



Research Report

Pollok Stables
Glasgow Building
Preservation Trust

March 2018 updated Sept 2018



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NB: This research report complements separate Business Model Appraisal and Outline Business Case documents and the three should be read together

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Executive Summary

Introduction

Located within Pollok Park, the Old Stables Courtyard is a Category A listed courtyard, with adjacent ancillary buildings. The site has been in a semi-derelict condition for almost 30 years and requires a significant degree of repair to bring it back into productive use.

Along with the rest of the Pollok Estate, the stables were gifted to the City of Glasgow in 1966 by the Maxwell family. Today the stables are managed by Glasgow City Council, with the Land and Environmental Services Team utilising them as their main operational base. The adjacent Pollok House is managed by the National Trust for Scotland.

In 2016, Glasgow City Council commissioned Glasgow Building Preservation Trust (GBPT) to undertake an Options Appraisal to explore possible futures for the site. A year later GBPT were asked to take this work further and secured funding from the Heritage Lottery Fund, the Architectural Heritage Fund and Glasgow City Council to complete the project. GBPT commissioned a team comprising of Community Enterprise, Northlight Heritage, Collective Architecture, David Narro Associates (structural engineer), and Gardiner & Theobald (cost consultants).

Methodology

Between June and December 2017 the project team worked closely together to explore possibilities for the site, building on the conclusions of the 2016 Options Appraisal. Northlight Heritage undertook an extensive community engagement exercise, which reached over 600 people. Collective Architecture and the wider technical team undertook further modelling of the site, developed a Conservation Management Framework, and developed a range of design proposals. Community Enterprise consulted with stakeholders, undertook desk based research, and drew this all together into this research report.

Research

This report details the findings of Northlight Heritage's public consultation, as well as the market research and case studies undertaken by Community Enterprise. In addition, it records the main points of discussions with key stakeholders and potential tenants.

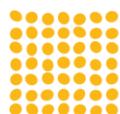
Options Appraisal

This report analysis a range of proposed uses for the building and then outlines three key options for the site:

- Option 1: Pollok Stables united with Pollok House under National Trust for Scotland
- Option 2: Pollok Stables as a residential education centre operated by Kinship Care
- Options 3: Pollok Stables as a community run space

Considering all the research, the recommended model is Option 1. The National Trust for Scotland represents the least risky future for the site, and would see the stables reunited with the house – as the buildings were originally intended. If absorbed as part of NTS operations at Pollok, the site would have lower overheads and a higher potential to generate income – through, for example, shared conferences and events with the House. There is strong synergy in terms of delivering education programmes across both sites – for schools and families as well as for the wider general public.

Following the completion of this work, Glasgow City Council, with the support of GBPT, should work with the National Trust for Scotland to design a mutually beneficial solution for the site.



Governance and Management

Glasgow City Council will retain ownership of the buildings as per the agreement at the time of the bequest. Under the recommended model, the National Trust for Scotland could lease the completed Stables from Glasgow City Council on full repairs and maintenance terms. NTS would also be responsible for the overall management of the building. They would be likely to lease certain parts of the site – e.g. the Sawmill – to other organisations.

Financial Viability

In order to establish the financial viability of the project, very high-level projections have been developed. These are not intended to be precise descriptions of exact income and expenditure, but more an indication of the expected income streams and the types of overheads this kind of site may incur. Levels of income and cost are estimates only and may change as this project develops over time. This table shows that this kind of project in the stables can be financially viable but will require efficient management and sound marketing.

Developing the Site

A project of this scale will require a substantial amount of grant funding. Pollok Stables are in a state of advanced dilapidation, and the cost of repair is estimated to be significant. In 2016, these costs were placed at £8 million – this number is expected to increase as time goes on and the buildings continue to deteriorate. This report outlines potential targets for capital funding.

Risk Assessment

A full risk assessment is shown in Section 7. Key concerns are around the escalating cost of development as the buildings deteriorate, and maintaining strong relationships with stakeholders and potential tenants as the project progresses.

Next Steps

-
- 1 Discuss proposed plans with all stakeholders – especially LES and NTS
 - 2 Finalise outline Business Plan and indicative financial projections
 - 3 Finalise proposed floor plan and early architectural designs
 - 4 Submit all plans to Glasgow City Council for approval
 - 5 Begin to raise development funding for the next phase of the project
-



1. Introduction

1.1 Introduction

The Old Stable Courtyard is located within Pollok Country Park. It lies to the south east of Pollok House, on the north bank of the White Cart Water. Along with the rest of Pollok Country Park, the stables were gifted to Glasgow City Council in 1966. Since then, Pollok Stables have served as an operational base for the Land and Environmental Services team (LES) within the council. Currently, the stables are best known for housing the Clydesdale Horses, and a small visitor centre run by the Rangers service.

The Pollok Stables complex comprises a Category A-listed courtyard stable with ancillary buildings, including a B-listed Sawmill. The buildings are linked historically to nearby Pollok House (A-listed) and the Walled Garden (B-listed). The position of Pollok Stables beside the White Cart Water has made the site vulnerable to flooding. The buildings have been in a bad state of disrepair for almost 30 years and are listed on the Buildings at Risk Register for Scotland. Urgent action is needed to make them safe and preserve the site for future generations.

In 2016, Glasgow City Council commissioned Glasgow Building Preservation Trust (GBPT) to undertake an Options Appraisal to explore possible futures for the site. This report identified a mixed-use solution as the preferred option, encouraging 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.

In 2017, GBPT were asked to take this work further and secured funding from the Heritage Lottery Fund, the Architectural Heritage Fund and Glasgow City Council to complete the project. GBPT commissioned a team comprising of Community Enterprise, Northlight Heritage, Collective Architecture, David Narro Associates (structural engineer), and Gardiner & Theobald (cost consultant).

This report brings together the research completed by Community Enterprise towards the outline business case – available separately.

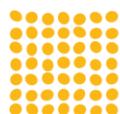
1.2 The History of the Stables

The main buildings comprise a square courtyard of stone-built, one and two-storey buildings predominately dating from the 18th century. This was when the new stable complex was first constructed on the site of the medieval Laighe Castle (low castle) – the stables then underwent significant changes and additions in the 19th century.

The site of the Stables has been subject to archaeological investigation as it retains a section of the medieval castle in the outer east wall, and a significant amount of recycled 17th century fabric. The site was the main focal point of administrative activity for much of the Nether Pollok Estate's 800 years in the ownership of the Maxwell Family. The Stables Courtyard extant today is a fascinating complex, having been reconstructed and remodelled a number of times throughout the last few centuries to effectively service the main house and its wider estate.

During the 18th and 19th centuries, at the height of Pollok House's hey-day as a prominent Country Mansion, the Stables Courtyard complex provided essential support functions including a factor's office, servants' quarters, coach house, stabling for horses and milk parlour. Unlike the rigid classical geometry of Pollok House, the Stables buildings exhibit a vernacular style having evolved over a number of periods rather than being subject to a single stage of design and construction. This is undoubtedly part of their unique character.

Included within the Stables complex are three other historic buildings which are also included as part of this study. Commercial forestry provided a valuable source of income for the Maxwell family and the evidence of this is still very visible in these buildings. To the south west of the



Courtyard there is a Sawmill, Power Station and adjacent Caul (weir). The weir was built around 1757, at the same time as the original construction of the Stables Courtyard, and adapted during the 19th century to power a low-breast water wheel supplying the Sawmill and Power Station. This single storey stone and brick group on the banks of the White Cart River was constructed sometime between 1860 and 1880 but then adapted in the late 1880s to incorporate a more efficient turbine which remains in place today. Embedded in the ground adjacent to the buildings there are still tracks on which the wagons of timber were transported directly to the Sawmill. The buildings have much historic interest but are not currently publicly accessible.

A small free-standing, rectangular crow-stepped stone building situated between the Sawmill and Stables Courtyard is currently known as the 'Hen House' but thought to have been built as the Power House providing electricity to the Pollok House and Sawmill by the end of the 19th century. It incorporates huge stone blocks likely salvaged from construction elsewhere on the estate, and is included within the curtilage of the listed Stables complex. It is currently used as a ranger's office. To the east of the Stables block is a later, white rendered building which was formerly a School House.

1.3 Current State of the Stables

The Stables Courtyard is a Category A-listed complex. It currently houses the Countryside Rangers' offices, small visitor centre, staff canteen, stores for the grounds maintenance team, several dwelling houses and stables for the Park's four Clydesdale horses.

The south range (Block A) comprises two-storey buildings with dormers on the courtyard elevation. This range previously accommodated offices and dwelling houses but has been largely abandoned due to its unsafe structural condition. Its western

extent has external shoring from the courtyard side, which itself is in a decaying and in an unstable condition. Glasgow City Council have not yet undertaken temporary measures to make safe and consolidate this area of the Stable block until a permanent solution can be developed.

The west range (Block B) of the stable block is the most distinctive part of the complex owing to its incorporation of 17th century renaissance gateway, comprising arched pend, full height portico surmounted by a domed roof ventilator. The pend was closed as an access route in the autumn of 2017 following an updated structural survey and concerns about public safety.

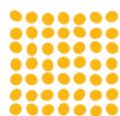
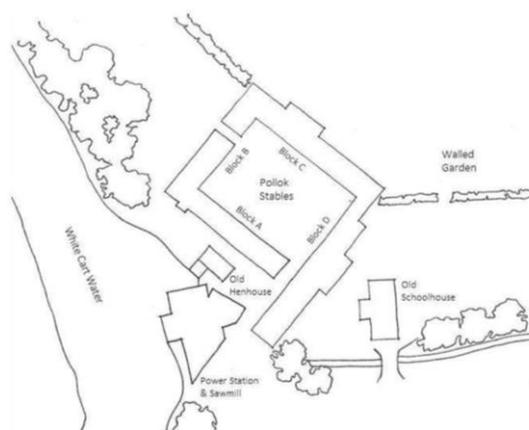
The north range (Block C) comprises four two-storey buildings which are currently used as three dwelling houses (at least one is known to be unoccupied), an office and storage.

The single-storey east range (Block D) comprises further storage, stabling for four Clydesdale horses, with a visitor centre and toilets separated from the main block by a narrow passage.

Part of the Sawmill is currently utilised as a wood carver's workshop with the remainder of the building unused. The Old Schoolhouse is used by GCC staff as an informal canteen and known as the Bothy.

1.4 Background to this Project

Pollok Country Park is currently the focus of much attention, owing primarily to the high profile Burrell Collection Renaissance Project. This project will see many millions of pounds invested in the building as well as the wider park, to improve access to and appreciation of these nationally important assets. The Burrell Renaissance Project is anticipated to result in a significant increase



in visitor numbers to Pollok Park, from local, national and international audiences. This is therefore an opportune time to address the problems faced by the Stables complex and tap into the benefits which will be generated from this wider regeneration activity in the Park.

In 2016, Glasgow City Council commissioned Glasgow Buildings and Preservation Trust (GBPT) to undertake an Options Appraisal to explore possible futures for the site. A year later GBPT were asked to take this work further and secured funding from the Heritage Lottery Fund, the Architectural Heritage Fund and Glasgow City Council to develop the proposals further.

This report should be read in conjunction with:

- Project Viability Report, GBPT
- Community Engagement Report, Northlight Heritage
- Conservation Management Framework
- Architectural Designs & Costings
- Updated structural condition survey

A number of reports have been commissioned in recent years relating to the Pollok Country Park Estate and all the various assets contained within it. Between them they contain a wealth of information on the historical development of the estate; the significance of its built and natural assets; its problems, issues and opportunities; and plans and strategies for its future enhancement. The following documents are of relevance to this project:

- Standing Buildings Archaeological Survey of Stables 2009
- Pollok Country Park Management Plan 2011-2016
- Pollok Park Conservation Area Appraisal 2015
- Pollok Country Park Masterplan 2015
- Pollok Old Stable Courtyard Condition Review 2015
- Glasgow Life / Glasgow Museums Pollok Park User Analysis May 2017
- The Museum in the Park 2016

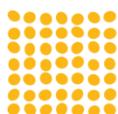
1.5 Options Appraisal 2016

The 2016 Options Appraisal included a written analysis of potential uses for the site as well as a structural survey and some early costings for the renovation of the stable buildings.

