Who has prepared the Plan and why?

Shawlands Town Centre is a tier 2 town centre in South Glasgow, supporting an immediate catchment of over 21,000 people and potential customer base of 200,000. Its performance has however been at a historically low level and the Council’s concern is that if this continues unchecked, it may begin to affect the attractiveness of the wider network of communities as both residential and investment destinations.

Since 2009 the Council has therefore collaborated Shawlands & Strathbungo Community Council, the Shawlands Business Association and customers to develop an Action Plan for taking the centre forward.

This work culminated in the publication of the Shawlands Town Centre Action Plan in May 2012 and a 5 year commitment by the Council to invest £3.3M in centre improvements. See Google ‘Shawlands Town Centre Action Plan’

To take the Plan forward, the Council has developed a cross party Executive Board with supporting sub groups to coordinate targeted improvements under the following themes

- Economic Development
- Place Management
- Movement & Urban Realm

This Marketing Plan is a key initiative by the Economic Development Sub Group to improve coordination between the various groups spearheading local events and initiatives to attract footfall, and new businesses to the centre. The Plan sets out budget proposals which the partners can potentially access and a range of key opportunities to promote the centre. The Marketing Plan is not intended to prescribe to partners how their events should be run or developed but to primarily inform discussion and propose a way forward.
In researching the Town Centre Action Plan, of which this is a part, the Council coordinated a customer survey of over 700 people who use the centre. The findings of this are summarised in the Shawlands Town Centre Action Plan Customer Survey Report published in 2010. The report confirmed that Shawlands has significant potential as a ‘destination town centre’ however a number of things had to be done before this could be fully realised.

Although the Shawlands Arcade was cited by many as the key concern, the fundamental issue was how to co-ordinate the promotion efforts of the town centre in the broadest sense. This issue was reflected for example in the:-

- town centres ability to attract a quality anchor
- lack of focus in attracting niche businesses to compliment those already located in the centre
- quality of spaces which discouraged customers from spending time and money
- poor design and appearance of some shop fronts
- confusing range of events and attractions in the area and lack of clarity about who exactly the customers were and future needs.

In promoting events and attractions, there was no single ‘information point’ for customers to find out what was happening in the area and weaknesses in the coordination between the various event and social media organisers. There was also a lack of a system which monitored who the customers were, where they came from and what they needed to attract them back.

Similarly whilst property agents would, understandably, market their own vacant properties, there appeared to be no collaboration that allowed the Shawlands Town Centre to be jointly promoted as a location to which growing businesses from within and outside the city would be attracted.

**Strategic Context**

In the Action Plan the Council recommended Shawlands should differentiate itself and capitalise on its unique attractions. It proposed the Centre should endeavour to identify niche businesses which are successful in other town centres and encourage them to locate and grow in Shawlands thus to the area, reinforcing and ‘cross pollinating’ the local offer.

In addition, the Action Plan proposed the partners should:-

- Work more closely with the anchor attractions of the town centre and offer help and encouragement to strengthen these
- Raise the profile of events happening in or near the town centre throughout the catchment
• Work with property owners to reduce the poor appearance of vacant units particularly in the core of the centre
• Introduce a marketing strategy which would include local festivals and cultural events as well as the retail/business offer
• Grow the appeal of the centre to attract customers from the wider Southside and endeavour to understand the needs of the customers better
• Seek to capitalise on events in the wider area for example the Commonwealth Games and events at Hampden
• Coordinate their activities with one another both within Shawlands and also the sister centres around Queens Park
• Achieve a reduction in shop and office vacancy
• Establish opportunities for local business networking and skills development
• Review the appropriateness of the local parking regime
• Identify areas of potential costs savings by, for example encouraging ‘consortiums’ to be formed to begin to save money and buy services jointly

What do the Customers Want?
The primary retail catchment of Shawlands Town Centre is defined in the p11 of the TCAP Customer Survey document and also included in the Shawlands Retail Study prepared independently by Ekos Ironside Farrar in 2011 (see map). This catchment extends approximately to Eglinton Toll in the north, Battlefield & Mount Florida to the east, Giffnock in the south and Silverburn to the west. What is not defined however is how the catchment differs for evening economy and for specific events.
Successful organisations require detailed information on who their customers are and their socio-economic profile and will use a range of tools including questionnaires, focus groups as well as commission market researchers such as Experian to help determine what their customers think of their product or service. Out of town shopping centres and superstores also use such techniques.

