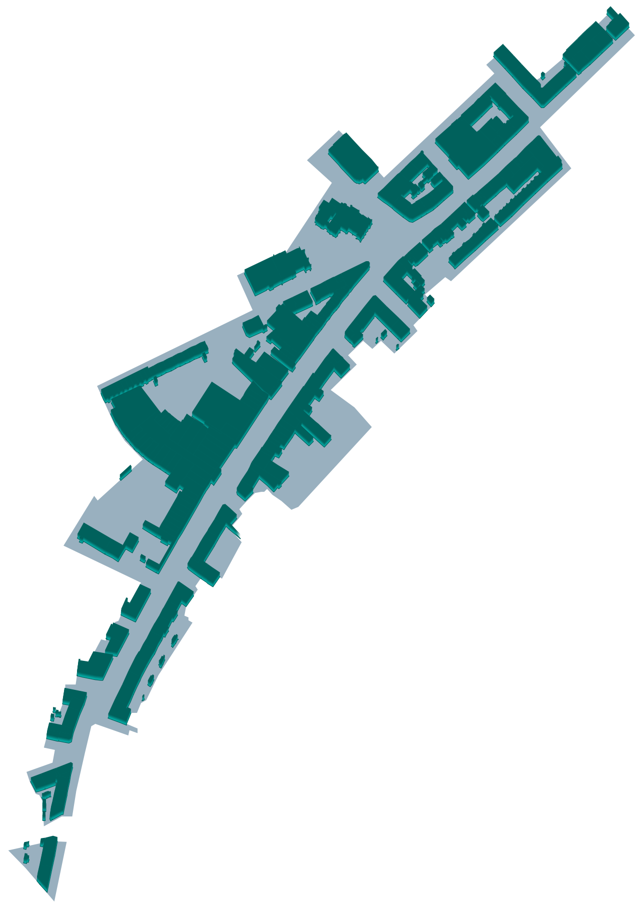
SHAWLANDS

TOWN CENTRE ACTION PLAN



Glasgow CITY COUNCIL

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....***Enlightening a new future for Shawlands***....

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YMC
CHICCHI
italian snack bar • pasta • salads • panini • coffee

"Shawlands is a unique place in Glasgow. To develop as a destination Town Centre however, it needs to unlock the potential of its many attractions, from its key buildings, its spaces, its restaurants, nightlife and the Queen's Park.

To restore Shawlands as the heart of the Southside, it is vital for business, customers and public agencies to work together. The Draft Town Centre Action Plan opens the debate by setting out the Council's analysis and ideas for taking it forward. I invite you to join me in seeking a long term sustainable future for this important place"

Councillor Archie Graham, Chairperson of the Shawlands Town Centre Steering Group


CAFFE
PIZZERIA
JARDIN DE PARIS
LA PICHOLINE
SAFFRON LOUNGE
THE MINT SOURCE
LA TARTE TROPEZIENNE
LA TARTE TROPEZIENNE
SHOP MAISON BERTAUX
MAISON BERTAUX
Est 1871 Celebrated Tea Rooms Patisserie Française
PRIMARK
MARTIN FLETCHER OPTICIANS
Deli 1901
BELLA NAPOLI
Brooklyn Cafe
YMC
CHICCHI
italian snack bar • pasta • salads • panini • coffee

Shawlands Town Centre is the heart of South Glasgow and supports an immediate catchment of over 21,000 people. In its wider setting it has the potential to :-

- Provide a focus for development emerging in response to the M74 extension
- Act as a hub for the new Pollokshaws and
- Become a destination venue supporting the leisure and cultural activities of Hampden and Pollok Park

Official opening of the M74 Extension

Shawlands also plays an important role in the City's wider Economic Strategy although its own economic performance is at a historically low level, with shopkeepers and owners reluctant to invest as business has become more challenging. Evidence of this can be seen in the general upsurge in charity shops, 'business churn', rate of business failure, and an increasing number of vacant and hard to let properties within the centre. This has led to a spiral of decline in Shawlands compounded in the past 20 years by a range of further factors which include:-

- National changes in consumer and retailer demand
- Increased demand for larger modern units along with the growth in internet shopping
- The introduction of the M77 and Glasgow Southern Orbital
- Increased competition from the City Centre, Silverburn and Braehead
- Competition from the Glasgow southern suburbs of Giffnock, Clarkston, Newton Mearns and East Kilbride
- A perception by customers of a poor offering particularly from Shawlands Arcade
- The percieved lack of investment in public realm in comparison with competitor centres
- The decline in quality on offer
- In terms of the evening economy, according to some businesses, variations in licensing regulation, cut price alcohol from supermarkets and the growth in home entertaining

Braehead Shopping Centre

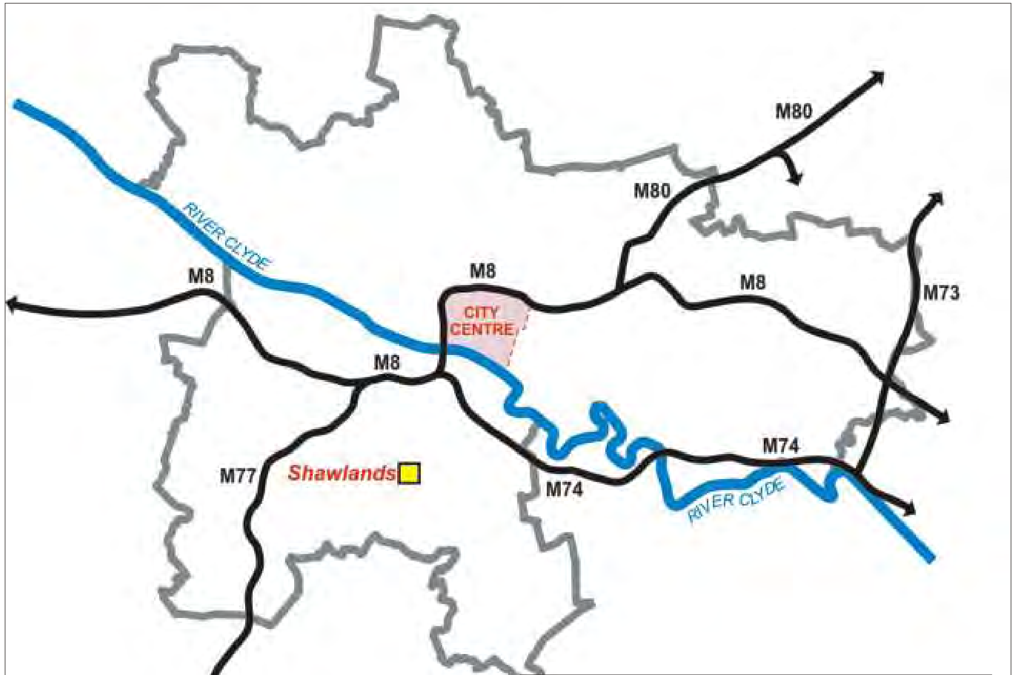
As a consequence, there has been a growing tendency for customers, particularly the more affluent and mobile, to choose to use alternative retail destinations. Accordingly Shawland's ability to provide premium and higher margin products and services has been gradually eroded.

The Centre Action Plan is a spatial strategy seeking to promote development which achieves a better balance between the needs of customers, the needs of local businesses and the need to ensure that Shawlands is a desirable place, within which people can choose to live and invest.

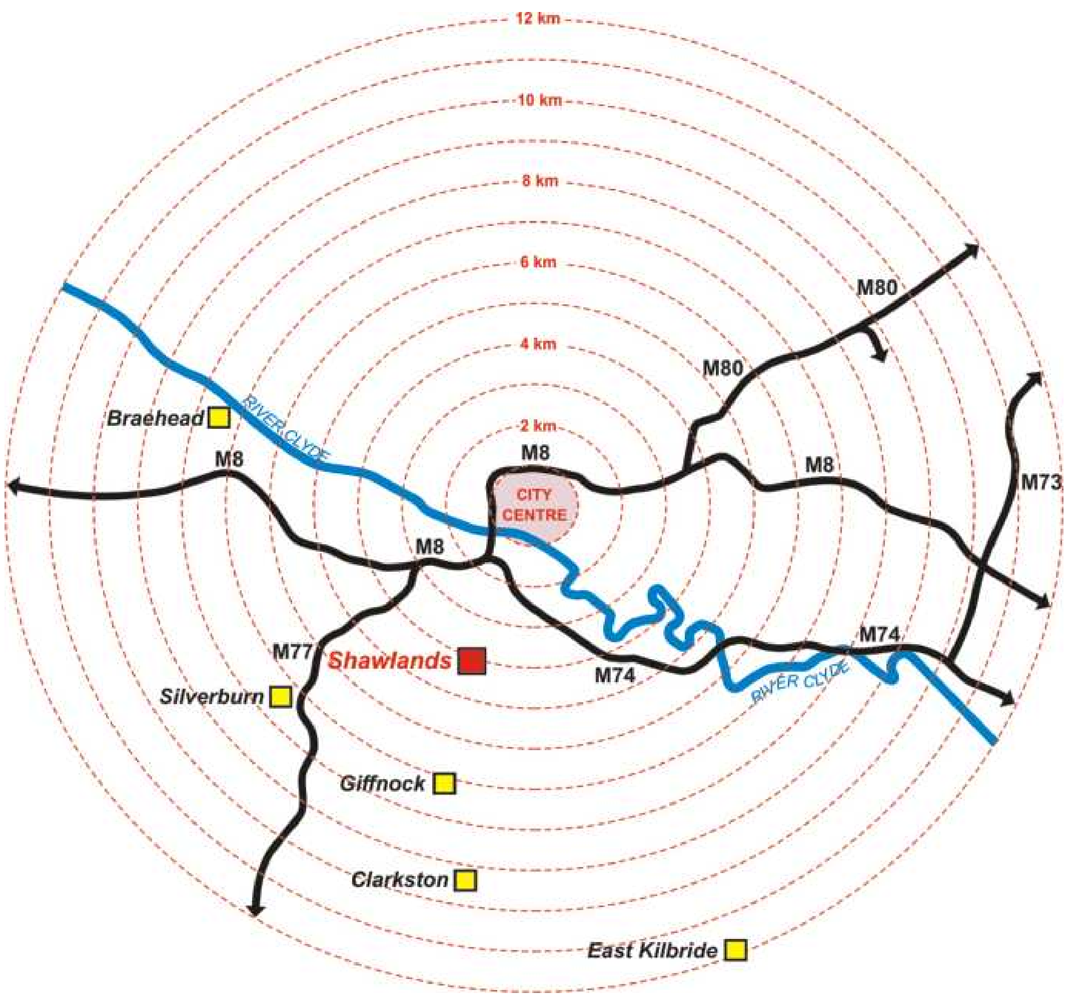
The Plan addresses economic issues, place-making issues and urban management issues. The Plan proposes specific ways in which the Town Centre can be turned around and repositioned to become a successful, thriving city destination. The Plan also recommends a number of improvements to public spaces, streets, buildings and the key role played by local business and institutions, schools and churches.

In preparing the Plan, the Council will:-

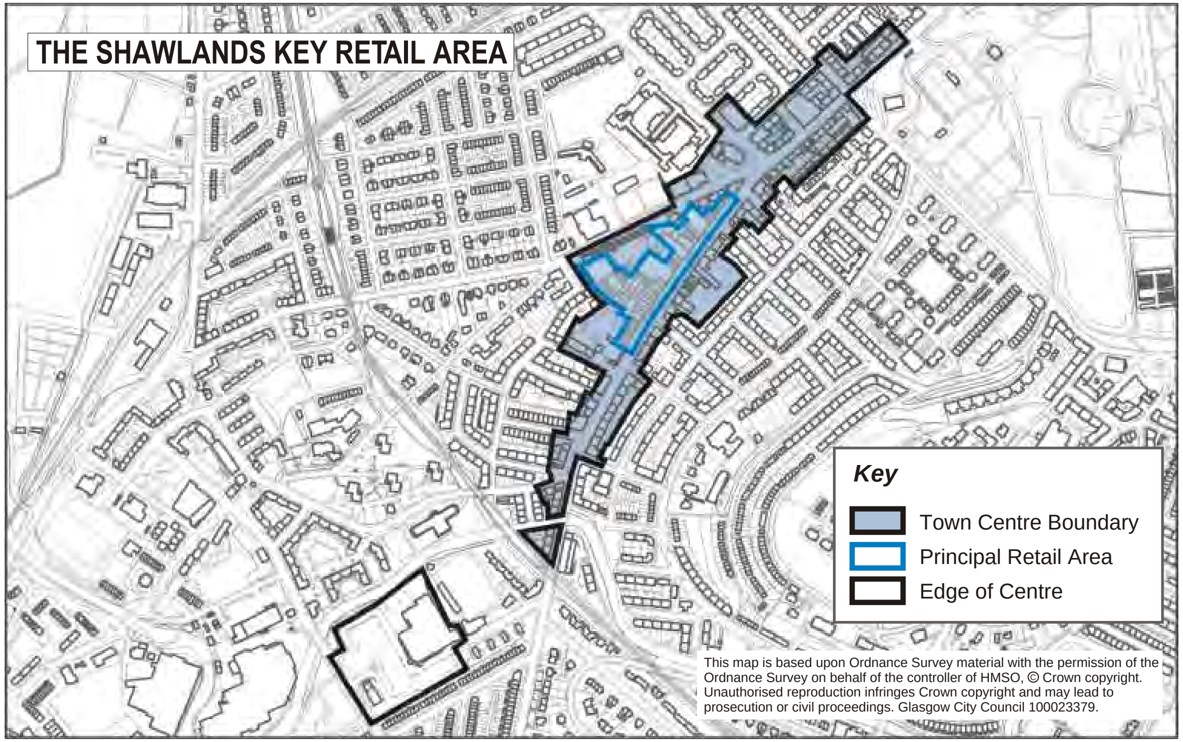
- Use tried and tested best practice in place-making developed from other centres
- Aim to nurture Shawlands as a destination centre
- Consider the Town Centre holistically as a single "business"
- Focus on niche, clustered, distinctive, quality services



SHAWLANDS IN THE CITY CONTEXT



SHAWLANDS AND ITS KEY COMPETITION



The Council's Vision for Shawlands is by 2014:

To re-establish Shawlands as the Heart of the Southside, by balancing the needs of place, people, businesses and sustainable living!

"A high Street is really

the heart of a town.

It's not just a market place,

but a meeting place"

Mary Portas - Queen of Shops

1.0 INTRODUCTION

1.1 WHY PREPARE A CENTRE ACTION PLAN?

1.1.1 In 2008 the **Scottish Government**, commissioned the Institute for Retail Studies of the University of Stirling to provide a literature review of town centre and local high street regeneration policies.

The key finding of this research was that to be healthy, a town centre needed to be:-

- Well Connected
- Convivial
- Competitive
- A place which provided a good retail mix and a coordinated development strategy

Although Shawlands Town Centre is relatively well connected into and from Glasgow City Centre, it has been bypassed by the M77, its stations are positioned on its periphery, and east/west bus journeys are both difficult and infrequent. As such, many of its customers do not use public transport to access the centre but rather walk or use a car.

Faced with a lack of an anchor attraction and difficulty in parking, it is no longer a place many customers feel is sufficiently appealing, in comparison with other town centres, to make the effort to visit. Given that it also no longer has a competitive retail mix or a co-ordinated strategy in place, **Shawlands therefore fails to meet the Scottish Government's definition of a 'Healthy Town Centre'.**

If Shawlands Town Centre continues to decline, then over time, the Council believes this will begin to seriously undermine the wider Southside community as a destination which attracts residents, customers and investment. In terms of the city's wider economic strategy, a continued decline, if unchecked, could potentially damage the appeal of an entire quarter of the City as a place that attracts people with the range of skills the city needs to compete in a global market.

The Council is therefore preparing this Town Centre Action Plan to prevent further decline, to protect and develop jobs and skills, and to avoid a long term and much more significant problem of 'Social Exclusion'.

1.1.2 What evidence is there for Shawlands decline?

There are many reasons why Shawlands has declined, however the key evidence for this can be seen in:-

- The general upsurge in charity shops
- More Pound Shops
- A tired public realm with increased graffitti
- More evidence of poverty on the streets, begging, smoking, alcohol and general anti-social behaviour
- An increasingly poor state of repair in units and upper floors
- Increased frequency of businesses opening, failing, then closing quickly (business churn)
- The fact some retail units have been on the market for a number of years
- Lower respect for the environment among customers, residents and retaillers with many happy to allow or contribute towards litter on the street, dumping, badly designed shop fronts and poor visual merchandising (eg; cluttered pavement and window displays and dayglow posters)
- A divergence in the rental values between what a retail unit can command in Shawlands relative to similar areas in the city together with greater flexibility on rental deals

1.1.3 Why are shoppers not visiting Shawlands?

The Shawlands Catchment Area has been eroded over a 20 year period by a complex range of factors and has lost many previous customers who were “loyal” to the “natural” centre of their community.

These factors include:-

- The introduction of the M77 and Glasgow Southern Orbital which has enabled customers to by pass Shawlands and reach the city centre more quickly
- More catchment area customers (currently 56%) have access to more than one car and now have more shopping choices
- Households are now typically working longer hours or shop closer to their places of work
- The arrival of the internet enables people to shop from home, or indeed anywhere 24/7
- National changes in consumer and retailer demand result in people shopping more frequently for comparison goods and (more 'affluent' customers doing convenience shopping (food) on a weekly or fortnightly basis
- The emergence of 'fast fashion', a trend where the consumers purchase on impulse rather than “choose once and choose carefully”
- Customers now prefer to use larger shops as they can find more choice and value for money

- More competition now exists from the City Centre, Silverburn, Braehead and East Kilbride with the city centre becoming stronger as a leisure and retail destination

- Giffnock, Clarkston, and Newton Mearns now provide a stronger Niche offering, convenience retail and evening economy, thus attracting a greater share of the 'affluent' customer base which previously would have chosen Shawlands

- The growth in evening, Sunday and all weather shopping

- A perception of a lack of investment in public realm and lack of local incentives such as free parking, loyalty schemes

Retail competition

- A step change in the way Shawlands Town Centre is perceived. This is reflected in the fact that of the **20, 990** residents in the catchment population, only **3000** consider Shawlands to be their main centre, with the majority now citing Silverburn and the City centre as their regular "centre"

- In terms of the evening economy, according to some businesses, variations in licensing legislation across the City coupled with alcohol being available more cheaply through supermarkets and the growth in home entertaining, have all undermined the success of Shawlands Town Centre

1.2 WHAT WILL THE CENTRE ACTION PLAN DO?

Despite its loss of customers and decline, the Council believes Shawlands Town Centre continues to have significant potential. There is considerable evidence of similar town centres turning themselves around although. This will not happen over night and will require coordination, targeted investment, clearer policy and vision.

The Centre Action Plan sets out preferred options, informs stakeholders and identifies a set of levers to enable Shawlands to reverse its decline. The Plan is being developed in partnership with the members of the Shawlands Town Centre Steering Group set up in response to requests by businesses and the community in 2008.

The Steering Group consists of:-

- All political representatives for the community (Cross Party Support)
- Council Services
- Glasgow Regeneration Agency
- Shawlands Business Association (which was constituted in March 2011)
- AWG, the owners of Shawlands Arcade
- Shawlands and Strathbungo Community CounciL

In beginning to tackle the issues, the Steering Group recognised early that:-

- Failure by business and public agencies to act would lead the centre to further decline and leave it vulnerable to retail development around its periphery.
- Greater coordination and an Action Plan was needed to help Shawlands Town Centre to ensure it did not miss out on attracting future improvement funding and support

This concern about 'missing out' on resources was brought home forcefully to the Council when in Spring 2009 the Scottish Government announced a £60 M Town Centre Regeneration Fund.

In spite of submitting a bid for £780,000 and securing 100% match funding from the private sector, the Council's application was refused. In evaluating the bid, the Council considered its lack of success was a direct result of not having had a fully detailled action plan in place, strong enough evidence and the fact that within the short time scale, all stakeholders were not fully organised to provide support or lobby.

Although funding is extremely restricted at present, the Council believes with respect to Shawlands and other important centres, it should always be in a continual 'bid ready' position and better prepared to target funding opportunities in future.

1.3 WHAT HAS THE COUNCIL DONE SO FAR

Since 2008, the Council and its Steering Group partners has embarked on a series of early interventions to develop the centre and inform the final Plan:-

1.3.1 Research & Evidence

The Council has commissioned the following pieces of research:-

- The **Shawlands Customer Survey** available online and published by DRS in April 10 - (see Appendix Ch 6.)
- An independent **Shawlands Retail Study** by Ekos/Ironside Farrar completed December 2010 - (see 3.3 P45)

Shawlands Customer Survey

- **Shawlands Town Centre Healthcheck** Completed by the Council in April 10 (see 3.4)

1.3.2 Creative Capacity in the Community

The council has contributed resources to:-

- Developing the **Shawlands School Gate Project** as a catalyst for bringing the school, community, businesses and young learners together in conjunction with the Curriculum for Excellence (see Appendix Ch6)
- Supporting the **MARL Arts Project** at the Shed and **Southside Festival**
- Setting up the **Shawlands Business Association** in March 2011 (see Appendix Ch6)

1.3.3 Short Term Actions

In addition, the Council:-

- Provided planning support for repainting of the Granary frontage and approved signage for a potential new cinema at the Cell
- Encouraged the owners of the Shawlands Arcade, AWG to introduce a Friday market and car park improvements
- Supported the installation of CCTV Security Cameras within the town centre
- Proposed with GHA, a new family orientated urban village in Pollokshaws adjacent to Shawlands (for weblink address see Appendix CH6)

"Who's your City?"

"Finding the right place is as important as, if not more important than finding the right job or partner because it makes everything else possible"

Richard Florida - leading US Urbanist

2.0 STRATEGIC OVERVIEW

2.1 KEY DRIVERS

The Council recognises that spatial development strategies play an important role in making successful spaces and places. Through the Centre Action Plan, the Council will seek to strike a balance between spatial priorities and other potentially competing priorities such as economic development and place management issues.

The key driver in this Centre Action Plan is however the need to ensure that Shawlands remains a successful place for business. As a "town centre" the Council believe Shawlands has an important role in the Council's Economic Strategy. The **'Step *Change for Glasgow - Glasgow's Ten Year Economic Strategy"*** (see Appendix CH6) was published by the Council and Scottish Enterprise Glasgow in 2007. The "Step Change…." strategy sets out a vision for Glasgow as a world class city which will be strong, wealthy, skilled, safe and healthy, a city which helps and encourages its citizens to play a real part in its life and enables their full potential.

Glasgow's Ten Year Economic Strategy

To achieve this, the city needs to compete against other cities within the UK and Europe by trying to move up the "value chain", share its prosperity and develop a strong economic and physical environment. A core aspect of achieving this vision is to support and develop attractive, resilient and distinctive town centres at the heart of liveable communities.

To contribute effectively to the city's Economic Strategy, the Shawlands Centre Action Plan (CAP) will seek to get the basics of place making right by creating a high quality, sustainable local neighbourhood, whilst also considering Shawlands as a "business".

2.1.1 Glasgow and Clyde Valley Strategic Development Plan (Ch6)

In preparing this Action Plan the Council also needs to set it within a context of wider spatial strategies. The Glasgow and Clyde Valley Strategic Development Plan (SDP) 2011 state its **VISION FOR THE CITY REGION**

"…as one of the most dynamic, economically competitive and socially cohensive city regions in Europe. A city region which propers and through effective public and private sector partnership working at all levels, includes all of its people in its success. A place of quality where people choose to live."

The Action Plan is also set within the city's "Key Drivers for Change" defined in the SDP.

- **Sustainable economic growth and development**
- **Climate change mitigation**
- **Environmental legislation**
- **Population and health**
- **Scottish Government policy**
- **Public Expenditure**

2.1.2 Glasgow City Plan

The Action Plan is intended to provide supplementary guidance to the Glasgow City Plan, helping guide the location, scale and quality of development and inform decisions on planning applications. It is intended to tackle the growing concerns about climate change, the health of residents and improve the quality of the physical environment and life of people living and working in the City.

City Plan 2

The Shawlands Town Centre Action Plan therefore supports the over-arching land use, environmental and social renewal issues facing the City, under the four broad, city-wide themes of 'People', 'Jobs', 'Environment' and 'Infrastructure' and the new Glasgow Local Development Plan (post 2014) by:-

- **Helping create a successful, sustainable and attractive place which offers a broad range of housing to assist in stabilising Glasgow's population and maintaining and attracting families**
- **Building on Glasgow's distinctive qualities, and helping develop an internationally competitive economy that provides good-quality sustainable work opportunities for all city residents**
- **Protecting and improving Glasgow's environment and the image, particularly through the improvement in the quality of its public spaces**
- **Reducing the need to travel, promoting development and maintaining key town centres and cultural facilities**

2.1.3 Glasgow Community Plan

Glasgow Community Planning is a partnership between a range of agencies including Glasgow City Council, Strathclyde Fire & Rescue, NHS Greater Glasgow and Clyde, Strathclyde Police, GHA and Glasgow Chamber of Commerce and is intended to improve coordination in addressing local issues.

