



Pollok Stables Old Courtyard Community Engagement

Report by Northlight Heritage

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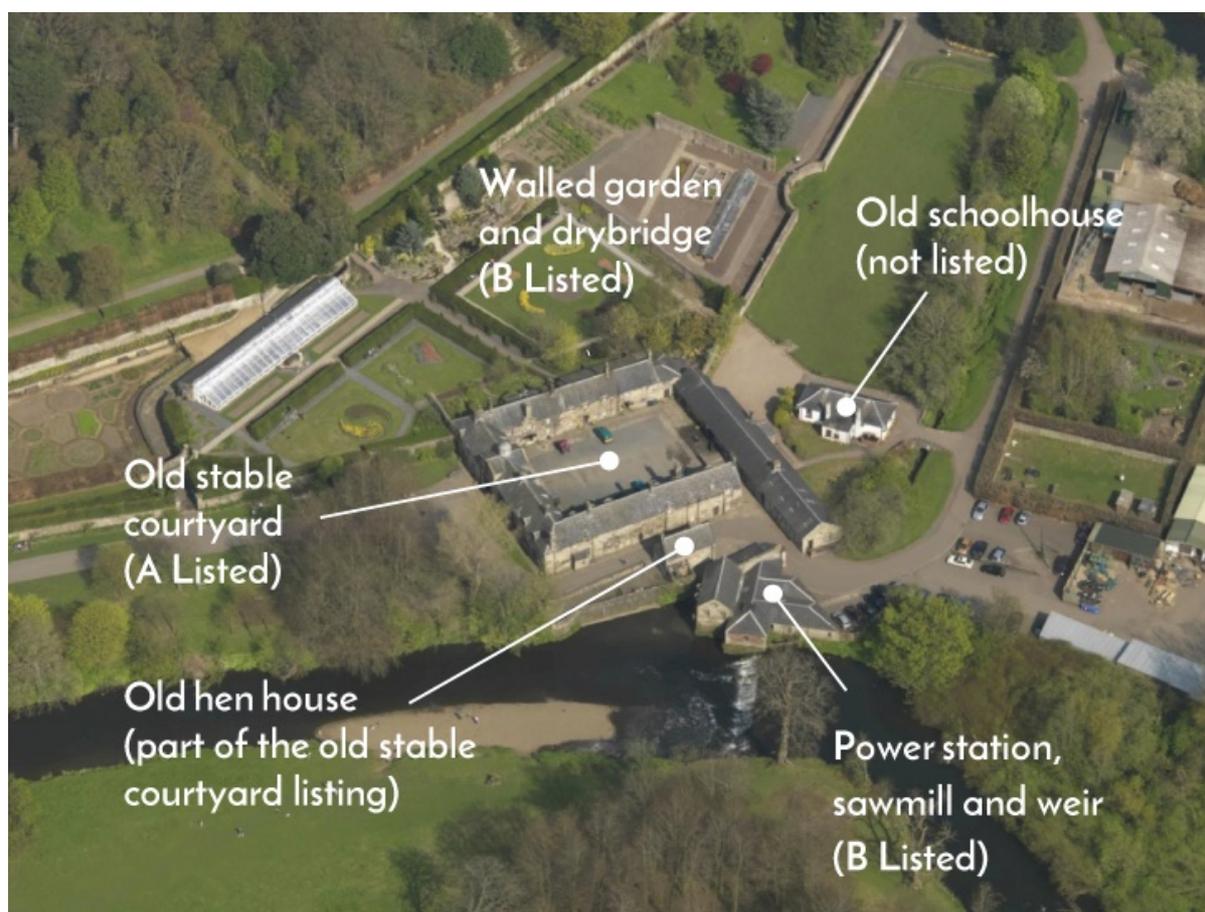
Contents

Introduction.....	4
Aims & Audiences.....	6
Engagement Toolkit.....	6
Online Survey	6
Consultation Events.....	7
Additional Consultation.....	10
Publicity.....	11
Findings.....	12
Breakdown of participant numbers.....	13
Pollok's Past Events.....	14
Unstable Present Events	15
Park-wide issues and general comments.....	16
Stable Futures Events.....	18
Online Survey	20
Reasons for visiting	24
Recommendations	26
A Vision for Pollok Stables	26
Further engagement	29
Maintaining Momentum.....	29

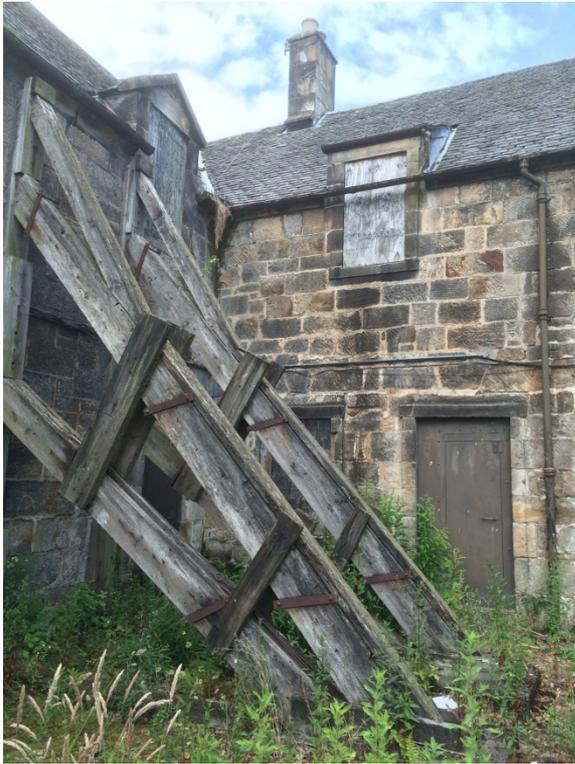
Introduction

This report sets out the aims, methods and findings of a programme of community engagement, which was conducted in tandem with business planning and design work for the Old Stables Courtyard in Pollok Country Park.