The report considered fourteen potential uses for the stables site:

- City farm/petting zoo
- Boutique hotel/restaurant
- Private events space
- Residential – short/long term lease
- Holiday Lets/Guest Accommodation
- Artists Workshops and Gallery
- Offices
- Nursery/Kindergarten
- Outdoor Activity Base
- Horse Stables
- Visitor Centre/Agricultural Interpretation
- Working Demonstration Kitchens, Food Production and Education
- Café/Restaurant
- Retail

These proposed uses were consolidated into four key options which were explored using a SWOT analysis:



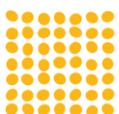
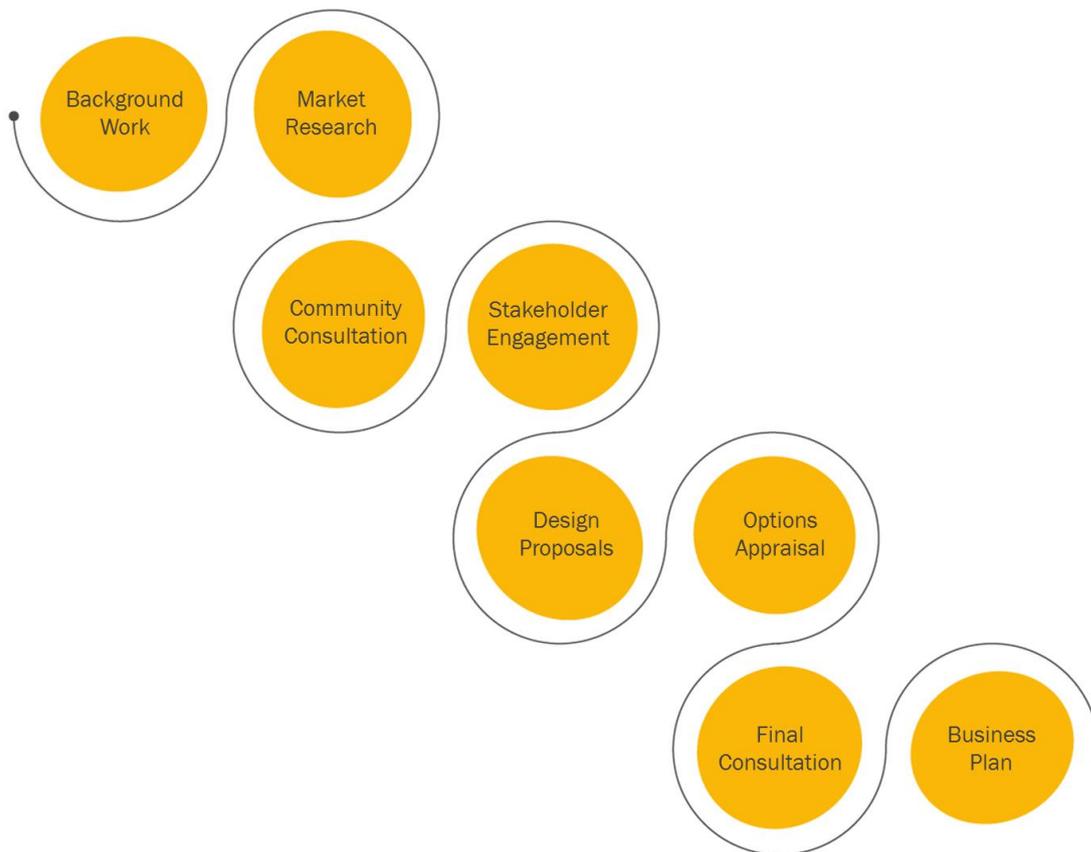
1. Repair Only (and rehabilitate redundant Block A as existing)
2. Residential (long/short term lease)
3. Mixed Use Commercial Focus (nursery/artists workshops/gallery/offices/retail units/holiday lets/café/shop)
4. Mixed Use Public Access Focus (retains horses/demonstration kitchen & classroom/residential accommodation/visitor centre/café/shop)

The study concluded that the preferred option was Option 4 – Mixed Use. It was thought that the stables development should ensure a high level of public access alongside some commercial activity to generate a sustainable income.

This research aimed to build on this work to explore potential uses in more detail and work towards a sustainable business model for the future of the stables.

1.6 Methodology

The following diagram outlines the progress of the project, undertaken by Northlight Heritage, Collective Architecture and Community Enterprise in collaboration, with the support of GBPT:



2. Community Consultation

2.1 Overview

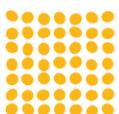
In the Autumn of 2017, Northlight Heritage undertook a programme of community engagement, conducted in tandem with business planning and design work for the Old Stables Courtyard in Pollok Country Park.

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.

The consultation comprised of a range of engagement methods:

- Online Survey, attracting 76 responses
- Consultation Events – Northlight Heritage organised a series of three consultation events, each held twice (on a weekend and weekday) to maximise reach. The events focused on the past, then present and finally of the stables respectively. Events attracted 523 visitors
- Consultation with academics with detailed knowledge of the history and archaeology of Pollok Stables
- Range of publicity to attract attention and raise awareness



After the second round of consultation events, Northlight Heritage compiled the feedback they had received into a range of themes. At the third event members of the public were asked to vote for their favourite theme:

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 woodwork, 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

2.2 Recommendations

Northlight Heritage conclude their report with the following –

‘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.’



The following table summarises uses for the stables that emerged from the public consultation. Local people considered the first three uses to be key, with the others possible in a range of combinations. The report recommended that the Stables become a hub for Pollok Park - 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.

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 Glasgow City Council staff with public interaction duties relating to the park, such as rangers, grooms and livestock managers.

AUDIENCES: GCC 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

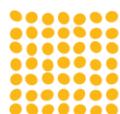
CHARACTER: Working spaces for artists and craftspeople, particularly ones whose work is linked to the natural / cultural heritage of the area. Rents would represent income.

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)

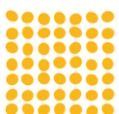
CHARACTER: Offering a unique experience for those wanting to stay in an A listed building on a beautiful estate in an urban context.

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.



3. Desk Based Research

3.1 Visitors to Pollok Park

Pollok Park covers 146 hectares. It is Glasgow's largest park and the only Country Park within the city. It was voted Best Park in Britain 2007, won Europe's Best Park 2008, and has achieved the Green Flag Award – the benchmark national standard for quality parks and green spaces – every year since 2012.

In May 2017, ScotInform published data profiling visitors to Pollok Park.¹ The following table gives an estimate of annual visitor numbers:

Table 4.2: Annual visitor estimates (traffic surveys and observation data)

Type	Number	%
Vehicle passengers	1,190,946	82
Pedestrians	199,862	14
Cyclists	60,983	4
Total	1,451,791	100

Some other highlights of the report include:

- Analysis of observation data highlights that 50% of all visitors were visiting on their own, whilst 29% were visiting as a pair and 21% were in a group of 3 or more people
- 199,862 pedestrians visited the Park annually. Of these, four fifths were walkers whilst around a tenth were either runners or dog walkers. In terms of group size the average pedestrian groups contained 1.9 people, though this varied by type with walking groups containing 2.3 people, whilst runners (1.1) and dog walkers (1.3) tended to visit in smaller groups
- The vast majority of cyclists observed were of the leisure type, for instance cycling with friends/family. The majority of cycling groups were small with 1.3 people on average per group
- Visitors were more likely to be female than male. The only variation in this trend was amongst cyclists where 74% of visitors were male to just 26% female. But as cyclist account for only 4% of visitors this does not affect the overall profile. Three-quarters of visitors were aged over 25 whilst 10-24 year old accounted for less than 10% of all visitors. These age trends were visible amongst vehicle visitors, pedestrians and cyclists. The vast majority of visitors were white
- Almost nine-tenths of Park users are from the Glasgow area with around a tenth residing elsewhere in Scotland. Together, these two categories accounted for 96% of respondents. There were very few visits from further afield
- A closer look at Glasgow postcodes highlights that a significant proportion of Park users are local and reside in the areas around the Park. The G41, G43, G53, G52, G46, and G42 postcodes accounted for 70% of all respondents

¹ Glasgow Life / Glasgow Museums Pollok Park User Analysis, ScotInform May 2017



- 28% of park users surveyed were employed full time; 25% were employed part time; 25% were retired
- 91% of visitors surveyed were repeat visitors
- Although the total number of visitors per year is estimated at 1,451,791, the total number of uses of the Park per year is greater than this (2,119,615) - an important distinction

Below are a selection of key charts and data tables:

Chart 5.3: Reasons for visiting Park (today and in past)
Base: all respondents (303)

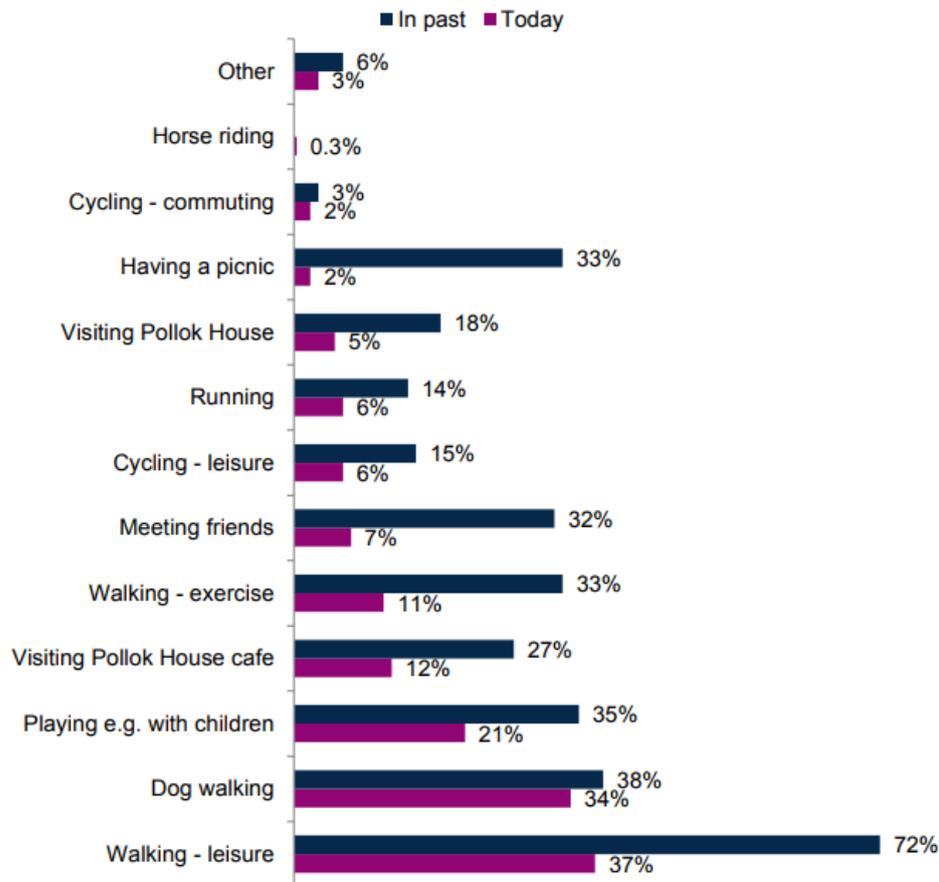


Chart 5.1: Duration of visit
Base: all respondents (303)

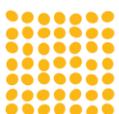
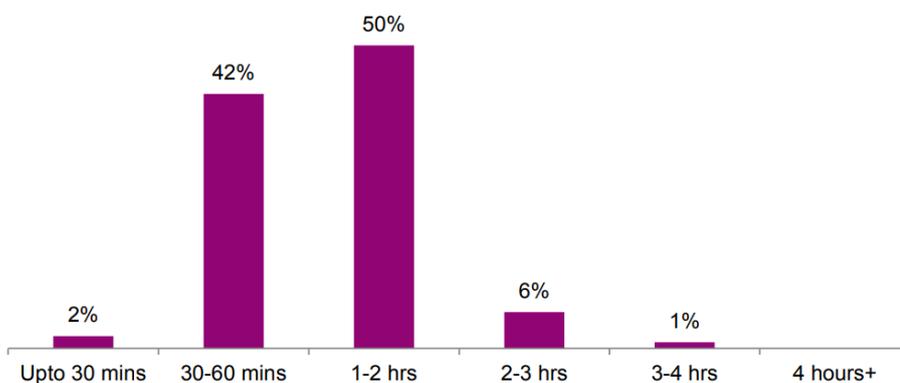


Chart 5.4: Factors in decision to visit Park
Base: all respondents (303)

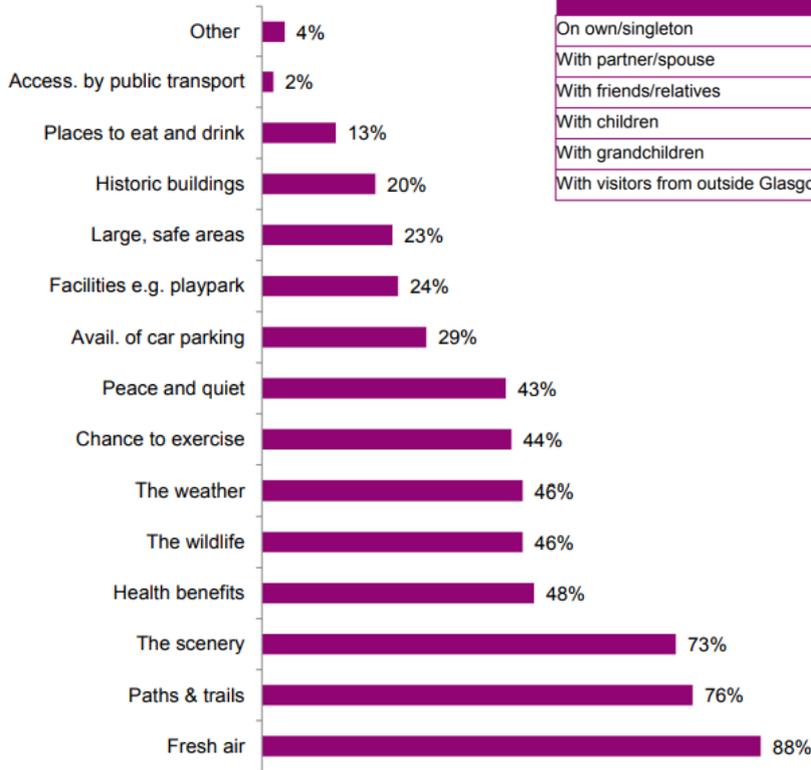


Table 5.9: Type of group visited with
Base: all respondents (303)

