

Public Document Pack

Southend-on-Sea Borough Council

Legal & Democratic Services

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Southend*
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03 December 2018

Dear Councillor

CABINET - TUESDAY, 4TH DECEMBER, 2018

Please find enclosed, for consideration at the next meeting of the Cabinet taking place on Tuesday, 4th December, 2018, the following report that was unavailable when the agenda was printed.

Agenda No	Item
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3.	<u>Southend 2050 Ambition/Five Year Road Map</u> (Pages 1 - 36)
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Report of Chief Executive attached

Robert Harris
Principal Democratic Services Officer

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Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

4 December 2018

Tim MacGregor, Team Manager - Policy & Information
Management, Rob Walters – Senior Partnership Advisor,
Engagement

Southend 2050 – draft Ambition, Themes & Outcomes and Five Year Road Map.

Cabinet Member: Councillor Lamb

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To consider the revised Southend 2050 Ambition, Themes & Outcomes and Southend 2050 Five Year Road Map, following further feedback, including from Place, People and Policy & Resources Scrutiny Committees.

2. Recommendation

- 2.1 To agree that the Council be recommended to adopt the revised Southend 2050 Ambition, Themes & Outcomes and the Southend 2050 Five Year Road Map, as set out in **Appendices A, B and C** respectively.

3. Background

- 3.1 Cabinet, on 6 November 2018, received a report outlining the findings of the Southend 2050 engagement programme and the draft Southend 2050 Ambition, Themes and Outcomes and Five Year Road Map.
- 3.2 The Southend 2050 documentation was endorsed by Cabinet, but was referred to the Council's three Scrutiny Committees for further consideration. In the meantime, feedback was received from individual councillors, key partners, staff and other stakeholders.
- 3.3 The Place, People and Policy & Resources Scrutiny Committees met on 26, 27 and 29 November respectively to consider the draft 2050 documentation, and the draft minutes of the committees are attached at **Appendix D**. The Leader confirmed that the feedback received from the Scrutiny Committees, councillors, key partners, staff and other stakeholders would inform the revised 2050 documentation submitted to this meeting of Cabinet.

- 3.4 Changes to the draft Ambition, Themes & Outcomes along with the Five Year Road Map and associated time-line to 2050 are, therefore, outlined in blue text in **Appendices A, B and C**.
- 3.5 It should be noted that the 2050 Road Map, incorporating the Ambition, Themes and Outcomes, is a high level document. It will be supported by a series of delivery plans to drive implementation. Some issues raised in the feedback, will, therefore, be incorporated into these delivery plans and other Council plans and strategies (if they are not already included).
- 3.6 Strategic Delivery Plans (SDPs), based on each of the five Themes, and led by a Cabinet Member and a member of the Council's Corporate Management Team, will have a five year time horizon and will be considered by Cabinet on 17 January 2019. Outcome Delivery Plans, led by officers, will support the SDPs and will have a one year horizon and be refreshed each year.
- 3.7 While setting the Ambition for the coming decades to 2050, the Road Map and associated documentation should not be seen as set in stone. They will need to respond to inevitably changing circumstances, locally, nationally and internationally, and future documentation will reflect this.
- 4. Other Options**
Not adopting the recommended approach would mean that the Borough's vision would be very dated.
- 5. Reason for Recommendation**
To have in place an ambition for Southend 2050, Themes, Outcomes and a Five Year Road Map, for the future of the borough.
- 6. Corporate Implications**
- 6.1 Contribution to Council's Vision & Corporate Priorities
The purpose of the report is to provide a new ambition and set of themed desired outcomes for the Borough, providing the context for the Council's key planning documents.
- 6.2 Financial Implications
The capital and revenue resources required to deliver the Five Year Road Map are either already identified in existing Council budgets or will need to be identified for consideration as part of each years' budget processes as the Council moves towards outcome based budgeting. Effectively this will mean prioritisation and reallocation of resources plus any additional investments of capital and revenue resources, as required, to deliver the Five Year Road Map.
- Any communication costs associated with the dissemination or publicity of the Ambition and Five Year Road Map will be met within existing budgets.
- 6.3 Legal Implications - None specific.
- 6.4 People Implications

Council staff have provided their input into the Southend 2050 programme.

6.5 Property Implications - There are no property implications.

6.6 Consultation

The wide extent of the engagement is outlined in the 2050 report to 6 November Cabinet. The engagement programme has generally been framed around a conversational, discursive approach some formal consultation methods have been used where appropriate - notably for the Residents Perception and Online surveys - which were carried out following Council guidelines.

6.7 Equalities Implications

Southend 2050 has been designed to engage with as wide a range of stakeholders as possible, both geographically and across the protected characteristics. Consultation methods have been inclusive and accessible. Equality Assessments will be carried out on key deliverables once they have been identified as outcomes and confirmed in the Five Year Road Map and delivery plans.

6.8 Risk Assessment

Potential risks have been routinely monitored and addressed via monthly project progress reviews. Mitigating measures have been used to successfully manage the chief potential risk; 'Negative impact on the Council's reputational due to inappropriate methods of engagement'.

6.9 Value for Money

Engagement work is deemed to have provided good value for money due to the breadth, scope and volume of participants involved and the quality of intelligence gathered.

6.10 Community Safety Implications

Feedback from engagement work has identified a number of ambitions relating to community safety that will be addressed as potential outcomes in subsequent Council delivery plans and partners strategies. It has also flagged current concerns which have been passed to relevant colleagues and partners for action.

7. Background Papers

Southend 2050 Engagement Overview – [Report to 6 November 2018 Cabinet Southend 2050 – draft Ambition, Themes & Outcomes and Five Year Road Map – Appendix D.](#)

8. Appendices

8.1 **Appendix A** - Southend 2050 Ambition

8.2 **Appendix B** – Southend 2050 Themes and Outcomes

8.3 **Appendix C** – Southend 2050 Five Year Road Map 2018 – 2023

8.4 **Appendix D** – Minutes of Place, People and Policy & Resources Scrutiny Committees, 26, 27, 29 November

DRAFT – NOT COUNCIL POLICY UNTIL ADOPTED BY FULL COUNCIL, 13.12.18

Our Ambition (draft)

The year is 2050.

How does [our borough](#), Southend-on-Sea, look and feel?

Inevitably the place has changed a lot since the early years of the century, but we've always kept sight of what makes Southend-on-Sea special. Prosperous and connected, but with a quality of life to match, Southend-on-Sea has led the way in how to grow a sustainable, inclusive city that has made the most of the life enhancing benefits of new technologies.

