

5. CLYDEBANK TOWN CENTRE: ACTION PLAN & DEVELOPMENT FRAMEWORK

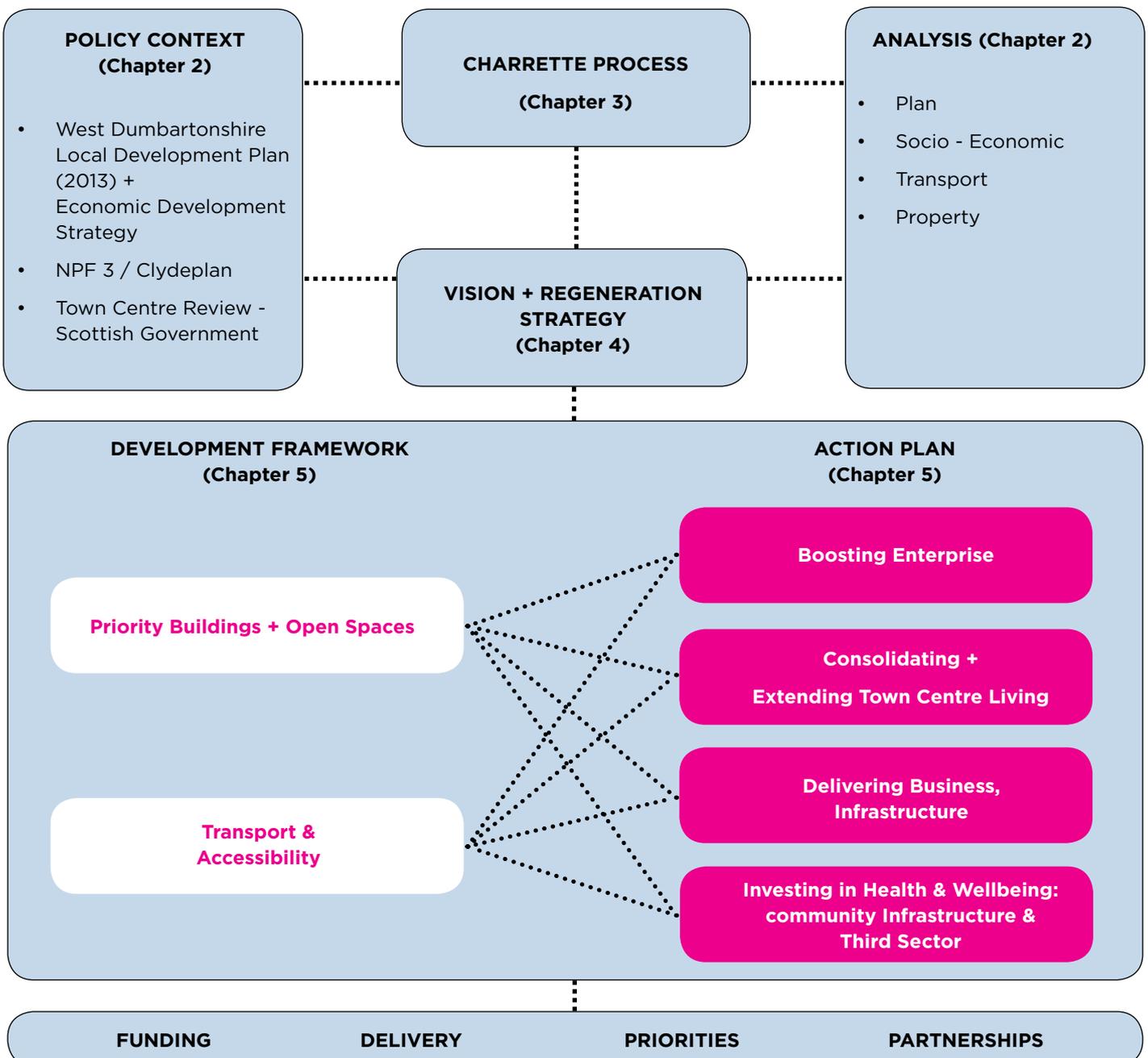


INTRODUCTION

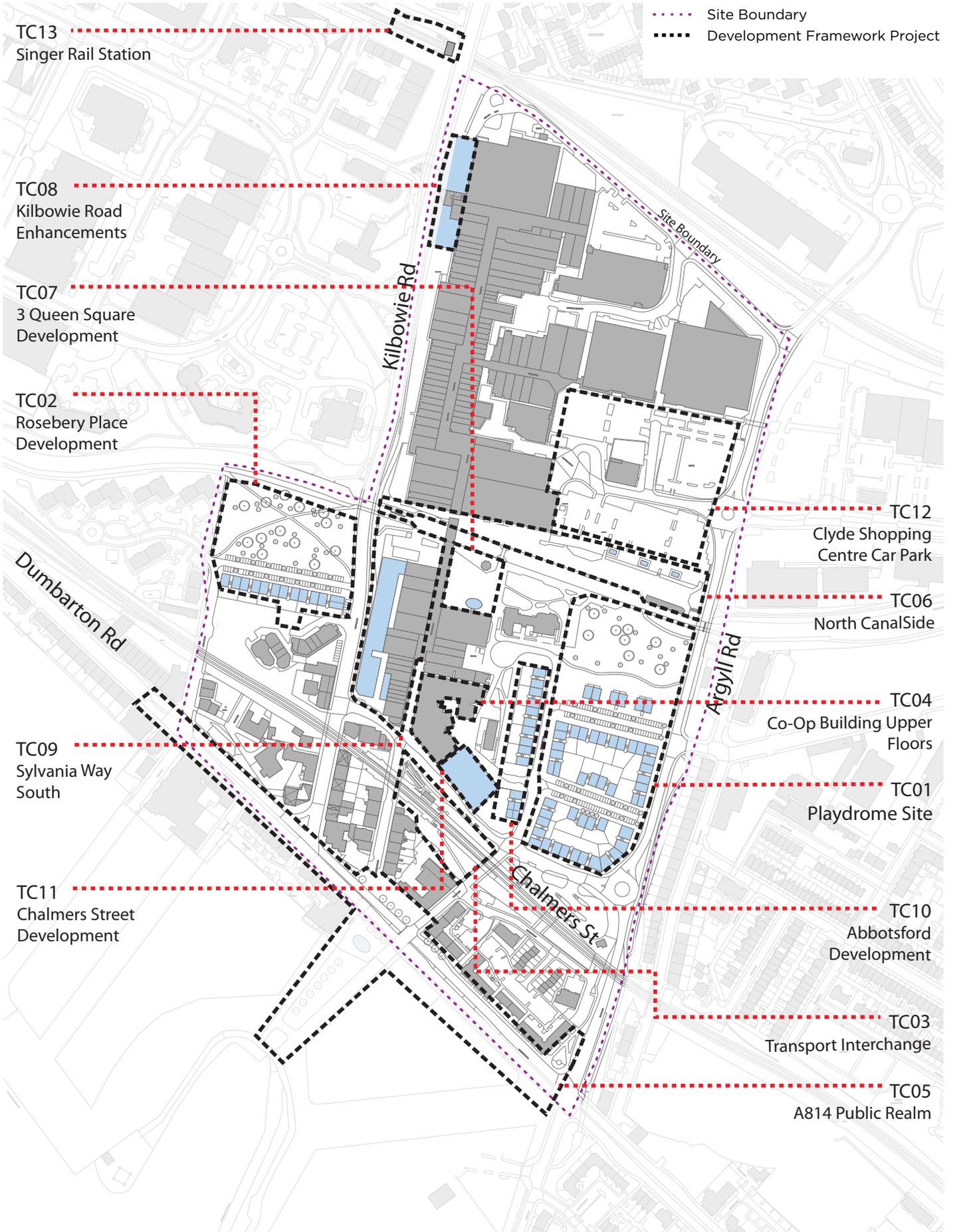
This Chapter outlines the outcomes from the Clydebank Town Centre Charrette. The suggestions for future development and action cover physical, social and economic projects. These have been arranged into a Development Framework for physical interventions and an Action Plan covering economic development initiatives.

The Development Framework and Action Plan inter-relate and support each other to ensure a coherent, whole-place approach. Both the Development Framework and Action Plan are organized into themes with short, medium and long term actions outlined for each project listed in the schedules.

These suggested actions are aligned with national and local policy and work towards the Vision and Regeneration Strategy developed through the Charrette process. The diagram, adjacent, confirms the relationship between the Development Framework and Action Plan.



