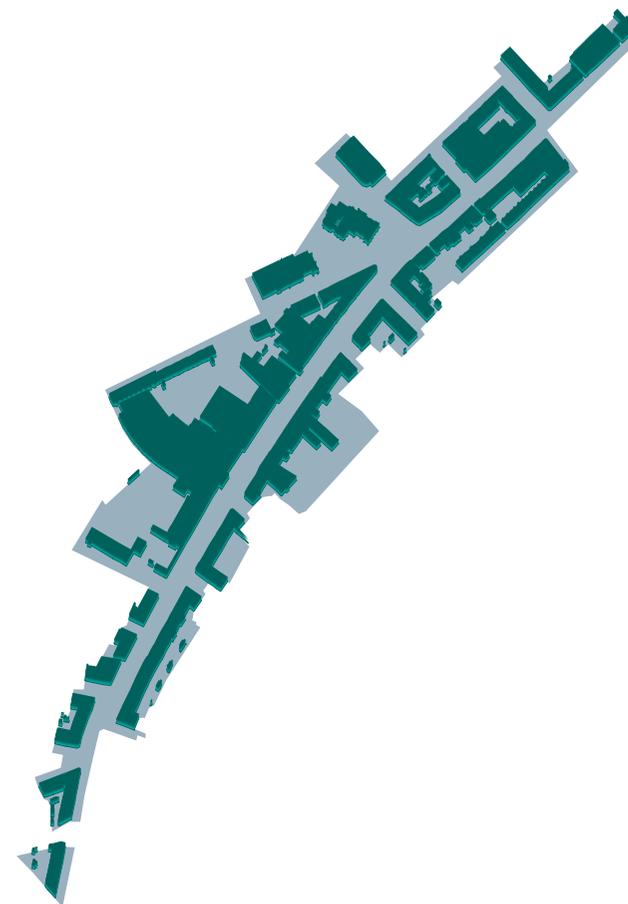


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TOWN CENTRE ACTION PLAN



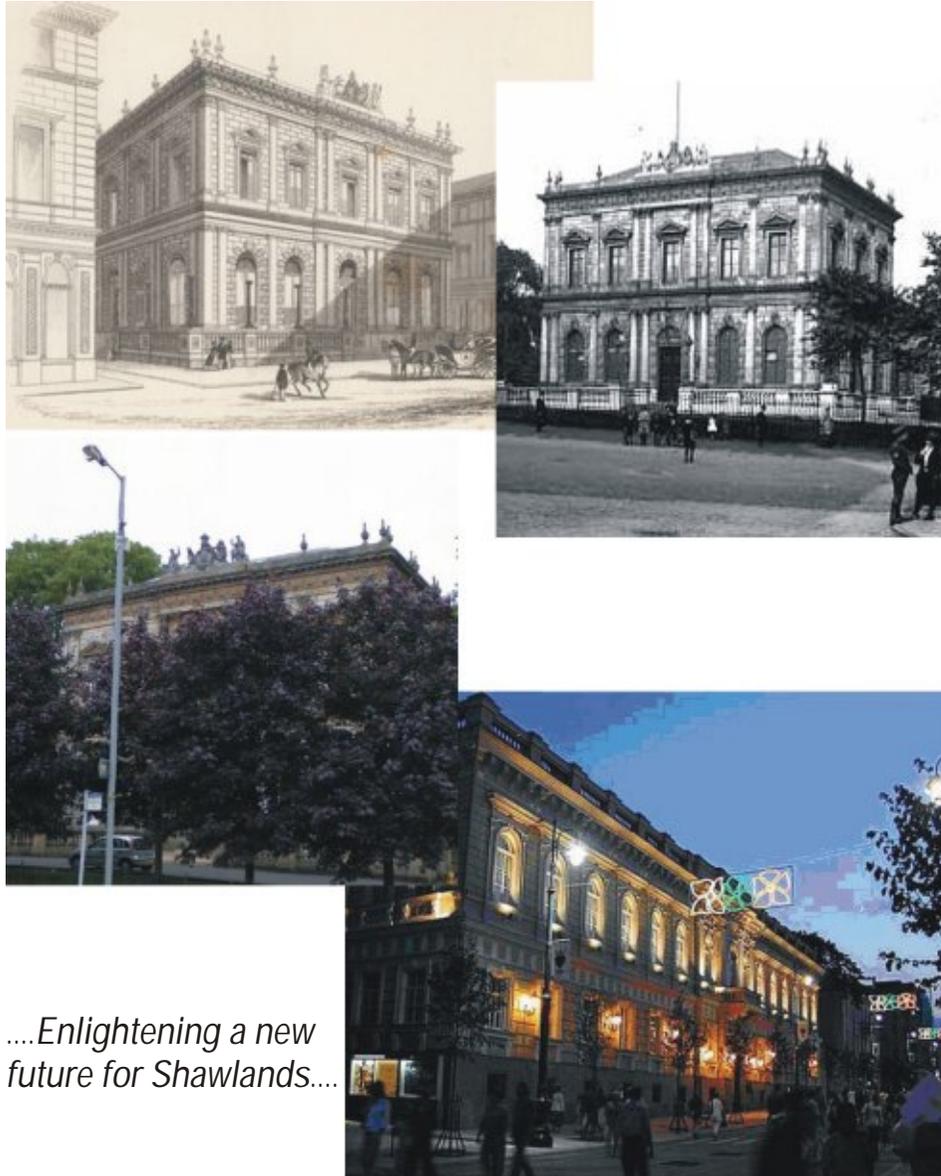
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TOWN CENTRE

ACTION PLAN

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

For further information and an opportunity to discuss the Town Centre Action Plan, write to us at

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For hard copies of the TCAP or other formats of the document e.g. CD, large print (text only), please contact
Shahida Ali - Clerical Assistant at
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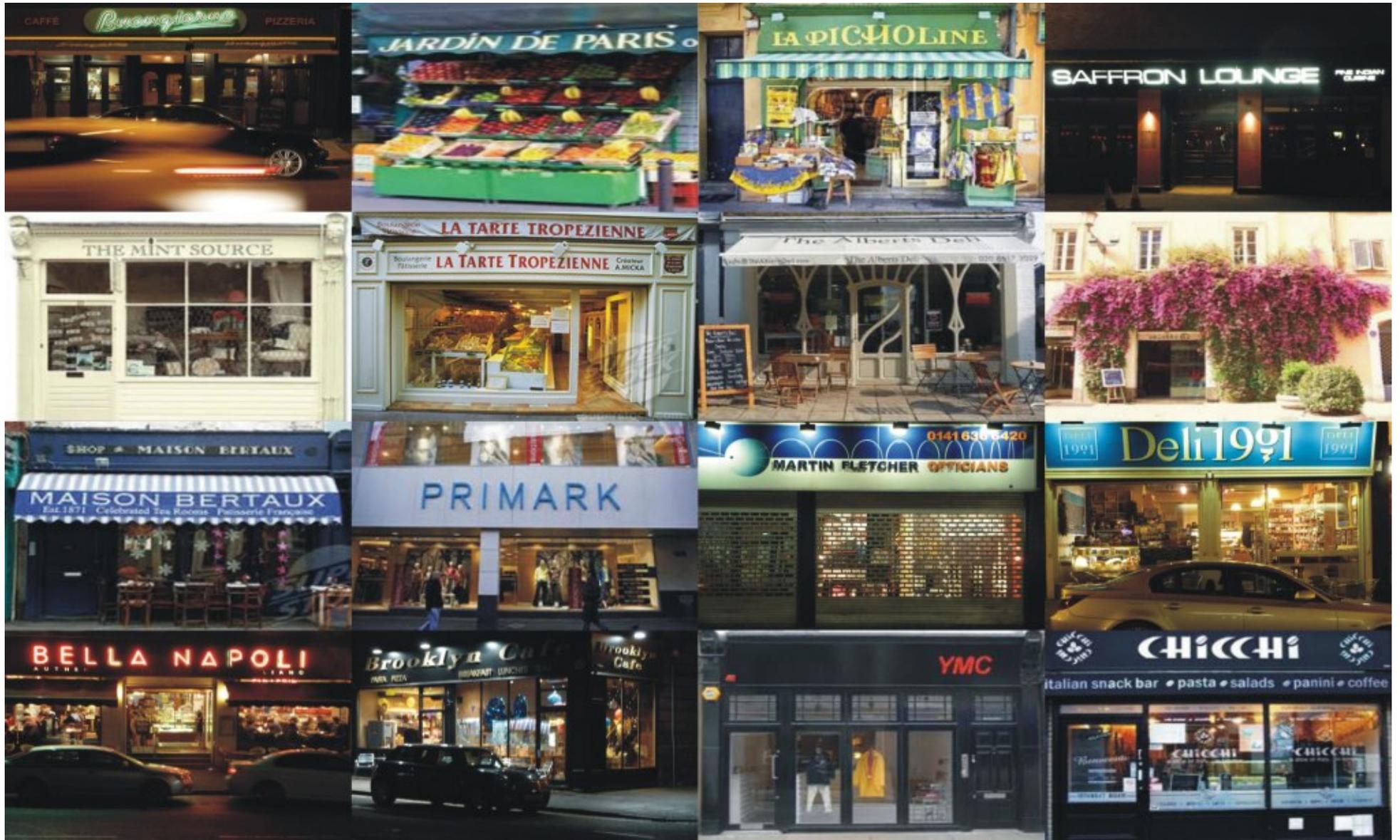
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TOWN CENTRE ACTION PLAN



SHAWLANDS TOWN CENTRE

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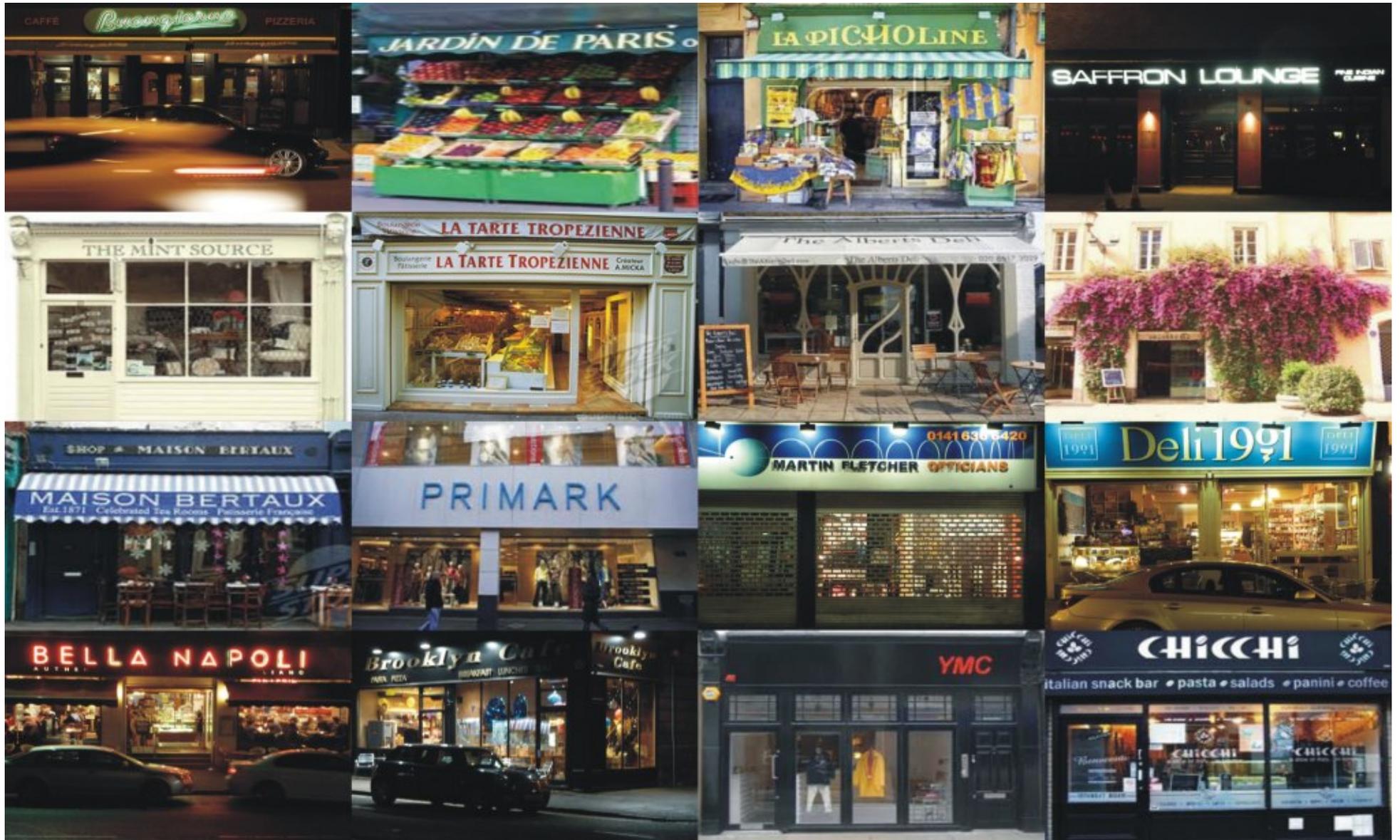