Pollok Stables is a category A listed courtyard stable complex with ancillary buildings, including a B-listed Sawmill. The complex is associated spatially and historically with A-listed Pollok House and the B-listed Walled Garden. The position of the Stables and Sawmill next to the White Cart Water make them vulnerable to flooding, and the complex has been in a semi-derelict condition for almost 30 years. It requires a significant degree of repair and improvement in order to bring it back into productive use.



Aerial view of the stables showing the components under consideration. (NCAP-000-000-121-056. Sortie, April 2009)



Wooden buttressing supporting the south range



Bathroom in the south range showing extent of water damage

In 2016 an Options Appraisal, commissioned by Glasgow City Council and led by Glasgow Building Preservation Trust, scoped options for the repair and rehabilitation of the Pollok Stables complex. Out of four short-listed options, the preferred option of the project team and stakeholders is a mixed use solution which encourages a high volume of public access and engagement, carefully balanced with a number of income generating uses such as a café, shop, accommodation to let and some commercial units. This option would retain and refresh the parts of the Stables which currently attract public footfall, including the heavy horses, visitor centre and public toilets, while maximising opportunities to develop skills, training and education linked into Pollok Estate's many assets, including the walled garden, animals and woodland. No community engagement was conducted as part of the Options Appraisal

A Feasibility Study for the preferred option was conducted in autumn 2017. This involved a programme of community engagement, outlined in this report, to gather feedback from park users, communities of interest and other potential stakeholders on the Stables' future uses. The results of the community engagement will help to inform the development of design proposals and a business plan for the Stables.

Aims & Audiences

The aims of the community engagement programme were to engage with people who use the park in order to:

1. raise awareness of the long history and conservation needs of the Pollok Stables complex;
2. discover perceptions of the complex and what people value about it currently;
3. gather views on what future uses of the complex could benefit Pollok Park and its users,
and
4. identify additional communities of interest and stakeholder groups.

A May 2017 user survey of Pollok Park, undertaken by ScotInform, profiled visitors to Pollok Park, based on a sample of 303 out of the more than 1.4 million people who visit each year. Of these, 91% were repeat users and many of them visit the park on a regular basis. Park users cover all age ranges and genders and varying levels of physical mobility, as well as several groups with well-defined interests and activities. These include:

- dog walking
- cycling
- running
- walking for exercise or leisure
- picnicking
- playing with children
- meeting friends
- visiting Pollok House and/or café

The programme toolkit was designed to engage with general audiences, as well as more specific ones such as the newly formed Friends of Pollok Park.

Engagement Toolkit

Online Survey

An anonymous, online survey was designed to gather information on people's awareness of the Pollok Stables complex conservation needs, the values they associate with the complex and their views on potential future uses of the complex. It also gathered information on respondents' postcode, age range, gender, frequency of visits to Pollok Park and their motivations for visiting.

The survey was circulated via Survey Monkey and promoted at events and through the publicity campaign. The questions and responses are reproduced in Appendix A.

Consultation Events

The main vehicles for engagement were a series of three consultation events, each held twice (on a weekend and weekday) to maximise reach. The three events addressed Aims 1, 2 and 3 by focusing in turn on the past, present and future of Pollok Stables, although views on the Stables' future were sought and recorded from attendees at each event. This focus on past, then present and finally future helped to foster understanding among attendees of the buildings' historical development, the reasons for their present condition and the considerations that must attend any future use (such as the need for financial sustainability). Content relating to the past and the present was displayed at successive events for those who had not attended the previous ones.

A1 posters were created for each event to convey information on the themes of the Stables' past, present and future using text and images; these are reproduced in Appendix C. Various historic maps and photographs, current photographs and supporting documents such as the 2016 Options Appraisal were also available to view.

At each event, the team engaged visitors in conversations about the information on display and their own experiences and perceptions of the Stables. Visitors were encouraged to write responses using Post-it notes to questions posed on black boards; these were photographed at the close of each event. The questions posed were:

- When I think of Pollok Stables, I think of....?
- What would you like to be able to do at the renovated stables?
- What would you like to see for the future of the Stables?

A final sharing event provided an opportunity for feedback from attendees on proposed future uses for the stables and how these types of use might be arranged within the stables complex.

Each event included activities for children, including a self-guided scavenger hunt, colouring and badge-making. These were designed to involve them in learning about the history of the Stables complex and entertain them so that accompanying adults could engage with the content of the event.