**CLYDEBANK CHARRETTE DEVELOPMENT
FRAMEWORK PROJECTS MAP**



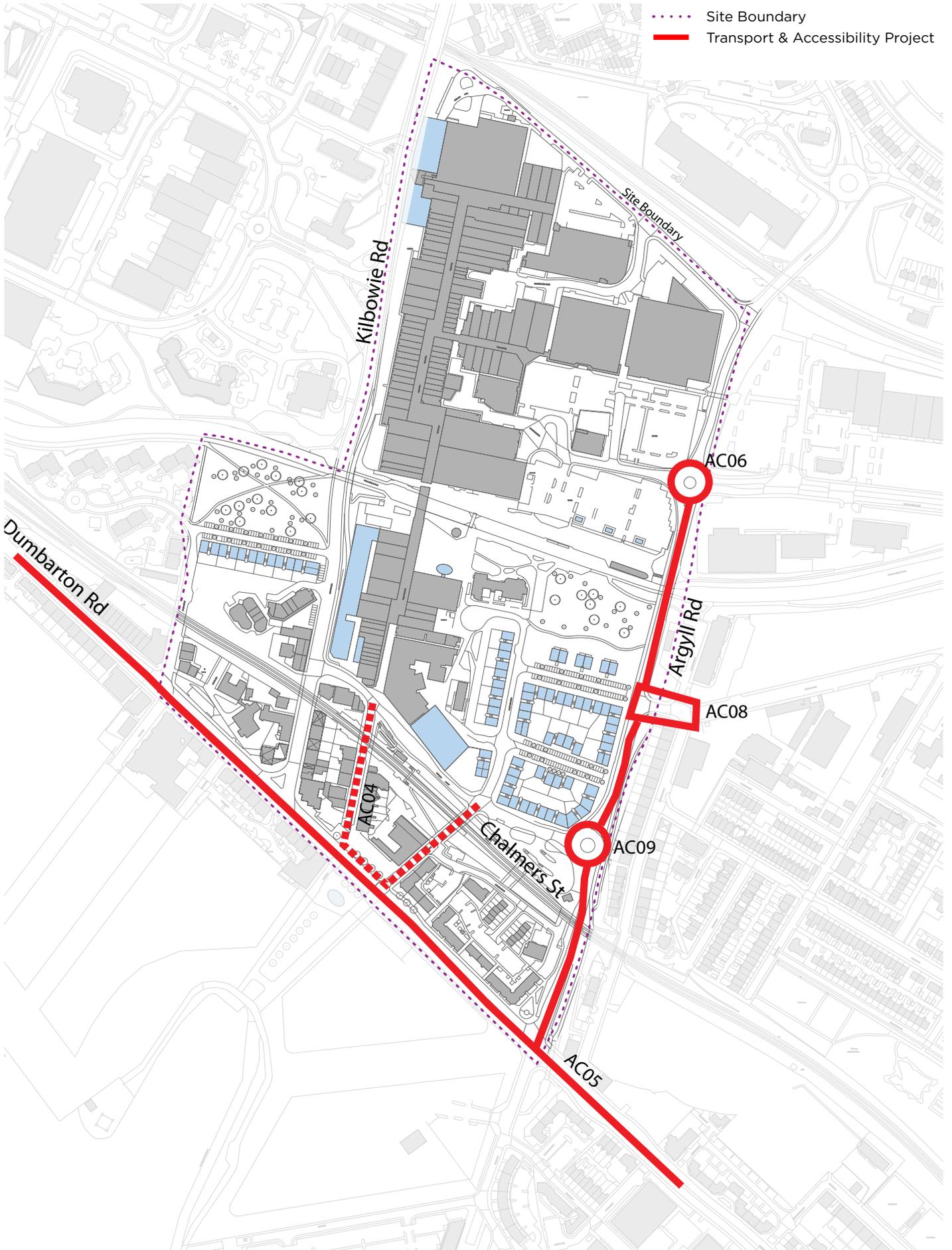
**CLYDEBANK CHARRETTE DEVELOPMENT
FRAMEWORK TABLE**

Project	Description / Justification	Next Steps	Timescale	Participants
TCO1 - Playdrome Site	<p>Site of Playdrome which is being relocated to Queen Quay. Largest single development site in the Town Centre. Important setting on Forth-Clyde canal.</p> <p>Vital to improve frontage / relationship of redeveloped site with positive, active frontages to Argyll Road, Chalmers Street, Canalside and Abbotsford Road. In response to charrette participant comments scope to provide pocket park on south side of canal should be considered as part of site redevelopment.</p> <p>Variety of land uses and building layouts possible at this location within mixed use town centre.</p>	<p>Prepare a Development Brief confirming site capacity, indicating key urban design and place-making principles.</p> <p>Market the site considering mix of uses with respect of the wider, suggested Town Centre Development Framework.</p>	2015/16 - 2016/17	<p>WDC</p> <p>Developers</p> <p>Scottish Canals</p>
TCO2 - Rosebery Place Development	<p>Site of former Council Offices. Identified in emerging Local Development Plan as being available for redevelopment for residential uses, within the wider context of residential led regeneration of Queen Quay.</p> <p>Charrette sketches tested a range of potential layouts considering known and assumed site constraints and requirement to benefit and respect the canalised setting and make a positive contribution to the redefinition of Kilbowie Road.</p>	<p>Prepare a Development Brief confirming site capacity, indicating key urban design and place-making principles.</p> <p>Market the site considering mix of uses with respect of the wider, suggested Town Centre Development Framework.</p>	2016/17 - 2017/18	<p>WDC</p> <p>Developers</p>
TCO3 - Transport Interchange	<p>Existing Train and Bus Stations require enhancements. Scope to better integrate interchange between transport modes and with the surrounding Town Centre.</p> <p>Provide step-free access to both rail platforms and bus stances. Consider scope for combined customer information / ticketing / passenger waiting facility.</p>	<p>Bring stakeholders together (building asset owners, train operator, planning authority) to discuss scope for new public transport interchange.</p> <p>Develop brief and undertake costed feasibility study.</p> <p>Develop and review Business case. Proceed with implementation.</p>	2016/17 - 2019/20	<p>SPT</p> <p>Network Rail</p> <p>Abellio</p> <p>WDC</p>
TCO4 - Co-op Building	<p>Clydebank Town Centre's most prominent (B) listed building. Currently under-used, notably at upper floor level.</p> <p>Scope to optimise use of floor space by reconfiguring and redefining the building's role within the Town Centre.</p>	<p>Liaise with Clydebank Co-op and canvass opinion / interest amongst potential partners interested in occupying space within heart of Clydebank.</p> <p>Undertake feasibility study of existing building to ascertain scope for building reconfiguration.</p> <p>Trial potential new uses on surplus space.</p>	2015/16 - 2017/18	<p>Clydebank Co-op</p> <p>WDC</p>

Project	Description / Justification	Next Steps	Timescale	Participants