“Shawlands is a unique place in Glasgow. To develop as a destination Town Centre however, it needs to unlock it’s true potential, capitalise on it’s location, key buildings and facilities, the retail offer and the many nearby attractions such as Pollok Park, Queen’s Park, the National Stadium and the Burrell Collection.

To restore Shawlands as the heart of the Southside, it is vital for the local community, business, customers and public agencies to work together. The Town Centre Action Plan sets out the Council’s proposals for taking this initiative forward.

I invite you to join me in seeking and delivering a long term sustainable future for this important place”

Richard Brown,
Executive Director,
Development and Regeneration Services,
Glasgow City Council



Shawlands Town Centre is the heart of South Glasgow and supports an immediate catchment of over 21,000 people (Shawlands Retail Study - December 2010). Shawlands plays an important role in the council's wider Economic Strategy for the city even though its 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 'business churn', the rate of business failure, and according to DRS Town Centre Healthcheck, 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:-



Opening of the Glasgow Southern Orbital

- national changes in consumer and retailer demand together with increased demand for larger modern units and the growth in internet shopping (a trend common to many town centres)
- increased competition from other locations e.g. the City Centre, the large out-of-town centres at Silverburn and Braehead and indeed the more local competition in Glasgow's southern suburbs of Giffnock, Clarkston, Newton Mearns and East Kilbride
- 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
- site specific changes such as the opening of the M77 and Glasgow Southern Orbital
- a perception by customers of a poor offering particularly from Shawlands Arcade
- the perceived lack of investment in public realm in comparison with competitor centres e.g. Giffnock and Clarkston
- the decline in quality on offer e.g. growth in Pound and Charity shops

As a consequence, there has been a growing tendency for customers, particularly the more affluent and mobile, to choose alternative retail destinations. Accordingly Shawlands 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 and place management issues and urban design issues and proposes specific ways in which the Town Centre can be turned around and repositioned to become a successful, thriving city destination.



Braehead Shopping Centre

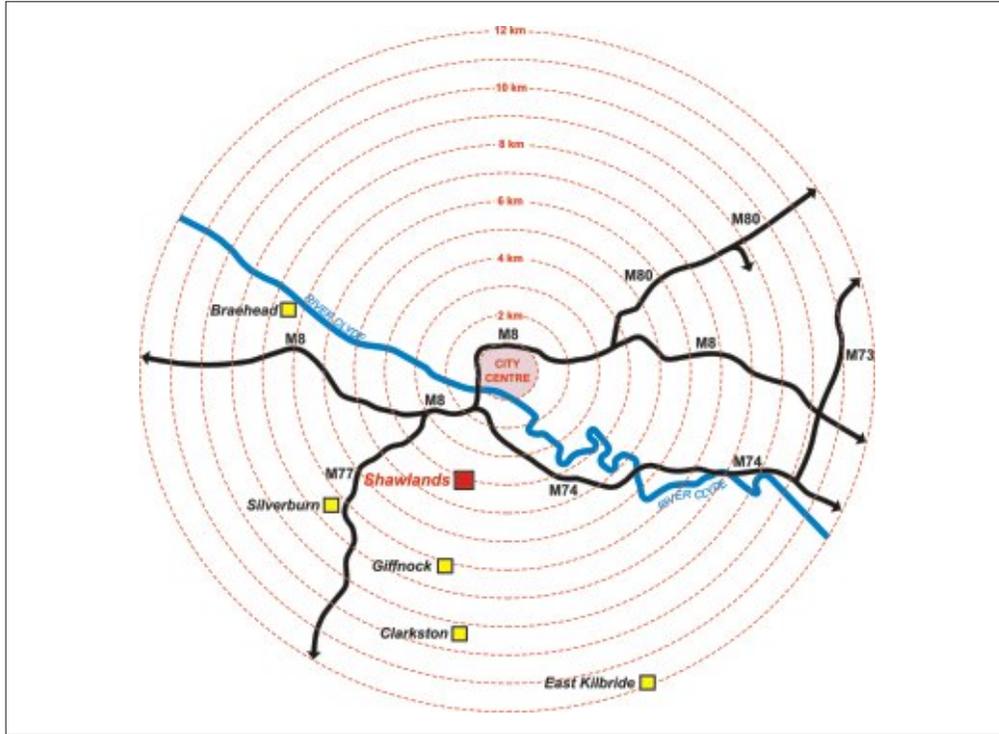
In preparing the Plan, the Council has:-

- Used tried and tested best practice in place-making developed from other centres
- Aimed to nurture Shawlands as a destination centre
- Considered the Town Centre holistically as a single “business”
- Focused on niche, clustered, distinctive, quality services



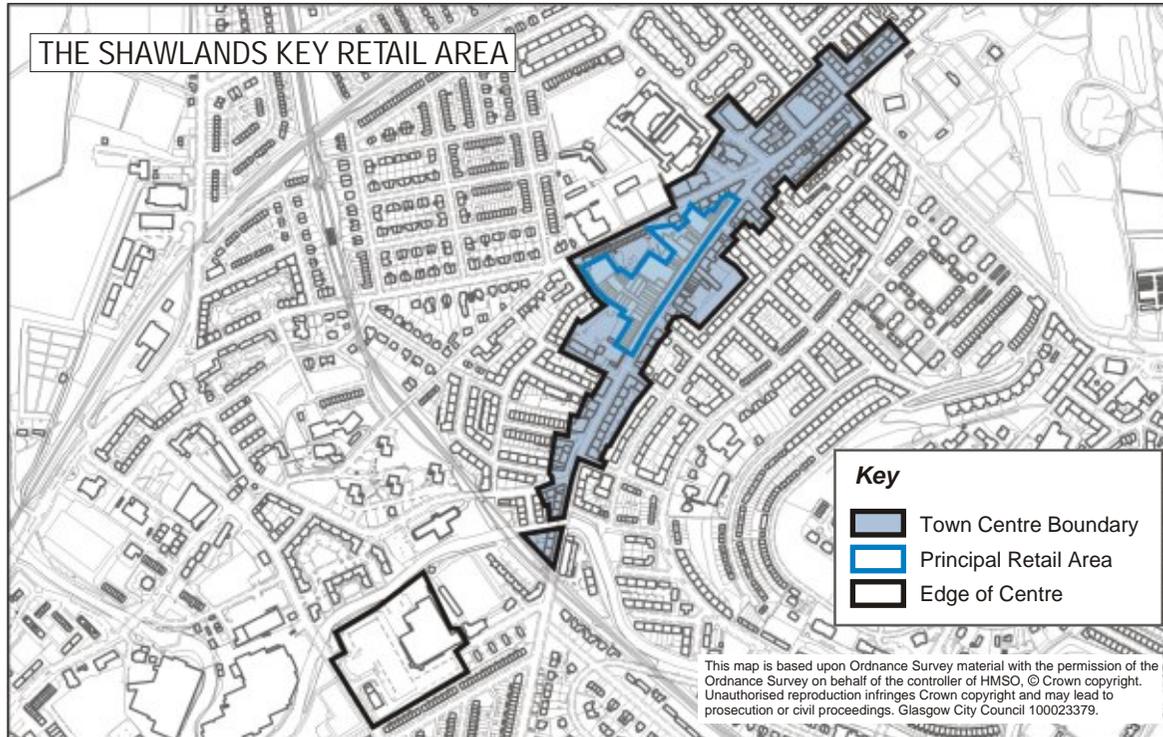
SHAWLANDS IN THE CITY CONTEXT





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!

1.0 INTRODUCTION

1.1 WHAT WILL THE CENTRE ACTION PLAN DO?

Scottish Government research indicates that to be healthy, a town centre needs to be:-

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

To prepare the Consultation Draft of this Centre Action Plan the council examined evidence from customer and business surveys, independent research and a Town Centre Healthcheck. The council concluded that although Shawlands Town Centre is relatively well connected with the City Centre, it has been bypassed by the M77 and that, furthermore, with a lack of a major anchor attraction and difficulty in parking, many customers feel Shawlands is no longer sufficiently appealing, in comparison with other town centres, coupled with the fact it no longer has a competitive retail mix the council also concluded that: Shawlands fails to meet the Scottish Government's definition of a 'Healthy Town Centre'.



The council believes that if Shawlands Town Centre continues to decline, then, over time, it may begin to seriously undermine the sustainability of the wider Southside community as a destination which attracts residents, customers and investment. This would be a major concern for the council in terms of the impact on the city's wider economic strategy.

The continued decline of such a significant town centre, if unchecked, may potentially damage the appeal of an entire quarter of the City as a place which attracts people with the range of skills Glasgow needs to compete in a global market.

Despite the loss of customers and general decline, the Council believes Shawlands Town Centre continues to have significant potential. There is considerable evidence that other local authorities have undertaken programmes of coordinated, targeted investment, implementing clearer policy action to turn around their failing town centres.

