

WANLOCKHEAD COMMUNITY TRUST

Proposed Community Purchase
of Land From Buccleuch Estates

FEASIBILITY STUDY AND SOCIAL ENTERPRISE PLAN

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Athena Solutions
hazelallen@athenasolutions.org



Urban Animation
22 Westhall Gardens Edinburgh EH10 4JQ
t. 0131 477 0676

info@urban-animation.com

Contents

Part 1.	Executive Summary	1
Part 2.	Context for the Community Buy-out	3
1.	Community Purpose and Actions.....	3
2.	Methodology.....	4
3.	Wanlockhead: Scotland’s Highest Village	4
3.1.	Culture and Heritage.....	5
3.2.	Tourism and Activities.....	6
3.3.	Natural Heritage.....	7
3.4.	Community Development.....	8
4.	Key Stakeholders.....	8
4.1.	Scottish Government	8
4.2.	Dumfries and Galloway Council	8
4.3.	South of Scotland Enterprise	10
5.	The Buyout Area and Key Issues	11
5.1.	Commercial Forestry.....	11
5.2.	Land Management	12
5.3.	Land Ownership within Wanlockhead Village	14
5.4.	Land Contamination.....	15
5.5.	Conclusion	17
6.	The Visitor Economy	18
6.1.	Baseline Analysis	18
6.2.	Potential Income Generating Development Opportunities.....	19
6.3.	Phased Development Strategy.....	20
7.	Economic Impacts of Nature-Based Tourism.....	20
8.	Community Engagement	22
8.1.	Early Engagement: July 2016	22
8.2.	Community Engagement - Event 1 August 2017	23
8.2.1.	Engagement Results.....	23
8.3.	Community Engagement - Event 2 October 2019	24
8.3.1.	Engagement Findings	25
Part 3.	Developing the Estate.....	26
9.	The Vision: An Integrated Development Strategy	26
9.1.	Project Vision	27
10.	Priority Projects and Phasing	28

10.2.	Area 1: The Village	31
10.3.	Area 2: Mennock West.....	32
10.4.	Area 3: Mennock East	33
10.5.	Area 4: Lowther.....	34
Part 4.	Delivering the Priority Projects: the Social Enterprise Plan.....	35
11.	Priorities – Income Generation in the First 5 Years	35
11.1.	Developing the Trust.....	35
11.2.	Branding and Marketing	35
11.3.	Culture and Heritage.....	35
11.4.	Paths: Mapping, Signposting, Waymarking and Publicity.....	36
11.5.	Management and Infrastructure for Wild Camping	37
11.6.	Infrastructure for Campers and Campervans	38
11.7.	Glamping Pods	40
12.	Medium to Longer Term – Developing the Assets.....	41
12.1.	Events.....	41
12.2.	Wanlockhead Community Centre	41
12.3.	Active Leisure: Off-Road and Mountain Biking	41
12.4.	Land management	42
12.4.1.	Forests and Woodland	42
12.4.2.	Sporting Uses	43
12.4.3.	Rewilding and Eco-Tourism	44
Part 5.	Implementing the Social Enterprise Plan.....	46
13.	Economics of the Social Enterprise.....	46
13.1.	Operational Income and Expenditure.....	46
13.2.	Estimated Capital / Development Funding Requirements	47
14.	Wanlockhead Community Trust’s Development Roles	47
15.	Board and Community Capacity Building	48
16.	Legal Structures.....	48
17.	Risk Management	49
Appendices		
	Appendix A Land Buyout Area	51
	Appendix B Detailed financial projections	52

Table of Figures

Figure i.	Wanlockhead Scheduled Monument and Conservation Areas	6
Figure ii.	Schematic: Wanlockhead’s place in the world	6
Figure iii.	Proposed land area for purchase	11
Figure iv.	Muirkirk and North Lowther Uplands SPA	12
Figure v.	Wanlockhead village - land not owned by Buccleuch Estates	14
Figure vi.	Wanlockhead Closed Mining Waste Facilities Sites	16
Figure vii.	Wanlockhead Scheduled Monument Area	17
Figure viii.	SWOT analysis of the visitor offer in Wanlockhead	18
Figure ix.	Socio-economic classification of the local market	19
Figure x.	Economic Impact of Nature-Based Tourism, SNH 2010.....	21
Figure xi.	Land Buyout Areas: Key Sectors and Proposals	29
Figure xii.	Occupancy rates for camping and caravanning sites.....	39
Figure xiii.	Projected Annual Income from Campsite	39
Figure xiv.	Projected income from Glamping Pods	40
Figure xv.	Income and expenditure first 5 years	46
Figure xvi.	Capital investment requirements first 5 years	47

Part 1. Executive Summary

In 2016, Wanlockhead Community Trust (WCT) began a community discussion to gather views on the future of the village. The possibility of community land ownership was raised as a means of enabling the community to take forward its aspirations.

Following a lengthy period of community engagement and negotiation, an area of land amounting to 3863 acres has been agreed with the current owner, Buccleuch Estates, for community land purchase. The entire village of Wanlockhead lies within the buyout area but only one building is included in the sale.

This Social Enterprise Plan will support an application by WCT to the Scottish Land Fund for financial assistance to purchase the land. It explains the context for the proposed buyout, describes the land and assets and sets out proposals for their management and use as a beneficial, profitable and sustainable resource owned by the community.

Wanlockhead is Scotland's highest village, at an altitude of 467 metres. It has a population of approximately 200 people and located in the Dumfries and Galloway Council area. It lies one mile to the west of Leadhills, which falls within the South Lanarkshire Council boundary. These two remote villages will be most successful by working closely together.

The village has a long history, primarily relating to mining of metals, first exploited by the Romans. Wanlockhead was founded as a settlement in 1680, when a lead smelting plant and workers cottages were constructed by the Duke of Buccleuch. Lead mining declined in the 20th century but the industrial heritage remains visible throughout the area. Much of the village is designated as a Scheduled Monument and Conservation Area.

Wanlockhead benefits from a mix of heritage attractions and attractive landscape, all relatively easy to access from Glasgow, Edinburgh and Carlisle. Existing provision for visitor services is provided by both third and private sectors. This Plan finds that an enterprising visitor economy can provide an increasing source of local employment. A collaborative approach with existing enterprises to develop complementary provision – including through land management – will benefit the whole community including existing enterprises.

This approach is widely supported by local residents. However, people also wish to see the pace of change managed effectively, so that the special character of the place is enhanced and enriched, rather than diluted.

The Plan proposes a Vision for the area, that:

Wanlockhead's land ownership supports a thriving upland community living in an outstanding natural and cultural environment.

This Vision will deliver three objectives:

- ***Social:*** a flourishing, caring and cohesive community, promoting and enhancing rural wellbeing;
- ***Economic:*** balancing increased investment and development with the rural quality of life
- ***Environmental and cultural:*** promoting initiatives for people to access, enjoy and participate in the stewardship of the area, always recognising that the cultural heritage and outstanding natural beauty of the area must be safeguarded.

This Plan proposes a range of initiatives and projects to deliver these objectives. Some relate to the whole land buyout area; others to distinct land character areas within the buyout.

Those initiatives relating to the whole area focus on developing community capability, initially through the Development Trust and employment of a Development Officer; making the most of the existing assets by supporting collective marketing and communications for the Leadhills / Wanlockhead area; improving access to community land through signage, maps, and connecting paths and routes; and encouraging volunteering to help deliver community benefits. Community-owned renewable energy would reduce fuel poverty and bring additional income to the Trust.

Specific projects have been identified relating to four distinct land character areas within the buyout area. These projects focus on:

- Continuing management of existing activities currently undertaken by Buccleuch Estate, including gold panning, wayleaves and lease management;
- Improved management of under-managed land assets, including wild camping;
- Developing visitor infrastructure with a camping and caravanning site;
- Supporting and developing events and festivals to benefit the local economy;
- Improving the ecology of the area through nature and habitats improvements, including native tree planting;
- Creating capacity for nature tourism businesses as the ecosystem continues to improve.

The Report sets out a programme for these projects and identifies priority projects for the first five years. It identifies capital investments required to deliver the priority projects, funding sources for grants and income.

The land asset has existing income streams from a number of sources, including gold panning, rental from one house and from wayleaves and licenses. These are not sufficient to support a Development Officer to help access and deliver development funding and projects. The Trust's focus must therefore be on developing and growing the visitor economy to support other ongoing efforts, bringing employment and jobs into the area and securing those that are already there.

Costed options are provided for an overall 5-year financial projection for the Estate's Integrated Development Strategy. This indicates a grant revenue requirement for the first 4 years, and financial independence from grants by year 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
Income from trading	13,800	17,040	41,823	43,614	77,745
Charitable activity income	6,450	9,450	11,450	11,450	11,450
Revenue grants - SLF	20,750	21,110			
Revenue grants - other	6,000	6,000	12,000	12,000	
Total income	47,000	53,600	65,273	67,064	89,195
Direct costs of trading	-	3,608	19,100	20,055	36,775
Charitable activity costs	42,145	43,865	45,099	45,848	46,613
Total costs	42,145	47,473	64,199	65,903	83,387
Net surplus / (deficit)	4,855	6,127	1,074	1,161	5,808

On this basis, the Report concludes that the purchase of the land asset for and on behalf of the community can be a viable proposition.

Part 2. Context for the Community Buy-out

1. Community Purpose and Actions

In 2016, Wanlockhead Community Trust (WCT) began a community discussion to gather views on the future of the village. Local residents suggested over 90 ideas and opportunities. The possibility of community land ownership was raised as a means of enabling the community to take forward its aspirations.

Ownership of almost all of the land in and around the village lies with Buccleuch Estates Ltd. However, their main focus is on landscape-wide projects, commercial developments and renewable energy across their large land holding. There is a current proposal for a wind farm to the north and west of Wanlockhead on land owned by Buccleuch.

There have been few local development projects promoted by Buccleuch in and around the village in recent decades. Dumfries and Galloway Council's online planning applications database indicates only two significant planning applications in the last 30 years, both of them recent and both promoted by parties other than Buccleuch: glamping pods at the Wanlockhead Inn and extension of the Leadhills and Wanlockhead Railway.

Numerous older homes in Wanlockhead have been renovated and some have been extended. However, there have been very few planning applications for new houses built in the village in the last 30 years.

This lack of development pressure and perhaps also the peripheral location of the village in the Dumfries and Galloway Council area leave it largely unnoticed in the Council's newly adopted statutory Local Development Plan. Despite having the largest Conservation Area in the Council area, a major Scheduled Monument and a number of important tourist attractions, Wanlockhead is not afforded a Settlement Statement.

WCT's proposal to change Wanlockhead's circumstances through a community land buyout gathered widespread press and media coverage. In early 2017, WCT commissioned this Feasibility Study and Social Enterprise Plan, with financial support from the Scottish Land Fund. It assesses the potential for a viable community buyout of land in and around Wanlockhead.

Initially, WCT sought to purchase approximately 14,000 acres of land from Buccleuch. This proposal was not supported by Buccleuch. Following lengthy dialogue between both parties, with assistance from the Scottish Land Commission and Scottish Land and Estates, a revised land area of 3863 acres was identified with three large tenanted farms excluded from the sale area. Further discussion between WCT and Buccleuch has led to the agreement in principle of Heads of Terms for the purchase of this land by WCT, on behalf of the local community.

WCT now has 40 members. It has engaged in community education trips to Lewis, Harris, Mull and the Mull of Galloway (funded by the Community Learning Exchange); local tree-planting and habitat restoration projects, guest lectures regarding heritage projects, public meetings concerning the buyout and ecological stream surveys to monitor local water quality and biodiversity.

This Social Enterprise Plan will support an application by WCT to the Scottish Land Fund for financial assistance to purchase the land. It explains the context for the proposed buyout, describes the land and assets and sets out proposals for their management and use as a beneficial, profitable and sustainable resource owned by the community.

2. Methodology

This Feasibility Study and Social Enterprise Plan has been prepared following extensive research, discussions and engagement.

A number of site visits have been undertaken at different times of year. These have enabled the consultant team to understand the extent, current uses and potential of the land proposed for community ownership. Numerous meetings with WCT have also taken place in the village.

A wide range of relevant background reports have been reviewed. Many of these are referenced in the text of this Plan. They include:

- Dumfries and Galloway Council Local Development Plan
- Upper Nithsdale Regeneration Plan, Dumfries and Galloway Council
- Borderlands Growth Deal: Heads of Terms Agreement, UK/Scottish Governments/Others Business-led Inclusive Job Growth in the South of Scotland, SoSEP
- Operating Plan 2019-20, SoSEP
- Regional Skills Investment Plan for the South of Scotland, Skills Development Scotland/Others
- Community Consultation Report, 2016, Wanlockhead Community Trust
- Wanlockhead Community and Outdoor Centre Feasibility Study, Community Enterprise
- Wanlockhead Benefits Assessment Explanatory Note, The Coal Authority
- Environmental Investigation Into Waters Around Leadhills and Wanlockhead: Public Information Leaflet, SEPA/Others

Over the course of the study period and negotiations, there have been regular meetings with Buccleuch and most have been attended by consultant team members.

Discussions have been undertaken with a number of local MSPs, representatives of the Museum of Lead Mining, the Wanlockhead Community Hall SCIO, the Lowther Hills Ski Club, local businesses, Dumfries and Galloway Council and Leadhills community groups.

Two public drop-in engagement events have been staged, together with various open village meetings carried out by WCT. Community engagement responses and findings are discussed later in this Plan.

3. Wanlockhead: Scotland's Highest Village

Wanlockhead is a village with a population of approximately 200 people, located in the Dumfries and Galloway Council area. It is Scotland's highest village, at an altitude of 467 metres. It lies one mile to the west of Leadhills, which falls within the South Lanarkshire Council boundary. Wanlockhead sits at the eastern end of the scenic Mennock Pass and to the north west of 725m high Lowther Hill, crowned by a distinctive NATS radar installation.

The local primary schools that Wanlockhead residents use are in Leadhills and Sanquahar. Secondary school provision is predominantly in Biggar and Sanquahar. Leadhills has a shop and the Hopetoun Arms Hotel.

3.1. Culture and Heritage

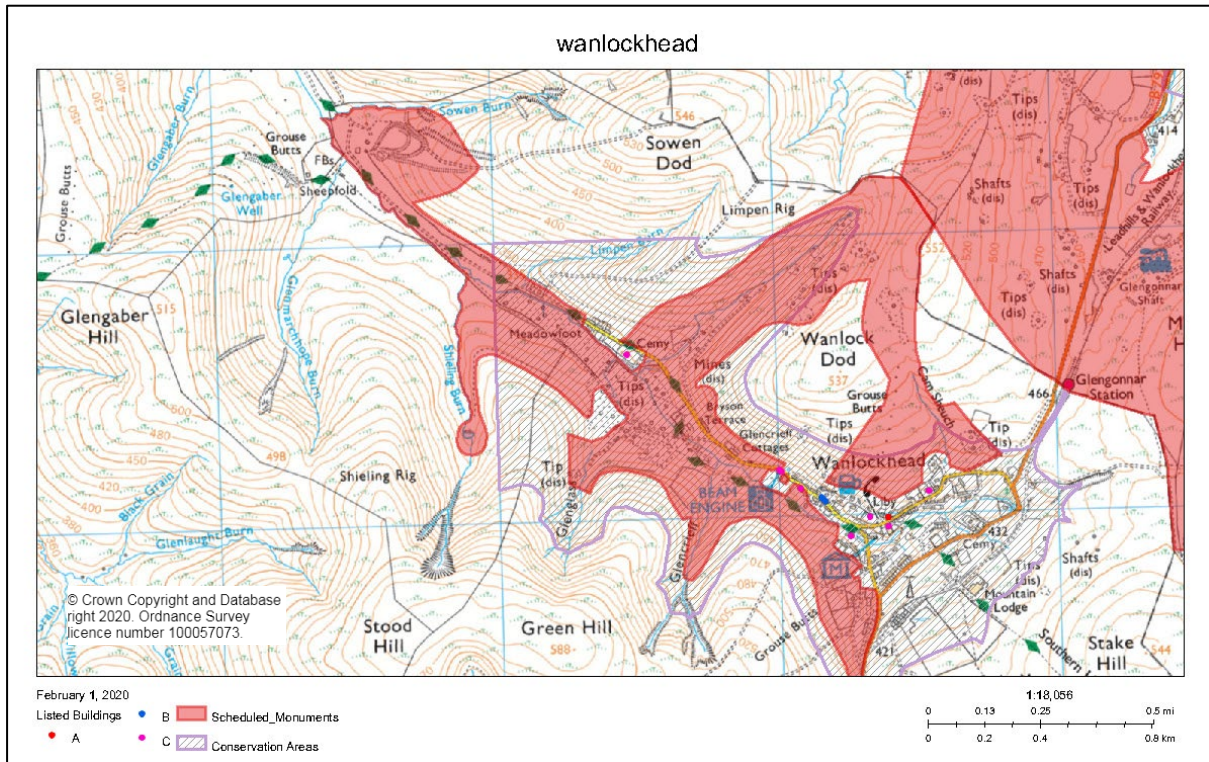
The village area has a long history, primarily relating to mining of metals, first exploited by the Romans. Wanlockhead was founded as a settlement in 1680, when a lead smelting plant and workers cottages were constructed by the Duke of Buccleuch. Copper, zinc, silver and gold were also mined.

Lead mining declined in the 20th century, ending in the 1950s. The industrial heritage remaining from mining activity is visible all around Wanlockhead and Leadhills. In places, the landscape is scarred with signs of extraction and waste material, with some land areas remaining contaminated by heavy metals.

