Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

17 January 2018

Louisa Thomas – Data & Insights Analyst, Suzanne Newman – Insights Manager

Southend 2050 – Strategic Delivery Plans A Part 1 Public Agenda Item

1. Purpose of Report

1.1 To consider the Strategic Delivery Plans (SDPs) following the agreement of the Southend 2050 Ambition, Themes & Outcomes and Southend 2050 Five Year Road Map at full Council on 13 December.

2. Recommendation

- 2.1 That Cabinet adopts the Strategic Delivery Plans supporting the delivery of the Southend 2050 Ambition and the Southend 2050 Five Year Road Map as mentioned in the background reports.
- 2.2 That the Cabinet notes the Transforming Together work and endorses the new Council values.

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 full Council on 13 December following referral to the Council's three Scrutiny Committees for further consideration.
- 3.3 The 2050 Road Map, incorporating the Ambition, Themes and Outcomes, is a high level document. It will be supported by 5 Strategic Delivery Plans (one per theme) Underpinning these high level plans there will be 23 outcome delivery plans (4 or 5 per theme) 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. The Strategic Delivery Plans

The Strategic Delivery Plans (SDPs) are based on each of the five themes and each is led by a Cabinet Member and a member of the Council's Corporate Management Team. The SDPs will have a five year horizon. The outcome delivery plans are led by officers, will support the SDPs, will have a one year horizon and will be refreshed each year.

The Strategic Delivery Plans are based on each of the five Themes:

- Pride & Joy By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer
- Safe & Well By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives
- Active & Involved by 2050 we have a thriving, active and involved community that feel invested in our city.
- **Opportunity & Prosperity** By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people
- Connected & Smart By 2050 people can easily get in, out and around our borough and we have world class digital infrastructure
- **4.2** Each SDP has been divided in to three sections:
- What do we want to achieve?
- How will we know if we've achieved it?
- How are we going to achieve it?

There are also two additional sections of the plan, which links the theme to other key plans and strategies across the council; as well linking to other 2050 outcomes.

5. Councils Values

5.1 In order to deliver the Southend 2050 ambition for the town, the Council will need to develop a new culture and way of doing business. This work – Transforming Together - is currently underway and is being delivered through outcomes designed to create the conditions that have been identified for successful transformation. Namely:

Clear Vision & Strategy
Digital Enablement to support the vision
Trusted empowered and engaged workforce
Appetite to invest in people, outcomes and accept risk
Closer collaboration with staff, members, citizens and partners
Simple and effective governance
Open mind-set that will drive forward transformation and change

A key building block for the Transforming Together work is the Council's values.

These represent and underpin everything we do at the council, from key business making decisions, to our engagement with our residents, visitors, businesses and students.

The new values have been developed from extensive engagement with our staff and are:

- Inclusive we put people at the heart of what we do
- Collaborative we work together
- Honest we are honest, fair and accountable
- **Proud** we are proud to make lives better
- 5.2 The final value 'proud' feeds into the new 'sign off statement' for the council to replace 'Creating a better Southend' with Southend-on-Sea Borough Council 'making lives better'.

5. Other Options

Not adopting the recommended approach would mean that the Borough's vision would not be aligned to what our residents and others are telling us.

6. Reason for Recommendation

To have in place Strategic Delivery Plans to deliver the Southend 2050 ambition, Themes, Outcomes and the Five Year Road Map, ensuring the successful and sustainable future of the borough.

7. Corporate Implications

7.1 Contribution to Council's Vision & Corporate Priorities

The SDPs will ensure the delivery of the Southend 2050 ambition and will provide a new collaborative planning framework for how the Council does business

7.2 Financial Implications

The capital and revenue resources required to deliver the Strategic Delivery Plans are either already identified in existing Council budgets or will need to be identified as part of the Council's budget making process and will mean a move to longer term budget investment focussed on outcomes. Effectively this will mean prioritisation and reallocation of resources plus any additional investments of capital and revenue resources, as required, to deliver the Strategic Delivery Plans.