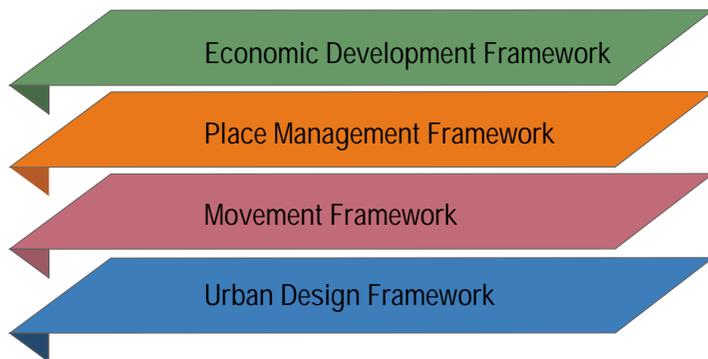
This Centre Action Plan is a spatial strategy. The council will use it to promote development which achieves a better balance between the needs of customers, the needs of local businesses and the need to ensure that Shawlands is a desirable place, where people want to choose to live and to invest and to enjoy a successful "High Street"

The Consultation Draft and the responses to the Consultation Programme suggested the Action Plan should address the following issues :-

- 1) Public realm quality
- 2) The Shawlands Arcade
- 3) Developing a vibrant evening economy
- 4) The creation of a sense of place
- 5) Erosion of distinctiveness and key assets
- 6) The protection and enhancement of shopfronts

- 7) The threat of other centres
- 8) Loss of comparison retailers
- 9) Convenience expenditure being drawn to the fringes of Shawlands and to Silverburn
- 10) Parking
- 11) Develop branding and events
- 12) The promotion of an active Shawlands Business Association and trader initiatives
- 13) How to improve ease of movement around the centre, signage and sense of welcome
- 14) The need to continually learn lessons from comparator centres

The scope of these local issues are framed in a wide range of economic issues, place-making and place management issues, and urban design issues. The Council believes that, when taken together, these form useful foundation from which proposals can emerge to make Shawlands thriving city destination. The council therefore presents the strategic context for the Action Plan by using four development frameworks:-



The Council will use the frameworks as follows:-

Planning

- to set out a programme of actions and supplementary planning guidance,
- To guide the location, scale and quality of development and inform decisions on planning applications

Non Planning

- to outline a programme of integrated, targeted and realistic actions to inform stakeholders
- To establish a mechanism to promote and encourage a collaborative approach which seeks to include people and businesses in a "town centre" partnership
- to identify a set of levers to enable Shawlands to reverse its decline.

Although funding is expected to be extremely restricted over the next few years the Council intends to work with other "communities of interest" in Shawlands so that it is pro-active and in a state of readiness to secure funding opportunities for Shawlands.

1.2 WHAT'S BEEN DONE SO FAR ?

Since 2008 the Council ,with support from the Steering Group partners, has embarked on a series of projects such as:-

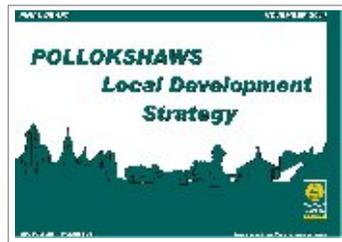
- Developing the Shawlands School Gate Project as a catalyst for bringing the school, community, businesses and young learners together in conjunction with the Curriculum for Excellence.
- Supporting new ambient lighting in Skirving Street.
- Supporting the MARL Arts Project at the Shed and Southside Festival
- Setting up the Shawlands Business Association in March 2011 Providing planning support for repainting of the Granary frontage and approved signage for a potential new cinema at the Cell
- Supporting AWG to secure the return of Sainsburys to the Arcade
- Supporting the installation of CCTV Security Cameras

- Approving a Local Development Strategy for Pollokshaws which proposes the creation of a new family orientated urban village adjacent to Shawlands

The council also published the Consultation Draft of this Action Plan in 2011.The Consultation Draft was developed in partnership with the members of the Shawlands Town Centre Steering Group and is informed by extensive research with local businesses, Shawland's customer base , the residents in the local area, property owners and retail developers.

The Council carried out a two month consultation programme between December 2011 and February 2012 included a public "Open Day" in Langside Hall on 23rd January 2012.

At the invitation of the local community council the Council also participated in a public meeting at Shawlands Academy. These two public events attracted many responses from 200 local business owners, local people, and students at Shawlands Academy, members of the newly formed Shawlands Business Association, and members of the Shawlands & Strathbungo Community Council. The Report of Consultation is available as a supplement to this Strategy on the GCC website



2.0 STRATEGIC OVERVIEW

2.1 STRATEGIC POLICY OBJECTIVES

The Shawlands Town Centre Action Plan seeks to deliver local action but does so in the context of wider strategic policies. The Council will seek to strike a balance between potentially competing strategic policy priorities such as economic development, spatial planning policy, transport policy at national and local levels.

2.1.1 Glasgow's Economy

Regeneration Strategy

The Scottish Government launched its Regeneration Strategy on 12th December 2011.

Their vision is to approach regeneration in a more holistic way by addressing the economic, physical and social needs of communities. The strategy states a sustained and coordinated approach across the public sector and its partners is required together with an increased focus on community-led regeneration.



Scotland's Cities: Delivering for Scotland

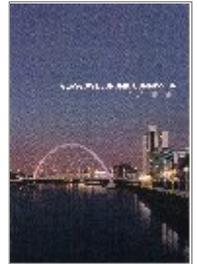
The Scottish Government also published an Agenda for Cities in December 2011.

The document represents collaboration between the Scottish Government and Scotland's six cities. Agenda for Cities sets out a range of collective ambitions to create the momentum for a sustained economic recovery. For Glasgow the Agenda draws on the recommendations of the Glasgow Economic Commission:-



Glasgow Economic Commission

The Glasgow Economic Commission was established by the Glasgow Economic Partnership to take an independent view on the future priorities for economic development in Glasgow and the city's key economic delivery partners i.e. the private sector, Glasgow City Council, Scottish Enterprise/Scottish Development International, Glasgow Chamber of Commerce and Skills Development Scotland. The Commission reported in July 2011 and this focused on developing the industries and jobs to enable Glasgow to thrive and grow sustainably in the future. Its priorities are to:-



- grow the city's economy with a focus on private sector-led growth
- Promote Glasgow's key sectors globally, and
- Use innovative mechanisms to fund much-needed infrastructure investment

Four key areas have also been identified to provide the focus for collaborative approaches: -

- Connected cities with strong digital and transport infrastructure
- Sustainable cities maximising the benefits and competitive advantage that the transition to a low carbon economy brings for the city, its region and its residents
- Knowledge cities, with high performing research and educational institutions, high value sectors and access to a highly skilled labour pool to support a knowledge economy, alongside a culture of entrepreneurship, leadership, creativity and international ambition
- Vibrant and Cultural cities which have a distinct quality of place, amenities, retail and cultural offerings to attract and retain talent, investment and visitors

STRATEGIC OBJECTIVE 1

To contribute effectively to the city's economy, the Shawlands Centre Action Plan (CAP) will seek to create a high quality, sustainable local neighbourhood, whilst also considering Shawlands as a "business".

2.1.2 The Glasgow and Clyde Valley Strategic Development Plan

The Glasgow and Clyde Valley Strategic Development Plan (SDP) 2011 states that its vision for the city region is that it (Glasgow) should be regarded:-

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

The Action Plan is therefore also set within the city's "Key Drivers for Change" which the SDP defines as:-

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

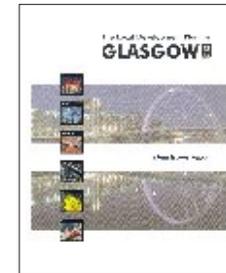


2.1.3 Glasgow City Plan/ Local Development Plan (LDP)(2014)

The Action Plan will be regarded as supplementary guidance to the Glasgow City Plan(2008) and the forthcoming Local Development Plan (2014). The City Plan and the LDP together with the Action Plan will be used to guide the location, scale and quality of development and inform decisions on planning applications and the strategic direction of the wider area.



City Plan 2



Local Development Plan

Both Plans will contribute to the council's ambition to improve the quality of the physical environment and quality of life for people living and working in the city and provide the ambition to promote economic development.



STRATEGIC OBJECTIVE 2

- Develop Shawlands as a successful, sustainable and attractive place which offers a broad range of housing to assist in stabilising Glasgow's population and maintain and attract families
- Build on the distinctive qualities in the city's neighbourhoods
- Attract people with skills to develop an internationally competitive economy that provides good-quality sustainable work opportunities for all city residents
- Protect and improve Glasgow's environment and the city's image, particularly through the improvement in the quality of its public spaces
- Reduce the need to travel by promoting development and maintaining key town centres and cultural facilities

2.1.4 Glasgow Community Planning Partnership

Glasgow Community Planning Partnership is a partnership between a range of agencies including Glasgow City Council, Strathclyde Fire & Rescue, NHS Greater Glasgow and Clyde, Strathclyde Police, GHA, the Third Sector and Glasgow Chamber of Commerce. This partnership is intended to improve coordination in addressing the issues of Early Intervention and Youth Employability across the city. In addition, there are 10 Local Community Planning Partnerships. The Langside and Linn Local Community Planning Partnership includes the Shawlands area.

STRATEGIC OBJECTIVE 3

Develop Shawlands by promoting the development of a community within which the town centre becomes the hub around which residents feel more socially connected, more motivated to participate through the arts, culture, sport and leisure, and learning events all set within a more attractive, safer environment which meets their daily needs, and offers choices, for example by adopting more active lifestyles

2.2 THE SPATIAL STRATEGY

2.2.1 The Spatial Objectives

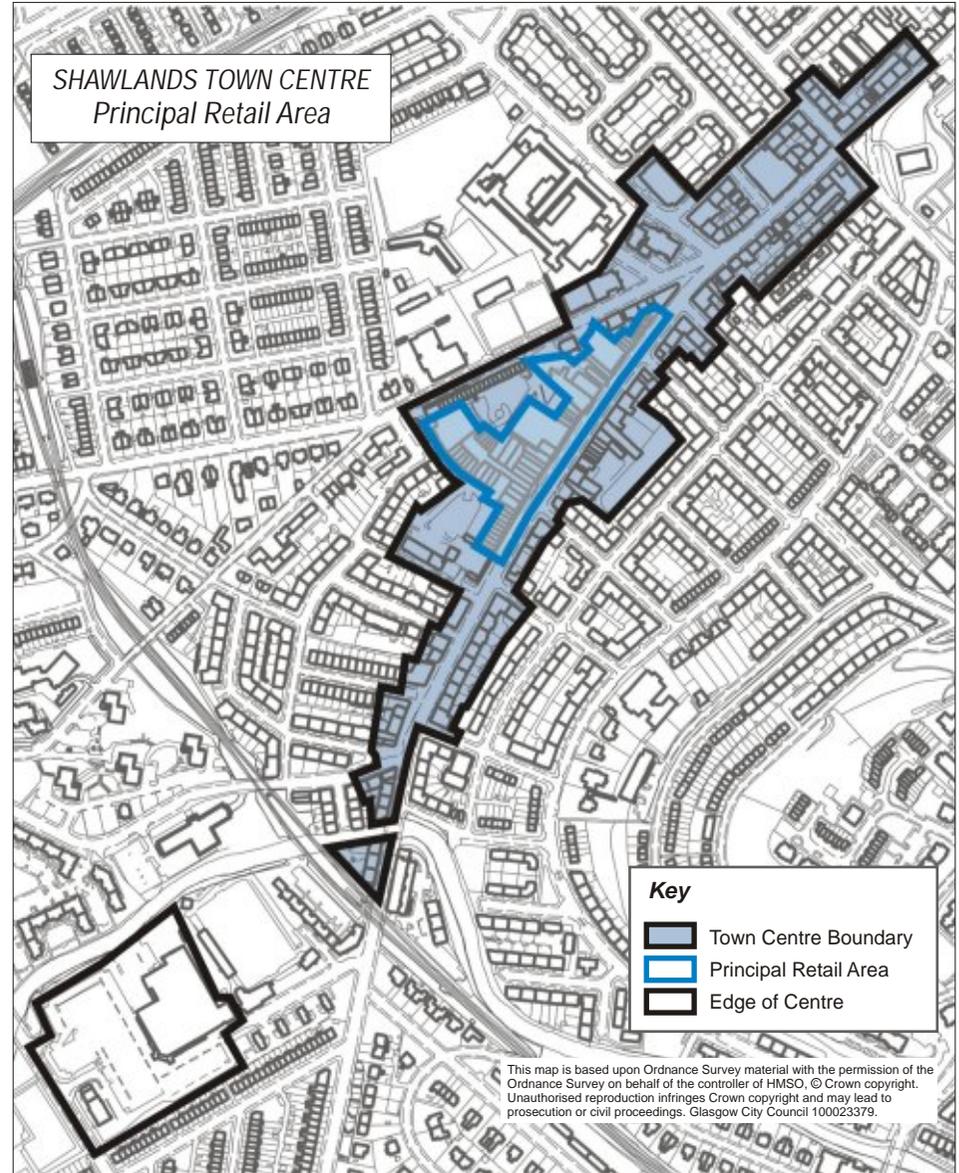
The Council has prepared the Town Centre Action Plan by taking an holistic/interactive approach. The Council is very aware that there are many factors influencing the choices people make when selecting where to buy services, go shopping, go out in the evening for leisure and entertainment.