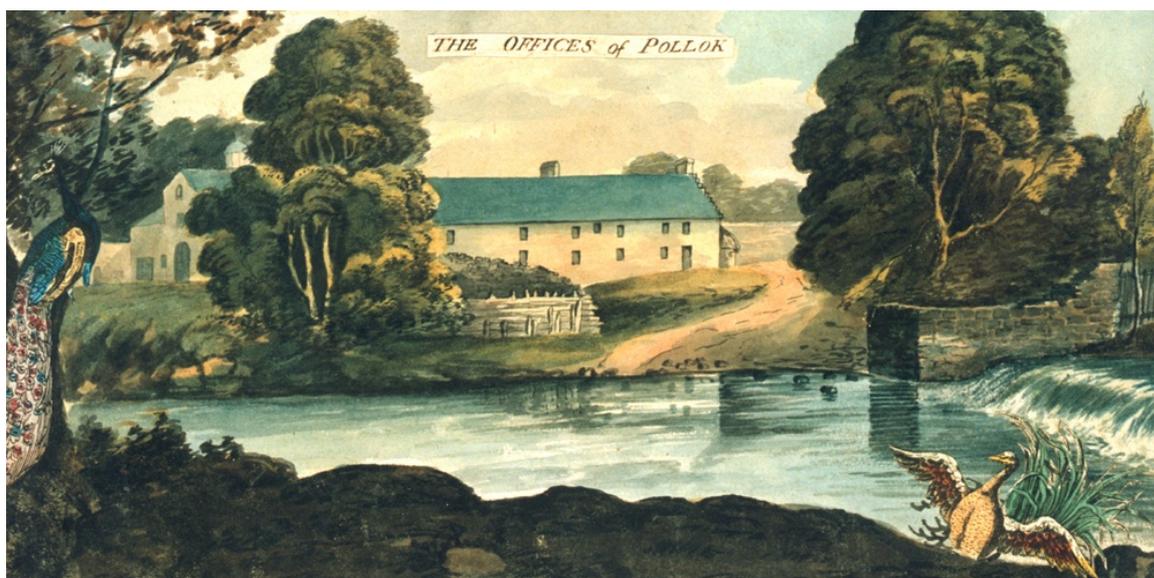
Event 1: Pollok's Past

Posters were displayed to inform visitors about:

- **Prehistoric Pollok** - the prehistoric archaeology of Pollok Park
- **Pollok in the Middle Ages** - the history of Maxwell ownership and the medieval village of Polloktoun

- **A tale of three castles** - the location and character of castles on and near the Stables' site
- **A managed landscape** - the history of the estate's management for farming, forestry and industry
- **A gift to Glasgow** - the story of Sir John Stirling Maxwell's public-spirited ownership
- **A stable future** - the significance, planning constraints and condition of the Stables

Visitors were also able to view a series of historic maps and estate plans that illustrate the development of the estate from the 18th to the late 20th centuries, as well as archive photographs of the Stables area and recent photographs of the buildings' exterior and interior.



A view of the old stables from the south bank of the river by an unknown artist c. 1830. Glasgow Museums TGS00007.

Event 2: Unstable Present

Posters were displayed informing visitors about:

- **Old buildings, new problems** - the leaks, flooding and decay processes affecting the buildings
- **Structural issues** - the issues identified in the Structural Feasibility Survey and the areas affected
- **Water, water everywhere** - how floodwater and rainwater are destabilising the buildings

Several of the posters displayed at the Pollok's Past events were displayed again, along with the historic maps and photographs.

A 3-D model of the Stables and Walled Garden was also on display. Visitors were able to discuss structural problems and solutions with Emma Wood, an architect from design team member Collective Architecture, who created the model and are developing designs for the current feasibility study.



3-D model of the stables

Event 3: Stable Futures

For the third pair of events, feedback and suggestions gathered at preceding events and in the online survey were distilled and grouped by theme. The themes were presented as seven options (none mutually exclusive) on A1 posters:

- A Place for Growing
- A Place for Learning
- A Place for Playing
- A Place for Making
- A Place for Living
- A Place for Working
- A Place for Eating and Drinking

Each poster presented some background information, a summary of the idea, a selection of quotations from visitors' feedback and a list of some considerations (for example, requirements for parking).

Attendees were given three votes and one wish. They were asked to vote for their three preferred options by placing stickers on the relevant posters and to post their wish for Pollok Stables on a final blank poster.



Gathering feedback, Stable Futures event.

Event 4: Possible Pollok – sharing event

Our final event coincided with the National Trust for Scotland’s Christmas Fair and was held in the linen room at Pollok House. This event was aimed at sharing our findings from the consultation process and getting feedback from attendee’s on the emerging proposals. Posters were displayed informing visitors about:

- Background to the project and consultation process
- A breakdown of potential usage options
- An axiometric sketch of the stables showing how different use types might be arranged throughout the buildings

Additional Consultation

Additional consultation was conducted with academics with detailed knowledge of the history and archaeology of Pollok Stables and the surrounding landscape:

- Professor Stephen Driscoll, University of Glasgow

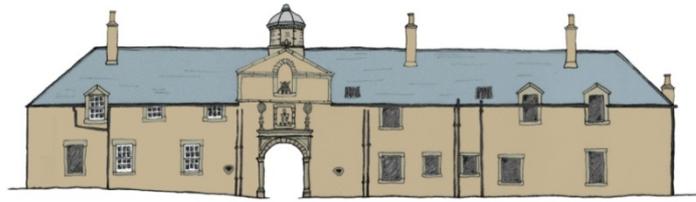
- Mark Mitchell, who conducted research and archaeological excavation for a post-graduate thesis on the prehistory and history of Pollok Park
- Dr Joe Murray (National Trust for Scotland) – in relation to NTS oral history project