Any communication costs associated with the dissemination or publicity of the Strategic Delivery Plans will be met within existing budgets.

7.3 Legal Implications - None specific.

7.4 People Implications

Council staff have provided their input into the Southend 2050 programme and the Transforming Together work. As the Council becomes an outcome focussed organisation, staff will be deployed to deliver against the agreed outcomes.

7.5 Property Implications – The Council will also begin to utilise its property assets and to focus these around the delivery of the agreed outcomes.

7.6 Consultation

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

7.7 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 Strategic Delivery Plans.

7.8 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'.

7.9 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.

7.10 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.

8. Background Papers

Southend 2050 – draft Ambition, Themes & Outcomes and Five Year Road Map. Report to 4 December Cabinet 2018.

9. Appendices

9.1 Appendix 1: Strategic Delivery Plans

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How

are we

going to

achieve it?

characteristics of a city

Pier Trains replaced

Museum offer opens

of the town

• Southend-on-Sea has the

Pier improvements completed

New Pier Pavilion operating

Seaway development opens

Estuary 2020 Festival takes place

Promoting Southend's branding

• Investment into street furniture

• City Beach 2 completed

Cliffs Pavilion upgraded

Cherishing the distinct identity of different areas

Volunteers keeping the town clean & inviting

Reduce rough sleeping and begging

delivery plans are in place

New collection and waste disposal contract starts

Work to enhance flood defences taking place

Effective partnership working

people with us

• Improve the overall environment – green and clean air

Prioritise delivery of Road Map and ensure outcome

Identify, source and deploy right skills and resources

Move at pace, be open, learn, adapt and take

CMT/Cabinet are acting as role models

Lead Councillor: Cllr Courtenay

Lead Officer: Joe Chesterton

1. There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea. 2. The variety and quality of our outstandians the sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea.

increased and we have become the first choice English coastal destination for visitors.

3. We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.

4. Our streets and public spaces are clean and inviting.

How will we know if we've achieved it?

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 Resident feedback/perceptions survey – benchmark annually and include relevant questions

• External assessment (e.g. Purple/Blue/Green Flags)

Tourist Association annual ranking

Events e.g. Shakedown, Carnival

• Increased pier admission figures, hotel numbers

Increased number of events

Participation in cultural activity

Happy town ranking

• Improved waste collection and disposal performance landfill.

strategies: Cultural Strategy

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- Destination Southend (Tourism Strategy)
- Access, Parking & Transport Strategy

Links to other key plans &

- Southend Cycling Strategy
- Health & Wellbeing Strategy
- Shaping the Future for Southend-on-Sea - Vision for Learning 2020
 - Environmental, Crime **Enforcement Strategy and**
 - Local Plan
 - Growth Strategy
 - Physical Activity Strategy
 - Ambition Southend Skills and Labour Market Strategy 2018
 - Southend Shoreline Strategy
 - Local Plan
 - Medium Term Financial Strategy

Links to other 2050 themes:

Safe & Well

- People feel safe and secure
- Southenders are remaining well enough to enjoy fulfilling lives
- Protecting and improving the quality of life for the most vulnerable
- We are a Green City

Active & Involved

- Improved community connection Communities come together to enhance their neighbourhood
- People have active and lifestyles

Opportunity & Prosperity

- Key regeneration schemes
- Local Plan
- Southend is a place that is renowned for its creative industries, where new businesses thrive and established employers and others invest for the long term.

Connected & Smart

- People have a wide choice of transport options
- Southend is a leading digital city with world class infrastructure
- We are leading the way in making public and private travel smart, clean and green

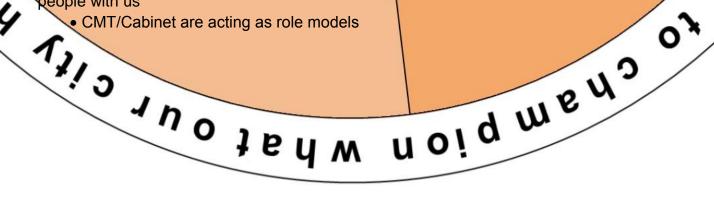


Mental health & wellbeing statistics improved

indicators e.g. missed collections, complaints, tonnage to

 Rough sleeping and begging reduced across the borough

No major flooding on the coastal front





Lead Councillor: Cllr Cox

Lead Officer: John Williams

Links to other 2050 themes:

Pride and Joy

• There is a tangible sense of pride in the place and local people are actively and knowledgeably talking up Southend-on-Sea

 Our streets and public spaces are clean and inviting

Active & Involved

- The benefits of community connection are evident as more people come together to help, support and spend time with each other
- A range of initiatives help communities come together to enhance their neighbourhood and environment
- More people have active lifestyles and there are significant fewer people who do not engage in any physical activity

Opportunity and Prosperity

- Key regeneration schemes such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough
- Our children are school and life ready and our workforce is skilled and job ready

Connected & Smart

- People have a wide choice of transport options
- It is easier for residents, visitors and people who work here to get around the borough

What do we want to achieve? 1. COMMUNITY SAFETY - People in all parts of the bound of the bound

2. HEALTHY LIVES - Southenders are remaining well enough to enjoy healthy and fulfilling lives,

3. GOOD HOUSING - We are well on our way to ensuring that everyone has a home that meets their needs and residents enjoy their lives in their own homes and can direct, and have a say, in their support.

> 4. PROTECTING THE VULNERABLE - We are all effective at protecting and improving the quality of life for the most vulnerable in our community, with children having the best start in life, good health, are safe and achieve their ambitions.

> > 5. GREEN CITY - We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

1. COMMUNITY SAFETY

Community safety intelligence

2. HEALTHY LIVES

- Borough health profile
- Air quality measures/triggers

3. GOOD HOUSING

- · Levels of homelessness, temporary accommodation and rough
- Numbers of new homes built in the borough
- Numbers of affordable homes available in the borough

4. PROTECTING THE VULNERABLE

• Key social care measures (outcome based)

5. GREEN CITY

- Key measures from Sustainability Strategy: Recycling; Low Carbon levels of CO2, N20;
 - New waste collection/disposal contract in

How will we know if we've achieved it?

Links to other key plans & strategies:

- Health & Wellbeing Strategy 2017-21
- Southend, Essex and Thurrock Mental Health and Wellbeing Strategy 2017-21
- STP response (2018)

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- Physical Activity Strategy (2016-21)
- Children & Young People's Plan
- Children Services Improvement Plan (Sept 2016)
 - Annual Report on the effectiveness of Safeguarding Children in Southend (2016-17)
 - Early Help Family Support Strategic Plan (2016-17)
 - Integrating Children's Strategy (June 17)
 - Older People's Strategy (15-18)
 - Learning disability strategy & Action Plan (2014-19)
 - Low Carbon Energy and Sustainability Strategy (2015-20)
 - Environmental Crime **Enforcement Strategy &** Policy (2013)
 - Air Quality Action Plan (2018)
 - Essex &Southend Waste Local plan (2016-17)
- Medium Term Financial Strategy
- Digital Strategy

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Safe

& Well

d) Work with partners to develop new medical health facilities

a) Implement the Council's Housing Strategy, including building locally affordable homes, reducing homelessness, ending rough sleeping & improving existing housing (including the private rental sector).

4. PROTECTING THE VULNERABLE

reducing inequalities & raising aspirations

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How

are we

going to

achieve it?

a) Strengthen partnership arrangements to

b) Make community safety presence more visible,

b) Support a revised approach to mental health services &

c) Improve air quality, particularly around key road junctions.

promote the Youth Council's Mental Health Charter for schools.

a) Focus on illness prevention through increased physical activity,

tackle community safety issues (including

1. COMMUNITY SAFETY

violence & vulnerability).

particularly in Town Centre.

2. HEALTHY LIVES

3. GOOD HOUSING

for the area.