However, the importance of this history and its remaining physical features has been recognised by the designation of a large area in and around the village as a Scheduled Monument. This contains most of the significant remains of metal mining and working in one of the most valuable metalliferous areas in Scotland. These include the Queensbury Smelter with its unique flues and Stokoe condenser, the Bay mine with its early steam engine and waterwheel remains, the Glencrieff mine with its relatively complete surface buildings and underground water-pressure engine, the beam engine on the Straitsteps vein, the Pates Knowes smelter, and the ore crusher and dresser near Meadowfoot. Each of these is of national importance, a significance which is enhanced by their functional and geographical connections. The linking tracks, tramways and watercourses are also of great heritage interest.

The entire village and its surroundings are also protected by designation as Dumfries and Galloway's largest Conservation Area. Dumfries and Galloway Council has not yet prepared a Character Appraisal for the Conservation Area and it should be encouraged to do so, given the importance of Wanlockhead's heritage.

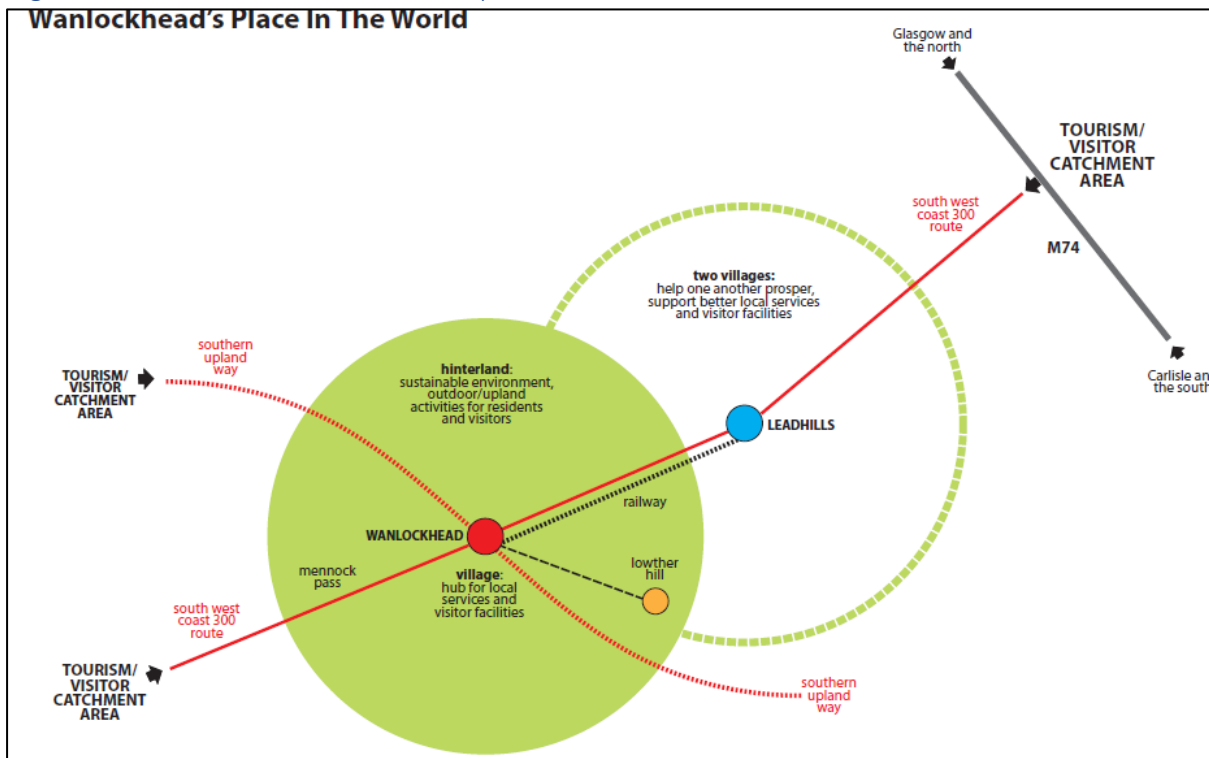
Figure i. Wanlockhead Scheduled Monument and Conservation Areas



3.2. Tourism and Activities

The Southern Upland Way passes through Wanlockhead. This coast to coast route extends over 344km, linking Portpatrick in the west with Cockburnspath in the east. The recently established South West Coastal 300 road route also passes through the village on the B797, connecting west to Sanquhar and east to Abington.

Figure ii. Schematic: Wanlockhead’s place in the world



Wanlockhead is categorised as a remote rural village under the Scottish Government's 6 Fold Urban Rural Classification criteria: a settlement of less than 3,000 people with a drive time of over 30 minutes to a settlement of 10,000 or more people. However, it is relatively easily accessible from major population centres in Edinburgh, Glasgow and Carlisle, since it lies just 8 miles from the A74(M) route. Its history and scenic location on a road with limited traffic, a short distance from this main route, makes Wanlockhead an increasingly attractive option for visitors.

The volunteer-led Wanlockhead Museum Trust runs the Visitors' Centre, Miners' Library, Straitsteps Cottages and Lochnell Mine Experience, providing guided tours into the mine itself and telling the story of the village's industrial past. The Trust also provides gold-panning courses. The Leadhills and Wanlockhead Railway Heritage Railway Association own and manage Scotland's highest narrow gauge railway, which runs from Leadhills to the outskirts of the village.

The Association is currently working on an extension closer to Wanlockhead, but is unable to reach the centre of the village as it awaits landowner permission. A report by heritage and culture specialists Jura Consultants, commissioned as part of this Plan, notes that the railway drew 3,267 visitors in 2016. In the 3 years to 2018 the Museum reported an average annual visitation of 7,700 visits.

The Wanlockhead Inn, Scotland's highest pub, provides food, drink and accommodation and the 1531 Brewery produces a range of local craft beers. The Inn also runs the increasingly popular Wildfire Music Festival, which appropriately showcases heavy metal bands over a three-day programme. Other events, including cycling tours and the World Gold Panning Championship have previously been held at Wanlockhead.

The village has a history of curling and skiing activity. A curling club was founded in 1777 and at one time there were 9 curling rinks in Wanlockhead and Leadhills. Skiing began in the 1920s and the first ski lift was fitted in 1956. The Lowther Hills Ski Club was founded in 1986. It is a community-led, volunteer-based club, promoting winter sports and operating ski tows at Lowther Hill.

There are a good number of holiday cottages available for rent/holiday hire as people come to the area for a number of reasons, including appreciating its remoteness (poor mobile signal) and also some who are very interested in the area's unique geology. The main hotels are Belton Holiday Home, Lotus Lodge, the Wanlockhead Inn and the Hopetoun Arms, this last establishment being in Leadhills.

The Southern Upland Way is a major attraction for cyclists and walkers and winds its way through both Wanlockhead and Leadhills, encouraging tourists to use the local services and accommodation. Many sections of the Way are excellent for mountain biking with a wide range of tracks from forest roads to single-track, and this includes some of the trail around Wanlockhead. The nearby Mennoch river valley is very attractive and ideal for walking routes.

3.3. Natural Heritage

Two of the three areas of the Leadhills-Wanlockhead Site of Special Scientific Interest (SSSI) lie within the buyout area, to the north and west of the village. LDP policy and other protection is afforded to these designated areas. The SSSI is notable for its range of minerals, metal tolerant plants and as a winter hibernation site for a number of bat species.

The recently adopted Dumfries and Galloway Council Local Development Plan (LDP) indicates that Wanlockhead lies in the Transition Area of the Galloway and Ayrshire Biosphere, supporting sustainable communities and enterprise which are appropriate to this world-class environment.

The LDP provides policy protection for Regional Scenic Areas (RSA), seeking to ensure that development in these areas is appropriate to its sensitive location. Wanlockhead lies within a large RSA stretching south towards Dumfries.

3.4. Community Development

In 2018 the Wanlockhead Community Centre SCIO was formed to manage the Wanlockhead Community Centre, also known as Wanlockhead Community and Outdoor Centre, which is owned by Dumfries and Galloway Council.

The Community Centre has meeting rooms and small halls and is used for events and parties. It has been used to provide accommodation for visiting groups for outdoor weekends, walking and environmental or geology education events.

In 2019, the SCIO completed a feasibility study exploring the potential transfer of this asset into community ownership through the Community Empowerment (Scotland) Act 2015.

4. Key Stakeholders

4.1. Scottish Government

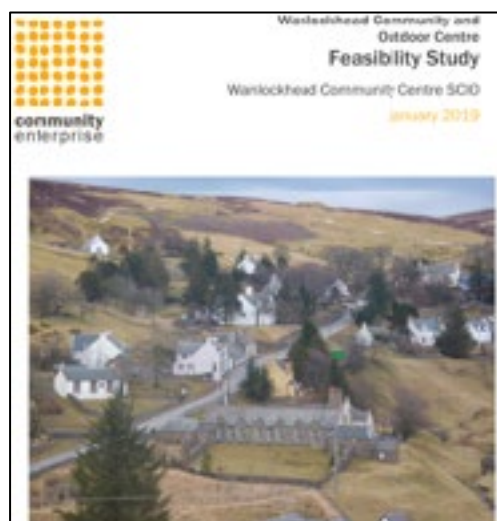
Over the last two decades, the Scottish Government has increasingly supported community land ownership in Scotland. In recent years the focus has extended from the West Highlands and Islands to cover the whole of Scotland. The Scottish Government has expressed an ambition to achieve greater community ownership of land and buildings in the South of Scotland.

To facilitate community land ownership, the Scottish Government established the Scottish Land Fund in 2000. The Fund continues to operate, with a current annual budget of £10m, assisting community bodies to purchase land by funding up to 95% of eligible costs.

Approximately 209,810 hectares of Scotland's land was in community ownership at December 2018. Community Land Scotland (CLS) represents over 90 community landowning bodies. CLS notes that 'Communities buy land because they want to regenerate and revitalise their place' and 'Each community will identify which projects to take forward based on the type of land and assets they own, what the community wants and the outcome of feasibility studies'.

The CLS website www.communitylandscotland.org.uk provides extensive information on community land ownership. It provides numerous case studies showing how communities across the country have successfully taken ownership of land and put it to beneficial use.

4.2. Dumfries and Galloway Council



The Dumfries and Galloway Council Economic Strategy 2016-2020 explained key challenges facing the region, including the following which relate to Wanlockhead:

- Gross Value Added per hour worked in the region in 82% of the Scottish average
- A high and growing proportion of jobs are part time
- Full time workers receive the lowest average weekly pay in Scotland
- Over 22% of the region is classified as rural or remote rural

- Some parts of the region do not get good quality mobile coverage or internet access.

The Strategy also noted opportunities which are available to Wanlockhead:

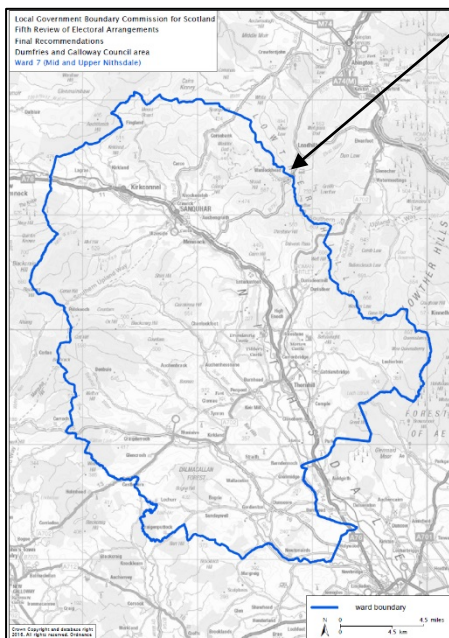
- Parts of the region have good links to the strategic transport network along the M74
- The Council is making major investment in broadband infrastructure
- The rural landscape is a key resource for its tourism industry
- The micro-renewables sector has growth potential at community level
- Areas to the east of the region have been granted Assisted Area status, enabling higher levels of public support
- The quality of life in the region is highly rated with low crime rates and high quality schools.

The Strategy notes Creative Industries and Culture, and Tourism / Leisure / Hospitality, as key “volume” based growth sectors.

The Strategy set out a Vision:

“By 2020, Dumfries and Galloway will have a more diverse and resilient economy. One which is capable of taking advantage of opportunities by combining an appropriately skilled workforce and connected infrastructure to support more prosperous and inclusive communities where every member of every community has equality of access to that prosperity.”

Dumfries and Galloway Ward Profile



Wanlockhead lies on the eastern boundary of the Mid and Upper Nithsdale Ward, a sparsely populated Ward with Kirkconnel and Kelloholm (population c2,600) Sanquhar (population c2,400) and Thornhill (population c1,800) the major settlements. In 2015, the Ward had an electorate of 8,124 which would give a total population of around 9,500, with a primary school roll of c650 and secondary of c800.

The Ward Profile in 2015 noted that 26% of adults in Upper Nithsdale received out of work benefits, with 26% of children living in poverty. Many of these people are in Kirkconnel and Kelloholm. The SIMD 2020 data for the 486 people in the small output area around Wanlockhead notes that 6% of adults are employment deprived and 6% are income deprived, with an overall rating just below the Scottish average.

Upper Nithsdale Regeneration Plan



In 2015, Dumfries and Galloway Council published an Upper Nithsdale Regeneration Plan. This set out proposals focused mainly on Sanquhar but also covering Kirkconnel and Kelloholm, as well as Wanlockhead. Three key opportunities were identified for the area and the village:

- Tourism and active leisure opportunity
- Heritage and interpretation
- Village enhancement

A Regeneration Plan proposal for recruitment of an Upper Nithsdale Community Enterprise Manager by the Council, has recently been awarded funding through SoSE: the new South of Scotland Enterprise agency.

4.3. South of Scotland Enterprise

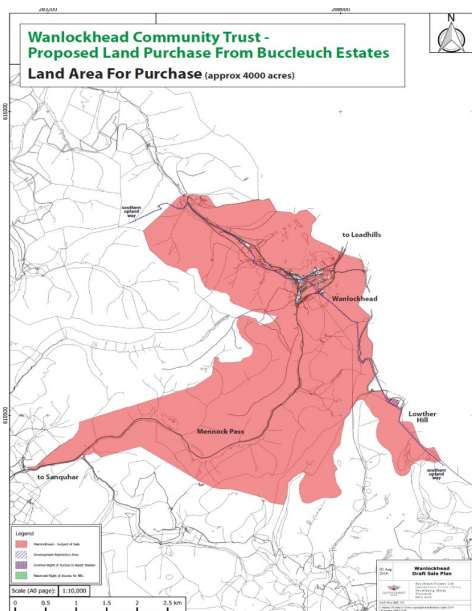
The emergence of SoSE will be a positive factor in making available public agency support for initiatives such as the Wanlockhead Community Buyout and the projects it seeks to deliver. SoSE will work closely with the Council and others to co-ordinate and promote enterprise, place quality, community initiatives and the local economy.

The support provided to the Upper Nithsdale Community Enterprise Manager is part of a wider Community Enterprise Support Grant of £510,000 in 2019/20. This project will pilot a place-based approach to community enterprise in the south of Scotland aiming to increase the number of financially sustainable community enterprise projects. Initial target areas for this pilot programme which will build business and financial skills are Stranraer, Annan/ Langholm, Upper Nithsdale, Dumfries town centre, Hawick, Eyemouth and East Berwickshire, Galashiels and Jedburgh.

5. The Buyout Area and Key Issues

The area of land agreed with Buccleuch for community purchase extends to 3863 acres (a larger plan is included at Appendix A Land Buyout Area). The entire village lies within the buyout area but only one building is included in the sale: Hass Cottage, which has a sitting tenant who will remain in the property under a current lease.

Figure iii. Proposed land area for purchase



The land extends from the village to the north west along the Wanlock Water valley, to the south west along the Mennock Pass and to the south east to the Lowther Hills and along the route of the Southern Upland Way.

A 2019 assessment of the land by Davidson and Robertson, Rural Surveyors and Consultants, on behalf of WCT found that the land is predominantly high moorland and much of it is steeply sloping. 3,577 acres is graded 6 or poorer under the Macaulay Institute's Land Capability for Agriculture Classes, making it some of the most unproductive land for farming. Class 6 land is defined as:

“Land capable of use as rough grazings: The land has very severe site, soil or wetness limitations which generally prevent the use of tractor- operated machinery for improvement.”

Reclamation of small areas to encourage stock to range is often possible. Climate is often a very significant limiting factor. A range of widely different qualities of grazing is included from very steep land with significant grazing value in the lowland situation to moorland with a low but sustained production in the zones of the mountains but below this level grazings which can be utilised for five months or longer in any year are included in the class. Land affected by industrial pollution or dereliction may be included if the effects of the pollution are non-toxic.”

Some of the area is poorly fenced and some of the suggested boundaries are currently open hill. Much of the land is in use for sheep farming and some areas have been used for shooting. There is limited woodland, mainly in the village and at the west of the Mennock Pass. Buccleuch's existing sheep farming activity supports one local job and utilises much of the buyout plan area. To avoid disruption of employment and sheep farming activity, Buccleuch and WCT have agreed terms to enable a continuation of this activity and employment. As a condition of the land purchase, WCT will grant Buccleuch a 5-year licence to continue sheep farming on the land. The licence may be renegotiated after the initial 5-year period. It will not prevent WCT from introducing new land uses and bringing forward projects in the buyout area.