TC05 – A814 Public Realm	Dumbarton Road cuts off the Town Centre from the Queen Quay waterfront regeneration area. Scope to greatly enhance pedestrian and cycle connectivity across Dumbarton Road. Opportunities to enhance quality of public realm at locations along Dumbarton Road. Maximising mutual benefit of Queen Quay and Town Centre regeneration initiatives vital to combined success of both.	Undertake traffic surveys and assess feasibility of introducing reduced width crossing points at key pedestrian desire lines. Develop and review business case. Proceed with implementation.	2015/16 – 2017/18	WDC Queen Quay developers
TC06 – North Canalside	Following recent public realm enhancements there exists an opportunity to further enhance the north Canalside by introducing pavilions to activate the waterside, attract businesses (and evening economy activity) into the centre of Clydebank and maximise the asset of the historic canal. Pavilions would also enhance the setting of the Shopping Centre car park (see TC 12). There is also scope to improve the facade facing the canal at the Shopping Centre.	Liaise with Scottish Canals and the Shopping Centre owners to discuss initiative. Consider a ‘pop-up’ trial and monitor results. Develop initiative in parallel with TC07. Undertake feasibility study and test the market for potential interested parties.	2017/18	WDC Clyde Shopping Centre owners Scottish Canals
TC07 – 3 Queen Square Development	In parallel with TC06 investigate opportunities to introduce a pavilion / cafe on 3 Queen Square to enliven / activate the space. This could also be undertaken on a trial basis to test the impact and assess feasibility. Develop a calendar of events and promote the space as an event space.	Liaise with Scottish Canals and the Shopping Centre owners to discuss initiative. Consider a ‘pop-up’ trial and monitor results. Develop initiative in parallel with TC06. Undertake feasibility study and test the market for potential interested parties.	2017/18	WDC Clyde Shopping Centre owners Scottish Canals
TC08 – Kilbowie Road Enhancements	Address harsh / unwelcoming traffic dominated environment with environmental improvements (short term / low cost) to screen service yard and enhance setting of road. In addition scope to introduce new retail units extending the Shopping Centre at footbridge at north entrance to mall opposite Singer Station. This would provide active frontage at Kilbowie Road ‘street- level.	Liaise with Shopping Centre owners to establish extent of need for additional floorspace. Test technical feasibility of creating new units on bridge over service access road. Develop Business case and implement if deemed viable.	2016/17	Clyde Shopping Centre owners WDC
TC09 – Sylvania Way South	In tandem with TC08 there may be scope to reconfigure the retail block on South Sylvania Way with new development on the existing (under used) service yard to provide ‘back to back’ layout thereby creating new retail / commercial space fronting Kilbowie Road (all serviced from the front of units). Reconfiguration would be undertaken in parallel with upgrades to the existing / retained units.	Liaise with Shopping Centre owners to establish extent of need for additional floorspace. Test technical feasibility of creating new units on service yard fronting Kilbowie Road. Develop Business case and implement if deemed viable.	2016/17	Clyde Shopping Centre owners WDC

