

SOUTHEND

The background is an abstract composition of layered, torn-paper-like shapes. At the top is a solid pink area. Below it is a teal layer that tapers from left to right. Underneath the teal is a large yellow layer. At the bottom is an orange layer, with a smaller yellow shape overlapping its bottom-left corner.

City Centre Strategy and Investment Plan

With special thanks to the following stakeholders and groups who helped us to shape the strategy and investment plan:

- Councillors
- Members
- Southend City Council Corporate Management Team
- Southend City Council Officers
- The Engine Room
- South Essex College
- University of Essex
- YMCA
- Adult Education College Southend
- Southend High School for Girls
- Get the Kids Out
- St Chedds youth group
- Youth Council
- A Better Start Southend
- Landowners, developers and property stakeholders including Swan Housing and SKarchitects
- Southend Business Improvement District
- Independent businesses and networks such as Thrive Collective, Yoga Factory, IndiRock and Show Up Southend
- LCR
- Southend Tourism Partnership
- Southend Creative Culture Network
- Concrete Culture representatives
- TOMA
- Southend Museum
- Old Waterworks
- Focal Point Gallery
- METAL
- Kiwi Productions

A full list can be found in the supplementary Engagement Report.

Revisions tracker

Revision	Date	Description
B	01-09-2022	Final document issue
A	24-06-22	Draft issue for client review

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1.0

A vision for Southend City Centre

Executive summary
Vision

Executive summary

This strategy, informed by a period of in-depth research and engagement, sets out a clear vision and series of actions to guide the future development and direction of the city centre for years to come.

About this document

Southend City Council has appointed a team of specialist consultants led by We Made That to produce a Strategy and Investment Plan for Southend city centre.

The strategy is grounded in the Southend 2050 ambition for the future and recognises concurrent work such as the developing Local Plan, Local Transport Plan Four and existing strategies such as the SCAAP and Green City Action Plan.

The strategy emphasises the role of arts, culture and the creative industries in the renewal and transformation of city centres. It is therefore positioned to maximise partnership and investment opportunities at a sub-regional level via the Thames Estuary Cultural Production Corridor and at a national level, aligned with the investment principles of Arts Council England's Let's Create Strategy.

Let's Create has four investment principles:

Ambition and quality – supporting ambitious cultural organisations and artists to develop their talent and deliver impact to communities across the country.

Dynamism – driving innovation through collaboration, connecting different sectors through arts and creativity, and nurturing dynamic creative places.

Environmental responsibility - with arts and culture leading the way in sustainable practice.

Inclusivity and relevance – a commitment to equality and fairness and embracing the full diverse talent base to build distinctive communities and places.

In the future, the strategy will be read in conjunction with the Levelling Up Fund application, Local Transport Plan 4 and Local Plan once published.

About the investment plan

Whilst the vision sets the trajectory for longer term 15-20 year thinking, the focus in the shorter term 5-10 year period is to establish a place which is investment and development friendly allowing for more market opportunity-led approaches. Less emphasis can be placed on the public sector needing to financially support projects to get off the ground. This investment plan lays the groundwork for this to happen.

This document sets out all the great things already underway in Southend City Centre, to demonstrate why it is an exciting time to invest in Southend.

Document structure

This document contains the following chapters:

- A vision for Southend City Centre
- How to be a good city
- How to behave like a City
- Projects to deliver the vision
- Next steps

Accompanying documents

A background evidence base document has been published as a separate document and supplemented by a separate engagement report to demonstrate how the strategy and investment plan has been guided by the views of those that live, work, visit, do business and study in Southend City.

The Vision

What if Southend's independent spirit was used to shape a different kind of city?

Southend has always done things differently. It is a city filled with creative people and bold ideas about the future. This independent Estuary spirit will be the key to paving a path forward for bright future for the City Centre.

In looking towards the future, this document will help Southend direct its creative energy towards shaping a City Centre that promotes health and well being that is supportive and inspiring for young people and families.

The golden thread which will underpin the future development of the City Centre is a commitment to inclusivity and sustainability, with creativity central to the area's renewal and future dynamism.

The vision has been shaped by those that live, work, visit, do business and study in Southend City. We hope you can join us in working to change perceptions and build Southend's reputation.

What if Southend...

...had a boldly green and sustainable city centre?



...welcomed all communities from near and far to its centre?



...was known for having the best work-life balance in the South East?



...shouted about its great education and business culture for young people?



...had the most family-friendly learning and creative programs in the country?



2.0

How to be a good city

Characteristics of a good city

What is already happening?

Evidence base summary

Engagement summary

Key themes to guide future goals

Characteristics of a good city

To understand the opportunity available to Southend in becoming a city, we have considered why the best small cities in the world perform so well. We have learned from a number of places, identifying what makes them special and competitive.

