



Leadhills Community Company Ltd  
Stables/Garages Community Acquisition  
Feasibility Study 1.1

December 2019

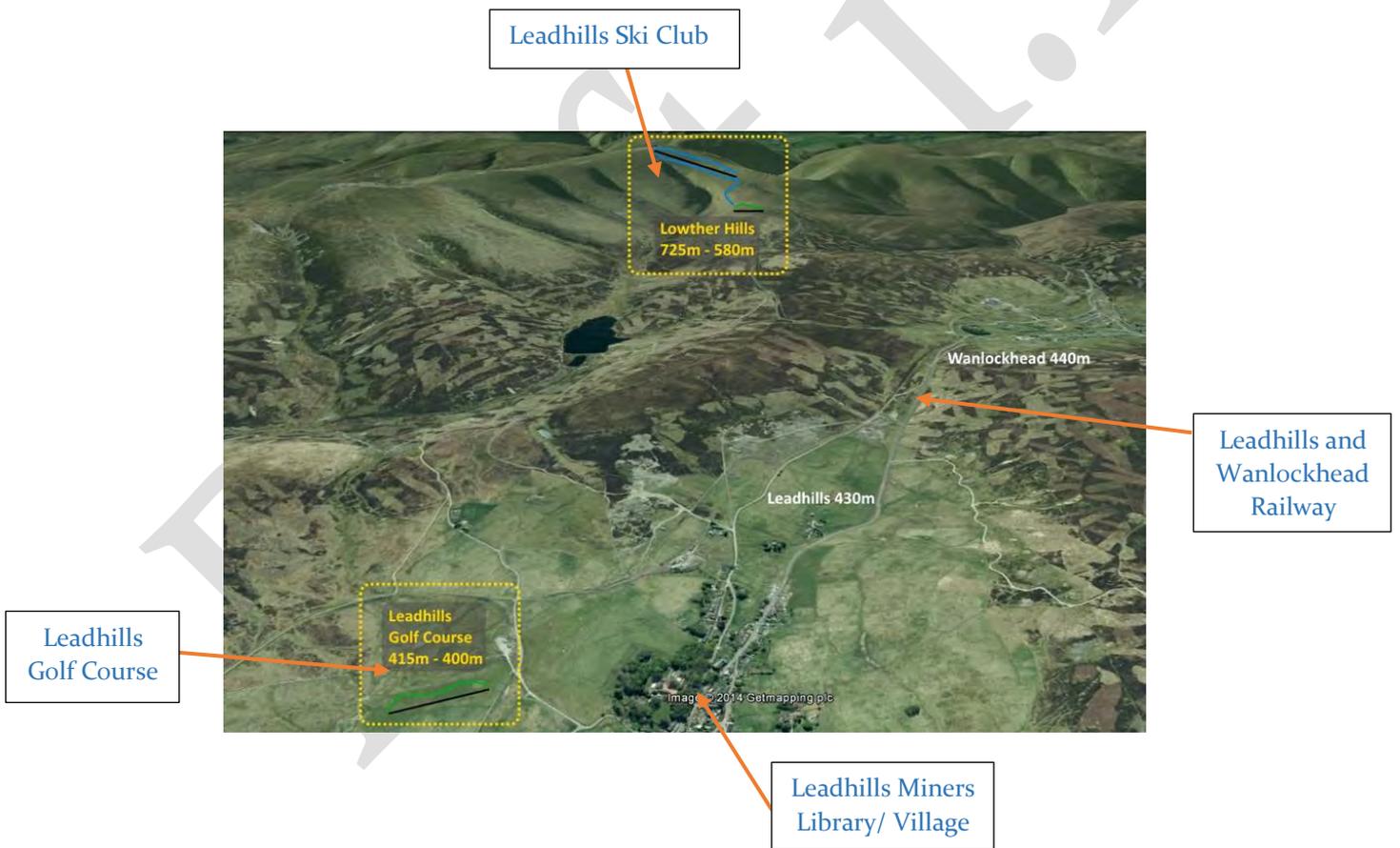
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Below Leadhills topography nestled in the Lowther Hills



## 1. Introduction

- 1.1. Leadhills Community Company Ltd (LCCL) was established following a public meeting held in the Village Hall on 18 January 2014. It was mandated to explore the community purchase of land in and around the village from Leadhills Estate. Hopetoun Estates (owners of the Leadhills Estate) has approached LCCL indicating a willingness to sell the stable block to the community.
- 1.2. The Community Empowerment Act (Scotland) 2015 supports communities to buy land and buildings and operate them for community benefit provided there is support from local people to do this and there are robust plans for the delivery of sustainable operations.
- 1.3. LCCL secured funding from the SSE Clyde Wind Farm Fund to carry out a feasibility study into the viability of community purchase of the stables and prepare a business plan to support this. Funding has also been secured from the Scottish Land Fund to carry out a structural survey and valuation of the building.
- 1.4. The Stable Block, also referred to as the garages, is located at Main Street Leadhills, ML12 6XP, opposite the Hopetoun Arms Hotel.



Outline plan of stable block



Location in the village

- 1.5. CaskieCo has been commissioned to work with LCCL to conduct a feasibility study and prepare a business plan to determine the viability of the proposed purchase and community support for the plan. This report represents the first draft of the Feasibility Study, drawing together all the learning and consultation carried out to date. It presents a number of options for the community to consider in relation to the future use of the Stable Block for community benefit and it will be presented to the community at a public meeting in Leadhills Hall on 17 December 2019.

## 2. Feasibility Study – Aims and Objectives

- 2.1. The feasibility study brief “requires a new intensive examination of the present and future potential of the Stable Block, both for **income generation** and to bring **wider social, environmental and economic benefits to the community.**”<sup>1</sup>
- 2.2. Public meetings in the village have identified three key priorities for the focus the feasibility study:
- Tourism development
  - Village and community services and amenities
  - Small business enterprises
- 2.3. Leadhills Community Company Ltd (LCCL) wishes to understand the potential for developing sustainable activities which could occupy the Stable Block should it be brought into community ownership. It endeavours to look at:
- Community support for plans and ideas for exploration
  - Management options for delivering the community run enterprise
  - Income and expenditure potential
  - Future profitability
  - Consult on preferred options prior to preparing a five-year business plan
- 2.4. Several meetings have been held with representatives of Leadhills Community Company to gather information on plans considered so far, determine the best ways to consult the local community and to progress plans for surveying and valuing the building to inform both the feasibility study and future business plan.
- 2.5. Community Consultation events held in Leadhills so far include:
- Leadhills Gala Day – 10 August 2019 – Community Consultation Stall
  - Leadhills Public Meeting – 3 October 2019 – Public Meeting (evening)
  - Leadhills Community Newsletter and Survey – launched 22 October
  - LCCL Board planning session – 6 September 2019
  - LCCL Board training session – 21 November 2019
- 2.6. This draft feasibility study draws together learning so far and, as mentioned, is issued for community scrutiny.

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<sup>1</sup> Brief for Leadhills Community Stable Block – Feasibility Study and Business Plan

### 3. Leadhills – History and Background

#### History

- 3.1. Leadhills is located high in the Lowther Hills and was founded on mining. It is one of the highest villages in Scotland (alongside nearby Wanlockhead) sitting at a height of 395 M or 1,295 ft above sea level. The village takes its name from the lead which was mined there from as early as 1100. Gold was also been mined there in the 1500 and 1600's with a road being built to Leith in the 1660's to enable export of the ore. This gold was also used to fashion the Scottish Crown Jewels.

Mining ceased in Leadhills in 1928 but the unique nature of the village and its freehold community ownership means that the land and buildings are owned by individuals and as a result the community has survived with many young families making their homes in the village.