Project	Description / Justification	Next Steps	Timescale	Participants
TC10 - Abbotsford Road Development	As part of a wider initiative to repair the street pattern / urban blocks east of South Sylvania Way (in parallel with TC11) the site on Abbotsford Road opposite the Playdrome site lends itself to a mixed use, perimeter block of tenemental type development to front Abbotsford Road and screen the existing service yard.	Establish landownership and promote the site for redevelopment with Development Brief in line with TC01. Encourage promotion / market the site accordingly.	2015/16 - 2016/17	WDC Developers
TC11 - Chalmers Street Development	In line with TC10 this site adjacent to the existing Co-op building and nearby substation would be redeveloped as infill to help repair / reinstate an urban block. Consideration of preparing a Development Brief aligned with TC01 and TC10 would ensure a coordinated and coherent approach. It may be there is scope for public transport related passenger facilities at ground floor level.	Liaise with the Co-op (assumed landowners) and consider scope to develop the site. Prepare a Development Brief in line with TC10. Undertake technical feasibility, especially given proximity to electricity sub-station.	2016/17 - 2019/20	WDC Co-op Developers
TC12 - Clyde Shopping Centre car park (incl Royal Mail Sorting Office)	Improve car park layout, landscaping and signage to enhance the pedestrian and driver experience. Need for improvements at Livingstone Street roundabout to address peak congestion. In tandem with TC06 look to create a more positive interface with the Canalside. Consider opportunities to reconfigure the car park and public transport facilities if / when the Sorting Office site is vacated.	Liaise with the Shopping Centre owners, Royal Mail and public transport operators with respect to scope for phased enhancements in the short and longer term. Undertake a feasibility study to test cost / benefit - notably of the roundabout (higher priority) Implement initial environmental improvements as part of a phased approach.	2017/18	Clyde Shopping Centre Owners Royal Mail WDC
TC13 - Singer Rail Station	In parallel with other improvements on Kilbowie Road (TC08 and TC09) enhancing Singer Station signage and access points (as part of wider public transport infrastructure improvements - eg. TC03) would enhance Kilbowie Road and encourage patronage of rail travel.	Liaise with Abellio and SPT to discuss / scope out possible improvement as part of a rolling programme of station enhancements.	2017/18	Network Rail Abellio SPT WDC

TRANSPORT & ACCESSIBILITY PROJECTS MAP



TRANSPORT & ACCESSIBILITY PROJECTS

Reference	Name / Site	Existing Situation	Development Framework Proposal	Justification / Additional Comments	Timescale	Participants
AC01	Review of Signage for those on Foot/ Cycling	Some local signage in town is poor, specifically when compared to the signage erected around the canal.	Carry out local signage review and replace signage to help wayfinding to and between town attractions including names/ distances/ times.	Additional Signage for those on foot/ cycling required	2015/16	WDC
AC02	Review of operation and usage of key town centre bus stops	Some issues revealed at Charrette around issues at the key bus stops on Chalmers Street, the low usage of the old bus station and the lack of provision on Glasgow Road.	Review of key bus stop usage and demand and investigate if an alternative solution would be feasible making better use of the old bus station and Glasgow Road bus stops.	The old bus station and Glasgow Road could accommodate some services reducing the demand on the Chalmers Street bus stops.	2017/18	SPT
AC03	Car Park Signage Review	Parking signage disjointed and signage showing car park capacities non-operational.	Review parking directional signage to give better definition of town car parks as well as the signs showing the number of spaces available (or full/ spaces).	Would assist with traffic circulation and wayfinding to available car parking areas	2016/17	Clyde Shopping Centre
AC04	Alexander Street / Hume Street	Alexander Street and Hume Street were revised as part of Clydebank Rebuilt project.	Develop business case to examine pedestrianisation of or shared surface for Alexander Street and Hume Street.	Business case could be developed around the enhancement of the main linkages from the town centre and Glasgow Road.	2015/16	WDC
		Alexander Street and Hume Street public realm.	Implement public realm improvements to create enhanced pedestrian / shared spaces on Alexander Street and Hume Street.	Pedestrianisation of or shared surface for Alexander Street and Hume Street.	2017/18	WDC
AC05	A814 Glasgow Road/ Dumbarton Road	Traffic count data is historic and timings at some traffic signal control junctions require to be updated	Review of the operation of the traffic signals along the A814 Glasgow Road/ Dumbarton Road corridor to improve traffic flow/ circulation	WDC has a series of traffic turning counts commissioned along the A814 corridor from the City Boundary to the A82.	2015/16	WDC
		The section of the A814 Glasgow Road between Argyll Road/ Cart Street and Miller Street/ Miller Street is dual carriageway with a solid central reservation with parking on the nearside carriageway present along sections of the route	Develop business case for the possibility to reduce carriageway widths along the A814 Glasgow Road/ Dumbarton Road to reduce severance	Business case could be developed around the enhancement of the main linkages from the town centre (Alexander Street and Hume Street) and Queens Quay.	2017/18	WDC