It all starts here - where we are known for our creativity, our cheek, our just-get-on-with-it independence and our welcoming sense of community. And so, whilst the growth of London and its transport network has made the capital feel closer than ever, we cherish our estuary identity – with a seafront that still entertains and a coastline, from Shoebury garrison to the fishing village of Old Leigh, which always inspires. We believe it's our contrasts that give us our strength and ensures that Southend has a vibrant character of its own.

- **Pride and Joy:** People are proud of where they live – the historic buildings and well-designed new developments, the seafront and the open spaces. The city centre has generated jobs, homes and leisure opportunities, whilst the borough's focal centres all offer something different and distinctive. With its reputation for creativity and culture, as well as the draw of the seaside, Southend-on-Sea is a place that residents and visitors can enjoy in all seasons. Above all we continue to cherish our coastline as a place to come together, be well and enjoy life.
- **Safe and Well:** Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives. Carefully planned homes and new developments have been designed to support mixed communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well. Effective, joined up enforcement ensures that people feel safe when they're out and high quality care is there for people when they need it.
- **Active and Involved:** Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old. This is a place where people know and support their

neighbours, and where we all share responsibility for where we live. Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.

- **Opportunity and Prosperity:** Southend-on-Sea and its residents benefit from being close to London, but with so many options to build a career or grow a business locally, we're much more than a commuting town. Affordability and accessibility have made Southend-on-Sea popular with start-ups, giving us the edge in developing our tech and creative sectors, whilst helping to keep large, established employers investing in the borough. People here feel valued, nurtured and invested in. This means that they have a love of learning, a sense of curiosity and are ready for school, employment and the bright and varied life opportunities ahead of them.
- **Connected and Smart:** Southend-on-Sea is a leading digital city and an accessible place. It is easy to get to and get around, with easy parking for residents, visitors and businesses. Everyone can get out to enjoy the borough's thriving city centre, its neighbourhoods and its open spaces. Older people can be independent for longer. It is also easy to get further afield with quick journey times into the capital and elsewhere. Our airport has continued to thrive, opening up new business and leisure opportunities overseas – but it has done so in balance with the local environment.

Southend-on-Sea - it all starts here.

**DRAFT – NOT COUNCIL POLICY UNTIL ADOPTED BY FULL COUNCIL,
13.12.18**

2050 Themes and outcomes

Theme 1: Pride and Joy

By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.

Outcomes: In five years' time:

- There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea.
- The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.
- We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.
- Our streets and public spaces are clean and inviting.

Theme 2: Safe and Well

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.

Outcomes: In five years' time:

- People in all parts of the borough feel safe and secure at all times.
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.
- We are well on our way to ensuring that everyone has a home that meets their needs.
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
- We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

Theme 3: Active and Involved

By 2050 we have a thriving, active and involved community that feel invested in our city.

Outcomes: In five years' time:

- Even more Southenders agree that people from different backgrounds are valued and get on well together.

- The benefits of community connection are evident as more people come together to help, support and spend time with each other.
- Public services are routinely designed - and sometimes delivered - with their users to best meet their needs.
- A range of initiatives help communities come together to enhance their neighbourhood and environment.
- More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

Theme 4: Opportunity and Prosperity

By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people.

Outcomes: In five years' time:

- The Local Plan is setting an exciting planning framework for the borough.
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
- Our children are school and life ready and our workforce is skilled and job ready.
- Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough.
- Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

Theme 5: Connected and Smart

By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.

Outcomes: In five years' time:

- It is easier for residents, visitors and people who work here to get in and around the borough.
- People have a wide choice of transport options.
- We are leading the way in making public and private travel smart, clean and green.
- Southend is a leading digital city with world class infrastructure that enables the whole population.

Southend 2050

Five Year Road Map to 2023



Our ambition

The year is 2050.

How does [our borough](#), Southend-on-Sea, look and feel?

Inevitably the place has changed a lot since the early years of the century, but we've always kept sight of what makes [Southend-on-Sea](#) special. Prosperous and connected, but with a quality of life to match, [Southend-on-Sea](#) has led the way in how to grow a sustainable, inclusive city that has made the most of the life enhancing benefits of new technologies.

It all starts here - where we are known for our creativity, our cheek, our just-get-on-with-it independence and our welcoming sense of community. And so, whilst the growth of London and its transport network has made the capital feel closer than ever, we cherish our estuary identity - a seafront that still entertains and a coastline, from Shoebury garrison to the fishing village of Old Leigh, which always inspires. We believe it's our contrasts that give us our strength and ensures that Southend has a vibrant character of its own.

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- **Opportunity and Prosperity:** Southend-on-Sea and its residents benefit from being close to London, but with so many options to build a career or grow a business locally, we're much more than a commuting town. Affordability and accessibility have made Southend-on-Sea popular with start-ups, giving us the edge in developing our tech and creative sectors, whilst helping to keep large, established employers investing in the borough. People here feel valued, nurtured and invested in. This means that they have a love of learning, a sense of curiosity and are ready for school, employment and the bright and varied life opportunities ahead of them.
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Southend-on-Sea - it all starts here.

Our ambition

This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. As a result, thousands of responses were provided through a range of methods including surveys, community events, partnership meetings, focus groups and social media. The feedback provides a rich source of information from which the ambition has been developed along with associated themes.

The ambition is grounded in the values of Southenders. It is bold, challenging, but achievable. It will, however, need all elements of our community to work together to make it a reality. We will also need our neighbouring boroughs, and central Government to play their part.

The ambition complements the Essex 2050 vision, [The Future of Essex](#) developed by Essex wide stakeholders and the emerging South Essex 'proposition', titled 'What sort of place are we making?' This is being developed by South Essex local authorities who are collectively looking to the future. Taking a longer view gives us the context to put the right building blocks in place to make our ambition a reality.

Challenges and opportunities

There is so much that we love about Southend-on-Sea. The sea, the beach, being close to our family and friends, our parks and open spaces, and having easy access to public transport, London, and the airport are some of the things that many people value. We also heard about the things people don't like and which need more focus in the here and now. These include the quality of roads and pavements, crime and anti-social behaviour, parking and traffic congestion, the condition and future of the high street and the increase in homelessness, particularly in central Southend.

The borough faces major challenges. As our population increases, gets older, and birth rates rise, there will be greater demand for school places, homes, health and other public services. Our changing climate provides challenges to our valued coast. Our economy is also changing and we need a better skilled workforce to meet the needs of the future. This includes developments in robotics, artificial intelligence and technology. These have huge potential to enhance our lives by enabling independent living, ending the drudgery of many jobs and providing more leisure time. We also have significant and unacceptable inequalities across the borough, particularly relating to residents' health.