Coordination is achieved via the Glasgow Community Plan which sets out the Partnership's vision for Glasgow under a Single Outcome Agreement. This describes a range of strategic objectives within a set of key themes for the City.

These themes are a:-

- Working Glasgow
- Learning Glasgow
- Vibrant Glasgow
- Healthy Glasgow
- Safe Glasgow

In Shawlands, the Town Centre Action Plan is intended to make Glasgow more competitive and attract more businesses, jobs and people with experience and skills to help grow the local economy. It seeks to assist residents to share in opportunities that arise by improving access to work.

The Town Centre Action Plan seeks to improve learning opportunities within the local area and secure existing and high quality jobs for the wider City. It is intended to improve population health by encouraging residents to adopt healthier, more active lifestyles and to create an attractive, safer local environment.

In contributing to the Community Plan, Shawlands Town Centre Action Plan intends to help make Shawlands a good place to be in terms of housing, transport, environment and attractions and to promote a community where the town centre becomes the hub around which residents feel more socially connected through the arts, culture, sport and leisure, learning, spaces and meeting their daily needs.

2.1.4 A Vision for Shawlands

The Council will therefore translate this broader strategic policy context into local action through the Shawlands Centre Action Plan and will aim to re-position Shawlands as the “Heart of the Southside” by:-

- **Developing it as a centre which enables customers to become socially reconnected**
- **Developing its cohesion and sense of community**
- **Promoting the town centre as the 'heart of a community' where those with the skills and talents to help develop Glasgow's economy, would choose to live and remain as long term city residents**
- **Creating a Town Centre where the National Government's idea of 'The Big Society' can actually be explored and tested**

In preparing the Action Plan the Council consider it important to establish what is Unique and Distinctive about Shawlands Town Centre. In marketing, this is known as defining its Unique Selling Point or USP. By doing this, it will enable the Council and businesses to consider why the centre attracts customers, what distinguishes it from its competitors and what elements could potentially be developed.

Through the Plan, the Council also wish to promote the following strategic objectives:-

- **Develop a place that serves the needs of both poor and affluent, young and old and those from different cultures**
- **Extend the enjoyment of Shawlands into the evening; create more foot fall throughout the week and during the day**
- **Create an urban environment that encourages residents and visitors to seek a more balanced lifestyle by walking and cycling more, meeting friends, neighbours and sharing ideas in a common space**

It is this thinking which is embodied in the Council's vision of:-

Shawlands as the Heart of the Southside, by balancing the needs of place, people, businesses and sustainable living!

2.1.5 Delivering the Plan and the Vision

With a long term and effective spatial and business development strategy, the Council believes Shawlands can succeed in its role of supporting the city's wider economic strategy. To achieve the vision however, the Shawlands Town Centre Action Plan needs to secure a better environment and improve Shawlands" High Street "for businesses, jobs, local entrepreneurs and as a place with customer appeal.

This will require stakeholders to work together and take a wider approach, by for example regularly assessing the Shawlands catchment, ways of winning back lost business and building and maintaining its quality as a residential neighbourhood. In combining place making, economic development, and addressing issues of resilience and long term sustainability, the Centre Action Plan will create a framework which will ensure that Shawlands Town Centre continues to:-

- **Be well connected to the city's infrastructure**
- **Attract people with the range of skills and talent needed for a thriving city economy**
- **Provide opportunities for learning**
- **Connect communities with one another to innovate, share ideas and play an active role in driving forward both the local and the wider economy**

The CAP will also achieve this by creating a spatial framework which considers and explores each of the following themes:-

- **Shawlands as a Business**
- **Shawlands for People**
- **Shawlands as a City Space**
- **Shawlands as a Sustainable Community**

2.2 SHAWLANDS AS A BUSINESS

The Council's approach to Shawlands Town Centre is to consider it as if it was a single business community in its own right. As the future of Shawlands no longer rests with a single community of interest, to deliver a successful Action Plan, therefore, the Council believes all the communities of interest need to find a way of working together.

The Council intends to achieve this by delivering the Action Plan on the basis of the **4 P's of Marketing** (**PRODUCT, PLACE, PRICE and PROMOTION),** which was introduced in the Shawlands Customer Survey. This will be analysed further in Chapter 3 along with other relevant research, including the Shawlands Retail Study, the Shawlands Town Centre Health Check and Shawlands Place Positioning Study prepared by Ekos/Ironside Farrar and Glasgow City Council.

A successful Shawlands also needs to be about **PEOPLE.** The approach the Action Plan has taken towards this is to consider such interaction under the **4C's of Marketing** (*Ch6.)

2.2.1 The **4C's of Marketing**, **COMMUNITY, CO-CREATION, CUSTOMISATION AND CONVERSATION** are business marketing concepts which focus on people engaging, sharing and collaborating to broaden and strengthen their "community of interest".

2.2.2 COMMUNITY; This is a concept which promotes the idea that people should not simply consider themselves as customers going shopping but rather part of a wider business and customer community, exchanging news, information and feedback with one another. " 4Cs supports the idea of "Face Book networks", customer focus groups, fun, connectedness and loyalty.

Similarly, with a highly developed and coordinated community of businesses, it unlocks the potential for Councils and Economic Development Agencies to assist those businesses that are growing, which are unique and have the potential to become a valuable economic "resource." In other words the idea that through a supportive customer and local town centre environment, Glasgow might eventually grow its own global 'Starbucks or 'Virgin' brands (both of which started from a single retail outlet).

2.2.3 CO-CREATION: This is explained as taking a collaborative approach. That is, people and businesses working together and developing new products and services to meet the areas needs. Examples of this are the Peoples Supermarket, villages which run their own post office or at the other end of the scale, the way Microsoft develops products with its customers.

It is exemplified in Shawlands for example by the Shed which has worked with active residents to develop an arts hub, a film festival, vintage events and with others the Southside Festival. These Shawlands attractions which, a few years ago, did not exist, now help bring like minds and a network of passionate volunteers together to build local capacity, footfall, business and ideas.

2.2.4 CUSTOMISATION: This is the marketing concept that promotes the notion 'every customer is unique' and businesses should strive to provide bespoke solutions for their needs. For example, a customer could buy mass market clothing item and make their look bespoke by combining it with vintage accessories.

It is what BMW Mini seeks to achieve with its cars by providing unlimited design permutations. Customisation can also create "uniqueness of place" by specialising, creating a range of unique selling points and developing focussed attractions for special customer groups. i.e.; in essence Shawlands Town Centre should ideally strive to sell the things "you can't easily get anywhere else: - books, gifts, music, food clothes, collectables etc.

2.2.5 CONVERSATION: This is about customer dialogue in all its forms. Importantly it is about talking, paying attention to customer needs, listening and responding to these now and in the future. It is about setting up systems such as customer feedback cards, mystery shoppers, active listening, and simply talking to the customers to find out what exactly they want.

2.2.6 SUMMARY

The Shawlands business community presents a wide range of talents and skills which if organised well, can achieve the long term change needed in the town centre.

Although the Shawlands Business Association (see Appendix Ch6) was only established in March 2011 it has already launched local initiatives such as "Just One Thing" which invites business and customers to do one small but positive thing for the town centre. The Association has also set up a series of working groups to investigate key issues of concern, such as rates, parking and lack of public toilets. Whilst it is early days, the Council believes a foundation now exists for the SBA to potentially market Shawlands as a brand, grow its recognition throughout the city for example with a **"Go Get Shawlands"** campaign and continue to develop a range of initiatives.

Although the Council has gathered significant market research data, to compete more effectively Shawlands businesses need to set up their own system for regularly gathering and sharing information about their customers, their aspirations and issues for the town centre.

Businesses need to ask their customers what exactly it is they want from their town centre and how services can be improved. They also need to consider working with the customers more actively to develop local events and attract more businesses that could reinforce their own, from other parts of the city.

The approach of listening to customers is very much embedded in the way large global businesses currently operate. As Glasgow has seen in its International Financial Services District and Creative Clyde Initiative, the idea of attracting growth business from specific sectors and encouraging them to cluster together has been part a key part of the City's Economic Strategy for many years.

Importantly for Shawlands, the Council believes this is a lesson that does not just apply to finance or media but which can also be transferred to a retail setting.

2.3 SHAWLANDS FOR PEOPLE

2.3.1 What are people doing here?

People make places and good places attract people. People come to Shawlands for a variety of reasons.

The 'GET SHAWLANDS' Map (see opposite) highlights the clusters of attractions which draw people to the town centre and how in terms of daily human needs, Shawlands has the capacity to provide everything from finding a partner, to learning a new skill, developing a faith, getting a roof over ones head, securing a job, buying the dinner and eventually finding an undertaker.

The essence of finding out what people are doing in Shawlands Town Centre is therefore about understanding why people use certain spaces in the way they do, their fundamental needs and what the town centre is unable to provide.

In considering this, it is also important to understand that the mix of people who use Shawlands also changes throughout the day. Commuters move through the area at the beginning and end of a working day, schoolchildren and staff arrive early and leave mid afternoon during the week, church goers and faith groups gather during the evenings and at weekends, and visitors go out at night to pubs and restaurants, come to Shawlands as part of an event, or a journey to elsewhere, such as Hampden or the Burrell.

Key daytime retail attractions include BM Bargains, the Coop together with Morrison's. 1250 pupils come to Shawlands Academy and this is supported by pupils and parents for Shawlands, Langside and St Conville's Primaries. Shawlands evening attractions include pubs, clubs & restaurants with Bella Napoli, Saffron Lounge, Ketchup, Sir James Tassie, Tusk and the Shed accounting for a majority of evening footfall.

Clearly the range, ebb and flow of visitors and customers create a significant opportunity for local businesses. Its range of customers however also presents challenges as Shawlands must not only be attractive to a diverse user group throughout the week, but also the weekend, during the daytime, and evening.

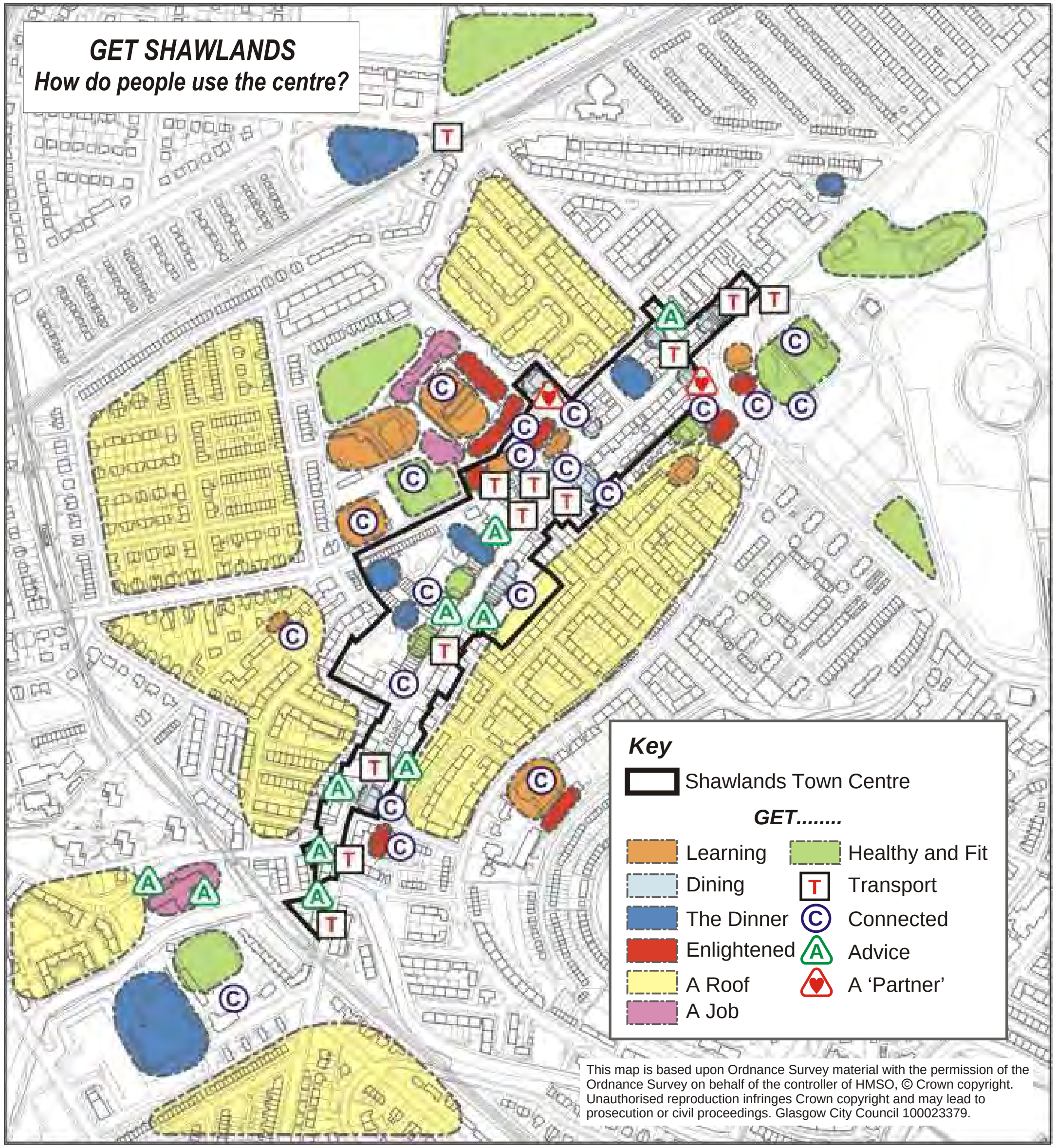
This range the Council believes will have implications for Shawlands as a “place” in terms of management such as cleansing, the quality of the public realm and safety. It also raises the question “Can Shawlands really be all things to all people all of the time? “

How does Shawlands present itself?

How does it adapt to economic challenges?

What is the role of the public sector?

How should place management service be adapted to help turn the centre around?


GET SHAWLANDS
How do people use the centre?
Key
Shawlands Town Centre
GET........
Learning
Healthy and Fit
Dining
Transport
The Dinner
Connected
Enlightened
Advice
A Roof
A 'Partner'
A Job
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2.3.2 Who's Here?

The Shawlands Customer Survey provides a broad indication of who the typical customers for Shawlands are. It suggests they tend to be female, aged 35-44 and are likely to be Scottish and White. In the Council's view the findings however do not accurately reflect the greater male presence during the evenings nor do they, adequately reflect the growing use of the town centre by the Asian/Asian Scottish or Asian/British community who clearly use the centre far more than the '2%' indicated.

Any future survey work in the town centre therefore needs to engage more fully with the BME community in the Southside to assess their key issues and aspirations as it cannot be assumed one community's needs is entirely the same as another. As an example, the sale alcohol and availability of gambling opportunities may be a greater concern for Muslim customers, whereas a lack of Sharia banking facilities, Specialist Asian Delicatessens or Halal butchers could present fresh business opportunities for Shawlands.

SHAWLANDS CUSTOMER SURVEY RESULTS			
Total Respondents 631	37% Male	63% Female	
Respondents providing gender information **469**		Number	%
	0-11	1	1
	12-17	13	3
	18-24	29	6
	35-44	307	66
	45-54	82	17
	55-64	25	5
	65+	8	2
Respondents providing ethnicity information **637**	Number		
Asian_Asian Scottish or Asian British	11		
Black_Black Scottish or Black British	1		
Other Ethnic Background	7		
White	616		
Respondents providing country of origin **517**	Number		
Scottish	453		
Pakistani	4		
Other	43		
Irish	10		
Indian	3		
East European	1		
Caribbean	1		

The socio-economic profile of the Shawlands catchment area (see maps at 3.3.5), and from the Council's demographic research included within the Appendix, indicates in comparison to the wider City.

Shawlands catchment contains the following:-

(**> = More   < = Less**)

- **> 30-44 year olds**
- **< number of unemployed and benefit claimants**
- **> owner occupancy**
- **> private rented properties**
- **> detached properties**
- **> flatted properties**
- **> Higher managerial & Professional**
- **> Lower Managerial & Professional**
- **> Self employed**
- **> proportion of car ownership**

This profile suggests a catchment which generally has a greater disposable income than many other parts of the city, which is more socially mobile, and which has achieved a higher level of educational attainment.

The catchment area profile is also reinforced by general feedback from both local estate agents and the CACI Acorn Consumer Classification Model(see Appendix CH6) which suggests that in terms of Shawlands core area, it is the focus for a community in the City which attract, proportionately younger, professional, student, degree educated, diverse and creative residents.

According to the City Lets quarterly rental report, the Shawlands core area also enjoys an average two bedroom property rental which is markedly higher than neighbouring communities and which for tenement properties, is second only to the City Centre and West End(see Appendix CH6). Shawlands Town Centre therefore shares many similarities with Dumbarton/Byres Road in the West End and Duke Street/Alexandra Parade in Dennistoun.

Shawlands Town Centre therefore forms the core of a housing destination and market area for a 'young aspirational community' that plays an important supporting role in helping the city to achieve its wider Economic Strategy.

The Socio-Economic stereotype of Shawlands as 'an alternative West End' however tells us only one part of the story, As the City Ward Profiles 2, 6 and 7 demonstrate (see Appendix CH6) the areas on the edge of the catchment of Shawlands are in fact extremely diverse both economically and ethnically.

How should the Centre Action Plan consider issues of social exclusion and ethnicity in the longer term? How do we retain and enhance the appeal and relevance of Shawlands Town Centre to its wider catchment?

2.4 SHAWLANDS AS A CITY SPACE

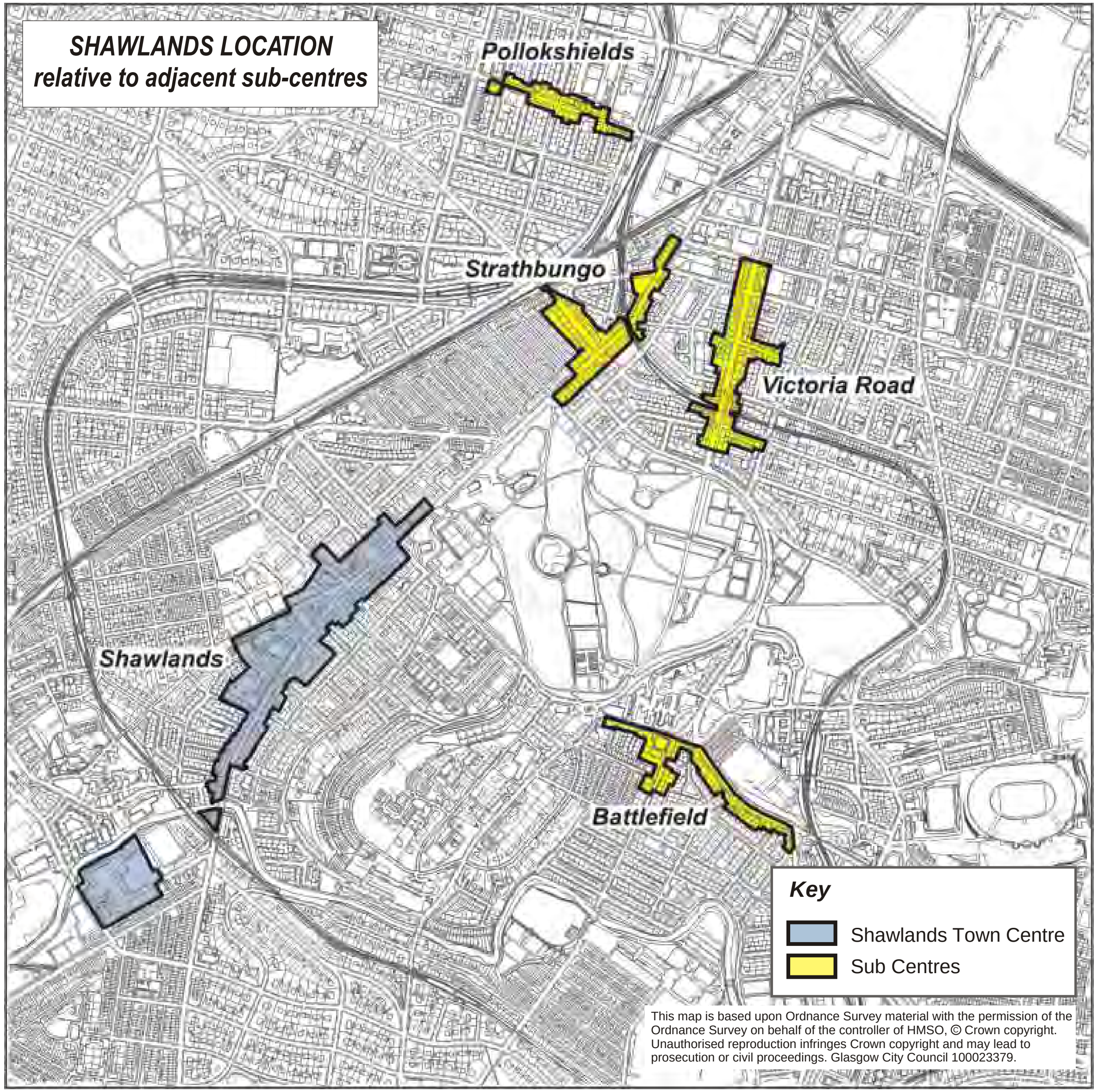
2.4.1 A Residential Space

"The Heart of the Southside", Shawlands, is approximately three miles from Glasgow City Centre. The community has a core population of around 8000 residents and a wider catchment of 21000. In terms of physical fabric, it consists mainly of late Victorian, Edwardian tenement flats, terraces and villas (see map page 33).

Shawlands and its town centre are at the core of a series of over lapping and mutually supporting neighbourhoods. To the immediate south, Newlands / Auldburn includes Pollokshaws which is at the early stages in a transformation process to provide a regenerated residential district.

To the north there is Pollokshields, Govanhill and the southern periphery of the city centre which is undergoing transition via the regeneration of Port Eglinton, the new M74 extension and Laurieston. To the east, Mount Florida and Battlefield are town centre's supporting Hampden, Scotland's National Stadium and a key venue for the 2014 Commonwealth Games.

Although Shawlands is defined in the City Plan as a relatively large 'Tier 2' Town Centre, serving the Southside of the city, the community is also served by a series of supporting sub centres including Strathbungo, Albert Drive/Nithsdale Road, Victoria Road and Battlefield. Together, these smaller centres provide a distinctive range of shops reflecting both the ethnic and economic diversity of the wider area and perform a complimentary role.



The smaller centres also accommodate significant institutions which help attract visitor footfall from a considerably wider area. These include the Victoria Infirmary and ACAD, Langside College at Battlefield, Shawlands Academy, Langside Hall, Queens Park with the Glasshouses and the Tramway/Hidden Gardens arts venue in Pollokshields.

The Hidden Gardens

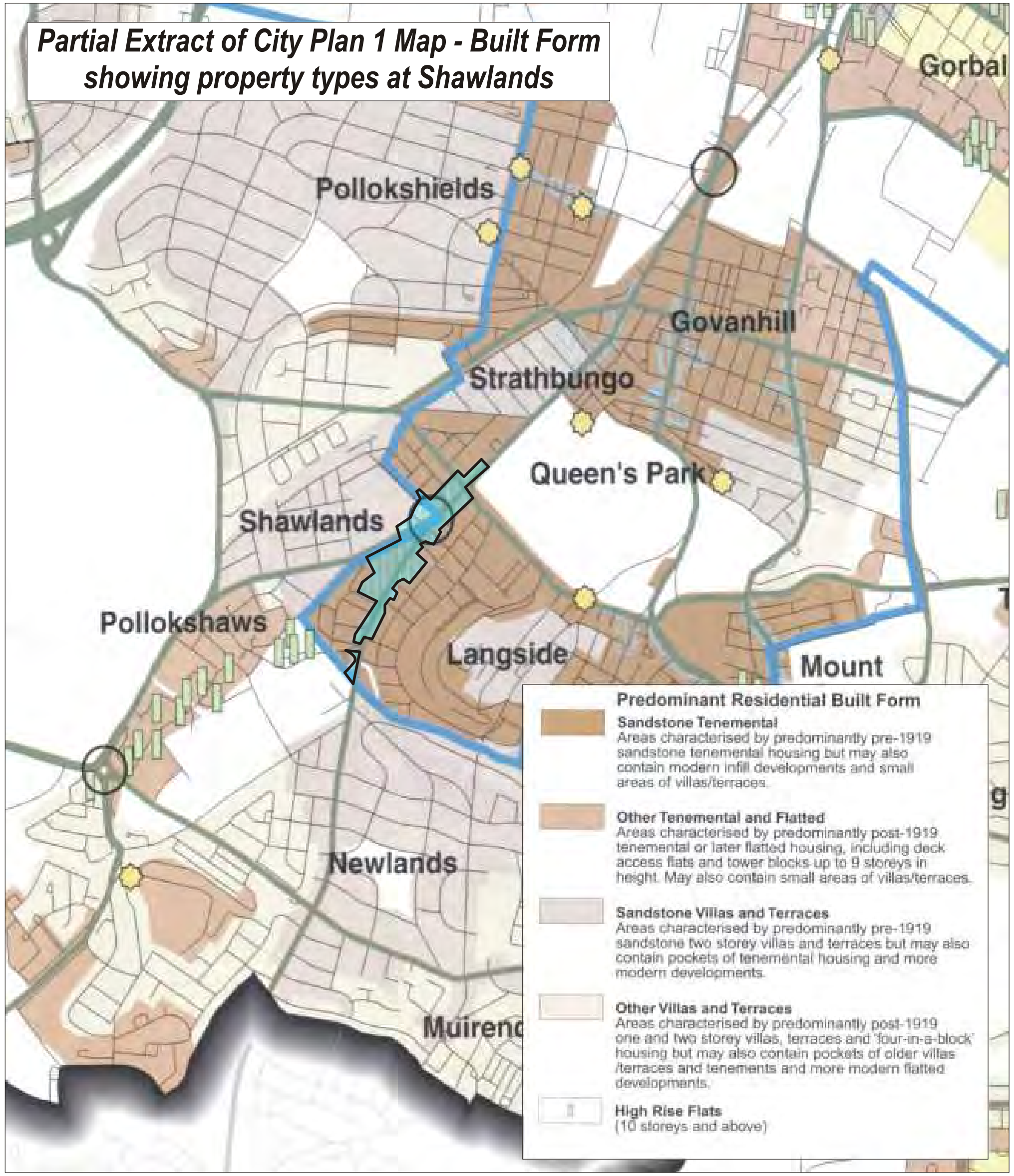
Locally there is also a range of attractions including, nurseries, churches, Langside and Shawlands Primary Schools which together with a diverse housing market provides a diverse range of services for the first time, larger flat, family home and retirement market.

