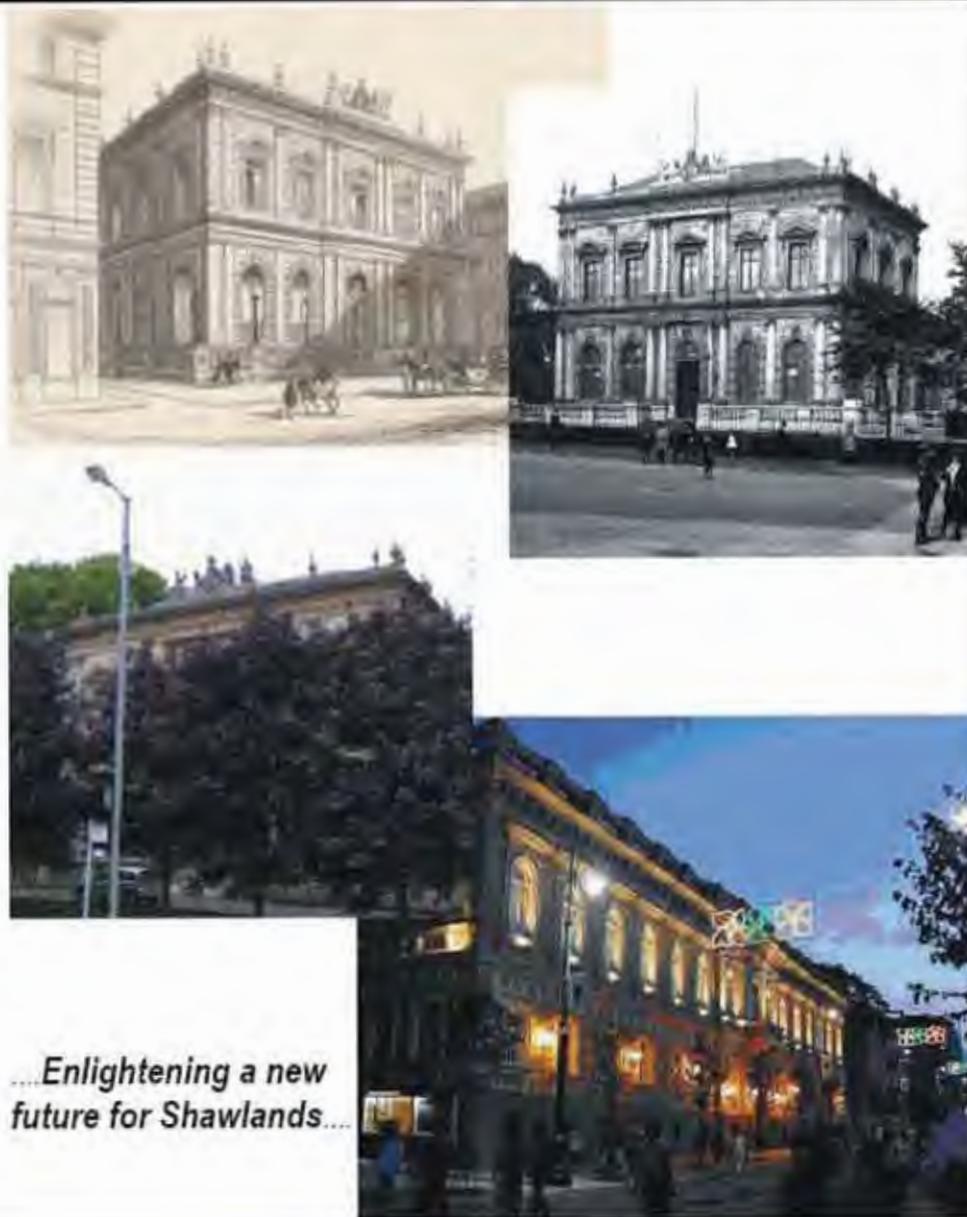




Shawlands Town Centre Marketing Strategy

FINAL DRAFT JAN 2014



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

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SHAWLANDS TOWN CENTRE MARKETING PLAN – FINAL 2014

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.