- 3.2. Leadhills has a number of other unique claims to fame in that it is home to the UK's oldest subscription library, set up when 23 lead miners clubbed together to set up the Leadhills Reading Society. Membership was not cheap by the standards for the day with a joining fee of £0.15 and an annual subscription of £0.10. The library still exists today with many of the original books and part of the building "listed".
- 3.3. Minerals have been discovered in the area since Roman times with some named after the area, specifically Lanarkite and Leadhillite. Leadhills boasts some famous natives including William Symington remembered as the builder of the world's first practical steamboat and Allan Ramsay the poet. It is also home to Britain's highest adhesion railway.

#### About Leadhills

- 3.4. Leadhills is located in the Clydesdale Area of South Lanarkshire Council and designated remote and rural. (see map following) The settlement boundary can be seen in blue on the map, with much of it being designated as a conservation area (in red). It currently has a population of 315<sup>2</sup> and is served by a local primary school. Leadhills falls within data zone SO1012571 which has a ranking of 2217 according to then Scottish Index of Multiple Deprivation. It is in the top 10% of areas in Scotland on account of its geographic isolation. It has an aging population as can be seen by population the snapshot for postcode ML12 6YQ.

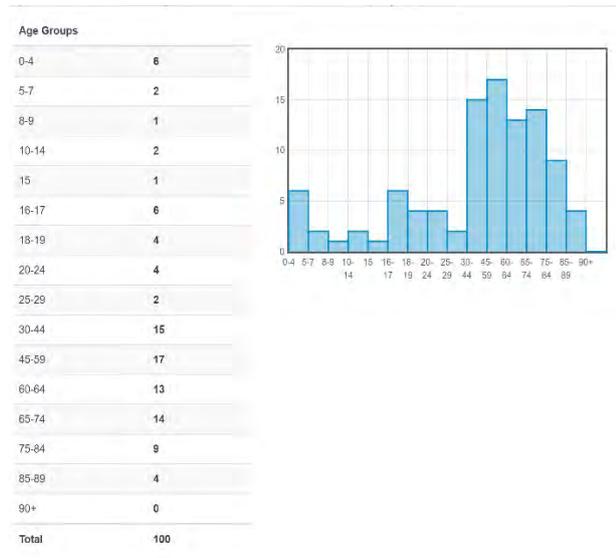
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<sup>2</sup> Wikipedia

Clydesdale



Local Area Plan – Small Settlement map



Streetcheck.co.uk Age break ML12 6YQ

3.5. Leadhills is served by a privately owned and run local shop and a pub/hotel, the Hopetoun Arms; it also has a village hall run by South Lanarkshire Council. [Leadhills Hall](#) is the most southerly hall in South Lanarkshire, situated on the B797 in this historical mining area. The facility consists of a main hall, meeting room, kitchen and toilets. It is 150 sqm in area and has a seating capacity of 240 people concert style and 147 for catered functions. This facility can be used for a variety of community, social and commercial activities including but not restricted to Courses and Classes, Arts and Crafts, Sports Activities, Community Meetings, Birthday Parties, Engagement Parties, Discos, Wedding Receptions, Slimming Clubs, Martial Arts etc.



Leadhills Village Hall

3.6. ***It is deemed important not to undermine or duplicate any of the existing services.*** LCCL is working to extend and develop relationships with all local enterprises and organisations to ensure that any plans for the Stable/Garages complement existing offers and increase footfall to everyone’s advantage.

3.7. South Lanarkshire [Council's Plan for 2017 – 2022](#) sees it working with communities and partners to promote high quality, thriving and sustainable communities and supporting aspiration. It forms part of the Glasgow City Region Deal for major infrastructure projects.



South Lanarkshire Council Plan 2017 -22

3.8. Public sector austerity measures in recent years have seen little investment in the village. It does however benefit from access to community benefit funds from the SSE Clyde Wind Farm which could prove instrumental in enabling the successful community ownership and operation of the former stable block.

## 4. The Stable/Garage Block, Main Street, Leadhills

- 4.1. The Stable Block, sometimes referred to as the Garages, is owned by Hopetoun Estates. It was built around 1900 and has been used for a variety of functions over the last 120 years. It is not listed but in a conservation area (see earlier). In 2012 permission was given for the building use to be changed from garages to a Fire Station and it was leased to the Scottish Fire and Rescue Service (SFRS) to provide a base for the local volunteer fire and rescue volunteers and their vehicle.



Courtesy of Scottish Fire and Rescue Service

- 4.2. Part of the building was renovated and the new Fire Station was formally opened on 7 June 2014. The SFRS still rent the building but the vehicle was removed in 2016 and there are no volunteers currently operating out of the building. Discussions are underway with SFRS to determine their plans for the future as feedback from those who live in the village suggests that they would like to see the service reinstated and possibly extended to include First Responders too. SFRS pays an annual rent of £3.5K. The SFRS has the lease on the building till 2023, the community has use of part of the space for storage of tables and kit for gala day and various clubs etc.
- 4.3. LCCL has just commissioned a structural survey of the building and a valuation and the results are pending at the time of writing. Any works to the building would be subject to conservation area regulations.
- 4.4. Results of the survey and valuation will be added once they are available.

## 5. Community Consultation – What people have told us so far

5.1. There have been a number of community consultation exercises over the last few months:

- Leadhills Gala Day – 10 August 2019 – Community Consultation Stall
- Leadhills Public Meeting – 3 October 2019 – Public Meeting (evening)
- Leadhills Community Newsletter and Survey – launched 22 October

5.2. The notes from the Gala Day and the Public Meeting can be found in Appendices 1 and 2. The learning from the survey run between 22 October and 3 December is presented here.

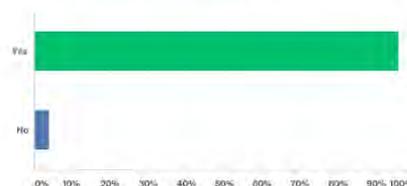


Gala Day Stall

5.3. A newsletter and short survey were prepared and circulated by hand to every house in Leadhills towards the end of October 2019 (240 copies). There was an option to complete the paper-based questionnaire and post it in a collection box in the shop or to complete it directly online. 26 questionnaires were completed representing 11% of local households with all except one respondent living in Leadhills.

5.4. When asked if they supported the community purchase of the Stable/Garage Block 96% said they did with only one person representing 4%, not in favour.

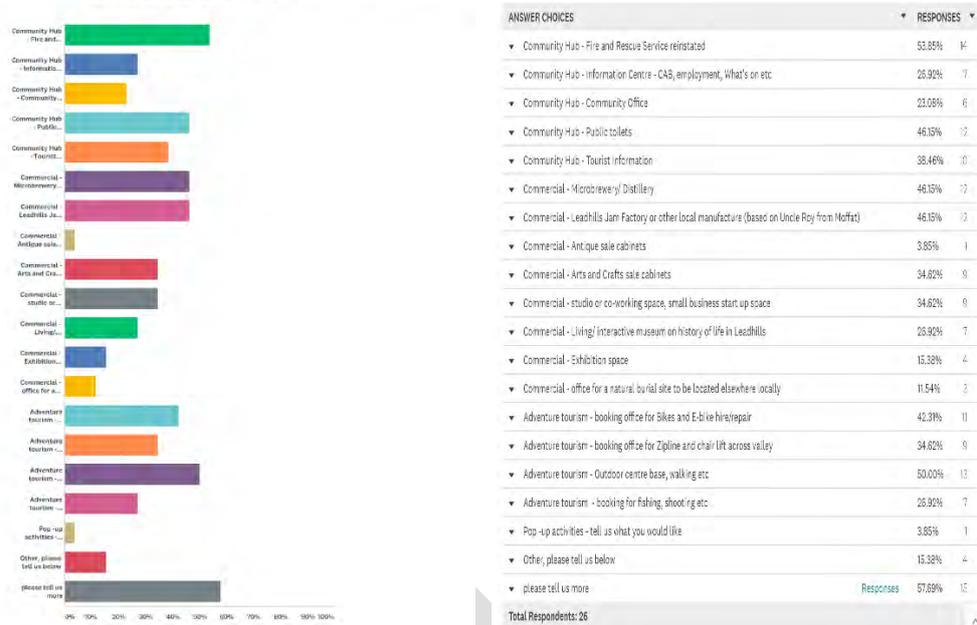
Q2 Would you like to see Leadhills Stable Block taken on and run as a community project for the benefit of the residents of Leadhills and the surrounding area?