Reference	Name / Site	Existing Situation	Development Framework Proposal	Justification / Additional Comments	Timescale	Participants
AC06	Argyll Road/ Livingstone Street/ Coldstream Road	Congestion at this roundabout is a major problem as it is the confluence for Linnvale residents as well as commuter and shopping traffic.	Develop business case to review of the operation of the Argyll Road/ Livingstone Street/ Coldstream Road (Clyde Shopping Centre) roundabout.	Investigate improvements to roundabout to increase capacity/ throughput of vehicles based on the indicative layout developed during the Charrette.	2017/18	WDC Developers
		Weekday peak hour and shopping congestion at this roundabout.	Implement improvements to roundabout	Would assist with traffic circulation, significantly reduce congestion and pollution	2017/18	WDC Developers
AC07	Improvements to Public Transport Offer	Existing bus and rail offer needing revitalised with better connectivity being the two forms of transport required	Business case for the development of an improved public transport interchange.	Need for better DDA compliance access (e.g. lifts) and covered waiting areas to enhance passenger experience for both bus and rail	2016/17 – 2019/20	SPT WDC
AC08	Argyll Road/ Stanford Street Traffic signals	Queueing traffic from these traffic signals can affect the operation of the Argyll Road/ Livingstone Street/ Coldstream Road (Clyde Shopping Centre) roundabout.	Review of the operation of the Argyll Road/ Stanford Street traffic signals to investigate improvements to increase capacity	Would assist with traffic circulation in and around the town centre	2017/18	WDC Developers
AC09	Argyll Road/ Chalmers Street roundabout	Progression through this roundabout can be challenging due to narrow entry lanes coupled with the significant amount of buses using this route.	Review of the operation of the Argyll Road/ Chalmers Street roundabout to investigate improvements to roundabout to increase capacity	Would assist with traffic circulation in and around the town centre	2017/18	WDC Developers

CLYDEBANK TOWN CENTRE: ACTION PLAN

The Clydebank Town Centre Action Plan focuses on local economic and community regeneration projects that will complement the physical development framework investment. The Action Plan provides clear guidance in relation to prioritisation of initiatives, who should lead/support delivery and funding sources.

The Action Plan includes fifteen projects organised in four integrated programmes namely:

1. Boosting Enterprise: Existing & New Business;
2. Consolidating & Extending Town Centre Living;
3. Delivering Business Infrastructure;
4. Investing In Health & Well Being: Community Infrastructure & Third Sector

PROGRAMME 1. BOOSTING ENTERPRISE: EXISTING & NEW BUSINESS

Clearly Clydebank Town Centre, including the Shopping Centre, needs to evolve as a retail and leisure **destination** but where commercial, enterprise, public, cultural and social functions overlap with a **stronger evening economy**. The Clyde Shopping Centre is now under the new ownership of Edinburgh House Estates Ltd and Cerberus and therefore there is an opportunity to collaborate with the new owners on fresh initiatives.

In this context projects that promote enterprise, business incubation, creativity, culture, arts/music and appeal to young people will be crucial. Clydebank Shopping Centre needs to evolve with investment in the centre as a retail and symbiotic leisure **destination**. In terms of **business space** Clydebank currently exhibits substantial vacancies at Clydebank Business Park and Queens Quay. There are presently 81 available office spaces within 15 properties in Clydebank. Similarly, the Titan Business Centre, which was completed in 2007 has never been fully occupied, but provide serviced office space and acts as a 'business incubator.

Overall the aim is to look for business investment and improvements to the existing town centre offer focussing on value, service, entertainment and experience. It will also be vital to use the Titan Business Centre to continue to actively encourage new start businesses with growth potential as well as looking to improve business survival rates. Priorities include promoting enterprise and exploiting the availability of fast broadband and engaging with local schools and West College Scotland. Collaborating with the new owners of the Clyde Shopping centre to encouraging new start up retail/service businesses as 'fresh blood' and continuing to promote a wider more varied and distinctive retail offer in Clydebank Town Centre will be necessary.

The town centre will have to continue to change to meet the broader needs of the communities that it will serve in the future and visitors with a focus on people and how they interact with and use places in the town centre. This could mean an improved Shopping Centre and independent retail/service business supplemented by the introduction of a wider range of uses such as increased number of small businesses, housing, as well as accessible and affordable transport and more public/civic functions. Town centres of the future need to move beyond retail and be proactive centres for enterprise, business, living, culture, entertainment, symbiotic leisure and civic activity as well as shopping.

Business Gateway should continue to promote and deliver specialist business development, social media marketing and training events/workshops targeted specifically at independent retail and service businesses in Clydebank. Evidence from the consultations and the charrette showed particular interest in social media, shared marketing and events based marketing.