Members of the engagement team also attended several meetings and events to explain the community engagement programme, raise awareness of the Stables' conservation needs and promote the consultation events and online survey:

- Pollokshaws Carnival on 19 August 2017;
- two meetings of the Friends of Pollok Park, on 19 July and 16 August 2017
- a meeting of the Pollok 50+ Ramblers Group on 6 October 2017

Publicity

The events and online survey were publicised and promoted on social media using the design team's various channels and also via the Friends of Pollok Park Twitter and Facebook accounts. The programme was also advertised on large banners posted in Pollok Park and on smaller posters that were distributed by email to a list of community groups, libraries and other stakeholders (see Appendix D), with requests to post and circulate them around their own networks.



HELP FIND A FUTURE FOR POLLOK STABLES

Pollok Stables face serious challenges - the buildings are desperately in need of emergency repairs and a sustainable, sympathetic long-term use. We've been holding a series of hands-on events and conversations with park users and community groups, looking at the buildings' history and the threats they face and gathering views on how to secure their long-term future.

Emergency repairs in the short term and extensive refurbishment in the longer term are needed to ensure Pollok Stables are here for future generations to enjoy.

TAKE PART IN OUR ONLINE SURVEY:

www.surveymonkey.co.uk/r/Pollok_Stables_Future



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Findings

Breakdown of participant numbers

Event	Date	Participant Numbers
Pollok's Past	03/09/2017	64
Pollok's Past	10/09/2017	60
Unstable Present	17/09/2017	152
Unstable Present	20/09/2017	15
Stable Futures	15/10/2017	154
Stable Futures	18/10/2017	78
Possible Pollok (sharing event)	09/12/2017	114
TOTAL		637

- Online Survey responses: 85
- Mailing list sign ups – 69

No formal participant profiling was undertaken during any of the public consultation events and few photographs were taken during the sessions. The events were designed to encourage people to discuss issues freely and informally with as little intrusiveness as possible. In addition to gathering responses and ideas from participants regarding the future of the stables, several key questions were introduced into conversation where appropriate and time permitted:

- Are you a regular visitor to the park?
- Have you been to the visitor centre before?
- Were you able to find the venue ok?
- How did you travel to the park?

At the end of each event staff recorded a series of general observations including an informal analysis of participant profile and notes and comments from conversations with individuals. The events were pre-planned; however, there was enough flexibility within the themes to respond to

comments and feedback from participants at the end of each set of events and tailor content, format and follow up questions to audience.

On the whole, participants were regular park users and were already aware to some degree of the poor condition of the stables buildings. They were highly receptive to the notion that change was necessary in terms of usage and administration to ensure the buildings survival. They also understood that this change would take some time and require considerable resourcing. Participants recognised the need for sustainability within any potential plan for the future, were open to some business related activity – particularly those with a social enterprise or social benefit model – and were keen to see ‘sympathetic’ reuse of the buildings that was in some way in keeping with the historic setting and context of the buildings.

Pollok's Past Events

The first series of events were attended by 124 people of whom 64 contributed written comments and ideas in response to the questions ‘When I think of Pollok Stables, I think of?’ and ‘What would you like to be able to do at the renovated stables?’ Janice Gaw, a former resident of the stables in the 1950s, attended and provided a map showing residents and building uses around the courtyard in the early 1950s, (Appendix E).

Participant profile

- Participants were predominantly older folks (40-65) and some family groups.
- Most had come intentionally to the event rather than wandered in having seen the signs outside.
- Several volunteers and staff from NTS Pollok House attended, along with several members of the park’s staff and members of the Friends of Pollok Park who had attended the meeting on July 19th.
- Most participants were frequent (weekly) or regular repeat visitors to the park and Stables Courtyard.
- Strong inter-generational connection to the stables and gardens - many had visited with their parents or grandparents and were now bringing their own children and grandchildren.
- Most were aware of the declining condition of the buildings and concerned for their future.
- A significant proportion of participants had not previously visited the visitor centre or was unaware of it.
- Most participants stayed for around 15-20 minutes.

Response to theme

- There was relatively high level of awareness of the historical significance of the Stables and walled garden, and a desire to see a 'sympathetic' or 'in-keeping' reuse of the buildings.
- Most were unaware of the complexity and time depth of the stables complex. Several reported they had assumed it was 'all Victorian'.
- The lack of historical interpretation and information about the stables and walled garden was highlighted as an issue.
- Little to no information available on the history of the park in general - focus on Stirling Maxwell era if anything. Most of the hard copy heritage trail leaflets are out of stock.
- The history of the buildings and the sense of being in an 'old place' are seen to be a key attraction for visitors and park users.
- Around half were aware the buildings were listed or had some kind of legal protection.
- There was considerable confusion as to ownership and responsibility for the buildings – some believed the buildings belonged to the National Trust for Scotland.

Unstable Present Events

These events were attended by 167 people of whom 42 contributed written comments and ideas in response to the question 'What would you like to see for the future of the Stables?' The Sunday event (17/09/2017) coincided with Glasgow Doors Open Day week which undoubtedly contributed to a spike in numbers. The Wednesday event (20/09/2017) was a particularly dreich and miserable day and the park was very quiet in general.