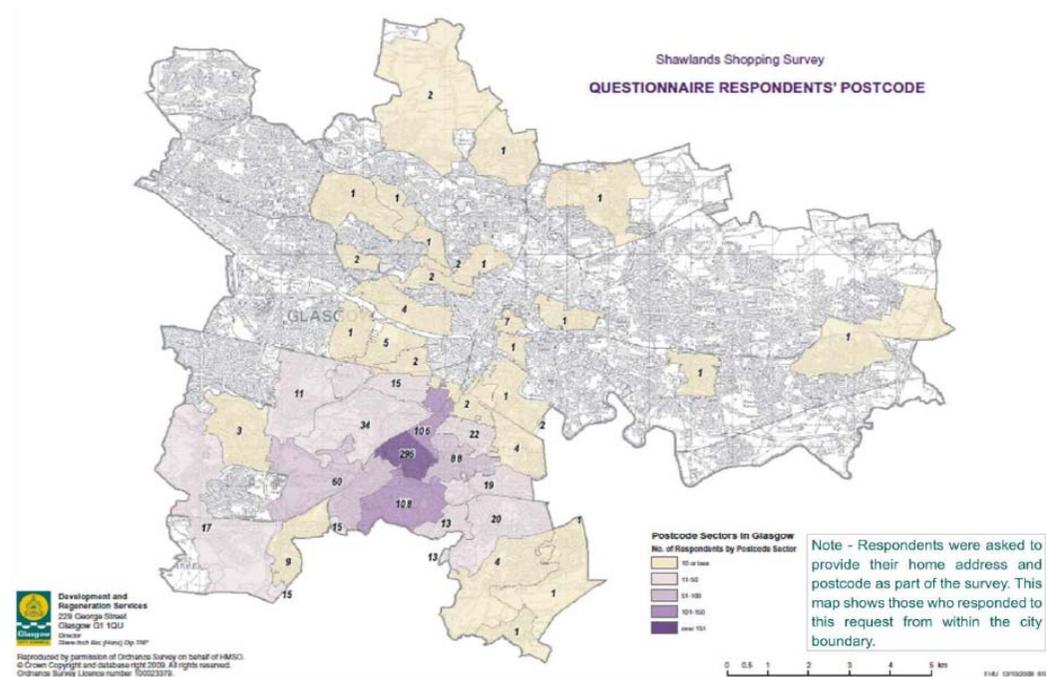
In addition, the Action Plan proposed the partners should:-

- 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
- Shawlands & Strathbungo Community Council
- AWG of Shawlands Shopping Centre
- Glasgow City Council including LES for park events, Glasgow Life
- Key attractions including the Shed, G1, restaurants and evening economy destinations
- Glad Cafe
- Southside Festival
- Southside Fringe
- Southside Film Festival
- Southside Beer Festival
- Greater Shawlands Republic
- Art Village
- Shawlands Academy
- Pollok Football Club
- Property agents

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 questionnaire.

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 January 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 :-

Initial Proposal	Outputs & Benefits	Partners	Cost
Shop front & visual merchandising guide	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	GCC SBA	£2000
Shawlands Postcards & Joint Marketing literature and public realm dressing	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.	GCC SBA Agents	£12000
Communications Group	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	GCC SBA Festival providers, Glad Café C.C Glasgow Life	Nil- Time commitment
Window Vinyl	Provisionally approved by Executive Board and developed in conjunction with Movement & 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	Sub Group Members and Glasgow Life	£10000
Social Media & Web 2 Training	To be provided in collaboration with GCC Economic & 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	GCC SBA C.C	£2000 Will depend on numbers and interest
Additional Market Studies	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.	Sub Group members	£5500
Notice Board/Map Column & other measures.	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'	Sub Group	(other budget)
Overall			£31500

Appendix 1

Shawlands USP

Amenities		1
Attractiveness		1
Bars		10
Cafes		7
Clubs		1
Convenience.		4
Diversity		1
Housing		2
Openness		1
Parks		5
People		4
Potential		3
Pubs		6
Restaurants.		18
Shops		9
Specialist shops		11
Transport links		3
Vibrancy		7

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

Pollok 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

[Sthsdrr | 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>

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.; restaurateurs, property agents, media