Type of group	Number	%
On own/singleton	121	40
With partner/spouse	80	26
With friends/relatives	76	25
With children	59	19
With grandchildren	17	6
With visitors from outside Glasgow	6	2

Chart 5.5: Interest in Park developments
Base: all respondents (303)

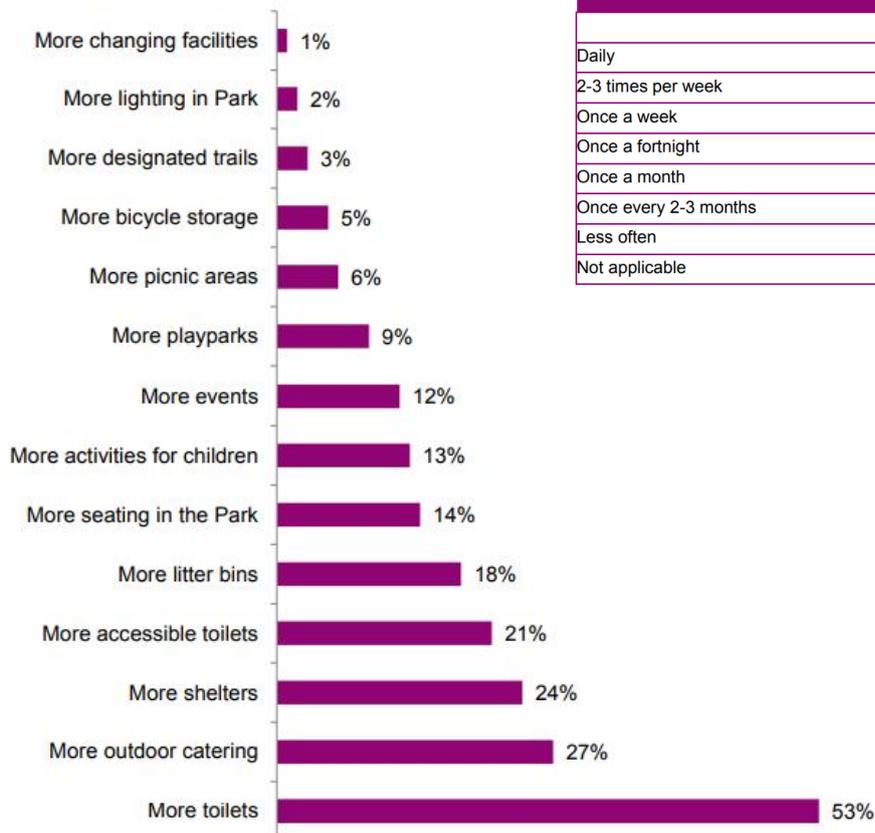
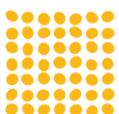


Table 5.10: Frequency of visit by season
Base: respondents making a repeat visit to Park (277)

	Spring	Summer	Autumn	Winter
	%			
Daily	13	16	9	5
2-3 times per week	39	40	27	19
Once a week	26	23	26	18
Once a fortnight	10	10	13	15
Once a month	6	6	14	16
Once every 2-3 months	4	4	3	9
Less often	1	1	7	16
Not applicable	*	*	1	3



3.3 Competitive and Market Analysis: Eating

The 2016 Options Appraisal as well as the Northlight Heritage consultation identified a café as a strong potential use for the stables. In order to assess the potential viability of a café, a competitive and market analysis was undertaken.

Potential Competition

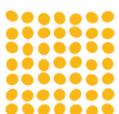
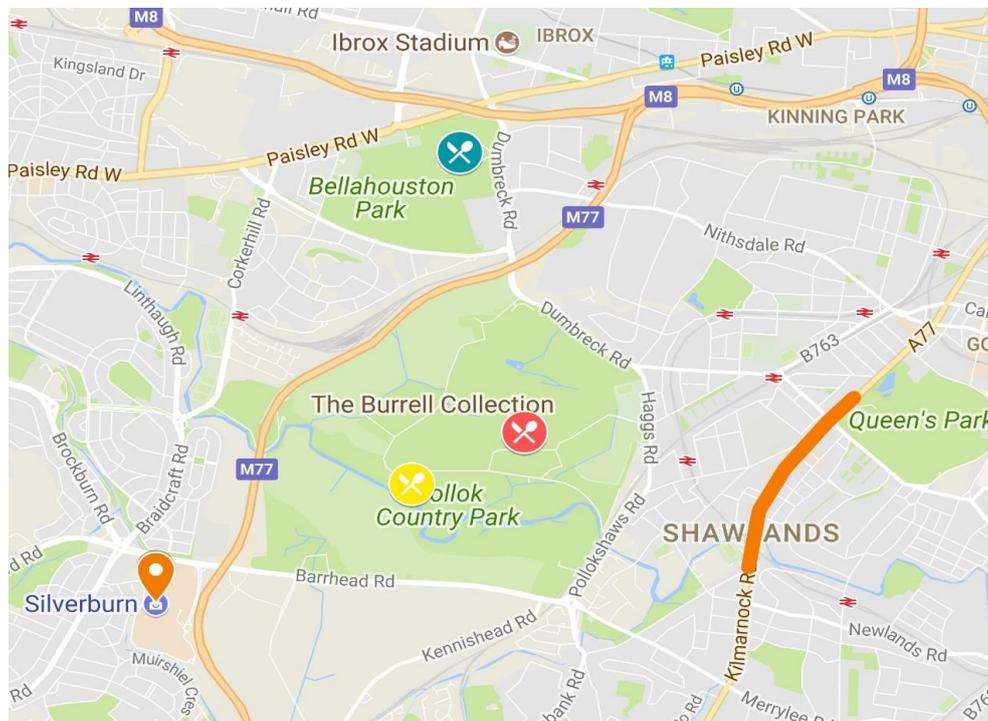
Before the Burrell Collection closed for refurbishment, there were only two places to eat in Pollok Park – the Edwardian Kitchen in Pollok House and the Burrell Collection Café. At present, park users can only eat at Pollok House. The inside area in the café is relatively small and often crowded; outdoor seating can only be used in suitable weather. Many park users feel that the Pollok House café is quite fancy, and perhaps not appropriate for buggies, dogs, and muddy boots. There is a sense among park users that there is a gap for something more informal.

This suggests potential for some kind of food outlet within the stables complex. New developments should be borne in mind, however, that may reduce demand for a café in the stables:

- The National Trust is considering expanding their café area to meet demand
- When the Burrell reopens, the catering offer will include a café/restaurant featuring sit-down dining as well as coffee bar and two coffee points in strategic locations within the museum. An outdoor café/kiosk serving snacks and ice cream will also be provided

Outwith the park, there are places to get food but they are all a substantial walk away (see map):

- House for an Art Lover, Bellahouston Park (~2miles)
- Silverburn Shopping Mall (~2miles)
- Shawlands (Kilmarnock Road), variety of cafés & restaurants (~1.5miles / 30' walk)



The following table outlines the offering at potential competitors:

Name	Location	Distance from Pollok Stables	What they serve	Opening Hours	Price
The Burrell Café (past)	Pollok Country Park	0.4mi	Coffee Baked goods Lunch (soups, sandwiches, light bites)	Mon–Thu & Sat 10am–4.30pm; Fri & Sun 11am–4.30pm	££ ~£11 lunch
The Edwardian Kitchen	Pollok House	0.5mi	Baked goods Lunch	Mon–Sun 10am–4pm	££ ~£9.50 lunch
Loks Bar and Kitchen	Shawlands, G43 2XU	1.5mi	Lunch Dinner Alcohol	Mon – Sun 10:00 – 00:00	££ - £££
Melts Café	Shawlands, Pollokshaws, G41 1RU	1.7mi	Breakfast Lunch (Sandwiches & Soup)	Mon – Sat 08:00 – 17:00	££ - £££
Silverburn Shopping Centre	G53 6EQ	2mi	Fast food	Mon – Fri 10:00-21:00 Sat 09:00-19:00 Sun 10:00-19:00	££
House for an Art Lover Café	Bellahouston Park	2mi	Coffee Baked goods Lunch	Mon – Sun 10:00 – 17:00	££ - £££

Catering within the park is mostly for older people or families. Pollok House is often full and food is pricey. Mostly centres around lunch or tea, coffee and cake

Potential gaps for catering within Pollok Park:

- Cheaper lunch
- Sandwich bar /take away
- Restaurant
- Sunday Lunch with a beer
- Evening meals



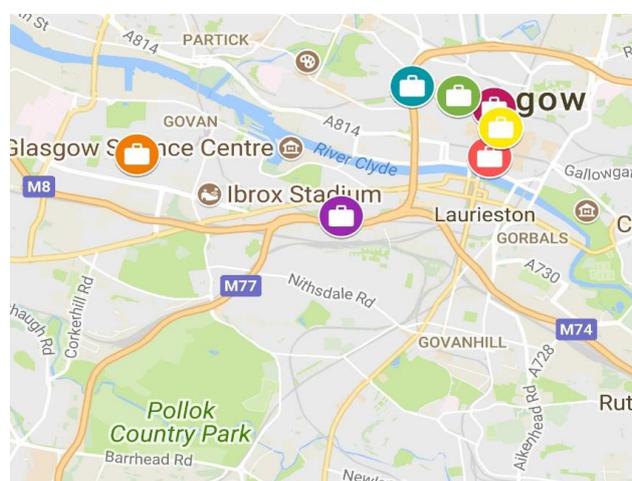
3.4 Competitive and Market Analysis: Office Space

Office space was suggested as a potential income stream by both the general public and the 2016 Options Appraisal. To assess the potential viability of office space within the stables, a competitive and market analysis was undertaken.

The availability of serviced office space or hot-desking facilities around Pollok Park is very limited as most spaces are based in the city centre. The following table indicates commercial office properties near Pollok Park, *not* serviced office space.

Location	Distance from Pollok Stables	Area	Price
Pollokshaws Road	1.8 mi	1,683 sq ft	£1,250 pcm
Centurion Business Park	2.9 mi	1,311 sq ft	£1,833 pcm
Academy Office Park	1.9 mi	1,262 sq ft	£684 pcm

Within Glasgow more widely, there is a range of office space and business units on offer. As this map shows, they are primarily located in the centre of the town, with some examples south of the Clyde.



The following table details pricing for these examples:

Name	Distance	Price
Govan Workspace	2 mi	£175 +vat fixed desk £120 +vat Hot Desk Office space quotes - Enquire
i2 Office	3.5 mi	Private office from £275 per month
St Enoch Business Centre	3 mi	Private office from £150 per month
Modern Office Spaces	3.3 mi	Private office from £400 per month
Kinning Park Business Centre	2 mi	Quote through enquiry
Spaces	3.4 mi	Desks from £190 per month Offices from £360 per month
Think Tank	3.4 mi	Fixed desk £300 per month



Information extracted from CoStar (a commercial property database) shows demand for office and light industrial space (which covers office and studio space) in Glasgow. The vacancy rate of properties is around 10%, with an average rent per square foot standing at £14.

Availability	Survey	5-Year Avg
Rent Per SF	£14.39	£14.13
Vacancy Rate	10.2%	9.8%
Vacant SF	3,121,823	2,949,799
Availability Rate	11.8%	12.7%
Available SF	3,614,429	3,885,283
Sublet SF	151,806	321,521
Months on Market	15.7	20.2

Inventory	Survey	5-Year Avg
Existing Buildings	1,622	1,617
Existing SF	30,626,758	30,122,663
12 Mo. Const. Starts	0	195,739
Under Construction	0	379,380
12 Mo. Deliveries	220,000	200,361

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	141,148	117,920
12 Mo. Leasing SF	1,291,238	1,319,880

Sales	Past Year	5-Year Avg
Sale Price Per SF	£179	£207
Asking Price Per SF	£214	£204
Sales Volume (Mil.)	£198	£238
Yield	8.5%	8.4%

The following tables show the same data for the area around Pollok. There are far fewer buildings (only 20, representing 165 square feet of space). The vacancy rate is lower, but the average rental price is also lower than the Glasgow average at £4.95 per square foot.