5.5. A range of possible future uses for the building were proposed covering community hub type activities, commercial options and the development of future adventure tourism. Respondents could tick all the options they liked and most popular choice was reinstating the Fire and Rescue Service (54%) closely followed by establishing a base for outdoor tourism (50%) such as

walking etc. A micro-brewery and a jam factory both saw support from 46% of respondents and studio or business start-up space was favoured by 35% as were arts and crafts sale cabinets.

Q3 A range of possible options have been proposed - which are your preferred options and why? (Please tick all that apply)



Extract from the survey showing support for options

### 5.6. Other suggestions included:

- Pop-up hairdresser
- Pop-up exhibitions (local artists, RSPB/ SOC)
- Youth centre
- Glass blowing
- **Create paid employment, particularly for local young people**
- Bike hire and repair shop
- Artisan bakery or food take away outlet

Creating local employment was the most mentioned other suggestion across all questions and is clearly deemed a priority locally, although ONS statistics for Leadhills suggest that it has an unemployment rate of 4.4% lower than the national average figure for Scotland of 4.8%.

### 5.7. Other things which were proposed to benefit the community of Leadhills and the surrounding area are:

- Dark Sky/ Astronomy Centre
- Coffee shop/tea room
- Gym for local fitness
- Men's shed or DIY workshop

- Life long learning centre (educational hub)
- Advice centre for renovating buildings in Leadhills/ Wanlockhead
- Defibrator
- Sign board showing all local attractions

5.8. Eight respondents offered their services to support the future development of the building should plans be approved. They bring a wide range of skills which have been passed on to the board. Some local businesses took part in the survey but they have been emailed separately to see if they have any additional ideas to add.

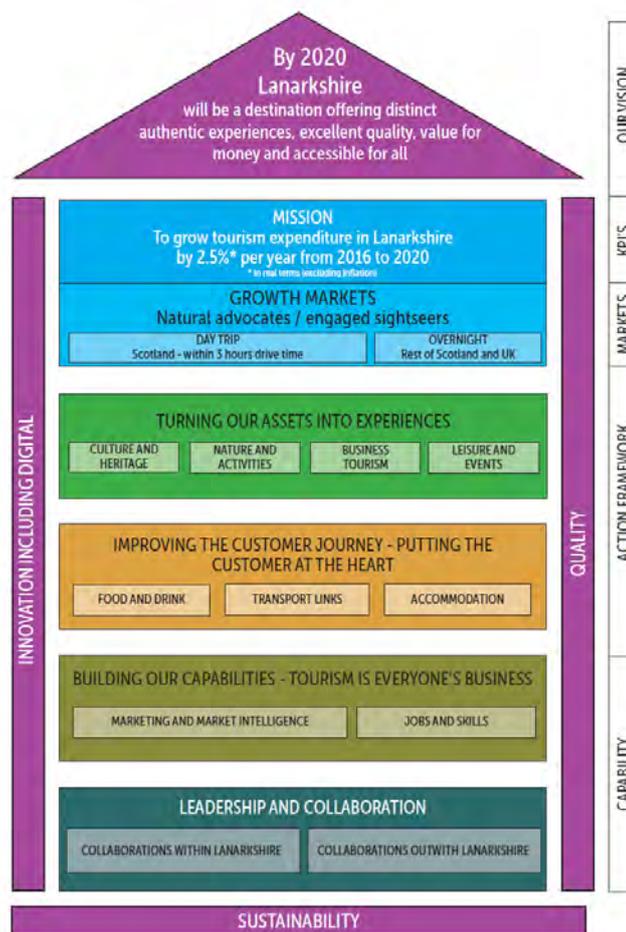
5.9. This study goes on to explore how these ideas could be incorporated into a viable plan for the building addressing the themes of tourism development, village and community services/amenities and small business enterprises.

## 6. Tourism Development

### The Tourism Plan

- 6.1. Lanarkshire Area Tourism Partnership aims to increase tourism revenue by 2.5% (excluding inflation) by 2020 as well as contributing to a vibrant Lanarkshire that is regarded as an attractive place to visit and do business. The “Tourism Rocket” below highlights growth markets as *a day drip venue* and a *place to stay overnight*. It also encourages the development of local assets into experiences across the themes of *culture and heritage, nature and activities, business tourism and leisure and events*.

THE LANARKSHIRE TOURISM STRATEGY AT A GLANCE  
THE LANARKSHIRE TOURISM ‘ROCKET’



### Assets into Experiences – Day Visitors

- 6.2. Leadhills has a rich history to build **culture and heritage** type tourism experiences on with a number of existing offers already in place including:

- [The Leadhills Wanlockhead Railway](#) – Britain’s highest adhesion railway almost 1500 feet above sea level. Maintained and run by a group of volunteers it offers journeys between the two villages on the 2ft narrow gauge track build on part of the original old Caledonian Railway
- [The Leadhills Golf Course](#) – a chance to play on the highest golf course in Scotland – a must for any golf enthusiast
- [Leadhills Miner’s Library](#) (mentioned earlier) – the oldest subscription library in the UK founded in 1741. It still has the original books and tells the story of its early subscribers including the details of their mining efforts and income
- [The Scots Mining House](#) – the only surviving small house that William Adam built, available as self-catering accommodation
- [Bear-ly Reminiscent](#) a museum which tells the history of Leadhills through bear characters
- The Lowther Hills offer great fishing, rambling and climbing opportunities in the summer and the is also a Ski Club in the winter. The [Southern Upland Way](#) passes nearby



Leadhills/Wanlockhead Railway



Leadhills Miners Library



Scots Mining Company House

6.3. Leadhill’s location in the Lowther Hills provides opportunities for **nature and activities** with walking and fishing. There is little by way of **business tourism** at the moment<sup>3</sup> and while people come to Leadhills for peace and quiet type **leisure experiences** there are a few **events** which bring people.

6.4. Turning assets into quality experiences and improving the customer journey are good starting points for LCCL and looking to build digital capabilities can be important in marketing visitor experience, even those which are free as many people rely on “sat nav” technology to flag up food, drink and visitor opportunities when they are “on the road”. Good local signage can help sign post those who happen upon things by chance. The table on the next page, taken from Lanarkshire Tourism Strategy describes how assets can be developed in line with current trends.

<sup>3</sup> Please correct if this is not so or make suggestions

**AN EXAMPLE OF HOW THIS ANNUAL LIST OF ACTIVITIES WILL BE PRODUCED IS DISPLAYED BELOW:**

Tourism Activity Framework Example

KEY THEME	PRIORITY	PERFORMANCE INDICATORS	LEAD ORGANISATION(S)	SUPPORTING PARTNER(S)
1. Turning Assets into quality experiences	Encourage businesses to participate in customer feedback schemes including quality assurance and to monitor and improve their customer feedback ratings	Number of businesses in VS/the AA Quality Assurance schemes  Average TripAdvisor rating for Lanarkshire businesses	VisitScotland/the AA/ TripAdvisor	Business Gateway North Lanarkshire Council/South Lanarkshire Council / Industry
2. Improving the customer journey	Ensure that the VisitLanarkshire.com website and associated social media channels remain relevant and enhance the customer journey	Number of web visitors  Number of page views  Campaign engagement numbers	North Lanarkshire Council/South Lanarkshire Council	VisitScotland/ Industry
3. Building our capabilities including digital	Build the digital capacity of Lanarkshire businesses by highlighting appropriate training opportunities	Number of businesses training seminars	Business Gateway/North Lanarkshire Council / South Lanarkshire Council/Industry	VisitScotland
4. Leadership and collaboration	Support the Lanarkshire tourism partnership structure to ensure that effective collaborations are formed within Lanarkshire and that the region is represented Nationally.	Number of meetings  Number of businesses engaged in the partnership structure  Number of external organisations that the partnership is represented on outwith Lanarkshire	Lanarkshire Tourism Association/North Lanarkshire Council / South Lanarkshire Council	Industry/VisitScotland

6.5. Leadhills is around an hour’s drive from centres of population such as Edinburgh and Glasgow and the north of England so building on its existing strengths provides an opportunity for increasing day visitor numbers if people can be encouraged to stop in the village and spend a bit more time and money.

