



# A Future for Pollok Stables

Business Model Appraisal  
Glasgow Buildings Preservation Trust

March 2018 Updated Sept 2018



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## 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 and improvement in order 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 an operational base. The adjacent Pollok House is managed by the National Trust for Scotland.

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 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).

This business case should be read in conjunction with:

- Project Viability Report, GBPT
- Research Report, summarising market research and engagement with Stakeholders
- Community Engagement Report, Northlight Heritage
- Conservation Management Framework
- Architectural Designs & Costings
- Updated structural condition survey

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## Towards a Future for Pollok Stables

The 2016 Options Appraisal considered four key options for the future of the stables complex:

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 those conclusions to work towards a sustainable business model for the future of the stables.

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## Methodology

The project team worked closely together between June and December 2017 to further explore possibilities for the site. 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 together with other partners' work to create this options appraisal.



## Summary of Research

The following table outlines the uses proposed for Pollok Stables by stakeholders and members of the public. It analyses options, bringing together the results of the wider research period:

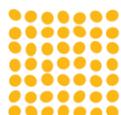
Proposed Use	Comments	Pursue Further?
Clydesdale Horses (and associated stable functions)	Strong desire among local people to retain the stables as stables – the horses draw footfall to the site and would complement other activities for visitors and families	Yes – under all options
Offices for LES Operational 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.	Yes – under option 1

	Burrell Collection will be offering a similar facility when it reopens. Could compete with NTS offering	
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 noted some concern 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. Would fit well in the stables buildings and could offer strong learning outcomes. 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	Yes – option 2



	husbandry. Potential to create strong impact. Some concerns around how this fits with the stables as a public space	
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	No

	accommodation – most bridal parties stay in the city	
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

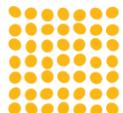


## Options Appraisal

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

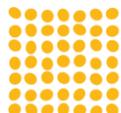
Option 1 – Pollok Stables united with Pollok House under National Trust for Scotland	
<ul style="list-style-type: none"> <li>- NTS leases a completed Pollok Stables as well as Pollok House (albeit on full repairs and maintenance terms)</li> <li>- NTS operates a range of activities within the stables – visitor centre and gift shop; workshop space for events and educational activities; informal café to complement the existing tearoom; conferences and events space to add to the offering at the House</li> <li>- Space is leased to other tenants including Wasps Studios, Galgael, Scottish Furniture Makers Association and Woodland Kindergarten</li> <li>- Clydesdale horses continued to be stabled on site</li> <li>- Centralised staffing across two sites increases viability</li> </ul>	
Pros	Cons
<ul style="list-style-type: none"> <li>- Bringing the two sites back together as they were historically intended</li> <li>- 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</li> <li>- Easier to draw together a joint funding application for the development of the site as a whole</li> <li>- NTS an experienced manager of this kind of site with strong organisational capacity</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of community control to attract local people. Will depend on NTS reputation</li> <li>- Needs to continue to fit with NTS strategy</li> <li>- Less direct social impact than other models</li> </ul>

Option 2 – Pollok Stables as a residential education centre	
<ul style="list-style-type: none"> <li>- Kinship Care organisation (as part of the Trades House) incorporate and lease Pollok Stables from Glasgow City Council</li> <li>- Kinship Care manages a range of education programmes and apprenticeships for vulnerable young people. Bunkhouse residential accommodation is available for groups of young people and schools</li> <li>- Range of potential other tenants (Galgael, Scottish Furniture Makers Association and Woodland Kindergarten); Clydesdale horses on site</li> <li>- Small visitor centre, café and gift shop leased as franchise</li> <li>- Financial viability is unknown. The programmes for young people are likely to be grant dependent</li> </ul>	
Pros	Cons
<ul style="list-style-type: none"> <li>- Strong political support from Trades House and others</li> <li>- Potential to create strong and direct impact on vulnerable young people in Glasgow</li> <li>- Proof of concept in other similar sites e.g. Dumfries House</li> </ul>	<ul style="list-style-type: none"> <li>- Concern around public spaces vs spaces for vulnerable young people</li> <li>- Kinship Care is a relatively new concept and as yet unincorporated – therefore potentially high risk</li> </ul>