South Essex needs major investment in transport and infrastructure. The opening of Crossrail, operating from Shenfield, from December 2019, as well as a new Thames crossing (from the end of the 2020s) will help connectivity to Southend-on-Sea. Further into the future, a relief road to the north and east of the borough could ease congestion and provide economic opportunities.

The loss of Government grant funding for the Council will continue to put pressure on budgets and by 2020 the Council will receive no grant at all. However, with a spend of around £228m, and more financial independence, the ability to shape our future and meet local needs is in our hands. This will mean, increasingly, the Council will move towards enabling others to do more for themselves, rather than being a universal and direct provider of services for all.

We all want Southend-on-Sea to be a place that people love to live in, love to visit, love to work, do business and study. People told us they want to be part of the solution and to continue the conversations on how to achieve the ambition. We are on a journey, and this road map is just the beginning.

Southend 2050 and the Five Year Road Map

The Southend 2050 programme is not about one single publication or statement. It is a mind-set – one that looks to translate the desires of local people and stakeholders into action, something that looks to the long term, but also at the action that is needed now and in the medium-term.

Southend 2050 is made up of our ambition, associated themes and the outcomes we want to achieve. This Road Map, and all future delivery plans, strategies and policies will reflect this.

The Road Map outlines the Council's role in achieving the ambition and provides a high level guide for Councillors, staff, partners and others in aligning their capacity and resources to priorities. It will help in ensuring we are all working to achieve the same outcomes.

The Road Map also builds on our existing achievements and outlines what the Council wants to achieve in the coming five years. Our delivery plans will focus on achieving desired outcomes that reflect our ambition and focus on the next 12-18 months.

Transforming Together

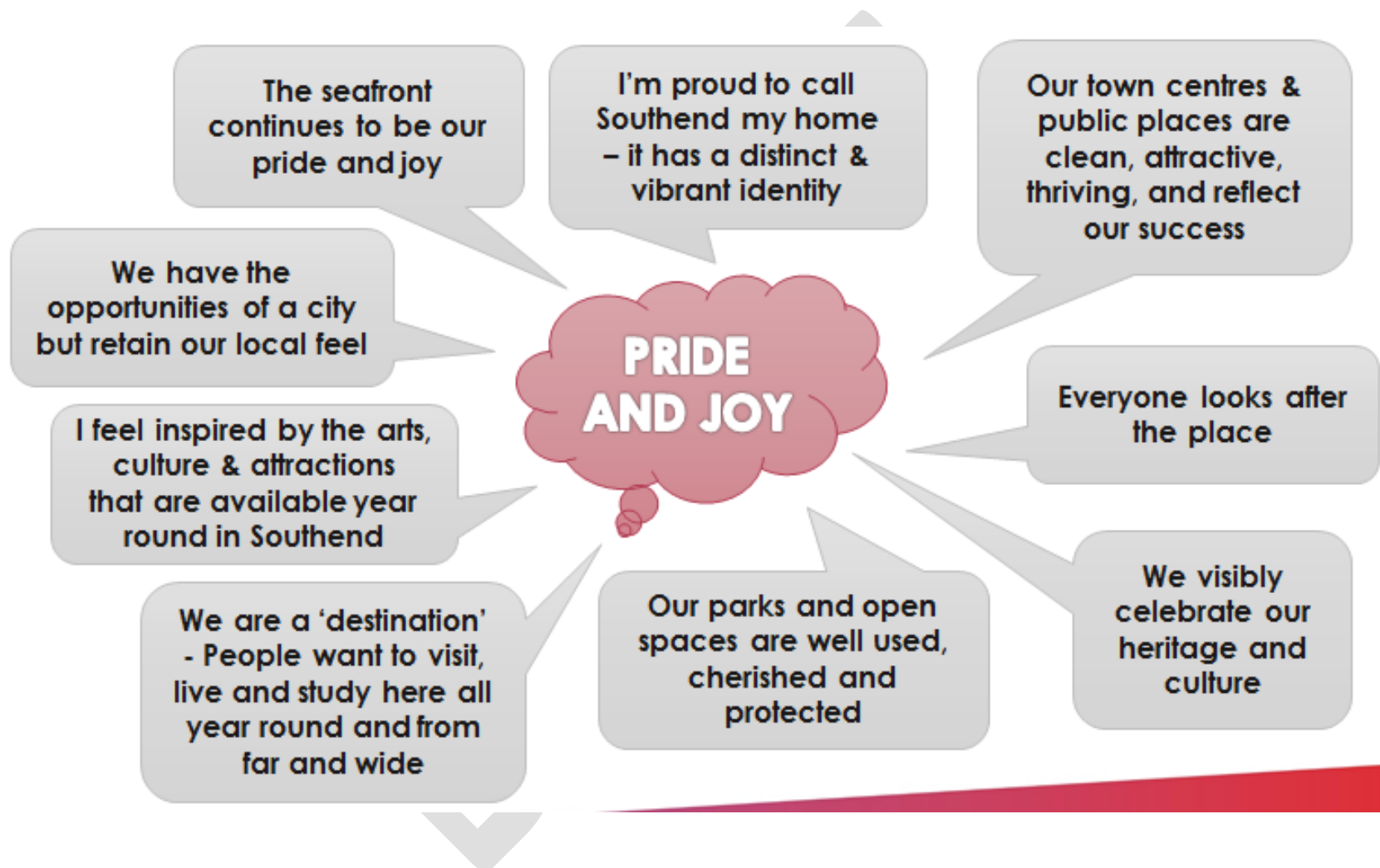
Political, economic and other uncertainties remain and we heard a lot about how quickly things change and how different the world will be by 2050. The Council will also need to change fundamentally to be able to take advantage of the opportunities and challenges ahead. This will mean a Council that is more agile, more efficient, more entrepreneurial and more engaged with residents and customers.