**Overnight Stays**

6.6. Overnight stays- the main place to stay in Leadhills is the [Hopetoun Arms Hotel](#) which offers rooms, food and a bar. The William Adam designed Scot’s Mining Company House offers self-catering accommodation in the North Range with two other self-catering options mentioned on the Visit Lanarkshire website – the Ebenezer Hall in the village, Mountview Caravan Park just outside Abington. A quick look at Air B&B suggests 7 places available to let, mainly cottages.

6.7. Visitor numbers – consultations with a range of organisations suggest that no-one collects detailed information on visitor numbers across the area. The

general trends across the wider patch (Glasgow and Clyde Valley) can be summarised as:

- 857,000 visitors
- spending £398,000,000
- 4,712,000 bed nights
- £84 per day spent

*the table below shows further detail*

INSIGHT DEPARTMENT: VISITORS TO GREATER GLASGOW & CLYDE VALLEY

## 2017 Tourism Performance Visitors to Greater Glasgow & Clyde Valley



### National and Regional International Tourism Performance 2017

INDICATORS	SCOTLAND	GREATER GLASGOW & CLYDE VALLEY
Visits (000s)	3210	857
Spend (£M)	2276	398
Nights (000s)	28590	4712
Average length of stay (nights)	9	5
Average spend per day	£80	£84
Average spend per visit	£709	£465

Source: IPS, 2017



Source: IPS, 2017

During 2017, Greater Glasgow & Clyde Valley welcomed 857,000 international visitors, totalling almost 5 million bed nights and spending £398 million. This is around 27% in terms of volume and over 17% in terms of value of total international tourism in Scotland for 2017.

6.8. Leadhills is listed on the [Visit Scotland](#) website with all of its current offers mentioned. Consultation is underway to try to determine local visitor numbers.

- 6.9. Leadhills is poorly served by public transport with daily buses to Lanark and Wanlockhead and a once a week service to Dumfries. Most visitors come to the village by car as there are few other means of getting there.
- 6.10. Biggar Museum has 6,000 visitors and year and their experiences suggest that it can be a challenge to get people to stop – even with the many offers they have in their Main Street. Indicative visitor numbers for Leadhills suggest around 8,000 visitors to the various attractions in and around the village, mainly over the summer months April – September although confirmation is awaited on this.

### Tourism

- 6.11. In section 3 we saw that increasing tourism is seen as an important part of the local economic development, in particular driving footfall and encouraging people to stop and spend more time in the village. As we have seen there are already a number of visitor attractions in and around the village but there is no central point providing signposting or information on what is on offer. A tourist information hub was suggested by 38% of local people who responded to the survey. While there is a move towards digital marketing these days there is still scope for popping in and speaking to someone or picking up a leaflet.

### Adventure Tourism

- 6.12. The survey also highlighted a desire to see adventure tourism developed further – possibly bike and E-bike hire and repair (42%), an outdoor centre base for walking etc (50%) and a place for booking fishing or shooting etc (27%). A zipline across the valley was also proposed with a chair lift (35%) but this might be a second stage development or have to be done in partnership. Setting up a base at the Stable/Garages block as part of the community offer could provide a real focus for visitor offers, enabling improved marketing and take up providing a win win for all involved. A better joined up service for visitors and increased user numbers for those providing services or running businesses.
- 6.13. A focal point for tourism in the village could provide information, exhibition space on the walls for displaying and selling local art or advertising other local attractions. Cycle hire could also be offered, either around the locality or in conjunction with hire operators in other places. There aren't currently any cycle routes through the Lowther Hills as this extract from the National Cycle Network shows, but developing new opportunities could help put Leadhills and some of the neighbouring villages on the map enabling people to cycle between attractions. 42% of local people supported development of cycling.



National Cycle Network Map courtesy of OS/Sustrans

### Village and Community Services

- 6.14. Leadhills lacks a focal point in the village to encourage people on their way through to stop and its public toilets are currently out of commission, something which LCCL is endeavouring to address. It may be that public toilet provision could be included in the plans for the renovation of the stable block as 46% of local survey respondents felt this is important.
- 6.15. As we saw earlier the village has a hall which is used for a variety of events and functions but there is no information point or “hub” where people can come together and meet formally or informally. There is no community owned and run space which is available at little or no cost for meetings, activities and educational opportunities. CAB services have also been mentioned (27%) and these can often be delivered on an outreach basis in small rural communities if there is a place where they can be held.
- 6.16. A neutral place in a small community where people can come together to find out what is happening or take part in meetings/ classes/ information sessions can be invaluable in strengthening community ties and bonds. This could be extremely useful in recruiting volunteers to reinstate the local Fire Service and potentially add to it with First Responders, activities which would further strengthen and build team work in the village.
- 6.17. There has been a volunteer Fire Service in the village since the 1950’s and this was moved into the Stable building in 2013 from a small garage space which had been used to house their fire tender vehicle, into a refurbished space with a meeting room, kitchen and vehicle bay. The volunteer run service was suspended on 2016 and the vehicle removed, but as can be seen from the survey

results and taking to local people there is a keenness to see the service reinstated. Discussions are underway with the Scottish Fire and Rescue Service (which also has the lease on the building) to see if this could be possible.

- 6.18. Local conversations have also suggested the introduction of a [First Responder Service](#) which although not active in South Lanarkshire does provide services in Scottish Borders and Renfrewshire. A Community First Responder is a member of the public who volunteers to help their community by responding to medical emergencies while the ambulance is on its way. Such a service can be vital (like the fire service) in a remote rural area. The Scottish Ambulance Service supports the development of First Responder Services alongside the installation of defibrillators and CPR training.
- 6.19. The above two services could provide welcome additional community emergency services as well as volunteering and skills development opportunities in the village.
- 6.20. A quarter of respondents wanted to see a community office and community information so it is possible that some space could be allocated to creating a facility like this which could also provide CAB advice possibly on an appointment-based system several times a month.
- 6.21. Public toilets were mentioned by 46% of respondents and LCCL has been exploring how toilets can be provided in the village. The current toilets located in the car park beside the school are not open (is this right?) and could benefit from upgrading. If LCCL is upgrading the Stable Block installing at least one publicly accessible toilet could be part of the offer. This could be delivered on a similar basis to that in Biggar which is described in the [COSS publication, the Real Cost of Spending a Penny](#).



*Leadhills public toilets*

- 6.22. All of the above Village and Community Services can be vital to improving the quality of life for local people but they raise little or no money towards being viable. It may therefore be necessary to consider a cross subsidy model for

operating the building where some activities provide income generation to offset the cost of other essential services which don't.

### Small Business or Community Enterprise

6.23. There is little to encourage the growth and development of new small businesses or social enterprises in the village so part of the refurbished stable block could be given over to space to let out and generate further rental income to contribute to the sustainability of operation.

6.24. A microbrewery or distillery were suggested by 46% of local people. The Scottish Parliament produced a report on [Brewing and Distilling in Scotland](#) on October 2018 according to which...

*Scotland's brewing and distilling sectors play a vital role in the Scottish economy. Many distillers and brewers are based in rural communities. This is not only important for direct jobs but also indirectly through generation of tourism, linkages to agriculture, and wider supply chain impacts. Many firms in both sectors are at the forefront of product innovation to cater for ever changing consumer trends. Food and drink is an integral component of how "brand Scotland" is promoted globally. Exported brewery and distillery products help to sell Scotland to the world.<sup>4</sup>*

6.25. Distilling is a long-term business which will require more space than we currently have available in the Stable block so research has focused on the potential of the micro-brewery market and its relevance to Leadhills.