Option 3 – Pollok Stables as a community run space	
<ul style="list-style-type: none"> <li>- 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</li> <li>- The community group manages a small Visitor Centre and workshop space for events and education projects</li> <li>- Other public facing elements are run by third parties – gift shop with light refreshments/vending machine leased to a franchise; Clydesdale horses remain in the stables</li> <li>- Space is leased to other tenants including Wasps Studios, Galgael, Scottish Furniture Makers Association and Woodland Kindergarten</li> <li>- Financial viability would depend on strong anchor tenants</li> </ul>	
Pros	Cons
<ul style="list-style-type: none"> <li>- Community led – potentially attractive to certain funders, in particular, the Big Lottery Community Assets grant</li> </ul>	<ul style="list-style-type: none"> <li>- Friends of Pollok Park has been going for only one year and has yet to gather momentum</li> <li>- New and inexperienced group – high risk</li> <li>- Potential competition with/displacement from Pollok House</li> <li>- Strong reliance on tenants to generate income</li> </ul>

Option 4 – Do Nothing	
- Leave the site as is	
Pros	Cons
<ul style="list-style-type: none"> <li>- Avoids very challenging development and fundraising process</li> <li>- Frees time and capacity to work on other projects</li> </ul>	<ul style="list-style-type: none"> <li>- Potential loss of a heritage asset</li> <li>- reputational risk to all parties</li> <li>- Public concern</li> <li>- Loss of credibility and trust from large, national funders.</li> </ul>



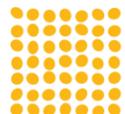
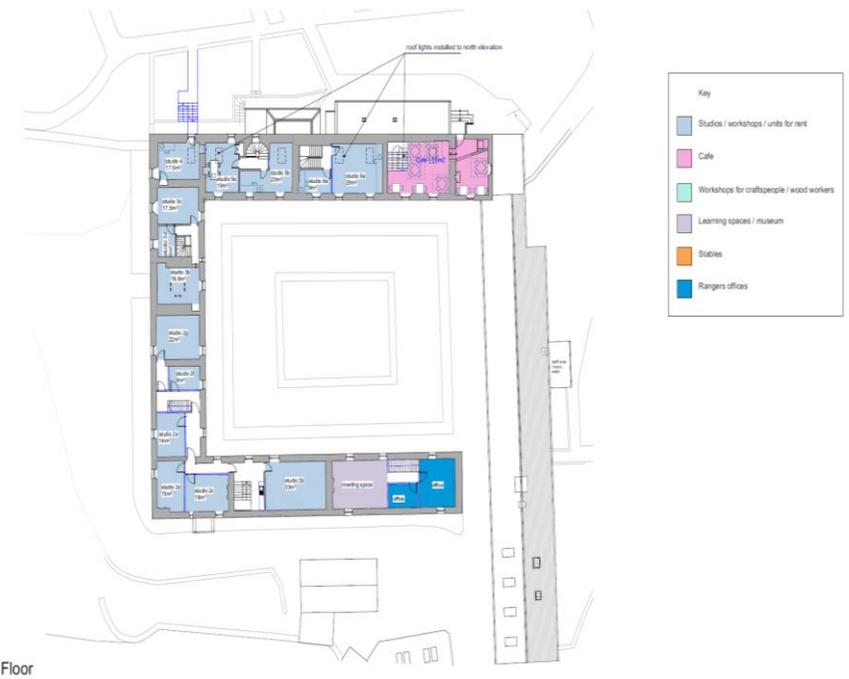
## Options Matrix

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	Option 2	Option 3	Option 4
Potential to create positive outcomes	4	4	3	1
Financial Viability	3	2	2	5
Risk	4	3	2	3
<b>Total</b>	<b>11</b>	<b>9</b>	<b>7</b>	<b>9</b>

## The Recommended 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. 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 as GCC would require that the lessee of the completed Stables site takes on a full repairs and maintenance lease.



