

Southend-on-Sea Borough Council

**Agenda
Item No.**

**Report of Chief Executive
To
Cabinet
On
27 July 2021
Suzanne Newman, Insights Manager**

Southend 2050: Annual review and refresh of the Outcomes & Roadmap Milestones

**Relevant Scrutiny Committee(s): Policy and Resources
Cabinet Member: Councillor Ian Gilbert
Part 1 (Public Agenda Item)**

1. Purpose of Report

- 1.1. **To present Cabinet with the annual review and refresh of Southend 2050 as we continue to emerge from the Covid-19 pandemic and to inform Cabinet how the Council will use the evolved Southend 2050 outcomes to drive recovery, move into delivery mode and build on some of the positives we have seen through the pandemic, including our work with the community and partners, adaptation of services and more effective remote working.**

2. Recommendations

It is recommended that Cabinet:

- 2.1. **Agree the proposed refresh of the Southend 2050 outcomes and high-level roadmap milestones;**
- 2.2. **Agree to receive further developed work on the review and refresh of the Southend 2050 outcomes and associated roadmap milestones at the September meeting, including the associated outcome success measures;**
- 2.3. **Note the planned engagement over the summer and additional Special Cabinet scheduled in September following the Scrutiny Committees;**
- 2.4. **Note that the Southend 2050 roadmap milestones will form part of future reports that update on Southend's recovery journey in order for responsive developments; and**
- 2.5. **Note that the performance and measures of success and progress to achieve 2050 continue to be reported through the Outcome Success Measures Report, reported twice a year to Cabinet.**

3. Background

- 3.1. **The council has a shared vision of the future - the Southend 2050 ambition which sets out the aspirational outcomes and delivery roadmap for the place. This was developed through investment in substantial engagement and co-design with stakeholders and the local community. The ongoing engagement activity is a real**

advantage to the borough as a whole, as it has brought together people and communities to identify where they want Southend to be in the future. The focus on how Southend recovers from the Covid-19 experience to achieve the 2050 ambition remains as strong as ever (attached at **Appendix 1**) – with no recommended changes in light of Covid-19. However, the council, along with other stakeholders and community groups will need to continue to review how to achieve that ambition, in light of Covid-19.

- 3.2. The 2050 outcomes, therefore, require some annual adjustment, with a focus on the review of the 2050 delivery roadmap which sets out key milestones connected to delivery against the outcomes. As a result of the Covid-19 experience, it is proposed that parts of the roadmap are sequenced differently, with additional milestones added and specific focus on the deliverables for the next 12 months ahead.

4. 2021 Review and refresh of Southend 2050 outcomes and roadmap milestones

- 4.1. The Southend 2050 outcomes and roadmap are reviewed and refreshed as part of an annual process, and in the context of the outcome of the May 2021 local election. The Annual Report for 2020-21 assessed progress against the outcomes, including achievements and challenges. This was presented to Cabinet in June 2021. The original outcomes under Southend 2050 aimed to grow Southend as a prosperous Borough, with communities that thrived and visitors that enjoyed the experience, returned and spread the word. Post Covid-19, Southend is in a different place. The 2050 ambition is the same, but how Southend gets there may be somewhat different. This approach is the basis for ensuring that the outcomes are right, along with an updated delivery roadmap. Therefore, the outcomes and delivery roadmap review has aimed to build on some of the positive actions of the community and place during the pandemic, and point the way to rebalance and restore some of the damage caused in the past 18 months. It is important to note that some aspects of recovery may take a considerable time to fully rebalance. In some cases, things may change completely.
- 4.2. It is also important to recognise that there are still ongoing new details concerning Covid-19 and its impact that affect Government decisions and policy makers. Therefore, it is essential that the Recovery plans in Southend are fluid enough to respond to changes and this will mean the 2050 outcomes and delivery roadmap will be closely monitored and updated to ensure the very best for the borough. It is recommended that Cabinet receive reports as appropriate which will present recommended changes as they arise in the future in order to remain responsive.
- 4.3. As a result Southend 2050 has been reviewed and refreshed to enable the Council to focus on the next 12 months. The refresh has:
- Restructured the governance of Southend 2050 to enable a delivery focus to support recovery, including:
 - Covid-19 Gold and Silver Groups to transition into the Southend 2050 themes and Outcome Delivery Teams.
 - Alignment of Corporate Management Team Sponsors for each of the six themes.
 - Alignment of Outcome Delivery Leads for the Outcomes.
 - Formalised Future Ways of Working as the sixth Southend 2050 theme;

- Prioritised outcomes within each of the themes; and
- Focused the prioritised roadmap milestones on:
 - Delivery;
 - Response to the Covid-19 pandemic;
 - Economic recovery – from both Covid-19 impacts and any Brexit impacts; and
 - Sustainability – financial, environmental and our transformation as an organisation.

4.4. This identified that 4 of the existing 26 outcomes stay the same and the remaining outcomes be reworded to give a greater focus on delivery:

- refining the total number of outcomes to 21 (not including the 9 Future Ways of Working workstreams),
- prioritising the outcomes within each theme (denoted with bold text)
- repositioning the Green City outcome within Pride & Joy.

Appendix 2 presents the revised outcomes, those in bold signify the prioritised outcomes, and **Appendix 3** details the proposed revisions against each of the outcomes.

4.5. The review process involved each of the 2050 outcomes and associated roadmap milestones being reviewed through the Joint Administration Commitments (**Appendix 4**). **Appendix 5** illustrates the 2050 outcomes mapped against the Joint Administration Commitments.

4.6. Within the 2050 framework, the outcomes have an associated roadmap with milestones highlighting key activity being undertaken in order to deliver and achieve the outcomes on the journey to 2050. The milestones on the delivery roadmap have been through the same review and refresh process to focus on the move to delivery. The draft roadmap is still in development, and therefore not all milestones have been sequenced. The refreshed roadmap is attached at **Appendix 6**.

4.7. Southend 2050's sixth theme is Future Ways of Working and is the framework for how we modernise our workforce in 2021/22 and beyond, to guide the prioritisation and delivery of Southend 2050 outcomes. This will help us to:

- recover from the pandemic and to embrace new approaches and opportunities for collaboration with our partners
- sustain and increase the pace of change
- develop a new way of operating that delivers improved outcomes for our residents and communities at the best value, including social value
- become a modern council and an organisation that is a great place to work.

4.8. The Future Ways of Working Roadmap and milestones is presented separately to the main Southend 2050 Roadmap, and can be found at **Appendix 7**.

4.9. A range of stakeholders have been engaged as part of the initial process of to review the 2050 outcomes and roadmap miles. These include:

- Engagement with the Business and Tourism Partnership
- Conversations with community groups
- Partnership working with ASELA (the Association of South Essex Local Authorities) to undertake a region wide engagement on priorities for the local areas

- Ongoing conversations with voluntary and community sector

- 4.10. The next phase of the review and refresh of the Southend 2050 outcomes and milestones will continue engagement and conversations with stakeholders including the voluntary and community sector, members and residents (through the residents' perception survey). The timetable of engagement is set out below:

Date	Activity
July- August	Residents' perception survey
20July	All member briefing on Southend 2050
27 July	Cabinet
August	Engagement with all members and voluntary & community
31 Aug/ 1 Sept/ 2 Sept	Scrutiny Committees
7 September	Special Cabinet

- 4.11. In addition, the measures that determine our success and achievements against the outcomes - the outcome success measures – will be updated and developed for the new outcomes and these will be presented at Cabinet in September, with progress against the 2050 outcomes and associated milestones continued to be measured through the 2050 Outcomes Success Measures Report.
- 4.12. An additional Special Cabinet meeting has been scheduled in September to ratify any changes following Scrutiny and the engagement over the summer period.

5. Other Options

- 5.1. The council could choose not to review its current ambition and desired outcomes. This would mean failing to set out the huge impact the crises has had on the borough, its people and the council and the council's approach to recovery. The council has committed to undertake an annual review of the outcomes and milestones.