*Although globally, beer consumption has been falling for decades, this has not dampened the significant brewery start-up rate, responding to consumers choosing to drink more expensive, specialised beers. Scotland's craft breweries have flourished over recent years with a plethora of new breweries entering the market. Back in 1840, Scotland boasted 280 breweries. However, by 1910 this had been reduced to 92 and a continuous decline eventually reduced that number to just 11 by 1970. Now with 115 breweries the industry has increased massively from the 1970s. Year-on-year over the period 2010 to 2018, the number of breweries has increased. This rapid period of expansion has resulted in the beer manufacturing business base increasing by 229% over the eight-year period.*

*Sixteen of Scotland's local authority areas had a brewing industry presence in 2018. This is a significant increase from just four local authorities in 2010. Both urban and rural areas have benefited from the explosive growth of the sector. Edinburgh and*

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<sup>4</sup> Brewing and Distilling in Scotland. Economic Facts and Figures Oct 2018 (Scottish Parliament)

Highland local authority areas have the highest intensity of brewing activity in Scotland.

Whilst Scotland's brewing sector has increased by 229% since 2010, the majority of this growth has been in micro-breweries. **Micro-breweries represent 83% of Scotland's brewing business base.** • Average turnover across all Scottish breweries was approximately £271,310 in 2018, compared to average turnover of £673,000 for all businesses in the Scottish economy. Ten percent of Scottish breweries have sales levels over £1 million. **And 52% have turnover levels under £100,000.** Employment in Scotland's brewing sector has averaged 1,000 over the last 9 years, and was at 1,000 in the most recently available data for 2017. This represented 7% of total British employment in the sector. GVA at basic prices for Scotland's 'manufacture of beers.'<sup>5</sup>

6.26. Visit Scotland's website provides an insight into where some of the local micro-breweries in the south of Scotland are. The closest is in Wanlockhead where the [Lola Rose Brewery](#) has been producing beer for the last 13 years at the Wanlockhead Inn. Sulwarth Brewery to the south (Newton Stewart) and Broughton Brewery to the north east are the next closest, all of which are privately run. There is a gap in the geographical market (so to speak) and none is community owned and run so there is an opportunity for exploration of a community venture. The very successful [Glenwyvis Distillery](#) just outside Dingwall is an example of an extremely successful community owned venture designed to regenerate the town. It has successfully raised in excess of £3.5 million through community share offers to fund the building and establishment of a "green" distillery which produced its first raw spirit on 30 November 2018.



6.27. Initial discussions with Food and Drink Scotland and Brewing Specialists – Brewing Services – suggest that there is good potential for a micro-brewery in the stables. A visit has been arranged from one of their experts is planned to provide an initial assessment of the space.

<sup>5</sup> Brewing and Distilling in Scotland. Economic Facts and Figures Oct 2018 (Scottish Parliament)

## Commercial Options – Studio or Co-working space

6.28. Studio or Co-working space and small business start-up space can be difficult to find so providing flexible accommodation at an affordable price can provide opportunity to create new jobs and bring business to the area or support existing businesses. LCCL could renovate the building and provide either shared accommodation for several start ups to “rent a desk” or “workshop” generating a small rental income while creating *rural regeneration, community consolidation, industry innovation* and *creative collaboration*. A range of different models can be available to let the space as can be seen from the Tribe Porty model below.

### 6.29. Tribe Porty

#### WORK, MAKE, SHARE

Is the motto at Tribe Porty where they offer 13 office/studio spaces in a range of shapes and sizes most with 24 hour access, 7 days a week. There are also 16 Permanent desks available at £170 – £190 per calendar month based on a 12-month contract. Hot desks are also available on 5 different package rates from 2 days per month @ £30 pm to unlimited hot desking at £150 pm. Each package includes fibre optic broadband, access to kitchen facilities, meeting spaces, heating, electricity and recycling accompanied by good fun and social opportunities and perks. <http://tribeporty.org/>



6.30. Leadhills has great potential to improve tourism and small business offers. Improving and joining up its existing assets and the customer journey, raising awareness and building capacity through use of digital technology within the local community should create opportunities for existing and new small businesses or social enterprises.

## 7. Options for Use of the Stable/Garage Building

7.1. The Community Consultation reported on in section 5 highlighted three possible themes for the development of the building:

- Village and Community Services
- Tourism
- Small business or community enterprise

Most importantly people want the operation to be financially sustainable and create employment, particularly for local young people as there a few opportunities at present.

### Current Use

7.2. The area coloured in purple is currently occupied by the SFRS and the yellow area is used by the community to store Gala Day and ski club equipment. The Red and green areas are out of bounds and full of rubbish.



*Current use of Stable/Garage Block*

### Potential Community Use

7.3. Assuming the ground floor of the building can be developed (in a similar way to the Fire Service area has been renovated) it offers four possible areas as indicated on the rough plan below. The Scottish Fire and Rescue Service would be retained as an anchor tenant possibly with the addition of a First Responder Service occupying the currently refurbished area (purple), a community office could be located in the green area, also providing a weekly or monthly CAB service and meeting space. A tourist information office could be located in the area coloured in red providing information, booking facilities as described earlier with bikes hire. The bikes could be stored outside to attract attention to the service offered and make best use of space. The area coloured in yellow

could be leased to a community microbrewery or even a private company wishing to brew Leadhills Ale.



*Potential future use of Stable/Garage Block*

- 7.4. If either the Fire Service or the Micro-brewery are not viable options both spaces could be considered for other uses such as office/small business space or a Jam Factory has also been suggested. Ideally if both spaces can be rented then they should subsidise the community and tourism use of the red/green sections of the building. A tea room has also been proposed and can be explored if neither of the above prove viable.
- 7.5. Once the results of the structural survey and costs for renovation of the building are available and the advice of Brewing Services with regard to its suitability as a micro-brewery it will be possible to identify further options.

## 8. Financial Projections – Is Community ownership viable?

### Capital Projections

- 8.1. It is not possible to project capital costs at this point as survey reports and works required have yet to be determined.

### Revenue Projections

- 8.2. It is challenging to make financial projections on a project that has so many variables but if it is assumed that SFRS and a small business or microbrewery pay rental income for the next three years at a modest rate and the Tourism hub starts to generate income from sales of goods and services in year 2 a modest income could be generated which would covers costs such as insurance, utilities, broadband and rates. A small sink fund could be established to cover ongoing repairs which should be minimal initially if the building is fully refurbished at the outset.

Leadhills Stable/Garage Block			
Initial Income/Expenditure Projections			
	20-21	21-22	22-23
	Year 1	Year 2	Year 3
<b>INCOME</b>			
Rental from SFRS	£ 3,500.00	£ 3,500.00	£ 3,500.00
Rental Income from Microbrewery	£ 3,500.00	£ 3,500.00	£ 3,500.00
Tourism hub	£ -	£ 500.00	£ 750.00
<b>Total</b>	<b>£ 7,000.00</b>	<b>£ 7,500.00</b>	<b>£ 7,750.00</b>
<b>EXPENDITURE</b>			
Building and public liability insurance	£ 2,500.00	£ 2,500.00	£ 2,500.00
Utility costs/broadband/ water	£ 2,500.00	£ 2,500.00	£ 2,500.00
Rates (potentially 80% relief if charity)	£ 100.00	£ 100.00	£ 100.00
Sink fund for repairs	£ 1,000.00	£ 1,000.00	£ 1,000.00
<b>Total</b>	<b>£ 6,100.00</b>	<b>£ 6,100.00</b>	<b>£ 6,100.00</b>
<b>Profit/Loss</b>	<b>£ 900.00</b>	<b>£ 1,400.00</b>	<b>£ 1,650.00</b>
<b>Assumptions</b>			
Year 1			
SFRS will continue to pay rent for the part of the building they use and LCCL can charge for remaining space			
Large area (yellow) can be let to a small business(s) or microbrewery			
Community Hub and Tourism Hub - no income year 1			
Year 2			
Tourism Hub generates income from bike hire, sales of goods to tourists (antique and craft cabinets), commission booking for other offers			
LCCL/10Dec19			

- 8.3. The offer would be largely reliant on volunteer input in the early stages and this would help to keep costs down. Profits from the microbrewery which would be staffed and run under a separate company can be remitted back to LCCL to off set running costs so that essential community services are provided.