5.1. Commercial Forestry

Davidson and Robertson note that the land has very limited scope for commercial forestry, with only 1,304 acres under the 400m contour line where trees might grow to commercial standard. This is split between the Mennock Pass which is limited by gradient; Wanlockhead which is limited by dwellings proximity; Wanlock Water valley which is limited by SSSI, Southern Upland Way and Scheduled Monument Designations. Their desktop appraisal identified **91** acres that might be suitable for commercial planting and attract a premium once all constraints are considered.

5.2. Land Management

The Wanlockhead estate has always been used by the owners for sporting purposes, latterly on the basis of a lease to sporting tenants who also leased the adjoining Leadhills moors to the east from the Hopetoun Estate, as well as the hill ground to the west at North Sanquhar. Following the end of the leases over Leadhills, Wanlockhead and North Sanquhar, these moors have not been re-let, though the owners of Leadhills unsuccessfully advertised their moor for let with a national estate agent.

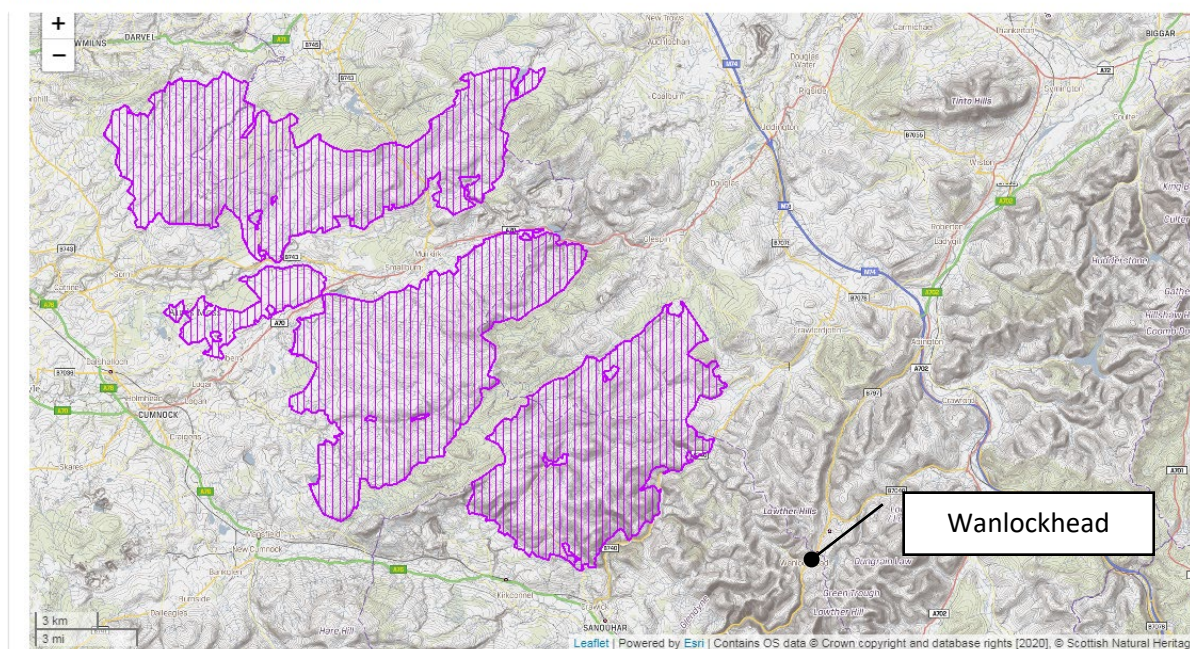
The management of the moors involved the regular burning in the autumn and early spring of areas of heather, and this burning pattern is very evident in, for example Google Earth pictures of the area. As a result of burning and sheep grazing, the quality of the “Heather moorland” ecotype has been degraded, particularly on the steeply sloping hillsides to either side of the Mennock water and in much of the north end of the estate the heather has given way to acid grassland.

A short distance north west of Wanlockhead across the Crawick Water is the 27,000ha Muirkirk and North Lowther Uplands Special Protection Area (SPA), which is classified as of international importance for its assemblage of upland breeding birds: species listed in the citation include hen harrier, short eared owl, merlin, peregrine falcon and golden plover. Breeding populations of declining wader species such as lapwing and curlew are also important.

The SPA is designated under the European Union’s Birds Directive, the purpose of which is to protect all of the 500 wild bird species naturally occurring in the EU. Although the subjects of this study are outwith the SPA boundary, much of the landform and habitat is comparable: the predominant habitats include semi-natural areas of blanket bog, acid grassland and heath. With appropriate management the breeding bird assemblage in the SPA would also be likely to thrive at Wanlockhead. This expectation is strengthened by the presence of these birds on the neighbouring Leadhills Estate.

Figure iv. Muirkirk and North Lowther Uplands SPA

Muirkirk and North Lowther Uplands SPA



Ecological restoration as a result of reduced grazing pressure would require management of both the sheep and deer populations. For the latter, the Report of the Lowland Deer Panel in 2019

encouraged further collaboration – such as that through the East Dumfries and Galloway Deer Management Group – to manage these important herbivores.

Scottish Natural Heritage's Research Report on Lowland deer management highlighted data gaps outside native woodland areas and designated areas in relation to deer populations (counts) and habitat impact assessments (HIA data), particularly for non-wooded areas, limiting the potential for wider indicators relating to habitat quality. The data collated on habitat/browsing impacts on commercial and native woodlands is also limited, with the exception of Native Woodland Survey of Scotland data.

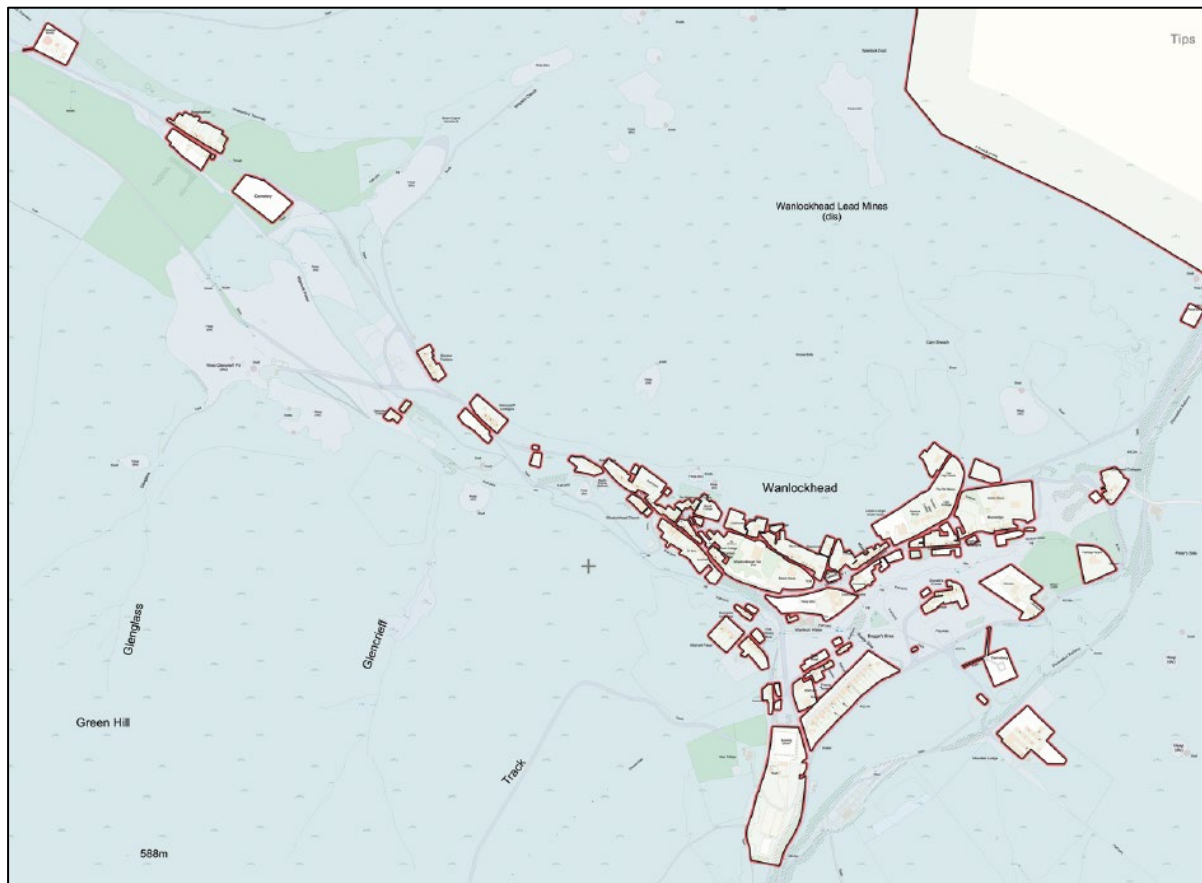
While the Wanlockhead buyout area is not currently managed for deer, there may be some potential for non-traditional deer stalking activity to reduce any overpopulation, improving habitat and generating income.

Wildlife tourism perhaps does not yet present a major employment or business opportunity for Wanlockhead, but with informed stewardship and enthusiasm, its potential could be realised. In shaping a transition in land use, it will be important to be sensitive to the needs and concerns of those who will be affected by those choices. It should not be forgotten that the shepherds and gamekeepers have developed skills and understanding which can be helpful in adapting land use.

5.3. Land Ownership within Wanlockhead Village

Buccleuch has recently undertaken a land registration process through the Registers of Scotland to record ownership in and around Wanlockhead. This has clarified the extent of land within and around the village which will be included in the buyout.

Figure v. Wanlockhead village - land not owned by Buccleuch Estates



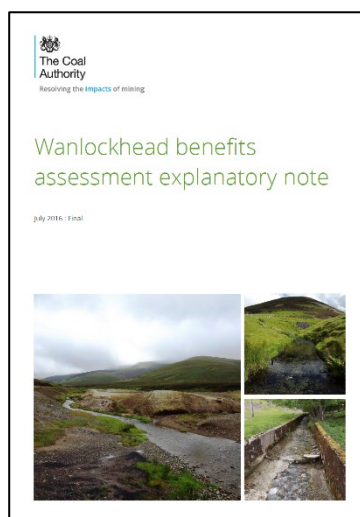
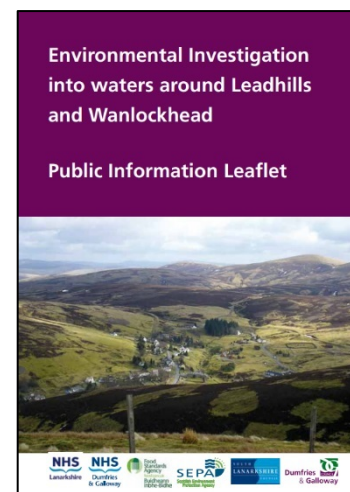
Much of this land is incidental ground between buildings and gardens and along the slopes of the Wanlock Water valley. Buccleuch has regularly been presented with requests by property owners in the village to rationalise or formalise land ownership boundaries. It is anticipated that there will be ongoing requests for further small-scale adjustments to ownership boundaries. In some cases it will be in the interests of WCT and other parties to make common sense transactions to enhance privacy for residents, improve access or create a small amount of additional space for garden use.

Buccleuch will retain ownership of the access road to the NATS radar station on Lowther Hill. This road provides vehicular access to the existing Lowther Hills Ski Club facilities. WCT will have a right of pedestrian and vehicular access over the route for all purposes, including new or expanded activities, through the purchase agreement with Buccleuch.

5.4. Land Contamination

It is known that there is land within the village and along the Wanlock Water valley which suffers from contamination by heavy metals, associated with previous mining activity, dating back perhaps 70 years and more. This appears to relate to accumulations of waste material, mine workings and wind-blown residue.

In 2012, NHS Lanarkshire, NHS Dumfries and Galloway and Health Protection Scotland published a Human Health Risk Assessment on the implications of metal contamination of water sources around Leadhills and Wanlockhead. Subsequently, a public information leaflet was published, to advise residents on risks and mitigation. The leaflet indicates a generally low risk to human health through managed or limited exposure to pollutants.



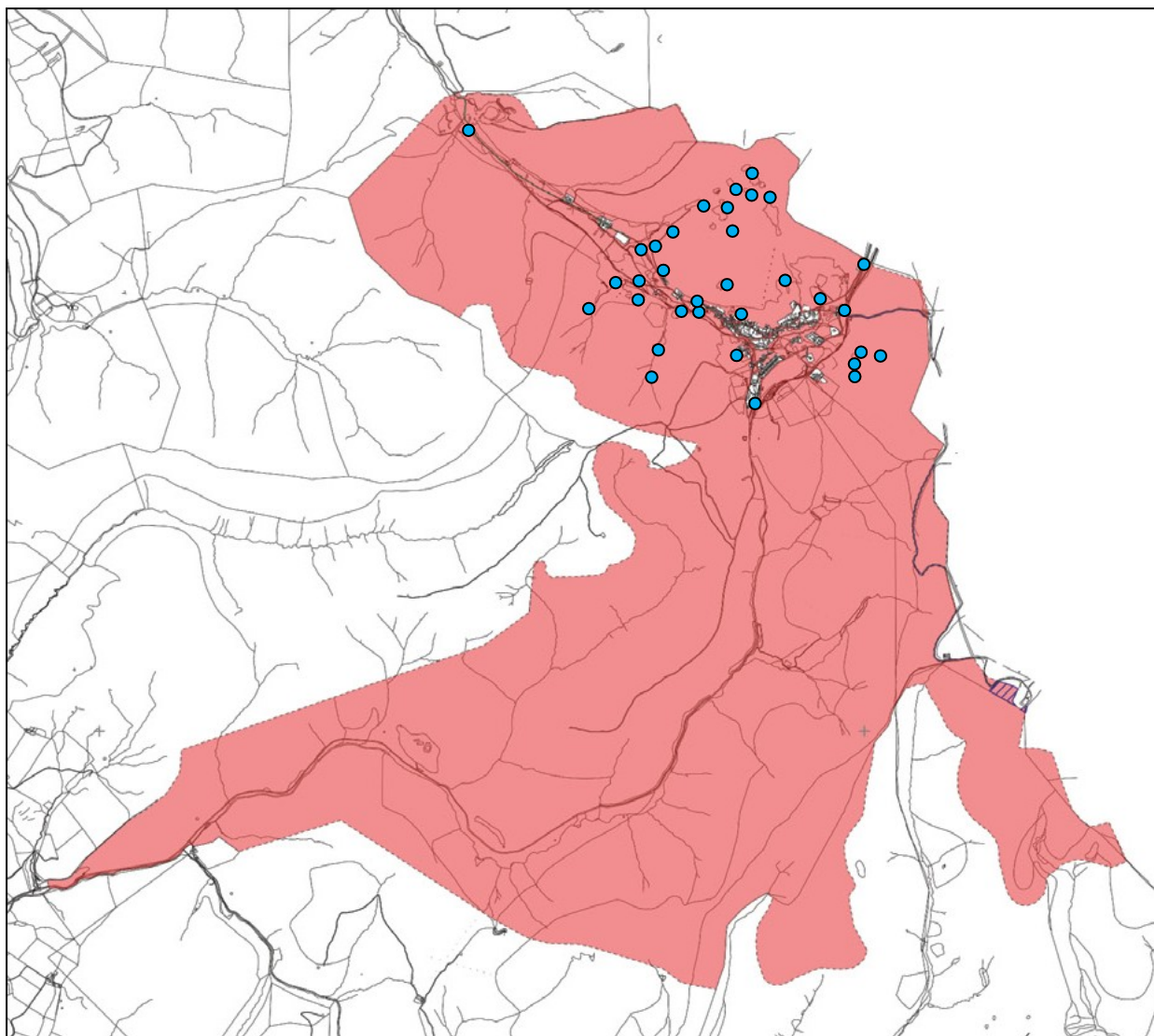
In 2016, The Coal Authority published a Wanlockhead Benefits Assessment paper on behalf of SEPA, reviewing the potential benefits of remedial work in and around the village as a means of meeting Water Framework Directive requirements. The study is inconclusive as a result of limited data and the lack of a proposal for remediation. However, it identifies a number of steps which might be taken as priorities to achieve maximum benefits through initial interventions.

The Scottish Government's Environmental Protection Act 1990: Part IIA Contaminated Land Statutory Guidance: Edition 2, published in 2006, notes that responsibility for pollution and contamination rests in principle with the polluter. At Wanlockhead, the contamination appears to arise from commercial activities dating back to the 1930s, undertaken by companies which may no longer exist, or may have no successor.

In the event that the polluter cannot be found, responsibility passes, in principle, to the land owner. At present, in this scenario, the 'responsible person' is Buccleuch. In completing purchase of the land, WCT will become the 'responsible person'. The Scottish Government Guidance document notes that responsibility for contamination impacts on water courses would not lie with the land owner. In cases where remedial work is required in response to land-only impacts, there is provision for alleviation of hardship on the 'responsible person'.

There are no entries for Wanlockhead or any land within the proposed buyout area on the Dumfries and Galloway Council Vacant and Derelict Land Survey 2018. It is assumed that the land is not defined in this category. The Scottish Government's Inventory of Closed Mining Waste Facilities does list sites at Wanlockhead, indicating approximately 36 sites within the buyout area contain mining waste. All of these listed sites are categorised for impacts on the water environment, rather than direct land impacts.

Figure vi. Wanlockhead Closed Mining Waste Facilities Sites



Given the apparently manageable health risks noted in the 2012 public health leaflet it may only be where land use changes to a higher risk category (for example from undisturbed open space to residential and garden use) that any issue may arise. However, The Council's Environmental Health Officer (EHO) has noted that further investigation of contamination and pollution sources by SEPA could identify sources which will require remediation.

