

Clyde Docks

Preservation Initiative



*Working to protect
the future of historic
dock sites on the
tidal River Clyde*

**A PROPOSAL FOR
A MARITIME
PARK AT GOVAN
GRAVING DOCKS**



"An outstanding graving dock complex without parallel in Scotland" – Historic Scotland

The Clyde Docks Preservation Initiative Limited

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1. Introduction

1.1 Site History

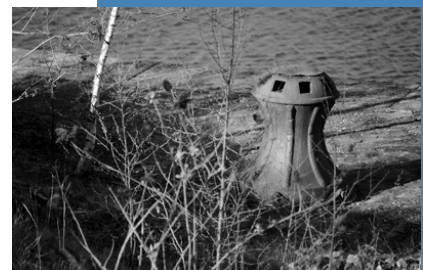
The dry docks at Govan – *Govan Graving Docks* – were completed in the late nineteenth century with the last one to be built, the large dock nearest to Govan Road, opening on 27th April 1898.

Commissioned by James Deas, the Chief Engineer of the Clyde Navigation Trust, No. 1 dry dock and No. 3 dry dock were the deepest dry docks in Britain when opened and could accommodate the largest ships in the world of the time. They pre-date the former burgh of Govan being incorporated into the City of Glasgow.

The docks were used to repair and refit hundreds of Clydebuilt ships and were in active use until the late 1980s. Since closing down the site has lain derelict.

The walls of the dry docks are built from grey granite some of which is hand carved and are category A-listed. The only remaining building on the site is the sandstone pump house for No.1 dry dock. Also an A-listed building it is in poor condition with only the walls and a few roof beams remaining.

Govan Graving Docks is a significant piece of Glasgow's shipbuilding and maritime heritage and is the only major historic dock complex on the Upper Clyde that has not been filled in to make way for modern redevelopments.



1.2 Formation of the Clyde Docks Preservation Initiative

The Clyde Docks Preservation Initiative Ltd was set up as a non-profit limited-by-guarantee company following on from an informal and crowd sourced campaign for the restoration of Govan Graving Docks as a shipbuilding heritage park. The purpose of this was to create a structured and credible vehicle through which proposals that were being developed, as an alternative to the plans of housing developers, could be taken forward.

The campaign has been orchestrated online through a Change.org petition and promoted via social media. The petition remains open and has at time of writing attracted more than 7,200 signatures with the vast majority from the Glasgow area. The largest postcode blocks for the petition signatures are the G51 and G12 areas.

A white paper was produced in 2014 outlining a conceptual proposal for a shipbuilding and maritime heritage park at Govan Graving Docks. While the vision developed in this white paper has been refined based on feedback - the core strategy of preserving the fabric and heritage of the historic dock site, the only remaining one in Glasgow, remains the same.

2. The Vision

Vision, Mission and Values

While a conventional museum may look after a collection of artefacts or artworks, the aim for Govan Graving Docks is to create a “living” museum, where the site itself is the museum piece. As such preservation of the existing features and the restoration of the dry docks to working order is considered to be important. Restoration will also expand the options for use of the docks.

2.1 Strategic Vision

The vision for Govan Graving Docks is to create a shipbuilding and maritime heritage park that celebrates the legacy of these industries in shaping the development of the city in a way that reflects their historic significance. This will incorporate a creative micro-enterprise / social enterprise hub that will enable young and long term unemployed people to create and develop their own opportunities within a mutually supportive co-working environment.

2.2 Mission

The mission for Govan Graving docks is to provide a space for education and learning about maritime and shipbuilding history, modern maritime industry and post-industrial urban ecology alongside a working dry dock facility for historic ship restoration and boat building projects.

CDPI is committed to fostering a culture and community of open collaboration as opposed to hierarchical management systems in the operation of a maritime park at Govan Graving Docks by acting in a facilitator-type role as a lead project partner. We aim to do this by bringing a diverse range of skills, expertise and interests into the wider project and providing a supportive framework for small projects that fit into the overall vision.