Work is underway to put in place the conditions staff have identified as being necessary to make us 'match fit' for the future. These conditions will form an overarching transformation programme for the organisation and includes the need for:

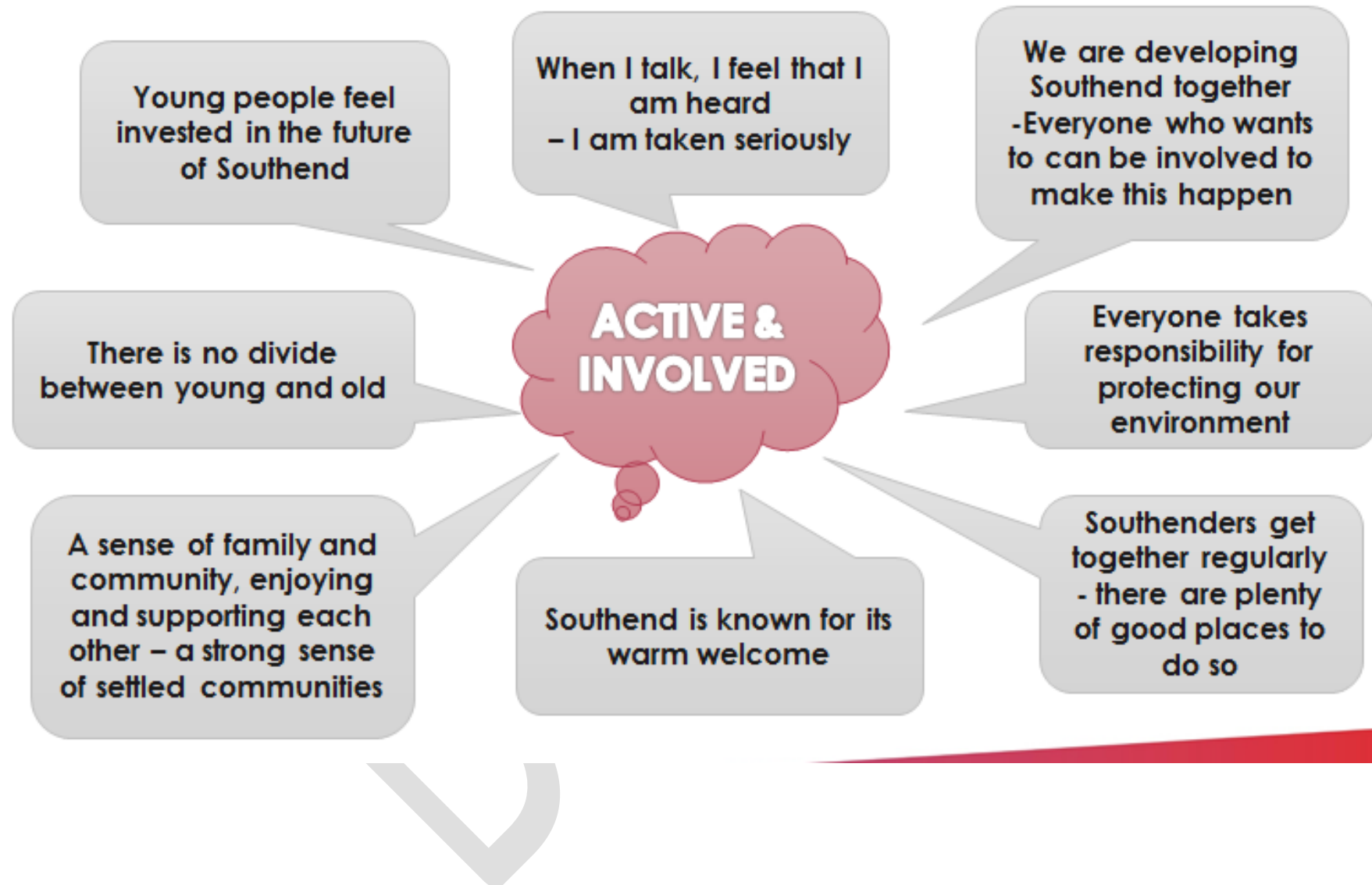
- A clear vision & delivery strategy
- Digital enablement to support the vision
- A trusted, empowered and engaged workforce
- An appetite to invest in people and outcomes and to accept risk
- Closer collaboration with staff, members, residents and partners
- Simple and effective governance
- An open mind-set that will drive forward transformation and change

Complementing this work, the Council will shift to longer-term outcome based budgeting to support the delivery of the 2050 Ambition and associated Themes.

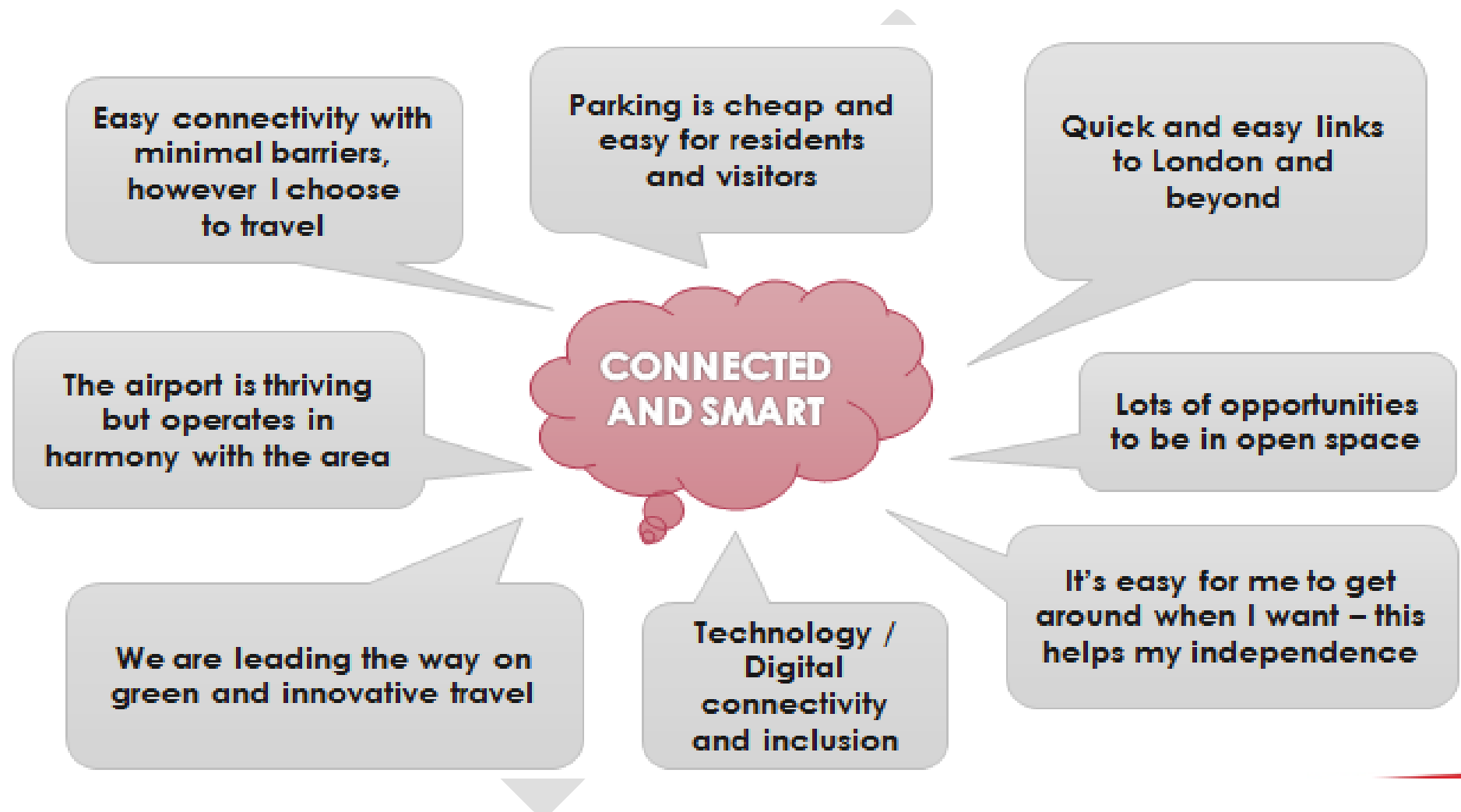
What people told us they want for Southend-on-Sea's future