Irene Sweeney, a former resident in the 1960s, attended on the Sunday and brought along some family photographs, including one of the stables during a flood (see Appendix E). Another participant, Duncan McLaren, brought along census results he had compiled for the area, including those for Pollok Stables from the early 1800s to 1911, (see Appendix E).



Participant profile

- Similar profile to previous events, though more young families, likely as a result of Doors Open Day.
- Several return participants, particularly from the Friends of Pollok Park.
- More 'chance' visitors than previous events.
- Several overseas visitors and individuals who were first time visitors to the park attended on the Sunday (Doors Open Day effect). Although unfamiliar with the park and stables, they brought fresh perspectives and suggested comparable sites from their local areas.

Response to theme

- The closure of the Pend in August appears to have had a significant impact on levels of awareness of the condition of the buildings.
- Prior to this, there had been a significant degree of 'buttress blindness' –people acknowledged they had not realised the extent and severity of the issues affecting the buildings.
- Many were surprised at the extent to which historic flooding events had damaged the buildings and had assumed that the principal issue was that of long-term neglect and lack of maintenance.
- There is awareness amongst regular park users that park staff are stretched to capacity and that there are less resources available for repairs and maintenance.
- There is a general feeling amongst regular visitors that the park has 'gone downhill' in recent years.
- Regular park users are concerned at the lack of ranger presence around the park in general and many stated they would like to see continued ranger presence within the courtyard.
- Park rangers and staff reported a recent increase in vandalism and anti-social behaviour in the park and highlighted their concern at this as a potential threat to the buildings.

Park-wide issues and general comments

Following the first two sets of events, feedback was collated and organised into groups of ideas or themes (see above section on Consultation Events and Appendix C) in preparation for the Stable Futures event. In addition to examining responses to future reuse of the stables complex, the review process also highlighted more general issues relating to the park as a whole. Many of these

were also highlighted within the ScotInform park user survey (2017). Comments from participants included:

Signage and information issues

- Lack of interpretation, particularly relating to cultural heritage
- Lack of wayfinding and orientation signage
- No hierarchy in route maps/outdated information
- Lack of centralised information points
- Nowhere to advertise events
- Noticeable lack of ranger/park staff presence
- Lack of crossover/integration in signage and info between key venues (Burrell/Pollok House/Stables)

Traffic and access

- Too many cars
- Concerns raised at potential impact of development at stables on parking/increase in traffic
- Lack of bike parking and facilities

Public services

- Lack of toilet facilities and cafes
- Pollok cafe perceived to be expensive, some put off by thinking they have to pay an entrance fee to the house
- Would like more sheltered spaces e.g. covered area with picnic benches
- More stuff for kids
- More facilities for dog walkers

Attractions

- Animals are key attraction, particularly horses and cattle (people would like to know where they are being kept, often can't find them)
- Gardens are very popular with all groups
- Closure of wildlife garden came up frequently as a lost asset

General observations

- Burrell Collection was rarely mentioned in relation to stables, seen as very distinct and discrete
- Go Ape development still resonates with many visitors
- Lack of awareness of ownership across the park
- Mix of private/public spaces and buildings can be confusing
- General lack of tie up between elements of visitor experience - Stables/Pollok House and Gardens/Burrell Collection.

Precedents, pointers and inspiration

- Greenbank Gardens (NTS) - plant sales/garden centre.
- Mugdock Park - cafe/craft shops/children's activities
- Dumfries House - residential/educational/growing space/heritage
- Torrance House/Calderglen - cafe/exhibition space/venue/summer festivals/outdoor play area
- Culzean Castle - presenting history of the area/whole family day out (picnic etc)

Stable Futures Events

The Stable Futures events were attended by 232 people, 182 of whom submitted their votes for their three favourite themes. 59 people contributed written comments and ideas in response to 'Make a Wish for Pollok Stables'. The increase in numbers of participants from earlier events is partly due to the month long interval between events allowing time to adequately promote the final event, and increase awareness via social media, mailing lists and conversations with stakeholders. Events also coincided with the October holidays and an increase in park users (particularly young families). Some participants had attended previous events and were keen to continue engaging in the process.

Participant profile

- A slightly younger crowd than previous events, particularly during the Wednesday session.
- Around 10% had participated in previous engagement events.
- Most participants stayed for around 15-20 minutes.

Voting by theme

Theme	Idea	Votes
1: Place for Growing	The Stables Courtyard could be a place to make horticultural/agricultural activity accessible to the public, via educational visits and workshops, revenue could be raised from a farm shop/ cafe/ retail area.	119
2: Place for Learning	To establish Pollok Stables as a lifelong learning centre for the appreciation and understanding of plant and animal life and the associated skills involved in working on the land.	80
3: Place for Playing	To develop the Stables Courtyard and surrounding area into a recreational area offering a number of indoor and outdoor facilities for a wide variety of user groups, incorporating toilet/ changing facilities, space for clubs/ groups to meet (ParkRun, Bellahouston Harriers), refreshments/ retail area (cafe, vending machines), kids play area (indoor as well as outdoor), green gym, hands-on interpretation, children's museum.	78
4: Place for Making	To create a number of workshops within the Courtyard with a view to making Pollok Stables a centre for traditional crafting excellence, to showcase the work of the various arts and crafts that are in evidence around the Park, such as woodworking, blacksmithing, pottery, stained glass etc.	146
5: Place for Living	Restore the Courtyard buildings as places to live in - as short-term, long-term, or supported residential accommodation.	41
6: Place for Working	To adapt a portion of the Stables and Courtyard buildings to accommodate office units, to open part of the buildings out in order to create a flexible, multi-purpose space for meetings, events and functions.	21
7: Place for Eating and Drinking	Create a cafe/restaurant/cookery school within the stables, using produce grown in the gardens. Investigate the potential for craft brewery or distillery as part of the complex.	61