Looking at cities of similar size to Southend, we have identified how Leuven in Belgium attracts and retains talented students; how Wiesbaden celebrates its relationship with neighbouring Frankfurt; how Bergamo in Italy benefits from strong consistent public leadership; how Groningen in the Netherlands has differentiated itself through greening and pedestrianizing spaces; and how Victoria in Canada has become noted for its focus on quality of life.

This has led to us identifying the following outcomes that we feel will help make Southend a good city:



...people will be healthy and well



...a carbon negative future is embraced



...people will feel safe on the high street



...populations are open and diverse



...provides access to nationally significant culture



... has distinctive physical environments



... is attractive to talent and investment



... can demonstrate innovation and specialisation



...creativity and culture will provide the foundations for a dynamic, distinctive and collaborative city



Creating an attractive alternative to big-city life by offering a high quality of life to young families in Wiesbaden, Germany
Image: Martin Kraft



Putting forward the city's relationship with water and nature in Victoria, Canada.
Image: www.ontheluce.com/victoria-british-columbia/



Rapid transition away from cars towards pedestrian and cycle-friendly streets in Groningen, Netherlands
Image: Andreas Lindinger



Thriving City as a result of a mutually beneficial relationship with a larger neighbour, Brighton
Image: www.propertylistings.ft.com



Development of historical tourism with a clear climate-focused objectives in Bergamo, Italy.
Image: www.lovingbergamo.it



Retention of students and young people by focusing on their needs in the university city of Leuven, Belgium
Image: Visit Flanders

What is already happening?

Recent success stories and projects underway



Southend City Council are working to bring new residents to the city. The Better Queensway development will bring up to 1,760 new homes. Image: www.betterqueensway.co.uk



The Seaway Leisure project is the proposed redevelopment of the Seaway car park with a new cinema, hotel, restaurants and leisure space. Image: www.turnstoneestates.com



Southend City Council have undertaken recent public realm improvements along London Road, Victoria Plaza and The Forum is underway. Image: Southend City Council



New groups and networks have been forming. Most recently this includes Southend Creative Culture Network, business group Thrive Collective and new arts co-operative Concrete Culture. Image: WMT



Programmes to address vacancy on the high street include Empty Unit Grants, shopfront loans, No Use Empty scheme and supporting No90 The Ironworks. Image: © Film Free Photography



The Victoria Shopping Centre has been purchased by Southend City Council and new leisure uses are being introduced, such as the IndiRock climbing centre. Image: www.indirock.co.uk

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Evidence base summary

This chapter of the report presents a summary of the key findings and messages coming out of the initial research phase of the work; both from an extensive evidence base report and an engagement process summarised on the next page.

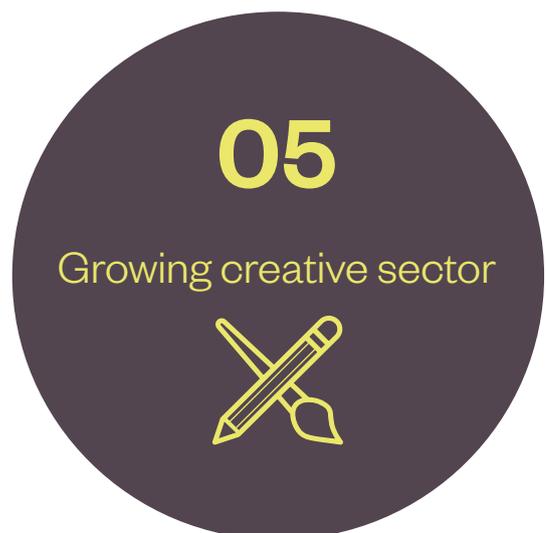
The full evidence base and engagement reports can be downloaded as supplementary appendices.



The borough's economy is shrinking which is being exacerbated by an under-performing city centre.



Improve access to green infrastructure, particularly through new developments and projects.



Creative sector growing but not highly visible in the built fabric.

02

Health challenges



Borough-wide averages mask significant localised health challenges which are being influenced by the built environment.

03

Unique heritage assets



Heritage assets could be working harder to support a sense of pride.

06

Community facilities



Community and social infrastructure could be more visibly prominent in the central high street area.

07

Closely connected services



Services in the city centre are close to each other and can be accessed within short walking distances.