Our focus for the next five years - themes and outcomes:

Theme 1: Pride and Joy

We already have much to be proud about, but there is so much more we can do together to make us even prouder.

With the ambition to become England's leading coastal tourist destination, we will work with local businesses and potential investors to develop and grow our tourism, cultural, creative and leisure offer. We will help to develop our visitor economy for the benefit of the whole borough. With our seven miles of coastline and the huge variety it offers visitors, Southend-on-Sea is becoming more than just a day-trip location. We must also continue to take advantage of our growing popularity as a 'staycation' destination.

People have repeatedly told us how much they value our **seafront** – the beaches, the water and the open spaces – both as a place for peace and for fun. This won't be taken for granted and so we will continue to invest and focus on this area to avoid erosion and further 'cliff slips', tackle growing flood risk and also encourage inward investment and seek external funding to ensure the seafront maintains its popularity and appeal with residents and visitors alike. Just as important to residents is the everyday street scene around them and we know that the cleanliness and state of repair of our streets and neighbourhoods serves as a highly visible indicator of our borough's overall state of health.

Over the next five years, our iconic, and ever popular **pier** will benefit from huge investment to sustain it for now and the future. This will include a redesigned pier entrance and new pavilion, housing a relocated pier museum. This development will provide a quality all-weather eating, drinking and cultural visitor experience, encouraging people to stay longer in our area.

Securing and enhancing our coastline is essential to ensure the safety and prosperity of the borough. Our investment programme will see improvements over the next five years to Shoebury and Leigh-on-Sea flood defences, complementing improvements at Two-Tree Island and followed by further enhancements over the long term through our Shoreline Strategy.

Other improvements at Shoebury Common North and new sun shelters at City Beach are just two developments that highlight our commitment to the entire seafront. Further work to help the port at Leigh-on-Sea remain accessible by all maritime users, including the fishing and cockling industries will also be considered.

We will continue to build on our reputation as a welcoming, vibrant and increasingly culturally diverse place. Our theatres, Metal Culture, The Forum and Focal Point gallery, along with our range of festivals across the year provide a rich foundation. Options for a

new museum, to house, among other things, the Saxon burial and 'The London' shipwreck finds will be developed. Investment in the former Beecroft Gallery to transform it into artists' studios will also be an important step in developing new exciting spaces to allow artists to flourish as part of our burgeoning cultural scene.

By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.

Outcomes: In five years' time:

- There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea.
- The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.
- We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.
- Our streets and public spaces are clean and inviting.

Theme 2: Safe and Well:

Southend-on-Sea should feel **safe** for all who live, work and visit here – across our streets, town centres and open spaces. The Council's decision to increase resources for community safety will help. However, the focus on tackling gangs, 'county line' drug networks, safeguarding of the vulnerable, child sexual exploitation, domestic abuse, and modern slavery will require us to work with our agency partners even more effectively. A key area of our focus will be our town centres. The Council will build on its excellent record of keeping young people at risk, out of the criminal justice system. Technology will increasingly play its part in making people safer.

For people to **live well** the conditions they live in have to be right –their diet, home, air they breathe, mental well-being and level of activity. Our focus will be on the prevention of illness, through increased physical activity; reducing inequalities, through raising people's aspirations and opportunities and making long term change through increased personal responsibility and participation. The need for a revised approach to the provision of **mental health** services has also been highlighted in response to concerns that some residents may not be receiving the level of access to services they need. [Promoting the Youth Council's Mental Health Charter for schools will help in this regard. We also believe that new, modern and fit for purpose health facilities, which provide acute services for the area and meet the changing and developing needs of our residents, are required](#)

Overall demand for **housing and levels of homelessness** is increasing. [Our new housing vision will address these issues by: prioritising the supply of a range of safe, locally affordable, housing options for sale and rent; creating inclusive healthy places to live](#)

and thrive; supporting people to live independently; encouraging good quality housing design management and maintenance and making homelessness brief and non-recurrent. Our approach will link closely to our aspirations as an emerging city, our ambitions for economic development, the creation of jobs, and workforce skills. We will continue to secure further funding to tackle rough sleeping specifically and our new housing company will look to increase the supply of housing for local people to buy and rent and new ways of improving conditions in the private rented sector.

We will ensure that **vulnerable children and adults** are safe and well looked after. This means working with families in a way that is responsive and gives them more power. We will roll out our programme to improve outcomes, promote resilience, reduce service duplication and enable staff. This will feature further developing our new approaches to work alongside clients, rather than making decisions about them (restorative practice), and working alongside communities to use and develop local assets to address local challenges (asset based community development).

In a world with ever increasing complex behaviour and health issues, the Council's own company, **Southend Care**, will continue to develop services, supporting people in our care homes, those with dementia, learning disabilities, autism and mental health issues, and look for opportunities to innovate and transform services. The new Priory, Delaware, Viking building and facilities will be a magnificent resource for those with care needs. [Increased provision of accommodation for looked after children will be delivered locally to ensure they get the care and support they require to remain in their community.](#)

The Better Start programme is investing £40m over ten years to improve the lives of Southend's very youngest residents. This means working with local people every step of the way to find out how to give every child who lives here the best possible start in life.