An independent dedicated charity as the owner organization is considered essential to the ability to adopt this model, something that would not be possible if the maritime park were run via the public sector or an ALEO where rules and employment conditions tend to be traditionally structured, top-down management and scope to allow innovation and creativity is limited if it exists at all.

2.3 Values

The core values of CDPI have been developed hand-in-hand with the vision for Govan Graving Docks. Our aim is that the delivery of a maritime park at Govan Graving Docks will serve as a prototype for innovative new ways of working and approaches to work-life balance fit for the sustainable development aims of the 21st century. In the long term we aim to see a wider development of this approach in leisure and heritage based activities and developments on the Clyde Corridor.

Social Contribution – play an active role in the local communities in Govan and surrounding districts to ensure our projects are beneficial to them. It is important to bring Clyde region, national and international dimensions into the project as well.

Education – create opportunities for education about the maritime history of the Clyde, future possibilities for industrial and maritime/marine development, post-industrial ecology and more. Inspire young people about the future of maritime industry as well as learning about the history and heritage.

Opportunities – create opportunities for young people to develop and run social enterprise franchises within a heritage park development.

Economic Prosperity – encourage policies and activities that will contribute to future prosperity of the Clyde Corridor. We aim to see the region again become a thriving hub for maritime and marine activity.

Sustainable development – ensure we work with and encourage initiatives that enable future industries, economic activity and communities along the Clyde corridor to be both economically and environmentally sustainable.

Ecology – ensure that post industrial ecologies that have developed in dockland sites along the Clyde are managed carefully and are able to co-exist sustainably with new industrial and leisure activity.

Collaboration – work in partnership with the many organisations that are involved in management and use of the Clyde Corridor so that carefully refined strategies can be developed.

2.4 Preservation

The intention is to preserve all or as much as possible of the existing fabric of the Govan graving docks site including:

- ❑ Bollards and capstans
- ❑ Mechanical and hydraulic artefacts
- ❑ Cobble stones
- ❑ Dry dock caissons provided they can be reconditioned

A key aspect of our preservation strategy is to restrict the addition of permanent buildings to the edge along Govan Road.

A 1989 plan for commercial redevelopment of Govan graving docks identified a need to raise the quay level by a metre to mitigate flood risk. This is a risk that is even greater now due to climate change and a lack of dredging of the river. To mitigate this for construction of foundation-based buildings would require what CDPI deems a wholly unacceptable amount of alteration to the quay structure.

2.5 Restoration and Renovation

Restoration of the pump house for its original purpose is not deemed feasible. The objective is to preserve the existing structure of the building and restore it as a visitor centre for the park with a café and some museum/media displays.

Restoration of the dry docks to working order, or at least preserving them in a state that would allow this in the future, is a key objective. Restoration of the original mechanisms would not be feasible but it is expected that modern pumping systems could be retrofitted in a way that is unobtrusive and concealed from view.

3. Outline Proposal



The Govan graving docks site has been divided into 7 sections in order to spatially define and allocate proposals for use of the docks and space.

3.1 Govan Road Edge

A row of low-rise units on Govan road edge – these would be small commercial and studio units. Restricted to two storeys in height at street level with basement level units opening onto the quay. This would be split into four or more separate buildings - with space between to allow sunlight through and for outdoor seating on the quay for café/bar/restaurant units. A deck at street level would open the park onto Govan Road and create a vantage point.

3.2 No.3 Dry Dock

Large dry dock to be used for floating installations e.g. workspace barges, floating gardens, rowing boats and/or pedalos. Potentially this could also include a permanent berth location for a restored ship and CDPI is currently identifying a number of historic ships that could be restored.

3.3 No. 2 Dry Dock

Middle dry dock as a working dry dock facility for replica build and historic ship repair projects – also to showcase the full structure of the empty dry dock. For technical reasons No.2 dry dock is the most suited to this purpose.

3.4 No. 1 Dry Dock

No. 1 dry dock would be used as a berth for visiting ships and/or a permanently moored vessel.

3.5 Pump House

The pump house would be restored as a visitor centre and café.