Accommodation in Shawlands is available for purchase, private let or via housing association. In this respect, some interviewees have suggested that as the town centre has declined and the buy to let market increased, then the level of 'transient population' within Shawlands has also increased. It is also suggested, this has resulted in a lower level of resident commitment, greater level of housing churn and issues of street dumping when flats are vacated. At this stage the Council, however have no direct independent or empirical evidence for this.

In preparing the Action Plan, the Council is of the view that in reinventing and repositioning Shawlands and building on what it does well and its distinctiveness, it will be helping to reinforce and support the role of both Shawlands and its neighbouring sub-centres. The Council will also be ensuring these continue to remain attractive housing destinations for the longer term.

***Do you agree*?...........**

Partial Extract of City Plan 1 Map - Built Form showing property types at Shawlands



2.4.2 Connected Space

Shawlands connects with the city centre on a major arterial route, the A77. This 'High Street' is characterised by a 'double cross' formed by the intersection of Pollokshaws/ Kilmarnock Road and Pollokshaws Road/ Minard Road, collectively defined as 'Shawlands Cross'. Shawland's connectivity is further reinforced by the high frequency of bus services to the city centre and its proximity to three railway stations, Crossmyloof on the Glasgow East Kilbride line, Shawlands and Pollokshaws East, both on the Cathcart Circle and Newton lines. This high level of accessibility is both a strength and a threat, as transport connections enable potential customers to travel through Shawlands, and from Shawlands, to competing retail locations such as Giffnock, Clarkston, East Kilbride and the City Centre itself. By bus, customers can also access Silverburn, the West End, and Braehead.

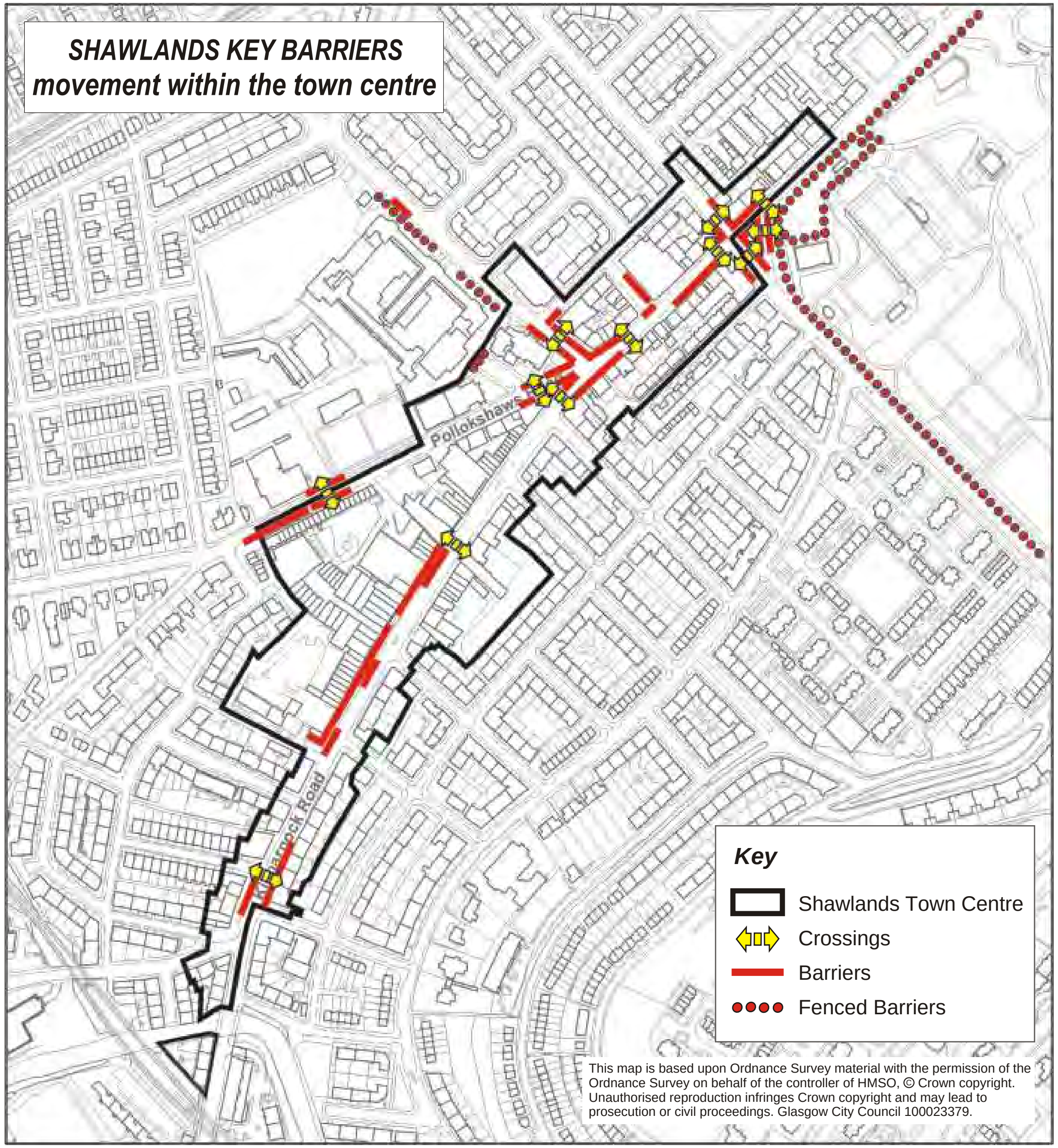
The Council recognises that good connections provide an opportunity for Shawlands to attract more customers. In this spatial plan, there is a need to support a fundamental shift by business and other stakeholders towards developing Shawlands as a retail, leisure, entertainment, tourism and cultural place. In other words a "Destination Town Centre" to successfully compete in the wider "market".

Do you agree?............

Whilst Shawlands is generally well connected to the wider area, the town centre itself presents a variety of issues in terms of its internal connections which the Plan seeks to address. These include:-

- **Pedestrian routes which are often convoluted particularly around the Cross where many barriers have been erected**
- **A lack of crossing points on Kilmarnock Road**
- **An Arcade design which includes a series of ramps presenting difficulties in accessing Kilmarnock Road and Pollokshaws Road easily, particularly for the elderly, disabled and those with young children**
- **No connection through the Arcade from Kilmarnock Road to Pollokshaws Road at night**
- **A lack of connection between the centre and Queens Park**
- **Poor connections from Pollokshaws East Station to Kilmarnock Road for those with mobility issues (it has been very badly maintained and does not present itself well as a gateway for the town centre)**
- **A lack of 'green' or communal spaces within the heart of the centre or 'seating places in which people can simply relax, meet, watch the world go by and connect**

Do you agree these are key issues?...........



2.4.3 A Functioning Space

Shawlands Town Centre is densely populated and, as such, is typical of what retail analysts refer to as having a *'high number of chimney pots*". It is the location for many activities other than retail and services, for example churches, schools, nightclubs, pubs and restaurants. Overall, the centre has 262 retail and commercial units, of which many are located on the ground floor of tenements.

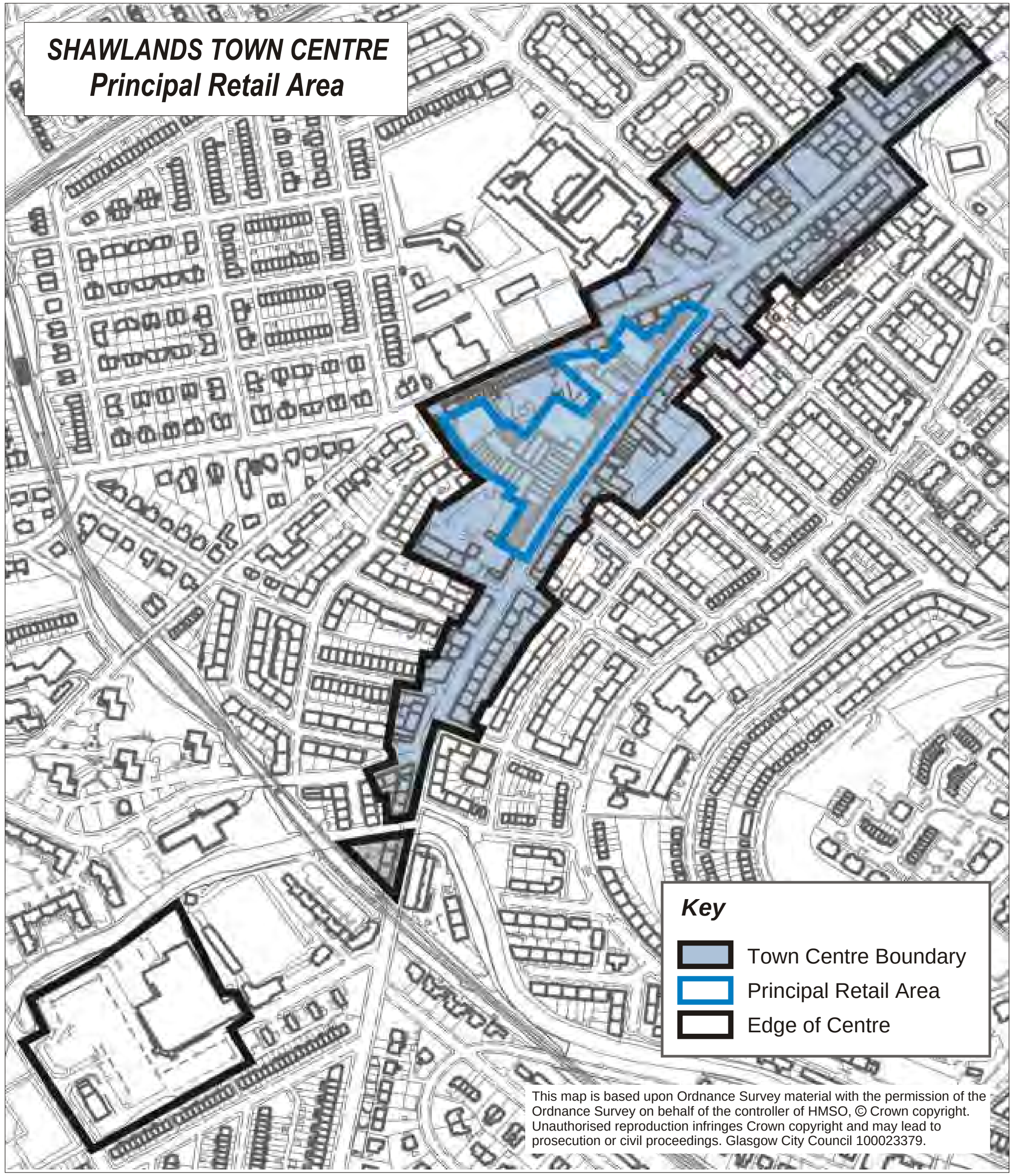
Within Shawlands Arcade, a retail mall development erected in the late 1960s, the retail format differs from the rest of the centre in that it accommodates larger, modern, retail units, alongside an 'anchor' food store, currently closed.

The Council's Town Centre Healthcheck defines the Arcade, and the adjacent western side of Kilmarnock Road, as the "Principal Retail Area". It is this part of Shawlands which is the single most visited part of the town centre. With around 80% of all footfall, clearly the future of the Arcade is pivotal to the long term success of the whole town centre.

The Council recognises the potential of the Arcade as a modern retail "anchor" location which underpins Shawlands as a Tier 2 centre (see GCC/City Plan 2). In the Plan the Council will therefore seek to support the owners, AWG, in moving the Arcade forward in order it can continue to play a key role in Shawlands future.

In assessing Shawlands Town Centre, it is also important to note whilst the customers and indeed the Council consider 'niche shops' and its café/ restaurant culture to be key assets which could be developed, it is the vibrancy of the Principal Retail Area of Shawlands that continues to underpin its overall viability and competiveness in the city.

Do you agree?.....................Tell us what you think..........



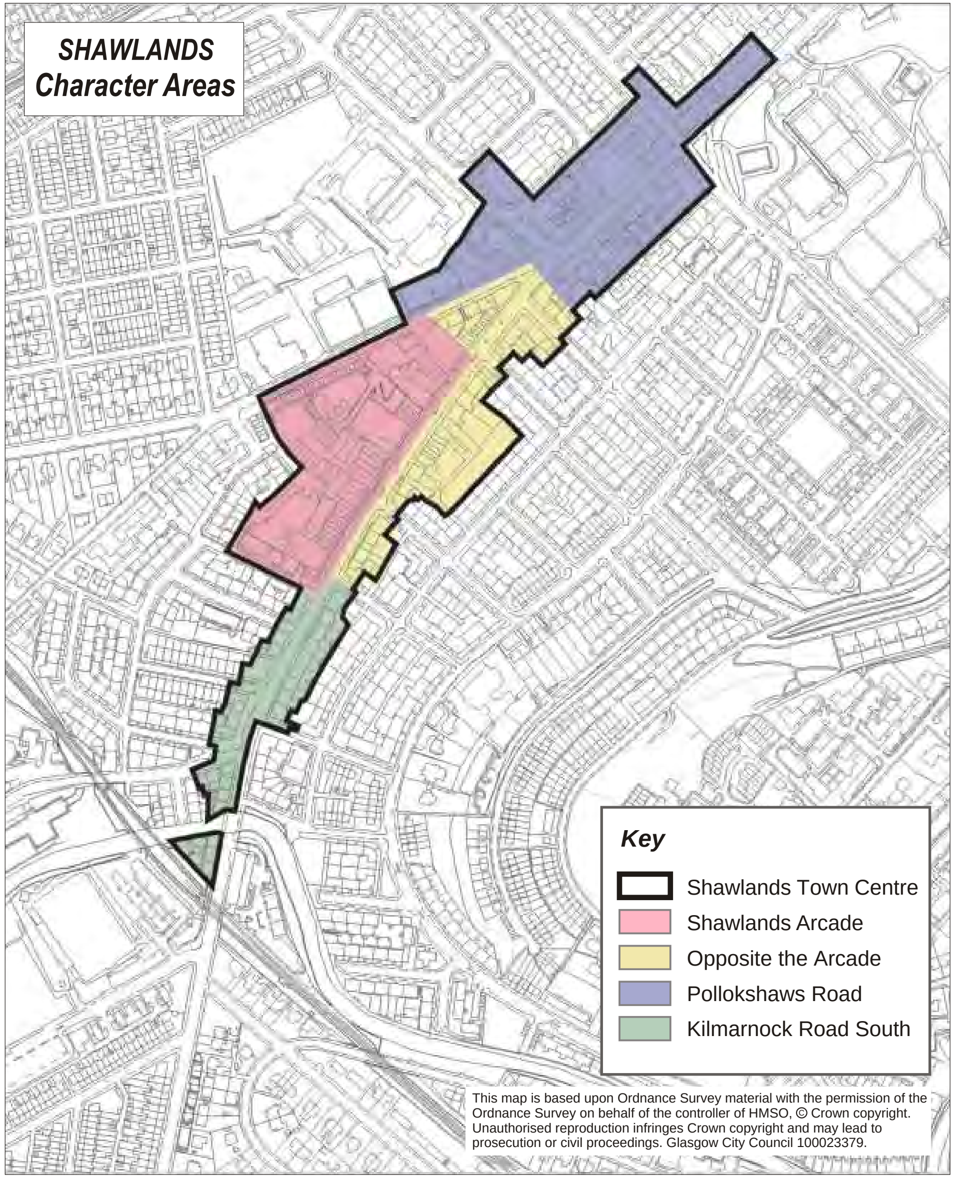
The Plan identifies four specific characters areas making up the “High Street” in Shawlands:-

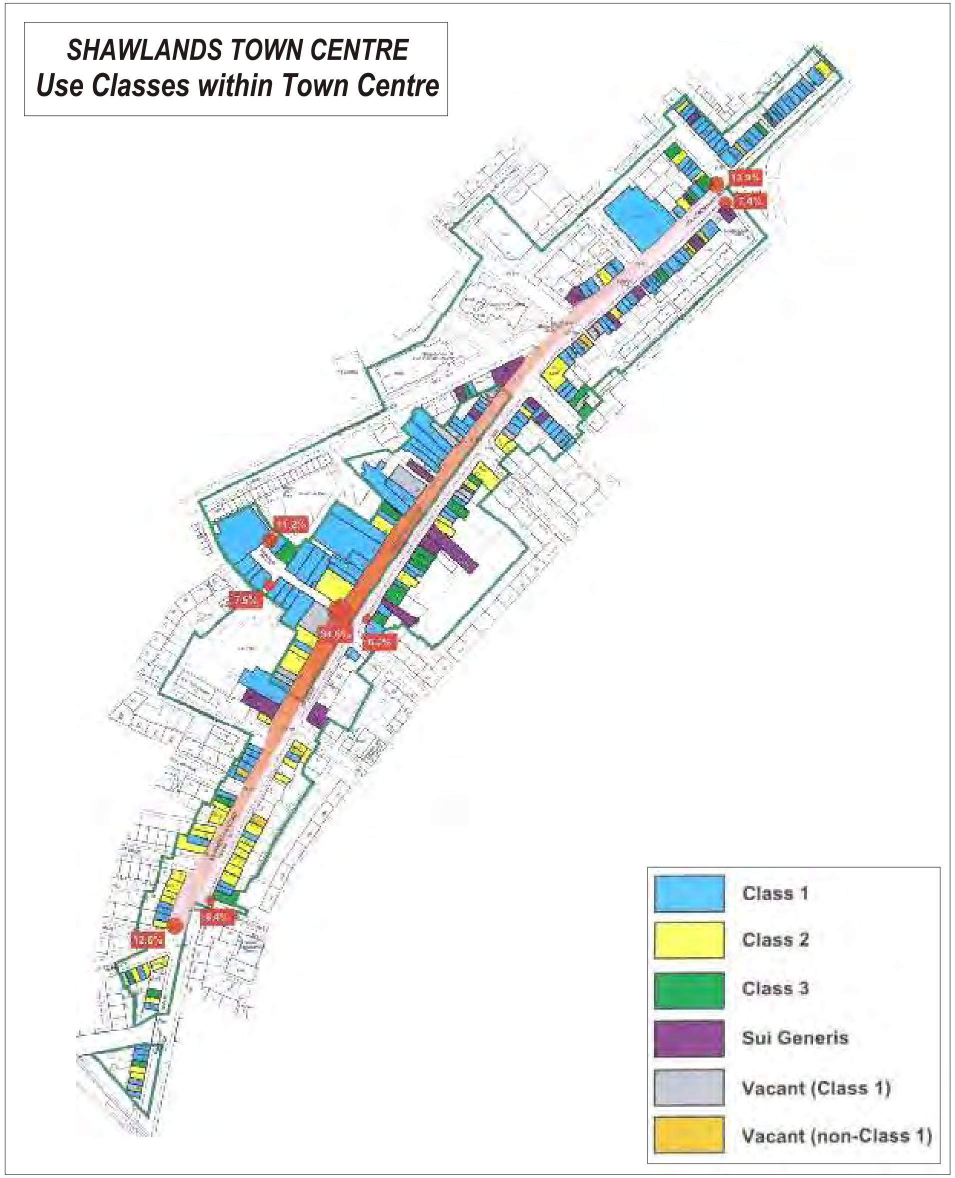
- **Shawlands Arcade** as the locus for the larger 'high street brand' Class 1 shop units
- **Kilmarnock Road East including Skirving Street**, offers the main concentration of Class 3 'Food & Drink' and evening economy uses
- **Pollokshaws Road** is largely tenemental, and as a result, units are based around a tenement floor plan. As such, the range optional uses have emerged to provide a mix of Class 1 retail, niche services, alongside smaller restaurants and personal services for example, an Italian restaurant alongside a shop which sells fishing tackle, juxtaposed with an office that specialises in Ski Holidays

Range of shops

- **Kilmarnock Road South** whilst similar to Pollokshaws Road in terms of its niche offering has adapted to provide the main concentration of commercial units and offers the Southside's largest 'cluster' of Estate and Property Agents

In terms of 'retail typologies' and use classes, comparison shopping dominates the town centre, occupying twice as much floor space as that of convenience. Whilst comparison shopping is concentrated mainly within Shawlands Arcade, 60% of floor space is spread across the entire town centre and typically found in units of less than 100 sqm gross. This spread reflects the fact that the town centre is composed mainly of small units located on the ground floor of residential tenements.





Shawlands Arcade

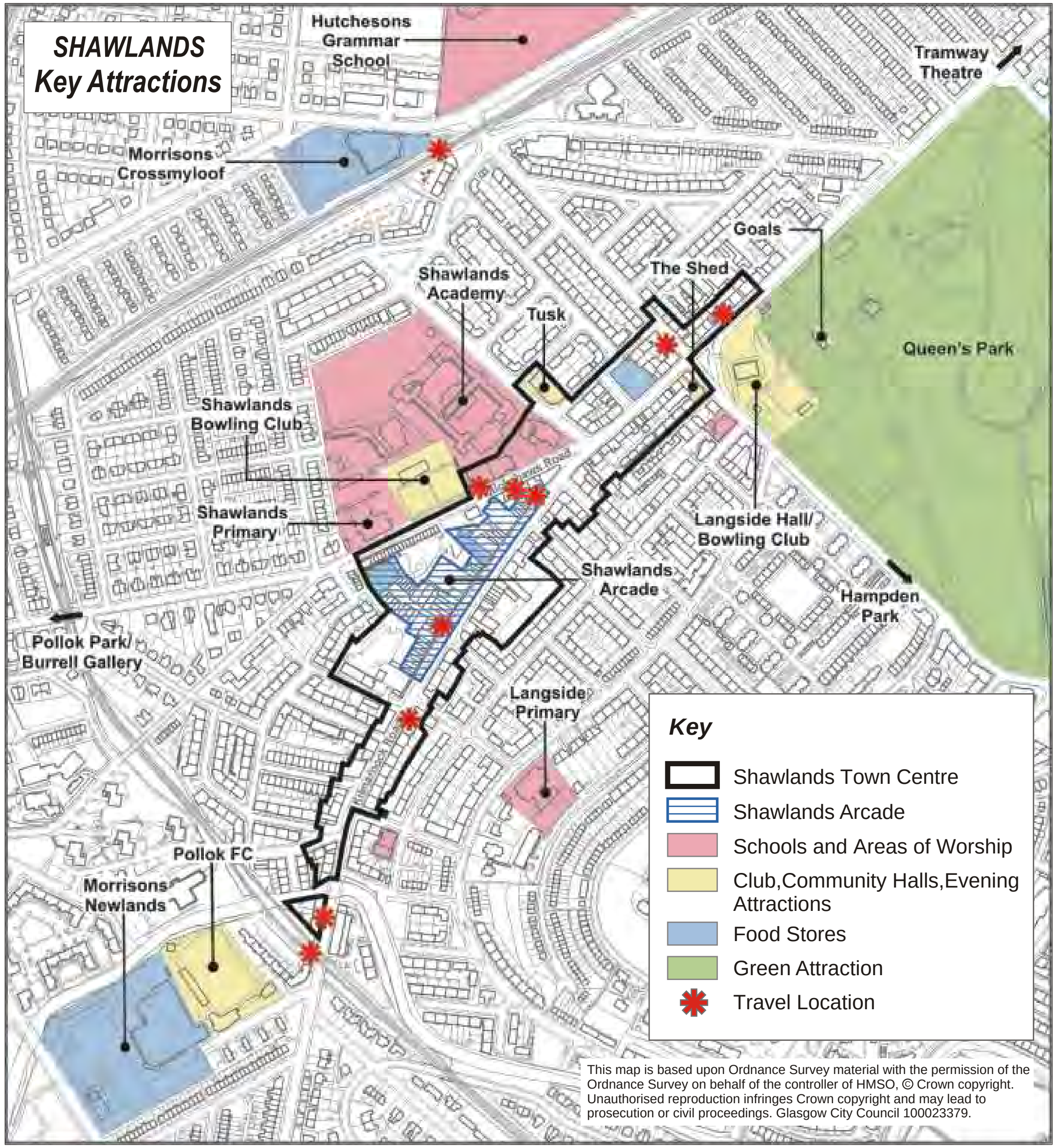
2.4.4 A Space to Enjoy

Shawlands does not have a key attraction to draw customers to its heart. Whilst there are two fitness studios, (Future Fitness and Curves), and an American Pool Hall, there are limited leisure or community facilities at the core of Shawlands Town Centre itself with Queens Park, Pollok FC, Langside Hall, Tusk and Shed nightclub <u>all</u> located on the periphery of the "High Street".