Analysis of Council Planning Application records shows that the Council's Environmental Health Officers (EHO) who have responsibility for assessing contamination impacts, are not always consulted on applications which involve ground disturbance. Some recent applications, including the Wanlockhead Inn's glamping pods, were subject to EHO consultation but no objection was raised.

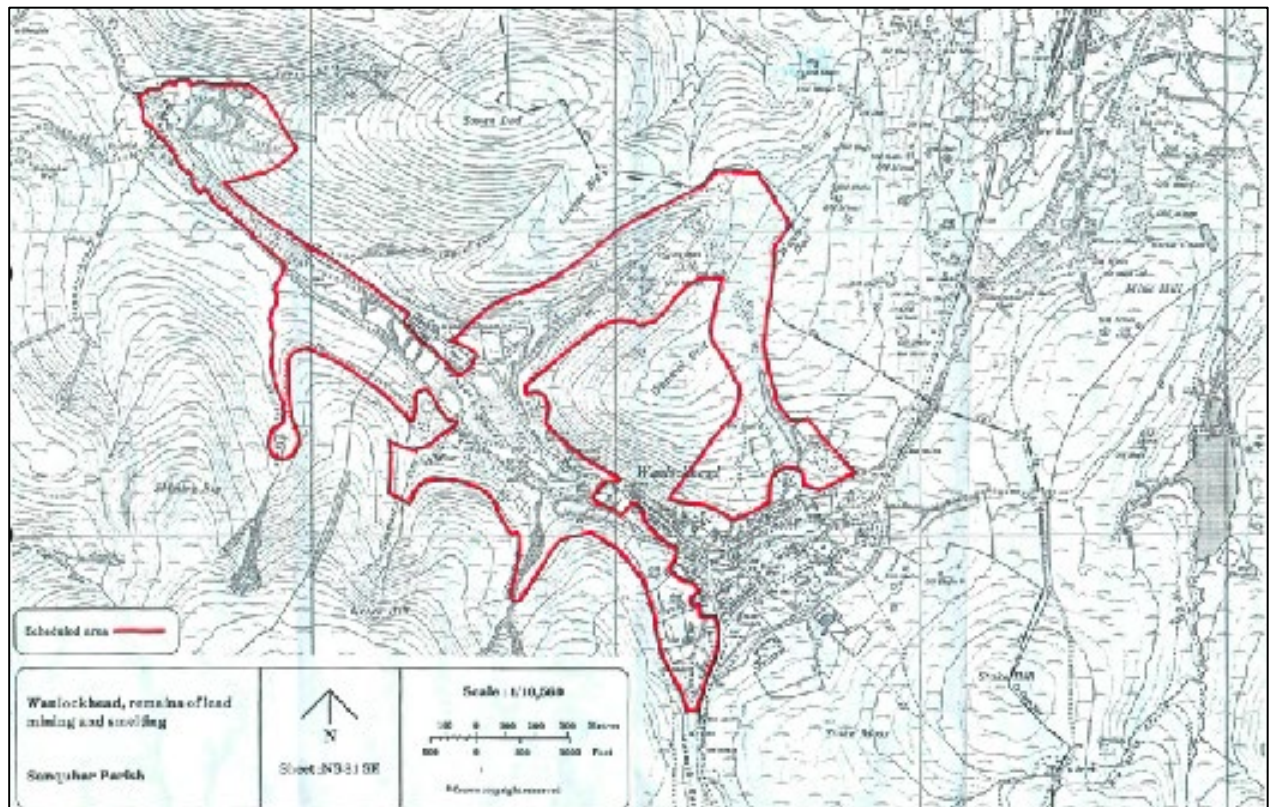
Discussion with Council EHOs confirms that there is a perceived low risk to human health. However, it is possible that legislation and guidance may change in the future, raising the potential risk to WCT in other ways.

Most of the mine waste sites lie within the Historic Environment Scotland (HES) designated Scheduled Monument area. In 2016, one of the designated tailings ponds was fenced off by

Buccleuch Estates due to contamination of the water. Safe management, including mitigation efforts such as tree-planting, in agreement with HES and other parties, may minimise public risk. A desire by HES to keep remains undisturbed should ensure that there is little risk of change of use to higher risk activity on anything other than a small scale.

It is beyond the scope of this Plan to make firm recommendations on potential risk relating to historic land contamination and impacts. However, the information provided here is intended to summarise known and stated material to assist in decision making.

Figure vii. Wanlockhead Scheduled Monument Area



5.5. Conclusion

The low productivity capacity of the land for agriculture, livestock and commercial forestry - and the existence of contamination over part of the area – make much of the land at best marginal for traditional uses. As the proposals set out later in this Feasibility Study indicate, the land management regime and projects WCT would expect to bring forward on behalf of the community relate to a range of alternative and more sustainable activities.

6. The Visitor Economy

The visitor economy is widely recognized as a key factor in shaping Wanlockhead's future. To help guide appropriate proposals, a specialist report on the visitor economy was commissioned from Jura Consultants. Their report assesses the feasibility of visitor development opportunities acknowledging the strengths, weaknesses and threats facing Wanlockhead in terms of accessibility, infrastructure, accommodation, user markets and economic sustainability. There are three key elements to the feasibility study: baseline analysis, potential opportunities, and ownership and management.

6.1. Baseline Analysis

This assesses the extent of the current visitor market, including the Museum of Lead Mining, Wanlockhead and Leadhills Railway Society and other formal and informal attractions, events and activities. The baseline review allows a SWOT analysis to be undertaken, providing an independent view of the current position of Wanlockhead as a visitor destination.

Figure viii. SWOT analysis of the visitor offer in Wanlockhead

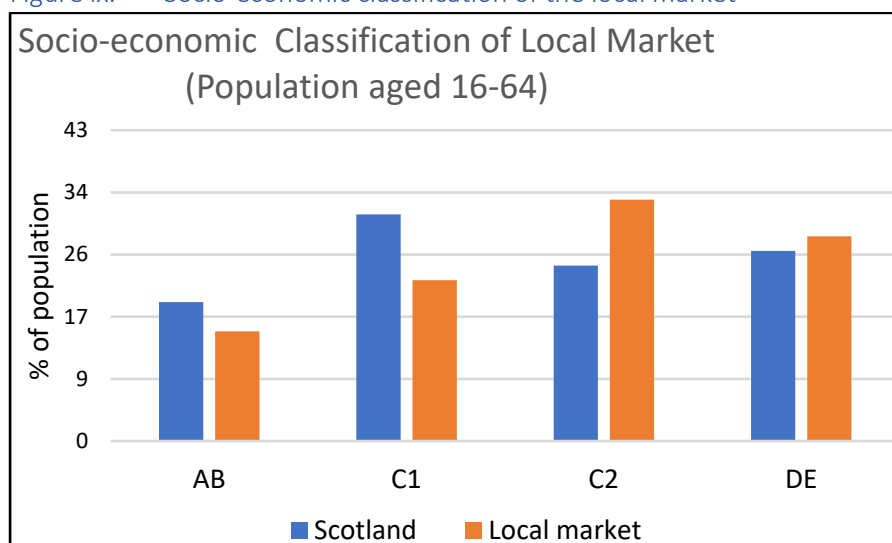
Strengths	Opportunities
<ul style="list-style-type: none"> • Visitor assets i.e. Railway and Lead Mining Museum • Surrounding landscape ideal for activities proposed and has beautiful scenery throughout the year • Unique offer in that it would be Scotland's only southern mountain resort and would be the only alternative to visiting northern Scotland in the mountain resort sector • History of winter sports, i.e. curling and skiing • Has strong cultural offer in mining heritage • Between Glasgow and Carlisle – can readily draw in English tourists and visitors and is no more than a 70 minute drive for either city via M74 	<ul style="list-style-type: none"> • Significantly improve the visitor numbers to the area • Provide the village with greater eating, drinking and accommodation opportunities • Sustainable energy sources may provide a long-term energy solution for the community and income-generating will provide the Wanlockhead Community Trust with sustainable income to fund community projects • Infrastructure investment to support an increase in tourism will benefit the whole community • More visitors can learn about the history of Wanlockhead and Leadhills' mining heritage
Weaknesses	Threats
<ul style="list-style-type: none"> • Poor public transport links, with only a bus service from Sanquhar and no rail links • No shopping offer in Wanlockhead. • Limited accommodation offer • Very limited eating and drinking offer • No discernible 'centre' or orientation point in the village of Wanlockhead • There is very limited infrastructure to support activities 	<ul style="list-style-type: none"> • Warmer winters mean investment in natural snow sports facilities may not make returns; snow cover is expected to be increasingly variable and may be insufficient for skiing within 20 years • Most activities heavily weather-dependent • Lower than anticipated visitor figures • Partners or funders do not accept or cooperate with the development plan • In peak season, local infrastructure may not be able to cope with increased volume of visitors

6.2. Potential Income Generating Development Opportunities

This involved a market assessment to identify the key visitor segments, assess their current scale, the extent to which these are already attracted to the area, the scope for increasing the penetration of the current market and the scope for growing the size of the visitor market in future. It provided the necessary information to review the suggestions made by the community and assess the other development needs to create a strong and sustainable destination, balancing development opportunities with development needs. The report identified three major markets for Wanlockhead: the local, day trip and domestic visitor markets.

Local Market: The total population of the local market (within 30 minutes’ drive time) is 61,661 residents as of 2011, from Dumfries and Galloway, East Ayrshire and South Lanarkshire. This market is almost entirely rural. The market has a relatively smaller population in the ABC1 socio-economic group (a classification of people who self-report their economic activity as managerial, professional, supervisory and administrative) than in Scotland in general. This is significant only in that the outdoor activity market is largely dominated by the ABC1 groups, as evidence shows e.g. from analysis of visitors in the Cairngorms National Park. Therefore, if the outdoor market tends to be disproportionately made up of those who self-identify as ABC1, and if there is a smaller proportion of those people in the local market, then there may be a correspondingly smaller local market for outdoor pursuits in the area.

Figure ix. Socio-economic classification of the local market



Day-trip Market: Wanlockhead’s day-trip market is considered to be the population who can reach Wanlockhead within a 60 minute drive-time, minus the population of the local market. The total day-trip market figure is 1,238,193. Subtracting the local market produces a final total of 1,176,457. The primary visit purpose among the day trip market was to visit friends and family, with 23% citing this as their reason for making day trips (Great Britain Day Visitors Annual Report 2016). Crucially for the Wanlockhead resort development, 7% said they visit for outdoor activities (the same as the Scottish average) and 3% for taking part in sports against a 2% Scottish average – a market size for activities of 770,000 people. Almost 90% of these visitors spend over 3 hours at their destination, and 55% spend over 4 hours.

Domestic Tourism Market: domestic tourists are visitors who spend at least one bed-night at their destination. The average number of domestic visits to the region (Dumfries and Galloway and Clyde Valley) between 2013 and 2015 was 1,098,000, 9% of the total of Scottish visits, expending £199m. Domestic tourists to the area spend 3.1 nights at their destination against a 3.3 nights-per-stay Scottish average. 72% visit for a holiday.

The most popular category of attraction in Scotland was Outdoor/ Nature attractions with 21 million visitors to such attractions in 2016, highlighting the extent to which Scotland's landscape and natural beauty are the major driving force for the country's economic tourism market. The top destination is Strathclyde Country Park, Motherwell, at 5.6 million visits; the 20th place was held by Tay Forest Park, with 270,000 visits.

The Report notes that given that Outdoor/ Nature attractions is the most popular attraction category in the country, high visitor numbers to these attractions are expected, especially considered that most of these attractions are located close to or within large urban areas i.e. country parks. Wanlockhead, given its remote location, is therefore unlikely to be able to achieve such high numbers, no matter how high-quality the offer. This is in many respects advantageous as the scope of operations and burden on local infrastructure is more easily managed than if the same facilities were proposed closer to a major urban area.

6.3. Phased Development Strategy

The Report concludes that Wanlockhead is uniquely placed to benefit from its upland location and surrounding landscape by improving its welcome to visitors from Central Scotland and the Carlisle area. With appropriate marketing as a green season mountain destination attraction, Wanlockhead would rely much less upon its snow season facilities, generating a more stable tourism economy. It notes that:

- Wanlockhead would be the only such resort in the south of the country and therefore requires considerably less resource for the majority of the Scottish and English population to reach.
- Wanlockhead also benefits from being located reasonably close to major urban areas (i.e. Glasgow and Carlisle) when compared to other mountain resort attractions in the country.
- Wanlockhead has a strong industrial heritage appeal which will enhance the visitor's experience, a claim unique to Wanlockhead within the mountain resort sector.

The Report notes that the main constraints to this market are the lack of accommodation, and the very limited food and retail offer.

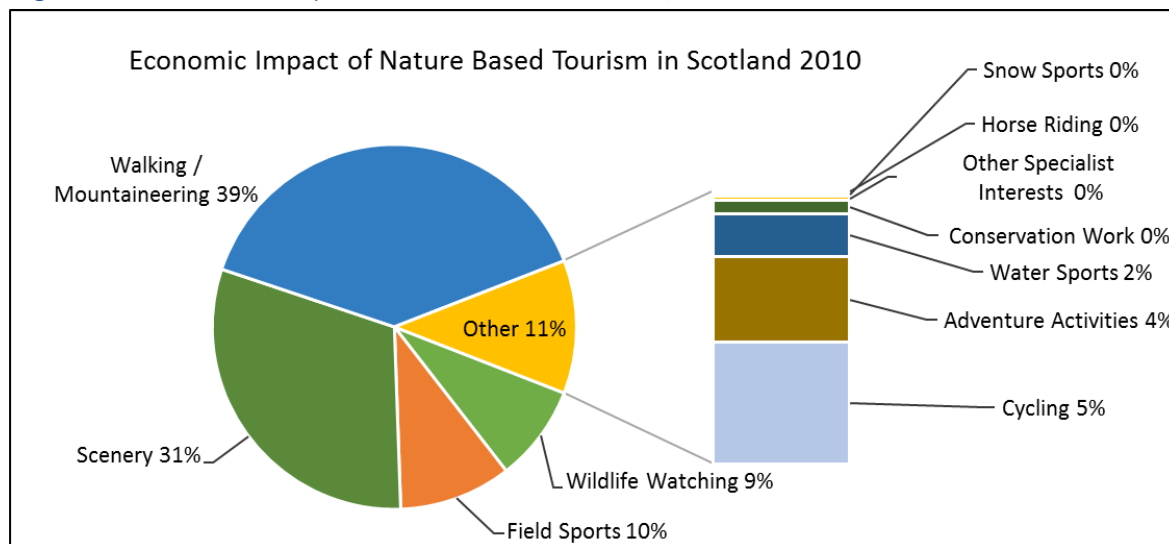
It suggests a number of projects which might be brought forward to attract more visitors to the area and support local enterprise and employment. It proposes these as phased development, linking activity developments (things to do) with infrastructure development (accessing and staying in Wanlockhead). This phased approach will allow the village's offer to grow steadily and ensure that infrastructure and activities can support growing visitor numbers in preparation for further development in later phases. It will also ensure that the community remains in control of development phases, deciding at what point the community definition of "sustainable tourism" has been reached. This phased approach has been used to develop the Vision and Social Enterprise Plan proposals, below.

7. Economic Impacts of Nature-Based Tourism

A key factor in making investment decisions in Wanlockhead's natural tourism infrastructure is considering the local economic impact. The 2010 SNH Report, "assessing the economic impacts of

nature based tourism in Scotland” was based on economic impacts in the late 00’s, and therefore does not take account of growth in both cycling, walking, and wildlife tourism as detailed in the Visit Scotland’s 2017 Impact Reports on Walking Cycling and Wildlife Tourism. Nevertheless it provides clear evidence of the importance of these to Scotland’s economy. The total impact was £1,368 million annually, providing 39,000 jobs across Scotland.

Figure x. Economic Impact of Nature-Based Tourism, SNH 2010



Historically, Wanlockhead has a tourism economy built on heritage, and this should continue to provide a Unique Selling Point to the area. However a wider visitor strategy, as set out by the Jura report, should:

- Increase promotion, awareness, and opportunities to interact with Wanlockhead’s history;
- Increase provision of accommodation;
- Increase promotion of existing natural heritage opportunities;
- Develop new opportunities, both short-term and longer term, in major economic impact areas:
 - o Walking, particularly shorter walks
 - o Cycling, as an area of growing importance economically
 - o Wildlife tourism, with a change in approach to moor management and linking to existing designated wildlife sites.

The community support for these and other ideas was highlighted by the findings of the community engagement events held as part of this Social Enterprise Plan.

8. Community Engagement

8.1. Early Engagement: July 2016

Over the early stages of the potential land buyout campaign, WCT undertook intensive community engagement. From April-June 2016, meetings, events, questionnaires and workshops were used to record the views of local people and groups.

The engagement work gathered ideas for improvements to Wanlockhead and its surroundings and a future vision for the area. A long list of ideas was produced, with suggestions grouped into five distinct but often overlapping categories.

Tourism : The opportunity to increase tourism was raised by many people, with recognition of the importance of the Southern Upland Way, the Menzies Pass, the Museum of Lead Mining, skiing and narrow gauge railway to Wanlockhead.

Opportunities to achieve benefits from further tourism development focused on the area's natural environment and historical heritage. The prospect of increased local employment was attractive to many people. A need for improved management of camping at the Menzies Pass was raised.

Mountain resort activities such as curling, mountain biking, zip-lining and dry slope skiing (along with expansion of Ski Club activity) featured strongly in the consultation responses. Options to extend this activity across the whole year were noted. This might include better walks, wildlife watching, photography and other outdoor activities (and other ideas suggested for Forestry and Conservation below).