3.6 Quay Space

Quay space used for free standing buildings, outdoor performance space, leisure and recreation space, art/craft stalls, street food stalls, etc. Parts of the quays may also be landscaped.

3.7 Wet Basin

Wet basin and the adjoining land used to create a tidal lagoon and nature park area. See section 11 for more details.

4. Consultation & Engagement

4.1 Petition Support and Feedback

An online petition launched via Change.org has now attracted more than 7,200 signatures in favour of a maritime/shipbuilding heritage park at Govan Graving Docks.

4.2 Online Surveys

CDPI ran a series of online surveys in early 2016 in order to canvas opinion on the future of Govan Graving Docks. A separate detailed report on the survey findings is being prepared however key indications from the surveys revealed that:

- ❑ 92% were opposed to use of Govan Graving Docks for housing development
- ❑ 93% were in favour of restoring at least one of the dry docks to working order
- ❑ 54% said they would most like to see the site become a maritime heritage centre
- ❑ 23% said their preferred option would be a working dry dock facility
- ❑ 0.4% gave housing development as their preferred use for the site
- ❑ 92% agreed construction of permanent buildings should be restricted to the street edge
- ❑ 48% said CDPI should take the lead role in saving Govan Graving docks with 25% saying the Scottish Government/Historic Scotland

What was made clear is the strength of opinion that preservation of maritime heritage and/or infrastructure far outweighs any other considerations in deciding the future of Govan Graving Docks.

The full results of the surveys are available at:
http://cdpi.org.uk/govan_docks_surveys.htm

4.3 Architecture Competition

The next stage of consultation being prepared by CDPI is a design competition for architecture students, at advanced stages of their degree programmes, to produce masterplan proposals for Govan graving docks.

The aim is to set up a judging panel and for a presentation of the students' entries to be set up in a public venue in Govan.

The judging panel will decide on the winning and runner up students and we aim to engage a sponsor who will be able to provide students with internship opportunities and/or career development bursaries (e.g. to pay for further training) after they graduate.

The public presentation of the students' entries (which may be in the form of models, poster displays or 3D displays) will enable a conversation to be engaged in that will inform the process of developing a finalised masterplan for the site. The finalised masterplan may be based largely on a single competition entry or may take in aspects of several entries. The decisions of the judging panel will only have partial bearing on what is taken forward – with views from the public being solicited as well.

The conversation that will be able to develop around the architecture competition will enable engagement with the community – with feedback on for example designs for buildings and free standing structures to be incorporated in the park, design of park furniture and designs of balustrades to go around the dry dock basins.

A brief for the competition is being prepared based on the outline proposal put forward in section 3.

4.4 Community Involvement

The formation of the maritime park will be shaped to a great extent by the community through the types of micro businesses and social enterprises that people will establish in the park creating real opportunities for young people from Govan and the Glasgow area.

A key strategy of CDPI is involving young and unemployed people from local areas in all of our projects.

The maritime park strategy aims to integrate a collaborative micro-enterprise hub that will enable young people to set up and develop their own franchise opportunities.

To give an example if a group of young unemployed people from Govan wished to set up a juice bar or a gourmet burger stall in the maritime park we would facilitate and assist them to do this and bring in the support and training they need from a range of expert agencies. Once this was set up, it would be *their own independent franchise business*, within the context of the maritime park. However they would continue to receive support via CDPI and the wider co-working community that would develop in the park. Other examples could be cafes, creative studio space and skills preservation workshops. In this way the nature of the maritime park would be to a great extent shaped by the community via the types of business that franchise tenants wish to establish and demand for leisure/visitor/tourism facilities based on ongoing market research conducted by us and by franchise tenants.

In this way we will be able to create real sustainable opportunities for young people from Glasgow and most importantly this will be done in a way that gives them a great deal of control and autonomy within the wider maritime park setting.

5. Developing a Masterplan

CDPI is working with a planning and strategy consultant on the process of developing a masterplan for Govan Graving Docks.

The first stage, informed by the feedback surveys and architecture competition and expanding on the scope of this document, will be to prepare a strategic development plan that will form the basis of an application for seed funding to produce a full masterplan. We anticipate this process will take between five and eight years for delivery from the submission of the seed funding application. We aim to be able to present a masterplan to Glasgow City Council planners in the third year of the process and by mid 2020 at the latest.