Availability	Survey	5-Year Avg
Rent Per SF	£4.95	£7.58
Vacancy Rate	7.9%	10.5%
Vacant SF	13,057	17,285
Availability Rate	7.9%	12.3%
Available SF	13,057	20,380
Sublet SF	0	0
Months on Market	23.1	30.2

Inventory	Survey	5-Year Avg
Existing Buildings	20	20
Existing SF	165,468	165,468
12 Mo. Const. Starts	0	0
Under Construction	0	0
12 Mo. Deliveries	0	0

Demand	Survey	5-Year Avg
12 Mo. Absorption SF	2,286	2,565
12 Mo. Leasing SF	2,896	4,547

Sales	Past Year	5-Year Avg
Sale Price Per SF	-	£24
Asking Price Per SF	-	£35
Sales Volume (Mil.)	£0.0	£0.0
Yield	-	-

Conversations with stakeholders suggest that the remote location of the stables within Pollok Park would not be suitable for many businesses. It was thought more appropriate for the stables to be converted to studio than office space.

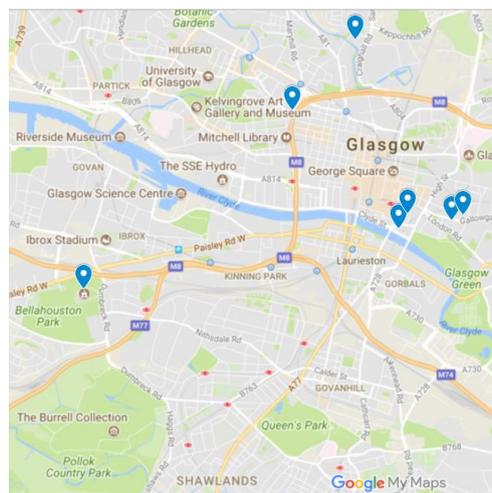


3.5 Competitive and Market Analysis: Studio Space

Artists' studios are another potential use for the stables. In order to assess the potential viability, a high-level competitive and market analysis was undertaken.

Most studio space in Glasgow is north of the Clyde River. There is a cluster of available spaces around the merchant city area of the town. House for an Art Lover in Bellahouston Park offers studio space for an artist in residence, but can only cater for one artist at once.

There may be scope to develop further studio space in the south of the city. In particular, a site at Pollok Park may appeal to artists because of the secluded nature of the stables and the surrounding natural beauty.



Name	Distance from Pollok Stables	Description	Price
Wasps	4.5 mi	Three locations in Glasgow, all around the Merchant city area.	27sqm Studio roughly £400/month
Many Studios	5 mi	32 unique studio spaces, 6 freelance desks, two creative shop units, event and meeting space, and over 60 members. 24 hour access, catering facilities, unlimited wifi, a connected professional network	19 sqm Studio £285.00 (including service charge, heating, electricity, wifi, meeting room/event space use/24 hour access)
Glasgow Sculpture Studios	5.3 mi	36 studios housing over 60 studio holders at The Whiskey Bond. Studio sizes vary but all are provided with white walls, sealed concrete floors, heating, lighting and are accessible 24 hours	On Request
The Whiskey Bond	5.3 mi	Large creative building with a range of tenants large and small. Includes: service charge, building insurance and all utilities, superfast WIFI, onsite car and bike parking, 24:7 access, staffed reception during business hours, access to meeting, event and breakout spaces, showers	On Request
St George Studios	5 mi	Former bakery building which now accommodates approximately 25,000 sq.ft of office space, made up of 19 Studios of varying size between 1st and 2nd floors. Studios range from between 500 sq.ft and 1500 sq.ft	On Request
House for an Art Lover	2 mi	Offers one large artists' studio with access to our adjoining studio workshop facilities, as well as ARTsheds – unique and versatile spaces. The studio and workshop spaces is for an artist in residence	By invitation only



3.6 Competitive and Market Analysis: Conference/Events Space

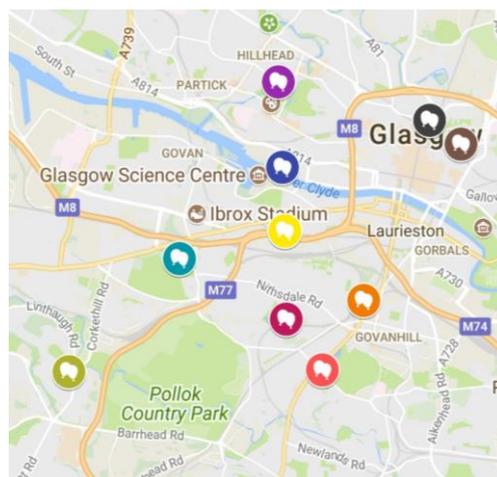
Events Space has been identified as a potential use for the stables. In order to assess the viability of this option, a high-level competitive and market analysis was undertaken.

The UK Events industry is worth £42.3bn with 1.3m business events each year. It is a growing industry, with 39% of corporate event planners expecting an increase in their budget from last year. Events vary in style and size, but 258 is the average size of a conference in the UK.⁶

Events spaces exist all over Glasgow – aimed at a range of different markets. Potential competitors range from large hotels catering for conferences, to small halls offering workshop space for community groups. A development like this in the stables would need to take into account what is feasible within the buildings (there is unlikely to be space for a large conference), as well as the type of market this could appeal to.

It is likely to be best suited to corporate away days – offering something a bit different to a city centre location, while being easily accessible. It is worth bearing in mind that the refurbished Burrell Collection will be offering event and conference space along the lines of House for an Art Lover – this would be in competition with a development in Pollok Stables. Pollok House also offer weddings, events and increasingly are looking at the corporate market.

The following table indicates some of the kinds of spaces available in Glasgow:



Name	Distance from Pollok Stables	Summary of their Offering
Pollokshields Burgh Hall	1.8 mi	Weddings & Events: 3 Halls / 2 Rooms for hire
Langside Hall (run by Glasgow Life)	2 mi	A-listed building, capacity from 20 to 280 people, available catering and PA equipment Suitable for award ceremonies, community events, concerts and meetings
Tramway	2.5 mi	3 halls suitable for functions, conferences, meetings and events
Kinning Park Complex	3.5 mi	Meeting room and two large halls with available kitchen for hire. Suitable for events and classes.
Pollok Community Centre (run by Glasgow Life)	3.4 mi	4 rooms and two halls, capacity from 30 to 250. £8.90 for rooms, £22 for main hall (p/h)

⁶ Eventbrite, An Introduction to the UK Event Industry in Numbers



House for an Art Lover	1.9 mi	For weddings and corporate events. Pricing from £32 (day delegate rate per person, including lunch)
SEC Armadillo	4 mi	Meetings, conferences, corporate events & banqueting. Up to 3,000 seats.
University of Glasgow	5.7 mi	13 main spaces for hire, from small events to conferences e.g. Bute Hall up to 1010 capacity in theatre style, or Senate Room up to 120
University of Strathclyde	7 mi	From small meeting spaces (seminar rooms) to conference spaces (e.g. 450-seat main auditorium). Wedding/ gala dinners venue available
Glasgow Caledonian University	5.4 mi	Conference, exhibition, dinner & banqueting, and sports venues available. Up to 500 attendants conference capacity.

3.7 Competitive and Market Analysis: Micro-Brewery or Distillery

One option for the site is a micro-brewery or micro-distillery, potentially using water from the White Cart river. This could be linked to a gift shop and tapshop, as well as a café/bistro – potentially open later in the evening. The space could offer tours to the general public. In order to assess the viability of this option, a high-level competitive and market analysis was undertaken.

Craft Gin Sector

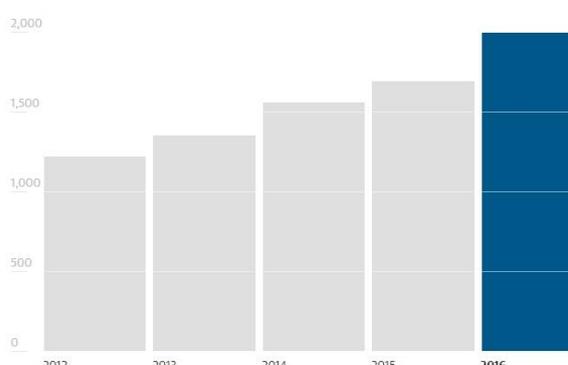
In 2017, the sales of gin in the UK reached 47m bottles setting a new record. UK gin sales have doubled in value over the last six years, reaching £1.2bn in the 12 months to the end of September 2017, according to the latest market report from the Wine and Spirit Trade Association (WSTA). Sales have also grown more than any other spirit sold in UK in the last year, the trade body said, with 47m bottles sold, compared with 40m in the previous 12 months.

The growth in the popularity of gin has been driven primarily by the growth of craft and premium distillers such as Sipsmith and London Dry. A large range of gins are now available on the market. Gin takes less time to mature than Whiskey and other premium spirits, making it easier to break into the industry.

Craft Beer Sector

The craft beer sector has risen significantly in recent years in the UK. In the 12 months to April 2017, the Craft Beer sector of the UK Beer industry grew by 23%. Latest figures show the beer and pubs sector is now responsible for 869,000 jobs in Britain. The UK now has more than 1700 breweries, an increase of 18% from 2015, “indicating that craft brewing as an industry has firmly established itself, and is here to stay”.⁷

The number of UK breweries rose 18% in 2016 to just under 2,000 companies



Guardian graphic | Source: CAMRA

⁷ Hallway Agency, State of the UK Craft Beer Market in 2017, available at: <https://hallway.agency/blog/article/state-of-the-uk-craft-beer-market-in-2017/>



It is estimated that in 2015, there were 91 breweries in Scotland while during the same period, 60,295 (2.3% of employment) jobs were supported by the beer and pub sector.⁸

Consumer behaviour

The Assured Independent British Craft Brewer programme encourages brewers to use The Society of Independent Brewers' (SIBA) badge to inform consumers when they are drinking beers that are brewed by true independent craft brewers rather than those who are owned by macro-beer conglomerates.



A YouGov poll of 1000 beer drinkers found that 69% of respondents would prefer to drink a beer from an independent brewer, with more than half more likely to buy a beer that carried the SIBA logo. 50% of beer drinkers were consuming local craft beer, with that percentage rising to 61% in 25-34 year olds.

The 2017 Craft Beer Consumer Survey conducted by Hallway found that nearly half of all Craft Beer drinkers searched Google to find a bar or pub that stocked a specific craft beer. Almost a quarter would refer to a brewery's website and 15% would look on social media. Almost half of respondents have shared a picture of the craft beer

they are drinking on social media, SMS text, Messenger or WhatsApp.

Taprooms

25% of respondents to SIBA's annual membership survey indicated that they have a taproom and reported that this was an important revenue stream for them. The rise in popularity of taprooms has resulted in numerous breweries opting to open their own sites, giving them control over quality while delivering the freshest beer at lower prices for consumers.

The following table shows the offering in Glasgow for craft breweries, micro-breweries, breweries and distilleries. As it demonstrates, there are a range of different companies operating in this market in the city:

Name	Distance from Pollok Stables	Summary of their Offering
Clockwork Beer Co	2.8 mi	Pub and microbrewery
Ride Brew Co.	2.8 mi	Brewery. Taproom that is 100% disabled accessible
Shilling Brewing Company	4.6 mi	Brewpub (serves beer direct from tanks). Brewery. Restaurant. Events
The Glasgow Distillery Co.	5.3 mi	Distillery making Gin, Vodka and Whiskey. Offers Tours

⁸ UK GOV 2015, Britain Becomes 'brewing powerhouse', available at: <https://www.gov.uk/government/news/britain-becomes-brewing-powerhouse>



Merchant City Brewing Co.	5.4 mi	Craft Brewery
Jaw Brew	5.6 mi	Microbrewery. Events.
Kelburn Brewery	5.6 mi	Craft Brewery
WEST	6.5 mi	Brewery, Bar, Kitchen, Events, Tours
Tennents Caledonian (Wellpark Brewery)	8.6 mi	Wellpark Brewery in Glasgow is home to more than 450 years of brewing tradition and award winning beers. Offers daily tours (£10)
Drygate Brewery	8.6 mi	Brewery, Bar + Kitchen, Beer Hall and Events Space. Offers tours

In addition, there are a range of bars in Glasgow that specifically serve craft beer. For example:

BrewDog DogHouse Merchant City - DogHouse Merchant City is a food-focused venue revolving around barbecue food and smoked meat. Alongside the dining options DogHouse Merchant City has a fully-stocked BrewDog bar with 25 taps of craft beer from BrewDog and curated guest breweries.



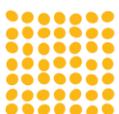
3.8 Competitive and Market Analysis: Accommodation

A final option for the stables is self-catered accommodation. In order to assess the viability of this option, a high-level competitive and market analysis was undertaken.

Most trips to Greater Glasgow and the Clyde valley are for 1-3 nights. GB trips have an average of 2.3 nights. Overseas visitors stay for slightly longer – an average of 5.3 nights – but not often all within the same area. The following table shows the relative popularity of accommodation types:⁹

Type of Accommodation	Number of Nights (GB visitors)	Net Room Occupancy
Hotel	2,364,000	78%
Guest House/ B&B	60,000	47%
Own home/ Friend's home/ Relative's home	1,951,000	--
Caravan or Camping	88,000	48%*

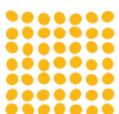
⁹ Visit Scotland, Tourism in Scotland's Regions (2016)



Self-catering	77,000	61%
TOTAL	4,534,000	

*This figure is for Glasgow & West Central rather than Greater Glasgow and Clyde Valley

Most visitors stay in hotels (typically within the centre of Glasgow), with only 1.7% of tourists staying in self-catering accommodation. Nonetheless, the occupancy of self-catering accommodation is higher than that of B&Bs. This indicates that while there may be a market for self-catered accommodation within the park, it will not be large. Care would need to be taken to develop and market the offering appropriately to attract visitors and ensure high occupancy.