The potential role however of these leisure and community facilities in making Shawlands Town centre a 'destination', is well illustrated by recent cultural initiatives based at The Shed which acting in partnership with Glasgow Life, Tramway Theatre and Glasgow City Council, recently developed an arts programme, MARL Arts, which includes heritage events, theatre and film. The annual Southside Festival, now in its fourth year also attracted over 15,000 people in 2010 and despite extremely poor weather, over 7000 in 2011.

Shawlands Academy, with 1250 pupils, is also situated to the north west of the town centre and is developing range of community events, in addition to other attractions within a one mile radius of the Town Centre including, Pollok Country Park and the Burrell Gallery, Hampden Park with the Scottish Football Centre/Museum and the Tramway Theatre/Hidden Gardens, all of which can be reached by local rail services, by bus or within a 20 minute walk.

The Town Centre Action Plan reviews the planning policy context of non- retail activity and assesses the potential for added value to businesses from these significant 'reason to visit' Key Attractions. The Plan also examines the challenge of connecting these better to reinforce the Shawlands retail core.



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2.5 SHAWLANDS AS A SUSTAINABLE COMMUNITY

In January 2010 Glasgow City Council launched a highly ambitious strategy of becoming one of Europe's most sustainable cities in the next 10 years. The strategy was the first of its kind and prepared by a consortium involving the City Council and Strathclyde University.

Its aim is to reduce carbon emissions by 30% whilst at the same time create jobs, tackle fuel poverty and regenerate the city. Among its many proposals, it seeks investment of £1.5 B in the city by 2021 and to encourage behaviour change among the citizens of Glasgow.

The Sustainable Glasgow Strategy (see Appendix CH6) intends to reduce the use of energy and of the need to travel by car. The Shawlands Centre Action Plan recognises this wider strategy and sets out a development scenario which seeks to secure Shawlands' role in making services available more locally, sustainably and by encouraging customers in the catchment area to choose to walk more and use public transport more often.

The Centre Action Plan is informed by the belief there is a significant long term environmental and social cost associated with retail centres which are no longer viable, as is the case in a number of U.S cities where town centres have been abandoned for 'the mall'.

In assisting Glasgow to progress towards becoming one of Europe's most sustainable cities, the Plan therefore proposes Shawlands should become the centre its 21000 catchment area customers choose to walk or take public transport to as an attractive, healthy alternative to car based retail centres.

In terms of Climate Change, “this is one of the biggest challenges faced by the city." The Shawlands Town Centre Action Plan suggests a model of local sustainability be developed based on London's 'Low Carbon Zones” with the emphasis being on public transport, less car use and the piloting of new approaches to environmental technology and advice.

Such an approach would also compliment the Glasgow City Council's aspirations for developing Pollokshaws as Glasgow's first 'Village with the City' (see Appendix CH6) and the overall roll out of green initiatives within the Southside such as the wind farm at Cathkin Braes/Eaglesham Moor and Bio-Mass Boiler in Queens Park Greenhouse.

2.6 SUMMARY

Within this Chapter, the Action Plan has provided an overview of the Strategic Context in which Shawlands seeks to compete. The Plan has outlined a vision for where Shawlands can potentially go in future, it has considered the town centre as a business and from the perspective of both its residents and customers.

The Plan has also identified ways in which the town centre can be regenerated both spatially and in terms of local economic development. Finally the Chapter has considered Shawlands as a sustainable place, and the considerable potential this presents.

The Strategic Objectives which emerge from this research therefore are:-

It is important the Town Centre Action Plan is modeled on a holistic/interactive approach. The key aspects of the approach will help define a viable, vibrant, modern 'High Street' and ensure that people, activity and the main elements of what makes a 'great place, are in balance.

Do you agree?.............

The Action Plan should also seek to find answers to the following questions: -

How do we?

- **Create a strong set of anchor attractions and increased footfall?**
- **Establish Shawlands as a more distinctive place and protect key assets, principal buildings and shop fronts?**
- **Secure the long term development of Shawlands Business Association?**
- **Develop more reasons to visit?**
- **Enhance public realm, signage and its sense of welcome?**
- **Create an environment which allows business to thrive and trade more effectively?**
- **Diversify the business offer and range of services within the town centre?**
- **Improve links with academic institutions and the City Marketing Bureau to re-position the centre and capitalise city events?**

To find answers to these questions and develop these strategic objectives we need therefore to have a far deeper understanding of how Shawlands actually works. It is this understanding we will seek to develop in the next chapter.

"Essential activities must be within walking distance and there should be a concentration of activity around meeting places"

The Academy of Urbanism Manifesto

3.0 RESEARCH & ANALYSIS

3.1 INTRODUCTION

To understand of the issues of Shawlands Town Centre, the Council carried out research including a Customer Survey, Business Survey, a Town Centre Health Check and a Retail Study. The research findings from these are summarised here and draw out key facts and recommendations that the Council consider of major importance to the spatial strategy and economic development of the Centre.

3.2 CUSTOMER SURVEY (April 2010)

3.2.1 The Council circulated 3000 questionnaires to find out who the customers are, where they came from, why they go to Shawlands, how they get there and what they like and dislike about the town centre. From 15th May 2009 until 24th February 2010, the survey generated 1240 responses, with submissions continuing to arrive until as late as November 2010.

A copy of the full report can be obtained on Google at “Shawlands Customer Survey.

The essence of its findings, grouped under the 4P's of Marketing introduced in 2.2 (**Product, Place, Price or Promotion)** are:-

3.2.2 Product: Customers liked the niche/specialist shops, restaurants, bars and cafes of Shawlands but were disappointed there was no significant retail “destination” in the Town Centre.

3.2.3 Place: Customers liked the convenience of the Shawlands centre and its proximity to Queens Park. They liked its relatively affordable housing market, but were disappointed there was no “central meeting venue/space, with the centre being confusing to navigate. Many customers expressed their disappointment at the Arcade's offer and appearance.

3.2.4 Price: Many customers liked the 'affordability' of Shawlands in comparison to similar places in the city; however there was a tension in opinions in that customers also felt it was becoming 'too cheap and down market'. What they wanted was a quality environment, less pound and charity shops and would be prepared to pay more for this. It was noted that 'PRICE' barriers also applied to costs such as parking, which were considered a disincentive compared with Silverburn, Braehead and the city centre and a potential 'deal breaker' when catchment area customers were considering which centre to use when products/services were equally available nearby.

3.2.5 Promotion: Customers said that they could find many of their daily needs in Shawlands, however felt that the public realm was of a poor quality. In terms of the appeal of its evening economy, there was a perception of possible antisocial behaviour. Customers also felt there were very few public facilities, cultural events or specific attractions. Shawlands Town Centre was considered a drab functional centre with little “colour”, imagination or thought given to its visual merchandising and shop front displays.

4P’s of Marketing

3.2.6 US P

Earlier, the Plan also introduced the marketing concept of 'Unique Selling Point' (aka Unique Selling Proposition). In analysing a random sample of 50 Customer Survey returns for those things considered as 'Likes,' under the 4P's, it was concluded:-

'The USP of Shawlands is its Restaurants, Bars, Café Culture and Niche Specialist Shops.’

Do you agree?......

3.3 RETAIL STUDY

In September 2010 Ekos/ Ironside Farrar were commissioned to carry out a specific Retail Study (the full Retail Study is available at http://www.glasgow.gov.uk/en/YourCouncil/CustomerInvolvement/Corporate/YourOpinion/). The Study consists of three distinct elements:-

- A **Comparator Review** exploring what other places are doing that Shawlands could learn from
- A **Retail Capacity Assessment** to consider what type of retail offer Shawlands could sustain, defining its catchment, and what the gaps were in the local retail market that Shawlands could fill
- A **Place Making Review** to consider how the qualities of Shawlands could be developed, the location of key clusters, its overall trajectory as a town centre, broad design principles and what the key elements of the place making strategy should be

3.3.1 Comparator Review

The Retail Study illustrated how lessons could be learned from three Comparator Town Centres, Kensington High Street London, Clarkston BID and Tollcross in Edinburgh. The Study explained the key actions within those centres were, to move towards:-

3.3.2 Kensington High Street, London

Physical improvements in the overall layout of footpaths and carriageway. Moving away from an engineering/safety first approach towards a high quality streetscape design, architecture heritage, sense of place and pedestrian led approach. In doing this, Kensington won a range of national awards including the 2009 Academy of Urbanism Great Streets Award.

3.3.3 Tollcross, Edinburgh

Setting up a local traders association and forum to address local issues, developing a 1-3 year programme to build confidence in the centre and a network of 'Local Champions' to keep everyone involved.

3.3.4 Clarkston BID

Setting up a Business Improvement District (which they successfully did in June 2010) sponsored by East Renfrewshire Council and Chamber of Commerce. This led to a business plan jointly developed by businesses and shoppers together with a range of projects, including six annual events, lighting and signage improvements.

The key aspect of Clarkston's success was to listen to the customers, and for businesses to work in partnership with them to meet their needs better. There are of course many similar examples of award winning high streets and these can be viewed in the annual Academy of Urbanism Great Streets Awards. Nominees list see also: - www.academyofurbanism.org.uk

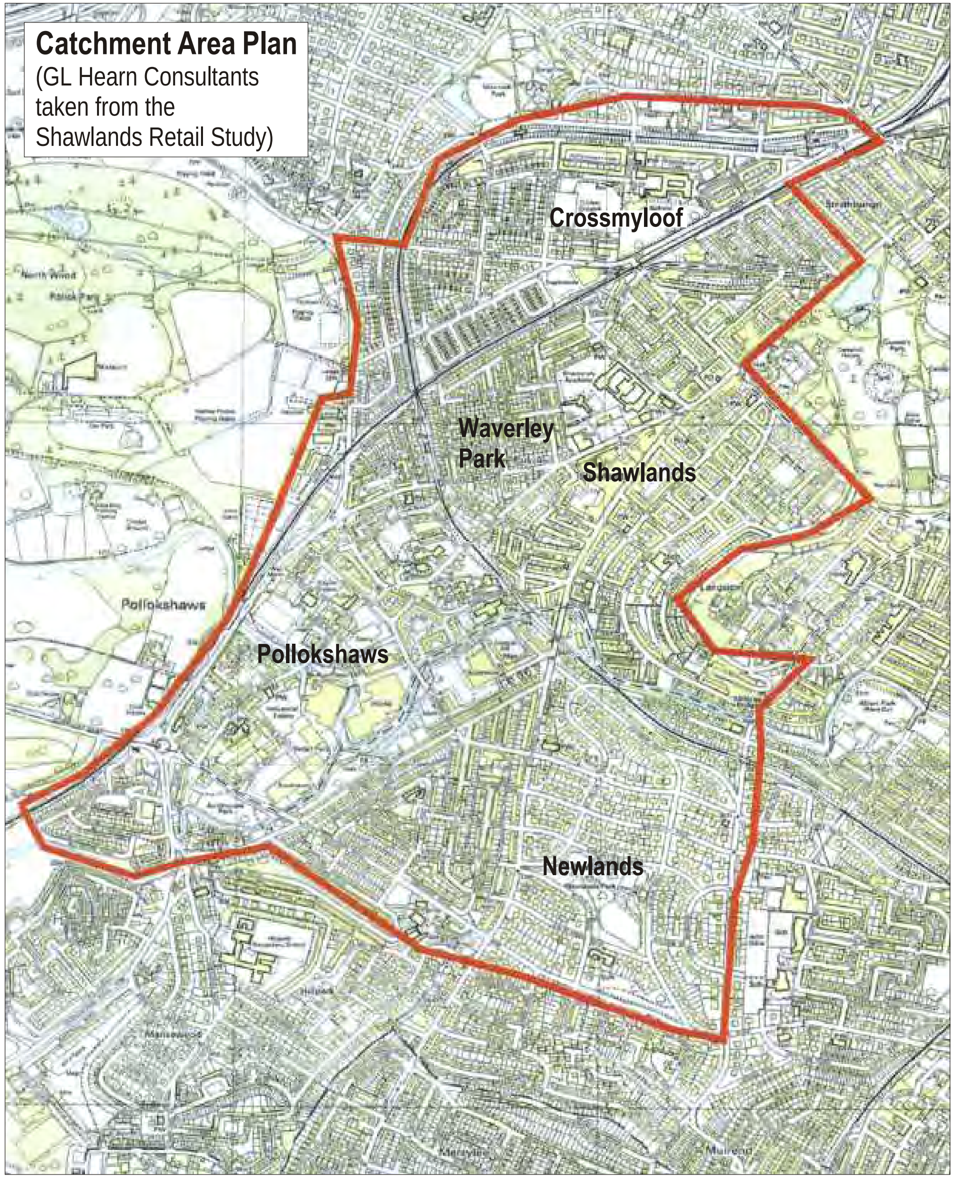
3.3.5 Retail Capacity Assessment

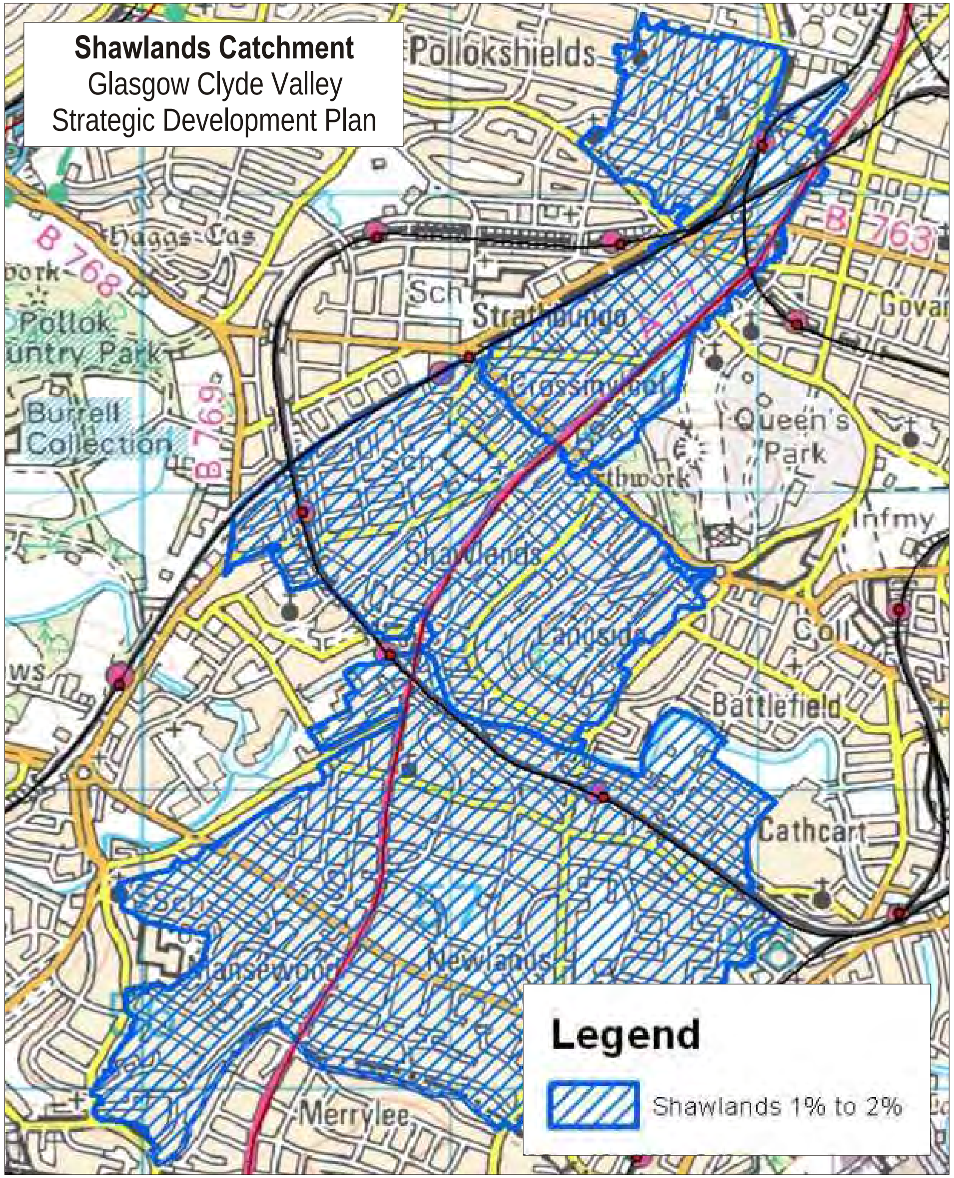
The Shawlands Town Centre Retail Study Retail Capacity Assessment was prepared by GL Hearn, a major and highly experienced UK firm of property consultants for the retail sector.

GL Hearn confirm a broadly similar geographic picture of where the majority of Shawlands customers come from. Between, the Council's Shawlands Customer Survey data and the catchment area which is defined within the Glasgow & Clyde Valley Strategic Development Plan- Proposed Plan published in June 2011 (see opposite).

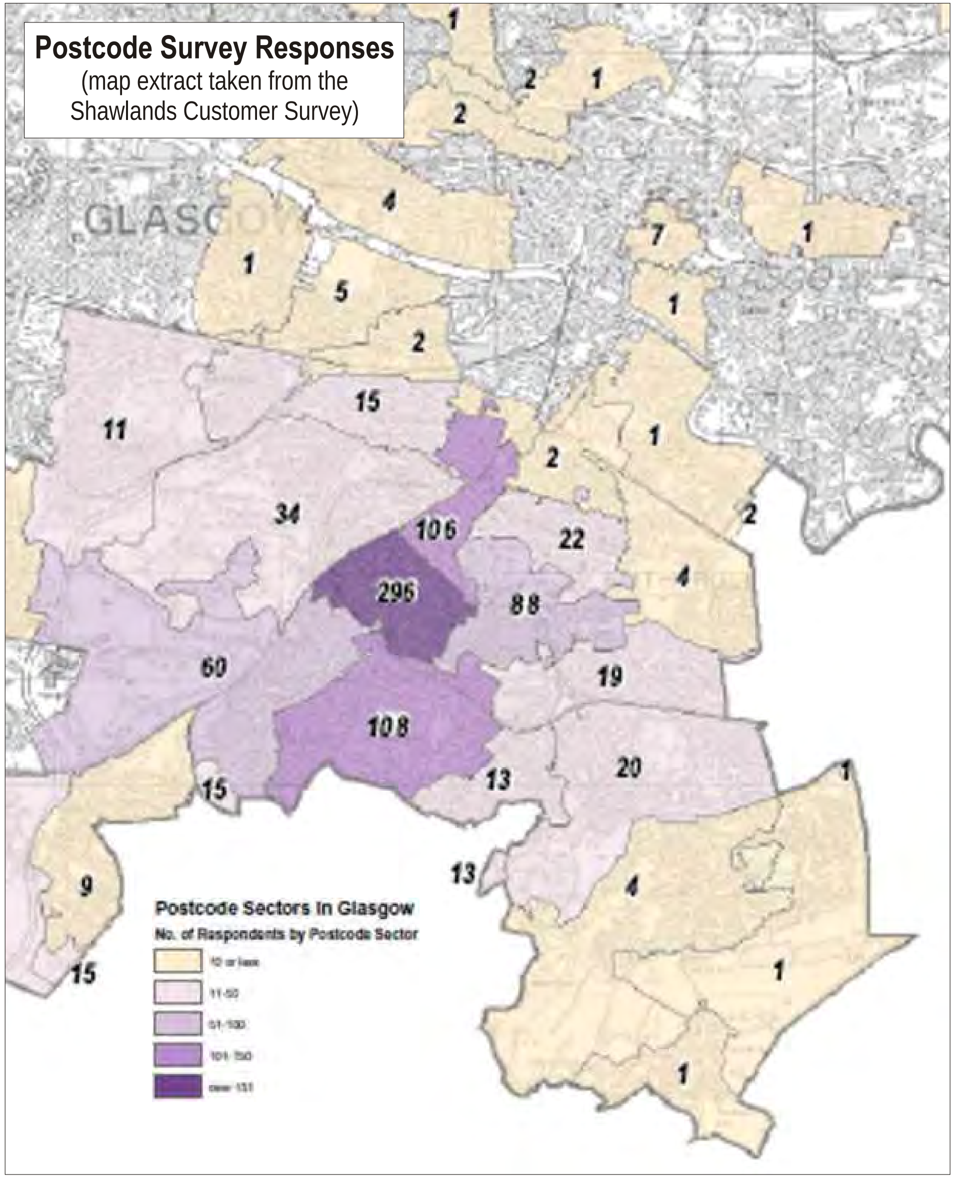
The three pieces of research, indicate whilst the centre attracts customers from throughout the city, particularly for its evening economy, in the main, the majority of retail customers come from an immediate walk in catchment with the boundaries being formed by Pollok Park in the west, the Maxwell Park to Pollokshields West rail line, Queens Park to the north and Merrylee Road to the south east.

The research also indicates that although the catchment area core is a relatively accurate reflection of the CACI Acorn Consumer Classification Model, which we discussed for G41 3NN in paragraph 2.3.1.2 i.e.; (what some might call “more Boho than Ford Mondeo”), the wider catchment of around 21000 residents, is not only ethnically diverse and indeed becoming more so, but also includes a broad age and socio-economic spectrum.





Shawlands Catchment
Glasgow Clyde Valley
Strategic Development Plan



Postcode Survey Responses
(map extract taken from the
Shawlands Customer Survey)

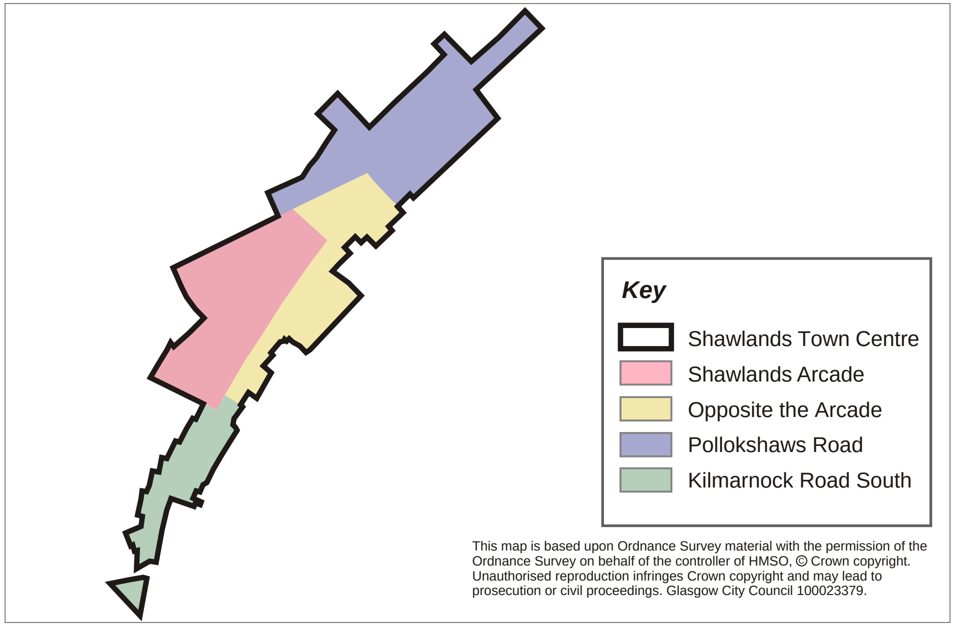
In the wider catchment area are some of the highest levels of social exclusion in the City, in Pollokshaws, alongside some of its most affluent and highly skilled residents in Newlands and Mansewood. It is perhaps therefore, relatively easy to misinterpret Shawlands as a place, as it can be the poor, early retired and school aged residents that one sees during the day, whereas in the evenings and weekends it can become home to 'young urban professionals and student flat dwellers' together with relatively more affluent suburban residents who continue to be attracted by its restaurants and night life.