Prior to implementation of the masterplan we anticipate works to render areas of the site safe for public use and for restorative work to be undertaken. We also aim to bring in temporary use such as installation of outdoor art projects. Subject to raising sufficient funds the pre-masterplan restoration may include accelerated plans for renovation of the pump house and creation of an ecology/nature park area as per section 11 of this proposal.

6. Opportunities and Benefits

6.1 Small Business

The maritime park will create space that can be used for a diverse range of activities and businesses that will cater to tourists, visitors and the local community.

Our objective is that these will be set up *as autonomous franchise businesses* within the maritime park setting and that young and long term unemployed people from Glasgow would be taken on and trained to run these businesses. This will require us to bring a diverse range of training providers and support organisations on board to facilitate.

Once these businesses are set up they will exist as a cooperative co-working community and continue to receive support from the maritime park, CDPI, our delivery partners and from each other.

The intention is that rent payable by these businesses will be a capped percentage of their profits and paid to a wholly owned subsidiary of the owner charity - that will act as the landlord and facilities manager for the park. This subsidiary would be set up as a social enterprise in its own right.

The maritime park will assume a degree of control over the nature of the businesses being established. The intention will be to:

- Ensure the businesses are appropriate to a heritage and leisure park setting
- Ensure there is minimal duplication between businesses – for example multiple food outlets could be allowed but we would want to ensure there is a suitable variety in the food they are selling as well as, to a great extent, a focus on healthy food with sustainably sourced ingredients.

6.2 Social Enterprise

In developing a micro-enterprise hub we are very keen to create opportunities for social enterprises and such businesses setting up with local social entrepreneurs would be given priority of space and franchises in the park.

6.3 Community Space & Amenity

Bringing the derelict site back into use will create space and facilities that local people of all ages and various interests will be able to enjoy. We also intend that the park will be able to host local community driven events and cultural activities throughout the year.

6.4 Visitor and tourism potential

The aim is to create a visitor attraction that will put Govan on the map and we have taken inspiration from the strategies behind the High Line in New York, Landschaftspark Duisburg Nord in the Ruhr Valley in Germany, the Titanic Centre in Belfast and the National Museum of the Royal Navy in Portsmouth.

Rather than create a mixture or duplicate what these attractions represent we aim to create something that will be very unique to Glasgow and pay a suitably fitting tribute to the city's shipbuilding and maritime heritage (something that is currently severely lacking in Glasgow). While at the same time developing a place for a variety of (not necessarily all maritime related) leisure activities and entrepreneurial innovation.

We aim to challenge the widely held perception that Glasgow doesn't care about its rich industrial and maritime heritage and seems intent on erasing every trace of it.

6.5 Maritime & Marine Education, Research and Training Use

The nature of the site offers potential for research and training and examples could be:

- Use as a training facility for engineers and apprentices in dry dock operation
- A testing facility for small submersible craft or engineering models
- Experimental use for renewable energy generation potentially by fitting generators into pumping and flow mechanisms of the docks or use of changes in water pressure.

7. Focus on Maritime Theme and Heritage Protection

Although preservation of maritime heritage is at the core of the underlying strategy for preserving Govan Graving Docks the aim is not to create a museum attraction in the conventional sense. Conventional museum attractions are already provided elsewhere and it is essential our strategy does not create duplication with other centres – for example Fairfield Heritage, The Scottish Maritime Museum and others along the Clyde.

The strategic objective for heritage and museum aspects to be included in the maritime park will be to create an interactive and immersive visitor experience. An example could be 360 degree animated reconstructions / simulations of the River Clyde at different periods in history – similar to a large computer game in which they player would be able to choose a time period and navigate a vessel or fly through in a simulation pod.

3D holographic technology could be used to project 3D images of ships into one of the dry docks. As well as celebrating the heritage of the site this could function as a showcase for cutting edge visual technology and partnerships with academia and media production companies could help to develop this.