4. Case Studies

4.1 Restoration Yard, Dalkeith

Location: Dalkeith Country Park. SW of Edinburgh, 1m from Dalkeith

Access: 5.8m from Waverley Station (20m drive, 40m bus)

Opening Hours: Daily, 9:30-6pm

History: Dalkeith Country Park has been in the Buccleuch family for over 300 years. Restoration Yard is the renovated 18th Century Stable Block. In 2015, work began to restore park, including the stable courtyard. A partnership was created with Amanda Pratt, designer and previous owner of Ireland's leading retail and food experience, Avoca, to bring the concept to Scotland. Restoration Yard was created, along with nearby Fort Douglas (an adventure playground)



The Offer:

- Shopping: homewares, accessories, furniture, lighting, books, fashion, jewellery, gifts, health & beauty, arts & crafts etc.
- Eating: More informal self-service Coffee Shop, plus table service at Restoration Café
- Wellbeing: Yoga, Pilates, Meditation, CBT, Massage, mother and baby

Spaces to Rent:

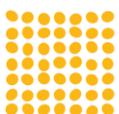
- Restoration Café (40-100 seated, 150 standing) – Meals, Drinks, Parties, Weddings – links to local Buccleuch Beef. High quality catering standards
- The Boudoir (10-24 guests) – Intimate events, teas, lunch, coffee
- The Hay Box (10-20 kids) – Children's Parties, link to Fort Douglas adventure playground
- Wellbeing Lab (30-60) – yoga (and similar), workshops, meetings, creative sessions

Clientele:

- Young families and young parents meeting during school time, retired people
- Nearby playpark extremely popular with families. It's a pay to play facility. The clientele of the playpark doesn't match that of the Restoration Yard. Slight tension

Points of Interest:

- Strong advertising; clear brand and offering. High quality restoration
- Buccleuch Recreational Enterprise was formed as a separate commercial arm of Dalkeith Country Park and is operated by the younger brother of the Duke of Buccleuch. There is a close link between the country park and the restoration yard but they are separate businesses. Restoration Yard made possible through significant private investment
- Organisation decided not to do evening restaurant service. Perceived that it is too far to drive for people. Limited benefit from alcohol sales because of the distance to drive
- Need for further infrastructure – lighting in the car park, distance to walk from car park to venue (essential for wedding guests), width of road, lack of pedestrian access



4.2 Dumfries House

Location: East Ayrshire. S of Glasgow, 16m SE of Kilmarnock

Access: 3.6m from Auchinleck train station with hourly trains to Glasgow

Opening Hours: 365 days per year from dawn to dusk

History: Dumfries House is an 18th century country house. In 2007 the 7th Marquess of Bute sold the estate due to the cost of upkeep. The estate and its entire contents was purchased for £45m for the nation by a consortium headed by Charles, Prince of Wales. A new trust was formed to manage the estate – "The Great Steward of Scotland's Dumfries House Trust".



The Offer:

- Heritage: Dumfries House has an unrivalled collection of Chippendale and 18th century Scottish furniture
- Education Centres: Pierburg Education Centre, the Kuanyshhev Traditional & Craft Skills Centre, Valentin's Farm, the Morphy Richards Engineering Education Centre, the Tamar Manoukian Outdoor Residential Centre (for sports and leadership skills), the Royal Drawing School Dimplex Artist Studios and the Belling Hospitality Training Centre
- Education Programmes: apprenticeships run by the Prince's Trust, residential centre for school groups
- Outdoor Activities: 2,000 acres, gardens, Adventure Playground
- Accommodation: 5* Guest Rooms and Self Catering cottages
- Food and Drink: Coach House Café, Woodlands Restaurant

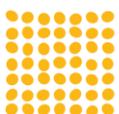
Spaces to Rent:

- Dumfries House hosts a range of weddings and events
- Schools and youth groups can book programmes in the education centres on the estate

Clientele: Corporate and private event hires from this in a higher income bracket

Points of Interest:

- Wide range of education programmes in food growing, farming, horticulture, engineering, heritage building skills, art, and hospitality. CPD programmes to support horticulture in the classroom and the development of a sustainable school garden
- Apprenticeships in partnership with the Prince's Trust – recent courses have produced five new butlers, two gardeners and two apprentice carpenters, all of whom now have full-time employment with the Trust
- Local people report that although the Trust does great work, there is very little partnership with local organisations and youth groups. Many beneficiaries of the project come from Glasgow, Edinburgh or further afield, rather than from East Ayrshire
- Dumfries Estate is a much larger site with more buildings and an intensity of scale that a Pollok Stables project be able to compete with. It also enjoys royal patronage



4.3 Mugdock Stables

Location: Mugdock Country Park, north of Glasgow

Access: Train to Milngavie, 2m drive (or 45min walk). No public transport

Opening Hours: All year round. 9.00 pm -6.00 pm during Summer (British Summer Time), 9.00 am - 4:00 pm during winter

History: The stable yard was redeveloped in the 1980s by the Local Authority to create the present theatre, visitor centre etc.

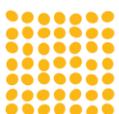


The Offer:

- Visitor centre and gift shop (Council-run) – customer services team based there. Take bookings for the theatre. Small displays with orienteering. Geocaching for kids
- 49 seat theatre /cinema space (Council-run). Annual pantomime for the month of December. Cinema club every fortnight during school terms – incurs license cost which is covered by memberships, council trying to promote more. One of the coffee shops tried running band and comedy nights – got a small following but wasn't sustainable (too far to take a taxi after having a drink). Some private rentals of theatre/cinema space
- Bike shop – including rentals and repairs
- Art shop – cooperative run by local artists who take turns manning the shop
- Two Cafés – one selling paninis and coffee, the other more like a tea room (all day breakfast and ice cream, home baking). Not a problem with competition between them - different offerings different market. Customers like the choice
- Park offices upstairs
- Nearby garden centre with a café/restaurant and gift shop
- Parking (free with donation boxes)
- Rangers organise family events (easter egg hunts etc.) Also range of activities with school groups (pond dipping etc.) Most schools are from East Dunbartonshire with a couple of private schools from further afield. Rangers now have to charge for this service – cost to schools is £2/child from East Dunbartonshire and £4/child outwith. Schools have to organise their own bus. Operates for a mix of primary and secondary. Some award days for older secondary school pupils at the end of the school year – anything up to 600 kids over 2 days. Get packed lunches from the cafés
- Some events organised by rangers for adults including stargazing

Spaces to Rent:

- Two rooms for rent – Range of uses – meetings, parties, dance class. Sometimes used by people running first aid courses or mindfulness. Often order catering from the café



- Some weddings in the park. Couples like getting married by the old castle and many use a marquee (need to bring in power); some use the theatre. Park doesn't have facilities set up specifically for weddings, or a wedding package. Staff help with what they can

Clientele: Local families, dog walkers, park users, cyclists; Cheap and cheerful

Points of Interest:

- The park borders East Dunbartonshire and Stirling. Mostly run by East Dunbartonshire Council, but with some partnership
- There is limited information about the stables and the country park available online. The team know they could do more to market the site externally. Currently it is mostly used by local people who already know about the space and are current park users
- Excess of 600,000 visitors per year (to the park) – measured by cars coming in. Difficult to disaggregate how many then use the stables. There are 4 outlying car parks so not all visitors use the stables
- Staffing for the whole park comprises of one manager, one development manager, three rangers, three estates and three customer services team
- Need to price things right. Visitors come here for a walk – don't often have much cash on them. Don't want to put people off /make it too expensive
- Difficulty attracting interest for evening events. 'Perception it's away up in Mugdock'. Particularly difficult if people are drinking and need to take taxis
- Lack of infrastructure for evening events. 'Quite dark here for night time events'. Although there are some lights out in the car park it can be a problem and deter people
- Park generates revenue from film companies using the area. Big productions lasting about 2 months cause disruption to the park but are good for revenue. Range of organisations including the BBC. The park could do more to advertise this as an opportunity
- Parking close by the stables

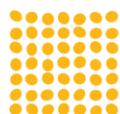
4.4 Tatton Park

Location: 17miles SW of Manchester

Access: Train to Knutsford, 3m drive

Opening Hours: Timings vary for different parts of the park. Several parts of the park are closed in winter

History: Owned by the Baron Egerton until the last of the line died without heirs in 1958. Maurice Egerton bequeathed the estate to the National Trust and in 1960 a lease was drawn up with Cheshire County Council who managed and financed the property on behalf of the National Trust until April 2009. Responsibility then transferred to Cheshire East Council – the management and financing of Tatton Park sits within the Council's Visitor Economy Department, within the Regeneration Service, part of the Council's Places Directorate. The park is governed by the Tatton Park Charitable Trust (founded 2005) – a registered charity that supports the conservation of Tatton Park for current and future generations.



The Offer:

- Heritage: 18th century neo classical mansion; Tudor Old Hall; exhibitions; living history society
- Outdoors: award-winning gardens; 1,000 acre deer park; working farm; adventure playground; horse riding; sailing; fishing
- Food and Drink: range of food including The Stableyard and The Gardeners Cottage
- Shopping: offering the best in local and Cheshire produce and gifts.
- Events programme for families

Spaces to Rent:

- Tenants' Hall – previously Lord Egerton's private museum. Up to 400 guests 'theatre style' for a conference or up to 350 for dinner
- Lord Egerton's Apartment – situated on the first floor of the Mansion and is a self-contained dining, meeting or conference area (24 Boardroom, 40 for dining or theatre style or up to 80 for a standing drinks)
- Boardroom – a stylish venue for meetings of up to 20 people
- Weddings as well as corporate events

Clientele:

- Local families, tourists, business people, bridal parties

Points of Interest:

- Large site managed between local authority and charitable trust

4.5 House for an Art Lover

Location: Bellahouston Park, Glasgow

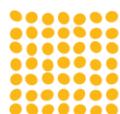
Access: Train to Dumbreck (from Glasgow Central), 15 minute walk

Opening Hours: Café and shop – daily 10-5.

Exhibition opening times vary depending on private event bookings

History: House for an Art Lover was designed in 1901 by Charles Rennie Mackintosh as part of a competition. The house was never built, but in 1989 Graham Roxburgh, the Consulting Engineer responsible for restoring Mackintosh interiors in nearby Craigie Hall, had the idea to finally build the House for an Art Lover.

The project required interpreting Mackintosh's original designs – some elements of which were in sketch format only – to create the house and interior that stands today. The project was completed in 1996. Later, plans emerged to develop nearby outbuildings (stables, dovecot etc.) – these opened as a heritage and artist space in 2014.



The Offer:

- Heritage: Charles Rennie Mackintosh designed house with exhibition; heritage centre with displays about the history of the local area, the park, and ship building in Govan
- Outdoors: gardens and sculptures
- Food and Drink: Café in the house
- Shopping: gift shop selling homeware, jewellery, books, prints and accessories
- Art: As well as the Mackintosh exhibition the site now houses ARTPARK with artist in residence, free gallery/exhibition space, art classes and workshops

Spaces to Rent:

- For weddings, business events, and private occasions
- Mackintosh Suite – Main Hall, Music Room, Dining Room, Oval Room, Lower Gallery
- The View – modern and relaxed space offers seating for 70 guests and includes an amazing rooftop terrace overlooking Bellahouston Park
- Meeting Rooms – three contemporary meeting rooms on the second floor seating up to 35

Clientele:

- Targeted at art and design lovers, as well as people with disposable income
- Free art workshops for schools working with the local community

Points of Interest:

- Commercial activities in the house support the charitable wing of the project – the arts and heritage work located in the stables



5. Conversations with Stakeholders and Potential Tenants

5.1 Stakeholders

In order to understand potential uses for Pollok Stables, as well as how this project would fit into the wider picture of what is happening in and around Pollok Park, several key stakeholders were consulted with:

- Glasgow City Council (Land and Environmental Services)
- Glasgow City Council (Education Services)
- Glasgow Life (Burrell Collection)
- National Trust for Scotland (Pollok House)
- Police Dogs Scotland
- Village Storytelling Centre

General Comments

Everyone expressed concern about the state of the stables. Local people are sad to see the stables crumbling. Public want the place to feel loved.

Pollok Park needs some vibrancy – a heart to the park. Something democratic, open, where people can drop in. Local people need to feel a sense of ownership – in particular the stables should aim to work with people living in Pollok housing estate to the SW of the park. This area is not well linked because the motorway is in the way. Village Storytelling Centre is helping launch new Pollok 80:20 project to vision the future of Pollok housing estate – the stables project should engage this community.

The only existing visitor attraction at the stables are the Clydesdale Horses

Pollok Park has lost touch with its original state of House plus estate. The park now feels quite bitty and is being managed as a collection of individual attractions not as a whole entity.