6. Reasons for Recommendations

- 6.1. To ensure the council is clear on prioritised milestones to achieve the desired outcomes, focusing on response to the pandemic, economic recovery and sustainability – including financial, environmental and our transformation as an organisation.

7. Corporate Implications

7.1. Contribution to the Southend 2050 Road Map

The report outlines the council's approach to using the Southend 2050 programme as the primary vehicle for recovery and presents the annual review and refresh of the 2050 outcomes and roadmap milestones.

7.2. Financial Implications

Major projects delivered through the Capital Programme are highlighted on the refreshed Roadmap. External funding opportunities will be sought in order to support the delivery of milestones on the Roadmap, with consideration given to additional match-funding and revenue costs often required.

- 7.3. **Legal Implications** – No specific implications.

7.4. **People Implications**

There are no specific people implications related to this report. The Future Ways of Working Theme will directly work with staff and councillors in relation to transformation pieces of work.

7.5. **Property Implications**

There are no property implications as part of this report.

7.6. **Consultation**

The report highlights that the response to the pandemic has been one of community, partners, staff, councillors and other stakeholders continuously working closely to ensure the best possible outcomes in very difficult circumstances. The approach to recovery will look to continue this approach, develop new tools for engaging communities and partners to adapt to circumstances and continue to use co-design and co-production approaches in particular service areas.

7.7. **Equalities and Diversity Implications**

An Equality Impact Assessment has been undertaken to assess the impact Covid-19 has had on equality groups. This was updated in June 2021.

7.8. **Risk Assessment**

The Council has reviewed the Corporate Risk Register in the light of the impact and implications of the pandemic (see Background Papers at 8.2, elsewhere on the Cabinet agenda).

7.9. **Value for Money** – No specific implications.

7.10. **Community Safety Implications**

Safe & Well is one of the 6 2050 themes; Residents feel safe and secure in their homes, neighbourhoods and across the borough is one of the outcomes within Safe & Well.

7.11. **Environmental Impact**

Green City and climate change is one of the priority outcomes.

8. Background Papers

8.1. Southend 2050 Annual Report - June 2021

8.2. Corporate Risk Register – June 2021

9. Appendices

9.1. **Appendix 1:** Southend 2050 – Our shared ambition

9.2. **Appendix 2:** Southend 2050 Outcomes – refreshed for 2021/22

9.3. **Appendix 3:** Southend 2050 Outcomes – detailing changes from 2020/21 to 2021/22

9.4. **Appendix 4:** Joint Administration Commitments 2021/22

9.5. **Appendix 5:** Southend 2050 Outcomes mapped against Joint Administration Commitments

9.6. **Appendix 6:** Southend 2050 Roadmap & Milestones

9.7. **Appendix 7:** Southend 2050 Future Ways of Working Roadmap & Milestones

Southend 2050 – Our shared 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.

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 is a leading digital city and an accessible place. It is easy to get to and easy to get around and easy for residents, visitors and businesses to park. 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. Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open-up business and leisure travel overseas – but in balance with the local environment.

Southend 2050 Outcomes

Pride & Joy

1. **We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.** (Rob Dawson & Miranda Valenzuela)
2. **Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.** (Paul Jenkinson & Ashley Dalton)
3. **The variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors and we have become the region's first choice coastal tourism destination.** (Rosemary Pennington & Lee Sturgeon)
4. We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk. (Joanne Matthews & Lee Sturgeon)
5. There is a sense of pride in the place with local people actively and knowledgeably talking up the Borough. (Alison Dewey & Adam Keating)

Safe & Well

1. **Residents feel safe and secure in their homes, neighbourhoods and across the borough.** (Simon Ford, Erin Brennan Douglas & Gary Cullen)
2. **Everyone has a good quality, sustainable home that meets their needs.** (Glyn Hawksworth, Sarah Lander & Tim Holland)
3. **We are all effective at protecting and improving the quality of life for the most vulnerable in our community (*wording under review*).** (Carol Compton, Ben Gladstone, Lyn Scott, John O'Loughlin & Tom Dowler)

Active & Involved

1. **Enable inclusive community projects which provide opportunities for people of all ages to participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.** (Jessica Russell, Sarah Baker & Rachel Davis)
2. More Southenders agree that people from different backgrounds are valued and get on well together. (Kamil)
3. Residents know how to get involved to improve local services. (Maxine Nutkins, Debee Skinner & Emma Woof)
4. Residents help to shape services which will provide more people with the opportunity to live an active lifestyle, including safe access to open spaces and local facilities. (Kevin Read & Ashley Dalton)

Opportunity & Prosperity

1. **We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.** (Emma Cooney & Trevor Saunders)
2. **Major regeneration projects are under way and bringing prosperity and job opportunities to the borough.** (Alan Richards & Lee White)
3. **Our children are school-ready and young people are ready for further education, employment or training.** (Brin Martin)
4. Southend has a national profile for its thriving Cultural & Creative Industries (CCI) sector, where culture plays a central role in the social and economic success of our diverse communities. (Katharine Stout & Lorraine Cox)
5. As part of our economic recovery, Southend businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and safeguarding fulfilling careers. (Emma Lindsell, Ros Parker & Karen Rollings)
6. The Local Plan is setting an exciting planning framework, meeting the development needs of the Borough for the next 20 years. (Mark Sheppard & Kevin Waters)

Connected & Smart

1. **Facilitate a wide choice of transport that improves accessibility, connectivity and mobility to all residents. Including, working with public transport providers to deliver these long-term aspirations.** (Neil Hoskins and Karen Gearing)
2. **We are leading the way in making public and private travel smart, clean and green.** (Neil Hoskins and Karen Gearing)
3. Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion. Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the borough. (Carol Thomas)

Future Ways of Working

1. **Smart Working** (Carol Thomas & Ellen Butler)
2. **Decision Making** (Andrew Barnes & Giles Gilbert)
3. **Skills & Leadership** (Caroline Jennings & Emma Cooney)
4. **The Here & Now** (Ellen Butler & Carol Thomas)
5. **Democracy** (Stephen Meah-Sim & Colin Gamble)
6. **Communication & Engagement** (Adam Keating & Katie Eyre)
7. **People & Well-Being** (Sue Putt & Sharon Wheeler)
8. **Workplaces & the Green Agenda** (Alan Richards & Head of Climate Change)
9. **Financial Sustainability** (Pete Bates & Mike Bennett)

Appendix 3

Southend 2050 Outcomes with changes

Theme	2021 Refreshed Southend 2050 Outcome	Previously
Pride & Joy	We act as a sustainable and green city embracing the challenges of the Climate Emergency Declaration made in 2019.	We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.
	Our streets and public spaces are valued and support the mental and physical wellbeing of residents and visitors.	No change
	The variety and quality of our outstanding cultural and leisure offer has increased for our residents and visitors and we have become the region's first choice coastal tourism destination.	No change
	We will assess how to best manage our coastline to protect people, residential and commercial properties, designated habitats, public open spaces and agricultural land from coastal flood and erosion risk.	We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.
	There is a sense of pride in the place with local people actively and knowledgeably talking up the Borough.	There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.
Safe & Well	Residents feel safe and secure in their homes, neighbourhoods and across the borough.	People in all parts of the borough feel safe and secure at all times.
	Everyone has a good quality, sustainable home that meets their needs.	Residents feel safe and secure in their homes. 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 (<i>wording under review</i>).	We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
Active & Involved	Enable inclusive community projects which provide opportunities for people of all ages to	A range of initiatives help increase the capacity for communities to come together to enhance their