In examining the Shawlands Catchment Area, the Action Plan therefore needs to consider, what is the most appropriate balance to enable Shawlands Town Centre to satisfy and attract as many customers as possible throughout the year? (e.g Christmas Festivals, Eid, Burns Night and as part of the city events calendar)

3.3.6 Place Making Review

The Place Making Review noted that Shawlands Town Centre has a distinctive character which offers significant opportunities for enhancement. In terms of 'Place Positioning' and quality, the Review considered Shawlands town centre to have the strongest potential in the Southside as a possible destination centre and indeed agreed with the Council's assessment that Shawlands could re-emerge as the 'Heart of the Southside and fulfil a much stronger role.'

To achieve this however, the Place Making Review recommended it needed to establish a clearer focus, build stronger attractions and begin to get things done. In particular, stakeholders needed to urgently focus their resources on its central area as a priority and to build quality, offering and footfall out from there across the entire centre.



3.3.7 The Retail Study Summary of Key Points

Overall therefore, the Retail Study advised the Council that to successfully turn Shawlands around, the Town Centre Action Plan needed to address the following:-

1) **PUBLIC REALM QUALITY**
2) **THE SHAWLANDS ARCADE**
3) **DEVELOPING A VIBRANT NIGHT-TIME ECONOMY**
4) **THE CREATION OF A SENSE OF PLACE**
5) **STRENGTHEN DISTINCTIVENESS AND PROTECT KEY ASSETS**
6) **THE PROTECTION AND ENHANCEMENT OF SHOP FRONTS**
7) **THE THREAT OF OTHER CENTRES**
8) **COMPARISSON FLOORSPACE**
9) **CONVENIENCE GOODS EXPENDITURE**
10) **PARKING**
11) **DEVELOPING BRANDING AND EVENTS**
12) **THE PROMOTION OF AN ACTIVE SHAWLANDS BUSINESS ASSOCIATION AND TRADER INITIATIVES**
13) **IMPROVE EASE OF MOVEMENT AROUND THE CENTRE, SIGNAGE AND SENSE OF WELCOME**
14) **CONTINUALLY LEARN LESSONS FROM COMPARATOR CENTRES**

In considering what type of retail business Shawlands Town Centre could potentially sustain and the gap it should fill, the Retail Study also concluded the supply of 'Convenience' outlets i.e. food, drink, butchers, bakers and independent convenience stores in the catchment, exceeded existing and projected customer demand. However, although this was the case, it considered the core town centre would be benefit from an improvement in quality as this would attract more customers who would then spend elsewhere in the town centre.

In terms of Comparison goods, i.e.; clothes, CD's, electrical goods etc; the Study estimated there was a 'surplus' of available spend in the catchment area which would naturally gravitate towards larger retail centres. The Study however advised that were additional, appropriate quality floor space to be introduced, there was potential for Shawlands to capture more of this type of spend.

To successfully turn Shawlands around therefore, the Town Centre Action Plan needs to consider promoting a quality convenience and comparison anchor attraction in the core of the town centre, ideally supported by a bespoke, niche oriented cluster of small comparison shops and a strong Class 3 'quality focused' Food & Drink evening economy.

3.4 THE HEALTH CHECK

In accordance with National Planning Guideline SPP8, the Shawlands Town Centre Action Plan Health Check was published in Spring 2010. This is aimed at providing comprehensive baseline information and analysis for the Action Plan, identifying trends over time and establishing if the town centre's viability is improving, static or declining. The Healthcheck is also intended to inform planning policy and investment decisions for the town centre.

A number of its key points have already been explored in this document, however in supporting this Action Plan further conclusions should also be noted:-

- The Council's projections to 2016 for wider Shawlands catchment indicate 1% population and 8% household growth respectively. This suggests the population overall will remain stable and that new households in the area are likely to be relatively small in size
- As indicated, the community around Shawlands town centre is densely populated and also served by smaller town centres. Customers are also served by the Morrison's food superstore at Riverford Road and Auldhouse Retail Park which offers 'bulky goods'
- The Competition Commission found a high proportion of weekly or main food shopping trips in the UK were undertaken within stores which are larger than 2,300 sqm gross floor space, yet in Shawlands town centre, there are no convenience (food) stores above this size. The customer survey did however highlight no significant concern with this. This lack of concern is perhaps explained by the close proximity of the edge of centre food stores at Riverford Road and Titwood Road which provide this role with small convenience stores in the centre providing the 'top up' function
- The health check indicated national multiple retailers (i.e.; UK wide high street names) tend to prefer larger, modern units. Consequently around 50% of those present in Shawlands are to be found within the principal retail area at Shawlands Arcade
- Commercial uses in Shawlands have grown by 13% (9 units) since 2002, including a doubling of the number of estate agents and trebling in the number of hot food shops. Despite this, banks and other financial services operators do however continue to dominate the commercial sector in Shawlands town centre
- In terms the Town Centre evening economy, the most significant change since 2002 has been the near doubling of the number of public houses from 8 to 14 where in contrast, the number of café's/restaurants remained stable, ranging from 20 to 22 units
- The Health check noted in the Customer Survey, shoppers suggest reducing vacancies in the town centre as the most important improvement Shawlands could be make. However, the Heath Check indicated the number of vacant units in the town centre had actually fallen from 35 units in 2002 to 25 units in 2009, indicating a continued interest in investing there. The Healthcheck noted the proportion of vacant units in the principal retail area was consistently higher than in the rest of the town centre between 2002 and 2009 and suggested this was unusual as vacant units would normally be expected on the periphery of Town Centres as these were generally more marginal

3.4.1 Health Check Conclusions

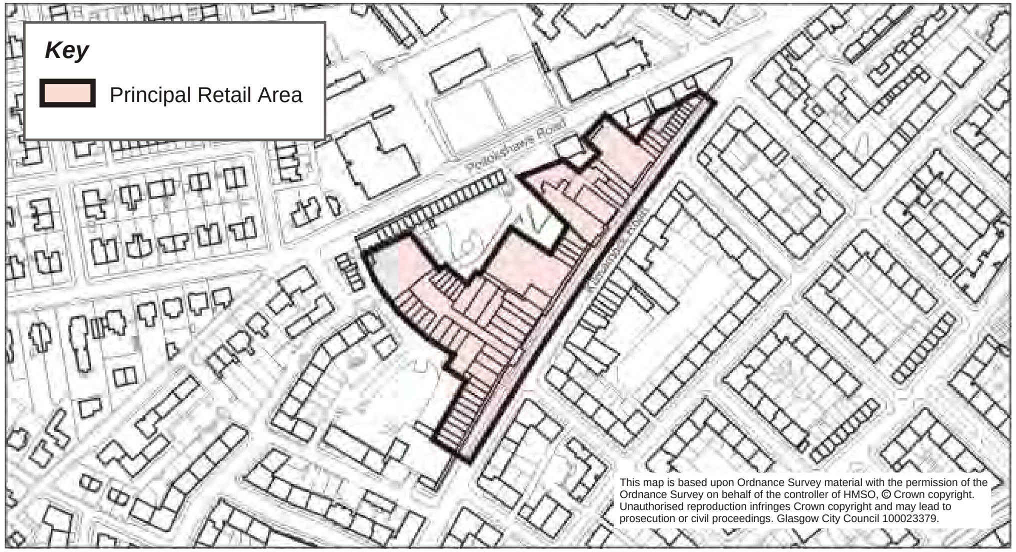
The Health Check concluded, Shawlands Arcade is effectively the centre's Principal Retail Area (PRA) with the largest shops, and strongest comparison offering. It also had associated off-street car parking, is accessible by bus, and has the highest footfall. Shawlands Arcade is the one thing the Customer Survey indicates needs to be improved most. The Health Check notes the concern about the quality of the town centre's comparison shopping offer and recommends maximise the town centre's vitality and viability it should be improved. Such steps should also be complimented by encouraging more niche, and independent retailers to strengthen the centres unique identity.

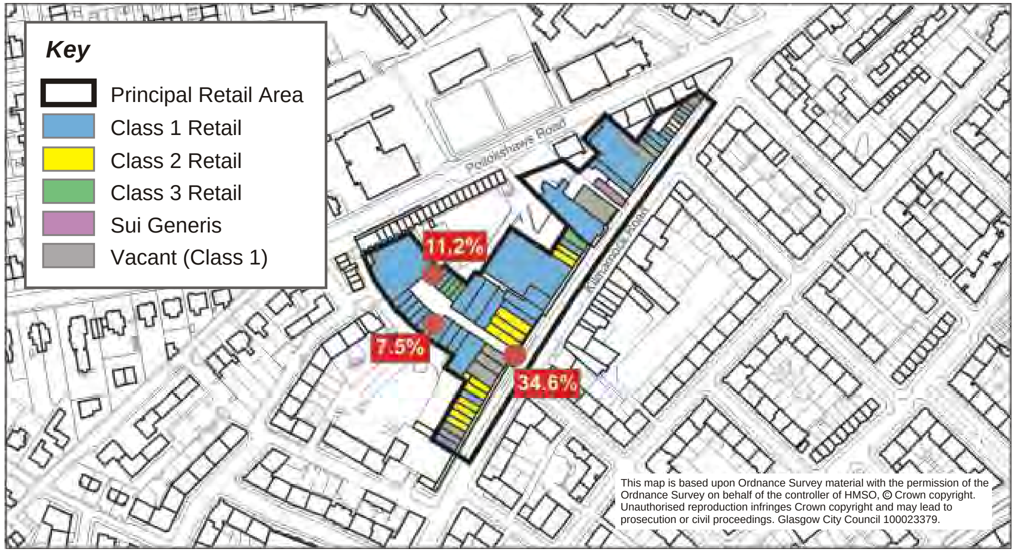
Unlike other Tier 2 town centres, such as Pollok and Easterhouse, there are no identified development sites in the Shawlands town centre boundary which would provide the opportunity to significantly expand the town centre's floor space or increase its range of goods and services. Improvements would therefore need to take place in the existing town centre boundary.

The Health Check suggests the most obvious town centre opportunity would be the redevelopment of the Shawlands Arcade. Without such an improvement, the scope to bring in a significant number of new customers will always be limited.

In terms of the evening economy activities and the development of leisure and events, the Health Check was of the view any significant increases in these types of uses therefore should carefully be considered to ensure no adverse amenity issues.

Whilst the Customer Survey expressed concern about high levels of litter associated with those using hot food shops, the Health Check considered this issue could be better addressed through the Clean Glasgow Campaign.





3.5 SHAWLANDS BUSINESS SURVEY

On 31st March 2011 the Shawlands Business Association was formally launched following a period of intensive work with DRS and the Glasgow Regeneration Agency. Prior to this event, local businesses had been asked what they considered their key issues to be. Their initial responses were as follows:-

1. Parking is biggest issue with concerns being raised about the apparent uneven playing field between the free parking of Silverburn, Newlandsfield Morrison's and the need to pay to park on street in Shawlands. They were also concerned that parking is free in the City Centre on Sunday's and after 6.00PM on many streets, whereas payment is required in Shawlands and many couldn't understand why this should be the case. There was also concern about a general lack of customer parking and the level of rates paid relative to centres with greater footfall when the number of Shawlands Town Centre customers had declined.

2. The businesses felt there was a **need to create more reasons for their customers to visit Shawlands** and suggested more events and festivals as one way forward.

3. Many businesses indicated a desire to see **the shopping centre (The Arcade) re-developed** although they believed undue emphasis was often placed on this as the 'only answer' to transforming the fortunes of Shawlands.

4. There were many other selling points that could be developed in the centre such as a café and restaurant quarter in Skirving Street and the southern end of Kilmarnock Road where small specialist 'personalised' service businesses could reinforce one another e.g.; lawyers, accountants, estate and letting agents.

5. There was concern about the approach of landlords. Businesses felt they often had an unrealistic view of competitive rental levels and were happy to keep properties vacant if they were still being paid by former tenants. Businesses felt that **not enough was being done by landlords** to maintain the appearance of vacant units e.g.; window vinyl's, painting etc; and this dragged down everyone else's efforts to make a success of the town centre. They were also too quick to rent out properties to charities who could they suggested sit on properties for years and drive the market down.

6. They considered there was a **problem of graffiti across the town centre** with the Council, landlords and other agencies were perceived as not doing enough to stamp it out early and this made the town centre appear untidy and edgy. Although the town centre appeared in the press, reporting could be negative and there were not enough good news stories to help build its customers appeal. This however has improved more recently with extremely supportive features from the Evening Times in particular. Some businesses felt estate agents could perhaps do more to talk the area up.

7. Discussions about a possible **Farmers Market** in Shawlands drew a mixed response in that there was concern it might affect local retailers. Accordingly it would have to be in the right location with greater thought given to ensuring local benefit and how best to showcase local products and services.

8. Planters during the summer months were well received and ideally should be retained over the winter and regularly restocked. Businesses felt the **Winter Lights** in the town centre were fairly "lacklustre' but agreed this was better than nothing.

9. There was a universal agreement the **2014 Commonwealth Games presented a tremendous opportunity** for Shawlands Town Centre.

3.6 SUMMARY

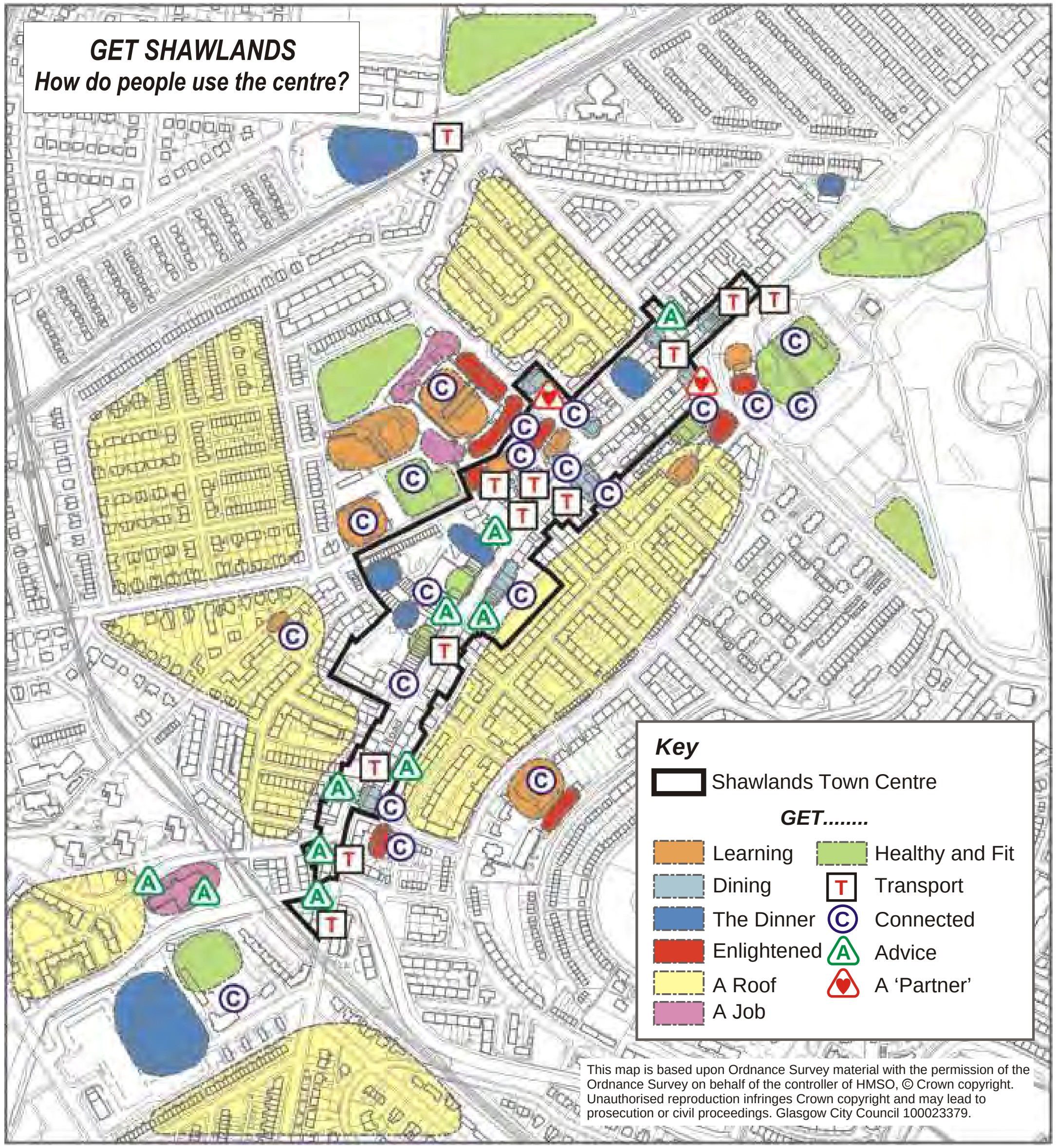
In building the Shawlands Town Centre Action Plan, Glasgow City Council informed by its research has therefore prepared a SWOT analysis to help identify the key issues to be addressed and develop a way forward. This is presented below

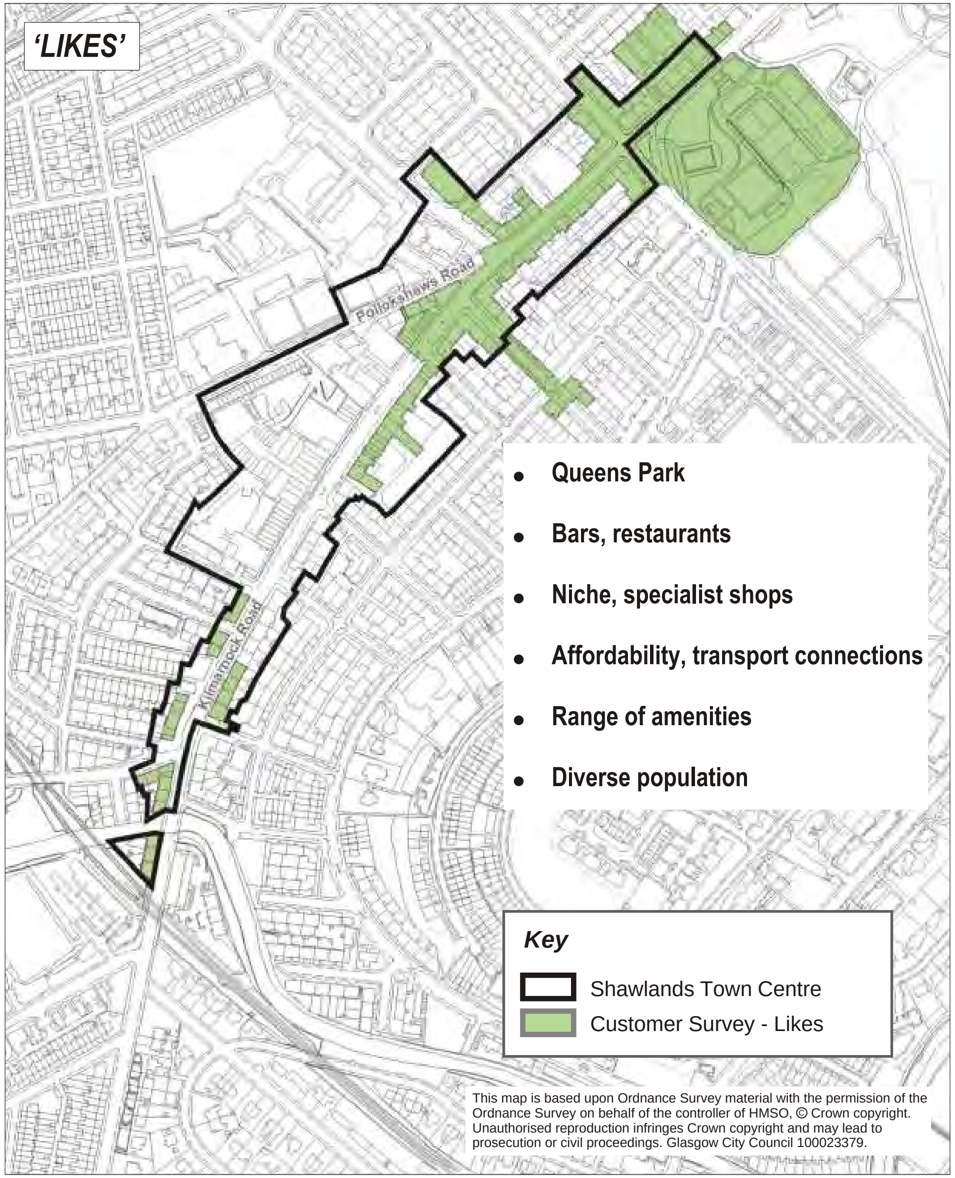
TABLE 1 SWOT (Strengths Weaknesses Opportunities Threats)

STRENGTHS • there is a **good range of comparison shopping generally**, and also of national multiples and independent operators • convenience shopping is available in the town centre and the edge of centre **food superstore** at Riverford Road • **evening economy** is continuing to develop • **strong community** • good public transport links • high footfall at PRA • the number of vacancies is reducing, indicating continued investment in the centre • strategic central Southside location • close **proximity to Queens Park** • good range of **quality shops** • large walk able relatively **affluent community** • emerging **Traders Association** (Shawlands Business Association) • **Shawlands & Strathbungo Community Council**	WEAKNESSES • perception of town centre having **many vacant units** • **design, layout and condition of the Shawlands Arcade** which is essentially the town centre's Principal Retail Area • restricted pedestrian access to **Shawlands Arcade via a ramp** • lack of physical expansion opportunities • shoppers perception that **shop fronts require improvement** • **lack of cinema**, other commercial leisure, community and arts facilities • no clear anchor store • poor access to Queens Park • **lack of public toilets** • Few use public transport to travel to the town centre, despite good public transport accessibility • Poor quality of pavements, public realm • **Vehicular impacts/congestion** • Street Furniture clutter, litter, fencing • Poor quality and few opportunities for urban open space in town centre area
OPPORTUNITIES • developing as a retail and housing destination, capitalising on increased employment access via M74 • qualitative uplift in comparison shopping provision in the PRA • small outlets which can attract **niche, specialist, independent operators** • development of an events area to encourage a 'destination' role • the possibility of **improving links with Queens Park** • developing character and niche specialist quality • **the heritage of the area** • improvements to public realm • creation of a **Langside Piazza space / Urban Square** • **strong community/schools** • open space(s) for events • **enhance importance of secondary streets and lanes** • promote “village in the city quality • build on lifestyle offer / **distinctive place quality and diverse retail/café culture** • Develop community based response to weaknesses and threat	THREATS • concentration of **vacancies in the Principal Retail Area** • perception of **anti-social behaviou**r associated with the centre's strong evening economy • litter and **dumping on the streets** which detracts from its attractiveness • perceived high levels of **traffic congestion** and associated noise, air quality, safety • poor quality of off street car parks, **parking restrictions** • **poor quality of pavement surfaces and public realm** • impact from other local centres and shopping centres in the greater southside • **Niche retail offerings** which directly target Shawlands more ‘affluent’ customers

The following sets of maps illustrate what Shawlands does well, what customers like, what they dislike and where customers think improvements should idealy take place. These are also set against our 'Get Shawlands' map opposite as previously shown on page 29, that is

'What Shawlands actually does and where?'...........