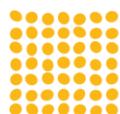
Certain elements of the park are not currently financially sustainable – for example, GCC supports Pollok House financially. Stakeholders suggested that there may be better models to maximising the assets in the park. It is possible that combining assets in the park (e.g. the House and the stables) would create economies of scale and mean that the park is more efficient and sustainable.

There is uncertainty around the main base for LES moving forwards – which is unlikely to be in the stables. There is some concern from LES staff around their future in the park.

Potential Future Uses of the Stables

Future uses for the stables will need to work alongside what is happening at Pollok House and the plans for the Burrell Collection. While the Burrell will be less directly affected by and development at the stables, certain uses would have a strong impact on Pollok House – especially a café and event space.

Café. The Burrell Collection is planning an improved and expanded catering offering and aiming to increase visitor numbers quite a lot. They don't see a development at Pollok Stables as competition as people are unlikely to walk down to Pollok Stables in the rain to have lunch – 'you either get them where they are or they go'. However, a café would be in direct competition with Pollok House. NTS is aware that their current catering is often full and are considering expanding



to meet demand and develop a more informal setting in their courtyard (through all-weather canopy and heating). NTS saw the demand for their catering increase when the Burrell closed, so although they are separate locations in the park there will be an impact when the Burrell reopens. Nonetheless, other stakeholders thought that a café along the lines of the one in Rouken Glen Park (East Renfrewshire) would be desirable.

Events Space. Burrell is planning to offer conferences and events. Away day training as well as community events. Yoga at the Burrell is something they're exploring. Pollok House is also expanding their space rental offering to encompass corporate events as well as weddings and dinners. NTS have plans to develop a gallery in the house. They would not like to see a similar initiative in the stables

Heritage Space. It was thought there was scope to develop a small heritage space extending the current visitor centre. This space could look at the park and the management of the estate as a whole. NTS were keen that whatever was developed was kept low key so as not to compete.

Community Space. Stakeholders were unsure whether the stables would be an appropriate space for community use. Space to rent might be appealing, but it would be bad for evening meetings and is quite hard to access. Not an obvious space for regular activities, but perhaps good for special occasions or workshops.

Weddings. While Pollok House is a popular wedding venue they tend to have people from the city. They rarely receive requests for accommodation from bridal parties. Most weddings are from people who live in Glasgow and want a country feel without going to the country.

Education. The Dumfries House model of education provision is viewed as very successful. This kind of model – mix of residential and day learning for schools, youth groups and apprentices could work in Pollok Stables. There would be scope to offer a range of learning experiences in the stables including outdoor learning, gardening, learning about the history of the estate, as well as crafting (e.g. pottery, woodwork). The education agenda focuses on skills for life, learning and work and the Curriculum for Excellence puts strong emphasis on learning outside the classroom. These experiences build confidence and skills and are especially valuable for disadvantaged children who might not have the same extra-curricular opportunities. Outdoor learning with Pollok Stables as a base also plays into the health and wellbeing agenda in schools. It was thought that there would be a strong demand from schools to use this kind of facility – there aren't any similar resources in the city currently.

Residential Outdoor Centre. Most Glasgow schools currently use outdoor education centres in the highlands (there is one at Lochgoilhead). Bunkbeds for children doing Duke of Edinburgh and similar may well be used by city schools – it is easier to access. Stakeholders told us there was often a hidden cost barrier for Glasgow children to access the outdoors – many children wouldn't be able to take part in Duke of Edinburgh or equivalent because the cost often falls on the parents. Somewhere accessible would be valuable, especially for looked after children. Nonetheless, the stables couldn't provide the kind of outdoor experiences you can get at some other centres (which provide water based activities, as well as climbing etc.)

Family Learning. Through the Scottish Attainment Challenge there is increasing emphasis on family learning, bringing parents into schools, and working with hard to reach groups. Stakeholders wondered whether Pollok Stables could act as a neutral place to provide some family learning services. Schools are leading on the Glasgow Improvement Challenge, which has a family learning stream. It may be that the stables are too inaccessible by foot to be appropriate for this kind of use

Public Toilets. More public toilets were thought to be needed – Pollok House can't cope with volume of demand (especially since the Burrell closed).



Opportunities for the Stables Project

Work with local schools. Although budgets are small, Headteachers should be able to contribute something to cost of getting to the stables.

Opportunities for intergenerational activities. Pollok House is doing stuff about remembering how the estate functioned – could the stables be part of this.

Opportunity to do more to market Pollok Park as a whole. More could be done to drive attractions together to bring people in. Different stakeholders in the park and limited joined up working at the moment. Pollok Park should be marketed as a family day out. As part of the Burrell redevelopment, Glasgow Life have plans to lead on this new marketing.

Scope for park-wide collaboration on events – especially in the school holidays.

NTS are keen to develop visitor offering and boost engagement. They would be interested in taking on the management of the stables alongside the House as part of a long term strategy to unite the park again. This would allow for joined up working between house and stables and would eliminate the element of competition. NTS would not lead on the refurbishment but would negotiate a lease with GCC to manage the completed stable complex.

Potential Challenges or Concerns

Road Access – Police Dogs Scotland were happy with the current access arrangement for LES staff but thought it would be inappropriate in future. Access is through their car park and the dogs are running free – not suitable for public use.

Traffic – need a holistic solution to traffic in Pollok Park. One is to minimise traffic in park (it is a park). Currently there is no public transport into park and the two main roads into the park don't support a double decker bus. The masterplan proposes new entrance near the football pitch and expanded parking near the Burrell. One idea is to have a road train from the Burrell car park to Pollok House and reduce vehicle traffic inside the park Burrell has set aside £1million towards wider park improvements – won't be enough. Pollok House/Pollok Stables would need separate road access and parking, perhaps at the Riverside car park with road access from the west.

Parking – Riverside car park (by Pollok House) is currently full weekends and sunny days. Stakeholders thought there might be scope to extend it, with perhaps some disabled access parking spaces nearer the stables.

Pedestrian Access – There is also a need to improve pedestrian access from the station.

Funding – HLF are after strategic priorities and a joined-up approach to the park. There is a limited funding pot. NTS is looking to put in a funding bid soon – this will need to be linked to the stables development.

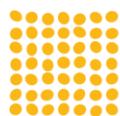
Competition – the new Burrell will bring in new visitors and provide a boost for the park, but it will also prove the main new competitor for any business at the stables.

Vandalism – Some anti-social behaviour in the park at night. Pollok Beech was burned down.

Flooding – this was thought to be an ongoing risk, despite new flood barriers.

Planning – Important to conform to the Pollok Park Conservation Agreement.

Governance – some concerns were raised about the capacity of Friends of Pollok Park group to run this project. Community Trust model is not well proven in a heritage context.



5.2 Potential Tenants

Over the course of the research period, several organisations emerged who are interested in the potential of leasing space within Pollok Stables, or who had a vision for how the stables could be developed:

- Woodland Kindergarten
- Galgael
- Scottish Furniture Makers Association
- Wasps
- Kinship Care
- Glasgow City Council Land and Environmental Services Team

The following tables detail notes of those conversations.

Woodland Kindergarten

The Woodland Outdoor Kindergarten was set up in 2009 to provide a unique and alternative form of pre-school education in a natural environment. The Kindergarten uses Pollok Park to give children the opportunity to learn outdoors, creating a more sensory and stimulating learning experience and offering great challenge. The organisation is currently based in a nearby church hall. Each morning children are transported by mini bus for their day of activities in the park.

The Woodland Kindergarten are really interested in the proposed redevelopment in Pollok Stables and definitely want to be involved in the process. At present, they are keen to use at least some space in the stables, even if fully relocating there proves impractical. Their service has been working in the park for 8 years and it would be good to have a base in the park. Representatives from the Woodland Kindergarten are on the Friends of Pollok park group.

Their size of their current location (a church hall 2 miles away) means they can only have so many children. An expanded space could offer additional services (different age group or more of the same). The kindergarten have separately looked at providing holiday clubs for primary school kids – but were unable to develop the idea because of a lack of space. They are keen to explore this moving forwards.

Space they would require:

- Playroom space (minimum size 60m², but ideally up to 120m²). Or this could be two playrooms of 60m². (Care Inspectorate rules dictate that every child has to have a certain space - 2.3m² per child)
- Toilets, including disabled toilets. These would need to be nearby and independently accessible
- Good lighting (daylight)
- Hand-washing facilities within the main playroom
- Office space – ideally adjoining the playroom so staff can help supervise
- Storage (they are flexible with this, but ideally generous space)

If their space was over 2 floors it could work, depending on the layout. But obviously easier if staff don't have to run out of a room/upstairs to get things. Ground level would be easier.

From a business point of view, this would allow the kindergarten to expand – either by relocating the whole operation to a larger space in the stables, or through opening a new strand. Creates



the potential to reach more kids (and of different ages). Would allow them to deliver a better service – wouldn't need journey time on a mini bus and would make the service feel more joined up

The Kindergarten operates year-round – Monday – Friday 8-6pm, 51 weeks a year. If they relocated operations to the stables, opening hours would be similar. The kindergarten works with 48 children, mainly local from within about 2 miles, some from further afield.

They currently pay £1000 for the church, for 48 kids. This includes a dedicated toilet space, separate office, storage cupboard, small kitchen, large hall space, access to carpark to keep the bus, garden space, separate entrance. Lease terms in Pollok Stables need to be discussed further. It would depend on what was available and what the benefits would be. The Woodland Kindergarten is willing to commit to reasonable lease, and if the cost was achievable, could sign something as a commitment to a long-term lease. They would need to break current lease arrangements.

If there was a café then parents may use it, and so would staff (15 people). No need for catering for the children (they each bring a packed lunch). If there was a training kitchen, the kindergarten might use it from time to time (it's a great idea). But mostly their activities are out and about, in the forest.

Access is really important for the Kindergarten. Most parents drop their children off en route to work – walking into the park to the stables is impractical. Parents would need to be able to drive to a reasonably close location. Many parents have small babies too so need to be able to come quite close to the building. Potentially 48 kids every morning and evening – need to consider this in terms of road access, parking space and traffic.

The Woodland Kindergarten have a good relationship with the park and local people and are keen to develop that. They would be concerned if there was another tenant in the stables that was doing the same thing as them (don't want another nursery). Tenants should be complementary not in competition There have been flooding issues in that area – that would need to be sorted out.

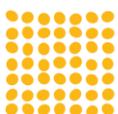
Galgael

GalGael is a community organisation based in Govan which provides learning experiences anchored in practical activities (primarily focussed on timber craft skills) that offer purpose and meaning. They provide a workspace that serves as a safe harbour for those whose lives have been affected by issues such as worklessness, depression or addiction, where people can go and learn new skills, meet other people, volunteer etc, which in turn helps them to escape or overcome some of their problems.

Galgael works primarily with wood, are interested in the potential of using the sawmill to expand their offering. Their team has the skills to operate traditional sawmill machinery, and could help bring the building back to its original use. If it could be made safe the public could see an original sawmill in operation, which seems to be very much in line with the ethos of development – reenliven stables area. The team are interested in whether the original mill machinery could be restored and whether Galgael could operate a traditional sawmill enterprise on site – potentially even processing timber from the park

The site could also be a location where other downstream timber working skills could be demonstrated/displayed. Plus, the opportunity to sell some of the crafts that Galgael makes, preferably from a central visitor centre/shop. (They have a fairly sizeable range of stock).

Galgael would use the space to expand their core work and develop an outreach centre training people in woodworking. They would need staff with skills working onsite. Galgael would retain their core base and run this as an outreach centre. They don't have a huge staff but lots of



volunteers (some highly skilled). Galgael sees the sawmill as consistent with its present work and a good opportunity, but it would need to be something that generated revenue.

They anticipate that moving to Pollok would do two things – benefit more people because they would have more resource (Galgael’s present workshop is pretty busy); and broaden the range of skills they could teach participants, potentially attracting more and different people.

Majority of their folk are from south west Glasgow, but increasingly trying to benefit people from ethnic minorities who live in that area, and more women (these are priority areas for expanding). Do a lot of work with Glasgow housing association – referrals etc. mostly in this area.

Galgael would use the site potentially the whole time. Could be flexible depending on when the stables are open to the public. They would need parking for one or two vehicles.

Probably only need for the sawmill space. Varnishing and finishing needs to be in a different room from the sawmill– not with dust. But this could potentially be done elsewhere (there is a small adjoining room), depending on space. They could potentially move the production of two or three lines down to Pollok e.g. chopping boards.

Galgael are interested in space in a future retail outlet to sell crafts.

Galgael are keen to work very cooperatively on this development. Price will depend on what is possible for the building and the machinery. It would need to be something that generated enough revenue to cover the cost of rent. If couldn’t generate revenue then would be hard to pay rent. In terms of retail, could work on a sale or return basis/commission, or rent space.

Stables are such a nice space that it would be worth spending time and effort to keep the feel traditional and tranquil – e.g. New Lanark (people really feel like they’ve been part of a past period – hard thing to achieve. Very genuine).

If they operate it as a sawmill then getting timber to it, and getting milled boards out of it would be a consideration. (Not going to be 2 lorryloads a day, would be 2 a week max). Likely to be flatbed trucks, midsize rigid bodied vehicles (not articulated). Normal B class road would be fine.