Shawlands Town Centre therefore has to become smarter at gathering such information. Although the TCAP Customer Survey Report (2010) successfully gathered information on the catchment for businesses and attractions there remains a need to dig deeper and begin to fully understand and monitor what it is the customers want.

Who are the stakeholders in marketing the town centre better?

- Shawlands Business Association
What communication channels do stakeholders use to engage with customers?

Currently the key communication channels include: - social media (see Appendix 2) local newspapers (Appendix 3), word of mouth, national & local Advertising, trade journals, and posters.

How can customer engagement be improved?

It recommends that DRS use its sample 700 customer e mail list and ask them a series of short questions about how they find out what’s going on in the local area, events, promotions, new arrivals and investment in the town centre.

It is recommended DRS telephone a random selection on ‘non-email respondents and ask them the questions.

In parallel there could be a similar exercise on the various Facebook sites. (See Appendix 2)

A standardised questionnaire should be circulated annually at local events. This could consist of a hard copy augmented by a Survey Monkey
How can engagement with potential investors be improved?

- The partners should convene a meeting with agents, define the deal breakers and invite them to coordinate a marketing and PR strategy for the centre. A series of businesses from elsewhere in the city could be identified (target type companies) and be invited to comment on how a Shawlands location could be promoted to them (this could perhaps be done by the SBA partnering the Byres Rd Traders Association.

- The partners could target estate agents and encourage them to develop future features on the Southside and its quality of life.

- Opportunities for PR features should also be explored to capitalise on events in the wider Southside such as the 2015 Turner Art Prize.

Benefits and outputs of Marketing Plan

The benefits of the Marketing Plan are that it will help bring additional customers to the town centre, secure and attract jobs to the area. It will enable the centre and its immediate area to:

- Develop its Cultural and Café/Restaurant Quarters and change the character and appeal of the Southside particularly for the creative community.
- It will help protect and build on what Shawlands does well and provide a long term use for key buildings and spaces, particularly Langside Hall.
- The plan will strengthen and develop partnerships and unlock local ideas and entrepreneurship. It will enable vacant properties to be reoccupied, help retain and attract new customers.

The Plan will allow the town centre to capitalise on 2014 Commonwealth Games, Hampden events and the 2015 Turner Prize and other cultural attractions. It will also help minimise anti-social behaviour and invite young people to become more involved in their area.

Specific Proposals, Budget & Timeline- It is proposed a budget of £31500 would be delivered over the 2014/2015 financial year to target customers from the established catchment area, refill vacant units and to make these more attractive. Following completion of the public realm works, it is then recommended a PR campaign then targets the wider city and neighbouring Southside authorities.
**Social Media** - MyShawlands Facebook was established by the SBA to encourage customers to spend money and develop greater loyalty within the local area. The Council believes this was an exciting initial step forward and offered potential for replication in other areas. There are however a number of other Social Media providers around the Shawlands area (see Appendix) and the question has to be resolved of how they grow and differentiate themselves from one another. The Council recommend however training be provided to businesses and event organisers around to help develop further use.

**Communications Group.** It is proposed a Communications Group be set up in early 2014 to capitalise on the Spring Festivals and the arrival of the Commonwealth Games in July. This would develop an annual calendar of events.

**Shop front & Visual Merchandising Guide** Following the designation of the Shawlands Cross Conservation Area, it is proposed a shop front and visual merchandising guide be launched be completed and launched by Mid 2014

**Notice Boards** Following discussion by the Economic Development Sub Group earlier in 2013 it was agreed two community notice boards should be erected in the town centre together with a map column. This would be funded from the general town centre action plan budget after the implementation of the public realm.

Further marketing measures delivered as part of the wider Town Centre Action Plan should include Better Parking Directional Signage and potential Gateway Branding for example at Pollokshaws East Rail Bridge

Encouraging Window Vinyl on vacant units, Late Night Opening Initiatives and improved toilet access via a range of measures including a ‘You’re Welcome’ Toilet Sticker Scheme.