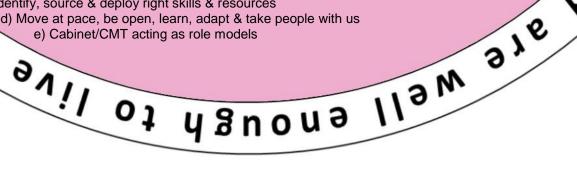
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- a) Work with partner agencies to ensure children/young people are safeguarded.
- b) Ensure sufficient local capacity to meet the needs of looked after children.
- c) Southend Care to transform services for people in our care homes.
- d) Embed restorative practice & asset based community development programmes to work alongside clients
- e) Develop locality services for all ages, including mental health, adult social care & children's services, aligned to primary care in community hubs.

5. GREEN CITY

- a) Southend to be recognised as a green & clean city, with low carbon growth, improved energy efficiency, enhanced green spaces & greater bio-diversity.
 - b) Commission a new waste collection & disposal service, with improved recycling.

- a) Prioritise delivery of Road Map & outcome delivery plans
- b) Effective partnership working
 - c) Identify, source & deploy right skills & resources
 - d) Move at pace, be open, learn, adapt & take people with us





Lead Councillor: Cllrs Flewitt & Salter ne

Lead Officer: Joanna Ruffle

Links to other 2050 themes:

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Pride & Joy

- A tangible sense of pride in the place by local people are actively and actively talking up Southend-on-Sea
- Our streets and public spaces are clean and inviting

Safe & Well

- People in all parts of the borough feel safe and secure at all times
- Southenders are remaining well enough to enjoy healthy and fulfilling lives
- We act as a green city

Opportunity & Prosperity

- The Local Plan is setting an exciting planning framework for the borough
- Southend is a place that is renowned for its creative industries: where new businesses thrive and where established employers and other invest for the long term

Connected & Smart

- · Southend is a leading digital city with a world class infrastructure that enables the whole population
- Transport that enables people to get around easily and to be active

What do we want to achieve? 1 Even more Southenders agree that people from different test on well together.

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

 Conversations continue with communities and residents engaged through the Southend 2050 work

How

are we

going to

achieve it?

- A renewed partnership with our voluntary and community sector
- Encouraging and listening to the voice of the resident and resident groups
- Community projects and campaigns such as 'Make Southend Sparkle', Snow Wardens & **Recycling Champions**
- Through the co-design of the event planning
- Developing localities and neighbourhoods
- Embedding the practice of doing things 'with' people and not 'for' or 'to'
- Wheeled sports and other sports and leisure facilities
- Encourage initiatives that bring all age groups together
- Use of procurement for social value purposes
- Implementation of physical activity strategy and other health related plans
- Encouraging greater participation in local democracy
 - Prioritise delivery of road map and ensure outcome delivery plans are in place
 - Effective partnership working

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- Identify, source and deploy right skills and resources
 - Move at pace, be open, learn, adapt and take people with us
 - Cabinet/CMT acting as role models

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Active & Involved

More Southenders are active and

How

will we know

if we've

achieved it?

- More active volunteers as a route to skills and employment
- More residents agreeing people from different backgrounds are valued and get on well (Resident Perception Survey)
- Increased examples of co-design and co-production of services and policies
- Increased number of community initiatives
- Fewer examples of social isolation
- Increased number of Southenders who have active lifestyles – higher levels of sports participation
- Fewer Southenders experiencing violence a a y Je u y Kyling or feeling vulnerable

Links to other key plans & strategies:

- Health & Wellbeing Strategy
- Southend 2050 engagement network
- Access Parking & Transport Strategy
- Digital Strategy

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- Cultural Strategy
 - Physical Activity Strategy
 - Medium Term Financial Strategy
 - Local Development Scheme
 - Growth Strategy
 - Southend Cycling Strategy
 - Economic Growth Strategy
 - South Essex Growth Deal
 - Destination Southend (Tourism Strategy)
 - Environmental, Crime **Enforcement Strategy** and Policy



Lead Councillor: Cllr Boyd

Lead Officer: Simon Leftley

Links to other 2050 themes:

Pride and Joy

- Attracting investment
- Culture as an attractor
- Tourism jobs and skills
- Diversity in the population creating a more diverse economy with greater opportunity
- Skills and jobs so people can stay in Southend

Safe and Well

- Safe and active town centre
- Inclusive growth-opportunities for all including vulnerable groups
- Health/mental health in education and the workplace
- Housing for the workforce Attractiveness of the town centre

Active and Involved

- Business participation in shaping the narrative about Southend, ambassadors
- Volunteering as a route to skills and employment
- Procurement local capacity to sell to the Council

Connected and Smart

- Business, workforce, student and visitor accessibility
- Unlocking new development space
- Digital economy and skills
- Role of the airport and business park Intelligence / data creating commercial opportunities

- What do we want to achieve?

 1. The Local Plan is setting an exciting planning framework for the borough.
 2. We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.

 3. Our children are school and life ready and our workforce is skill.

 4. Key regeneration schemes, such as Canada and the Airport Planting Management of the borough.
 - 5. Southend is a place that is renowned for its creative industries; where new businesses thrive and where established employers and others invest for the

& Prosperity

1. Local Plan long term. - Secretary of State sign off /inspection

> KPIs: Planning applications/no successful Judicial Reviews etc.

will we

know if we've

achieved it?

- Perception: residents / developers / members / businesses

2. Thriving Town Centre

/ promotion

- Attractive & welcoming look / feel / more homes / thriving retail / leisure / cultural offer / businesses
- KPIs: Increased footfall, occupancy rates, levels of Opportunity
 - Perception: resident's survey; Visitor feedback; Business feedback

3. Skills/quality of schools:

- All centres of learning good or outstanding; excellent collaboration between schools and families

- More opportunities for upskilling to meet changing needs, across all ages

- KPIs: Improved academic and skill levels; more residents employed locally in a high wage economy; Airport Business park
- Perception / Feedback: from residents / employers / schools / colleges etc.

4. Regeneration schemes:

- Delivery: Schemes in place, or well on way to being delivered...
- Queensway: residents better off; more, better quality homes, transformed connectivity etc.
- Airport Business Park: levels of skills/jobs;
- Seaways: better leisure offer; amenities;
- Perception: Happier residents; happier tenants;

5. Creative industries:

- Measureable growth in the sector;
- KPIs: Productivity levels; job levels; skill levels;

Links to other key plans & strategies:

- Health & Wellbeing Strategy 2017-
- Housing, Homelessness & Rough Sleeping Strategy
- Violence & Vulnerability Strategy
- Local Plan
- SCAAP 2016
- JAAP Dec 14
- Access, Parking and Transport Strategy - 2018
 - "Ambition Southend" Skills and Labour Market Strategy 2018
 - Destination Southend 2017 (Tourism Strategy)
 - Economic Growth Strategy **- 2017**
 - South Essex Growth Deal -2016
 - BID business plan=
 - South East LEP Strategic Economic Plan -Jul 16
 - Digital Strategy 2017
 - Shaping the Future Southend-on-Sea - Vision for Learning 2020
 - Grammar School Strategy - 2017
 - Our ambitions for your child's education' - An **Education Policy for** Southend Borough Council -
 - Southend Adult Community College Strategic Plan
 - School Admissions policies
- Medium Term Financial Strategy





Address areas of underperformance

to emerge as the leading economy in south Essex • Promote growth in key sectors, improved

- educational outcomes, support higher business start-up/survival rates and a more diverse economy
- Explore all alternative methods including further expansion and additional secondary school as necessary to provide a school place for every child
- Develop the second phase of the Forum to enhance the educational/cultural quarter
- Deliver the infrastructure led growth needed to deliver the South Essex Joint Strategic Plan, Queensway development, including business growth, additional housing and improved transport and green spaces
- Work in partnership to apply for funds, such as the Future High Streets Fund, to enable the swift evolution of the town centre, building on the research and findings of the joint scrutiny working party and development of the Local Plan.
 - Develop aspirational workspace, e.g. at ABP, which attracts increasingly productive businesses and creates opportunities for high skilled jobs which command higher wages, accessed by local
 - Prioritise delivery of road map and ensure outcome delivery plans are in place
 - Effective partnership working
 - Identify, source and deploy right skills and resources
 - Move at pace, be open, learn, adapt and take people
 - Cabinet/CMT acting as role models

employment and increased income generated - Perception: residents; stakeholders; opinion formers.

are we

going to

achieve it?