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, economic factors cannot be underestimated in place making and vice versa.



In drafting the Shawlands Town Centre Action Plan Spatial Strategy 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. To achieve this, the Council's research for the Plan recommended the following:-

- establishing a clearer focus,
- building stronger attractions in particular,
- that stakeholders needed to urgently focus their resources on its central area as a priority
- to build a quality offering
- Increasing footfall across the entire centre.
- 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 together with a strong Class 3 'quality focused' Food & Drink evening economy.



It also suggested the centre be considered on the basis of four distinctive areas:-

- Shawlands Arcade as the locus for the larger 'high street brand' Class 1 shop units



- Kilmarnock Road East including Skirving Street which offers the main concentration of Class 3 'Food & Drink' and evening economy activities

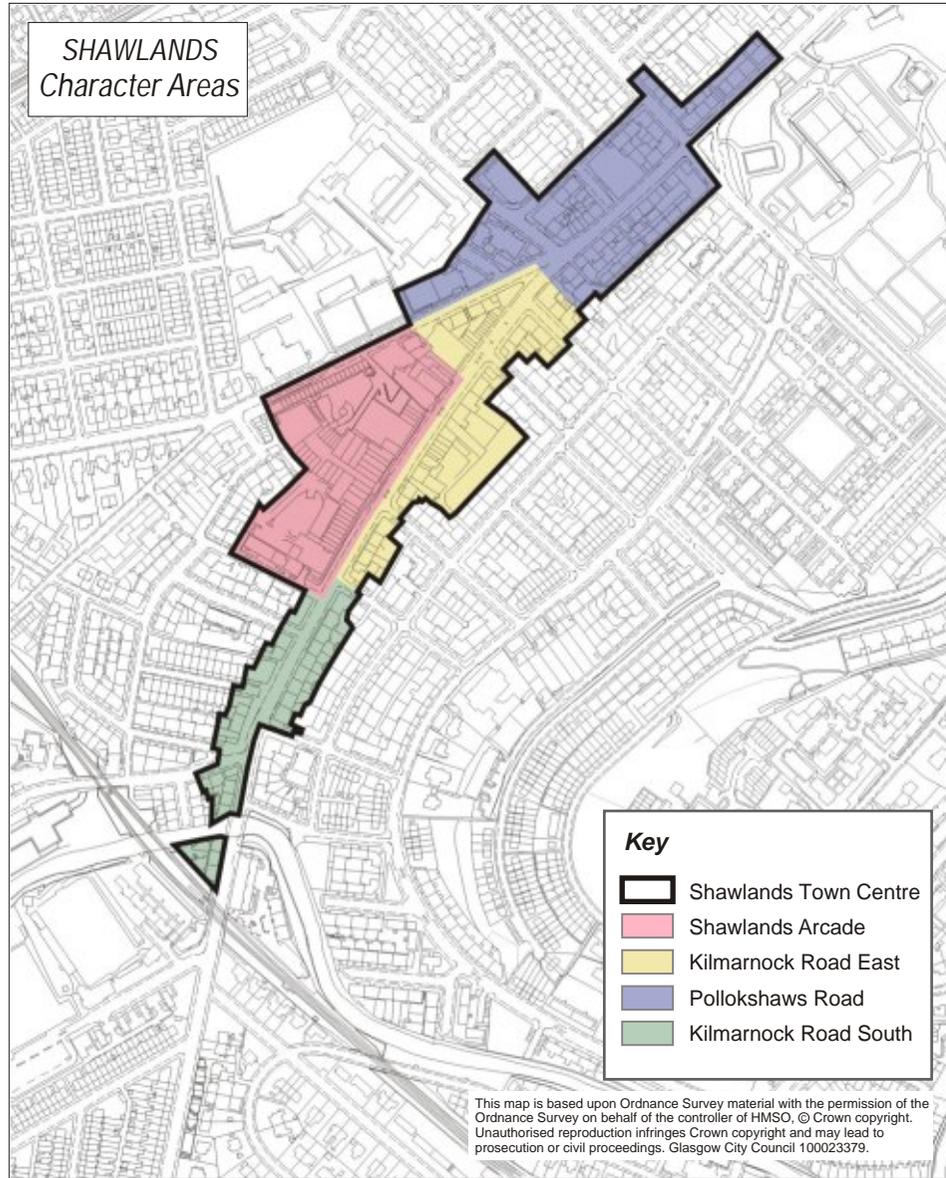


- Pollokshaws Road as a largely tenemental street where units are based around a tenement floor plan. As such the street offers a range of optional uses providing a mix of Class 1 retail, niche services, alongside smaller restaurants and personal services for example, an Italian restaurant alongside a shop which sells fishing tackle, juxtaposed with an office that specialises in Ski Holidays



- Kilmarnock Road South which, 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





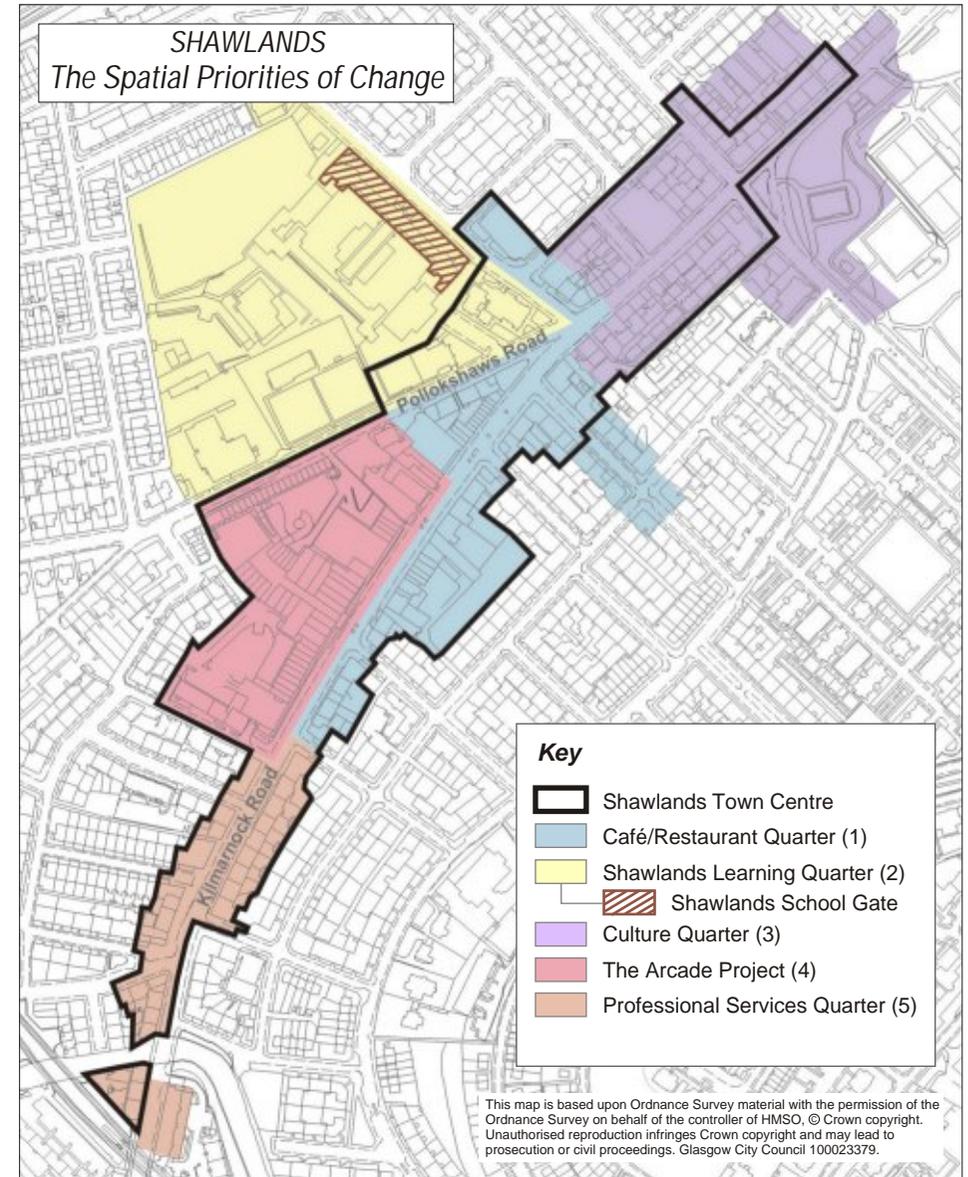
2.2.2 The Spatial Priorities

Having further considered the role and function of the 'distinctive areas', the research used in the Consultation Draft and the feedback from the Consultation Programme, the Council therefore propose to organise the delivery of the Action Plan's four frameworks within an overarching spatial strategy comprising five "quarters" linked via a Movement Network.