Galgael already work with felled wood from Pollok Park. Suspect that we could work with timber from the estate.

Scottish Furniture Makers Association

Would be interested in space in the stables under a couple of models:

- 1 SFMA showroom. They have never had a permanent space to display their things and would be keen on having this in the stables. As a group of 70 individual crafters they don’t have much money, and furniture galleries don’t tend to generate sales – more inspiration for later commissions. They would need a very cheap lease (like £1000pa), but would be prepared to make in kind contributions to the development of the site to secure this (making doors, timber frames etc.)
- 2 Showroom + workshop space. Showroom (as above). There is always a demand for workshop space among the 70 members – often in glasgow. They wouldn’t anticipate that this would be difficult to fill. Furniture makers would not be suitable in artists studio space because they need machines and they make noise. If a separate furniture making workshop space there could be good synergy with a Galgael sawmill /if the sawmill is big enough they could share a space? (Would they fit in the hen house? – see space requirements below)
- 3 Shared showroom. If there were other artists/crafters in the space or a central gift shop then they would be very happy to be able to display their things in a shared space. Potential for



this to be managed by some artists' collective? Craft Scotland might help with annual exhibitions

Space requirements:

- Showroom could be one big space, but often works as a selection of smaller spaces - people can envision better what the furniture will look like in their home
- Workshops would need 3 phase electricity but not much else - most furniture makers are in chicken sheds/barns etc. They'd like toilets and a place to make lunch but this could be shared with artist studios etc. Workshops are often noisy and quite dusty and need space for woodworking machines. Most machines have their own dust extraction - he doesn't think there would be ventilation requirements. Preferably on the ground floor to get things in and out (but could work on second floor) - would they fit on the side where there is access out the back to the gardens? 50sqm would be good for one person, but with shared machines 75sqm for two people and 100sqm for four people (this may well not fit). People pay up to £100/week for a work bench with shared machines. So if 4 people then £400/week or £20,000 a year
- No storage space needed - they basically only make things to order, or for a show

Wasps

They would be very interested in space in the stables and managing a set of artists' studios. Tend to lease space on short term leases to individual artists; can also run gallery on site and/or run an arts enterprise programme. Would be interested in exploring models/what would work best

Can't yet say what they would be willing to pay for the space - will depend on the size and nature of the studios, but Alan is happy to continue discussions/work out what the model would be. Usually it is only viable to lease studios if there are 10-15 studios in one site. This would depend on the costs of heating/lighting and the price of the lease.

If there was a gift shop people who work on site might well be happy to sell there.

Space requirements:

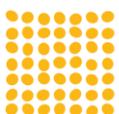
- Size of studio varies 100sqft - 500sqft (500 is very unusual). Tend to be 200/250sqft
- Good north facing daylight if possible, but not required. White clean bare walls. Wifi. 2 double sockets in each
- Shared kitchen, toilets. Separate double sink for washing paint brushes (not near kitchen sink). Floors that are easy to clean
- Maybe a small office for wasps if space but can manage remotely

Kinship Care

Kinship Care is an initiative project run by Trades House in Glasgow (which is made up of 14 historic incorporated crafts). The Trades House has a history of raising money for charity.

In this project, the Trades House is keen to support young people who are looked after by family members (aunts, grandparents etc.) in the absence of parental support. The project has already started and has raised money to send kids on education programmes - breakfast clubs, homework clubs, residential education camps (e.g.at Dumfries House).

Trades House would be interested in running Pollok Stables as an educational resource centre - both for the Kinship Care project, but also for other young people.



Potential activities include woodwork, growing, catering and hospitality, estate management.

This would need a residential space – bunkhouses for young people, plus residential space for accompanying adults – as well as workshop space. It is envisaged that it would occupy a substantial part of the building but not be in isolation – other tenants could sublet spaces.

In order to manage the project, a new trust would be formed that would lease the stables from the council.



6. Options Appraisal

6.1 Summary of Potential Uses

Over the course of the research, and following on from the 2016 Options Appraisal, the following uses for the spaces were identified. This table summarises the following proposed uses:

Proposed Use	Comments	Pursue Further?
Clydesdale Horses (and associated stable functions)	Strong desire among local people to retain the stables as stables – the horses draw footfall to the site and would complement other activities for visitors and families	Yes – under all options
Offices for LES Operational Staff	While there are plans in place to relocate LES Staff to the Burrell, there may be need for reduced office space if the horses are remaining in the stables	Yes – under all options
Artists' Studios	Was thought to be a good fit for the site and surrounding natural beauty (a better fit than office space). Research showed studio space to works well at similar sites. Wasps would be interested in managing studios on the site	Yes – under options 1 & 3
Office Space	Market research showed weak demand for this kind of site. Stakeholders were concerned that it is too isolated to be attractive to businesses	No
Conference/ Events Space	Market research showed demand for unique events venues – Pollok Stables would be a desirable location. Burrell Collection will be offering a similar facility when it reopens. Would compete with NTS offering	Yes – under option 1
Visitor Centre	Extension of current provision was suggested into more of a heritage space (see below). Potential to position Pollok Stables as a 'hub' for the park	Yes – under all options
Heritage Centre focusing on history of estate management	Public desire for this kind of space – and LES has a range of old harnesses that could be displayed. NTS would be concerned if this space were being developed as a large scale visitor attraction – a modest space is fine and would not compete	Yes – under options 1 & 3
Craft Workshops	Public support for this idea and potential link to artist/crafter studios on site. Depending on how they are managed, craft courses do not often generate strong revenue	Yes – options 1 & 3 (although not a priority)
Education Programmes, Events and Workshops for Schools and Families	The rangers service already runs some events from the visitor centre. With better facilities this could be extended – there is demand for more spaces within Glasgow to offer outdoor learning experiences. Would fit well in the stables buildings and could offer strong learning outcomes. Potentially competes with NTS offering if managed by another organisation. Unlikely to generate revenue	Yes – under all options



Residential education and training programmes for young people	Suggestion from new Kinship Care organisation. Scope to deliver a range of hands on courses over short time periods, or as longer apprenticeships. Strong links to walled garden, sawmill, park management, and animal husbandry. Potential to create strong impact – nothing like this in Glasgow at present. Some concerns around how this fits with the stables as a public space	Yes – option 2
Bistro/Café	Strong public support for an informal café suitable for dog walkers, buggies and muddy boots.	Yes – all options
Gift Shop	It was thought that a gift would complement a visitor centre /café offering and generate some minor income. The public consultation suggested a high quality craft shop selling local products. The Scottish Furniture Makers Association, Galgael, and any artists renting studios in the stables may wish to sell and display crafts in this space	Yes – all options (to varying degrees)
Microbrewery/ distillery	This suggestion was thought to be possible only with quite strong private sector involvement. There were some concerns about the possibility of getting an alcohol license in a public park	No
Holiday Accommodation for Visitors	This idea came out of the 2016 Options Appraisal and was brought up again through the public consultation. Discussions with stakeholders raised some concerns about the safety of renting self-catered apartments in the park – with a lack of lighting on pathways and some bouts of anti-social behaviour in the park at night. Pollok House reports that while they do host a range of weddings, they don't receive many requests for associated accommodation – most bridal parties stay in the city	No
Training Kitchen linked to Walled Garden	The public were very keen on this idea, using freshly grown produce to make meals. There is strong educational potential in this concept, even if only used for occasional events. It was unclear how often such a space would be used. It may be possible to deliver simple food courses in a general workshop room with appropriate equipment	Yes – all options
Public Toilets	There is strong need for more and improved public toilets in the park	Yes – all options
Lease space to Woodland Kindergarten	It was thought that the Kindergarten would be an ideal use for space within the park	Yes – all options
Lease space to Galgael	There is strong sense for hosting Galgael in the sawmill – with strong synthesis between their work and the original use of the building	Yes – all options
Lease space to Scottish Furniture Makers Association	There are a range of different models under which this could work and be a strong asset to the development – will depend on space requirements	Maybe – all options



6.2 Outline of Potential Models

The following three tables outline the potential models identified for the site moving forwards:

Option 1 – Pollok Stables united with Pollok House under National Trust for Scotland	
Governance Arrangements	Financial Viability
<ul style="list-style-type: none"> - NTS leases completed Pollok Stables (on full repair and maintenance terms) as well as Pollok House 	<ul style="list-style-type: none"> - As long as income targets reflected in the financial modelling are met, it will be easier for the NTS to operate both units as a complementary whole - Staff and overheads shared across both sites
Activities on Site	
<p><i>Managed by NTS:</i></p> <ul style="list-style-type: none"> - Informal Café – aimed at muddy boots, buggies and dogs - Visitor Centre and workshop space for events and education projects - Conference /events facilities to complement activity at the house - Gift Shop <p><i>Leased to other parties:</i></p> <ul style="list-style-type: none"> - Clydesdale Horses remain in the stables; continued (if reduced) presence of rangers service on site – LES lease space from NTS - Artists’ Studios on the upper floors – Wasps Studios lease space from NTS and manage rentals - Range of other potential tenants (e.g. Woodland Kindergarten; Scottish Furniture Makers; Galgael) 	
Pros	Cons
<ul style="list-style-type: none"> - Bringing the two sites back together as they were historically intended. Fits within the wider strategic context of the park – in particular the conservation agreement - Options identified in the research have strong synergy with the work that NTS is already doing at the House – if unified under one operational manager would create additional benefit - Easier to draw together a joint funding application for the development of the site as a whole - NTS an experienced manager of this kind of site with strong organisational capacity - Rooted in heritage will protect funding outcomes 	<ul style="list-style-type: none"> - Lack of community control to attract local people. Will depend on NTS reputation - Needs to continue to fit with NTS strategy - Less direct social impact than other models



Option 2 – Pollok Stables as a residential education centre	
Governance Arrangements	Financial Viability
<ul style="list-style-type: none"> - Kinship Care organisation (as part of the Trades House) incorporate and lease Pollok Stables from Glasgow City Council 	<ul style="list-style-type: none"> - Unknown, likely to be grant dependent for programmes for young people - Central Council doesn't have the budget to support this – potentially some funds from schools, but not high
Activities on Site	
<p><i>Managed by Kinship Care:</i></p> <ul style="list-style-type: none"> - Range of workshop spaces for education programmes and apprenticeships for vulnerable young people as well as schools and youth groups - Bunkhouse residential accommodation for groups of young people and schools <p><i>Leased to other parties:</i></p> <ul style="list-style-type: none"> - Clydesdale Horses remain in the stables; continued (if reduced) presence of rangers service on site – LES lease space from NTS - Range of other potential tenants (Woodland Kindergarten; Scottish Furniture Makers; Galgael) - Small Visitor Centre, Café and Shop – leased as a franchise 	
Pros	Cons
<ul style="list-style-type: none"> - Strong political support from Trades House and others - Potential to create strong and direct impact on vulnerable young people in Glasgow - Proof of concept in other similar sites e.g. Dumfries House - Need for this kind of facility in Glasgow – there is nothing like this in the city 	<ul style="list-style-type: none"> - Concern around public spaces vs spaces for vulnerable young people - Kinship Care is a relatively new concept and as yet unincorporated – therefore potentially high risk



Option 3 – Pollok Stables as a community run space	
Governance Arrangements	Financial Viability
<ul style="list-style-type: none"> - A community group (likely to emerge from Friends of Pollok Park) becomes a development trust, incorporates and leases the asset from Glasgow City Council on behalf of the community - The community group manages the site on a day to day basis 	<ul style="list-style-type: none"> - Unknown. Would rely on strong anchor tenants occupying the site
Activities on Site	
<p><i>Managed by Community Group:</i></p> <ul style="list-style-type: none"> - Small Visitor Centre and workshop space for events and education projects <p><i>Leased to other parties:</i></p> <ul style="list-style-type: none"> - Gift Shop with light refreshments/vending machine leased to a franchise - Clydesdale Horses remain in the stables; continued (if reduced) presence of rangers service on site – LES lease space from NTS - Artists Studios on the upper floors – Wasps Studios lease space from NTS and manage rentals - Range of other potential tenants (Woodland Kindergarten; Scottish Furniture Makers; Galgael) 	
Pros	Cons
<ul style="list-style-type: none"> - Community led – potentially attractive to certain funders, in particular, the Big Lottery Community Assets grant 	<ul style="list-style-type: none"> - Friends of Pollok Park has been going for only one year and has yet to gather momentum - New and inexperienced group – high risk - Potential competition with/displacement from Pollok House - Strong reliance on tenants to generate income

Option 4 – Do Nothing	
<ul style="list-style-type: none"> - Leave the site as is with no activities 	
Pros	Cons
<ul style="list-style-type: none"> - Avoids very challenging development and fundraising process - Frees time and capacity to work on other projects 	<ul style="list-style-type: none"> - Potential loss of a heritage asset - reputational risk to all parties - Public concern - Loss of credibility and trust from large, national funders.



6.3 Options Appraisal

The following matrix ranks the options from 1 – 5 with 1 being negative (e.g. high risk, low financial sustainability) and 5 being positive (e.g. low risk, high potential financial return).