Secure more external funding for

• Promote sustainable transport, using

Prepare for wider use of electric/ultra-low

• Introduce modern parking management system,

• Use CCTV to promote community safety

harnessing smart technology, competitive pricing and

including ongoing improvements to A127

• Explore options to reduce congestion

• Explore potential for relief road to north and east of

• Implement 10 year highways improvement programme,

• Use technology and locality working to ease pressure on

Promote improved and interconnected cycle infrastructure

• Support integrated travel options, including buses, trains

Implement actions to improve air quality

• Develop a new Operations hub

and taxis, with consideration, of an integrated travel card for example

• Effective partnership working

• Support businesses to promote agile working (work hubs in High St etc...)

• Support London Southend Airport, while being sensitive to its impact

• Explore potential for shuttle ride along sea front to Shoebury East car park

• Develop a high quality business park, including an innovation centre for start-up

• Become a smart-connected city, with full fibre enablement that benefits business and

Promote inclusive use of digital technology through Transforming Together

• Identify, source and deploy right skills and resources

• Prioritise delivery of road map and ensure outcome delivery plans are in place

road improvements

smart technology

improved and active signage

GPs/promote health self-serve

emission vehicles

the borough

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Lead Councillor: Cllr Moring

Lead Officer: Andy Lewis

Links to other 2050 themes:

Pride and Joy

- The is a tangible sense of pride in the place and local people are actively and knowledgably talking up Southend-on-Sea
- Our streets and public spaces are clean and thriving

Safe and Well

- We are well on our way to ensuring that everyone has a home that meets their needs and residents enjoy their lives in their own homes and can direct, and have a say in their support.
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community, with children having the best start in life, good health, are safe and achieve their ambitions
- We act as a green city

Active and Involved

- Public services are routinely designed, and sometimes delivered with their users to best meet their needs
- The benefits of community connection are evident as more people come together to help, support and spend time with each other

Opportunity and Prosperity

- 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
- 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
- Key regeneration schemes such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities

What do we want to achieve? 1. It is easier for residents, visitors and people who work he get around the

- 3. We are leading the way in making public and private travel smart, clean and green.
 - 4. Southend is a leading digital city with a world class infrastructure, that enables the whole population

Connected

& Smart

will we know if we've achieved it?

- Borough intelligence;
- greater use of public transport

- Air Quality measures/triggers and pollution triggers
- Number of patient interactions with GPs/face to face, via e-format

- Number of people with faster broadband in homes, businesses - following City Fibre
 - Increase in number of visitors
 - Access and ability to move

How

- length of travel time around the
- more bus routes and use
- cvcle counts
- Demographics of public transport use

 - Survey results for all 4 outcomes
 - Resident survey results
 - Customer satisfaction surveys
 - DFT Highways satisfaction survey
 - - around town

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Links to other key plans & strategies:

- Local Plan
- Joint Strategic Plan (ASLEA)
- SCAAP
- Local Development Scheme
- JAAP

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- Local Transport Plan Strategy 2012-26 (Jan 15) &
- Implementation 2015-21
- A127 Corridor for Growth
- Economic Plan (Mar 14)
- Highway infrastructure
- Asset Management Plan (Jun 17)
 - Transport Asset management Strategy
 - Southend Shoreline Strategy
 - Highways Infrastructure
 - Data Management Strategy
 - Highway Infrastructure
 - Asset Data
 - Management Strategy
 - Access, Parking & Transport Strategy for Southend
 - Southend Cycling Strategy
 - Southend Digital (2014-
 - Digital Strategy
 - Growth Strategy
 - Tourism Strategy
- Medium Term Financial Strategy