'LIKES'
Pollokshaws Road
Kilmarnock Road
Queens Park
Bars, restaurants
Niche, specialist shops
Affordability, transport connections
Range of amenities
Diverse population
Key
Shawlands Town Centre
Customer Survey - Likes
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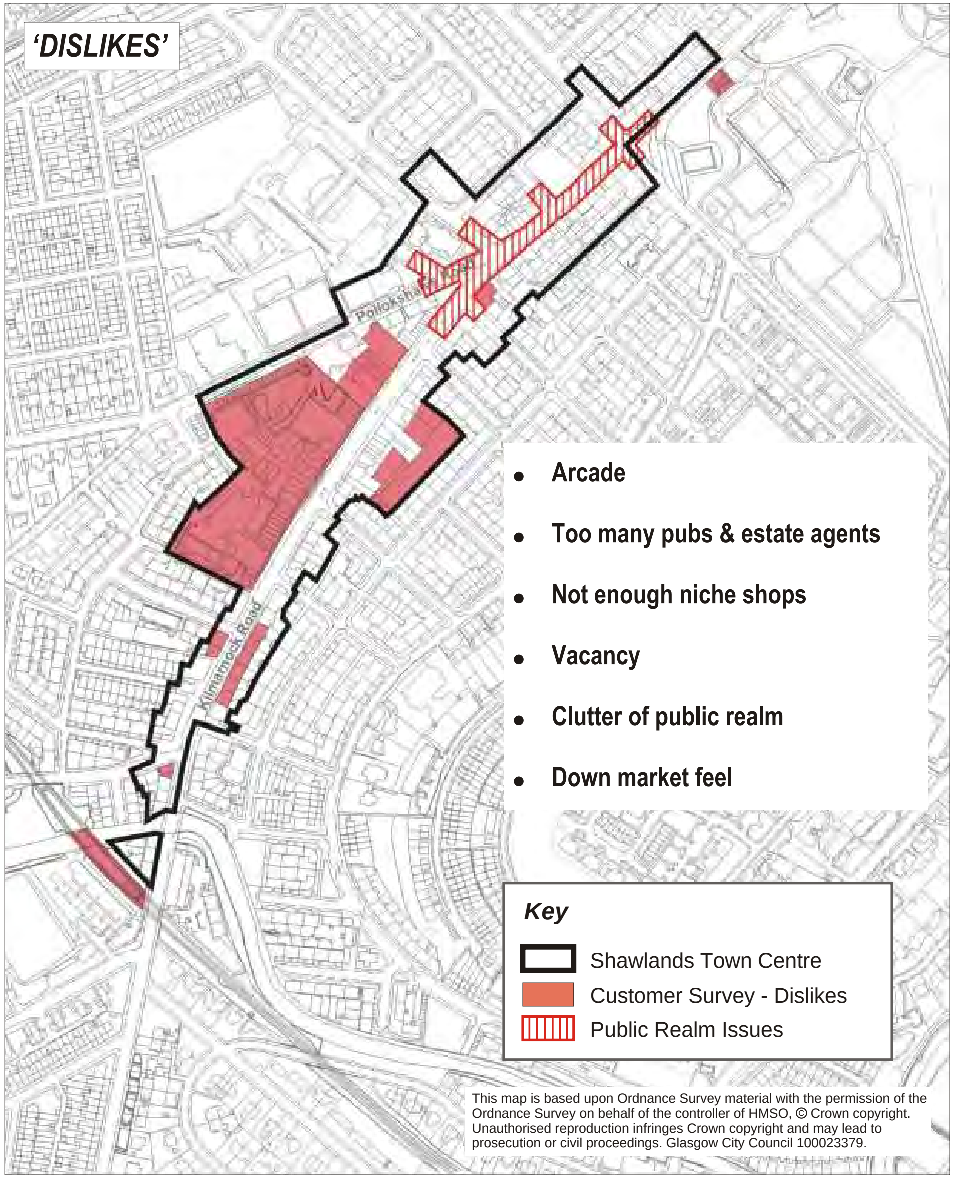
'DISLIKES'
Pollokshaws Road
Kilmarnock Road
Arcade
Too many pubs & estate agents
Not enough niche shops
Vacancy
Clutter of public realm
Down market feel
Key
Shawlands Town Centre
Customer Survey - Dislikes
Public Realm Issues
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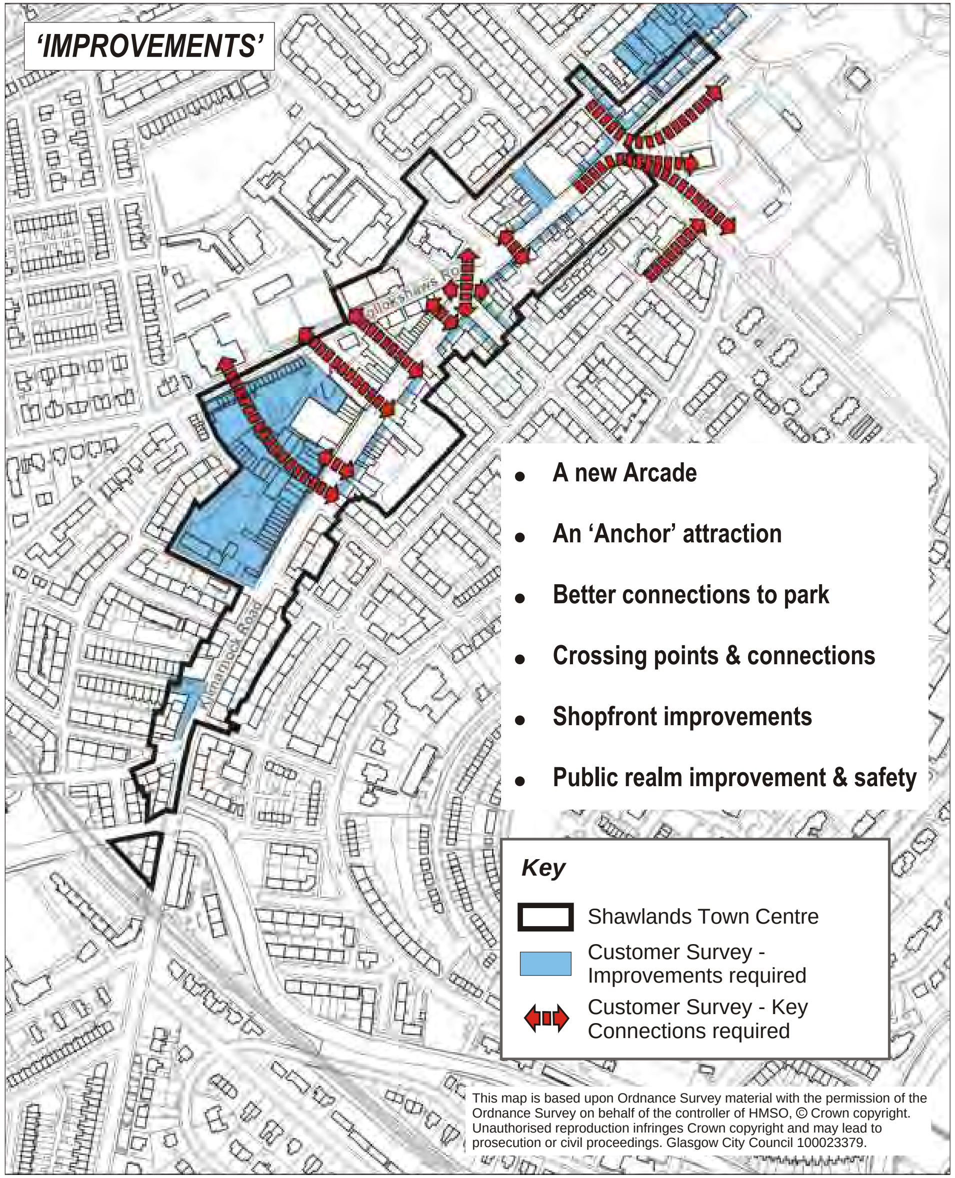
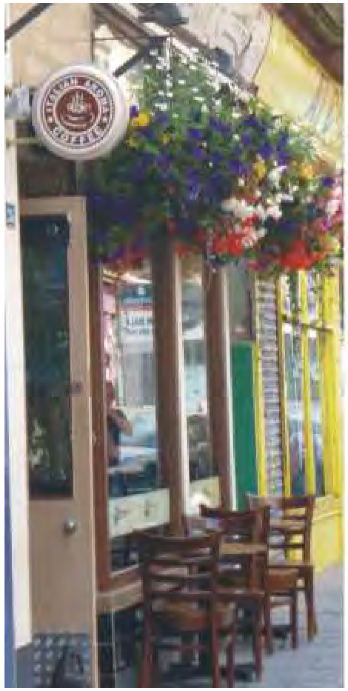


In essence, there are many factors influencing customer choices in buying services, going shopping, going out in the evening for leisure and entertainment. Retailers and service providers also consider a wide range of factors when setting up a business, particularly customer profile, footfall, visibility, access, competition, rent and rates and catchment. In town centres, therefore economic factors cannot be underestimated in place making and vice versa. In drafting the Shawlands Town Centre Action Plan therefore, the Council is not only seeking to provide a balance between quality of place for residents, shoppers, businesses and visitors but also trying to ensure economic prosperity and jobs continue to be developed both at a local and a wider city scale.




Evening Times

Community bid to put the heart back into Shawlands

"People feel disconnected from society.

Recent research by Fitch reveals 74% of respondents feel the need to belong"

Design week Magazine - 25th May 2011 Issue

4.0 THE ACTION PLAN

4.1 THE ACTION PLAN

The research evidence indicates that Shawlands continues to be in decline. The Council wishes to use the centre Action Plan as a tool to prevent further deterioration and intervene appropriately to address the areas economic and place making issues. It is the council view that Tier 2 centres play a strategic role in the success of city districts with implications for the resilience of Glasgow overall as an attractive, sustainable community.

The Council is keen to promote actions which focus on economic resilience and growth by adopting a more 'intelligent' approach to place management and place making. The Action Plan will direct and guide future development through the use of four related strategic frameworks each with clear priorities. These four frameworks are the **Economic Framework, Place Management Framework, Movement Framework** and an **Urban Design Framework**. The Council hopes that their implementation will enable a balance between each "community of interest" for the greater good, a Town Centre with a clear focus, an understanding of what it does well, which is clear about where exactly it fits into the market, and which secures additional and better use of resources to help attract and retain customers.

4.2 STRATEGIC OBJECTIVES

The Council are of the view the research case contained within both Chapter 2 and 3 of this Action Plan confirms the need to bring more people into the town centre, improve and diversify its "offer" and encourage people to enjoy spending more money and time in Shawlands.

The research also confirms the urgent need for the Action Plan to deliver the following strategic objectives:-

- **Creating a strong set of anchor attractions and increased footfall**
- **Establishing Shawlands as a more distinctive place by protecting and enhancing key assets, principal buildings and shop fronts**
- **Securing the long term development of Shawlands Business Association and a regular programme of events and trader initiatives**
- **Enhanced public realm, signage and sense of welcome**
- **An environment which allows business to thrive and trade more effectively**
- **A more diverse business offer which ranges from small independents to large corporate organisations clustered together to reinforce and support one another's success**
- **Improved links with academic institutions and the City Marketing Bureau to help re-position the centre and to capitalise on wider city events and festivals**

What do you think?.........

Implementing the strategic objectives, the Council suggest will require the establishment of a 'Shawlands Partnership'. The Shawlands Partnership's remit will be to bring together economic resilience and growth, formalise and develop the existing Shawlands Steering Group structure and include place making, place management actions and planning policy. The membership would include for example:-

- **Glasgow City Council- key departments and ALEOs**
- **Shawlands & Strathbungo Community Council**
- **Shawlands Business Association**
- **Shawlands Pubwatch**
- **Glasgow Community Safety Services**
- **AWG Ltd**
- **Shawlands Academy**
- **GHA**

What do you think?.............

4.3 THE FOUR FRAMEWORKS

The delivery of the Strategic Objectives by the Shawlands Partnership will be achieved through four frameworks namely:- **Economic Development, Place Management, Movement and Urban Design.**

Their combined focus on actions and policies is intended to ensure Shawlands competes successfully in the retail market place, and nurtures and promotes the growth of new and existing businesses to help sustain the Town Centre. It will also require the Council and its Steering Group partners to actively pursue all resource possibilities, including tapping into the knowledge of volunteers, trusts, business improvement districts and the corporate social responsibility commitment of national business located in the Town Centre.

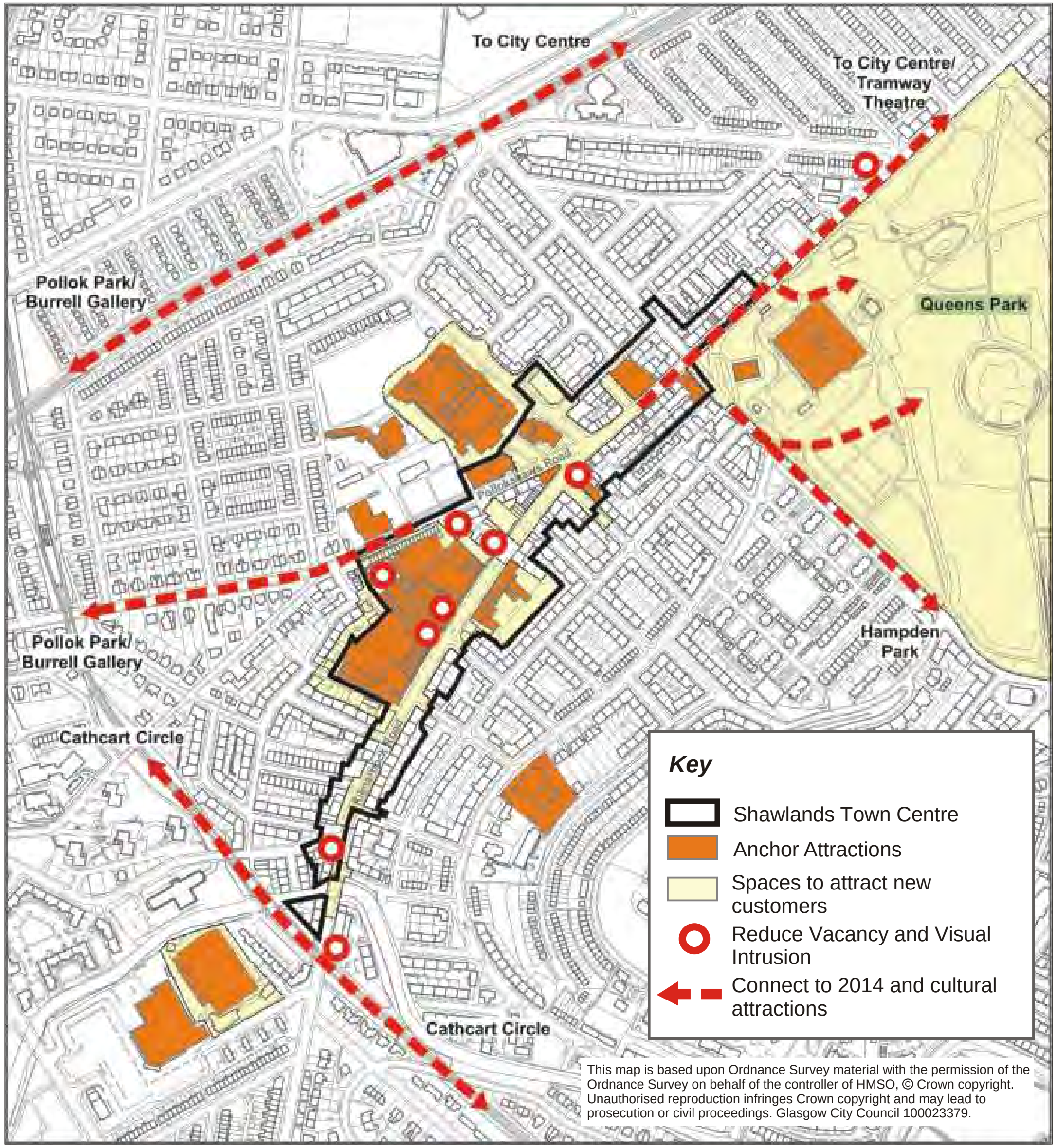
4.3.1 The Economic Development Framework: This focuses on growth of the town centre economy, the formation of partnership and building upon its key assets through better place positioning, the Shawlands Business Association, promotion, exploration and securing of funding and an annual programme of events to attract more customers. The Economic Development Framework focuses on Shawlands as a location for new business, helping existing business to provide more of what the customers want and developing better ways of understanding and listening to their needs.

The Economic Development Framework delivers the strategic objectives of the Town Centre Action Plan by embracing the following economic development outcomes:-

- An anchor and specific set of attractions to bring in more customers
- A reduction in vacancy and less visually intrusive vacancy, particularly within the core of the centre
- A rise in the quality and range of local services, to enable Shawlands to maintain and grow its customer appeal and to enable more people from the Southside to consider Shawlands as their natural town centre.
- A mechanism for evaluating and developing best practice from other successful town centres
- The development of specific spaces and pockets to attract more customers from a wider socio-economic and cultural spectrum
- Additional resources to help develop the town centre
- A reduction in price and perceptual barriers that discourage customers from using the centre
- The introduction of a marketing strategy for the town centre that enables two way communication with existing and potential new customers and which enables Shawlands to attract growing businesses from elsewhere in the City
- A reduction in business costs by identifying potential areas of savings or 'consortium action' in buying utilities, marketing, equipment, services, lobbying or becoming 'greener' as a business
- The securing of national, Scottish and citywide P.R opportunities, for example via the Academy of Urbanism Great Streets Awards by 2014
- An evaluation of potential 'twinning' opportunities for centre with others that share the cultural heritage of Shawlands, have a similar catchment and which present an opportunity to learn in terms of spaces, events, ideas, products and services
- A more resilient, secure, flexible and 'future proof' business base which is embracing best management practise
- To adopt the aspirations of Sustainable Glasgow and develop more sustainable practices locally from lessons learned in the wider city and elsewhere, particularly the 'Low Carbon Zones' of London
- A set of SMART targets for achieving improvements in Shawlands Town Centre to prioritise actions that will make a long term difference
- To actively pursue all resource possibilities, including tapping into the knowledge of volunteers from the catchment, trusts, business improvement districts and the corporate social responsibility commitment of national business located in the Town Centre

What do you think?.............

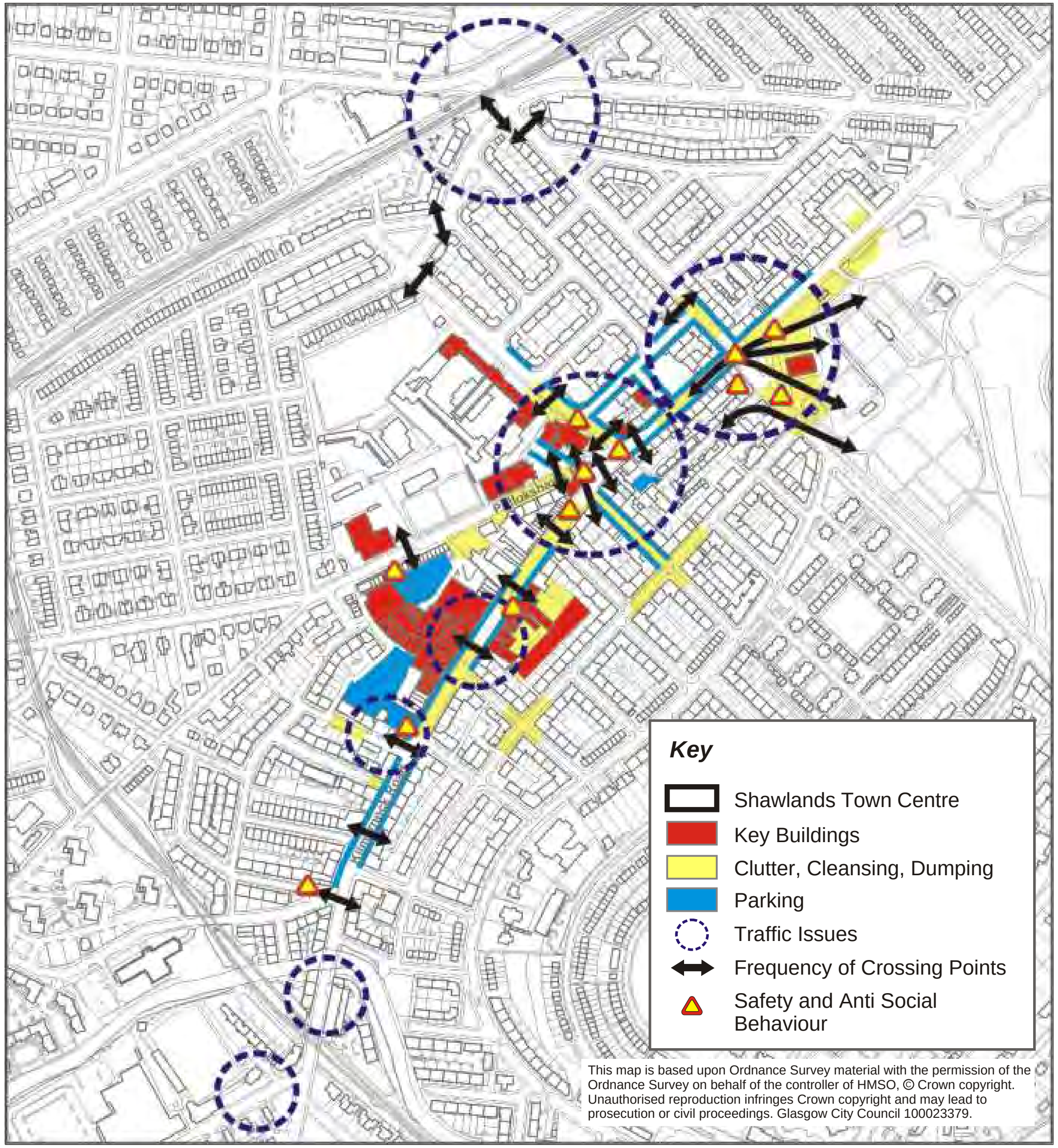
GLASGOW 2014
XX COMMONWEALTH GAMES



4.3.2 The Place Management Framework: The Shawlands Town Centre Action Plan will deliver the strategic objectives of the Plan by focusing on the care and maintenance of place, property and the promotion of Shawlands as an attractive destination. The Framework will also examine what the 'deal breakers' are that put customers off Shawlands, for example:-

- **Can they park?**
- **Is traffic overly regulated to enable Shawlands to compete?**
- **Is there a dog fouling problem?**
- **Safety, Anti-Social behaviour, CCTV and policing**
- **Frequency of crossing points**
- **Cleansing & dumping**
- **Management or factoring of key buildings**
- **Street clutter and maintenance**
- **Cycling and walking infrastructure**
- **Resident and business responsibilities**

What do you think?........

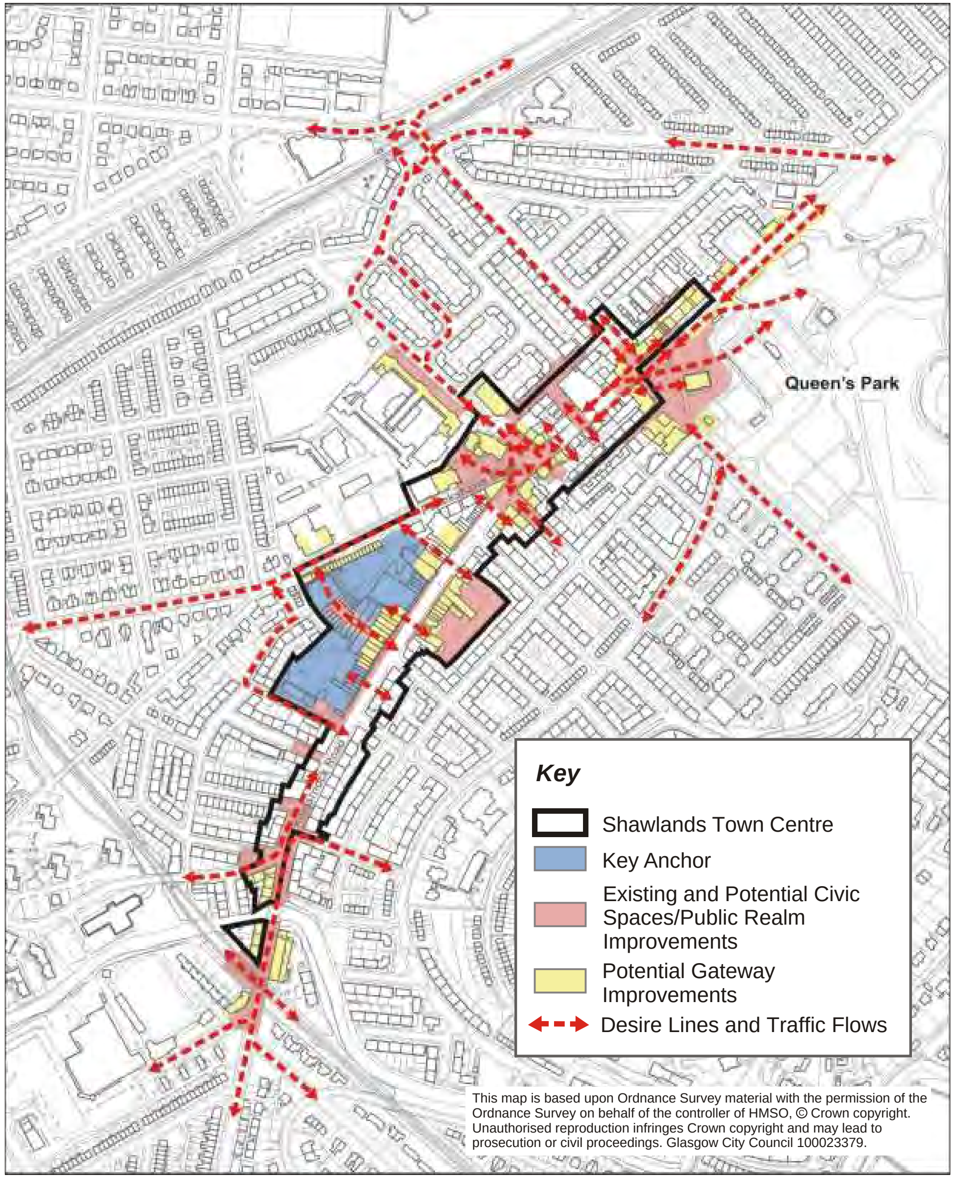


4.3.3 The Movement Framework: The Movement Framework will deliver the strategic objectives of the Town Centre Action Plan by reconnecting the Centre with the city and the centre's catchment area, the local movement network with main roads, paths, bus routes, cycle routes, parking, lanes and areas of major footfall.