	Option 1: Pollok Stables united with Pollok House under NTS	Option 2: Pollok Stables as a residential education centre	Option 3: Pollok Stables as a community run space	Option 4 : Do nothing and leave as is
Potential to create positive outcomes	4	4	3	1
Financial Viability	3	2	2	5
Risk	4	3	2	3
Total	11	9	7	9

6.4 Preferred Model

Considering all the research, the recommended model is Option 1. The National Trust for Scotland represents the least risky future for the site, and would see the stables reunited with the house – as the buildings were originally intended. If absorbed as part of NTS operations at Pollok, the site would have lower overheads and a higher potential to generate income – through, for example, shared conferences and events with the House. There is strong synergy in terms of delivering education programmes across both sites – for schools and families as well as for the wider general public.

This is the recommendation rather than an agreed strategy. Though this is the recommended course of action for GCC to investigate and take forward, significant detail will need to be considered and worked through.



6.5 The Offering: A Public Facing, Mixed Use Site

The following uses are proposed for the site. At the next stage, these will be modelled in more depth in consultation with partners:

Visitor Centre and Education Space – located in the south wing, this space will engage the public with the heritage of the stables. Displays will showcase the history of the estate and a programme of events will encourage visitors, families and local schools to learn about the heritage and natural environment

Café – offering affordable food in an informal environment, this café will cater for dog walkers, buggies and muddy boots. It will have outdoor seating in the courtyard in summer

Gift Shop – selling local produce and souvenirs as well as showcasing the work of artists and craftspeople working in the stables complex

Event Space – for conferences, workshops and other gatherings

Artists Studios – managed by Wasps, this could provide workspace for 15 artists or craftspeople

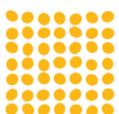
Galgael – this charity could rent the sawmill, using original machinery to process wood and create quality wood products

Furniture Workshop – the Scottish Furniture Makers Association could rent space in the hen house as a workshop

Woodland Kindergarten – located in the Old School House, the Kindergarten could provide childcare services for local people

Clydesdale Horses – the horses could remain in the stables, with some LES offices to manage the site located upstairs

Public Toilets

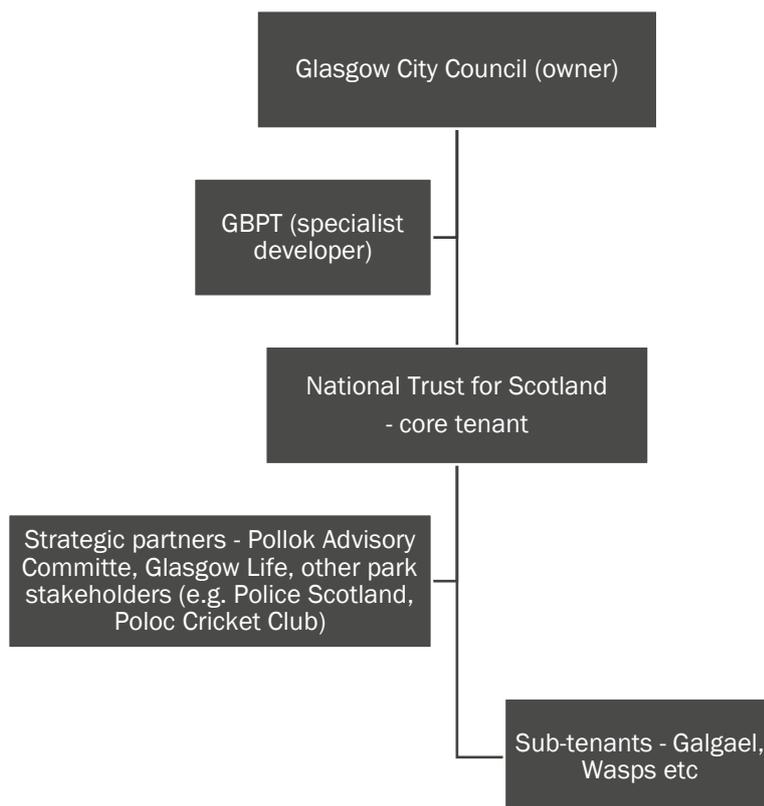


7. Delivering the Preferred Model

7.1 Governance and Management

Glasgow City Council would retain ownership of the buildings as per the agreement at the time of the bequest. The National Trust for Scotland would lease the completed Stables from Glasgow City Council on lease terms to be discussed. NTS would also be responsible for the overall management of the building. They are likely to sub-let certain parts of the site – e.g. the Sawmill – to other organisations.

The following diagram outlines the governance of the site:



7.2 Financial Viability

In order to establish the financial viability of the project, very high-level projections have been developed. These are not intended to be precise descriptions of exact income and expenditure, but more an indication of the expected income streams and the types of overheads this kind of site may incur. Levels of income and cost are estimates only and may change as this project develops over time. For now, financial modelling shows a notional surplus of £2,800 (see appendix).

A full VAT assessment will be undertaken at the next stage in relation to the VAT position of the capital renovation costs and what can be zero rated, exempt and standard rated – and therefore what could be reclaimable. This will be in relation to the lead body (likely to be GCC). Any tenant (such as the NTS who are likely to be VAT registered) will need to consider how VAT will impact on their own financial viability. VAT implications have not been fed in to the cash projections at the moment.



7.3 Developing the Site

A project of this scale will require a substantial amount of grant funding. Pollok Stables are in a state of advanced dilapidation, and the cost of repair is estimated to be significant. In 2016, these costs were placed at £8 million – this number is expected to increase as time goes on and the buildings continue to deteriorate.

The National Trust for Scotland (or any other tenant) will require to take on the site with a fully renovated suite or buildings and no loans to service. As a result Glasgow City Council, as owner, (perhaps through GBPT as specialist developer) would be the applicant and lead on the development, bid writing and implementation.

7.4 Funding Options

The following table outlines potential funding options. In the current climate of reduced funding and increased pressure on that funding, it is viewed that a project at this level will be challenging and thinking may be required to find additional sources, from high net worth donors to public facing crowd funding.

Funder	Type of Fund	Details	Funds Available
Architectural Heritage Fund	Project development costs (not capital funds)	Project Viability Grant – already secured for this work Project Development Grant – to assist an organisation to cover some of the costs of developing and co-ordinating a project and taking it towards the start of work on site	Project Development Grant (up to £25,000)
Glasgow City Council	To be confirmed	The Council has committed some funds already	Unspecified (may be significant) up to say £2m
Heritage Lottery Fund: Main Grants Programme	Capital	Need to negotiate with the funder as this will be a very significant project.	Unspecified (can be significant) up to £5m
Regeneration Capital Grants Fund	Capital	Focus on jobs and regeneration – Scottish Government fund with GCC as the applicant	Has been over £2m in the past
Historic Environment Scotland Repair Grant	Capital	The aim of the Historic Environment Repair Grant is to conserve original features of buildings and ancient monuments of special architectural or historic interest	Unspecified (can be significant)



Barcapel Foundation	Capital and Revenue	Heritage, Youth and Health are their three priority areas – heritage is focused on built environment and cultural heritage (predominantly literature and art)	Up to £100,000
Garfield Weston Foundation	Capital, Revenue and Project	Funds museums and heritage	Regular grants (below £100,000) but can fund much higher
Small to medium sized funds that can be brought together into a funding strategy such as; <ul style="list-style-type: none"> • Bellsize Charitable Trust No 1 • Mushroom Trust • Charles Hayward Foundation - Heritage & Conservation - Main Grants • The Turtleton Charitable Trust • Headly Trust • Scott Fund • Scottish Power Foundation • Pilgrim Trust • Wolfson Foundation • MacRobert Trust 	Unknown	Various application routes	Target £250,000
Fundraising	Unrestricted	There is the potential to launch a MyParkScotland crowdfunding appeal as well as undertake other forms of fundraising	Unknown but Glasgow city population could potentially buy into this Say £100,000



7.5 Risk Assessment

The following table identifies risks involved with the project, and ways to mitigate against them:

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Escalating cost of repair The costs of the project will increase substantially if the Council does not undertake urgent actions to arrest the deterioration of the condition of the building ¹⁰ .	High	Medium	N/A	Lobby GCC to undertake vital repairs. Good specialist QS services with at least 10% contingency and additional inflationary contingency within the cost estimate. Contingency budget within the fundraising strategy	GCC, GBPT
The building deteriorates aggressively	High	Medium	GCC undertaking emergency repair works – winter 2017	Continue to monitor the structure for any signs of imminent collapse Flood defence plans	GCC
NTS decides not to manage the asset – e.g. due to a change or strategy or personnel	High	Medium	None	Work closely with NTS– establish an MoU at this stage with potential penalty clauses Continue to build capacity of other groups e.g. Friends of Pollok Park and seek other tenants Continue to build business	GCC

¹⁰ Funders may not be agreeable to funding this project in future if we do not take action now to arrest deterioration and consolidate the current structure.



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
				case so it is attractive to take on.	
Key tenants lose interest in the project	Medium	Medium	None	Work closely with tenants – establish agreements and answer concerns Continue to build partnerships with potential end users as the project progresses Keep spaces flexible for multiple uses	GCC, Architect, GBPT
Demand lower than expected from local people and customers	Medium	Low	Realistic business plan	Strong brand and good materials Detailed Communications plan and marketing strategy	NTS
Loss of Key Personnel and partnerships	High	Medium	None	Write an accession plan for key staff and board members Good terms and conditions for future staff Good volunteer policies	GCC
Burrell Collection displaces demand	Medium	Low	None	Work in partnership with all stakeholders in the park, including the Burrell	GCC

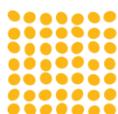


Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
				Collection and Glasgow Life	

7.6 Future Considerations

In developing the site, there are a range of considerations that need to be accounted for:

- Access and parking – current access to the Stables is restricted following the closure of the pend. LES traffic is accessing the site through the car park of Police Dogs Scotland – an arrangement that is not suitable for public access. As part of the Burrell development, and the Pollok Park Masterplan, there are plans underway to change the way that road traffic flows around the park. Consideration should be made for vehicular access to the stables, with perhaps increased parking available at the Riverside Carpark and road access through the west gate
- There are a range of stakeholders within Pollok Park, and more scope for joined up working. In particular, stakeholders told us there was more to be done to promote the park as a whole package, rather than advertising different elements of the park separately
- The stables development will be subject to a range of regulations including opening hours and licensing. It will also need to be compliant with the Pollok Park Conservation Agreement, which is upheld and monitored by NTS
- Any development will need to be wary about potential displacement from other park attractions – especially Pollok House and the Burrell Collection
- It is anticipated that the timescale for developing this project will be lengthy – care should be taken to ensure continued stakeholder engagement and to work alongside potential tenants
- Technical considerations to do with the structure of the building and the conservation of its built heritage that will need to be continually reviewed during the development.



7.7 Next Steps

The following table outlines the next steps for this project:

1	Discuss proposed plans with all stakeholders – especially LES and NTS
2	Finalise outline Business Plan and indicative financial projections
3	Finalise proposed floor plan and early architectural designs
4	Submit all plans to Glasgow City Council for approval
5	Begin to raise development funding for the next phase of the project



Appendix 1: Financial Modelling

Pollok Stables Indicative Financial Appraisal

Income	Tenant/Use of Space	Location	Space Description	Monthly	Annually	Notes
Space Rental	Wasps	Central Courtyard	15 artists studios + an office (283sqm)	3200	38400	Wasps charge roughly £400/month for 27sqm of space. Assumed they need roughly 20% profit margin
	Woodland Kindergarten	Old Schoolhouse	Main hall, office, toilets (96sqm)	1000	12000	Based on their current rent at a nearby church
	Scottish Furniture Makers Association	Old Henhouse	One person workshop (45sqm)	400	4800	Based on discussions with SFMA
	Galgael	Sawmill	Sawmill and workshop space (196sqm)	400	4800	Estimate
	Glasgow City Council Land and Environmental Services	Central Courtyard	Five loose boxes, food store, hardiness room, and storage	900	10800	Based on Livery at Easterton Stables Yard Box DIY £35 per week, plus £200/month for extra spaces
	Glasgow City Council Land and Environmental Services	Central Courtyard	Two offices for LES operational staff	500	6000	Based on £250/month per office

Trading Profit	Café	Central Courtyard			2000	Estimate small profit
	Gift Shop	Central Courtyard			1000	Estimate small profit
	Conference Suite	Central Courtyard			2000	Estimate small profit
	Events @ Visitor Centre	Central Courtyard				Estimate break even
	Walled Garden	Walled Garden				Estimate break even
Total Income				6400	81800	

Expenditure	Item	Monthly	Annually	Assumptions
Overheads	Conservation Plan - Building Repairs		30000	Estimate based on Provan Hall Conservation Management Plan (£20,000 per annum)
	Maintenance		10000	TBD
	Central Staffing		30000	TBD
	Insurance		3000	Estimate
	Professional and Accountancy Fees		3000	Estimate
	Security Alarm		1000	Estimate
	Waste Services		1000	Estimate
	Miscellaneous		1000	
Total Expenditure		0	79000	
TOTAL PROFIT/LOSS		6400	2800	