Village and community services/amenities: Some comments suggested the overall village appearance should be improved. Poor landscaping, unsightly fencing, land subsidence and the untidy appearance of some buildings were the main issues mentioned. Better village services were also suggested such as a shop, improved roads, and faster broadband.

A number of people suggested there should be more resources for children and young people. For example, the play park could be upgraded and new facilities such as an indoor soft play space, football pitch, youth centre and sport centre could be considered in future development plans. Old areas used in the past for curling and bowls could be brought back into use.

Sustainable energy: Options for small-scale, community-owned renewable energy developments were also suggested.

Agriculture and farming: More diverse management of the landscape was suggested by a number of people. New farming opportunities were suggested, such as mushroom farms or polytunnels to grow vegetables for the village. Smallholdings and opportunities for new entrant farmers were also suggested.

Some comments suggested a more balanced use of sheep within a more varied landscape, including the funding and creation of a "Scottish Sheep Centre" with potential activities such as spinning, weaving courses and local product promotion. Other related comments supported tree planting and new woodlands, walks, mountain bike trails and wildlife habitats to attract more people to the area.

Forestry and biodiversity: some comments emphasised the importance of new tree planting in river valleys - this could improve fisheries, biodiversity and water quality whilst also improving the area in the long run for recreation and camping. New woodlands could provide wood fuel for biomass heating or for local home-owners. New woodlands would provide measurable ecological

benefits to the region while also providing business and employment opportunities directly and through activities for tourism.

Walking, mountain biking, other mountain recreation activities, wildlife tourism, photography, camping etc. could be fully integrated with new woodlands.

WCT produced a comprehensive report, summarising the findings of this work. It is available online at <http://www.wanlockheadcommunitytrust.org/15-community-consultation-report-july-2016>

8.2. Community Engagement - Event 1 August 2017

Further community engagement has been undertaken as part of this Feasibility Study. The aim of this work was to review community ambitions for the Wanlockhead area and to identify priority projects for community land ownership.

The engagement activity was centred on a public drop-in event held at the Wanlockhead Community Centre in August 2017. At this stage, the area of interest was the larger land parcel of 14,000 acres, including three large tenanted farms. The event was publicised through local mailing lists and networks, social media and direct invitations. Display sheets were prepared for the drop-in event and these were subsequently posted on the WCT website for information and comment. Direct engagement was also undertaken with key stakeholders, including Buccleuch Estate, the Museum of Lead Mining and Dumfries and Galloway Council.

The drop-in event was hosted by the consultant team with members of WCT in attendance. Approximately 40 people attended, including local MSP Claudia Beamish and representatives of Buccleuch. Many people stayed for a prolonged period, reviewing display material, discussing ideas with the consultant team/WCT and engaging with one another. Views were recorded through written comments on the display sheets or comments forms and notes taken by the consultant team hosting the event.



8.2.1. Engagement Results

Broadly speaking, the range of comments was consistent with the previous engagement work undertaken by WCT. However, a clearer picture emerged of the main opportunities and the kind of future which residents envisage for Wanlockhead and themselves.

A number of general issues and opportunities were raised. Some people sought further information on how community ownership of the land would work and how it could operate profitably. A wind farm proposed by Buccleuch on part of the 14,000-acre land parcel was mentioned by some people but there was a recognition that the drop-in event was not designed or intended as a forum for discussion of that specific project.

There was some concern, as is often the case in small communities, that rapid change might threaten the quality of life of long-term residents and those attracted to live here by the existing qualities of the place. Change should be managed appropriately to ensure that the unique qualities

of the Wanlockhead area are enhanced, rather than undermined. However, there was also a more widely-expressed desire to see appropriate new development taking place, to improve the village and create new jobs and homes.

Many responses suggested that tourism and visitor-related activities offer most scope for the future. Heritage, landscape, nature conservation and mountain sports featured strongly. New activities and attractions, habitat, woodlands, paths and trails were suggested. It was also recognised that growth in tourism and visitor numbers will require improved infrastructure, including various types of overnight accommodation, more places to eat and drink, better signage, maps and information.

Mountain sports and outdoor activities were identified as a key opportunity by many people. New facilities and activities were suggested, with the potential to create an integrated, year-round visitor destination based on mountain sports. Many of the related ideas for new paths and routes, conservation and woodland are seen as part of a wider package supporting the visitor and tourist economy.

There was some support for continuation of sheep farming but a desire to see a more diverse use of land. Opportunities to create higher value activities related to sheep and wool products were suggested. Recent and historic sporting use as grouse moors was barely mentioned in discussions and responses - most views focused on new uses for the land.

There was a desire to see the amenity and environmental quality of the village enhanced for residents and visitors. A range of options were suggested for new or improved community services and facilities, and these have been considered in the input to this Plan.

8.3. Community Engagement - Event 2 October 2019



Further public engagement was put on hold until discussions with Buccleuch regarding the terms of an agreed sale and land area were at an advanced stage. Whilst this resulted in a significant delay, it was thought best to hold off until there was clarity over the scope of the land buyout. With a reduced land area of 3863 acres agreed in principle, a second drop in event was staged.

Similar publicity was undertaken for the second event, which again took place at the Wanlockhead Community Centre. The format was similar, with a drop-in event hosted by the consultant team and members of WCT over an afternoon and evening in October 2019. The emerging proposals for use

of the land were presented on information boards.

Approximately 50 people attended the event, including local MSP Joan McAlpine and representatives of Buccleuch. Again, many people stayed for a prolonged period and there were numerous extended discussions, often involving several people. Views were recorded through

written comments on the display sheets or comments forms and notes taken by the consultant team.

8.3.1. Engagement Findings

Despite the delay in organising this second event, there was increased knowledge of the proposed buyout, reflecting ongoing work done by WCT to build support. Many people were encouraged to see emerging proposals taking shape and to understand more fully the kind of changes the buyout might deliver.

Generally, the proposals were well understood and favourably received by most people. As might be expected, there was not universal support: differing opinion is typical with proposals for community ownership of land and assets.

Running under the banner 'Wanlockhead: A Thriving Upland Community Connected To The Land', draft proposals were set out for four distinct but overlapping character areas (see Figure viii Land Buyout Areas: Key Sectors and Proposals below):

The Village - the Wanlockhead settlement and its immediate setting;

Mennock East - a scenic area popular with gold panners and wild campers;

Mennock West - a less accessible part of the Mennock Pass;

Lowther - higher ground with panoramic views and access to ski club facilities.

Most people agreed that the proposals as a whole were appropriate and that those suggested for each area would make good use of the land. Some additional suggestions were provided.

A minority had questions or concerns relating to matters such as viability, the need for the initiative or the likelihood of long term success. Examples of other community buyout projects across Scotland were available on the day as reference material.

Many people expressed enthusiasm for sight of the completed Feasibility Study. Some requested additional information or copies of display material and this was subsequently sent out by email.

The proposals were subsequently reshaped to take account of views and are discussed later in this Plan.

Part 3. Developing the Estate

9. The Vision: An Integrated Development Strategy

The findings of the engagement set out a clear VISION for Wanlockhead:

'A thriving upland community connected to the land'



The community buyout of this substantial area enables an integrated development strategy, bringing together the elements of natural and cultural heritage and of tourism to support growing economic and social wellbeing in the village. Community ownership can reduce “leakages” in the economic cycle, with community-led enterprises profiting from land use and infrastructure improvements and returning jobs and surpluses to the community: for example, the business case for the Community Hall will be strengthened by a community landowner investing in improvements which increase sustainable tourism in the area. Local private enterprise will be important in bringing private capital, again creating jobs and profits within the area. Early and relatively low-risk expansion into the provision of tourist accommodation may be through an expansion of B’n’B businesses, allowing people to choose to gain additional income without very significant capital investment.

Proposals for use of the buyout land are set out below. They respond directly to the aspirations of the community, expressed through the engagement activities undertaken by the consultant team and WCT since 2016. They illustrate how management of the land on behalf of the community can be a viable and sustainable proposition. However, they are not set in stone. WCT will work with the community following the buyout to refine the proposals and establish a detailed programme for projects. There will be ongoing opportunities for local people to participate in and influence the management of the land.

The Proposals make provision for enhanced local facilities and services, an improved village environment, diversification of land use, a growing visitor economy, enhanced outdoor access, biodiversity and new opportunities for employment and enterprise. They will benefit residents and visitors alike, introducing managed change at a pace which does not undermine the unique qualities and character of Wanlockhead.

Four distinct character areas have been identified: these were introduced at the second public engagement event. They lend themselves to particular land uses and projects. Often these uses will be overlapping and some aspects of the Proposals will be most effective if they cover all four areas and connect them well. The Proposals deliver the three key Themes for Wanlockhead: Social, Economic, and Environment and Culture.

9.1. Project Vision

Wanlockhead's land ownership supports a thriving upland community living in an outstanding natural and cultural environment.

Social

By 2030, WCT will help **strengthen Wanlockhead as a flourishing, caring and cohesive community** by using its development, communications and community engagement skills. Wanlockhead will have a strong identity and envied reputation for grasping opportunities to promote and enhance wellbeing and healthy rural living. This will provide benefits to existing residents and visitors and play a key role in attracting the new ones necessary to maintain a healthy population.

Economic

By 2030 WCT will have created maximum value for the community by balancing investment in and development of our natural and cultural resources with quality of life, creating opportunities for jobs and economic development through community land management and sustainable tourism.

Environment and Culture

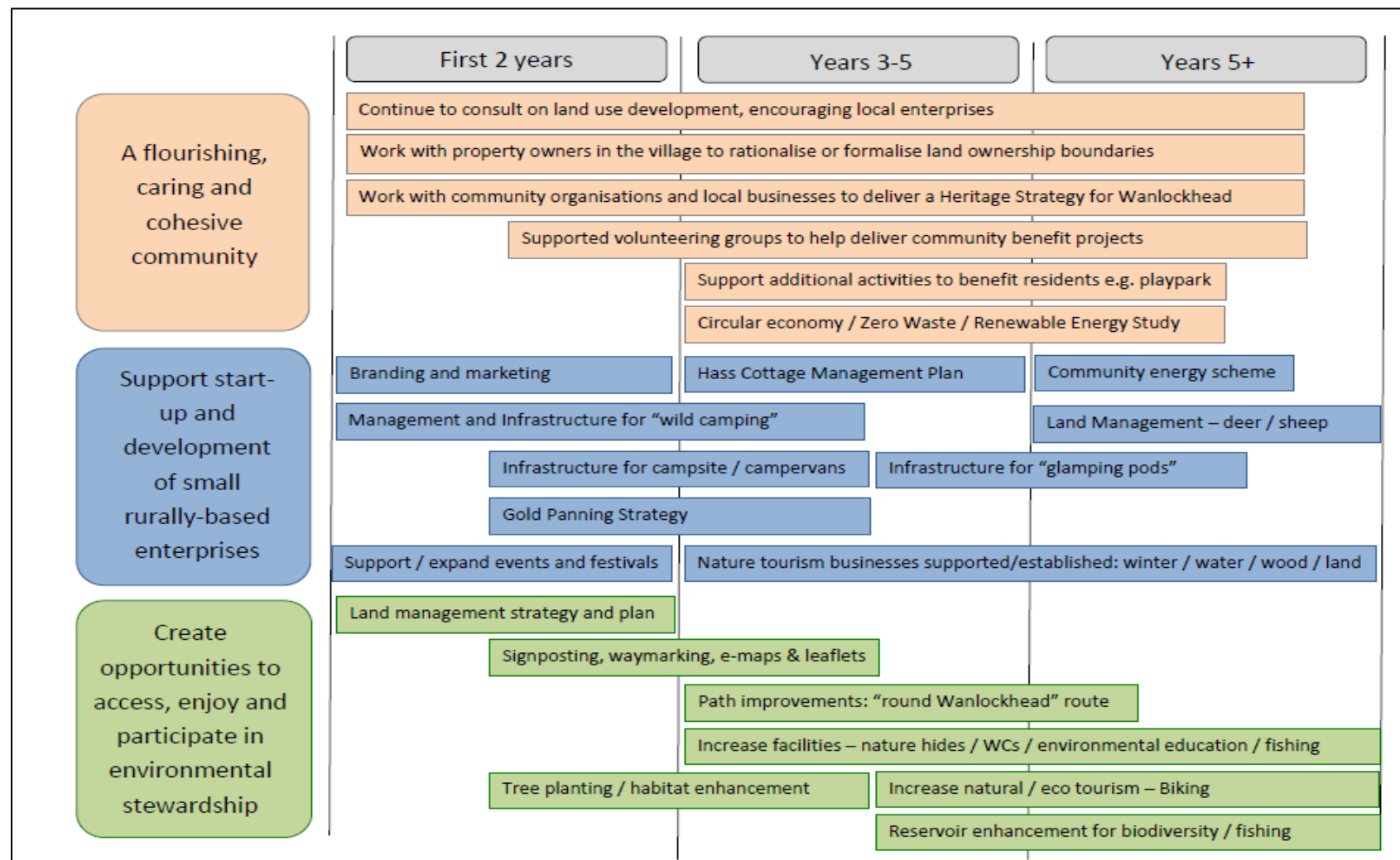
By 2030, we will have developed our project management skills, capabilities and partnerships to capitalise on the growing demand for outdoor recreation, eco-tourism, hospitality and environmental management.

We will invest in a programme of infrastructure and activities that give unrivalled opportunities for local people and visitors to access, enjoy and participate in the stewardship of our area. We'll do this in ways that promote engagement, social cohesion and sustainability, recognizing that our cultural heritage and outstanding natural beauty are the soul of our community and must be safeguarded.

This overall Vision and its sub-sets have been brought together in a set of timed, prioritised proposals that reflect the community priorities and the visitor economy opportunities identified in the Jura report – please see Section 10.

10. Priority Projects and Phasing

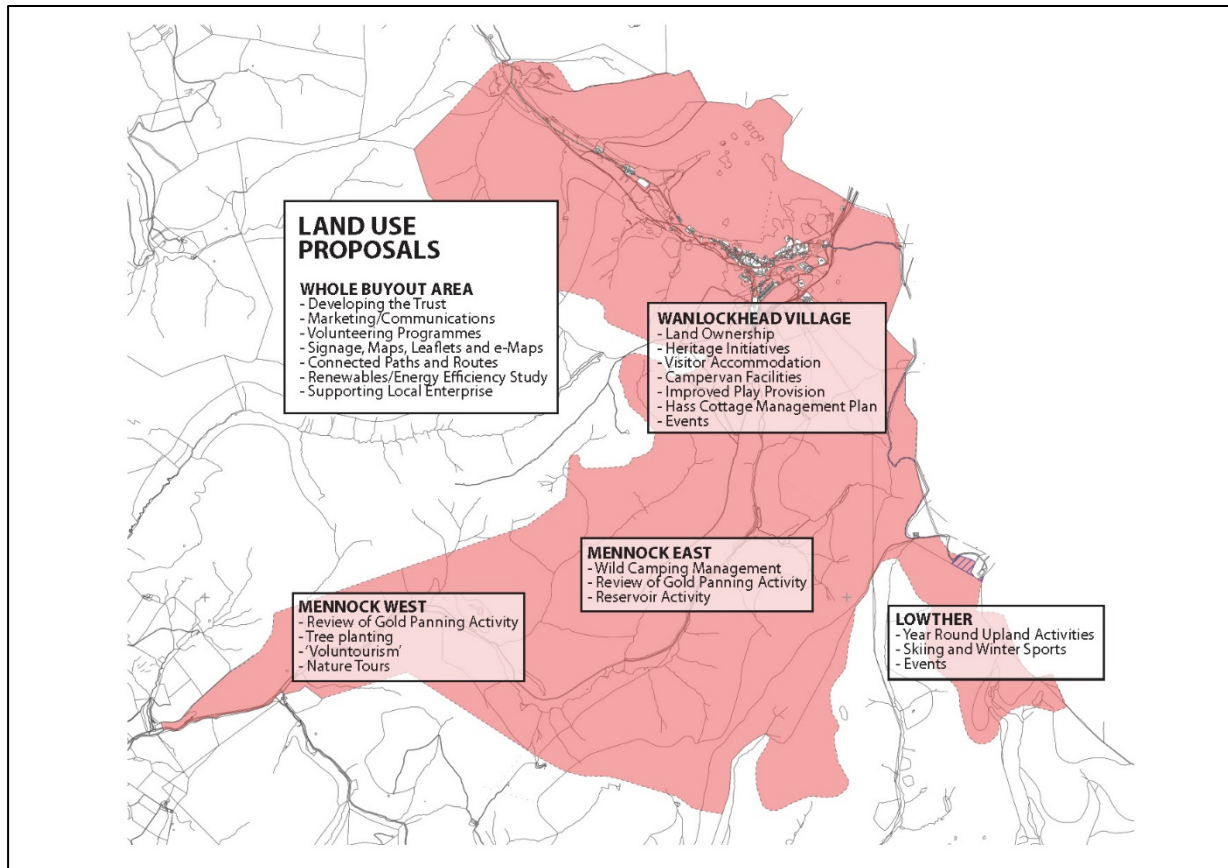
The Vision and objectives, and the projects identified by the consultations and by consultancy advice, have been brought together to propose a priority and schedule for development of the activities of the WCT in its new landscape. This is shaped by the likely availability of funding, the need for WCT to create financial sustainability from income streams, and the length of time it will take to assemble funding packages, permissions, and community enthusiasm for proposals. Projects aimed at enhancing existing assets and bringing the community together are prioritized for early implementation, together with projects with lower infrastructure costs or with known project partners.