## Funding

- 8.4. Funding to buy and refurbish the stable block will be sought from a variety of sources. The purchase of the building cost will be sought from the Scottish Land Fund (95%) with the remaining 5% from the SSE Clyde Wind Farm Fund. The refurbishment of the remainder of the building will be planned and sought from a range of sources depending on the final eventual agreed use. It is anticipated that this will include SSE Clyde Wind Farm Fund, Rural Tourism Infrastructure Fund (Scottish Government) and Prince's Countryside Trust.

## 9. Governance and Operation

### Governance

- 9.1. Leadhills Community Company Limited (LCCL) is constituted as a Company Limited by Guarantee – SC478960, established on 2 June 2014. It currently has six directors although there is provision for 12 in its Articles of Association which have been approved as compliant by their Scottish Land Fund adviser. LCCL will hold its next AGM in January 2020 when it is hoped that plans for the Stable Block can be ratified by the community and the Board further strengthened to take forward the community's plans.

### Mission Statement

- 9.2. *“The purpose of Leadhills Community Company is to acquire and develop community and commercial assets (land and buildings) in and around the village of Leadhills and to operate and maintain them on a not-for-profit basis for the community of Leadhills (residents, businesses based and operating in Leadhills and visitors)”.*

### Values

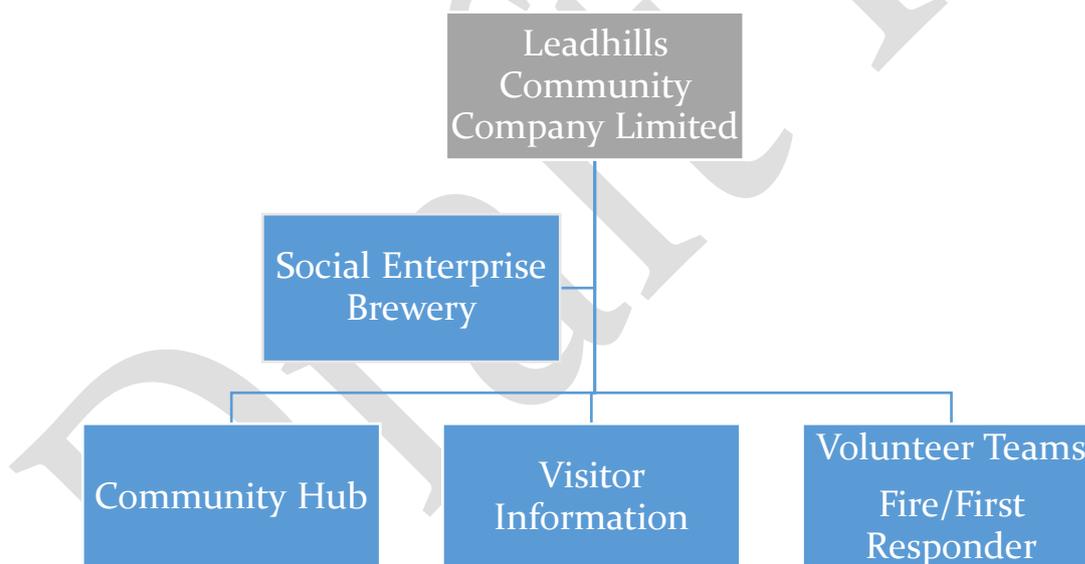
- Serving the needs of the community
  - Transparency
  - People not profit
  - Community minded (2)
  - Environmentally aware
  - For the people, by the people
- 9.3. The Board is exploring application to OSCR for charitable status as some of its activities may be charitable and there could be benefit when it comes to seeking funding if the organisation is registered.
- 9.4. A Skills Audit is currently being carried out to determine the skills currently around and what might be useful to strengthen the board. This will be added on completion.

### Operation of the new facility

- 9.5. Board members did a training session based on the Good Governance (SCVO) materials where began to look at the operation of the board and how it can be developed to deliver this project. The Company has its AGM scheduled for January 2020 when it is intended to encourage new members to get involved

now that there is an active project for people to work towards. The LCCL Board would ultimately be responsible for the management and delivery of the project and it may wish to consider some sub groups to focus on various activities such as finance/fundraising and volunteer management and support as it is anticipated that the staffing of the community information element and the visitor information / booking centre will be largely reliant on volunteers. Should space be let to a microbrewery or used for small business starter/studio space then those businesses or social enterprises will be responsible for employing their own staff directly.

- 9.6. It is possible that LCCL decides to set up the microbrewery as a wholly owned social enterprise venture in which case it would need a subsidiary company (limited by shares) with all the shares held by LCCL. This company would employ any staff and can remit any profits back to LCCL to be used for community benefit.



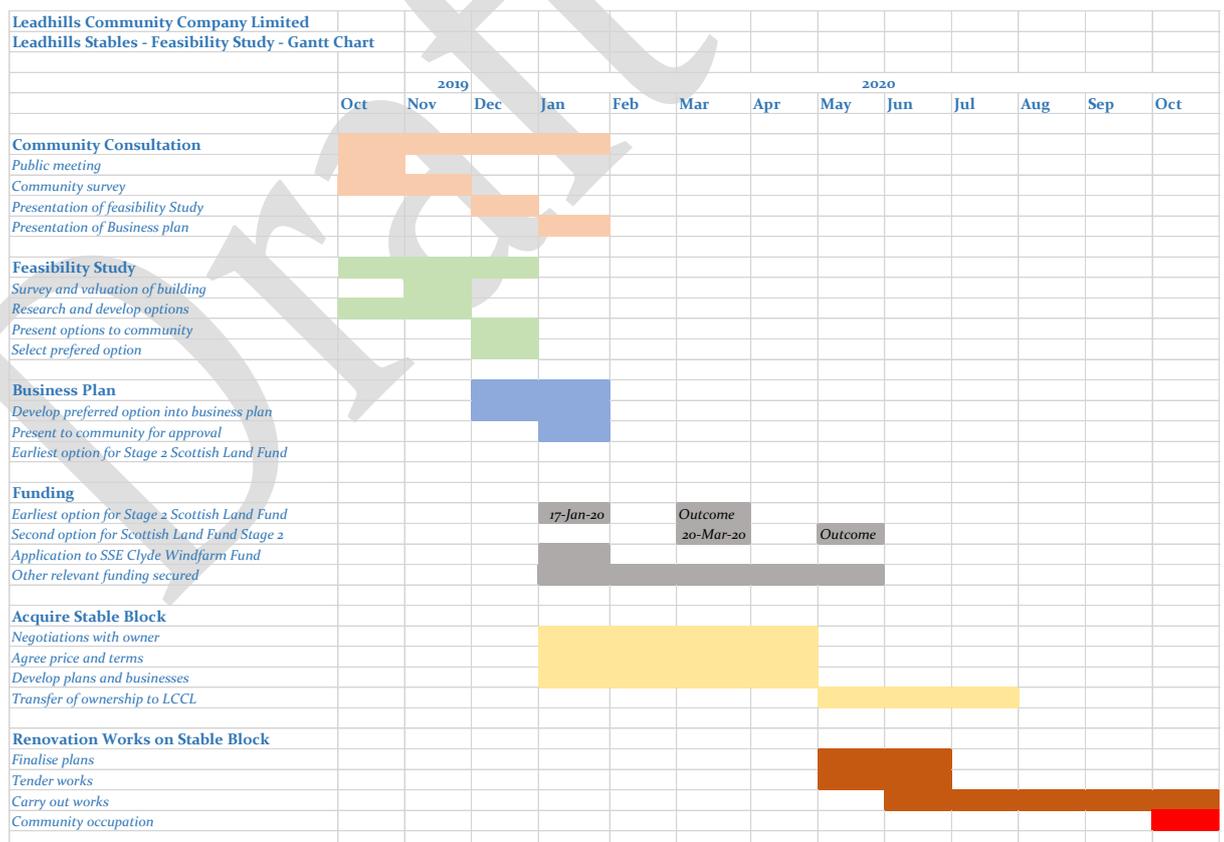
- 9.7. The project would be managed through monthly meetings of the directors with six monthly feedback to the local community. It will also endeavour to build strong links with other groups possibly through representation on the board either by election or co-option.