Theme	2021 Refreshed Southend 2050 Outcome	Previously
	participate, grow skills, confidence and social connection and make a positive contribution to tackling inequalities.	neighbourhood and environment. Residents feel the benefits of social connection, in building and strengthening their local networks through common interests and volunteering.
	More Southenders agree that people from different backgrounds are valued and get on well together.	No change
	Residents know how to get involved to improve local services.	Residents are routinely involved in the design and delivery of services.
	Residents help to shape services which will provide more people with the opportunity to live an active lifestyle, including safe access to open spaces and local facilities.	More people have physically active lifestyles, including through the use of open spaces.
		Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives
Opportunity & Prosperity	We have a vibrant, thriving town centre, with an inviting mix of retail, homes, arts, culture and leisure opportunities.	We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
	Major regeneration projects are under way and bringing prosperity and job opportunities to the borough.	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-ready and young people are ready for further education, employment or training.	Our children are school and life ready and young people are ready for further education, training or employment.
	Southend has a national profile for its thriving Cultural & Creative Industries (CCI) sector, where culture plays a central role in the social and economic success of our diverse communities.	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.
	As part of our economic recovery, Southend businesses feel supported to respond to economic shocks and can thrive and grow, creating enough job roles to match the needs of the population and	Southend businesses feel supported to respond to economic shock; adapt to evolving global markets; and, have the tools to preserve their businesses by responding effectively and positively to change.
		Southend provides fulfilling careers for our residents, and

Theme	2021 Refreshed Southend 2050 Outcome	Previously
	safeguarding fulfilling careers.	enough job roles to match the needs of the population.
	The Local Plan is setting an exciting planning framework, meeting the development needs of the Borough for the next 20 years.	The Local Plan is setting an exciting planning framework for the Borough.
Connected & Smart	Facilitate a wide choice of transport that improves accessibility, connectivity and mobility to all residents. Including, working with public transport providers to deliver these long-term aspirations.	Working with the public transport providers to enhance and encourage the use of the existing provision moving towards a long-term aspiration to open new routes, enabling a wider accessibility to public transport options
	We are leading the way in making public and private travel smart, clean and green.	People have a wide choice of transport options.
		No change
	Southend is a leading smart city, using technology in smart ways to enable improved resident services, and ensure digital inclusion. Our connectivity, data and principles approach to digital enable us to facilitate better decision making, automated services and digital experiences for those across the borough.	Southend is a leading digital city with world class infrastructure that reflects equity of digital provision for the young, vulnerable and disadvantaged.

Joint Administration Commitments 2021/22



Economic Recovery & Regeneration – Cllr Gilbert

1. To deliver on major regeneration projects to support jobs, growth and opportunity.
2. To be innovative and proactive in supporting our High Street and other shopping centres.
3. To continue to maximise the delivery of genuinely affordable housing.
17. Progress the review of the Council's Constitution to ensure effective and efficient governance.



Environment, Planning, Tourism and Culture – Cllr Mulroney

4. To promote all aspects of a green future for Southend, facing the challenges of the Climate Emergency Declaration made by the Council in 2019.
5. To promote the cultural and tourism life of the Borough creating a true Destination Southend.



Communities and Housing – Cllr Jones

6. To foster community-led regeneration and build on the excellent reduction in homeless numbers.
7. To develop and implement an anti-poverty strategy to address the inequalities in the Borough.



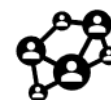
Public Protection – Cllr Terry

8. To create a safer Borough for all ages and all visitors including improving delivery of CCTV, investment in the Community Safety Team and to continue to press for greater policing resources in the Borough.



Transport, Asset Management and Inward Investment – Cllr Woodley

9. To deliver on the ambitious programme of investment in improving our pavements and highways.
10. To progress the implementation of school streets and 20mph residential zones.
11. To continue improving our parking provision, the Southend Pass and public transport.



Adult Social Care and Health Integration – Cllr Nevin

12. To provide an integrated and efficient, caring, safe and collaborative social service, accessible to all.



Children and Learning – Cllr Burton

13. To continue to drive improvements in children's services in a family centred way.
14. To maintain our commitment to school improvement.











Corporate Services & Performance Delivery – Cllr Collins

15. To drive operational performance improvement across the organisation.
16. To improve the customer experience and continue to progress our digital strategy and new ways of working.

Appendix 5

Southend 2050 Outcomes mapped against the Joint Administration Commitments

Portfolio	Commitment	P&J1	P&J2	P&J3	P&J4	P&J5	S&W1	S&W2	S&W3	A&I1	A&I2	A&I3	A&I4	O&P1	O&P2	O&P3	O&P4	O&P5	O&P6	C&S1	C&S2	C&S3	FWOW1	FWOW2	FWOW3	FWOW4	FWOW5	FWOW6	FWOW7	FWOW8	FWOW9
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	4,5	4		5																											
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	8						8																								
	9,10,11		9																	11	10										
	12								12																						
	13,14								13							14															
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Key:



Pride & Joy



Safe & Well



Active & Involved



Partner milestone



Milestone completed



Opportunity & Prosperity



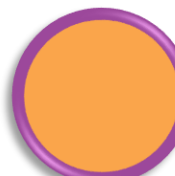
Connected & Smart



Future Ways of Working

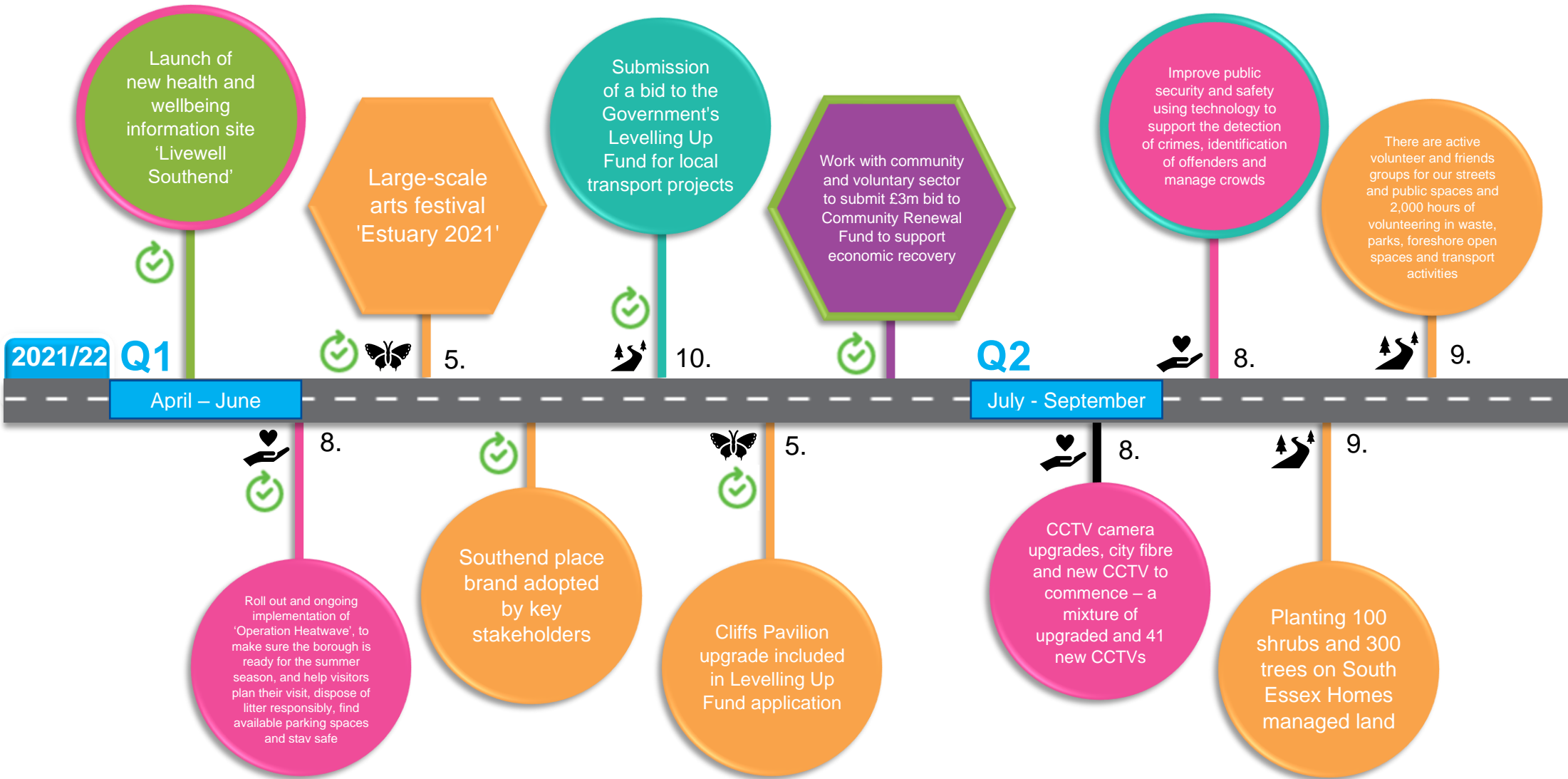


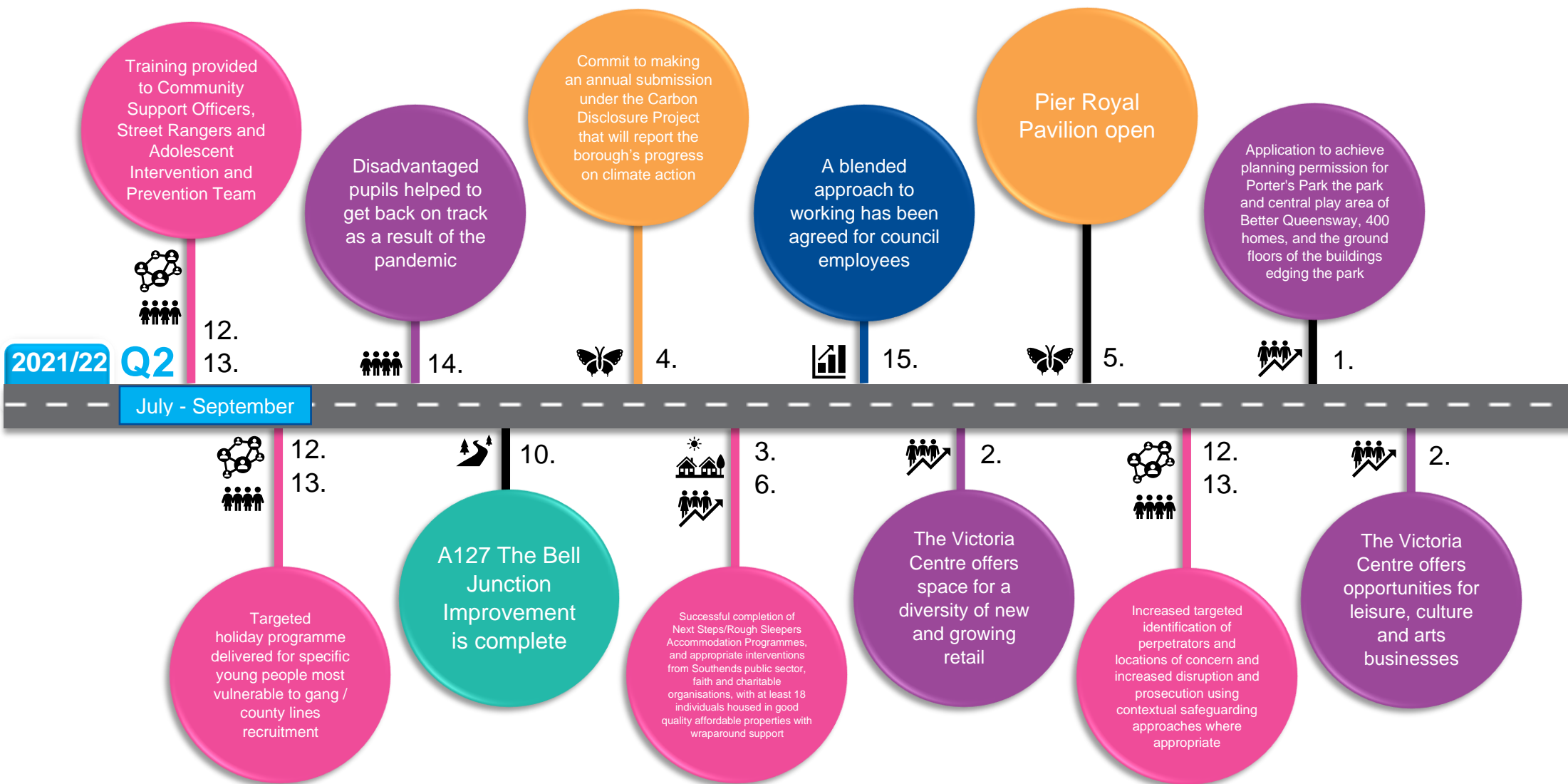
Milestone linked to a Major Project in the Capital Programme