These projects and priorities have been aligned to particular Places and Uses, allowing an initial zoning of the community land into four Areas.

The range of Proposals are developed in this chapter. More detail on the implementation of projects, funding, viability and timescale is provided in subsequent sections which explain the business case for the buyout and the scope of the main Proposals over the early years of community ownership

Figure xi. Land Buyout Areas: Key Sectors and Proposals



.Proposals across the WHOLE BUYOUT AREA over the first 10 years of community ownership are:

- **Developing the Trust:** The WCT Office- possibly in the Community Hall, especially if the asset transfer goes ahead for that building.

Outcome: A Development Officer Post will be essential for continuing the conversation with residents, businesses, and community groups; developing proposals; finding funding; project management and overseeing contractors.

- **Wanlockhead Marketing and Communications:** For example, a single web resource bringing together key information, contacts, news, events and connections for the village.

Outcome: a single source which promotes Wanlockhead's amenities, attractions, services and facilities to visitors, residents and businesses, enabling increased visitor numbers and promoting greater resident and visitor footfall across all facilities.

- **Volunteering Programmes:** The use of volunteers to assist in delivering appropriate projects will be explored. Projects in the South of Scotland such as the Carrifran Wildwood (www.carrifran.org.uk) have worked closely and very successfully with volunteers.

Outcome: WCT and other local organisations work together to co-ordinate programmes of structured and unstructured volunteering to support environmental improvements, heritage initiatives and community projects. There will be opportunities to align volunteering with training and employment initiatives.

- **Signage, Maps, Leaflets and E-Maps:** An improved set of signposts and markers, branded where possible with the 'Wanlockhead' brand, linked to the walk/cycle leaflets and to the heritage leaflets, highlighting routes and points of interest both within the village and the surrounding land. These to be more accessible via existing walking sites and cycling web sites.

Outcome: increased access to and enjoyment of Wanlockhead's natural heritage for residents and visitors alike; increased visitor numbers.

- **Connected Paths and Routes:** A strategy for improving path routes and off-road connections throughout the buyout area will be prepared. Appropriate signage and supporting material such as leaflets and online resources will help residents and visitors make the most of access.

Outcome: Extension of the existing off-road paths and routes around the village and the surrounding land to improve access for walkers and cyclists of all abilities. Complete a network of routes of different length, difficulty and character enhancing links to Leadhills, ensuring ease of access to higher ground and enabling wider use of land surrounding the village

- **Renewables and Energy Efficiency Study:** An energy study to explore potential for small scale and appropriate renewable sources in the buyout area. Domestic energy efficiency, heating/insulation and carbon management will also be addressed.

Outcome: Energy-efficiency measures reduce domestic consumption and bills. Circular economy /zero waste solutions will increase awareness and reduce costs to residents and businesses.

- **Supporting Local Enterprise:** encourage and enable current and new residents to remain and move to the village by encouraging local enterprise particularly based around the "Wanlockhead" brand and land-based tourism, linking with SoSE, Dumfries and Galloway Council for support.

Outcome: more sustainable jobs and income helping to stabilize the population and increase the number of younger people in the village.

10.2. Area 1: The Village

Wanlockhead sits in a unique and striking heritage landscape. People told us they want better services, homes and jobs, meeting the needs of residents and visitors - but the character of the place and the quality of village life need to be protected.

The village can do more to tell its story. A more productive visitor economy can help support jobs and maintain population. Better local services, including facilities for younger people, will be attractive to residents and visitors alike - as will an improved village environment. Wanlockhead should capitalise on the Southern Upland Way and the South West Coast 300 route. It is an obvious location for additional visitor accommodation.

Opportunities in The Village area exist for a wide range of uses and projects relating to:

- Boundary Rationalisation and Minor Land Sales
- History and Heritage
- Visitor Accommodation, Food and Drink
- Charged Campervan Facilities (laundry, waste disposal etc)
- Housing and Affordable Homes
- Business and Employment Space
- Environmental Enhancements, Routes and Signage Play, Provision
- Events

The key Proposals for the Village over the first 10 years of community ownership are:

- **Land Ownership:** work with residents to rationalise and formalise land ownership boundaries.
Outcome: enhanced wellbeing of residents and demonstrate a tangible benefit of community/local ownership.
- **Heritage Initiatives:** work closely with the Museum, Railway Association, Southern Uplands Mining Heritage Organisation, Historic Environment Scotland, Leadhills Heritage Trust and other relevant partners to improve knowledge, access and information relating to Wanlockhead's heritage
Outcome: to increase knowledge and education based on these unique sites, attracting visitors to learn about the area.
- **Visitor Accommodation** - pods would be relatively inexpensive to build and bring in a good income stream. These might be managed in partnership with the Wanlockhead Inn. Pods could be designed to reflect the architecture of Wanlockhead's industrial heritage.
Outcome: enhanced visitor accommodation for a new market segment of visitors to the area, increasing visitor stays and income / jobs
- **Campervan Facilities** - provide a small area for overnight camper van parking, with laundry, waste disposal and shower facilities. This will also help support new and existing attractions, food and drink providers and other businesses. Facilities can also be used by accommodation pod users and people camping locally.

Outcome: enhanced accommodation for a new market segment of visitors to the area, increasing visitor stays and income / jobs

- **Improved Play Provision** - work with partners such as Dumfries and Galloway Council via their Community Enterprise Manager, Community Planning team.

Outcome: enhanced provision in the village for residents and visitors; a tangible demonstration of community land ownership

- **Hass Cottage Management Plan** –A review is required of the condition of this rented house and an assessment of future maintenance requirements to ensure it continues to provide a useful source of rental income and good quality housing. This should be done before purchase.

Outcome: community asset maintained and enhanced.

- **Events** – as an outcome from the Wanlockhead Heritage Initiatives and the marketing and communications work, decide whether there is capacity for an expanded programme of small festivals and events which attract visitors and bring together residents to enjoy and celebrate Wanlockhead’s cultural and environmental heritage. Events could include fairs, sporting events such as cycle and mountain biking events, music, arts, nature, gold panning etc.

Outcomes: increased awareness of Wanlockhead, increased visitor numbers, bringing income and supporting jobs.

10.3. Area 2: Mennock West

The quieter and less accessible Mennock West area offers opportunities for nature and habitat improvements and activities. New off road paths can improve outdoor access and make connections to the other buyout areas. It would suit lower impact activity compatible with nature and wildlife.

Opportunities in the Mennock West area exist for a range of uses and projects relating to:

- Woodland and Habitat
- Gold Panning
- Timber/Wood Products
- Paths and Routes
- Nature Watching, Photography, Wildlife-Based Tourism
- Outdoor Courses/Training/Volunteering

The key Proposals for Mennock West over the over the first 10 years of community ownership are:

- **Review of Gold Panning Activity** - A review will assess visitor numbers and patterns of use, the price and availability of panning passes and tours, information and publicity, events and river management requirements.

Outcomes: improved management of the land and environment; increase in the values of gold panning passes as a useful source of income.

- **Tree Planting** - Work with Woodland Trust Scotland (WTS) to undertake new tree planting along the Mennock Water. WTS can provide expertise, assistance and funding of up to 75% for planting schemes of this type. WCT would provide WTS with a lease 5/10 years on suitable land

they will help to select. WTS will fence, plant and establish, handing back a broadleaf woodland at the end of the lease at no cost to WCT.

Outcomes: enhance landscape quality, habitat, biodiversity and contribute to carbon storage; provide a basis for increased wildlife tourism to generate economic activity in the area.

- **“Voluntourism”** - Activities in the Mennock West area are expected to be attractive to volunteers interested in wildlife, nature, reforestation, countryside access and environmental management. WCT will seek to work fully with volunteers to maximise value in management of land resources.

Outcomes: community land will be better managed, people will be more aware of ecological resources.

- **Nature Tours** - WCT will manage a programme of nature based tours, enabling visitors to understand how management of the land is changing and to appreciate landscape quality, wildlife and outdoor access. Tours can be integrated with the work of the Museum of Lead Mining relating to industrial heritage, to ensure that benefits are accrued by all and the best possible range of tours is provided.

Outcomes: increased ecological awareness; increased income and opportunities for economic activity.

10.4. Area 3: Mennock East

The striking Mennock East area attracts gold panners and wild campers. These uses need better care as part of a strategy for increasing visitors and enhancing landscape and environmental quality. In particular, wild campers have often failed to follow guidance set out in the Scottish Outdoor Access Code. This has resulted in litter, anti-social behaviour and damage to the land, spawning press coverage and a Facebook page titled ‘Save The Mennock Pass’, followed by over 600 people.

Vehicle parking, camping and campfires, hygiene and waste/litter removal need to be properly controlled as part of a strategy for managing visitors, enhancing the landscape and protecting environmental quality. Evidence elsewhere shows that community ownership can help create positive relationships with recreational land users. Making better connections to the village and its services will also be helpful.

- Opportunities in the Mennock East area exist for a range of uses and projects relating to:
Camping/Glamping/Facilities
- Gold Panning, Paths and Routes
- Woodland and Habitat, Renewable Energy, Fishing
- Curling

The key Proposals for Mennock East over the early years of community ownership are:

- **Wild Camping Management** - WCT recognises the need to greatly improve management of wild camping at the Mennock Pass and to encourage campers to abide by the Scottish Outdoor Access Code. A community-led group, “Save the Mennock Pass”, are raising awareness of issues caused by wild campers. WCT will implement a management plan for camping in the Mennock Pass as a means of protecting environmental quality, minimising nuisance while ensuring that this community land asset covers its costs. The result will be a soft-managed ‘wild’ camping experience for campers which improves conditions for residents and other visitors to the area.

Outcomes: community land will be better managed, people will be more aware of ecological resources.

- **Gold Panning** - gold panning activities described above for Mennock West will also take place in this area.
- **Reservoir Activity** - the small reservoir at the east of this area may have potential for fishing and other recreational uses, adding to the range of attractions the village has to offer residents and visitors. There may be scope to bring it back into use for curling, although this will be weather-dependent.

Outcomes: increased visitors / visitors staying longer, bringing economic activity to the village

10.5. Area 4: Lowther

The higher Lowther area provides impressive panoramic views of the village and its surroundings. It is already used to some extent by the Lowther Hills Ski Club for access to snow sports, although the main ski activities currently take place just to the east of the buyout area on land owned by Hopetoun Estates. The Lowther area offers further scope for improved access, year round active pursuits and connected path routes. Steeper, higher walks and dramatic viewpoints can add to the lower level, flatter walking options available through the Mennock Pass and the wider buyout area.

Opportunities in the Lowther area exist for a range of uses and projects relating to:

- Habitat Diversification
- Paths and Routes
- Mountain Biking
- Expanded Skiing and Winter Sports
- Events Programme (cycling, running, etc.)

The key proposals for Lowther over the early years of community ownership are

- **Year-round Upland Activities** - a strategy for increasing use of the upland areas at Lowther throughout the year, for recreation, walking, cycling, mountain biking and nature pursuits

Outcomes: increased economic potential from sustainable community use of land assets

- **Skiing and Winter Sports** - work closely with the Lowther Hills Ski Club and other partners to help secure a sustainable future for winter sports, making productive use of community land. This will also support the proposals around year-round activities making use of ski infrastructure.

Outcomes: community enterprises supported.

- **Events** - In connection with these efforts to increase use of the Lowther areas, WCT will explore options for growing programme of outdoor active and sporting events using the higher ground around Lowther Hill and the new and existing facilities in the village.

Outcomes: increased awareness of Wanlockhead as a destination; increased economic activity bringing benefit to the community.

Part 4. Delivering the Priority Projects: the Social Enterprise Plan

11. Priorities – Income Generation in the First 5 Years

11.1. Developing the Trust

WCT will require at least one FTE Development Officer to ensure that it has the capacity to consult and inform the community, plan, liaise with stakeholders, and identify funding sources.

The costs of the officer are estimated at £30,000 salary plus on-costs, together with office costs and travel and expenses – totaling £40,000 per year. Given the length of time for the WCT to be self-sustaining, it is likely that external funding will be required for the first three years at a minimum. The Scottish Land Fund will provide some initial revenue funding; WCT will also be able to access the SSE Clyde (Dumfries and Galloway) fund to support the position. SoSE may be able to assist also, as community-led economic development is part of their overarching aims.

The WCT must work towards becoming increasingly self-supporting through additional income-generating activities, as described below.

The Trust will own one building, Hass Cottage. This is currently leased out as housing for a Buccleuch Estates employee, bringing in income of £6,540 per year. The Cottage will require maintenance and a condition survey should be undertaken as part of the land purchase process, with assistance from the Scottish Land Fund.

11.2. Branding and Marketing

Effective destination branding and marketing are essential elements of a strategy to develop tourism and income within the context of the broader Integrated Development Strategy. That does not currently happen in a way that maximises the natural and cultural assets of the area to convey a distinctive sense of place for visitors. A key element of that strategy will be developing and communicating a distinctive identity for Wanlockhead and promoting the range of visitor services and experiences on offer, ideally via branded on-line and hard copy marketing materials.

The Branding and Marketing Strategy should be developed in tandem with a Heritage Strategy, together with an iterative Land Use Strategy that sets out space-based plan for current, continuing, and developing uses. This work is likely to be supported by SoSE, Visit Scotland, and other tourism funders. Work on these Strategies should not hamper delivery of “quick wins” on the ground; the work undertaken as part of this Social Enterprise Plan identifies areas where improvements are self-evident.

These strategies will be funded through one-off applications, and will be dependent on the funding available. Of the three, the Branding and Marketing is most time-sensitive for increasing inbound and outbound communications to promote the village.

11.3. Culture and Heritage

Wanlockhead and Leadhills are already established as heritage destinations. The WCT will require to work in partnership with others to help establish and expand such provision, and to avoid duplication or displacement of existing activity. The recent establishment of the Southern Uplands Mining Heritage Organization is a positive move for Wanlockhead and Leadhills. As an early activity, this new volunteer-led organization is discussing a re-survey of the area’s historical assets supported by Historic Environment Scotland, building on the existing records. Their proposals to collate, investigate, and publicize their research will increase interest in this heritage.

The WCT will be able to inherit the current income stream for gold-panning activity, collected by the Wanlockhead Museum Trust on behalf of Buccleuch Estates. This is thought to be around £7,800 per year. Changes or amendments to the current arrangements would have to be negotiated with the Museum Trust, and for the purposes of this Social Enterprise plan, no amendments are proposed.

Heritage tourism income from the railway, museum and mine tours is already earned by the Wanlockhead Museum Trust, the Leadhills and Wanlockhead Railway Heritage Association, and the Leadhills Heritage Trust. The Beam Engine is owned by Historic Environment Scotland. A programme to increase visitors to Wanlockhead through natural and cultural heritage will be mutually beneficial.

WCT's ownership of the land asset will help enable the community organisations to develop and signpost heritage walks and tours through this rich landscape. It is proposed that these activities are led by the current specialist organisations, recognizing that their investment in any infrastructure and increase in visitor numbers will also increase the use of tourism accommodation provided by WCT and by the Wanlockhead Inn, increase the use of the Museum Café, and help ensure that all organizations become and remain financially viable.

11.4. Paths: Mapping, Signposting, Waymarking and Publicity

As with the Heritage work, making the existing paths network more widely known and accessible will increase the attraction of Wanlockhead to both day and overnight visitors. The Southern Upland Way website and materials advertise Wanlockhead's historical significance and propose this as an overnight stop between Sanquhar and Beattock Summit, with the only accommodation being at the Wanlockhead Inn or at the Hopetoun Arms Hotel and new Bunkhouse in Leadhills. The route over the Lowther Hills is the highest point on the Southern Upland Way.

Most walking visitors do not undertake such arduous routes. The Visit Scotland report (Insights: Walking 2017) states that Short walks/strolls up to 2 hours are the preferred activity with domestic tourists when in Scotland, with 48% more trips including a short walk than those trips that included longer walks, and that 20% more nights were consumed by shorter walkers than longer walking markets. The largest age groups of walkers are 55-64 and 45-54 for both the long and short walking markets.

Overnight visitors bring in more than double income than day visitors, and creating infrastructure to encourage people to stay overnight, bringing that income directly in to Wanlockhead, must be a key aim of the paths work.

The Borders Council supports walking tourism, publishing a booklet / web download of "short walks on the Southern Uplands Way"; this approach has not been taken by Dumfries and Galloway Council.

Walking is an underdeveloped aspect of tourism in all of Upper Nithsdale, with few walks being indicated or promoted on walking websites despite the wild aspect of the countryside within easy driving range of Greater Glasgow.

ViewRanger details four walks in Wanlockhead. One includes many of Wanlockhead's historical assets and creates a loop between Wanlockhead and Leadhills along an historic mining path.

Another is the "Coffin Walk" route, using the Southern Upland Way paths to the north west of Wanlockhead.

The third is more demanding, but again follows the Way through Wanlockhead's industrial archaeology before following the tops of the hills back south-east to the village.

Finally, the loop on the hills to the east of Wanlockhead, described in WalkHighlands, allows walkers to reach two "Donalds" and a "Graham".

Wanlockhead's altitude is a bonus to walkers. Those who would not feel able to tackle such summits from sea level can instead start at 467m allowing them to reach mountain tops and views that may be outwith their reach elsewhere.

There are also at least three historic paths crossing Wanlockhead listed on www.heritagepaths.co.uk: a Drove Road from Muirkirk over the moors (and through the Muirkirk and North Lowther Uplands SPA) to join the Southern Upland Way; the Dempster Path from the Mennock Pass to Mennock; and the Enterkin Pass back to Nithsdale.