Southend-on-Sea is already one of the UK's 'Greenest' Cities (on the UK's Vitality Index). However, we want Southend-on-Sea to be a **Low Carbon City by 2020**, one that focuses on delivering low carbon growth, improving energy efficiency, providing a more sustainable future for our residents and businesses and one that protects and enhances our natural spaces, [bio-diversity](#) and habitats. This approach will help safeguard against rising energy costs and improve fuel security and air quality.

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.

Outcomes: In five years' time:

- People in all parts of the borough feel safe and secure at all times.
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.
- We are well on our way to ensuring that everyone has a home that meets their needs.

- We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
- We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, green open spaces, streets, transport and recycling.

Theme 3: Active and Involved

Everything we want to achieve depends on the collective effort of local people and partners. The conversations started by the 2050 programme will continue, looking at what works best and adapting as circumstances change and new challenges and opportunities arise. We will harness the energy of those who care about wanting to make a positive difference and create the right conditions for that approach to flourish. We will involve the local community in designing and delivering services, and making decisions.

Volunteers already add much needed and vital capacity to many existing public services, such as libraries, museums, youth clubs, schools and support groups. We value the skills and experiences of our residents, working alongside those with the time and energy to make a real difference in their communities. Over the next five years we will help communities develop their asset and skills bases so that they become increasingly effective at finding new and creative ways of tackling local issues at grass roots. We will work in partnership, creating and strengthening long term, sustainable relationships so that communities feel equipped and empowered to do more for themselves.

Our well-established voluntary sector will be key in this relationship - harnessing their expertise and knowledge to support those who want to use their local insights and vitality to make a positive contribution. Through **hands-on activity** local initiatives will continue to support groups who want to enhance their local area and environment. This will grow and help create a greater sense of local pride and a cleaner, greener, more attractive place.

We will work hard to ensure that local people can live well in thriving communities with increasing integration of care services developed through a **locality approach** across south east Essex. Each **locality** will utilise local assets to support residents and patients whilst integrated primary, community and social care services work in multi-disciplinary teams. This approach will complement the intended reconfiguration of acute services across mid and south Essex.

The Council will promote more physical activity to improve people's health and happiness, with a particular focus on the large proportion of our population who undertake no physical activity at all. This will include looking to attract national sporting events, making walking and cycling easier and building physical activity into all areas of public life as much as possible.

We will use our commissioning and procurement power to ensure we secure the best possible outcomes whilst delivering wider social, economic and environmental benefits to the community and ensuring value for money.

By 2050 we have a thriving, active and involved community that feel invested in our city.

Outcomes: In five years' time:

- Even more Southenders agree that people from different backgrounds are valued and get on well together.
- The benefits of community connection are evident as more people come together to help, support and spend time with each other.
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- More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

Theme 4: Opportunity and Prosperity

We aim that by 2023, the Southend economy will have addressed areas of economic underperformance to emerge as the leading economy in south Essex, with businesses and residents thriving. This will mean strengthening our identified Growth and Strategic sectors to increase average income and productivity, improve educational outcomes, improve business start-up and survival rates, and develop a more resilient, balanced and diverse economy that promotes growth.

The borough benefits from great **schools, colleges and a thriving university**. With nearly 9 out of 10 children currently in good or outstanding schools, we will prioritise our support on less successful schools and getting more local children into grammar schools.

However, those working in Southend-on-Sea currently have amongst the lowest average wages of urban areas in the country, while average house prices are amongst the highest in terms of affordability (with prices rising faster than elsewhere). The borough also has pockets of significant deprivation, with, for example, life expectancy varying by up to 10 years between the most and least affluent areas, resulting from a range of poorer social, economic and environmental conditions.

Our five year plans to help equip our people with skills for the future, including an improved education offer for adults will be an important part of breaking this cycle and producing an inclusive, efficient, and effective labour market, with clear and accessible career pathways. This will mean working with business and other partners to improve career advice and support and enhance more flexible

skills provision, facilitate more workplace experience and link to the borough's major regeneration projects – all of which will help to reduce social isolation.

Over the next five years it is predicted there will be a significant increase in housing in the borough (with around 5,000 additional homes). To meet the projected increase in school places the Council will explore all alternative methods, including further expansion and an additional secondary school, as necessary, to meet our statutory requirements to provide a school place for every child.

Re-imagining **our High Street** will be a critical piece of work. This will need to address retail in a changing world, housing provision, community safety and securing town centre property. A second phase of development at the Forum will be progressed, creating a vibrant, lively environment, enhancing the town's educational and cultural quarter and providing a significant boost to enhancing the economic vibrancy of the town.

A new Southend **Local Plan** will provide a clear and long-term planning framework to manage future development in a way that is sustainable and seeks to meet local housing needs, improve job opportunities, improve health and well-being, improve transport provision and infrastructure, and protect and enhance the natural and built environment.

Ambitious plans to transform the **Queensway** area will make significant progress. A new community of over 1,400 new homes will be created, providing better and new housing, improved connections to the high street and improved transport connectivity around the town.

The rejuvenation of **Victoria Avenue** as a key and vibrant gateway into our town centre will continue with derelict office blocks being turned into homes, cafes and shops.

Airport Business Park Southend will provide the nucleus for business growth, supporting key sectors such as aviation, medical technology and professional services, bringing up to 6,000 quality jobs to the area.

Plans to develop a year-round, all-weather leisure scheme including a cinema, restaurants, and a hotel at Seaway car park will be determined and appropriate planning consideration will be given to Southend United Football Club's plans to develop a new stadium, along with shops and homes at Fossetts Farm.

Work will also be undertaken to deliver the infrastructure led growth needed to deliver the south Essex Joint Strategic Plan, including business growth, additional housing and improved transport and green spaces.

By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people.

Outcomes: In five years' time:

- The Local Plan is setting an exciting planning framework for the borough.
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
- Our children are school and life ready and our workforce is skilled and job ready.
- Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough.
- Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

Theme 5: Connected and Smart

We know that moving around Southend is not always easy. Popularity and growth means that our roads can become congested at peak times and our public transport is not as accessible and connected as it could be.