Participants were briefed prior to voting so they understood that there was some crossover between themes and they were not mutually exclusive – a combination of elements from each of the themes was the preferred option. In addition it was made clear that if a particular theme received fewer votes it would not be discounted.

Some themes were clearly more popular – ‘A Place for Making’ and ‘A Place for Growing’ were deemed to be particularly attractive – unsurprising given the frequency of responses relating to the desire for more creative activities and engagement, and the importance placed on the animals and gardens. Despite many respondents stating the need for more provision of cafes and eateries, ‘A Place for Eating and Drinking’ received fewer votes than anticipated though this may be due to a crossover with a ‘Place for Growing’.

Office/working spaces were the least popular but this is unsurprising when presenting participants with more exciting and attractive offers – no one wants to think about work when they’re in a park.

A number of participants suggested that the Stables would benefit from closer integration with Pollok House (reflecting their historic interdependence), with the National Trust for Scotland taking over management of activities at the complex.

Objections to the idea of residential/holiday lets, hostels or commercial office space, centred on concerns around limiting access – would this mean areas of the stables be ‘off limits’ to the public? This could also be an issue with conference or event spaces. Those in favour of residential/holiday lets recognised the potential benefits of having the stables occupied overnight in discouraging anti-social behaviour and vandalism.

‘Make a wish for Pollok Stables’ responses

Overall, many of the comments reflected the themes above and also echoed responses from previous events. A desire to retain the horses came through most strongly during these sessions (eight respondents), possibly due to a greater number of parents with young children attending. New ideas included a bakery, recording studio and music venue.

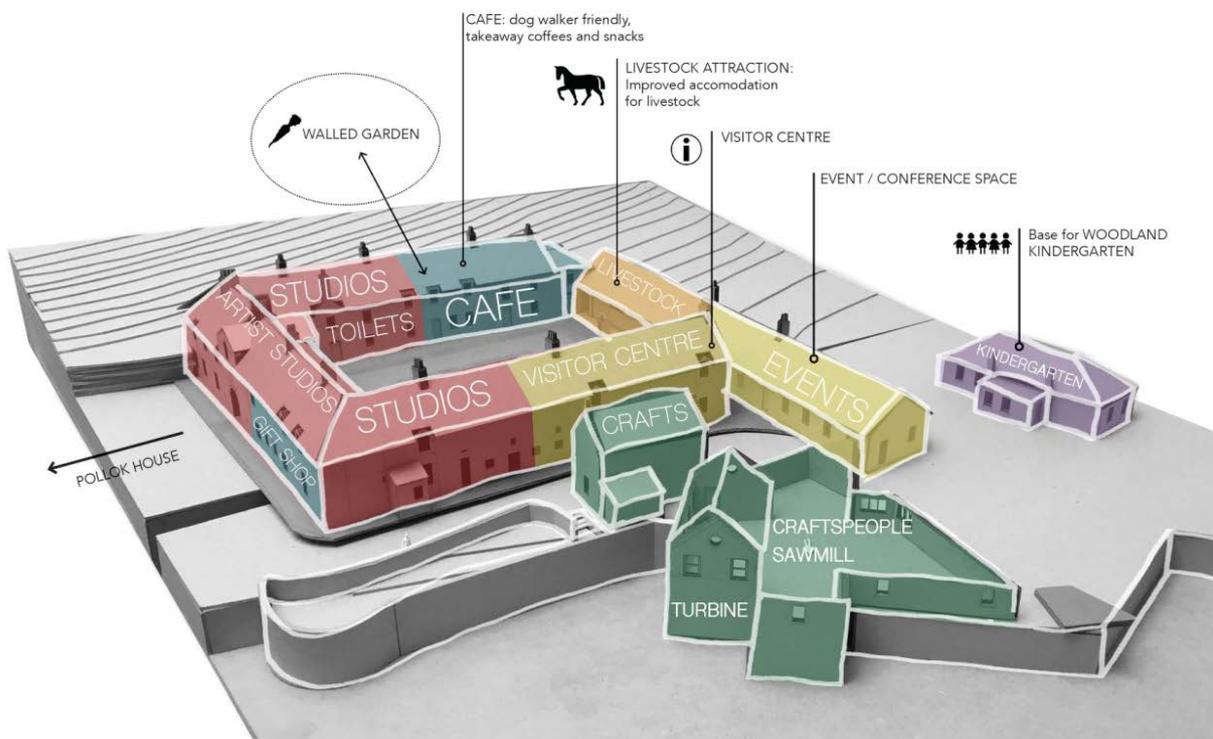
Possible Pollok Sharing Event

The Possible Pollok sharing event was attended by 114 people. It was held in the linen room of Pollok House and coincided with the National Trust for Scotland’s Christmas Fair. Most attendees were familiar with the stables but had not engaged with the consultation process during earlier phases, though several had filled in the online survey.