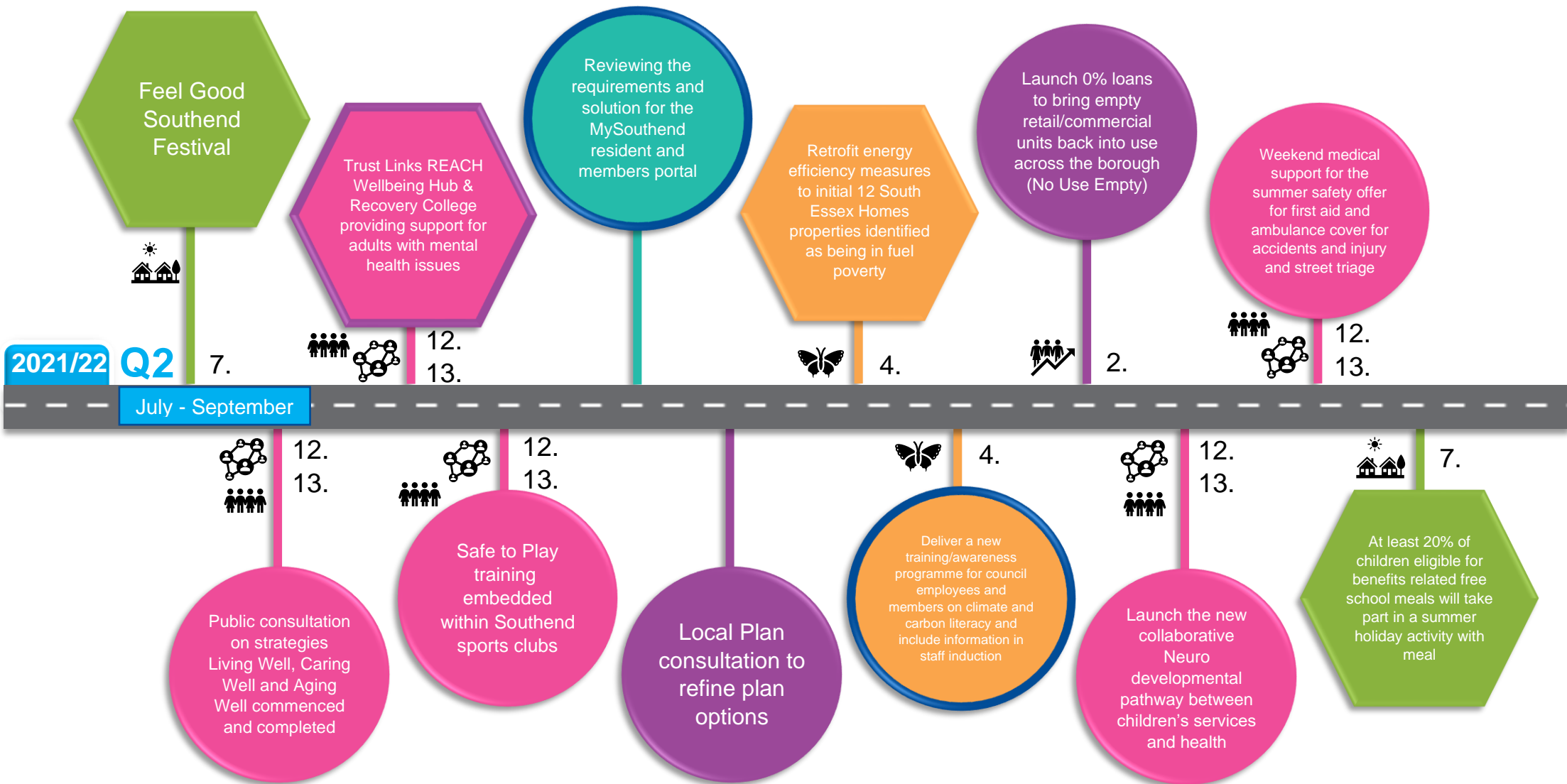


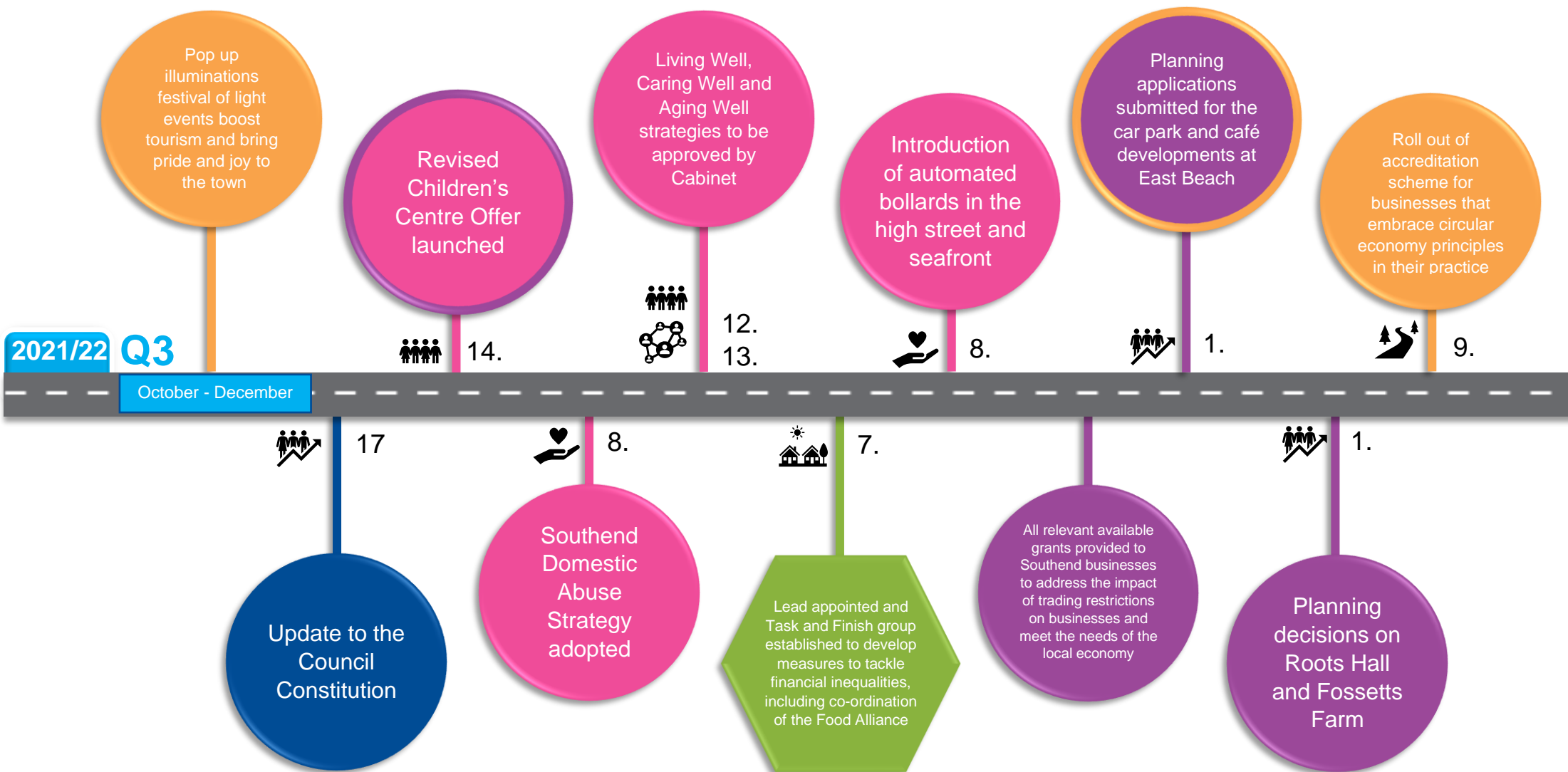
Milestone links to 2 themes, centre colour denotes the lead theme

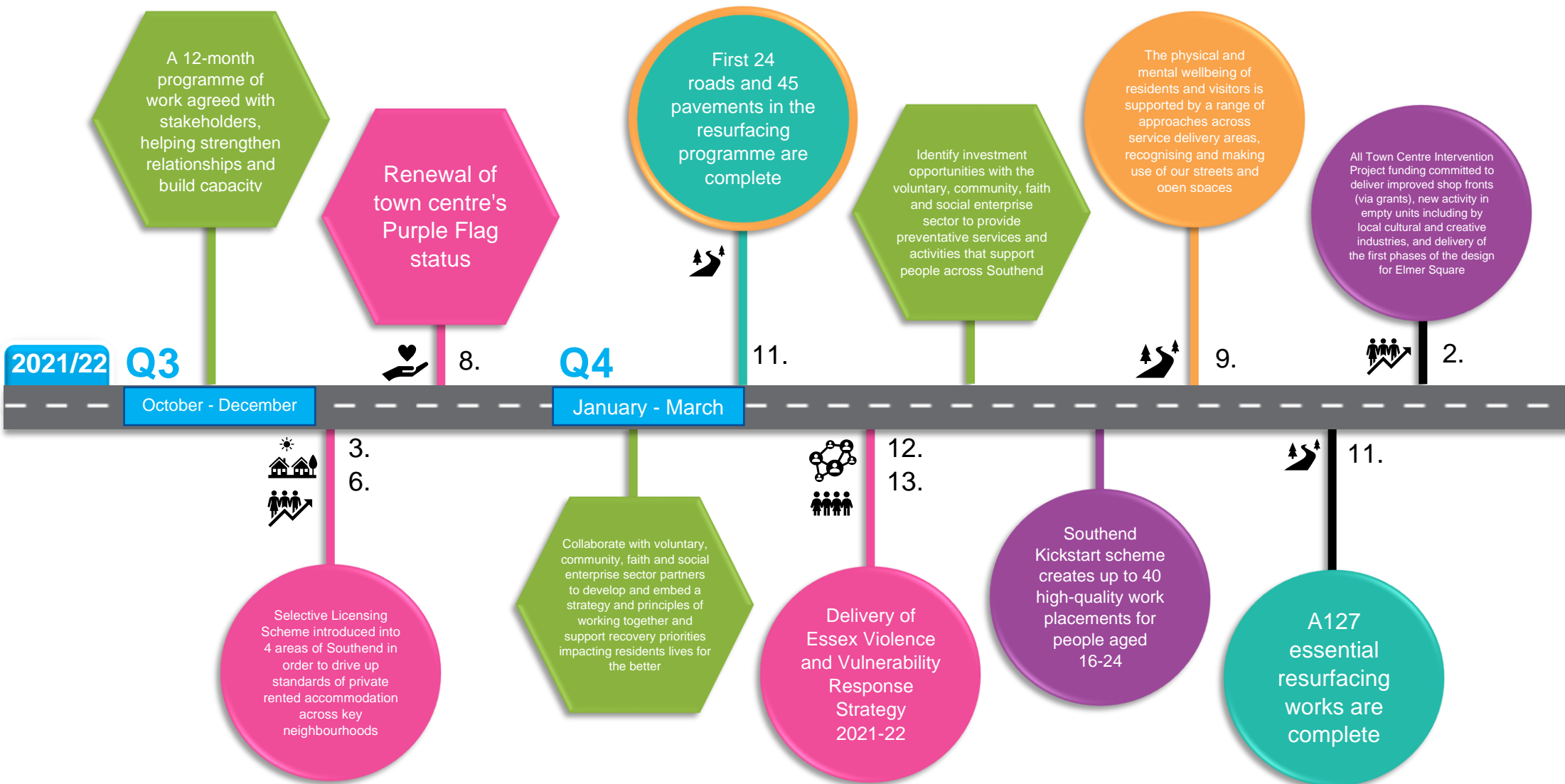
DRAFT Southend 2050 Roadmap – 2021 Refresh