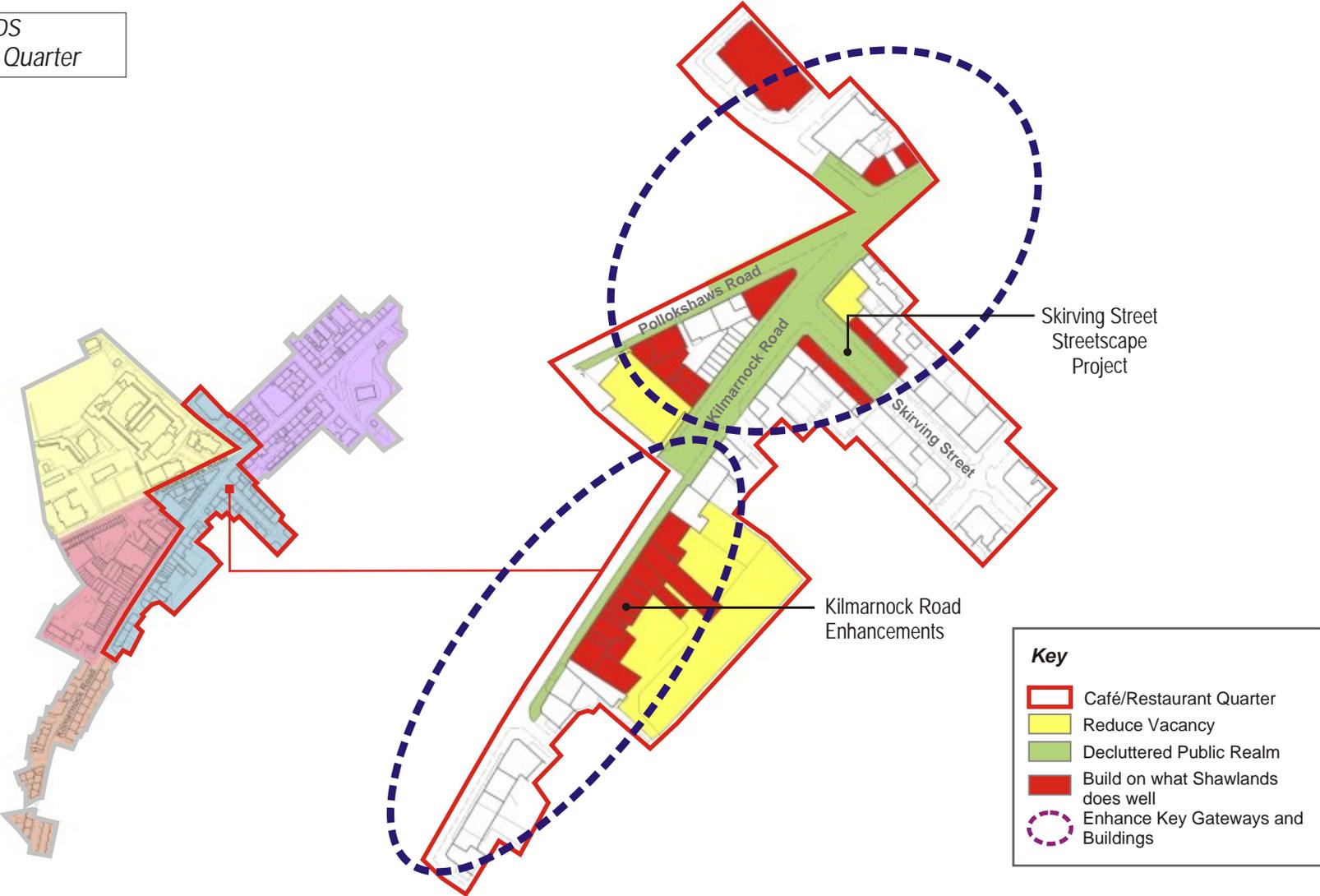
These "quarters" are:-

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, the potential links to the proposed Queens Park Arena project , together with the establishment of a street market, perhaps on Abbott/Frankfurt St.
4. The Arcade Project: would focus on retail led regeneration/redevelopment with mixed development, potentially involving public sector uses, and an uplift in the quality of the convenience retail offer.
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 specialising in professional, personal services and business services.

The key spatial improvements to each quarter are highlighted on the following maps:-

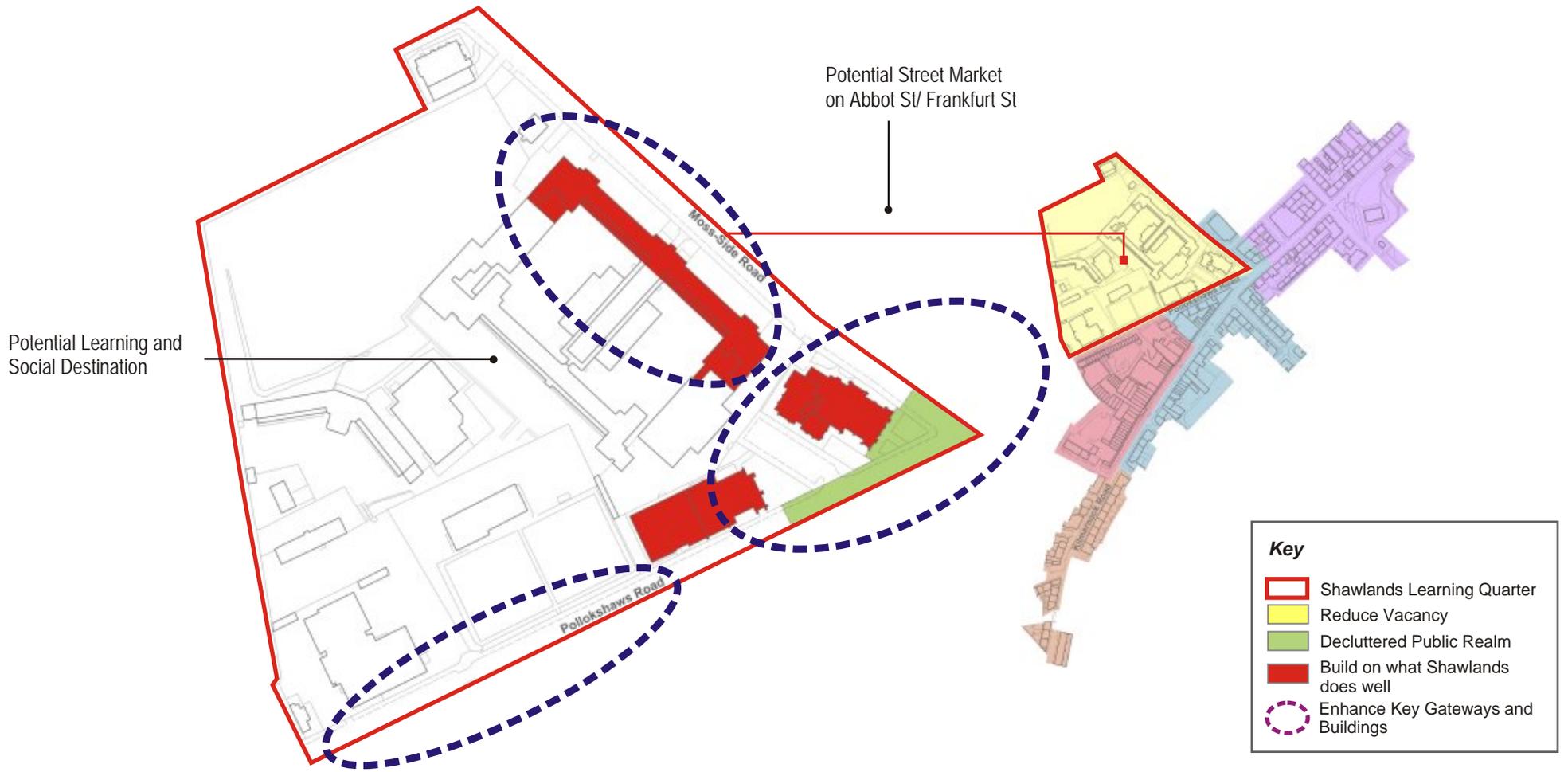


SHAWLANDS
Café/Restaurant Quarter



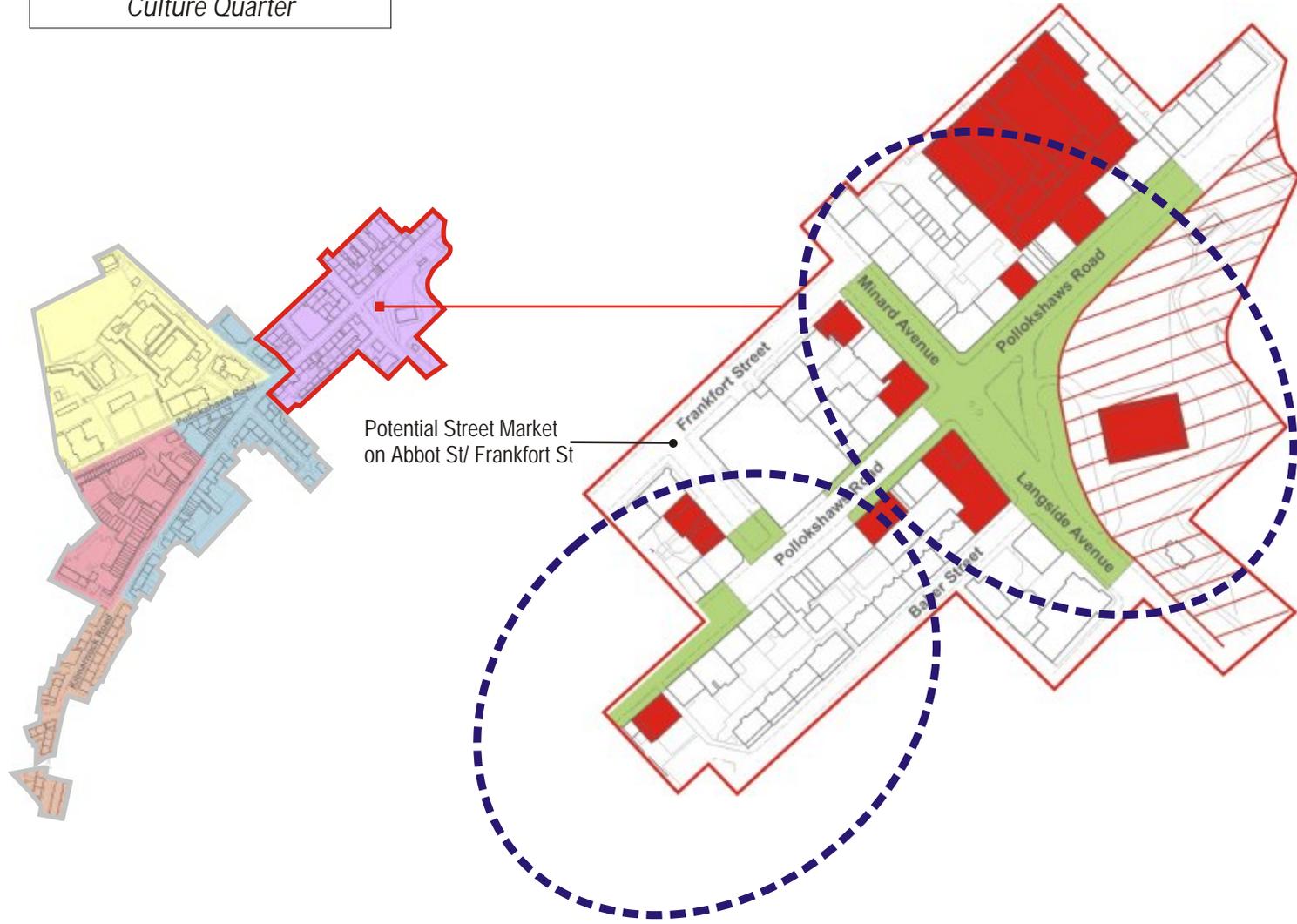
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Learning Quarter