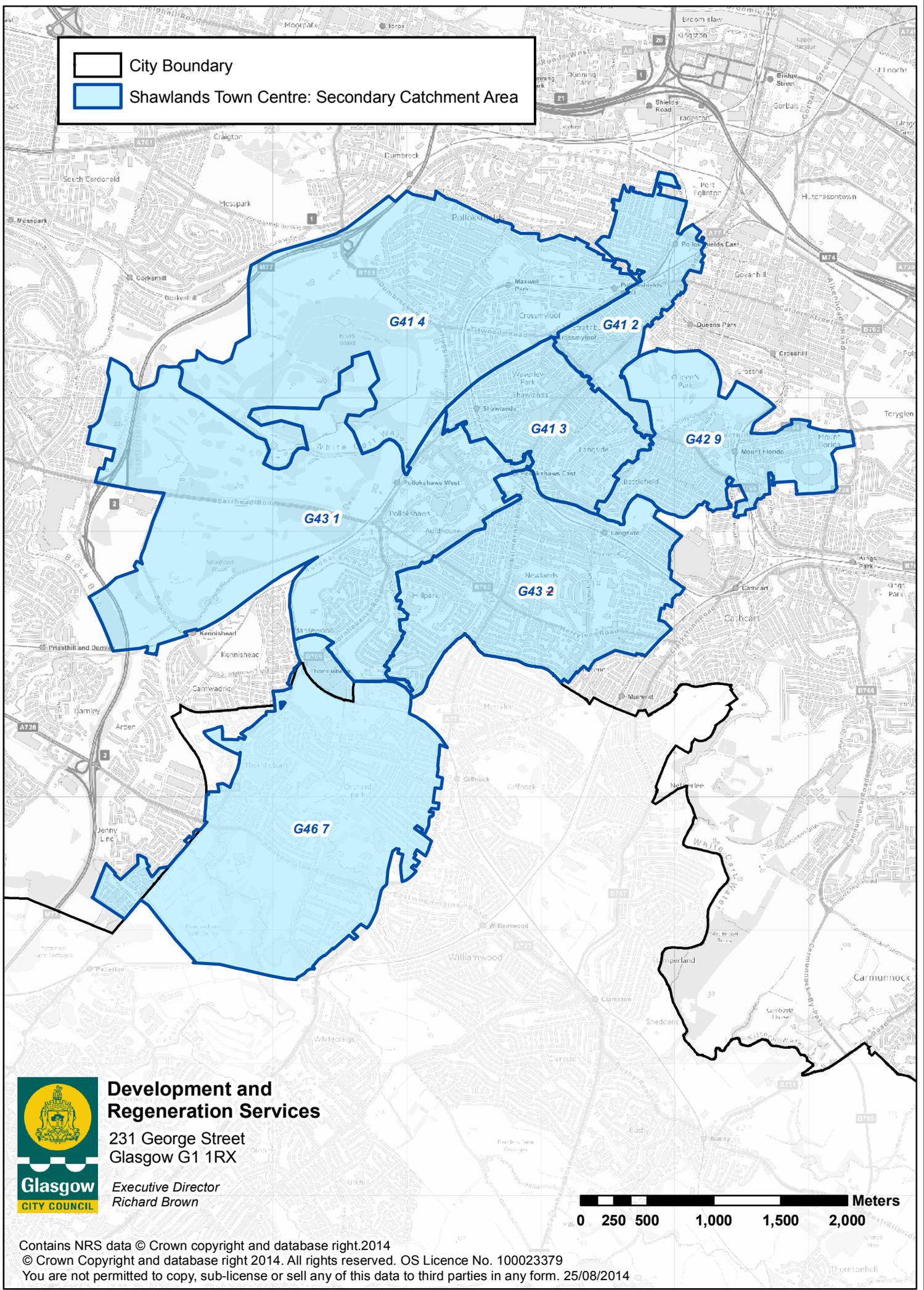
APPENDIX 4:

Demographic Data for Shawlands Town Centre

Contents:

- Shawlands Town Centre Secondary Catchment Area Map
- **2011** Shawlands Secondary Catchment Profile
- **2001** Shawlands Secondary Catchment Profile

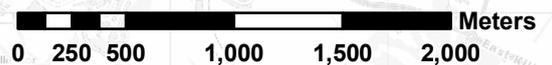
-  City Boundary
-  Shawlands Town Centre: Secondary Catchment Area