The Council therefore propose the following programme to be achieved on a phase basis from 2014 till the completion of the Plan in 2017 :-

<table>
<thead>
<tr>
<th>Initial Proposal</th>
<th>Outputs &amp; Benefits</th>
<th>Partners</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shop front &amp; visual merchandising guide</td>
<td>Provide advice on visual merchandising, in tandem with Conservation Area, control, manage and improve appearance of town centre, retain and attract new customers  500 copies</td>
<td>GCC SBA</td>
<td>£2000</td>
</tr>
<tr>
<td>Shawlands Postcards &amp; Joint Marketing literature and public realm dressing</td>
<td>To work collaboratively with property agents to promote the town centre, target key businesses in other centres that would improve the business mix of Shawlands and raise the visibility of Shawlands as an investment destination.</td>
<td>GCC SBA Agents</td>
<td>£12000</td>
</tr>
<tr>
<td>Communications Group</td>
<td>To improve the coordination of those promoting the town centre as a business location, event organisers and to develop an annual calendar for reasons to visit. Linking in with City Marketing Bureau</td>
<td>GCC SBA</td>
<td>Nil- Time commitment</td>
</tr>
<tr>
<td><strong>Window Vinyl</strong></td>
<td>Provisionally approved by Executive Board and developed in conjunction with Movement &amp; Urban Realm Sub- Improves the appearance of vacant properties, adds colour to town centre, provides opportunity to showcase local history and creativity via the arts.</td>
<td>Sub Group Members and Glasgow Life</td>
<td>£10000</td>
</tr>
<tr>
<td><strong>Social Media &amp; Web 2 Training</strong></td>
<td>To be provided in collaboration with GCC Economic &amp; Social Initiatives. This will build the capacity of the community and businesses to use social media to develop and market local events and attractions. It will also help connect people with ideas to like minds and help grow the local offer</td>
<td>GCC SBA C.C</td>
<td>£2000 Will depend on numbers and interest</td>
</tr>
<tr>
<td><strong>Additional Market Studies</strong></td>
<td>There is a need to continue to identify what the customers want and where they are located. There is scope to take forward a joint questionnaire which can be used to gather this information and to help inform future events and attraction in the town centre. This will extend the information available from the Shawlands TCAP Customer Survey. It is a project which was piloted in May 2013 with the Art Village, Southside Fringe, Southside Festival and Southside Firm Festival with some success and should continue to be taken forward in 2014. A further catchment area survey should also be carried out in 2015, 5 years after the original TCAP Customer Survey to monitor progress. Following discussion with Glasgow Taxis there is also an opportunity to work with them to help refine knowledge of the Shawlands catchment, particularly for its evening economy.</td>
<td>Sub Group members</td>
<td>£5500</td>
</tr>
<tr>
<td><strong>Notice Board/Map Column &amp; other measures.</strong></td>
<td>It is proposed 3 notice boards will be erected in the town centre to inform customers of forthcoming events. It has been suggested one of these could be replaced with a 'Map Column'</td>
<td>Sub Group (other budget)</td>
<td></td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td></td>
<td></td>
<td>£31500</td>
</tr>
</tbody>
</table>

**Appendix 1**

**Shawlands USP**

<p>| <strong>Amenities</strong> | 1 |
| <strong>Attractiveness</strong> | 1 |
| <strong>Bars</strong> | 10 |
| <strong>Cafes</strong> | 7 |
| <strong>Clubs</strong> | 1 |
| <strong>Convenience.</strong> | 4 |</p>
<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity</td>
<td>1</td>
</tr>
<tr>
<td>Housing</td>
<td>2</td>
</tr>
<tr>
<td>Openness</td>
<td>1</td>
</tr>
<tr>
<td>Parks</td>
<td>5</td>
</tr>
<tr>
<td>People</td>
<td>4</td>
</tr>
<tr>
<td>Potential</td>
<td>3</td>
</tr>
<tr>
<td>Pubs</td>
<td>6</td>
</tr>
<tr>
<td>Restaurants</td>
<td>18</td>
</tr>
<tr>
<td>Shops</td>
<td>9</td>
</tr>
<tr>
<td>Specialist shops</td>
<td>11</td>
</tr>
<tr>
<td>Transport links</td>
<td>3</td>
</tr>
<tr>
<td>Vibrancy</td>
<td>7</td>
</tr>
</tbody>
</table>

This has been based on an analysis of randomly selected Customer Survey Report responses see Google ‘Shawlands Town Centre Action Plan’ for full report.