Participant profile

- A mix of older people and families – most had come for the NTS Christmas Fair and popped in on their way to or from.
- Few had participated in previous engagement events.
- Most participants stayed for around 20 minutes.

Axiometric drawings and indicative visualisations (see below) provided useful prompts to encourage thinking about how different types of use might be configured and arranged across the stables complex.



The majority of attendees were enthusiastic about the proposals and keen to see action taken to ensure the future of the stables. Around a third of the attendee's were National Trust for Scotland members and several expressed the opinion that the NTS should have a role in the development and/or management of the stables in the future. The popularity of specific themes mapped closely to previous engagement events – options for cafes/eating places, crafts, growing spaces and activities for children and young people were the preferred options.

'Plans so far look amazing. It would be great if the studios and cafe could make use of the parks resources.'

'Facilities for young people, 'NEETS' vital to ensure investment in and by them to future of park and reducing risk of vandalism.'

'Office space for local small businesses. Possible site for incubator for social enterprises. Potential for educational resource base.'

'Agree diversity of tenants is needed. Outdoor kindergarten would be perfect tenant!'

'Work in partnership with Pollok 80/20, Village Storytelling Centre and other Pollok community projects'

Online Survey

The online survey 'Finding A Future for Pollok Stables', was released on 31st August and to date, (24/10/2017) has received 76 responses. Summary responses are attached as Appendix A.

Respondents were predominantly female (76%) and the age range was similar to those attending the engagement events, with a majority falling in the 40-59 year old bracket (55%) – a similar composition to the profile of park users conducted by ScotInform in 2017.

Fifty-seven of the 76 respondents live in a postcode areas lying within 5 km of the park. The majority were from communities lying to the east and northeast of the park – Pollokshields, Shawlands (G41); Battlefield, Govanhill, Mount Florida, Strathbungo (G42); Mansefield, Newlands and Pollokshaws (G43); and Arden, Carnwaderic, Deaconsbank Giffnock (G44). Only a handful of respondents were from the areas to the west of the park: Darnley, Pollok, Crookston and Nitshill (G53) and Cardonald, Hillington, Penilee, Mossbank (G53). The remainder of respondents were spread across the city, Paisley and Motherwell.

Postcode	Number of Respondents	Percentage
G41	15	19.7%
G42	7	9.2%
G43	13	17.1%
G44	3	3.9%
G46	8	10.5%
G51	1	1.3%
G52	4	5.3%
G53	2	2.6%
Other – G Postcode	17	22.4%

Reasons for visiting

Horses and Heritage

In comparison with the ScotInform survey of park users, there are similarities in terms of motivations for visiting the park – the majority of visitors come to the stables and walled garden as part of a run, walk or cycle. However, ‘visiting the horses’ was the second biggest draw for Stables visitors, and featured heavily in responses to ‘When I think of Pollok Stables I think of...’ Along with ‘Find out about the history, archaeology and natural heritage of Pollok Park’, ‘Pet the horses’ was the joint favourite for future activities at the Stables (Q11).

Q6 When I think of Pollok Stables I think of....



Word cloud of responses to ‘When I think of Pollok Stables I think of...’

Q7 When I think of Pollok Stables I feel....



Word cloud of responses to ‘When I think of Pollok Stables I feel...’

The Gardens: A Sanctuary Space

The plants and peace and quiet were a major draws for those visiting the Walled Garden, and four people also mentioned that they enjoyed the setting for photography. The importance of the history and heritage of both the Walled Garden and Stables came through strongly in terms of reasons for visiting, emotional responses to the 'I think' and 'I feel' questions and areas of interest (Q10). The 'I feel' query reflected a mix of affection for the Stables and sadness at its current state.

A significant proportion of respondents view the Walled Garden as a 'quiet', 'tranquil', and 'peaceful' space (see word cloud below). Any potential development in the courtyard will need to recognise this usage as a key component of the overall visitor experience and ensure that future uses complement, or at least do not impact negatively upon, the garden's character as a meditative space.

Q8 When I think of the Walled Garden I think of....



Word cloud of responses to 'When I think of the Walled Garden I think of...'

Q9 When I think of the Walled Garden I feel....



Word cloud of responses to 'When I think of the Walled Garden I feel...'

Almost 80% of respondents were aware of, or visited, the Visitor Centre - a higher percentage than anticipated from conversations with participants attending the engagement events.

Recommendations

A Vision for Pollok Stables

The key finding of the public consultation was that people appreciate Pollok Stables not only for their current and potential amenity values but also for their conservation values, as the centre of a former working agricultural estate and designed landscape in the urban context. These values are expressed in the abundant suggestions for activities based at the Stables that are linked to the park's past and current management and uses, including traditional crafts and food production as well as learning and recreation.

Based on the findings of the consultation, we recommend that the buildings' future use comprise a mix of activities that promote engagement with and learning about the Stables' (and indeed the park's) conservation values while generating income to ensure sustainability in the long term. Closer integration with activities at Pollok House, perhaps with the National Trust for Scotland taking an active role, could add value to the visitor offer at both venues and would reflect the historic interdependence of the house and stable complex.