## 10. Community Purchase – What this means?

- 10.1. LCCL plan to buy the Stable Block from the private landowner – Hopetoun Estates. The landowner has indicated a willingness to sell so provided there is viable plan, funding package and community support the purchase can be affected. Initial meetings have already been held with the Estate’s factor Donald Noble and an outline timeline suggested.
- 10.2. As indicated the purchase is dependent on a number of factors which are at present unknown – the structural state of the building and the cost of any improvements required, the valuation. Community support for a viable plan for delivering a sustainable community owned option and of course funding to make all of this happen are in progress.

### Time line

- 10.3. The most optimistic timeline this can be delivered under is as follows:



As the Gantt chart shows the earliest LCCL could make a Stage 2 application to the Scottish Land Fund is 17 January 2020 with the next opportunity towards the

end of March 2020 with a decision in May. The Scottish Land Fund will close in August 2020 and it is not yet known what will replace it so there is strong competition for funding as 2020 progresses.

## Funding

- 10.4. Full costs and funding are not yet clear but funds such as SSE Clyde Windfarm Fund operate a rolling programme of grants so should sit well alongside any SLF funding which can be secured. (See 8.4)

## Management and Delivery

- 10.5. As mentioned under governance a strong board is required to take forward and deliver the community's plan, both in terms of knowhow and capacity. It is worth visiting other community groups who have taken on similar ventures to understand some of what is involved in the journey and the time it might take.
- 10.6. Strong support and engagement from the community is important as is ownership of the project as the benefits will be proportionately enhanced as a result. Brewing expertise has been sought from [Brewing Services](#) and they would be on hand to support the development of the Micro-brewery should this proceed.
- 10.7. Professional build management skills can be built into the costs when the business plan is costed and drawn up so this can assist with tendering and day to day management of works.

## 11. Summary and Conclusions so far...

- 11.1. This feasibility study demonstrates a strong and viable case for LCCL to take on the stable block should it be deemed structurally sound and suitable for renovation.
- 11.2. Community and village assets could be enhanced through provision of information, meeting space and public toilets. Local art and antiques can be exhibited and sold, local volunteer services can be enhanced as can quality of life and community safety.
- 11.3. The local tourism offers can be consolidated and focused through improved marketing and an information point, cycle hire and booking enhancing local attractions and improving the customer journey.
- 11.4. Existing and new businesses can be supported enhancing prospects for all in Leadhills and its environs.

## 12. Appendices

### Appendix 1 - Leadhills Gala Day – Feed back

#### Leadhills Community Company Ltd

Comments from Gala Day

- Local responders – revisit if Fire and Rescue Service is to be part of new offer
- Day time – kitchen/ café – create a place for people to stop when visiting the village (Hopetoun Arms doesn't open until 5 pm)
- Develop a wider range of interpretation of local history re lead mining e.g. Bevis Bulmer used gold from these hills in the Scottish Crown Jewels
- Speak to Ken Lodger re Leadhills Library (open Sat/Sun)
- There are three buses a day to Wanlockhead – develop links
- Want to compliment the shop, pub and village hall
- High number of holiday houses in village (%) with people often retiring here

Some photos from the Gala Day



10 August 2019, Gala Day Consultation

#### Leadhills Community Company Ltd

##### What does Leadhills need?

**Somewhere for people to stop in the village!**

###### Commercial

- Leadhills train – joint ticketing with Wanlockhead, also Drumlanrig Castle
- Develop a geology study centre (old church building)
- Develop the old smelting house (Victorian ruin)?
- Microbrewery (highest in Scotland?) and or distillery
- Slag heaps – can they be used creatively? Sculpt as art or develop cycle tracks
- Leadhills Museum / museum of the southern uplands/ history /folklore centre
- Arts and crafts centre
- Café

###### Community

- Artist/ writer in residence – watch and teach people
- Meeting place for young people and older people – possibly with drama
- Toilets – status of existing village toilets (handy for park)
- Walks around the area – themes – birds, lead, books and rocks
- Lot of crafty people – sell crafts (Amazon)

###### Services

- Better signage to attractions
- Improve existing tourism offer
- Promote bear museum
- What about a storyteller to promote local tales?
- Information Centre

###### Other

- Owls, curlews and red kites?
- Development officer to make it all happen

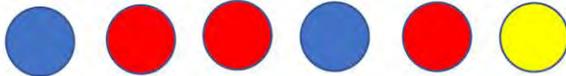
**Please take a post it and write down your ideas and stick them here**

## Leadhills Community Company Ltd

**Do you support the community purchase of the Stable Block as long as there is an agreed, sustainable, deliverable business plan to underpin it?**

*Please vote with a coloured dot*

**YES**



**NO**

**NOT SURE**

Please tell us why?

## Leadhills Community Company Ltd

**Do you have any questions about the planned community buy out which you would like to have answered?**

Please pop them on a post it and stick it here, we will endeavour to ensure it is answered during the course of consultations.

A collection of colorful speech bubbles and boxes containing questions and suggestions. The items are:

- Blue speech bubble: "Andy Wightman has done a plan of local land ownership"
- Yellow box: "Leadville, Colorado, US Highest incorporated city in the US 10,152 ft"
- Blue speech bubble: "Is there a market for lead now? Where does it come from?"
- Green box: "Buy Land to plant trees (round the reservoir)"
- Green box: "Develop fishing and water sports"
- Light green box: "Small scale local hydro scheme"
- Orange speech bubble: "Kids can dress up as miners (check Derbyshire mines for examples)"
- Orange speech bubble: "Walking, Cycling and other tourism offers"
- White speech bubble: "Create combined tourism offer e.g. Train-> Café-> Golf course ->Wanlockhead"



## Appendix 2 – 3 October Public Meeting

Leadhills Community Company Ltd

Community Consultation Meeting, Thursday 3 October 2019

Hopetoun Arms Hotel. 7.30 pm – 9.30 pm

20+ people in attendance

### Desirable improvements to the village

- Road signs to Leadhills – create a destination/location
- Public toilets and comfort scheme
- Pretty up the village – all houses painted/village in bloom
- Fill in gaps in housing – rebuild houses?
- Create employment, for young people particularly

### Stable Block

- Fire and Rescue Service reinstated
- Develop a hub for the village – outreach services e.g. CAB, into work support (office base, information point) communication hub. Saltire scheme – young people volunteering/work experience
- Employment through making – consider a distillery, microbrewery, jams/preserves
- Tourism/visitor offer – E bikes (including repairs), walking adventure trails (seek estate engagement)
- Video – interactive history. Pre and post Stirling
- Antique cabinets for rental
- Arts and crafts cabinets for rental
- Refurbish stable as a Green demonstration project
- Willie Moffat's House (next door) link as museum? For Sale but no title deeds
- Toilets
- Exhibition Space
- Welcome Packs for new residents to village
- Link up to Teddy Bear museum and other local attractions