We will continue to make the case for external funding to make improvements to our existing roads. We will also work collectively to promote and encourage the use of sustainable transport, support the introduction and use of **smart technology** and prepare for the inevitable wider use of electric and ultra-low emission vehicles. [Promoting an integrated transport system, with, for example, a single use travel card for trains and buses, a more holistic bus service, improved cycle facilities on and near other means of travel and better communication of travel options will be pursued.](#)

Long term strategy and planning will be essential, and so we will look seriously at the potential for a relief road to the north and east of the borough to ease congestion. This will be done in conjunction with south Essex wide plans for new infrastructure across the region, including new homes, schools, businesses and health services.

More immediate priorities are being addressed through our 10-year programme of **highways improvements**, which include recent and ongoing improvements to the A127 which have increased capacity and traffic flow and have helped to enable developments like Airport Business Park Southend.

NOT COUNCIL POLICY UNTIL ADOPTED BY FULL COUNCIL, 13.12.18

Our approach to parking and access to the town will support tourism, retail and leisure as well as business and residents. It aims to meet needs through a modern parking management system that harnesses smart technology, uses competitive pricing, reduces 'traffic cruising' and improves air quality.

We will continue to support the success of London Southend Airport, whilst being sensitive to the impact it has on local residents. Its success is a key component of welcoming people from around Europe and a key driver of our plans to develop a high quality business park, including an Innovation Centre.

There is compelling evidence that air pollution is a significant contributor to preventable ill health and early death. Our three year action plan, which has a focus on transport to improve traffic flow, walking, cycling, electric vehicles, trains and improved passenger transport will be crucial to **improving health** locally.

We will become a leading digital city, with private sector investment providing full fibre enablement, superfast broadband and free public Wi-Fi, benefiting business and residents. An enhanced and integrated operations centre will enable us and others to better engage with our community, providing smarter ways of meeting needs, **for all**, in relation to safety, traffic flow, parking, waste/recycling, air quality, retail offers and leisure opportunities. **As well as access, we will support our people in having the right skills, confidence and motivation to use digital technology, while meeting the needs of those who are unable to do so.**

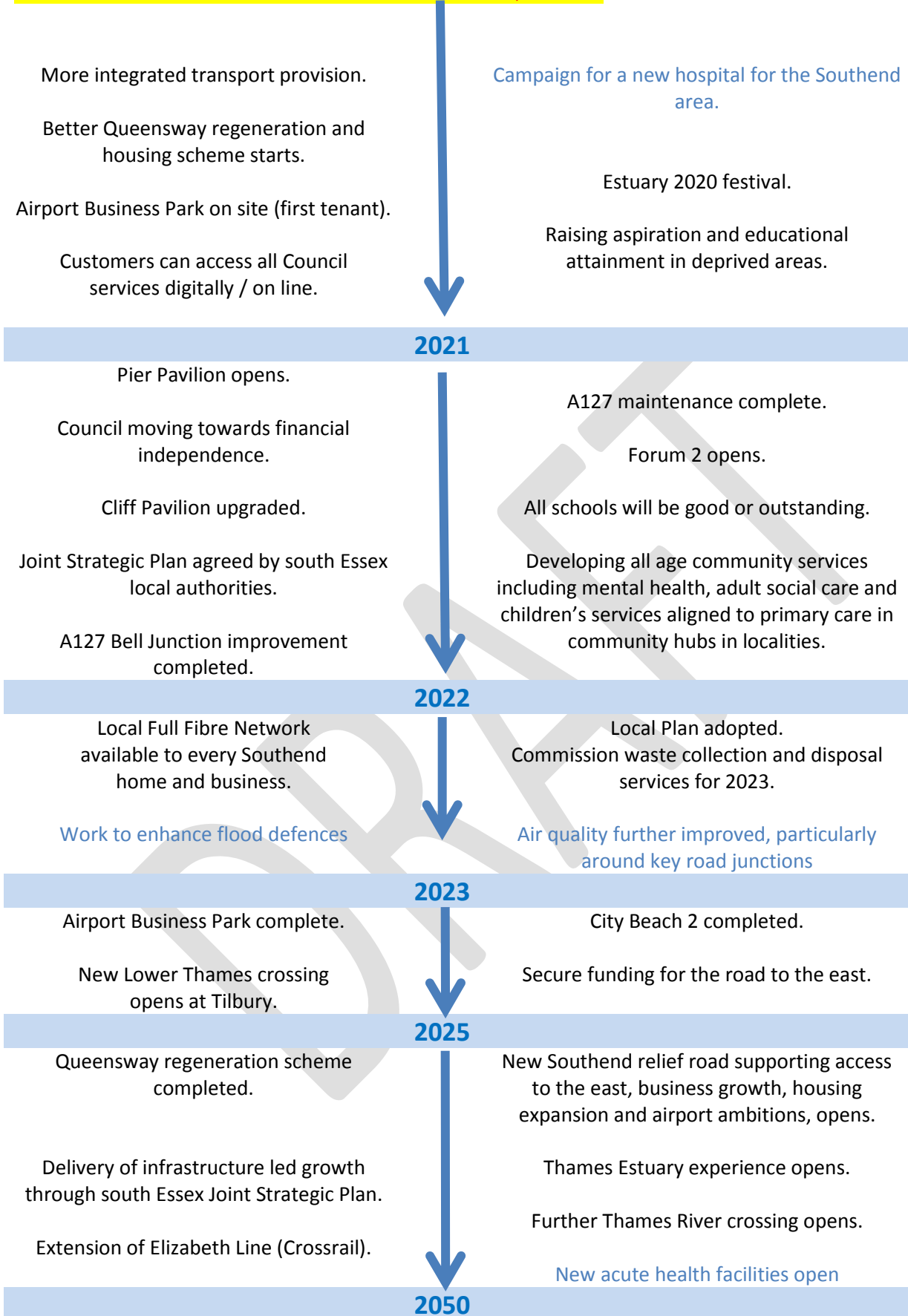
By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.