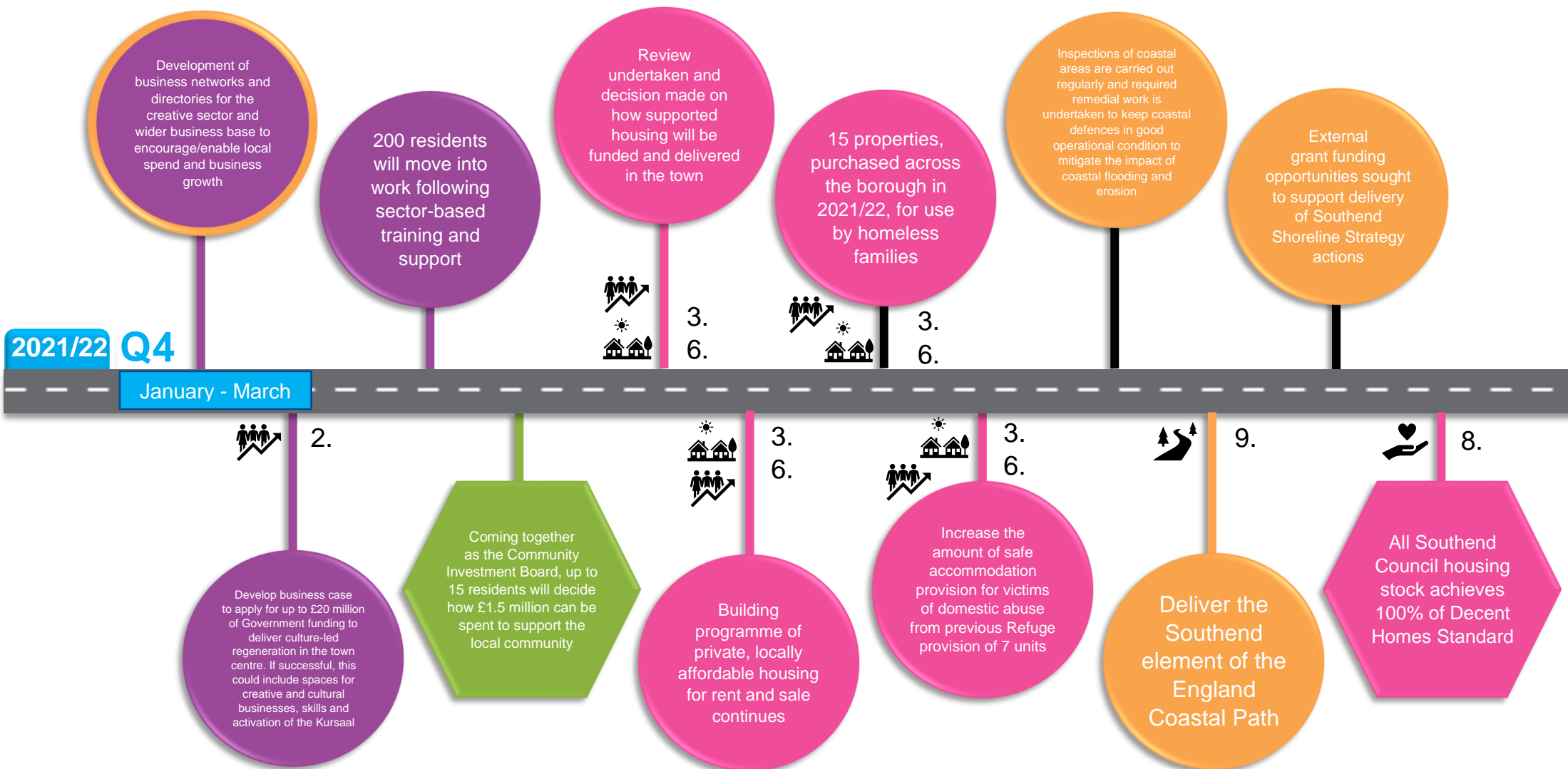


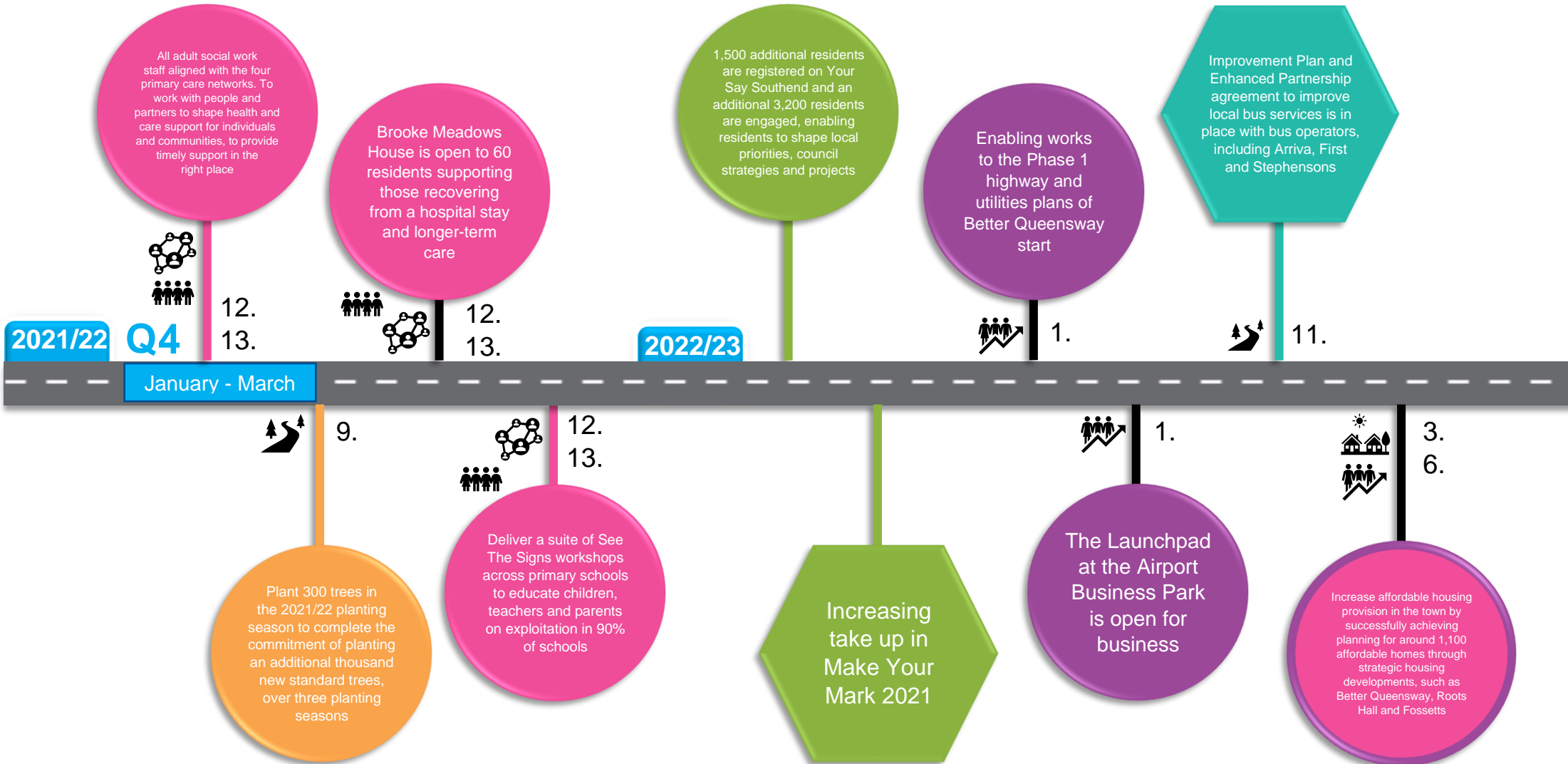


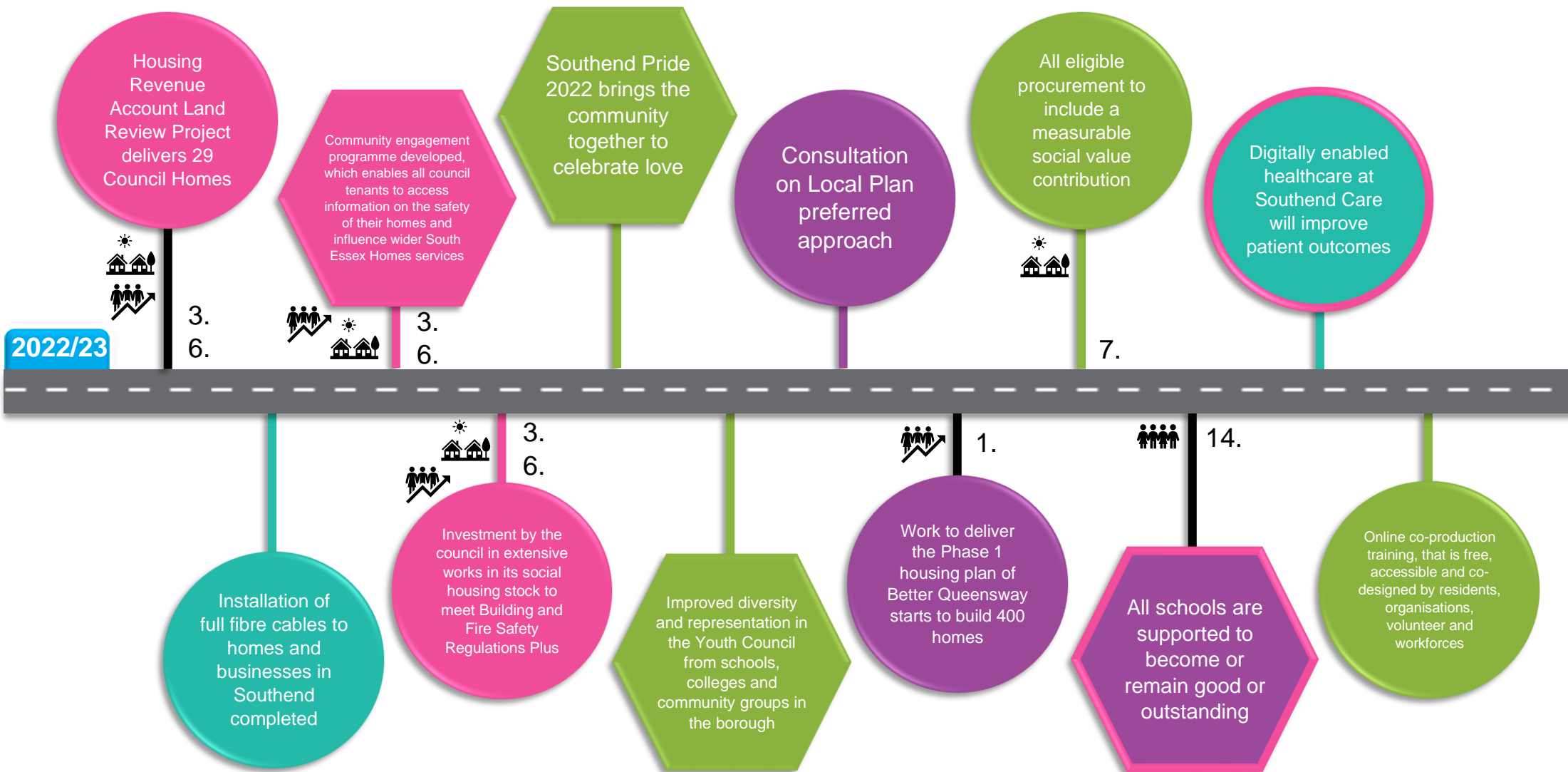