The Framework explores the strategic setting of Shawlands relative to rail, motorways, other retail centres, visitor destinations such as Queens/ Pollok Country Park, safe routes to school and key accident locations. Shawlands Town Centre therefore needs to include actions that achieve following movement outcomes:-

- **An anchor and specific set of visitor attractions which are fully integrated with public transport, pedestrian, cycle, natural desire lines and vehicular routes to help build footfall and enable Shawlands to attract more customers**
- **A volume and rate of traffic flow which does not undermine overall attraction of the town centre**
- **Civic spaces that customers can connect to, connect with one another and within which they can enjoy the town centre**
- **Improved surfaces, public realm and signage to make the centre safe, easy and logical to negotiate around during both day and night**
- **Enhanced gateways and connections into key buildings**
- **Improved community health through the creation of a walk able healthy neighbourhood and a more sustainable City QuarterAction within specific spaces which are key to turning the town centre around**
- **To be nationalAcademy of Urbanism 'Great Street' Award ready by 2014**

What do you think?............



4.3.4 The Urban Design Framework: The Urban Design Framework focuses on the design of the streetscape, spaces and places in Shawlands Town Centre. Its aspiration is to improve public realm, assess and identify buildings of merit, consider shop front design, the potential of specific attractions.

The Urban Design Framework will deliver the strategic objectives of the Town Centre Action Plan by embracing actions that: achieve the following outcomes:-

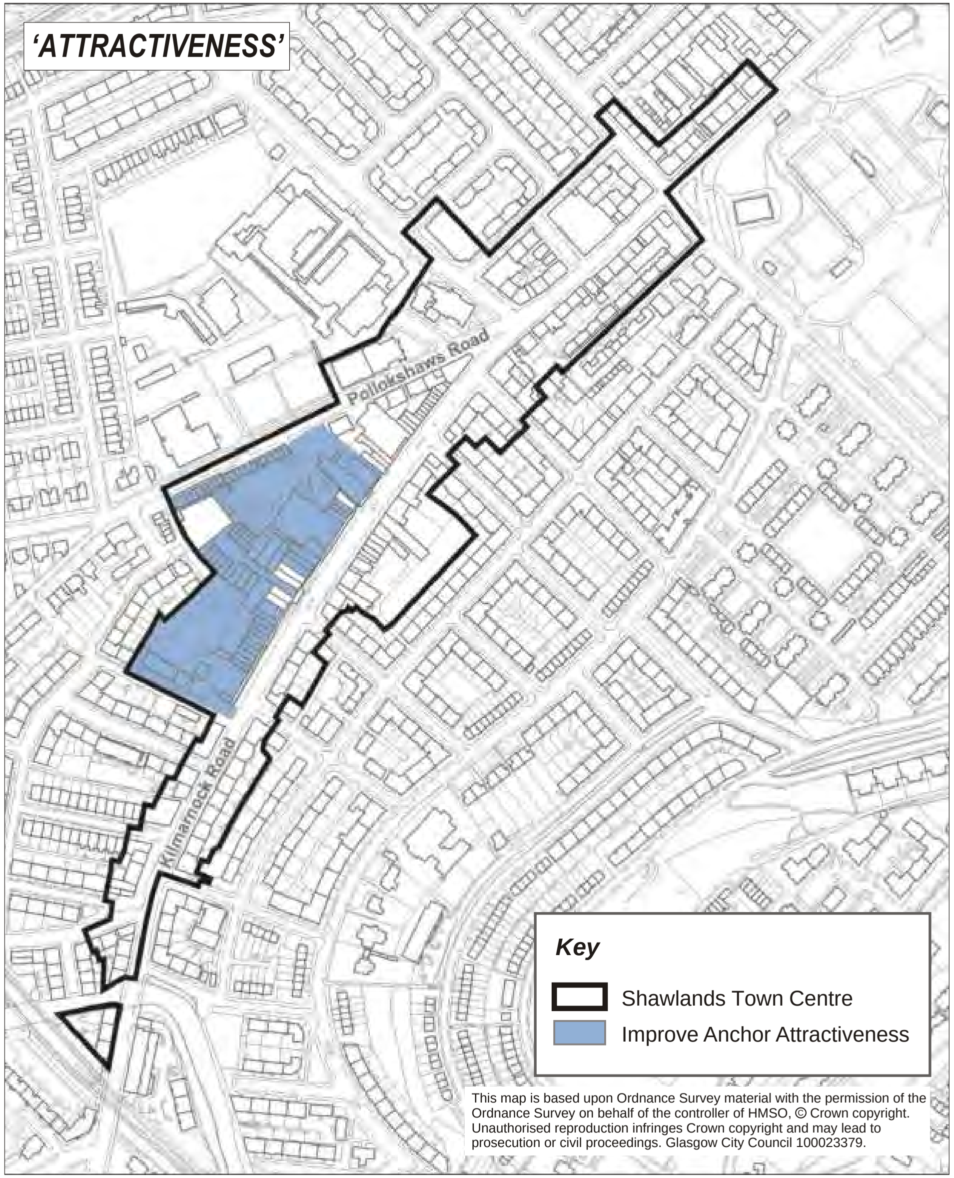
- **An improvement in the attractiveness of existing and future anchors, such as Shawlands Arcade, which helps increase footfall and bring customers to the centre. In particular, it needs to consider the message these attractions give about the wider town centre and to whom?**
- **Reduced vacancy, visual impact and negative message it projects**
- **A De-cluttered public realm**
- **An improvement in the quality of the offer by encouraging new and existing businesses to consider interior and exterior visual merchandising more carefully**

- **Build on what Shawlands does well. Use what works well elsewhere and develop fresh ideas to create something unique, visually attractive and distinct for the customers a centre which is more attractive via reducing unnecessary signage and quality improvement**

- **Improved appearance and functionality of gateways into the town, particularly Pollokshaws East Station, Shawlands Cross and the 'Lanes'**
- **Enhancement of key buildings such as Langside Hall via the development of long term business plans/feasibility studies and short term enhancement projects including landscape re-design and lighting**
- **Design improvements on specific spaces where targeted action can make a real difference**

The following set of maps outlines the town centres key areas of vacancy, attractiveness and areas which require to be de-cluttered. It also highlights positive aspects of Shawlands gateways.

These maps are the foundation of the Urban Design Framework.


'ATTRACTIVENESS'
Pollokshaws Road
Kilmarnock Road
Key
Shawlands Town Centre
Improve Anchor Attractiveness
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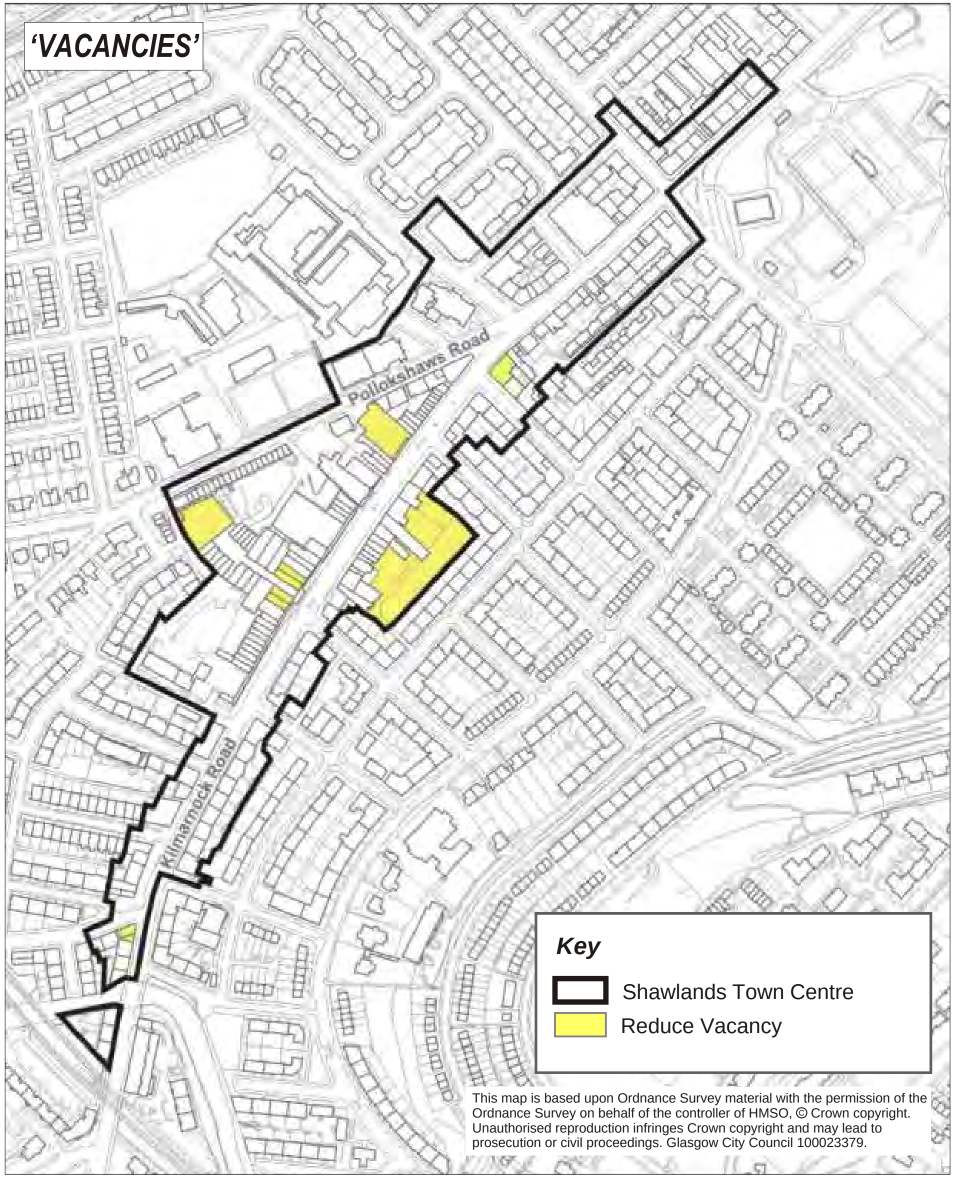
'VACANCIES'
Pollokshaws Road
Kilmarnock Road
Key
Shawlands Town Centre
Reduce Vacancy
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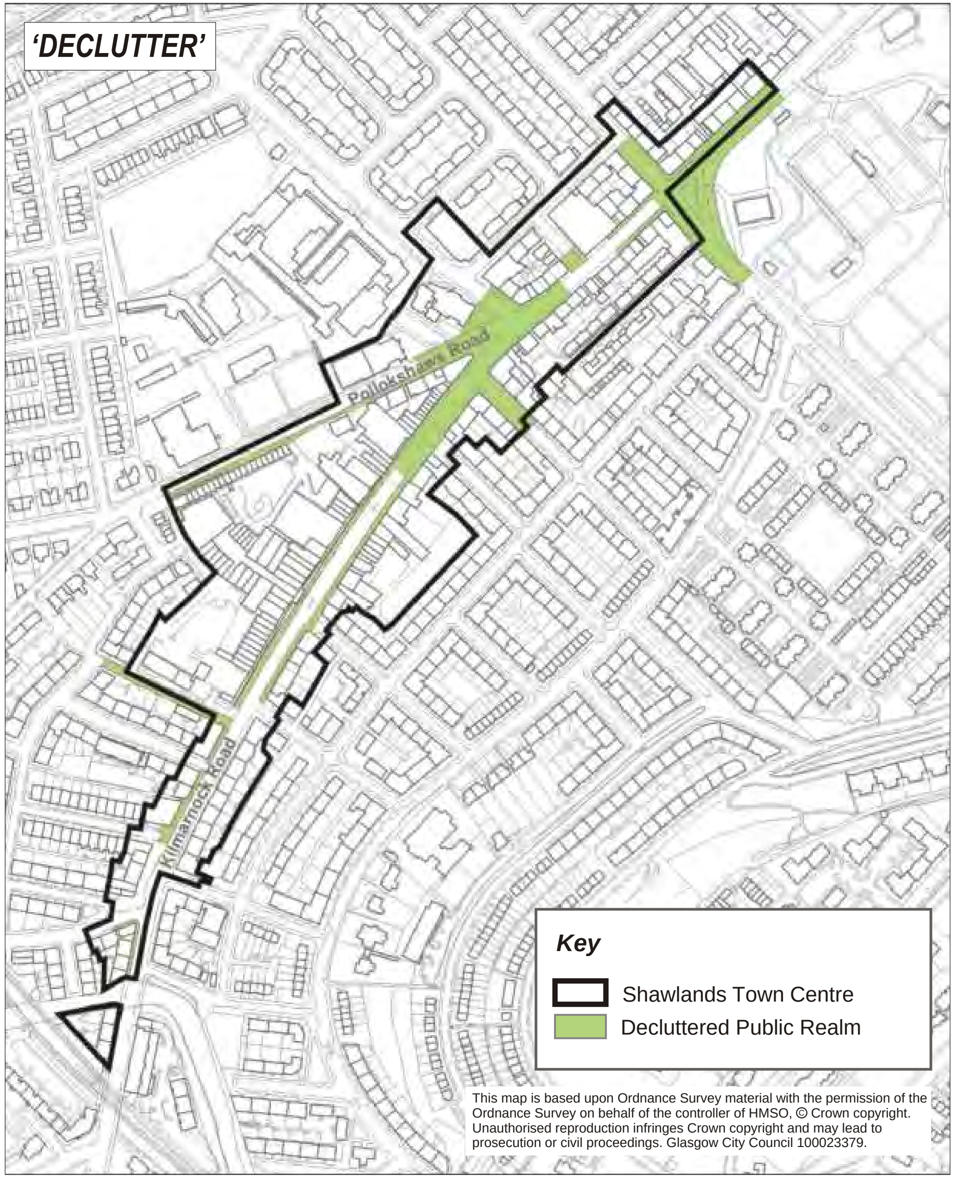

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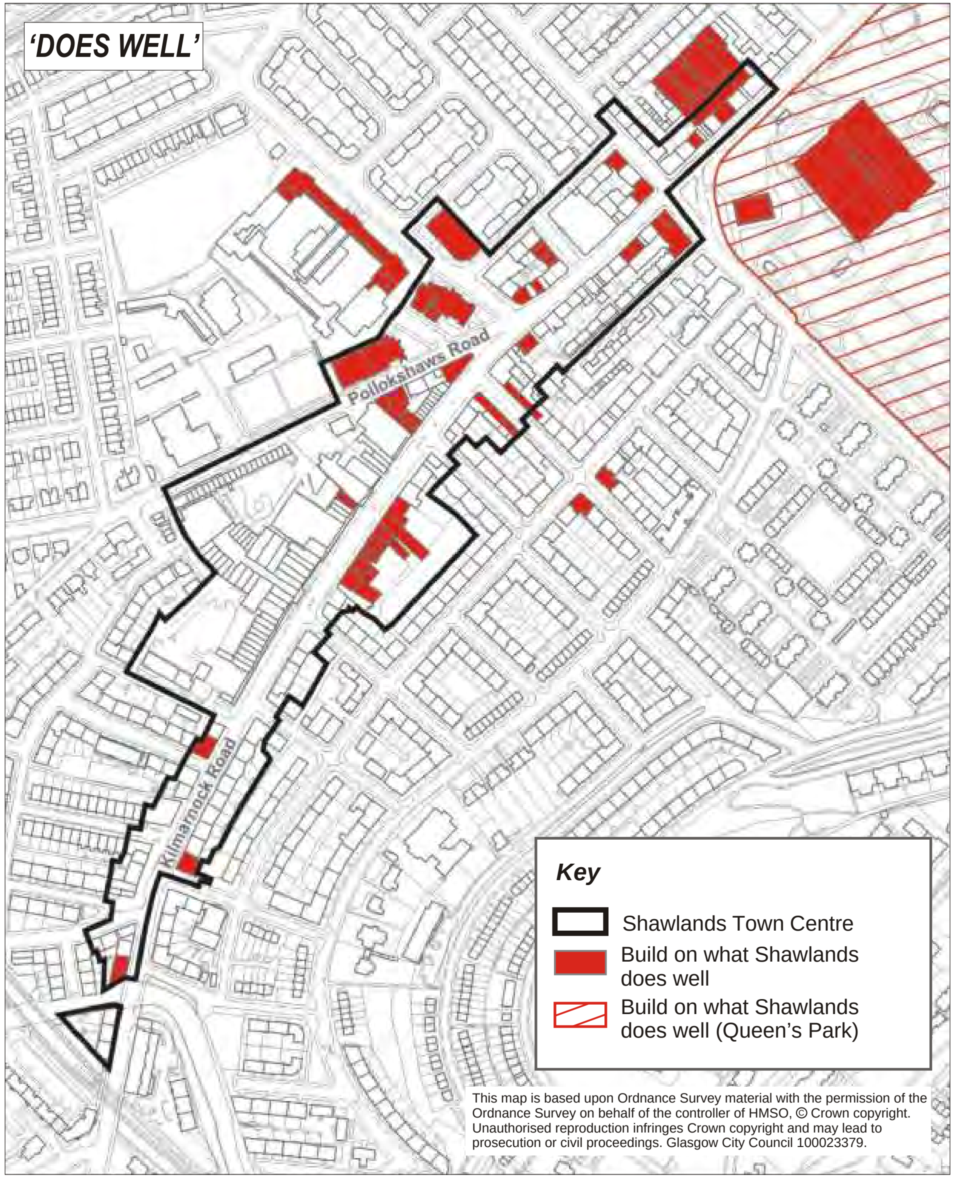

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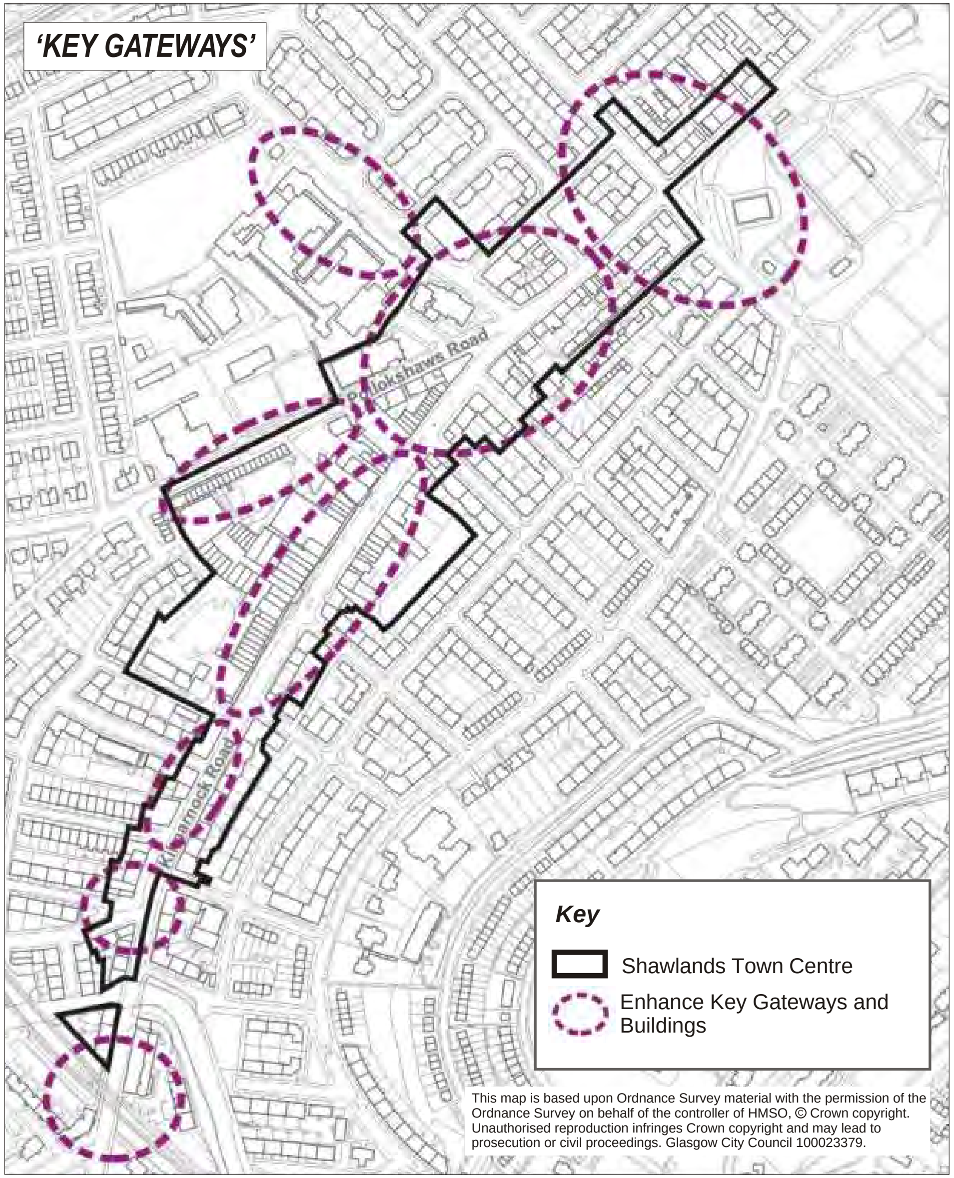
'KEY GATEWAYS'
Pollokshaws Road
Kilmarnock Road
Key
Shawlands Town Centre
Enhance Key Gateways and Buildings
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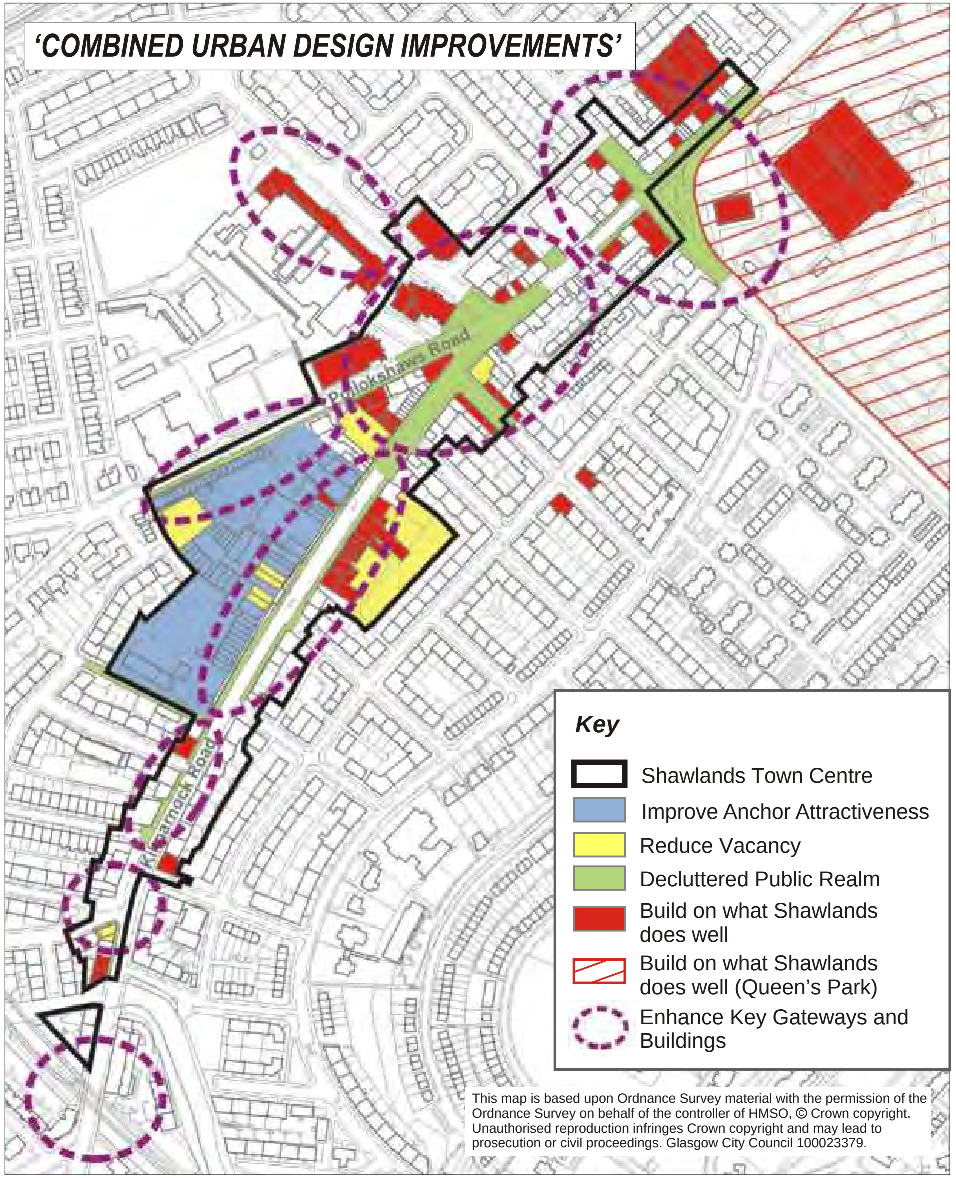
'COMBINED URBAN DESIGN IMPROVEMENTS'
Pollokshaws Road
Kilmarnock Road
Key
Shawlands Town Centre
Improve Anchor Attractiveness
Reduce Vacancy
Decluttered Public Realm
Build on what Shawlands does well
Build on what Shawlands does well (Queen's Park)
Enhance Key Gateways and Buildings
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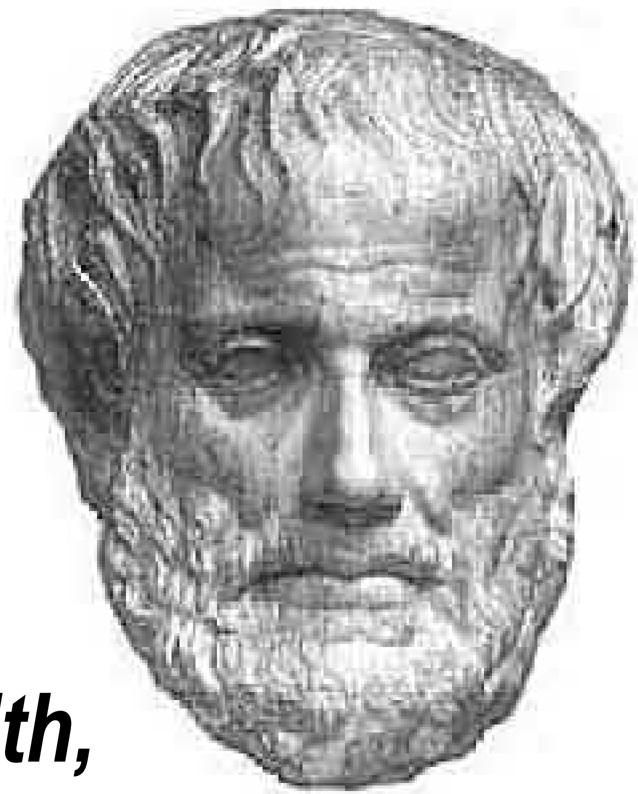
JARDIN DE PARIS
LA PICHOLINE
SAFFRON LOUNGE
THE MINT SOURCE
LA TARTE TROPEZIENNE
LA TARTE TROPEZIENNE
SHOP MAISON BERTAUX
MAISON BERTAUX
PRIMARK
0141 636 6420
MARTIN FLETCHER OPTICIANS
Deli 1901
BELLA NAPOLI
YMC
CHICCHI
italian snack bar • pasta • salads • panini • coffee



"A city exists for the sake of a good life and not for the sake of life only.