**Development and
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*Executive Director
Richard Brown*



POPULATION		POPULATION (continued)	
Residents total	48,401	Ethnicity	
in households	48,073	White - British or Irish	37,408
in communal establishments	328	White - Other	1,636
males	23,716	Mixed or multiple ethnic groups	362
females	24,685	Indian	970
age 0 to 15	7,485	Pakistani	6,039
age 16 to 24	4,966	Bangladeshi	29
age 25 to 34	10,096	Chinese	405
age 35 to 44	7,538	Other Asian	438
age 45 to 54	6,460	African, Caribbean or Black	843
age 55 to 64	5,222	Other ethnic group	271
age 16 to 64	34,282	Religion	
age 65 to 74	3,315	Christian	21,292
age 75 to 84	2,409	Muslim	6,762
age 85+	910	Buddhist	138
age 65+	6,634	Sikh	571
General Health		Jewish	264
Very good health	26,726	Hindu	253
Good health	13,527	Other religion	177
Fair health	5,435	No religion	15,786
Bad health	2,066	Religion not stated	3,158
Very bad health	647	Country of Birth	
Long Term Health Problem or Disability		Born outside the UK	6,734
Day-to-day activities limited a lot	4,157	Proficiency in Spoken English	
Day-to-day activities limited a little	4,369	Does not speak English well or at all	1,413
Day-to-day activities not limited	39,875	HOUSEHOLDS	
Long Term Health Condition		Number of households	23,402
None	35,560	Average household size	2.05
One or more conditions	12841	Occupied Household Spaces by Size	
Deafness or partial hearing loss	2,566	1 person	10,214
Blindness or partial sight loss	979	2 people	7,294
Learning disability	199	3 people	2,722
Learning difficulty	779	4 people	1,786
Developmental disorder	254	5 or more people	1,386
Physical disability	2,640	Occupied Hh Spaces by Number of Rooms	
Mental health condition	2,313	1 room	248
Other condition	8,024	2 rooms	1,408
Provision of Care		3 rooms	5,264
1 to 19 hours unpaid care a week	2,631	4 rooms	7,780
20 to 49 hours unpaid care a week	746	5 or more rooms	8,702
50 or more hours unpaid care a week	1,054	Households by Person per Room	
Medical and Care Establishments		Up to 0.5 persons per room	16,785
Number of establishments	14	Over 1.0 and up to 1.5 ppr	463
People in establishments	292	Over 1.5 persons per room	147

HOUSEHOLDS (continued)		ECONOMY (continued)	
Household Composition		National Statistics SE Classification	
Households with dependent children	4,814	All people aged 16 to 74	37,597
Households with all aged 65 and over	3,921	Higher managerial and professional	5,632
Households with all in FT education	115	Lower managerial and professional	9,772
Lone Parent Households		Intermediate occupations	4,724
total lone parent households	2,050	Small employers and own account w	2,557
with dependent children	1,204	Lower supervisory and technical occ.	2,002
with no dependent children	846	Semi-routine occupations	4,125
Occupied Hh Spaces with Lack of Amenity		Routine occupations	2,736
No central heating	1,093	Never worked and long-term unempl.	2,636
DWELLINGS/HOUSEHOLD SPACES		Full-time students	3,413
All household spaces	24,188	TRANSPORT	
Vacant household spaces	747	Car Availability by Household	
Second residence, holiday home	39	All households	23,402
Occupied household spaces	23,402	No cars or vans in household	8,859
Households by Accommodation Type		1 car or van in household	10,356
Detached	1,151	2 or more cars or vans in household	4,187
Semi-detached	1,605	Travel to Work Pattern	
Terraced (including end terrace)	2,526	All people in employment - age 16-74	23775
Purpose-built block of flats/tenement	17,289	Train, underground, metro or light rail	3230
Part of a converted or shared house	747	Bus, minibus or coach	3936
In a commercial building	40	Driving a car or van	10609
Caravan or other mobile/temp structure	2	Passenger in a car or van	855
Shared dwelling	42	Motorcycle, scooter or moped	42
Households by Tenure		Bicycle	596
Owns outright	5,603	On foot	1816
Owns with a mortgage or loan	8,886	Other	320
Shared ownership (part owned/rented)	123	Work/study mainly at or from home	2371
Social rented	3,559	EDUCATION	
Private rented	5,013	Children of pre-school age	2,747
Living rent free	218	Children of primary school age	2,952
ECONOMY		Children of secondary school age	1,786
Population by Economic Activity		All full-time students aged 16 to 74	3,413
All people aged 16 to 74	37,597	Educational establishments	
Economically active	27,028	Number of establishments	1
Employees	20,355	Population in establishments	25
Self-employed	3,420	Qualifications	
Unemployed	1,764	All people aged 16 and over	40,916
Full-time students	1,489	No qualifications	8,639
Economically inactive	10,569	Standard Grade or equivalent	6,032
Retired	4,238	Higher, Advanced Higher or equivalent	5,088
Student	2,025	SVQ level 4 or equivalent	4,034
Long-term sick or disabled	1,761	First/Higher Degree, Prof. Qual. or eq.	17,123
Other	2,545		