Outcomes: In five years' time:

- It is easier for residents, visitors and people who work here to get in and around the borough.
- People have a wide choice of transport options.
- We are leading the way in making public and private travel smart, clean and green.
- Southend is a leading digital city with world class infrastructure, **that enables the whole population.**

Southend-on-Sea Five Year Roadmap timeline





SOUTHEND-ON-SEA BOROUGH COUNCIL

Excerpt from Minutes of Meeting of Place Scrutiny Committee

Date: Monday, 26th November, 2018

Place: Committee Room 1 - Civic Suite

Present: Councillor K Robinson (Chair)
Councillors M Terry (Vice-Chair), A Bright, K Buck, D Burzotta,
T Byford, M Davidson, M Dent, N Folkard, J Garston, T Harp*,
A Jones, D McGlone, D Nelson, P Wexham, C Willis and R Woodley*
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors J Lamb, J Courtenay, A Moring and L Salter (Cabinet Members)
Councillors B Arscott and H McDonald
A Griffin, A Lewis, J K Williams, S Dolling, P Geraghty, N Corrigan,
G Gilbert, T MacGregor, R Walters, M Murphy, A Penn, G Perry-
Ambrose, B Pegram, S Ford, G Halksworth, M Sargood and T Row

Start/End Time: 6.30 pm - 10.40 pm

468 Southend 2050 - Draft Ambition, Desired Outcomes and Road Map

The Committee considered Minute 423 of the meeting of the Cabinet held on 6th November 2018, which had been referred direct to all three Scrutiny Committees for consideration, together with the report of the Chief Executive setting out the proposed draft Ambition, Themes and Outcomes and Southend 2050 Five Year Road Map.

The Committee also received a presentation by Tim MacGregor (Team Manager - Policy and Information Management) and Rob Walters (Senior Partnership Advisor, Engagement) which provided:

- An overview of the scope and findings of the Southend 2050 engagement programme; and
- Feedback received from councillors and others to date, which will inform a revised version of the documentation to be submitted to Cabinet on 4th December 2018.

The Leader of the Council thanked all of those who had submitted feedback so far. He also explained that further issues raised by the Scrutiny Committees would be taken on board in the preparation of the revised Road Map, including the following additional matters raised at this meeting of the Scrutiny Committee:

- Sea defences
- Improved cycling infrastructure
- Improving communications with residents

Resolved:-

1. That the following decisions of Cabinet be noted:

“1. That the findings of the Southend 2050 engagement programme be welcomed and noted.

2. That the Ambition, Themes & Outcomes and the Southend 2050 Five Year Road Map, as set out in Appendices A, B and C to the submitted report, be endorsed.

3. That the Transforming Together programme, outlined in paragraph 6 of the submitted report, be noted and endorsed.

4. That the matter be referred direct to the Policy & Resources, Place and People Scrutiny Committees.”

2. That the officers involved in the 2050 programme be thanked for their hard work.

Note: Approval of the Southend 2050 Ambition, Themes & Outcomes and Five Year Road Map is a Council Function.

Referred direct to: all three Scrutiny Committees

Cabinet Member: Cllr Lamb

People Scrutiny Committee – 27th November 2018
Minute 485 refers

Southend 2050 - Draft Ambition, Desired Outcomes and Road Map

The Committee considered Minute 423 of the meeting of the Cabinet held on 6th November 2018, which had been referred direct to all three Scrutiny Committees for consideration, together with the report of the Chief Executive setting out the proposed draft Ambition, Themes and Outcomes and Southend 2050 Five Year Road Map.

The Committee also received a presentation by Lysanne Eddy (Head of Policy, Engagement & Communication) and Tim MacGregor (Team Manager - Policy and Information Management) which provided:

- An overview of the scope and findings of the Southend 2050 engagement programme; and
- Feedback received from Councillors and others to date, which will inform a revised version of the documentation to be submitted to Cabinet on 4th December 2018.

The Leader of the Council thanked all of those who had submitted feedback so far. He also explained that further issues raised by the Scrutiny Committees would be taken on board in the preparation of the revised Road Map, including those from the Place Scrutiny Committee held on 26 November 2018 and the following additional matters raised at this meeting of the Scrutiny Committee:

- Active and Involved – add a new outcome on active lifestyles.
- Include reference to the Youth Council's Charter on Mental Health in Schools.
- Include reference to Adult Education, with a strong emphasis on skills training to address the low wage economy and opportunities to address isolation.
- Include a reference to establishing additional accommodation to meet the needs of children looked after within their community.

In response to a question from Councillor Nevin, the Leader agreed to provide details about the schools and number of children and young people included in the consultation.

Resolved:-

That the following decisions of Cabinet be noted:

- “1. That the findings of the Southend 2050 engagement programme be welcomed and noted.
2. That the Ambition, Themes & Outcomes and the Southend 2050 Five Year Road Map, as set out in Appendices A, B and C to the submitted report, be endorsed.
3. That the Transforming Together programme, outlined in paragraph 6 of the submitted report, be noted and endorsed.
4. That the matter be referred direct to the Policy & Resources, Place and People Scrutiny Committees.”

Note: Approval of the Southend 2050 Ambition, Themes & Outcomes and Five Year Road Map is a Council Function.

Referred direct to: all three Scrutiny Committees

Cabinet Member: Cllr Lamb

Policy & Resources Scrutiny Committee – 29th November 2018

Minute 496 refers

Southend 2050 - Draft Ambition, Desired Outcomes and Road Map

The Committee considered Minute 423 of the meeting of the Cabinet held on 6th November 2018, which had been referred direct to all three Scrutiny Committees for consideration, together with the report of the Chief Executive setting out the proposed draft Ambition, Themes and Outcomes and Southend 2050 Five Year Road Map.

The Committee also received a presentation by Tim MacGregor (Team Manager - Policy and Information Management) and Rob Walters (Senior Partnership Advisor, Engagement) which provided:

- An overview of the scope and findings of the Southend 2050 engagement programme; and
- Feedback received from Councillors and others to date, which will inform a revised version of the documentation to be submitted to Cabinet on 4th December 2018.

The Leader of the Council thanked all of those who had submitted feedback so far. He also explained that further issues raised by the Scrutiny Committees would be taken on board in the preparation of the revised Road Map, including those from the Place Scrutiny Committee held on 26 November 2018 and the People Scrutiny Committee held on 27th November 2018 and the following additional matters raised at this meeting of the Scrutiny Committee:-

- the need for more Police resources in the Borough
- place a greater emphasis on the provision of affordable housing, including social housing for rent
- the need for associated infrastructure in connection with all housing development
- include a greater focus on health inequalities in the Borough
- include reference to enhanced community engagement by increasing Council and Councillor visibility at public events such as the Carnival.

Resolved:-

1. That the following decisions of Cabinet be noted:

“1. That the findings of the Southend 2050 engagement programme be welcomed and noted.

2. That the Ambition, Themes & Outcomes and the Southend 2050 Five Year Road Map, as set out in Appendices A, B and C to the submitted report, be endorsed.

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2. That the officers involved in the 2050 programme be thanked for their hard work.

Note: Approval of the Southend 2050 Ambition, Themes & Outcomes and Five Year Road Map is a Council Function.

Referred direct to: all three Scrutiny Committees

Cabinet Member: Cllr Lamb

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