Priority Projects:

The priority projects in the Action Plan under this programme are:

Project	Principles & Justification	Next Steps	Timescale	Participants
AP1.1 Retail/ Service Business Start Up Initiative / Youth Enterprise Competition	<p>Promote a competition-based programme which engages with the local community by giving start up retail businesses the opportunity to open in vacant units in Clydebank town centre.</p> <p>Establish a local competition to identify 3/4 of the best retail/service business ideas. Giving the start-up businesses the opportunity to open in a vacant town centre units. This would include provision of business mentoring support.</p> <p>This will enhance the potential for entrepreneurship in Clydebank Town Centre and encourage new innovative entrants to the retail/service mix.</p>	<p>Explore possibilities with West College Scotland, PSYBT & Carnegie Trust.</p> <p>Approach agencies to get broad agreement in principle.</p> <p>Establish rules/ target property & approach owners.</p> <p>Launch competition.</p>	2016/17	<p>Dunbartonshire Chamber of Commerce</p> <p>Clyde Shopping Centre</p> <p>Clydebank Co-operative Society</p> <p>Business Gateway</p> <p>West College Scotland</p> <p>Clydebank/ St Peter the Apostle High Schools</p> <p>National Skills Academy Retail</p>

Project	Principles & Justification	Next Steps	Timescale	Participants
<p>API.2 Existing Independent Business Master class& 1-1 Visits</p> <p>Promote Internet/ Facebook Site/ Social Media Marketing</p>	<p>Motivational and informative retail master class workshops targeted at existing local independent businesses to raise awareness of the need for continuous improvement and overcome apathy and complacency.</p> <p>Issues to be covered in the master class would include:</p> <ul style="list-style-type: none"> - Making the most of good customer service; - using social media to market more effectively; - Increasing customer spend; - Maximising display space and layout. <p>This would be followed by 'one to one' visits; businesses will also receive a comprehensive business action plan report with a clear set of detailed recommendations focused on helping re-energise each of the individual businesses taking part. Aim is help independent traders increase turnover, advertise and market their business more effectively and to work collaboratively to improve the independent offer in Clydebank</p>	<p>Draw up a brief</p> <p>Invite tenders/ interview from specialists like:</p> <ul style="list-style-type: none"> - Shop Doctor: Bill Smith - Real Retail Solutions: John Cowan - The Retailer: Gordon Bell - Retail Mentors Ltd. 	<p>2017/18</p>	<p>Dunbartonshire Chamber of Commerce</p> <p>WDC</p> <p>Business Gateway</p>
<p>API.3 Café/Bar Opportunity: Evening Economy:</p> <p>Bridging daytime and evening economies.</p> <p>Improving cultural offer.</p>	<p>Initiative to promote a quality product in terms of cafe/bar, restaurant/microbrewery with quality food and community facilities possibly located one of the proposed 'canal pavilions'.</p> <p>This would be part of a wider move to promote better and broader entertainment. 'Highbrow' and 'lowbrow' entertainments often meet after-hours. Both need to be championed and strengthened to revitalise and diversify the Clydebank town centre economy, contribute to employment and to improve image.</p> <p>In due course could include, retailers extending opening times, hosting activities (musicians, entertainers) with café/bar operators' in particular indoor/outdoor venues to increase activity.</p>	<p>Insert Agree approach principles (column two opposite), identify locations, negotiate with owners / stakeholders, market opportunities and secure approvals.</p> <p>Market the opportunity.</p>	<p>2018/19</p>	<p>WDC</p> <p>Scottish Canals</p> <p>Clyde Shopping Centre</p>

Project	Principles & Justification	Next Steps	Timescale	Participants
AP1.4 Clydebank Business Park: Investing Collectively: Developing & Delivering A Business Improvement District	<p>Develop and deliver a Clydebank Business Park BID to revitalise the Park where the environment has become tired and there are a number of vacant units.</p> <p>The Park hosts a number of significant companies like NMMS and NAB/Clydesdale Bank. The BID would provide a sustainable financial model to deliver the key agreed Action Plan improvement programmes and priority projects for Clydebank Business Park. The initiative would build on WDC experience at Vale of Leven Industrial Estate.</p>	<p>Establish BID Steering Group.</p> <p>Agree Priorities</p> <p>Businesses would vote to invest collectively in local improvements.</p>	2015/16	<p>WDC</p> <p>Occupiers like NMMS & NAB</p> <p>BIDS Scotland</p>

PROGRAMME 2: CONSOLIDATING & EXTENDING TOWN CENTRE LIVING

Part of the challenge in Clydebank is to tackle the declining population in West Dunbartonshire by offering more housing choice. There is market interest and clearly there are opportunities to consolidate and extend town centre living so as to increase the residential population by promoting a 'housing hug' on the edge of the town centre. Queen's Quay, the former John Brown Shipyard, extends to some 41 hectares and is an emerging residential location. Development opportunities for new build on sites like Rosebery, Abbotsford and the Playdrome should be explored. New homes for affordable rent, mid-market rent, Low Cost Home Ownership and sale should all be possible subject to Scottish Government funding and accessing private finance.

Demand for quality properties is good and the timing may be right for investing in Mid-Market Rent (MMR). Improving the housing offer (including MMR) may help to increase the attractiveness of Clydebank Town Centre for in-commuters, migrants and those with a former connection to the area and to retain reluctant leavers (e.g. young graduates). Clydebank could also benefit from improved demand, especially from the 'young professional' and 'first-time buyer' markets seeking affordable rents and sustainable mortgage packages.

The Scottish Government's recently announced a Town Centre Empty Homes Fund to regenerate empty commercial spaces and convert them into affordable residential accommodation either for rent or sale. The fund is a mix of £2m grant and a £2m nil interest loan and targets 'problem' empty commercial spaces. Initial eligible criteria stated are: town centre commercial properties must have been vacant for 6 months or more be in a state of repair not suitable for letting, with an expectation that the space would remain empty long-term if support not available. West Dunbartonshire Council should explore this new funding opportunity in Clydebank focussing on properties on the edge of town centre and outside Clyde Shopping Centre (e.g. Glasgow Road) so as to accelerate the proposed 'housing hug' investment.