Below we sketch the proposed character of activities making up the proposed mixed use. It incorporates certain things identified as essential to retain, including stabling for the Pollok Clydesdales and a tack room; space for staff to care for the horses (as a minimum) and provide information for visitors, and accessible toilets.

While it may not be viable in business terms to include all of these uses, a combination of some of them would create the Stables as a hub for Pollok Park - something that it currently lacks: a place to relax, learn, eat, make, buy and work in ways that help people enjoy and appreciate the conservation values of the buildings and the wider park.

The first three uses (Stables, Base for Park Staff and Visitor Centre) are seen by many of those consulted as essential to retain; the other uses are presented in no particular order.

Stables

CHARACTER: Providing stabling and a tack room for the Pollok Clydesdales.

AUDIENCES: Visitors who enjoy interacting with the horses and who will learn about their key role in the historic agricultural economy of Pollok.

Base for Park Staff

CHARACTER: A base for staff with public interaction duties relating to the park and the stable facilities.

AUDIENCES: Park staff, park visitors.

Visitor Centre

CHARACTER: Offering information and interpretation highlighting the park's history as a medieval estate, working farm and designed landscape, with active learning linked to livestock, trees, archaeology, architecture, etc. To include accessible toilets.

AUDIENCES: General public, families, schools.

Café

CHARACTER: Informal and small with large outdoor space, offering light meals, coffees, snacks - using produce from gardens where possible. Sales of food and drink would generate income, which could be used to subsidise cookery training on social enterprise model.

AUDIENCES: Families with children, dog walkers, other park users.

Training kitchen

CHARACTER: Providing cookery training for young people to enhance skills and employability and offering cookery classes to general public - using produce from gardens where possible. Cookery course fees could generate income.

AUDIENCES: Young people (specifically NEET*), other people interested in cookery using fresh, locally sourced, seasonal ingredients.

Studio spaces

CHARACTER: Working spaces for artists and craftspeople, particularly ones whose work is linked to the natural / cultural heritage of the area. Rents would represent income.

AUDIENCES: Artists, makers, writers.

Workshop spaces

CHARACTER: Artists and makers offering workshops in traditional crafts such as woodworking, pottery, weaving. Workshop fees would represent income.

AUDIENCES: General public, young people (NEET*), children.

Arts & crafts shop

CHARACTER: Showcasing and offering for sale the work of local artists and craftspeople, especially products made at the Stables. Sales would generate income.

AUDIENCES: Park visitors seeking to buy locally made objects and works of art.

Farm shop

CHARACTER: Offering produce from the gardens for sale, including vegetables, fruits and plants. Sales would generate income.

AUDIENCES: General public.

Farm school

CHARACTER: Offering urban schoolchildren an intense learning experience about agricultural work, food production and relationships to land through day visits, workshops and residential stays (on the Farms for City Children model). Fees for workshops and residential stays could generate income, perhaps supplemented by government grants.

AUDIENCES: Schools in the Glasgow and wider catchment area

Holiday cottage(s)

CHARACTER: Offering a unique experience for those wanting to stay in an A listed building on a beautiful estate in an urban context.

AUDIENCES: Wedding parties, NTS holiday makers.

Event space(s)

CHARACTER: Offering spaces and support for corporate, community and private events. Hire of space(s) would generate income.

AUDIENCES: Businesses, community groups and private individuals.

*Not in employment, education or training

Further engagement

Future engagement needs to focus on those groups and geographic areas that have been less well represented in this round of consultation. There are many potential barriers to engagement. Some people cannot attend due to work or life commitments; others may find travel to and from the venue difficult due to mobility issues or economic reasons, and still others may find the context of a public 'consultation' uncomfortable.

Communities currently missing from the consultation are concentrated around the western edges of the park in the G51, G52 and G53 postcode areas. Reaching out to these audiences via community centres and embedded organisations (for example, the Village Storytelling Centre) may provide a more conducive environment for consultation. Publicising consultation events using hard-copy posters and fliers and attending community events may be more effective than over-reliance on social media.

There was some confusion among park staff as to whether they could attend and contribute to sessions. Their input is critical, and this perception needs to be addressed through face-to-face consultation with park staff that respects the existing staff structure and communication protocols.

Other key stakeholders could be targeted more directly, National Trust for Scotland staff and volunteers, Police Scotland, plot holders at Sir John Stirling Maxwell Allotments and South Western Allotments, and Burrell Collection/Glasgow Museums staff.

Maintaining Momentum

Social media is useful for promoting events but can exclude those not engaged with particular platforms such as Facebook. A dedicated website for the Stables would allow information about events, reports, funding and general progress to be disseminated. This would lessen the reliance on social media or the good will of another organisation such as the Friends of Pollok Park which, having very recently formed, is still finding its feet in terms of individual roles and responsibilities.

Another way of growing awareness, engagement and capacity among communities surrounding the park, particularly those identified as less engaged (see above), would be to develop a creative heritage project that includes all key stakeholders. This could, for example, offer opportunities for young people to partake in hands-on learning through archaeological excavation and making. Its key aim would be foster awareness among those communities of the longstanding historical connections between Pollok Park and Greater Pollok housing estate, as well as greater appreciation and sense of ownership of the park's cultural and natural heritage assets - all of which could help support the Stables' conservation, relevance and sustainability.