We aim to create a walkthrough chronological exhibition of the maritime history of the entire Clyde – from the earliest settlements to the present day and regeneration of the waterfront. The working proposal is that this will be created in a free standing shed the design of which will be part of the student design competition outlined in section 4.3.

Modern Maritime Context

One of the aims through the maritime park is to include ways to look at the context of modern maritime and marine industries.

We aim to encourage young people to consider careers in these industries and one of the ways this could be done is by including an interactive resource centre. Potentially we could organise events such as open days where young people from schools and colleges in Glasgow would be able to meet representatives of employers and training providers.

8. Inclusion of a working dry dock

Restoration of the middle No. 2 dry dock is a priority to allow for historic ships repair and replica projects. At the time of preparing this proposal CDPI has been in discussions with a team of replica shipbuilders who are raising funds to build and launch a working replica of the Cutty Sark. Their preferred option, while looking at a number of candidate sites throughout Europe, is to build in one of the dry docks at Govan.

CDPI has appraised that from a technical and practical perspective No. 2 dry dock is the most feasible of the three docks for this purpose. The design of the stairwells allow for safe and easy access to the floor of the dock and the dock opens onto the river thus avoiding any potential issues with navigation via the Prince's Dock basin.

As well as opportunities for provision of a working dry dock facility it is deemed an important aspect of the site's heritage, in line with it's A-listed status, that at least one dock is maintained in a useable condition as an operational dry dock.

9. Commercial Aspects

The long-term objective is for the maritime park to be financially self-sustaining while continuing to allow visitors access without charging an entry fee. This will necessitate the integration of a commercial element into the overall strategy.

Commercial activity could include:

- Providing space to small businesses and social enterprises
- Marketing and branding opportunities for the maritime park
- Corporate sponsorship and hospitality
- Providing a dry dock facility for historic ship maintenance
- Providing berth space for vessels and workspace barges
- Hire of rowing boats and pedaloes

10. Sustainability and Carbon Reduction Strategy

Section 6.5 has already touched on the possibility of uses for electricity generation and innovative ways of doing this could be unobtrusively integrated into the fabric of the site. For example when water is being pumped in our out of a dry dock restored to working order – could a generator be integrated into the flow mechanisms to reduce the net power consumption of this?

Could solar powered lamps with individual battery storage provide all of the maritime park's lighting needs?

The aim is for the maritime park to develop a carbon neutral target for its energy consumption.

Free-standing structures would accommodate some of the micro business franchises that would set up in the park. We would seek for these to be manufactured from sustainable domestic sources of timber.

11. Nature Park

Following on from the sustainability strategy in section 10 a key aspect our objective is to create a nature/ecology park on a large area of the site. This would take in all of the land adjoining the wet basin to the West of Highland Lane - which runs north into the site perpendicular to Clydebrae Street. As part of this, and subject to obtaining any necessary harbour revision orders, we aim to transform the basin into a tidal lagoon by partial silting. This would provide habitat for aquatic birds and the seals that are often spotted in the basin.

This will create an important learning resource for the community and young people about urban ecology as well as a place for relaxation.

The design and formation of the nature park will be a matter for ongoing discussion with the community. We also aim to include experts with particular expertise in this field and delegate the task of creating the nature park to them.

12. Organisational Structure

A dedicated SCIO charity will be set up with the objective that it will take ownership of the entire Govan graving docks site.

It is intended that a standing order will be put in place that the charity will only ever be able to dispose of the site to another charity with a similarly drafted constitution. This will aim to ensure the protection and preservation of the site indefinitely.

The charity will have a wholly owned commercial subsidiary that will act as the landlord and property manager for the site. This company will lease space and facilities to franchise tenants and it will also be responsible for maintaining the maritime park facilities on behalf of the charity.

CDPI will provide executive and project management services to the charity on a pro-bono basis - which we will be enabled to do by raising our core costs separately. This will include administration and outreach services.

CDPI will also have an oversight role of ensuring that the dry docks are preserved, take a partnership role in the operation of a working dry dock facility and potentially assume the operation of a visitor centre franchise in the pump house.