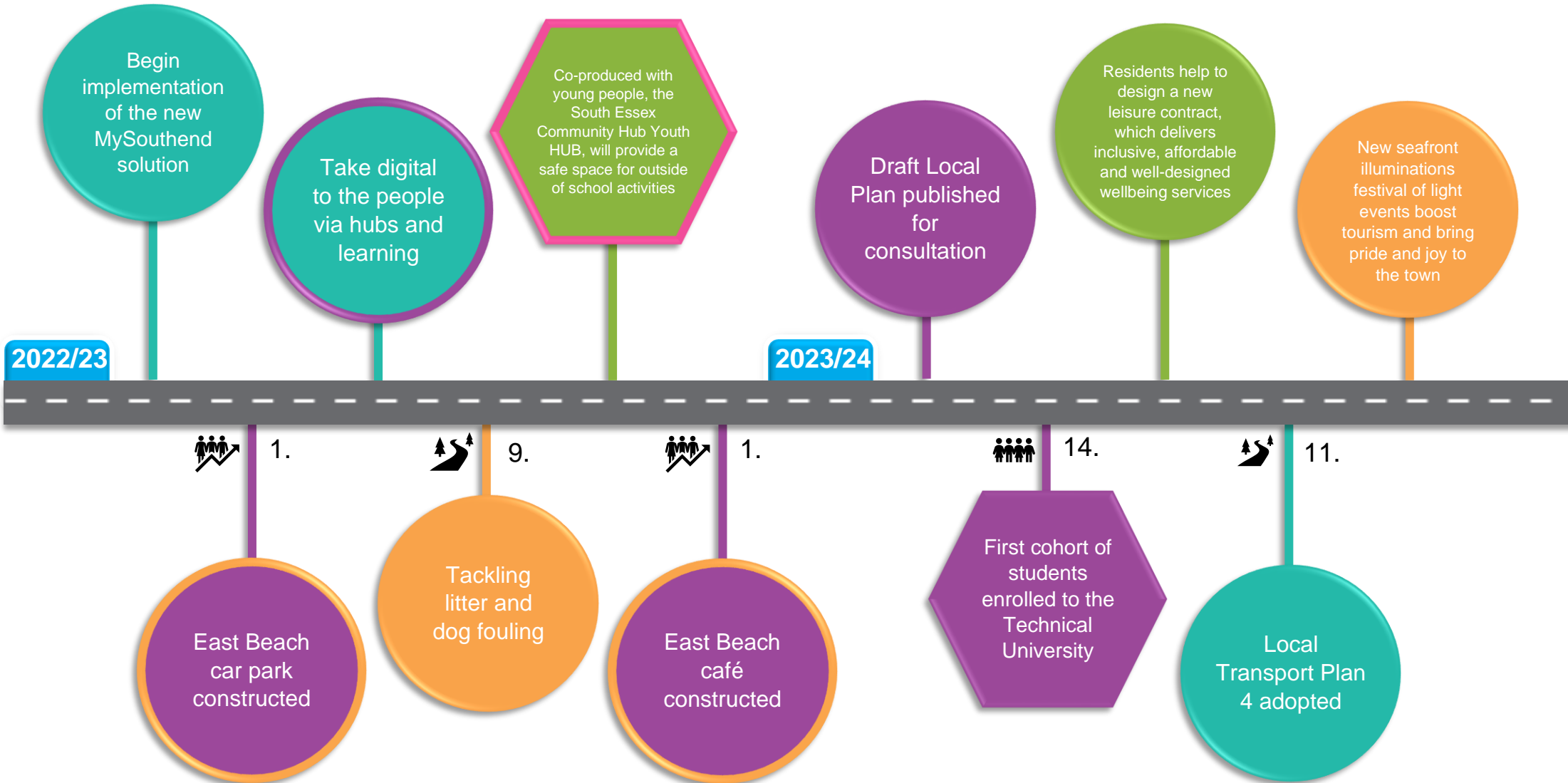


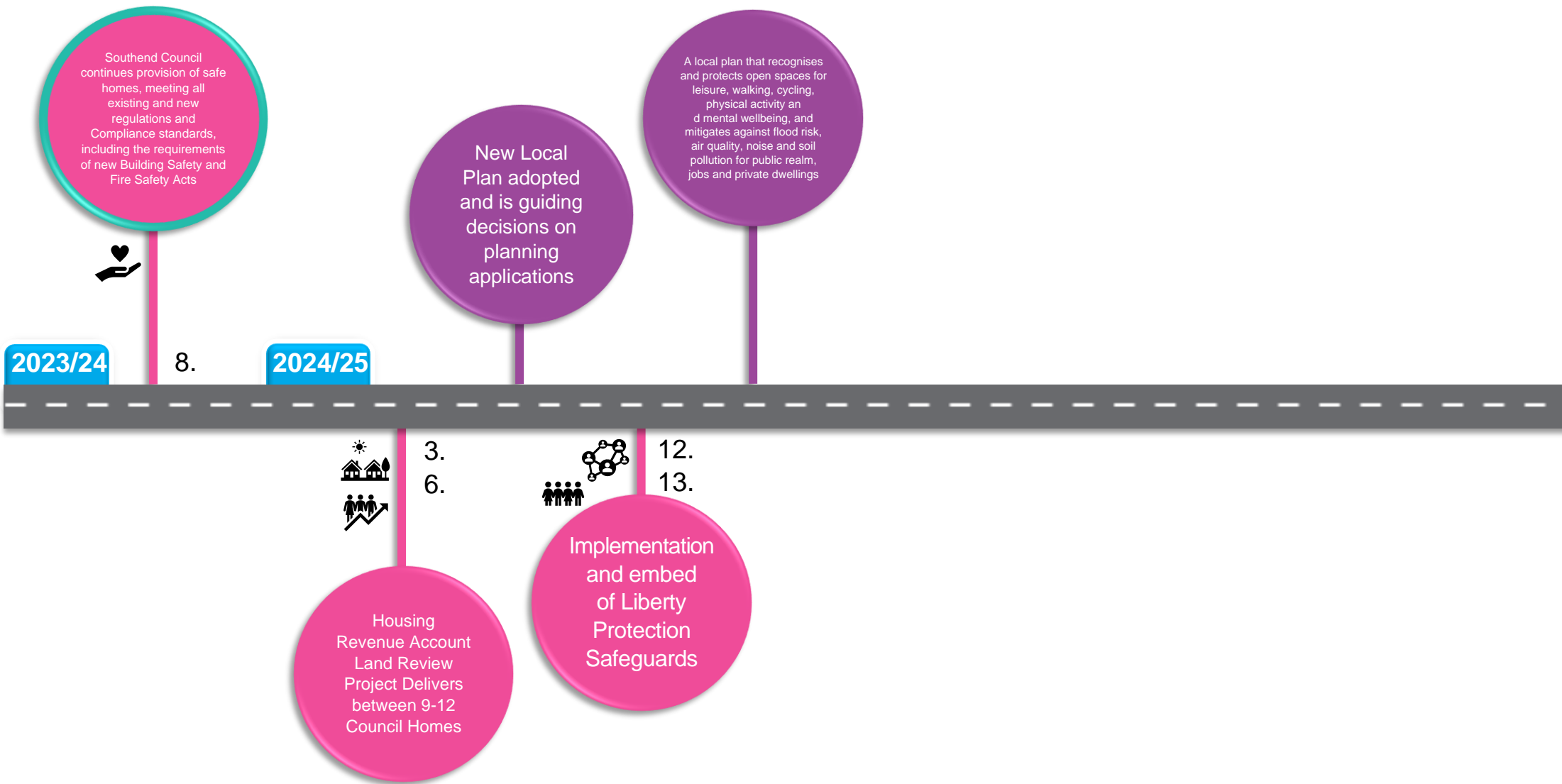