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Culture Quarter

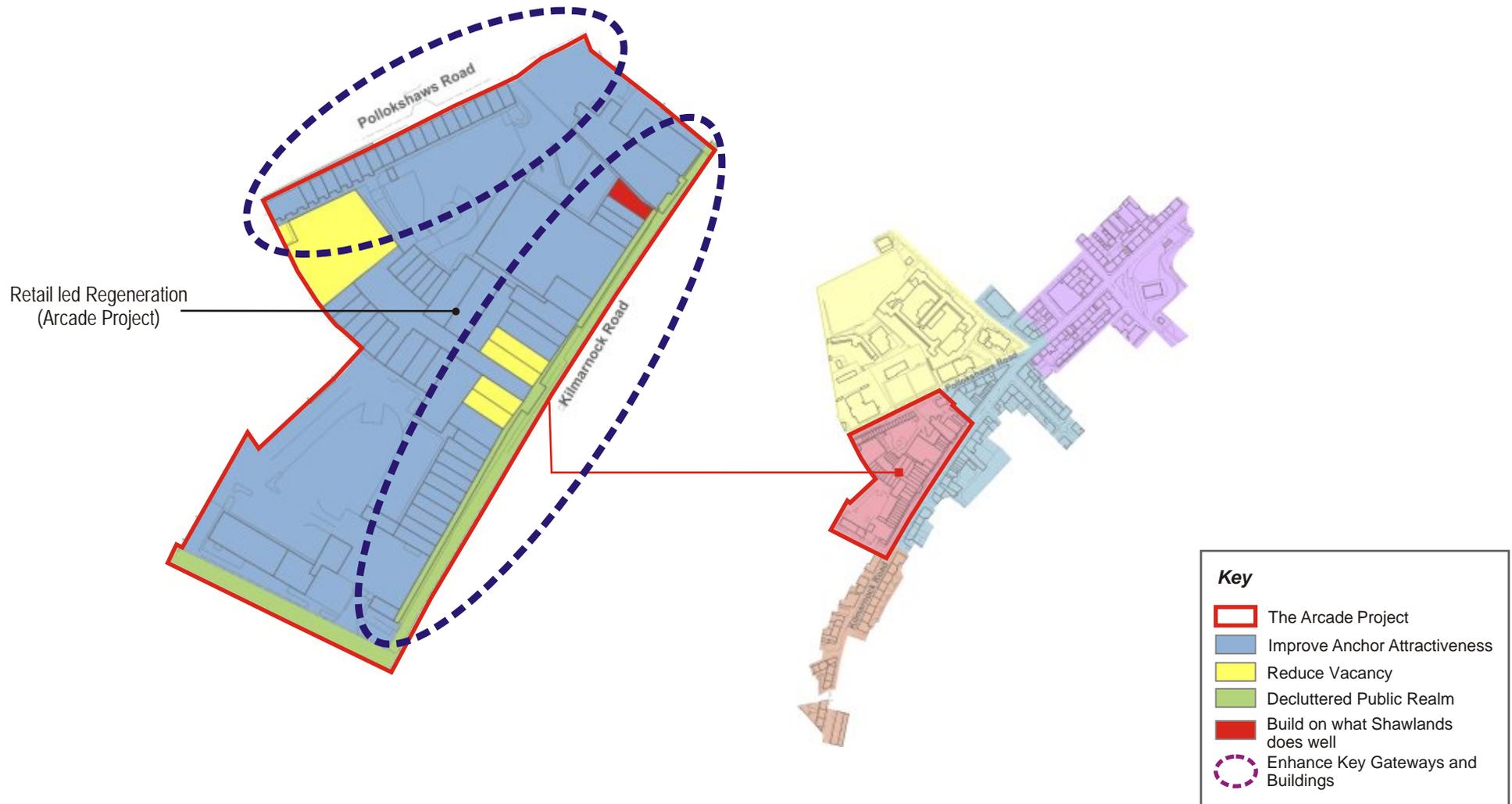


Key

- Culture Quarter
- 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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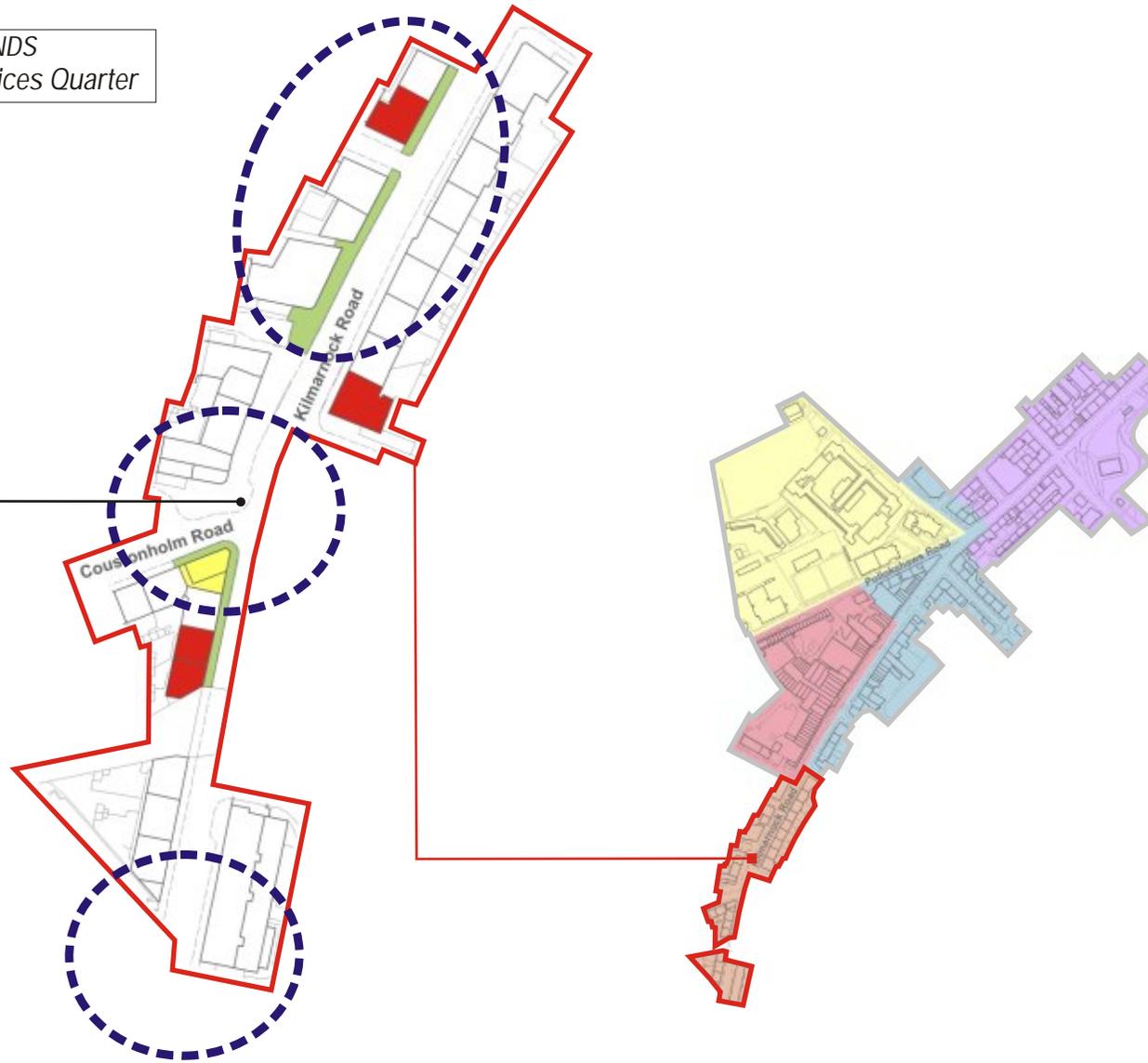
SHAWLANDS
The Arcade Project



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SHAWLANDS
Professional Services Quarter

Development of
Professional, Personal
and Business Services
on Kilmarnock Road South



Key

- Professional Services Quarter
- Reduce Vacancy
- Decluttered Public Realm
- Build on what Shawlands does well
- Enhance Key Gateways and Buildings

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3.0 THE DEVELOPMENT FRAMEWORKS

3.1 A VISION FOR SHAWLANDS

To enable the Action Plan to be successful it requires to move beyond a set of physical and spatial improvements. To this end it is important to recognise that Shawlands is about people and interaction, to focus on what is unique and distinctive, and to develop Shawlands as a place which:-

- enables customers to become socially reconnected
- is cohesive and has a sense of community
- is 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
- is a place that serves the needs of both poor and affluent, young and old and those from different cultures
- is enjoyable to visit throughout the day
- has more foot fall everyday
- offers more to chose to visit
- encourages residents and visitors to seek a more balanced lifestyle by walking and cycling more, meeting friends, neighbours and sharing ideas in a common valued space

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

“Shawlands is the Heart of the Southside balancing the needs of place, people, businesses and sustainable living”

3.2 Delivering the Vision

3.2.1 Collaboration, Coproduction & Cooperation

As the local planning authority for the city it is the duty of the council to bring forward plans and strategies of various kinds to guide the regeneration of Glasgow. However with regards to this Action Plan this does not mean that the council bears the whole responsibility for delivering change in Shawlands, neither does it see itself as the only source of funding. Rather the council wishes to share this plan as a challenge for all parties seeking improvements to Shawlands and invites local organisation to consider the value of collaboration, conversation and coproduction through a common forum

3.2.2 The Shawlands Partnership

To achieve the vision the council wishes to invite local organisations, business representatives, local developers and property owners to come together within a “Shawlands Partnership” which pursues the ambition of the Vision and the commitment to delivering the Action Plan.

The Shawlands Partnership should share an ambition to reinvent and reposition Shawlands and build on what it does well to make it distinctive. The Council would seek representation from a wide range of interests including the Community Council, the Shawlands Business Association, Shawlands Academy, South Glasgow Heritage & Environment Trust, the South Side Festival, as well as council services and council ALEOs.

Delivering the Vision and the Action Plan will take considerable resources. The Action Plan should have a ten year period and an early action programme for the first five years. The Shawlands Partnership will be a forum for delivering the Action Plan in an integrated and coordinated programme of service delivery, planning policy guidance, economic development projects and changes to place management, by fostering “communities of interest” which are keen to collaborate and engage with each other.

3.2.3 The Partnership's Objectives and Action Plan

The scope of actions that potential members of the proposed partnership may need to consider could include the following-:

- 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 twinning centres
- Secure cross party political support and buy in Use Press, PR and conferences with specific groups e.g estate agents and 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 area, such as surveyors, planners, musicians, teachers, architects, marketing and business specialists, artists, academics, event organisers, food critics, journalists and entrepreneurs
- A mechanism for evaluating and developing best practice from other successful town centres
- Additional resources to help develop the town centre

- 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
- Establish a monitoring & evaluation framework to assess progress in implementation of the Action Plan

ACTION 1 Establish the Shawlands Partnership within 12 months



**GLASGOW
JAZZ
FESTIVAL**

Celtic CONNECTIONS



3.2.4 Partnership Structure

The Council will consider the creation of a body which can represent local “communities of interest” from stakeholders, such as the local community councils, the Shawlands Business Association, property owners, Council Services & ALEOS, elected members and Community Planning Partners. The Partnership should be able to hold funds and approve spending potentially to support capital projects and a small grants programme.



3.3 The Action Plan's Four Frameworks

The research for the plan and the consultation programme responses confirmed that there is a substantial job to do. For clarity the council has established these four frameworks to organise this information into clusters of actions and proposals. The four frameworks are:-



Inevitably when dealing with placemaking and regeneration some of the items in one of the frameworks can be appropriate to any or all of the other three. Setting out the Action Plan into these four frameworks also allows delivering the plan to be evaluated and monitored effectively, to ensure its relevance as economic and physical circumstances change over the plan period. The scope of the actions in these frameworks is outlined as follows.

3.3.1 The Economic Development Framework

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 framework promotes growth of the town centre economy, the formation of partnership working and building upon its key assets through better place positioning. It also supports the Shawlands Business Association, to encourage businesses to promote an annual programme of events to attract more customers. By introducing this framework the council wants to use the Action Plan to support a fundamental shift by business and other stakeholders towards developing Shawlands as a "Destination Town Centre", a place of excellence which integrates choices for retail, leisure, entertainment, tourism and cultural experiences. In other words to successfully compete in the wider "market".