### Other Tourism offers

- Tourism/visitor offer – E bikes (including repairs), walking adventure trails (seek estate engagement)
- Zip line across Dam <https://www.zipworld.co.uk/>
- Chair lift up to Zip line/ski area
- Bio grave yard for people and pets
- The mines are believed to be flooded but could potholing be possible?
- Dark Skies centre -could put the lights out at night as they do on Raasay
- Regular weekly newsletter – to everyone in the village
- Re-establish train link between Leadhills and Wanlockhead
- Micro flights
- Land to plant trees (for fuel)
- Day travel pass for Leadhills (all activities)

### Existing Initiatives which can be built upon/link into

- Leadhills Music Initiative/ Folk Events and concerts in the Hopetoun Arms. Village Hall is also used (owned by SLC) but roof needs work
- A recording studio project is underway (based in a domestic house)
- Wildlife Centre – nature reserve is currently being explored and consulted upon with Hopetoun Estates and various landowners with a view to 2020 delivery

## Appendix 3 – Newsletter 1 and Community Consultation Survey

### Leadhills Community Company NEWS UPDATE... STABLE BLOCK

October 2019

#### The Story so far...

Leadhills Community Company (LCC) is exploring the community purchase of the Stable Block in Leadhills. The building is currently owned by the Earl of Hopetoun, who has indicated a willingness to sell it to the community. It is leased to the Scottish Fire and Rescue Service but not used at the moment due to a suspension of the service, although they allow the community to use part of the building for storage of equipment for events etc.



#### Finding out what people would like from the Stable Block

LCC has secured funding from the Clyde Wind Farm to employ a consultant to draw up plans for how the building could be used by the community to find out if there is local support for such ideas. Sandra Macaskill of Caskieco began work with the us in July 2019 attending the Leadhills Gala Day to begin to talk to people about what they would like to see the stable block used for. A public meeting was held 3 October in the Hopetoun Arms to enable a wider range of local organisations and individuals to get involved in drawing up plans.

From this meeting this newsletter has been produced together with a questionnaire to enable everyone in the village to have their say on how the project should progress. Please take a few minutes to complete the questionnaire either electronically via this [link](#) or on paper, returning it to the collection box in the village shop.

#### Other funding news...

LCC hopes to secure some of the funding to buy the Stable Block, if it is agreed to proceed, from the Scottish Land Fund. A successful Stage 1 application has been made which means

Leadhills Community Company Ltd, Community Consultation, enquiry@leadhillscommunity.org

LCC can now have a full survey done on the building so we understand what condition it is in and what works are required to make it fit for use. The feasibility study and the survey results will be reported back to the community once they are complete, hopefully by the end of November 19. We will produce another Newsletter and hold a public meeting to share the plans to that point.

#### What are the ideas so far...

Suggestions so far fall into three categories which is important as any future plans for the Stable Block will need to be sustainable in the longer term, i.e. they will need to cover costs as they operate as a social enterprise. A mix of activities is therefore a good idea as income generated by some things can help fund things which are more difficult to make money from but still important to the community.

Community Hub	Commercial	Adventure Activities
Fire and Rescue	Microbrewery/Distillery	Bike and E-bike trails/repair
Information Centre (CAB)	Leadhills Jam Factory	Zipline across the valley
LCC community office	Antique sale cabinets	Outdoor centre base
Employment Outreach	Arts/ Crafts sale cabinets	Fishing
Toilets	Living museum	Shooting
Tourist information	Exhibition space	Walking
	Natural Burial site	

*What do you think? What would you like to see happening in the Stable Block?*

*Maybe you are a local artist or maker looking for studio space?*

*Would Leadhills like to have a reader, writer, artist in residence? Build links and access to the acclaimed Miner's Library?*

*Could there be pop-up activities in the stables? What does Leadhills need?*

**PLEASE TELL US, so it can be included in the feasibility study, nothing is too off the wall!**



Scan this QR code to get to the survey if you have a smart phone

For further information, please check the LCC website <https://leadhillscommunity.org/wp/>

Leadhills Community Company Ltd, Community Consultation, enquiry@leadhillscommunity.org

Leadhills Stable Block - A Community Consultation

Introduction

Leadhills Community Company is exploring the feasibility of taking on the Stable Block in the village and developing it into a community run social enterprise for the benefit of everyone living there.

Funding has been secured to carry out feasibility study, prepare a business plan and to conduct a full structural survey of the building so that we know what is possible and practical. Initial consultations have suggested a number of options and we would like you as a resident of Leadhills to tell us what you would like to see happening in the Stable Block.

Please take a few minutes to fill in this survey and return it to us via the box in the shop. Your views are important and will be used only to inform the feasibility study and business plan. Once the plan has been drafted we will present it to the village for final approval before seeking to implement it.

Thank you for taking the time to help the Community Company decide which option should be developed.

Martin Pinkus, Chair, Leadhills Community Company  
E enquiry@leadhillscommunity.org

1. Where do you live?

- Leadhills  Elsewhere

(please tell us where)

2. Would you like to see Leadhills Stable Block taken on and run as a community project for the benefit of the residents of Leadhills and the surrounding area?

- Yes  
 No

3. A range of possible options have been proposed - which are your preferred options and why?

(Please tick all that apply)

- |  |   |
|--|---|
| <input type="radio"/> Community Hub - Fire and Rescue Service reinstated   | <input type="radio"/> Commercial - Living/ interactive museum on history of life in Leadhills       |
| <input type="radio"/> Community Hub - Information Centre - CAB, employment, What's on etc                            | <input type="radio"/> Commercial - Exhibition space   |
| <input type="radio"/> Community Hub - Community Office   | <input type="radio"/> Commercial - office for a natural burial site to be located elsewhere locally |
| <input type="radio"/> Community Hub - Public toilets   | <input type="radio"/> Adventure tourism - booking office for Bikes and E-bike hire/repair           |
| <input type="radio"/> Community Hub - Tourist Information  | <input type="radio"/> Adventure tourism - booking office for Zipline and chair lift across valley   |
| <input type="radio"/> Commercial - Microbrewery/ Distillery  | <input type="radio"/> Adventure tourism - Outdoor centre base, walking etc                          |
| <input type="radio"/> Commercial - Leadhills Jam Factory or other local manufacture (based on Uncle Roy from Moffat) | <input type="radio"/> Adventure tourism - booking for fishing, shooting etc                         |
| <input type="radio"/> Commercial - Antique sale cabinets   | <input type="radio"/> Pop -up activities - tell us what you would like                              |
| <input type="radio"/> Commercial - Arts and Crafts sale cabinets   | <input type="radio"/> Other, please tell us below   |
| <input type="radio"/> Commercial - studio or co-working space, small business start up space                         |   |

please tell us more

4. Is there anything additional you think could benefit the community of Leadhills and surrounding area? (which might be suitably provided from the Stable Block?)

5. Would you like to get involved in making things happen within the community? Tell us how best we can get in touch with you and if you have any particular skills to offer/ things you like doing?

Tell us how you'd like to help

Your name

Email address

Telephone number

Skills or things you like to do...

## Appendix 4 – Social Enterprise Support

Elaine Kerr

Business Gateway

Atrium Business Centre

North Caldeen Road

Coatbridge

ML5 4EF

T: 01236 702020

E: [ekerr@lesl.org](mailto:ekerr@lesl.org)

1. SLC Business Support – Please refer to the following link – [https://www.southlanarkshire.gov.uk/info/200158/support\\_for\\_businesses/1020/financial\\_help\\_for\\_businesses](https://www.southlanarkshire.gov.uk/info/200158/support_for_businesses/1020/financial_help_for_businesses)
2. Just Enterprise Courses and Business Support - <https://justenterprise.org/learning-calendar/>
3. Ellen Archibald, from North Lanarkshire Council can you arrange for your organisation to be added to the mail out on funding opportunities for social enterprises and third sector organisations across Lanarkshire. If this is of interest to you please send Ellen an email [archibalde@northlan.gov.uk](mailto:archibalde@northlan.gov.uk)