Appendix 2

SHAWLANDS – SOCIAL MEDIA ACTIVITY (NOV 2013 Sample)

Southside Happenings
2,794 likes · 47 talking about this

My Shawlands
1261 likes · 4 talking about this

Shawlands Business Association
236 likes · 1 talking about this

Your Shawlands
98 likes · 2 talking about this

Southside Sessions Glasgow
1101 likes · 90 talking about this

Shed Glasgow
1796 likes 5014 friends

Southside Festival
2173 likes · 3 talking about this

Southside Fringe Glasgow
1415 likes · 19 talking about this

The Glad Café (Sister sites Glad Rags and Glad Choir also now established!)
5157 likes · 134 talking about this

Southside Film Festival 1632 likes · 7 talking about this.

Greater Shawlands Republic 721 likes · 30 talking about this

The Bungo
2136 likes · 47 talking about this

Locavore
2136 likes · 47 talking about this
South Seeds
633 likes · 11 talking about this

Church on the Hill
80 likes · 15 talking about this.

Linen 1906
652 likes · 34 talking about this

Waverley Tearooms
1479 likes · 73 talking about this

Di Maggio's
2752 likes · 58 talking about this

Brooklyn Café
2594 likes · 90 talking about this

Govanhill Baths Community Trust
895 likes · 154 talking about this

Pollock Football Club
544 likes · 32 talking about this

Future Fitness Glasgow
727 likes · 135 talking about this

Whale of A Time
786 likes · 52 talking about this
Tramway
11686 likes · 162 talking about this

Central Station
398 likes · 87 talking about this

Govanhill Residents Group
309 likes · 13 talking about this

Streetland
465 likes · 5 talking about this

Sthsdr | Facebook 380 likes · 8 talking about this (7th January 2014)

Greater Shawlands Republic | Facebook 714 likes · 68 talking about this (7th January 2014)

https://www.facebook.com/southsidebeerfest

MySpace

- https://myspace.com/southsidefestival
- https://myspace.com/southsidesession
- https://myspace.com/southsidemusicglasgow
Appendix 3

SHAWLANDS – NEWS & OTHER MEDIA

Radio & TV

- BBC Radio Scotland
- Clyde 1
- Clyde 2
- Real Radio Scotland
- Radio Free Scotland
- AWAZ FM
- Insight Radio
- BBC Scotland
- STV

Newspapers

- The Daily Record and Sunday Mail — Scotland's best-selling tabloid, based at Central Quay
- The Herald — Scotland's best-selling broadsheet
- The Sunday Herald — its sister title
- The Evening Times — West of Scotland

As well as Scottish editions of:

- The Sun
- The Daily Mail and The Mail on Sunday
- The Times and Sunday Times

Local newspapers are:

- The Extra- Southside & Eastwood
- The Glaswegian — Covering Glasgow and parts of East Renfrewshire
- Local News for Southsiders — The Southside of Glasgow and the Govan area.

Property Press
Web

Shawlands & Strathbungo Community Council- New website launched soon!

STV Local

Bungo Blog

Southside Happenings A local website documenting life on the Southside of the city.

http://www.sthsdr.com/ Southsider magazine

LinkedIn

Use of LinkedIn to circulate positive news stories and progress updates to key town centre thinkers, individuals from creative organisations, local community action volunteers and potential investors in the town centre e.g.; restauranteurs, property agents, media

General Social Media & Business Support

G1 have advised they would be happy to promote any campaigns or dedicated hashtag activity via their south side Facebook and Twitter pages. Via their Glasgow-wide platform, Facebook, Twitter, LinkedIn, Pinterest and Instagram they have the potential to target over 1 million likes, and followers across all of their venue platforms.

They are also able to target potentially up to 400,000 customers for specific events and festivals
They have recommended that across all Shawlands businesses, a clear consistent message around activity in the area should be considered for internal media, simple things such as bill receipts, reservation confirmations etc. A guideline for standard text, fonts, logos, would also be helpful for venues and retailers to share.

They have welcomed the proposed set up of a Shawlands communications group and would be very happy to participate and share their extensive marketing expertise and a creative angle to discussions.