## 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 would cater for dog walkers, buggies and muddy boots. It would 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 would provide workspace for 15 artists or craftspeople

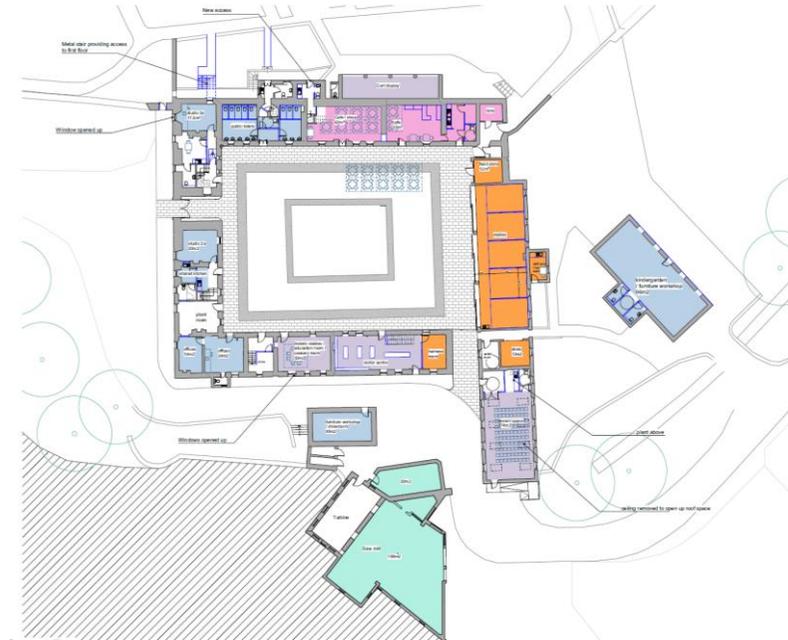
Galgael – this charity could rent the sawmill, using original machinery to process wood and create quality wood products

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



## 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

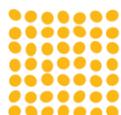
### Pollok Stables Indicative Financial Appraisal

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, harness 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
<b>Total Income</b>				<b>6400</b>	<b>81800</b>	

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	
	<b>Total Expenditure</b>		<b>0</b>	<b>79000</b>
<b>TOTAL PROFIT/LOSS</b>				<b>6400</b> <b>2800</b>

## Governance and Management

Glasgow City Council will retain ownership of the buildings as per the agreement at the time of the bequest. Under the proposed model, the National Trust for Scotland would lease the completed Stables from Glasgow City Council on a full repairs and maintenance basis. 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. This is presented as a direction of travel only and further discussion is required by GCC.



## Capital Funding

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 following abbreviated table indicates key targets for funding but it should be noted that funding this project in current economic situation will be challenging and innovative solutions will need to be found.

Funder	Comments
Architectural Heritage Fund	AHF funding covers project development costs up to £25k as well as providing loans. GBPT have already secured first stage Project Viability Fund
Glasgow City Council	There is an expectation that as owner, GCC will need to contribute a significant sum to the capital works
Historic Environment Scotland Repair Grant	HES are likely to contribute to this project owing to the significance of the buildings involved. Discussions will need to be had with grant officers to determine likely level of investment
Heritage Lottery Fund: Main Grants Programme	HLF have funded some of this stage of the development work through their Resilient Heritage programme. They have made it clear that any future applications for funding in Pollok Park need to be coordinated and the fund is being reviewed
Regeneration Capital Grant Fund	Focus on jobs and regeneration – Scottish Government fund with GCC as the applicant. Funds can be significant – has been over £2m in the past

## Risk Assessment

A full risk assessment is shown in the longer research report. Key concerns are significant with this project;

- The escalating cost of development as the buildings deteriorate if immediate remediation is not undertaken by GCC.
- Maintaining strong relationships with stakeholders and potential tenants as the project progresses but most importantly with NTS as finding another solution will take time.
- The options for re-use, though positive in terms of impact and viability, may be particularly difficult to fund

## Next Steps:

- 1 Finalise proposed plans – including early architectural designs – with all stakeholders
- 2 Submit all plans to Glasgow City Council for approval
- 3 Discuss potential partnership with National Trust for Scotland
- 4 Raise development funding for the next phase of the project work – further business planning and technical fees for more detailed architect's drawings

