enhanced.

Our Curriculum

Our Aims

We provide an enriched learning environment to meet the needs of each individual child through working with the pre-birth to three document and Curriculum for Excellence.

Staff will endeavour to:

Birth to Three

Show genuine interest in both children and their families

Be responsible in ensuring and promoting positive relationships and the impact this has on children's future outcomes and life chances

Ensuring an effective and high quality provision for young children and their families

Promote general wellbeing, health, nutrition and safety

Curriculum for Excellence

To develop self-esteem in every child

Promote attitudes, skills and understanding which will achieve effective learning skills

Develop social skills such as sharing, taking turns etc.



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Set acceptable standards of behaviour

We aim for our children to become:

Successful learners
Confident individuals
Responsible citizens
Effective contributors

How we promote learning:

Encourage understanding of what has been learned
To share experiences with the child
To provide positive feedback and praise
To encourage children to share responsibility for the selection and maintenance of resources

What we do:

We allow time for children to explore, initiate and extend play
Create space in which children may play alone or with others
Provide materials and equipment, which are varied and plentiful and appropriate to the children's culture, experiences and interests



A Curriculum for Excellence

Curriculum for Excellence is a curriculum for children and young people age 3-18 years, it recognises that children learn through all experiences, in the family and community. The aspiration is that every young child should become Successful Learners, Confident Individuals, Responsible Citizens and Effective Contributors in life.

Successful Learners

With:

- Enthusiasm and motivation for learning.
- Determination to reach high standards of achievement.
- Openness to new thinking and ideas.

And able to:

- Use literacy, communication and numeracy skills.
- Use technology for learning.
- Think creatively and independently.

Confident Individuals

With:

- Self-respect.
- A sense of physical, mental and emotional well-being.
- Secure values and beliefs.
- Ambition.

And able to:

- Relate to others and manage themselves.
- Pursue a healthy and active lifestyle.
- Be self-aware.
- Develop and communicate their own



The Curriculum is the totality of experiences which are planned for children and young people throughout their education. Experiences and outcomes set out expectations for children's learning and development through 8 key areas:-

Expressive Arts
Language and Literacy
Health and Wellbeing
Mathematics and Numeracy
Religious and Moral Education
Sciences
Social Studies
Technologies

Experiences set expectations for the kinds of activities which promote learning development. Outcomes set out what the child or young person will be able to explain, apply or demonstrate.

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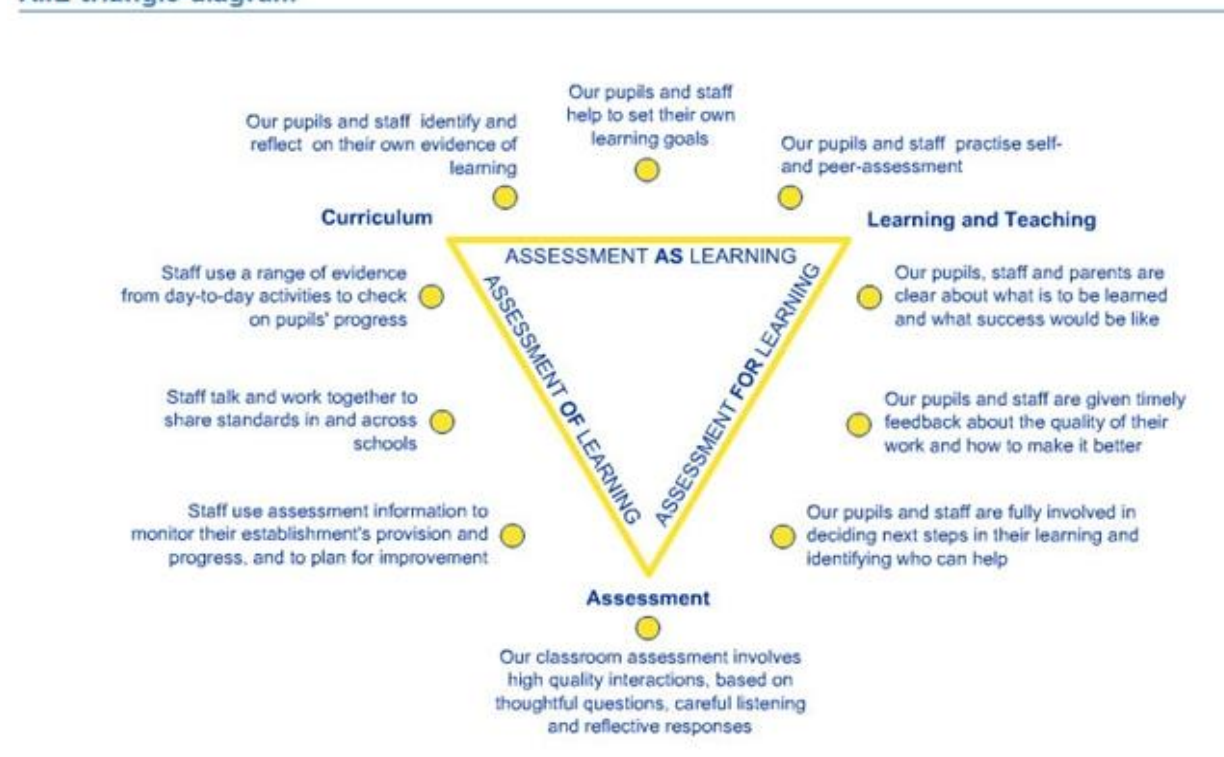
All curriculum planning is displayed outside the playrooms, and parents/carers are invited to give their ideas and suggestions. Planning in early years is based on the children's developmental needs, and the children's interests are at the core of this planning.