Priority Projects:

The priority projects in the Action Plan under this programme are:

Project	Principles & Justification	Next Steps	Timescale	Participants
AP2.1 Affordable Flats & Houses: Across All Age Ranges	Part of the challenge in Clydebank is to tackle the declining population in West Dunbartonshire by offering more housing choice particular for families in addition to Queens Quay. Initial assessments identify a continued demand for quality properties to suit all age ranges. Development opportunities for new build on sites like Rosebery, Abbotsford and the Playdrome should be explored.	Actively market sites & buildings. Use 'outline planning permissions': see AP2.3 below. Approach potential developers and look to secure partnership arrangements.	2015/16-2016/17	WDC House builders Housing Associations Owners Private Sector
AP2.2 Target Vacant Space: Ground & Upper Floors: Demonstration Project	To provide housing in vacant or underused floorspace at both ground floor level and above shops and commercial premises as part of the WDC Asset Management Disposal Strategy.	Undertake design feasibility to identify a 'pilot' and promote the initiative with building owners.	2016/17	WDC SG Town Centre Empty Homes Fund Chamber of Commerce Housing Associations Owners Private Sector Owners Private Sector
AP2.3 Proactive Planning Initiative	Involves actively contacting land owners and encouraging them to bring their property back into use. Helping owners to source grants and loans and to navigate through the consents that they need, particularly for historic buildings. If landlords and leaseholders do not behave responsibly, WDC could use statutory powers such as Planning Section 179 notices, the Power to Advance Well-Being, repairs notices and Compulsory Purchase Orders. WDC could also submit 'outline' planning applications for key sites to gain planning consents for speculative proposals which can then be used to market sites.	Agree principles (column two opposite) and formalise approach.	2016/17	WDC Owners

PROGRAMME 3: DELIVERING BUSINESS INFRASTRUCTURE

Ryden has identified the opportunity to 're-set the office market' in Clydebank to provide a wider range of employment space and to build on the recent investments like West College Scotland, WDC locating at Queens Quay, Golden Jubilee Beardmore. There are also opportunities to target niches like arts/creatives. There are also **specific vacant buildings that require investment**. The aim is to make Clydebank Town Centre more adaptable and improve its economic resilience by promoting mutually supportive activity.

The aim should be to include promoting a 'ladder of business accommodation' that actively widens the choice available to include: home-office, pop-up accommodation, small business centre), small own front door dedicated offices and workshop space. The Federation of Small Businesses in Scotland published a survey in June 2011 that demonstrated unmet demand from home based businesses to 'move up the ladder' using suitable affordable business space in town centres. In Clydebank Town Centre there is an opportunity to proactively identify suitable premises and collaborate with the owners and potential partners' to deliver choice of business accommodation. At the same time in the consultations there was recognition that local property owners and landlords need to be targeted so as to start to explore how issues like upward only rent reviews, onerous lease terms and vacant ground and upper floor space can be tackled.

A parallel initiative to reactivate vacant / under-used space would be the provision of workspace / studios for creative industries. Two relevant models that may be applicable in Clydebank include:

- **Art Village** in Shawlands (Glasgow) is a community interest company that inhabits empty commercial buildings and transforms them into 'viable centres of artistic excellence that bring popular focus back to the High Street while promoting education and community engagement'.
- **WASPS** (Workshop and Artists' Studio Provision Scotland Ltd) is charity that provides affordable studios to support artists and arts organisations. WASPS currently house 800 artists and 23 arts organisations at 17+buildings across Scotland.
<http://www.waspsstudios.org.uk/about-us>

The roll out of 4G and the need to continuing to improve the quality, speed and reliability of broadband in Clydebank Town Centre will result in greater capacity to send and receive data electronically, allowing files/ emails to be downloaded and uploaded faster. This can particularly beneficial for companies that regularly need to send large data files and can lead to the development of a new business model, access to new markets, improve customer relationships and operational savings.

Priority Projects:

The priority projects in the Action Plan under this programme are:

Project	Principles & Justification	Next Steps	Timescale	Participants
AP3.1 'Ladder' of Business Accommodation: Offering Choice	<p>Promote a real choice of business accommodation in the form of a ladder of affordable business space starting from 500 to 1,000 square feet targeted at small and growing businesses</p> <p>Could include workspace targeted at the creative industries to include low rentals, fast broadband / Wi-Fi, flexible rental terms, supportive shared services, rooms with good natural light.</p>	Prepare business case & identify potential sites/buildings.	2016/17	WDC to explore the possibilities of a partnership to deliver a ladder of workshop accommodation in conjunction with Project AP2.3 above.
AP3.2 Co-operative Building: Creative Workspace	<p>Workspace targeted at the creative industries to include low rentals, fast broadband / Wi-Fi, flexible rental terms, supportive shared services, rooms with good natural light.</p> <p>The WDC One Stop Shop could also be relocated in the building. (see project AP4.4)</p>	Contact Art Village and/or WASPS to discuss the potential in Clydebank.	2016/17	<p>WDC Clydebank Co-op</p> <p>West College Scotland</p> <p>Art Village</p> <p>WASPS</p> <p>Explore the possibilities of a partnership to deliver affordable space to support artists in Clydebank.</p>
AP3.3 Improve Quality, Speed Reliability of Broadband& Improve Digital Connectivity	<p>Look to continue to improve digital connectivity and the quality, speed and reliability of broadband and roll out of 4G in Clydebank Town Centre. Aim should be to continue to improve and provide fast reliable access to broadband for businesses residents & visitors. Includes link-ups with town centre businesses, info/interpretation of built cultural heritage attractions, publicising events and active promotions using an existing mobile phone app.</p>	Initiate discussions with broadband and 4G providers to ensure fast reliable access.	2016/17	<p>Clyde Shopping Centre</p> <p>Broadband / Wi-Fi providers</p> <p>SG Town Centre Action Plan Funding</p> <p>Sponsorship</p>

PROGRAMME 4: INVESTING IN HEALTH & WELL BEING: COMMUNITY INFRASTRUCTURE & THIRD SECTOR

There are some clear gaps between the health and wellbeing of people living in Clydebank and other areas of West Dunbartonshire and Scotland. The need is to continue to improve local access to health services, better co-ordinate existing services and improve awareness/provision of information. Good health in mind, body and spirit and well-being are fundamental. There are also issues around the lack of community pride in and association with Clydebank Town Centre and the very limited use of the improved events space at Three Queens Square.