Liveability means joy, leisure, health, communication and interaction and not just fulfilling basic needs"

Aristotle

5.0 DELIVERING & MANAGING THE ACTION PLAN

5.1 INTRODUCTION

Thus far the Draft Action Plan has identified why Shawlands Town Centre has declined. It has provided evidence of what has been done elsewhere to improve similar town centres.

It has pinpointed what the customers and businesses say and evidence of what can reasonably be expected from the centre given its catchment area. It has provided a series of frameworks detailing what the key drivers of potential improvement should be.

Clearly there is a strong desire among customers and businesses alike to see Shawlands turn around quickly. Given the backdrop of a major recession however, the Council believe this is unrealistic. The Byres Road one sees today for example, (a nominee, in 2011, for a national Academy of Urbanism 'Great Street Award') has taken over 10 years to develop a range of attractions such as Oran Mor, Ashton and Cresswell Lane and to progress from being a largely student focused town centre to emerge as a leisure and niche retail destination for all ages.

Such change has also been largely organic and privately led. This has also similarly been the case with Finnieston and Yorkhill with its emerging range of restaurants, galleries and specialist, distinctive shops.

For Shawlands, the Council believe it is not unrealistic to expect solid, measurable progress in time for the Commonwealth Games in 2014 and more significant renewal and regeneration by 2021.

As new supporting communities of Pollokshaws emerge and, 'assuming Shawlands can successfully reposition and rebrand itself', capitalise on the M74 extension as it begins to open up the wider Southside to become a highly connected housing and business location and enhanced destination for 'young urban flat dwellers' attracted by its convenience for .community.

In achieving the type of change Shawlands needs, concerted action and greater joined up thinking among public sector stakeholders, businesses and customers is required. For this reason, it is recommended consideration be given to developing the Shawlands Town Centre Steering Group into a more formalised Shawlands Partnership.

Responsibility for progressing the Action Plan would therefore be shared jointly as would the identification of appropriate Specific, Measurable, Action Oriented, Realistic, and Time bound targets. It also needs to adopt the findings of the recently published Scottish Government research report, Town Centre Regeneration:- How does it work and what can be achieved (see Appendix CH6) which advocates a more holistic way of regenerating town centres and an adoption of a 'Theories of Change' approach in terms of Monitoring activities, short, interim and long term outcomes.

It also advocates a consistency in measuring the progress of town centres both within Glasgow and other local authorities.

5.2 EVALUATION & MONITORING SHAWLANDS TOWN CENTRE

The Council consider the following measures applied within the Health Check baseline study could be used in monitoring the progress of the Shawlands Town Centre Action Plan:-

- **Population/household projections**
- **Comparison versus Convenience**
- **Floor Space Changes**
- **Use Class Mix**
- **Retail Typology**
- **Reduced vacancy**
- **Additional customer footfall**

The Council suggest a number of additional measures could potentially be considered:-

- **New businesses attracted**
- **New jobs secured**
- **Overall investment**
- **Leverage from public sector/charitable investment**
- **Securing of anchor attraction**
- **Planning Application and Building Warrant numbers for the Principal Retail area**
- **City Lets Report - increased rentals, shorter turnaround in time to let units. (a measure of area popularity)**
- **The development of social capital (increased community participation)**

The Shawlands Partnership may also wish to consider potentially re-running the Shawlands Customer Survey in around 2015 and investigating indicators which measure 'Social Return on Investment'. (This is currently being examined by A+DS for the Shawlands Gate Project)

HOW DO WE KNOW WHEN THINGS ARE GETTING BETTER? TELL US WHAT YOU THINK?

5.3 IS THERE ANYTHING ELSE THAT COULD BE INCLUDED?

5.3.1 Principals, Levers of Change and Management Progress

The Council recommend the Town Centre Action Plan should be guided by six principles:-

1) **Identifying those levers that can actually make a difference**

2) **Building on the approach the Council have taken in managing Conservation Areas (PHYSICAL URBAN MANAGEMENT)**

3) **Using established guidance provided within the 'How to Manage Town Centres published by Communities and Local Government in 2007 (SOCIAL MANAGMENT)**

4) **Using the formal guidance provided by Scottish Government**

5) **Continuing to build on and learn from 'Best Practice'**

6) **Contributing to the strategic policy framework for Glasgow as outlined in Chapter 2**

5.3.2 Levers

What levers should a potential Shawlands Partnership use?

To achieve sustainable improvement in Shawlands Town Centre the Council believe it is necessary to:-

- **Identify who is responsible for specific actions and encourage them to formally sign up to an agreed set of targets**
- **Pool budgets and set up a mechanism for securing additional resources**
- **Form Strategic Partnerships with other town centres or potential twin centres**
- **Secure cross party political support and buy in**
- **Use Press, PR and conferences with specific groups e.g.; estate agents, restaurants to achieve collective action, change perceptions about the centre and highlight potential measures to turn it around**
- **Capitalise on 2014 opportunities, 2012 Olympic events at Hampden and events currently hosted in the City Centre such as Celtic Connections and the Glasgow International Jazz Festival**
- **Tap into the skills and expertise of the customers and residents who live in the catchment surveyors, planners, musicians, teachers, architects, marketing and business specialists, artists, academics, event organisers, food critics, journalists and entrepreneurs in their day job, but a volunteer army for turning Shawlands around by night.**

5.3.3 Physical Urban Management

The Council believe the Shawlands Partnership should develop:-

- Strong Policy guidance
- Design statements
- A repairs programme particularly for buildings at risk
- Development briefs
- A joint monitoring framework
- A stronger enforcement regime
- Better place quality through more stringent Development Management and investment
- A shop front design guide
- A programme for replacing and rationalising street furniture
- With LES, improved landscape management of the Queens Park, particularly where it adjoins Shawlands
- A range of parking improvements within the town centre in conjunction with LES and AWG

5.3.4 Social Management

Through the Shawlands Partnership, the Council also recommend measures should be developed to address and mitigate the effects of:-

- Crime and anti-social behaviour
- Access & parking controls
- Noise
- Litter/cleansing/fly tipping
- Fly-posting & graffiti
- Commercial waste

These aspirations are also echoed and expanded by the Shawlands Retail Study in which Ekos/Ironside Farrar recommended the priorities of the Action Plan and Shawlands Partnership in repositioning Shawlands as a destination centre should be on:-

5.3.5 Protecting Place Quality by:

- Undertaking a Streetscape analysis of whole townscape
- Building a fabric repair and façade improvement programme through an architectural survey
- Developing Shop front and façade guidelines
- Re assessing management of public realm and investigating opportunities for private sector/ local business involvement
- Preparing a streetscape design guide and sketch design for priority areas such as Shawlands Cross and Langside Hall
- Undertaking improvements to road and pavement markings and definition of on street parking

5.3.6 Enhancing Connectivity by:

- Ensuring pedestrian environment is user friendly by improving pedestrian crossings
- Improving local footways and improving surface quality throughout
- Improving pedestrian links to Queen's Park from Shawlands Cross
- Identifying key connections into local communities and ensuring these are well lit

5.3.7 Improving Place Appeal:

- Undertaking a major annual spring clean of the area
- Introducing limited new street furniture, simple robust seating and litter bins
- Promoting a range of improvements including public art and cultural activities
- Promoting Shawlands as a business location to retail operators in and outside Glasgow
- Developing a Shop front and shop window improvement scheme
- Undertaking a Street lighting review and phased programme of lighting projects on key buildings

5.3.8 Enhancing sense of welcome by:

- Increasing awareness of visitors to local facilities
- Creating a sense of arrival, by foot, bike, car, bus and train
- Reviewing all signage to increase quality, clarity, and user friendliness
- Promoting safe movement throughout town centre and removal of unnecessary barriers
- Getting to know the safe routes to schools, undertaking audits and seeking comments from schools and churches

5.4 WHERE SHOULD THE SPATIAL PRIORITIES OF CHANGE BE?

Earlier the Action Plan talked about the Unique Selling Point (USP) of Shawlands and why customers visit. Having considered this and the range of research presented in this plan, the Council believe spatial priorities should be targeted to five distinct Quarters connected via a Movement Strategy supported by a possible range of physical and learning initiatives which have emerged from the partners work with Shawlands Academy. These priorities are:-

1. **Café/Restaurant Quarter:** Food/ Drink/ Specialist Retail. This would focus primarily on a Skirving Streetscape Project and developing enhancements to the eastern side of Kilmarnock Road.

2. **Shawlands Learning Quarter:** This would focus on developing the role of Shawlands Academy, Shawlands Kirk and Destiny as a possible learning and social destination potentially on Pollokshaws Rd, together with a street market potentially on Abbot/Frankfurt Street.

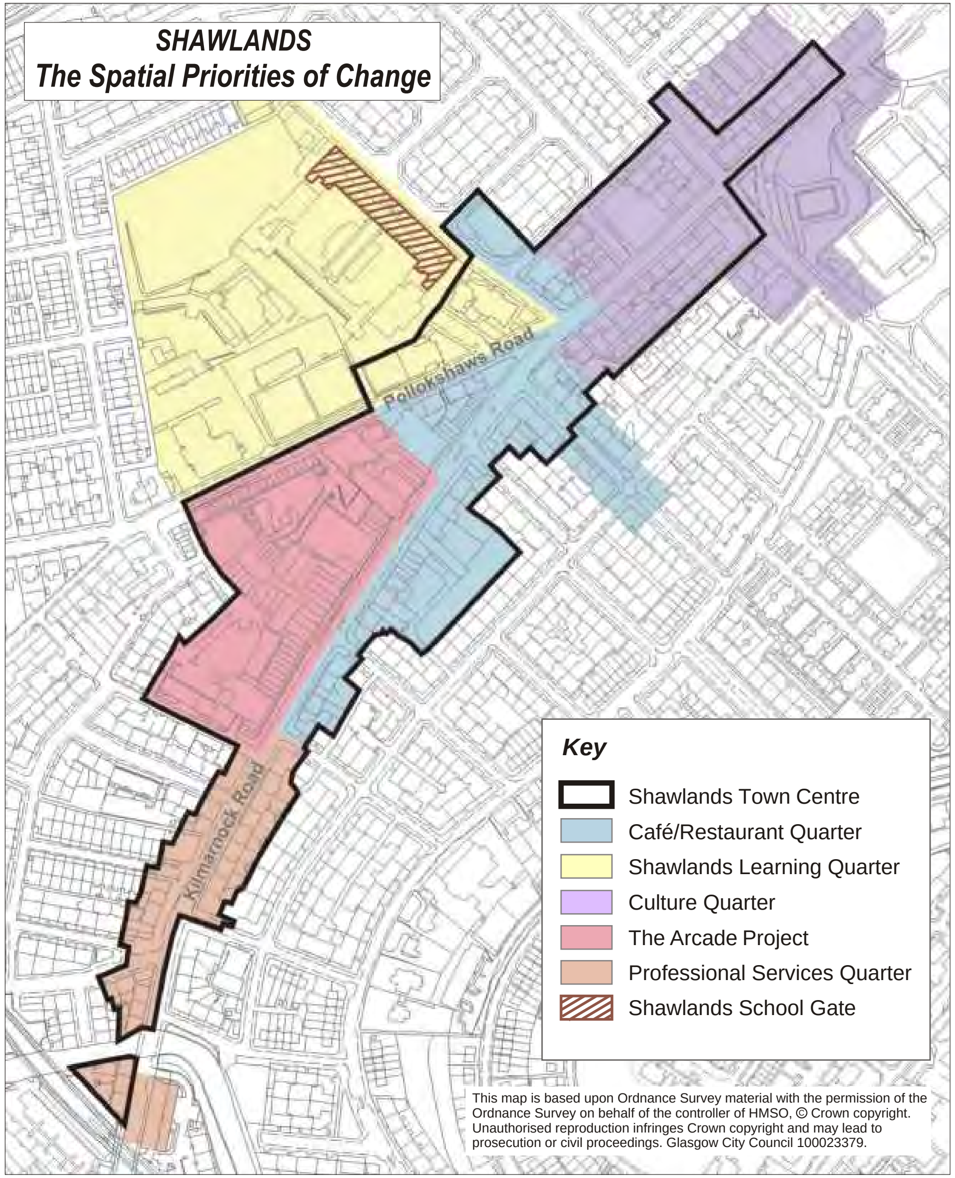
3. **Culture Quarter:** This would focus on The Shed, the Lanes, Langside Hall precinct, the development of Queens Park particularly along the Pollokshaws Rd corridor to Strathbungo, its links to the new Queens Park Performance Arena at Victoria Rd, together with a street market on Abbott/Frankfurt St.

4. **The Arcade Project**: would focus on retail led regeneration/redevelopment with mixed development potentially involving public sector uses and a quality uplift in convenience retail.

5. **Professional Services Quarter:** This would examine the case for retaining current policy and developing the southern end of Kilmarnock Road more fully as an area that specialises in Professional/Personalised Business Services.

6. **Shawlands School Gate:** There is an opportunity to roll forward new street initiatives by working collaboratively with Shawlands Academy as part of the Curriculum for Excellence. This could also be augmented in future by potentially encouraging higher learning institutions such as Langside College, Glasgow School of Art and Glasgow Caledonian University to develop a learning laboratory within the town centre where specific subjects such as retail marketing, visual merchandising, public art, graphic communication and business management can be explored in a live city setting. This could also be augmented by introducing the Town Centre to Glasgow Urban Lab for possible project work.

7. **Movement Strategy:** A streetscape analysis of the “full” cross from Granary to Langside Hall should be carried out. Pedestrian movement throughout the centre including Arcade, Granary Area, journey's to/from schools including Langside Primary should be examined to confirm 'natural desire lines and key movement corridors. The analysis should also consider areas which do not work effectively and which require urgent attention.



CONCLUSIONS

In this plan the council has endeavoured to set out what the key issues for Shawlands Town Centre are; what the research says about the challenges it faces and how similar town centres have sought to adapt to a changing market.

The Draft Plan has identified where the key problems and opportunities are for the town centre and how by focussing on it's major strengths there is a real opportunity for it to reposition itself to become a major Southside destination.

But what do you think? .... Does the plan take Shawlands in the right direction? ....What should the priorities be? ....Let us know..............

“Public sector activity in town centres is critical to pump prime and coordinate key investment. A focus should therefore be on extending the reasons for customers to visit centres other than simply shopping. “

Association of Town Centre Managers

“Town Centres are the key driver of essential services, the social and perceptual 'glue' for places, people and the physical expression of civic pride and community vibrancy. In essence Town Centres are sustainable activity hubs for people and businesses.”

Scottish Towns Policy Group

"High streets are at the heart of local communities and economies, providing jobs and essential services, but some are in trouble.

British Retail Consortium Director General Stephen Robertson

“There is nothing worse than a depressing High Street with half the shops boarded up. The great thing about shopping in the High Street is there are often independent stores offering products you can't buy anywhere else.”

Jaqueline Gold Retail Entreprenuer

6.0 APPENDICES, REFERENCES, BACKGROUND PAPERS & GUIDANCE

2008 - 2010 KEY INFORMATION FOR STUDY AREA

POPULATION ESTIMATE 2008

AGE BAND	F	M	TOTAL
0 - 4	596	597	1193
5 - 9	410	475	885
10 - 14	377	427	804
15 - 19	459	504	963
20 - 24	828	863	1691
25 - 29	1396	1264	2660
30 - 34	1110	1259	2369
35 - 39	1017	1155	2172
40 - 44	794	937	1731
45 - 49	786	831	1617
50 - 54	742	734	1476
55 - 59	614	634	1248
60 - 64	473	540	1013
65 - 69	407	364	771
70 - 74	451	317	768
75 -79	408	230	638
80 - 84	308	172	480
85 - 89	187	68	255
90+	87	17	104
TOTAL	11450	11388	22838

HOUSING STOCK ESTIMATES BY TENURE (2010)

TENURE	DWELLINGS
GHA	1871
Other Social Rented	213
Owner Occupied	7230
Private Rented	2463
TOTAL	11777

HOUSEHOLD ESTIMATES (2008)

TENURE	DWELLINGS
1 Adult	5430
2 Adults	3164
3+ Adults	1013
1 Adult 1+ Child(ren)	351
2+ adults 1+ Child(ren)	1575
TOTAL	11533

POPULATION ESTIMATES BY ETHNICITY

	TOTAL
White Scot/Brit/Irish	18480
Other White	912
Indian	316
Pakistani	2031
Bangladeshi	45
Other South Asian	145
Chinese	134
Caribbean	17
African	148
Black Scottish or other Black	10
Any Mixed Background	107
Other Ethnic Group	311
TOTAL	22656

2001 CENSUS - KEY INFORMATION FOR STUDY AREA

POPULATION ESTIMATE 2008

AGE BAND	F	M	TOTAL
0 - 4	526	529	1055
5 - 9	487	470	957
10 - 14	504	521	1025
15 - 19	537	550	1087
20 - 24	846	678	1524
25 - 29	1213	1073	2286
30 - 34	1041	1094	2135
35 - 39	872	973	1845
40 - 44	810	806	1616
45 - 49	703	744	1447
50 - 54	601	687	1288
55 - 59	492	454	946
60 - 64	525	457	982
65 - 69	560	390	950
70 - 74	559	360	919
75 -79	444	258	702
80 - 84	376	145	521
85 - 89	266	84	350
90+	125	42	167
TOTAL	11487	10315	21802

POPULATION BY AGE AND SEX

AGE BAND	F	M	TOTAL
Children	1623	1632	3255
Working Age	487	470	957
Pensionable	2855	1279	4134
TOTAL	11487	10315	21802

POPULATION

RESIDENTS			TOTAL
Residents in households			21701
Residents in communal Establishments			101
TOTAL	11487	10315	21802

POPULATION ESTIMATES BY ETHNICITY

	TOTAL
White	19357
Indian	221
Pakistani	1696
Bangladeshi	12
Other South Asian	130
Chinese	125
Caribbean	15
African	59
Black Scottish or other Black	9
Any Mixed Background	109
Other Ethnic Group	69
TOTAL	21802

POPULATION

RELIGION	TOTAL
None	5784
Christian	12317
Buddhist	54
Hindu	68
Jewish	236
Muslim	1799
Sikh	129
Another religion	185
Not answered	1230

2001 CENSUS - KEY INFORMATION

HOUSEHOLDS BY TYPE

NUMBER	TOTAL
HOUSE OR BUNGALOW	
Detached	416
Semi-detached	758
Terraced (incl end terr)	1308
FLAT, MAISONETTE OR APARTMENT	
Purpose built block of Flats	8447
Part of converted or shared house	269
In a commercial building	6
Sharing households	35

HOUSEHOLDS BY SIZE & NO OF ROOMS

NUMBER	TOTAL
1 Person	5526
2 Person	3247
3 Person	1166
4 Person	788
5 Person	347
6 Person	120
7 Person	73
Average household size	1.93
1 Room	214
2 Rooms	972
3 Rooms	3095
4 Rooms	3373
5 Rooms	1525
6 Rooms	1040
7+ Rooms	1048

TRANSPORT & MEANS OF TRAVEL TO WORK PATTERN

Household no car	4997
Households 1 car	4739
Households 2 cars	1302
Households 3+ cars	229
Total Households with car(s)	11267
by train, underground	1032
by car or van	4738
as a passenger (car or van)	456
on motorcycle, moped, scooter	23
on bicycle	102
on foot	779
other	80
Work mainly from or at home	487
Total people working not studying	9726

EDUCATION

Children of pre-school age	1055
Children of Primary School age	1361
Children of Secondary School age	839
Number of full time students	1256

EDUCATIONAL QUALIFICATIONS

No qualifications	4441
‘O’ Grade, Standard Grade etc	2757
Higher Grade, CSYS etc	2429
HND, HNC, RSA Higher Dip etc	1287
First and Higher Degree, Prof Qual	5893

ECONOMY

ECONOMICALLY ACTIVE	
Employees	8381
Self-employed	1105
Unemployed	707
Full-time students	505
ECONOMICALLY INACTIVE	
Retired	245
Student	792
Other	2678
NATIONAL STATISTICS SE CLASSIFICATION	
Higher Managerial & Professional	2214
Lower Managerial & Professional	3839
Intermediate occupations	1538
Small employers and own account	727
Lower supervisory & technical occupation	714
Semi-routine occupations	1301
Routine occupations	801
Never worked/long term unemployed	929
Full-time student and other not classified	2350
TOTAL	14413

FINDING THE SHAWLANDS USP

Restaurants	18
Pubs & Bars	16
Specialist Shops	11
Shops	9
Cafes	7
Vibrancy	7
Park	5
People	4
Convenience	4
Transport links	3
Potential	3
Housing	2
Amenities	1
Attractiveness	1
Clubs	1
Diversity	1
Openness	1

This has been based on a random sample of 50 quick survey (Shawlands Customer Survey) submissions with wording used and specific comments standardised.

REFERENCES AND WEBSITES

1.1.1	http://www.scotland.gov.uk/Resource/Doc/256976/0076300.pdf
1.1.1	http://www.scotlandstowns.org/downloads/studies-and-reports.html
1.3.1/3.2/3.4	Http://www.glasgow.gov.uk/NR/rdonlyres/E1341505-CD2D-47B9-38FE42A8DB63/)/customersurveyreportapril2010.pdf
1.3.2	http://www.smaterplaces.org
1.3.3/2.5	http://www.glasgow.gov.uk/YourCouncil/CustomerInvolvement/Corporate/YourOpinion/pollokshawslocaldevelopmentstrategy.htm
2.1	http://www.glasgow.gov.uk/en/Business/Businesssupport/Research_statistics/glasgowseconomicstrategy.htm
2.1.2	http://www.gcvsdpa.gov.uk/index.php?option=com_content&view=article&id=14&Itemid=9
2.1.3	http://www.glasgow.gov.uk/en/Business/CityPlan/
2.1.4	http://glasgow.gov.uk/NR/rdonlyres/0C1D4ABA-BCE2-4C2F-9685-F09A734339A9/0/CommunityPlan.pdf
2.2	Further information on the 4C's of marketing approach can be found within 'The 80 Minute MBA' by Reeves and Knell.
2.2	(See Google - Shawlands Business Association+ Face book)
2.3.1.2	http://www.glasgow.gov.uk/en/AboutGlasgow/Factsheets/
2.3.1.2	http://www.caci.co.uk/acorn2009/acornmap_ext.asp
2.3.1.2	http://www.citylets.co.uk/reports/
2.5	www.sustainableglasgow.org.uk/
3.3.2	http://www.academyofurbanism.org.uk/
3.3.3	Http://www.tollcross.org/
3.3.4	http://www.clarkstonbid.co.uk/
3.3.5	http://www.gcvsdpa.gov.uk/index.php?option=com_content&view=article&id=29Itemid=25
5.0	http://www.scotland.gov.uk/Publications/2011/09/21082703/0

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