3.3.1.1 Framework Objectives

- Attract more customers by increasing the number of visitors from different socio-economic backgrounds and cultures
- Reduce perceptual barriers that discourage customers from using the centre
- Communicate with existing and potential new customers
- Attract growing businesses from elsewhere in the City
- Secure a flexible and 'future proof' business base which is embracing best management practise



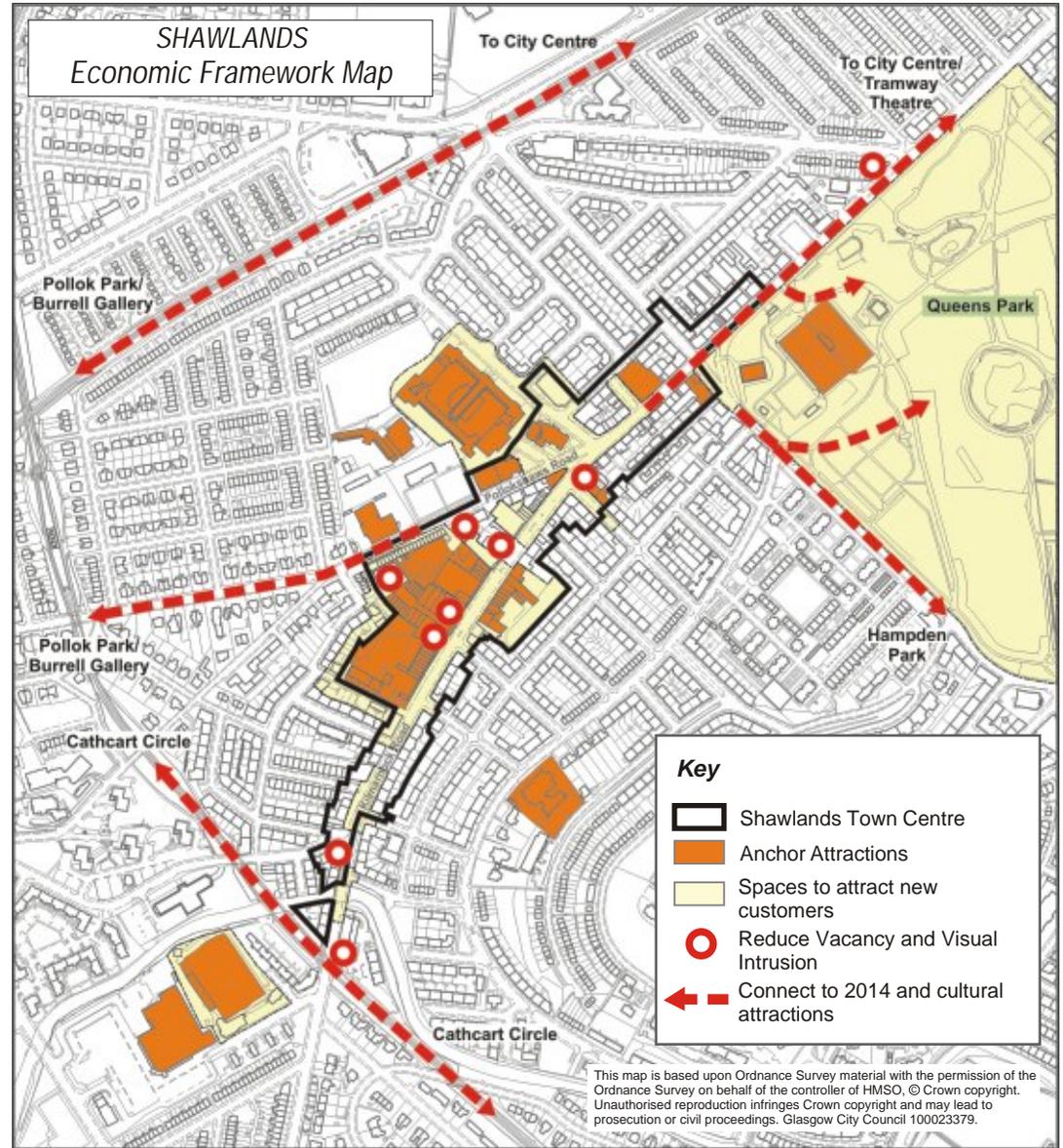
3.3.1.2 Framework Action Plan

- Identify and support existing anchor attractions
- Identify opportunities for new anchor attractions
- Identify potential areas of costs savings by, for example, 'consortium action' in buying utilities, marketing, equipment, services, lobbying or becoming 'greener' as a business
- Raise the quality of and extend the range of local services and increase visitor awareness of these
- Work with property owners to reduce the poor appearance of vacant property particularly within the core of the centre
- Introduce a marketing strategy including local festivals and cultural events
- Promote its customer appeal so that more people from the Southside consider Shawlands as their natural town centre
- Renew customer loyalty by developing a "Shop Local" loyalty card
- Achieve a reduction in shop and office vacancy
- Evaluate potential 'twinning' opportunities
- Establish and operate learning programmes for businesses and capacity building programmes for local organisations
- Establish opportunities for networking business to business, and business to customer and business to community

- Promote Shawlands as a business location to retail operators in and outside Glasgow and 'cross pollinate' with other town centres
- Review appropriateness of access & parking controls regulatory framework
- To adopt the aspirations of Sustainable Glasgow by developing more sustainable practices locally from lessons learned in the wider city and elsewhere, particularly the 'Low Carbon Zones' of London



ECONOMIC DEVELOPMENT FRAMEWORK



3.3.2 The Place Management Framework

This framework focuses on the care and maintenance of place and property with the objective of promoting of Shawlands as an attractive destination. The Framework will also examine what the 'deal breakers' are that put customers off Shawlands,

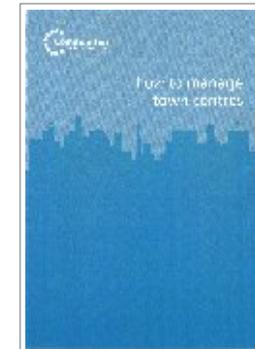
3.3.2.1 Framework Objectives

- Work to make Shawlands a more attractive, safer, cleaner and more secure place

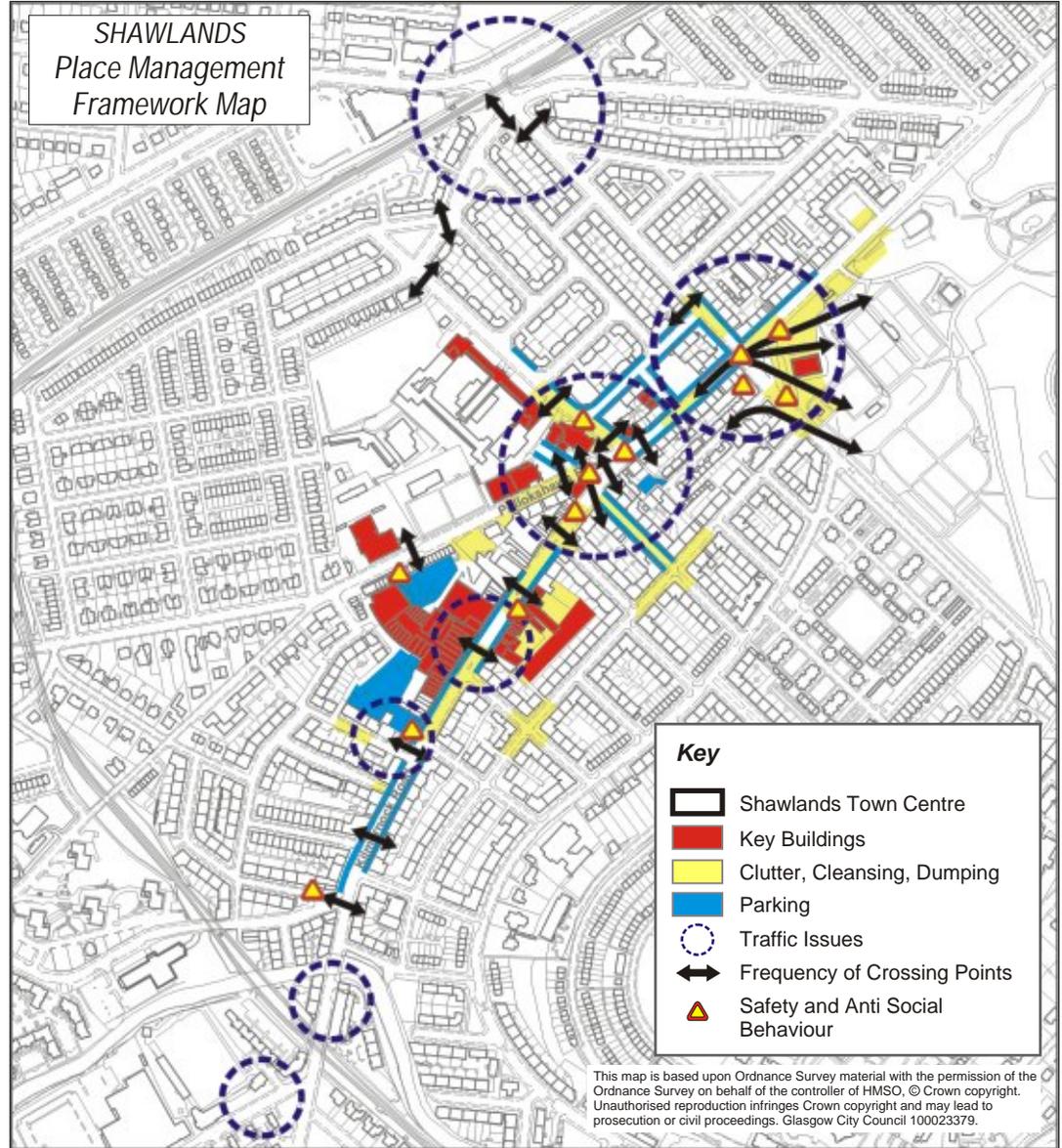
3.3.2.2 Framework Action Plan

- Establish criteria for a Best Practice charter and build on and learn from 'How to Manage Town Centres' published by Communities and Local Government in 2007.
- Use the formal guidance provided by Scottish Government
- Establish a monitoring & evaluation system for the quality of service delivery in maintenance of the public realm
- Establish a monitoring & evaluation system to increase public safety, reduce crime, anti-social behaviour, intrusive noise, litter, graffiti and dumping/fly-tipping
- Reduce impact of commercial waste operations Undertake a major annual spring clean of the area
- Introduce limited new street furniture, including more litter bins at key problem areas

- Encourage owners to carry out appropriate repairs and maintenance of key buildings
- Reduce clutter of street furniture, including poles, signs etc
- Replace damaged street furniture
- Undertake a street lighting review
- Explore implementation of a phased programme of lighting projects on key buildings



PLACE MANAGEMENT FRAMEWORK



3.3.3 The Movement Framework:

The Movement Framework is all about moving around the town centre and its wider catchment area. The Council recognises that good connections provide an opportunity for Shawlands to attract more customers. The framework promotes safe journeys for all and will promote walking and cycling rather than motorised transport, putting the use of public transport before the use of private cars.

The economic viability of Shawlands also depends on people, goods and services moving around the area to support and grow the local economy. In physical terms therefore the local movement framework requires the adoption of the concept that it is about an integrated network which starts “outside your front door” and ends at your destination(s). Accordingly it includes footpaths, paths, bus stops/routes, cycle routes, roads, lanes, parking, lighting, signage and information.