More information can be found at [education.gov.scot/Documents/All-experiencesoutcomes18.pdf](https://www.education.gov.scot/Documents/All-experiencesoutcomes18.pdf)

Assessment is for Learning

Assessment for learning is a crucial part of how the centre monitors, reflects and builds on the progress of children's learning journeys. Assessment for learning supports children to be aware of what they are learning and involved in the learning. Staff will monitor progression and encourage children to actively build on this. Peer and self-assessment are ideal tools for allowing children to 6+ start to think about and reflect on work that they have been involved in, and completed.

AifL triangle diagram



Realising the Ambition: Being Me

Realising the Ambition: Being Me builds upon the original principles and philosophy of Pre-Birth to 3 and Building the Ambition. The new guidance retains the relevant content from the previous guidance which it replaces, extending and strengthening it in line with current research and evidence about how children develop and learn.

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This refreshed early years national practice guidance for Scotland presents key information about the characteristics of child development based on research and evidence.

Realising the Ambition: Being Me increases expectations of high quality but still provides the necessary support for all who work in the early years sector and beyond.

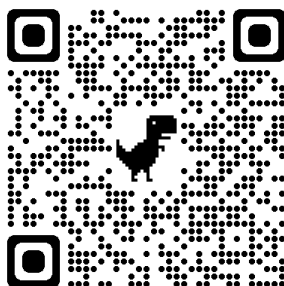
Education Scotland states:

“Realising the Ambition: Being Me builds upon the original principles and philosophy of Pre-Birth to 3 and Building the Ambition.

This refreshed early years national practice guidance for Scotland presents key information about the characteristics of child development based on research and evidence.

It explores the range of interactions, experiences and spaces we need to provide for babies and young children to help them learn and grow best from their earliest days through to being a young child in early primary school.

In essence, ‘Realising the Ambition: Being Me’ increases expectations of high quality but still provides the necessary support for all who work in the early years’ sector and beyond.”



Birth to Three

“ It is during our very earliest years and even pre-birth that a large part of the pattern for our future adult life is set. ”

The Scottish Government, National Outcome for Children
<http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome/children>

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Glasgow City Council's aim is that all services to children and families, during the earliest years of a child's life, are committed to ensuring that all children have the best possible start in life. Every child has the right to a positive start where they can be nurtured to develop "...a capacity to love, empathy, respect, resilience, positive relationships and the chance to succeed".

We strive to provide an enriched learning environment which meets the need of each individual child through [the Pre-Birth to Three](#) document. The children will take part in a wide variety of experiences covering five curricular headings Literacy, Health and Wellbeing Emotional, Social and Personal Wellbeing, Health and Wellbeing Movement and Co-ordination, Numeracy and Mathematics and Curiosity.

The under three's planning has four key principles which form the basis of this guidance:

- * The Rights of the Child
- * Relationships,
- * Responsive Care
- * Respect

All our staff are aware that these principles are linked to each other.

Our staff regularly record and share significant observations along with selecting planned learning outcomes that meet the needs of each individual child.

At Festival Park Day Nursery we work in partnership with parents/carers in sharing information about their child with each child having their own individual profile and also through our home links sheets/information sheets. Please see staff if you require any further information.

Useful Addresses

Douglas Hutchison: Executive Director of Education
Glasgow City Council
Education Services
City Chambers
40 John Street
Merchant City
GLASGOW
G1 1JL



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Social Care and Social Work Improvement Scotland
4th Floor
No 1 Smithshills Street
Paisley
PA1 1EB
Tel no: 0141-843-4230

Suggestions and Complaints

We are always anxious to maintain and improve our service. If you have any suggestions to make about the service, please contact the Head of Establishment in the first instance. Similarly, if you want to complain about us, and feel that your complaint has not been satisfactorily resolved with the Establishment Head you can contact Customer Liaison Unit at:

Education Services Customer Liaison Unit
Glasgow City Council
City Chambers
40 John Street
Merchant City
GLASGOW
G1 1JL

Telephone: 0141-287-5384
Email – education@glasgow.gov.uk

For more information regarding our complaints procedure, please follow this link:
glasgow.gov.uk/index.aspx?articleid=16133

Public Transport Links

The area has frequent public transport links:

Kinning Park & Cessnock Underground Station
First Bus no. 9, 10, 89, 90 (to Paisley road west)
McGills 38 (to Paisley Road West)
Arriva 23, 23A, 26 (Pacific Drive)
Stagecoach x19

Important: Although this information is correct at time of printing, there could be changes affecting any of the matters dealt with in the document.

- Before the commencement or during the course of the establishment year
- In relation to subsequent establishment years