A volunteer path survey, describing the routes and classifying them for e.g. the WalkHighlands website, and minimal cash investment in waymarking, signs and leaflets together with improved publicity on these key websites and others would help increase awareness and knowledge, boosting visitor numbers. A choice of walks and the other opportunities for heritage tourism will help encourage people to stay overnight – providing that there is accommodation.

11.5. Management and Infrastructure for Wild Camping

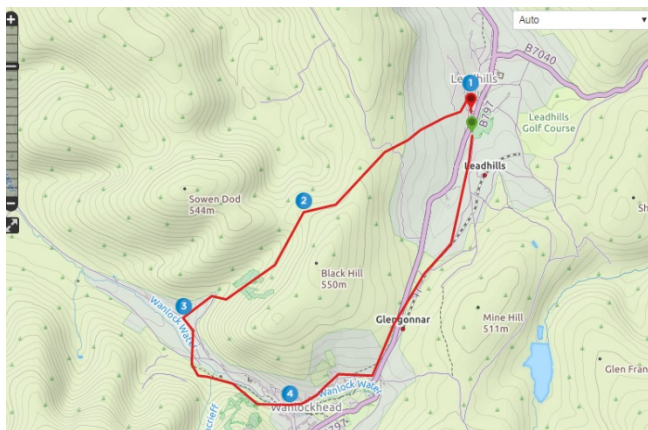
'Community ownership provides the WCT with an opportunity to manage wild camping at the Mennock Pass. There may be scope to develop infrastructure to reduce human and other waste that creates an issue at these sites and to manage vehicles more effectively.

On site management could be by a WCT Development Officer or volunteer. Limited time resource would be required and there may be scope to raise some income from donations or charges for the use of facilities. It will be important to keep any wild camping use to a limited level, avoiding further environmental damage.

WCT should consult locally in developing a management plan and should work closely with the Save The Mennock Pass Facebook group to ensure broad support and make use of existing social network outlets to spread information and advice.

There would be a limited income from this activity and also limited costs. We have therefore assumed a break even position on this activity

The infrastructure would be limited to a simple composting toilet at each area. Installation of Waste collection should not be provided. Maintenance would be minimal, and dependent on the type of



composting toilet identified. The cheapest is around £1,500 - £2,000 plus VAT; these require the waste to be removed regularly – possibly daily in the summer. A more expensive solution that does not require any waste handling would be around £5,000 plus VAT. See e.g. <http://www.sustainablebuild.co.uk/composttoilets.html>. The suppliers recommend one toilet per six tents; the number of wild campers on the sites is not known. It is assumed that only one is required per the two wild camping sites.

Daily costs would be 1 to 1 ½ hours staff time, to clean the toilets, remove waste, and collect any money. Two visits might be required in high season.

Grants may be available e.g. from the Rural Tourism Infrastructure Fund to invest in this provision.

11.6. Infrastructure for Campers and Campervans

A campsite with electrical hook ups, disposal facilities and showers suitable for campervans and tents could be developed at a suitable location in the village. That location will be selected on the basis of the following factors:

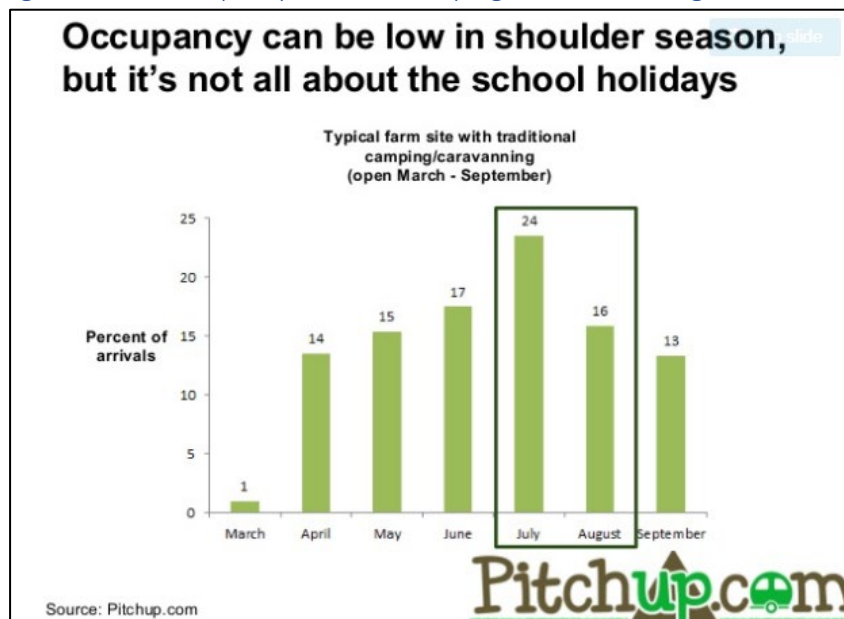
- accessibility of local services by foot/bike, particularly for access to the Wanlockhead Inn and the village;
- quality of setting, including view, shelter, aspect and privacy (both for visitors and residents);
- visual impact on the landscape;
- availability of suitable services and access;
- the availability of suitable land.

Capital costs will depend on the extent of landscaping required and the proximity to existing services. Planning permission will be required, as will a license to operate the campsite.

The 2019 report from the UK Caravan and Camping Alliance, “Pitching the Value” sets out the economic case for camp and camper van sites. It notes that nationally, 76% of visitors had stayed in a touring caravan, motorhome or tent over the course of the year, spending an average of £101 per day and stayed, on average 5.4 days. It also notes that average adult group size was 2.4, and 25% of all groups included children. Finally, on occupancy rates, it notes that occupancy rates vary from an average of 74% in high season (August) to 59% in mid-season (May and September).

Occupancy runs from April to September, as shown in the below information from “Pitch Up”, the “booking.com” of campsites.

Figure xii. Occupancy rates for camping and caravanning sites



It is likely that initially the Wanlockhead market may be transient, providing a stopover for one or two nights for people on the South West 300, who may be willing to pause to admire Wanlockhead’s scenery and heritage. As the village develops its economy, the campsite will provide invaluable infrastructure for events, biking and cycling, eco-tourism etc.

A comparable site is Barnsoul Caravan Park, near Dumfries, which offers minimal facilities (toilets, showers, and a small on-site kitchen), with electric hook-ups. This charges £23 per night for campervans and caravans, but does not allow tents. The per night charge is comparable across other Dumfries and Galloway campsites.

The WCT could consider a small operation, offering a five-pitch camper / caravan site plus up to 10 tents. Licenses for these sites (which are associated with the Caravan Club) are not usually needed, but planning permission would be required for the toilets and shower facilities. Again, it would be possible to use low-impact composting toilet / showering facilities. Both traditional and eco-impact facilities can be bought as modular, portable units. The advantage of such units is that the site can be expanded – or indeed moved – as the demand increases. Drinking water and electrical supply would be required along with chemical disposal and rubbish disposal. If traditional toilets are used, a septic tank will be required. Hard standings are not essential but increase the visual statement of the site.

Detailed costings would depend on the choice of site; for the purposes of this Social Enterprise plan around £100,000 is suggested. This will need to be investigated in detail before the project commences. Annual estimated income based on standards for occupancy and comparable rates with other Dumfries and Galloway campsites generate an annual income of £24,000.

Figure xiii. Projected Annual Income from Campsite

	£
Income	24,003
Wages (0.75 FTE at Living Wage)	£9,500
25% allowance – heat, light, maintenance, water, waste, insurance	£6,000
Surplus	8,511

The surplus of £8,511 is calculated after cleaning, management, and maintenance costs including a 0.75FTE post from April to September. This would allow a contribution for the Trust for management, and also contribute towards its costs.

11.7. Glamping Pods

The market for “Glamping” appeals to those who want to stay in the great outdoors without being troubled by uncomfortable sleeping, midges, and rain. As Visit Scotland puts it, “Glamping pods, wigwams, eco huts, and timber tents are compact and cleverly-designed spaces, perfect for a quirky glamping holiday. Suitable for both couples and families, or even friend groups, they offer weather (and midge) proof spaces to spend the night”.

Glamping pods covers a wide range of accommodation, from “eco-pods” that are off the grid, to luxurious self-contained cabins. A fully-fitted self-contained pod with kitchen and shower costs around £20,000, with additional groundworks costs – around £3,000 per pod.

Cheaper wooden Pods start from around a cost of £4,000, but typically cost an average of £5,500 - £8,000 to establish once factors such as planning permission, furnishings, delivery costs, future transport options (e.g. adding a chassis to ensure that they could be moved to another location) are included. The total cost is estimated at approximately £7,000 per pod plus VAT.

The most common pods in Dumfries and Galloway are basic apex-style wooden pods which include a bed (but not bedding), lighting, heating, and minimal cooking facilities (not a stove). These may be the most suitable while WCT tests the market for glamping. These require additional provision of toilet and potentially shower and cooking facilities; for 6 4-person pods, a simple module of double toilet / shower provision would be ample. These are around £25,000 plus VAT.

The advantage of this approach is that the toilet / shower provision, the most expensive part to install and maintain, is limited to one; unlike the more expensive pods.

An outlay of around £78,000 plus VAT would provide 6 eco-pods and a toilet / shower block. These pods are charged at £50 per night by comparable campsites in Dumfries and Galloway.

The Wanlockhead Inn already offers Glamping accommodation in 3, four person “basic” pods. To ensure that there is no displacement of this existing provision (and of the new bunkhouse at the Hopetoun Arms in Leadhills), glamping pods will be developed as overall visitor numbers increase and as demand increases as the third type of accommodation provision by the WCT. An alternative model would be to lease land to the Wanlockhead Inn to expand their provision. However the Glamping Pod income is essential to the Trust being able to become financially self-sufficient by Year 5; should Pods not be practicable then other sources of income require to be found.

Figure xiv. Projected income from Glamping Pods

	£
Income	32,250
Wages (0.75 FTE at Living Wage)	4,429
25% allowance – heat, light, maintenance, water, waste, insurance	11,288
Surplus	16,533

12. Medium to Longer Term – Developing the Assets

12.1. Events

Wanlockhead is becoming famous as the location for the “Wildfire Festival”, a 3-day rock festival which is increasingly well-attended. The Wanlockhead Inn hosts this Festival, and is holding it for the second time in 2020.

Wanlockhead could develop other events and festivals. One of its assets is the road ascent from Mennock up to the top of Lowther Hill. Listed by Cycling Weekly as “one of the top climbs you’ve never heard of”, the ascent is touted as “If Great Dun Fell is England’s Mont Ventoux, then Lowther Hill is Scotland’s Great Dun Fell, although not as steep as its English counterpart it’s every bit as spectacular. If you combine the climb with the ascent of the Mennock Pass, from base to summit you get close to 15km of climbing; that’s longer than Alpe d’Huez.”

Cycling Sportives have become increasingly popular over the last decade, and the nearby Tour O The Borders (September) has up to 2,500 entrants to its closed road route; the Loch Ness Etape (in April) has 5,600; Ride the North (a two day event) has 900; all of these events are oversubscribed. A circular Cycling Sportive event including the top of Lowther would stand out in the current sportive calendar, and put Wanlockhead and Upper Nithsdale firmly on the cycling map.

Once Wanlockhead has started to develop its accommodation infrastructure, it can start to create more overnight festivals and events which bring the largest economic benefit to the area.

The financial projections assume that the Trust holds a significant fundraising event each year from Year 2. This will contribute to income but critically will also contribute to community benefit and an annual celebration of the positive impacts of community ownership in the village.

12.2. Wanlockhead Community Centre

In 2018 the Wanlockhead Community Centre SCIO was formed to take control of and potentially take into community ownership, the local Community Centre is currently owned by Dumfries and Galloway Council. An initial Options Appraisal has been completed, and a Condition Survey undertaken. Refurbishments identified in the Condition Survey indicate that £190,000 including VAT, professional fees and contingencies needs to be spent on the building. This includes repairs that would be recommended now and those that could wait but will need to be done in the short term.

The financial projections for assessing financial feasibility assumed that accommodation is offered including use of the Hall for youth groups, access to facilities for walkers and campers, and dormitory style accommodation for youth groups of up to 15 people using camp beds. The Hall would also have kitchen facilities.

While this process is separate from the WCT Land Purchase, a refurbished and redeveloped Centre would provide an additional and alternative asset for Wanlockhead. It would both complement and benefit from the activities being undertaken by WCT. This would help retain and maintain an important asset for the community’s use, not only for visitors.

12.3. Active Leisure: Off-Road and Mountain Biking

A longer-term development for Wanlockhead would be off-road and mountain biking. The area is easily accessible from the central belt by car, has extensive existing hill tracks for access – and the road to Lowther Hill, which would allow some sort of mechanical uplift – as well as making it easier to cycle uphill compared to hill tracks.

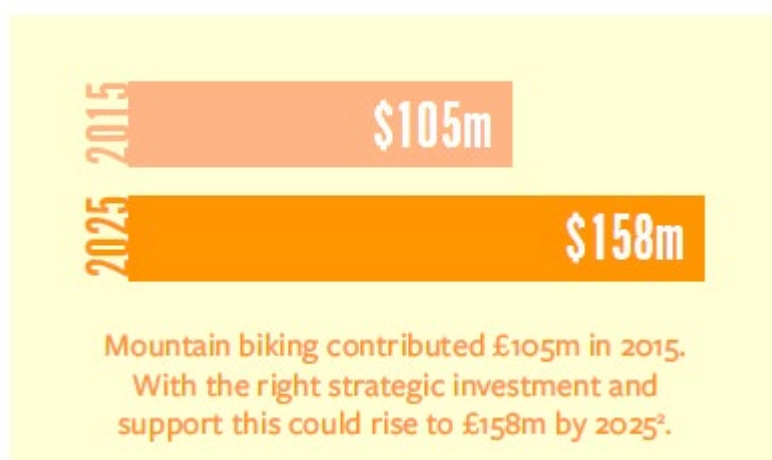
The Scottish Government recently published its Scottish Mountain Biking Strategy for 2019-2025. This includes not just competitive racing and the extreme aspects of the sport, but everyone who cycles off-road in Scotland – whether they do it alone or with friends or family, and whether they are Scottish residents or visitors.

The strategy aims to deliver against three key objectives:

✓ TO INCREASE PARTICIPATION IN MOUNTAIN BIKING

✓ TO ACHIEVE SPORTING SUCCESS

✓ TO INCREASE THE ECONOMIC IMPACT THROUGH TOURISM AND PRODUCT DEVELOPMENT



Wanlockhead is not included in the list of Destinations highlighted in the Strategy. However in a growing and investing sport, with known issues around responsible access, trail building and maintenance, and the growing use of e-bikes, there is an opportunity for Wanlockhead to seek investment in infrastructure and bring another group of adventure tourists as a destination.

12.4. Land management

12.4.1. Forests and Woodland

As noted above, the land has very limited scope for commercial forestry. However WCT are in discussion with the Woodland Trust Scotland for planting a native woodland area in the Mennoch Pass.

The Scottish Government has an ambitious target for the annual establishment of new woodland, with grant funding in place to encourage land-owners and managers to plant their land. Grants for forestry are administered through the SRDP Scottish Forestry Grant Scheme. There is support under eight categories:

- two for the creation of woodland
- six for management of existing woodland

The potential costs and revenues for new planting depend on a variety of factors, but in general terms a new native woodland plantation of 25 hectares would cost around £80,000 to establish, at a net cost after grant of around £5,000 at the end of year 1. Such a scheme would break even in year 2 and go on to provide a cumulative cash surplus after 15 years of £45,000. Larger schemes tend to yield higher cumulative revenue, but are of course more expensive to establish at the outset.

The use of intermediaries such as Forest Carbon <http://www.forestcarbon.co.uk> to part fund the creation of new woodland can increase the income from schemes. The UK Government's Woodland Carbon Code offers carbon credit buyers the assurance that each woodland scheme will deliver the benefits that we say it will, and that that woodland represents genuine new planting.

Compliance with the Code means that buyers can be assured that:

- the right trees have been planted, in the right place;
- the woodlands are responsibly and sustainably managed to the UK Forestry Standard, and are protected in the long term;
- the carbon capture estimates are project specific, based on sound science, and risk adjusted;
- the woodland has been independently audited and verified.

The height above sea level is not such an issue as it is for commercial woodland. Trees for Life has just received significant funding under the Natural and Cultural Heritage Fund, including helping to re-establish montane woodland at land up to 600m above sea level. Montane woodlands are all but extirpated in Scotland, but provide important habitat for wildlife in addition to carbon capture.

Afforestation of some parts of the land purchase could mirror nearby Carrifran Woodland in terms of demonstrating what can be done to restore our barren uplands, helping support wildlife and ecological tourism. This would require extensive work to determine the balance of heather moorland to be retained.

12.4.2. Sporting Uses

Management of grouse moors for ecological as well as economic benefit is a contentious subject – see for example SNH's Review of Sustainable Moorland Management, 2015. However, the shoots on the land around Wanlockhead have not been actively managed for field sports for some years. The main use now is for sheep, which will continue for at least the next five years post – purchase under the proposed agreement with Buccleuch Estates.

In terms of restoring the shoots, this would entail significant financial risk for the shooting tenants. The Land Management background paper prepared by Isleman to support this Social Enterprise Plan notes that:

“The financial viability of offering driven shooting on a lease is doubtful unless potential tenants are very well resourced. It is normally the case that high quality grouse shooting is offered with accommodation in a lodge or hotel of sufficient size and quality to satisfy this clientele. The previous tenants owned a large detached house east of Leadhills where those taking part in shooting on the moors could be comfortably accommodated”.