3.3.3.1 Framework Objectives

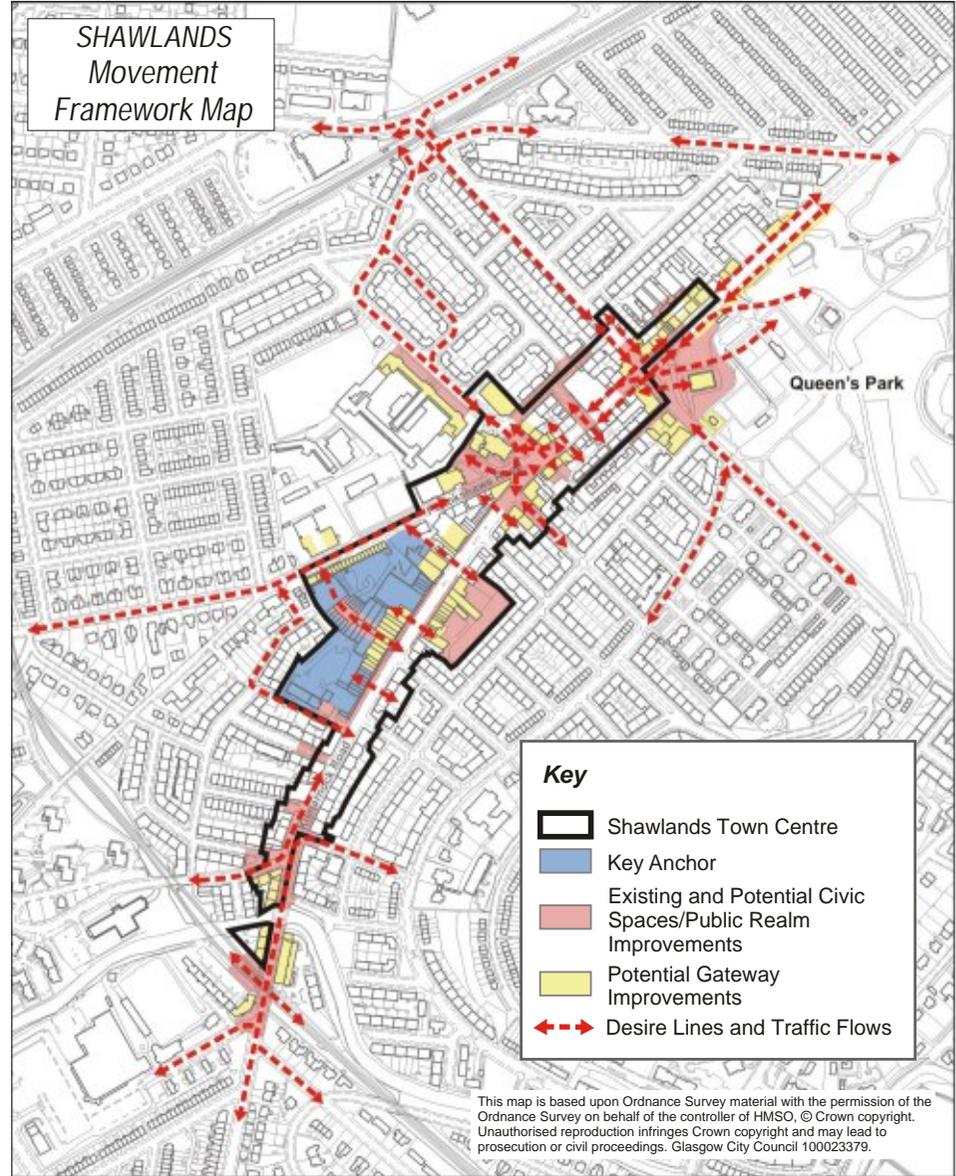
- Create, operate and maintain a quality movement network in which all movement is within a fully integrated network of routes, places and spaces, maximising choices for the use of public transport, walking and cycling and adding to the enjoyment of Shawlands as a place to visit

3.3.3.2 Framework Action Plan

- Undertake a study into traffic movement, including cycling, and pedestrian movement with the aim of identifying what is required to improve local journeys and to increase footfall throughout the area
- Review the public realm, surfaces and signage to make the centre easily understood, safe, and easy to get around during both day and night
- Enhance gateways and connections to key buildings and to local “catchment” communities to create a sense of arrival and connectedness
- Work with the First Scotrail and First Bus to improve links to and the use of local services.
- Improving pedestrian links to Queen's Park from Shawlands Cross.
- All signage to increase quality, clarity, and user friendliness
- Review the audited “Safe Routes to Schools, undertaking audits and seeking comments from schools and churches



MOVEMENT FRAMEWORK



3.3.4 The Urban Design Framework:

This framework focuses on the design of the streetscape, townscape and the layout of public spaces and places which give Shawlands its distinct character and atmosphere its vibe. Through good placemaking practice, effective planning policy and promoting the increased awareness of the impact of place on people's health & wellbeing, the framework sets out to raise the community's aspirations to improve the public realm, and to enhance the value of "place" by taking more care for buildings of merit, and giving greater thought to designs of shop fronts

The Urban Design Framework will comprise the following strategic objectives and Action Plan

3.3.4.1 Framework Objectives

- Improve appearance and distinctiveness of shop and office property
- Promote the image & branding of Shawlands
- Use what works well elsewhere
- Improve appearance and functionality of gateways
- Design improvements for specific spaces and places where targeted action can make a real difference

3.3.4.2 Framework Action Plan

The Council will undertake a Townscape Analysis, including an architectural survey, in order to publish design guidance so that it can work proactively with owners, tenants and property developers:-

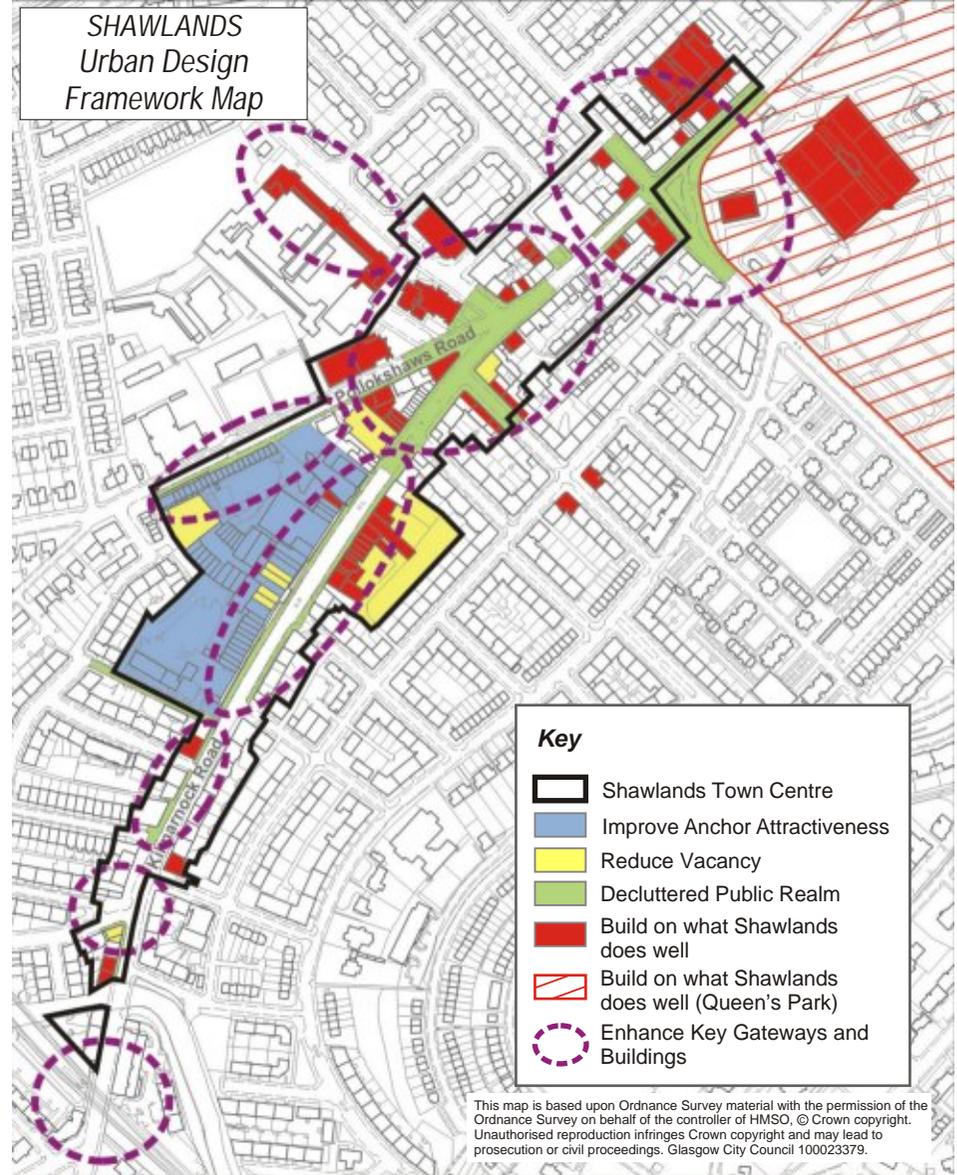
- to ensure all development projects, including repair and general upgrading works, contribute to the image and branding of Shawlands

- to evaluate the requirement for assistance for a programme of repairs/renovations particularly for "buildings at risk"
- to collaborate on the production of Development Briefs for projects which introduce significant redevelopment or significant changes of use
- publish guidelines and an Urban Design Action Plan with respect to:
- townscape improvements at Shawlands Cross incorporating the entrances to Queens Park (see plan)
- townscape improvements in spatial priority areas (see Spatial Priorities at para 2.2.1 & 2.2.2)
- working with new and existing businesses to more carefully consider the impacts of their interior and exterior visual merchandising

The Council will:-

- review its various enforcement regimes
- consider implementing a programme for replacing and rationalising street furniture
- review the management of the public realm and investigate opportunities for private sector/ local business involvement
- investigate the potential for designating Conservation Area and unlocking additional funding sources
- review its policy on shop front design

URBAN DESIGN FRAMEWORK

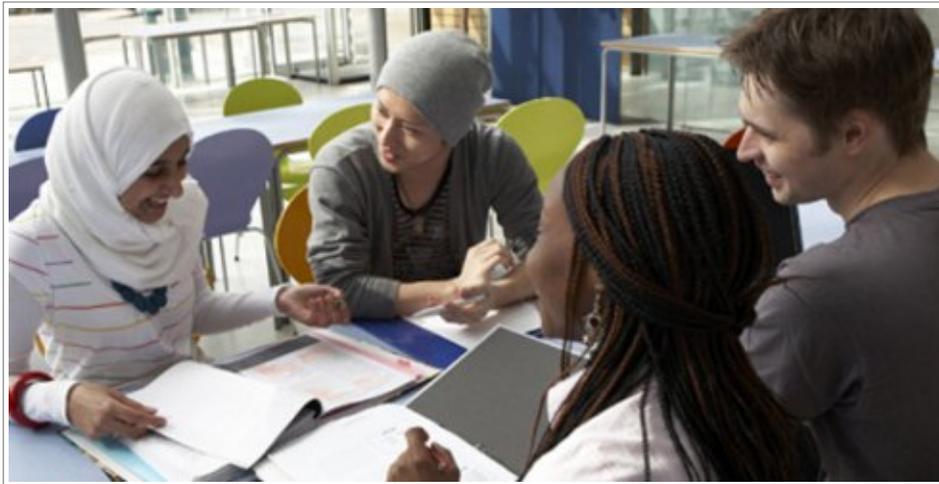


3.3.4.3 Shawlands School Gate

There is an opportunity to continue 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 Business School 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.



4.0 EVALUATION AND MONITORING

In reconnecting Shawlands Town Centre and helping it to begin working well again measuring its progress is essential. The Council therefore consider the following measures applied within the Health Check baseline study could be used :-

- 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 - evidence of increased rentals, shorter turnaround in time to let units. (a measure of area popularity)
- The development of social capital

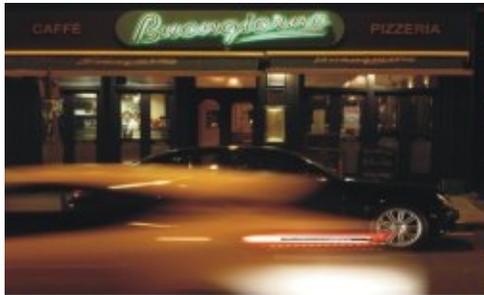
In addition the Shawlands Partnership may wish to consider re-running the Shawlands Customer Survey in 2015 and investigating indicators which measure 'Social Return on Investment'. (An approach currently being examined by A + DS for the Shawlands Gate Project)

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