2001 Census Profile		Shawlands Town Centre: Secondary Catchment Area			
POPULATION					
Residents total			48165	Ethnic Group	
Residents in households			47678	White	40759
Residents in communal establishments			487	Indian	773
				Pakistani	5475
Population by Age and Sex				Bangladeshi	16
	All Persons	Males	Females	Other South Asian	283
All Ages	48165	22968	25197	Chinese	306
				Caribbean	32
children	8099	4094	4005	African	82
working age	31357	16152	15205	Black Scottish or Other Black	27
pensionable age	8709	2722	5987	Any Mixed Background	233
				Other Ethnic Group	179
0 - 4	2560	1324	1236		
5 - 9	2446	1219	1227	Religion	
10 - 14	2578	1296	1282	None	12308
15 -19	2693	1371	1322	Christian	26018
20 - 24	3349	1590	1759	Buddhist	104
25 - 29	4647	2209	2438	Hindu	148
30 - 34	4677	2362	2315	Jewish	519
35 - 39	4068	2072	1996	Muslim	5564
40 - 44	3538	1780	1758	Sikh	520
45 - 49	3124	1605	1519	Another religion	419
50 - 54	2746	1427	1319	Not answered	2565
55 - 59	2055	1016	1039		
60 - 64	2050	975	1075		
65 - 69	2011	816	1195	HOUSEHOLDS	
70 - 74	1847	732	1115		
75 - 79	1568	570	998	Number of households	22928
80 - 84	1122	331	791		
85 - 89	721	186	535	Households by Size	
90+	365	87	278	1 person	10132
				2 persons	6784
General Health				3 persons	2644
Good			32221	4 persons	1865
Fairly good			10534	5 persons	902
Not good			5410	6 persons	352
				7 persons or more	249
Long term illness					
Long term ill persons			9674	average household size	2.08
Long term ill in households			9251		
Long term ill in communal establishments			423	Households by Number of Rooms	
				1 room	460
Provision of Care				2 rooms	1690
Provides 1 to 19 hours care a week			2970	3 rooms	5433
Provides 20 to 49 hours care a week			542	4 rooms	7073
Provides 50 or more hours of care a week			1004	5 rooms	3942
				6 rooms	1907
Medical and Care establishments				7+ rooms	2423
Number of establishments			19		
Population in establishments			428		
Source: 2001 Census					
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2001 Census Profile	Shawlands Town Centre: Secondary Catchment Area				
TRANSPORT					
Car Availability by Household					
All households	22928				
households with no car	9632				
households with 1 car	9833				
households with 2 cars	2908				
households with 3+ cars	555				
Travel to Work Pattern					
All people working not studying	20828				
Train, underground, metro, light rail	2306				
Bus, minibus or coach	4079				
Driving a car or van	10114				
Passenger in a car or van	1055				
Motorcycle, scooter or moped	55				
Bicycle	266				
On foot	1706				
Other	154				
Works mainly at or from home	1093				
EDUCATION					
Children of pre-school age	2560				
Children of primary school age	3454				
Children of secondary school age	2085				
Number of full time students	2955				
Educational establishments					
Number of establishments	1				
Population in establishments	40				
Qualifications					
All people aged 16-74	36290				
No qualifications	9853				
O Grade, Standard Grade, etc.	6262				
Higher Grade, CSYS, etc.	5494				
HND, HNC, RSA Higher Diploma, etc	2738				
First and Higher Degree, Profes. Qual	11943				
Source: 2001 Census					
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