The Land Management background paper noted that, “Rent levels for the more extensive, low-key sporting operation such as roe deer stalking are more modest: and there would be more limited scope for full time employment and the downstream economic benefits that the servicing and staffing of a major driven shoot can generate. There could however be potential for members of the local community to lease the sporting rights and it might be that packages could be offered with food and accommodation in a local establishment together with the rough shooting”.

Deer populations would require monitoring and managing under such a regime, but a system of licensing would help control the number of deer and also bring in a small additional income to the Trust as it considers its longer term options.

12.4.3. Rewilding and Eco-Tourism

The changing land ownership provides an opportunity for restoration of the heather moorland as part of a carbon capture agenda, also boosting wildlife tourism – which already provides an equal economic benefit to that of field sports.

The Land Management background paper notes that heather moorland is an important ecotype on the Lowther hills, although the quality has been degraded, particularly on the steeply sloping hillsides to either side of the Mennock water and in much of the north end of the estate the heather has given way to acid grassland. Heather is indicative of peat formation, although there is not necessarily a great depth of peat substrate across the hills.

The background paper notes that positive management for wildlife increases the chances that species of interest will be or become resident. Of Scotland's 'big five' the most likely sighting at Wanlockhead is the golden eagle: SNH's commissioned report into golden eagles in the south of Scotland observes that "the most important predictor of potential golden eagle breeding habitat was the extent of moors and heathland... recently occupied golden eagle ranges have experienced significant reductions in potential ranging habitat because of forest expansion... potential ranging habitat lost to golden eagles as a result of wind farm developments..." - the birds are more likely to establish themselves at Wanlockhead if the moors remain unplanted with either trees or wind turbines.

Grants were previously available under the SRDP menu of packages that provide support for land managers: based on the ecological land classification at Wanlockhead packages that may be applied for include (not a complete list):

Grassland Options

[Wader Grazed Grassland](#)

[Hen Harrier Grassland Management](#)

[Species-rich Grassland Management](#)

Upland, Peatland, Moorland and Heath Options

[Away Wintering Sheep](#)

[Moorland Management](#)

[Predator Control](#)

[Summer Hill Grazing of Cattle](#)

Wetland and Bog Options

[Wetland Management](#)

[Lowland Bog Management](#)

[Management of Buffer Areas for Fens and Lowland Bogs](#)

Managing Water Quality and Flood Risk Options

[Management of Floodplains](#)

[Restoring \(Protecting\) River Banks](#)

[Rural Sustainable Drainage Systems – Wetland](#)

Success in SRDP applications depends on a number of factors, but a well-designed package of measures that attract points, including measures that benefit SSSIs on the estate is more likely to be

approved. As noted above, the application under SRDP or its successor would require baseline survey data to back up the actions proposed. Support payments under the various packages are designed to provide varying proportions of the costs involved.

Deer control, cessation of muirburn, and potentially the eventual removal of sheep would in any case change the vegetation present in the land management area. There is a medium to long term opportunity for the Trust to ingather impact investment funds to help support this ecological restoration.

The Land Management Feasibility Study concludes that, "Wildlife tourism perhaps does not yet present a major employment or business opportunity for Wanlockhead, but with informed stewardship and enthusiasm, potential is there for the future. Creating and working towards realising long term objectives is an important role of the land owner...it is important in doing so to be sensitive to the needs and concerns of those who will be affected by those choices. It should not be forgotten that the shepherds and gamekeepers have developed skills and understanding."

Part 5. Implementing the Social Enterprise Plan

13. Economics of the Social Enterprise

13.1. Operational Income and Expenditure

The key issue for Trusts taking over development assets is being able to cover the core costs in addition to new development projects.

An overall 5-year financial projection for the Estate's Integrated Development Strategy, based on the costed options contained in this Social Enterprise Plan, is provided in Appendix B. A brief summary of the proposals in terms of costs and income is presented below.

Figure xv. Income and expenditure first 5 years

	Year 1	Year 2	Year 3	Year 4	Year 5
Income from trading	13,800	17,040	41,823	43,614	77,745
Charitable activity income:	6,450	9,450	11,450	11,450	11,450
Revenue grants - SLF	20,750	21,110			
Revenue grants - other	6,000	6,000	12,000	12,000	
Total income	47,000	53,600	65,273	67,064	89,195
Direct costs of trading	-	3,608	19,100	20,055	36,775
Charitable activity costs	42,145	43,865	45,099	45,848	46,613
Total costs	42,145	47,473	64,199	65,903	83,387
Net surplus / (deficit)	4,855	6,127	1,074	1,161	5,808

The financial plan is dependent on investments and developments which will generate future income. It is assumed here that these funds can be accessed through grants, which in itself will require significant time and effort.

WCT's proposed land asset has existing income streams from the gold panning, from the Hass Cottage rental and from wayleaves and licenses, but these are not sufficient to support a development officer to help access and deliver development funding and projects. Income generating assets related to heritage are largely in the control of other charitable institutions. The Trust's focus must therefore be on developing and growing the visitor economy to support other ongoing efforts, bringing employment and jobs into the area and securing those that are already there.

While windfarm funds are available at £27,000 per year for all Wanlockhead projects, this will not be sufficient to provide all of the funding for the capital expenditure, and funding will have to be sought elsewhere.

13.2. Estimated Capital / Development Funding Requirements

This table pulls together the total development capital to help realize the funding streams above, based on the discussions for each priority project.

Figure xvi. Capital investment requirements first 5 years

	Year 1	Year 2	Year 3	Year 4	Total
Marketing strategy	15,000				15,000
Land management strategy	20,000				20,000
Paths signposting and leaflets	6,000				6,000
Wild camping	10,000				10,000
Campsite		100,000			100,000
Glamping pods				81,000	81,000
Total net	51,000	100,000	-	81,000	232,000
VAT	10,200	20,000	0	16,200	46,400
Total cost	61,200	120,000	-	97,200	278,400

The total development cost of around £232,000 plus VAT of £46,400 totalling £278,400 may seem a significant amount. This needs to be put in the context of other asset-purchasing groups which are attempting to raise seven-figure sums for large building projects. The Trust can function at a minimal level on a part time project officer without this income, but it would not be able to deliver on the potential of community land management.

14. Wanlockhead Community Trust's Development Roles

There are core administrative functions associated with land ownership that will fall naturally within the remit of the Trust; for example, administration of rents, applications for boundary changes, etc. Beyond that, there is a balance to be struck between the Trust providing leadership for development initiatives and taking a secondary role when other community organisations or groups are more appropriately placed to lead on particular initiatives.

For reasons of capacity, function, expertise and local sensitivity it will be imprudent and impractical for the Trust to lead on all development projects proposed within the community. This is especially important when there are other community organisations in the village providing valuable functions and/or services or leading on specific developments. It is also important in circumstances where particular initiatives might be more appropriately led by private businesses within the community or by public sector organisations. These opportunities have been highlighted in the text of this Plan.

The Social Enterprise Plan has identified several distinct but related development roles for the Trust to play as the Community Landlord of the Land. These include *direct delivery*; *partnership*; and *enabling*.

The **direct delivery** role relates to situations where the Trust will take the lead role in developing and implementing projects because it is either appropriately or uniquely placed to do so. Such situations may be assessed against criteria such as:

- The project's **strategic scope** for income generation for community investment;
- The Community Trust's **eligibility** to attract external funding to develop the project;
- The Community Trust's **capacity** to manage the project.

The **partnership** role relates to projects that the Community Trust will deliver in collaboration with external public or private sector organisations, other Community Trusts or existing community organisations in Wanlockhead.

A great deal of local development and services provision generally is undertaken through partnership. Therefore, it is anticipated that much of the Trust's future development work will involve this role. One overarching driver for such an approach will be the desirability of adding value by pooling resources and expertise with other organisations to manage projects or deliver services of benefit to the community.

The **enabling** role relates to projects of varying scale that may be developed and managed by private businesses or other community organisations within the Estate. In these circumstances the Trust will not necessarily have direct project involvement. Instead, it may provide advice, advocacy or other resources to help enable projects to progress; or where its activities indirectly support these services.

It is important to note that none of these roles are cast in stone. Circumstances in which the Trust adopts particular roles will depend on the context of specific projects. In some situations it may be more appropriate to take a partnership as opposed to an enabling or direct delivery role.

15. Board Capacity Building

WCT's Board has a range of technical, financial and project management skills that will be important to draw on, prior to and after the land coming into community ownership. A Skills Audit has been undertaken in conjunction with this Social Enterprise Plan, and skills identified which will be required to support the work of the WCT to deliver its ambitions.

16. Legal Structures

Wanlockhead Community Trust (SC552191) was incorporated on 8 December 2016 and is a Company Limited by Guarantee. This is an entirely suitable vehicle for taking forward the purchase of the land at Wanlockhead. The organisational structure and legal position should periodically be reviewed as the company develops and its circumstances change to ensure that the structure remains appropriate for its activities and ambitions.

WCT is pursuing becoming a charity with support from the Third Sector -Dumfries. This will help with obtaining funding where only charities qualify.

It is suggested that trading activities are undertaken by a separate trading company to reduce the level of risk to the land assets held in the Trust from any trading activities that generate legal or financial liabilities. The separate trading subsidiary will protect the Trust and its land from claims against the trading operations; it will also ensure that the Trust does not breach charitable limits relating to non-primary purpose or ancillary trading.

The other advantage of this structure is that the Trust can take advantage of charitable exemptions on fundraising events, accept any donations, and apply for income for the infrastructure.

Furthermore having the income in two separate bodies means that for the first 5 years neither the

Trust nor the Charity will reach VAT registration thresholds, which for these bodies would mean a loss of 20% of income with very little offset.

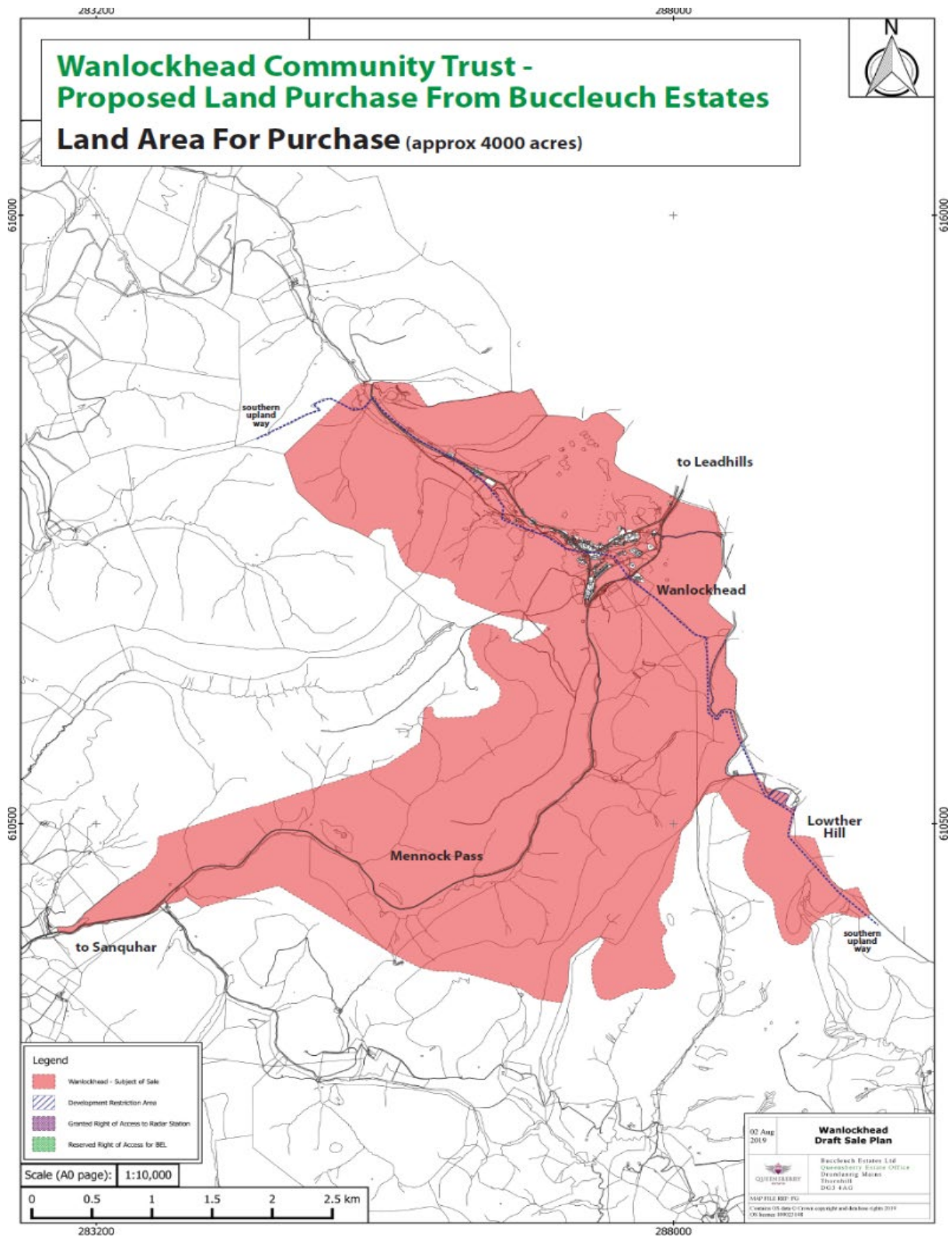
17. Risk Management

There are a number of potential risk factors associated with purchase and management of the Estate. An assessment of these factors, their potential impacts and mitigation strategies are contained below.

Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
Unable to secure funding for first 3-5 years	Medium	High	<ul style="list-style-type: none"> Unable to progress with proposals as currently stands 	<ul style="list-style-type: none"> Early discussions with key potential funders Approach more funders than may be necessary to spread risk Delay initial proposals, with trust having part-time support only
Delay in securing funding for first 3-5 years	Medium	High	<ul style="list-style-type: none"> Unable to recruit staff within timescale. Will affect proposed budgets and ability to deliver on original targets 	<ul style="list-style-type: none"> Submit applications/ proposals at earliest opportunity Greater activity undertaken by voluntary directors Develop fall back plans in order to meet key deadlines
Community concerns over viability	Medium	Medium	<ul style="list-style-type: none"> Reduced credibility for Trust in community 	<ul style="list-style-type: none"> Co-ordinated communications campaign and ongoing consultation
Inability to secure high calibre staff / recruit within planned timescale	Medium	High	<ul style="list-style-type: none"> May impact on development initiatives required to meet aims 	<ul style="list-style-type: none"> Use networks and contacts to encourage applications Offer flexibility in contract – employed or self-employed Use contacts with existing community landowners with known expertise to support development staff resources
Lack of local support for income generating activities	Low	High	<ul style="list-style-type: none"> Reduces credibility of WCT as community landlord 	<ul style="list-style-type: none"> Ongoing engagement with local community on activities Deliver “quick wins” on problem issues – boundaries, wild camping, path signage, – to demonstrate purpose

Risk Factor	Likelihood	Scale of Impact	Description of Impact	Mitigation
				and deliverability
Erosion of support from partner organisations	Low	High	<ul style="list-style-type: none"> Inability to deliver identified benefits Loss of local credibility and support will impact on fundraising and other activities 	<ul style="list-style-type: none"> Continue to work closely and ensure benefits accrue to all parties
Lack of skills/ capacity to deliver	Medium	High	<ul style="list-style-type: none"> Inability to manage lan Loss of credibility in community Inability to access development funding 	<ul style="list-style-type: none"> Mentoring Recruitment of new directors Training for Directors and Others Use of Working Groups to draw in wider talent pool
Volunteer fatigue means reduced ability to deliver	Medium	Medium	<ul style="list-style-type: none"> Inability to achieve self---financing land asset able to deliver wider community benefits 	<ul style="list-style-type: none"> Aim to secure higher numbers of volunteers via Working Groups to spread workload Recruitment of staff for key activities should reduce overall workload

Appendix A Land Buyout Area



Appendix B Detailed financial projections

Operating Income and Expenditure		Year 1	Year 2	Year 3	Year 4	Year 5
Trading Income:	Wild camping		3,240	3,240	3,402	3,572
	Camping and caravanning			24,003	25,203	26,463
	Glamping					32,250
	Gold panning activity	7,800	7,800	8,580	9,009	9,459
	Other licenses	6,000	6,000	6,000	6,000	6,000
	Total trading income	13,800	17,040	41,823	43,614	77,745
Charitable activity income:	Hass Cottage rental	6,450	6,450	6,450	6,450	6,450
	Fundraising Events		3,000	5,000	5,000	5,000
	Total charitable income	6,450	9,450	11,450	11,450	11,450
Grant income:	Scottish Land Fund	20,750	21,110			
	Windfarm funding	6,000	6,000	12,000	12,000	
	Total income	47,000	53,600	65,273	67,064	89,195
Trading direct costs:	Wild camping		3,608	3,608	3,788	3,978
	Camping and caravanning			15,492	16,267	17,080
	Glamping					15,717
		-	3,608	19,100	20,055	36,775
Charitable activity costs:	Development officer	36,000	36,720	37,454	38,203	38,968
	Office costs & fees	5,000	5,000	5,000	5,000	5,000
	Hass Cottage maintenance	645	645	645	645	645
	Training	500	500	500	500	500
	Events costs		1,000	1,500	1,500	1,500
		42,145	43,865	45,099	45,848	46,613
	Total costs	42,145	47,473	64,199	65,903	83,387
	Net surplus / deficit	4,855	6,127	1,074	1,161	5,808