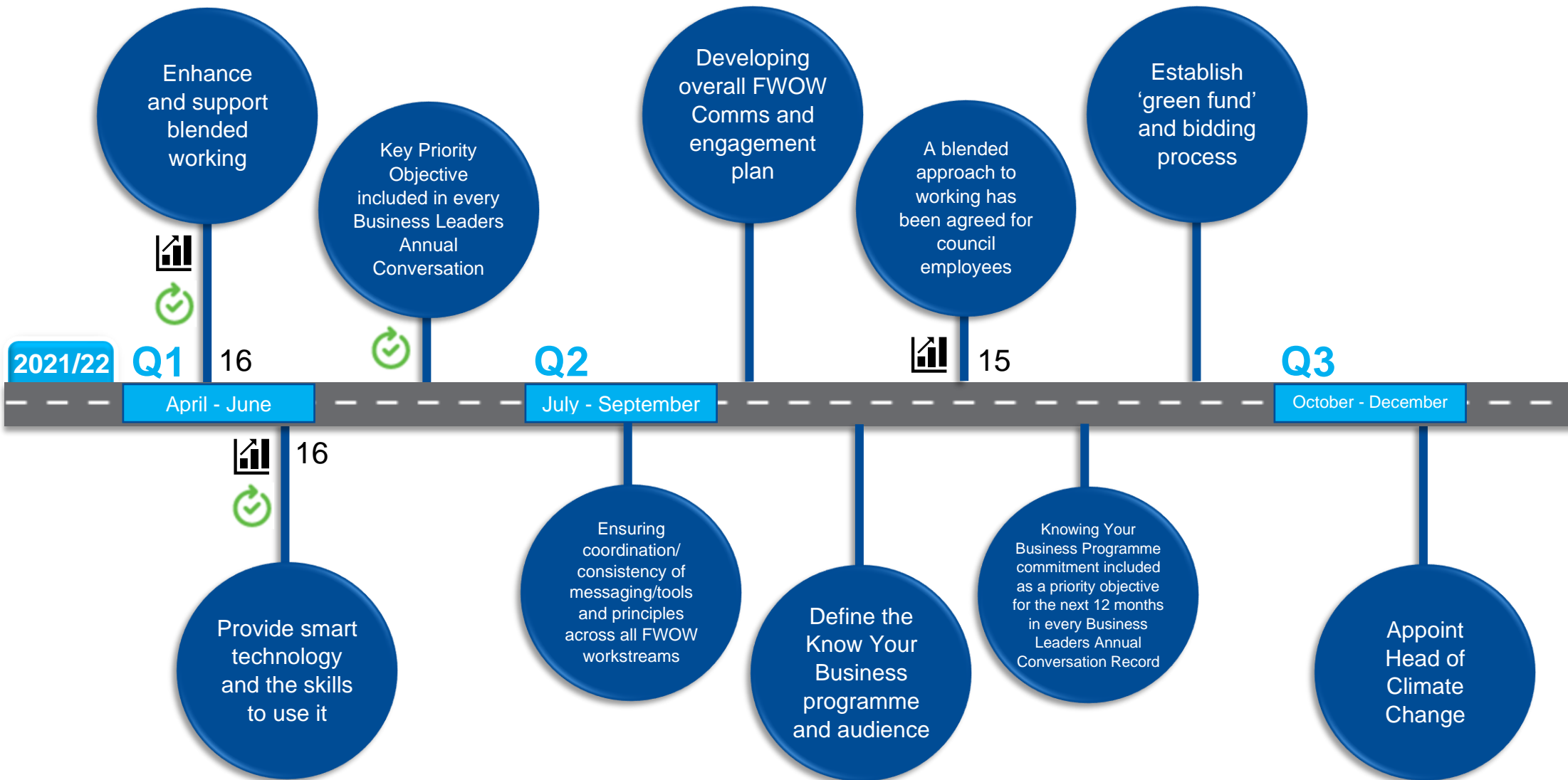







Draft Southend 2050 Roadmap – Future Ways of Working

Appendix 7



 Milestone completed