This programme is also designed to build more awareness of, and celebrate, the skills, creativity and rich heritage and 'backstory' of the people of Clydebank. This is not an inward-looking approach rather it recognises that Clydebank has a series of 'tight knit' communities, some of whom face greater barriers to participation in than others. The programme is also based on the concept of hospitality - that Clydebank welcomes those from outside who may be visitors/tourists, businesses or artists. The barriers to engagement need to be tackled, by developing accessible local venues in the town centre which local people feel comfortable attending and are financially affordable. Engaging children and young people in participative activities arts and sports activity will be essential.

The Scottish Government is supporting the growth and increased economic contribution of an enterprising third sector through the delivery of programmes aimed at building the capacity and sustainability of the sector. WDC's **Social Enterprise Challenge** fund already provides financial support of up to a maximum of £15,000 to new social enterprises who have the ability to create sustainable local job opportunities. At the same time new providers are being encouraged to deliver public services. Financial constraints also place significant responsibility on local authorities to find new, more innovative ways of working and to develop strong partnerships with communities and third sector organisations so that effective local interventions are made by the right organisations.

This new context raises a number of opportunities for third sector organisations in Clydebank to actively contribute to the town centre economy and unlock funding from sources like the Big Lottery (Investing in Ideas/Awards for All) and Heritage Lottery Fund (Heritage Enterprise). West Dunbartonshire Council should also look to continue to introduce a sustainable procurement duty that consider how the procurement process can facilitate the involvement of third-sector bodies and supported businesses with the aim of making it easier for them to tender for public contracts.

Priority Projects:

The priority projects in the Action Plan under this programme are:

Project	Principles & Justification	Next Steps	Timescale	Participants
AP4.1 Health & Wellbeing: Key Component Of Economic Growth	Health and well-being are fundamental components in a competitive Clydebank economic growth offer for existing and new business, residents and visitors. Actions include: - Promote successful health and wellbeing outcomes including increasing physical activity levels to increase life expectancy and decreasing health inequalities - Support further investment and improved facilities in Clydebank Town Centre	Agree details & deliver a health and wellbeing programme to be promoted in the Clyde Shopping Centre e.g. lunch time 'canal walk / fitness trail'	2016/17	WDHSCP Clyde Shopping Centre Scottish Government Strengthening Communities

Project	Principles & Justification	Next Steps	Timescale	Participants
AP4.2 Clydebank Town Centre Events & Festivals: Development Coordinator	<p>Work with Clyde Shopping Centre and others to unlock support to establish a coordinated programme of local/district/national events in the town centre initially using Thee Queens Square.</p> <p>Aims:</p> <ul style="list-style-type: none"> - to lead on development of strategic programme of events/festivals, unlock longer term corporate sponsorship - to develop and deliver collaborative projects and initiatives which support creative industries growth, evening economy, leadership and audiences and build community pride in Clydebank Town Centre. 	<p>Agree principles (column two opposite).</p> <p>Make the case for funding based on a clear job description.</p>	2016/17	<p>WDC</p> <p>Clyde Shopping Centre</p> <p>Creative Scotland</p> <p>VisitScotland</p> <p>Scottish Government Strengthening Communities</p>
AP4.3. Arts & Heritage: Social Enterprises & Third Sector Opportunities	<p>Existing 'Social Enterprise Challenge Fund' needs to be better promoted. Aim to establish more social economy organisations and increase the level of social entrepreneurship in Clydebank and support individuals to adopt an enterprising approach to social opportunities.</p> <p>E.g. childcare: bicycle hire & maintenance: energy reduction & tackling fuel poverty. The initiative could include the following components:</p> <ul style="list-style-type: none"> - Interpretation: signage & trail; - Activities Events & Festivals; - Marketing programme; - Digital infrastructure to make industrial/cultural heritage more accessible; - Activities to ensure wider community involvement & engagement 	<p>Identify specific opportunities to actively promote 'Social Enterprise Challenge Fund'.</p> <p>Aim to retain income and spending in the local economy.</p>	2016/17	<p>WDC</p> <p>Social Enterprise Challenge Fund</p> <p>Scottish Government Strengthening Communities</p> <p>BLF Investing in Communities</p> <p>Just Enterprise</p>
AP4.4 WDC One Stop Shop	<p>The WDC One Stop Shop that offers access to a wide range of Council services should be located with Clydebank Town Centre (Shopping Centre or Coop Building) and should continue to develop and expand on services delivered to customers in the local community.</p>	<p>Finalise location & negotiate appropriate terms.</p>	2015/16	<p>WDC</p> <p>Clyde Shopping Centre</p> <p>Clydebank Coop</p>
AP4.5 Pay Day Lenders & Bookmakers: Community Planning Partnership Initiative	<p>Ensure Community Planning Partnership strategies highlight concerns about economic/health well-being and the importance of prevention & early intervention on pay day lenders/bookmakers. Strategy, policies & priorities to be drafted with Planning input and be easily accessed as evidence for planning appeals.</p> <p>Improved local evidence base on negative impact pay day lenders/bookmakers on economic/health well-being: WDC to work with Clydebank Independent Resource Centre, Dalmeir Credit Union and other third sector partners to maintain an up-to-date evidence base with key statistics.</p>	<p>Progress the agreed principles (Column two opposite).</p>	2015/16	<p>WDC</p> <p>Clydebank Independent Resource</p> <p>Dalmeir Credit Union</p>