Engagement summary

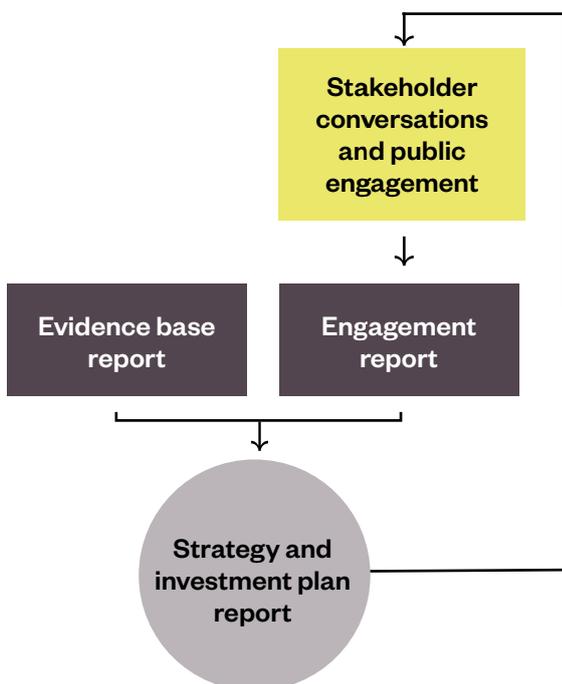
Public and stakeholder engagement was integral to the development of the Southend City Centre Strategy and Investment Plan. Over the course of four months, We Made That held workshops, focus groups, one-to-one conversations, a public event and an online survey. Outreach was directed towards youth groups, the creative and cultural sector, community groups, and the business and development sector, as well as the wider public, residents and visitors.

The engagement process was designed to offer multiple opportunities for concerned parties to voice their priorities for the future of Southend City Centre, at different stages of the plan's development. This ensures the development of a vision that all the people of Southend can feel confident in.

All of the projects have been developed from feedback and conversations during the strategy process. Comments following the public exhibition have been fed into the projects and summarised in the 'what you said' sections.

A creative city depends on a collaborative process. Engagement for this Plan has kickstarted an era of collaboration and dialogue. It is just the beginning.

Developing the City Centre vision, strategy and investment plan - process diagram



Over 438 people engaged during the process:

33 One-to-one conversations with stakeholders

80+ Conversations at public event

272 Online survey responses

4 Engine Room (independent stakeholder group) meetings

6 Themed workshops (CCI, property and development, business and tourism, University COG, Thrive Collective, BID)

124+ Young people engaged through workshops and survey

4 Workshops with Steering Group officers

56+ Engaged during Working Party and Summit Event

Key messages from engagement process:

Improve feeling of safety on the high street

Take an environmentally proactive approach

Create an inclusive and accessible city where there is something for everyone

Celebrate being different, doing something new

Quick win visual improvements to high street environment

Focus on young residents and families

Expand offer of healthy activities

Communication of future plans and marketing for creative and independent offer

Support and collaborate with growing creative sector

The Kursaal is a well loved historic asset

What if Southend's independent spirit was used to shape a different kind of city centre?

What if Southend's centre welcomed all communities from near and far?

SOUTHEND VICTORIA

QUEENSWAY

VICTORIA CENTRE
Civic and community hub

What if Southend was sustainable and sustainable?

CHICHESTER ROAD

CENTRAL HOUSE

SOUTHEND CENTRAL

HIGH STREET

What if Southend shouted about its great education and businesses culture for young people?

What if Southend was known for having the best work-life balance in the South East?

What if Southend had a boldly green
city centre?

ROYALS

MARINE PARADE

KURSAAL
Space for creativity for all ages

What if Southend had the most
family-friendly city centre the
country?



Key themes to guide future goals

Themes to guide the vision for Southend's future

To deliver the vision, the following themes have been developed in response to conversations about the City Centre and the need to look long term. The Council will provide targeted long term support to programmes of activity to build and evolve the investments and ideas we set out in the report.

Delivering the future vision for Southend City Centre

What if Southend's independent spirit was used to shape a different kind of city centre?

A different kind of city centre

Southend is now a city and is ready to do things differently. Southend will use its relationship with London, Essex and Kent and its independent Estuary spirit to shape a bold, brave and proud future for its city centre. that is not afraid to try something new.

Sustainability and inclusion will drive each and every action.

Sustainability and inclusion

Sustainability and inclusion

Healthier Lives

Southend will judge the success of investment and change in the City Centre by its impact on the well-being and quality of life of its communities, and its contribution to climate action.

Inspiring Young Residents

Young people and families will be empowered and attracted to Southend as an inspiring and supportive place to be. This will drive a dynamic local economy and vibrant City Centre.

3.0

How to behave like a city

The Council's role: city leaders

The one thing all good small cities have is strong leadership.

The City Council needs to set an optimistic and strategic tone. Living, working and investing in Southend needs to be seen as a privilege, associated with quality and fairness. The city needs to be seen as a big opportunity, and this opportunity needs to be acknowledged outside of the city.

To achieve the outcomes we set out above, Southend will need strong central management, but also devolution of ideas and challenges to local groups and communities. The City Council will need to balance top-down intervention, with the nurturing of local ideas and enthusiasm.

Centrally, planning powers can be used to create innovative and progressive policies that are responsive to the ambitions of this strategy and the city's economic, social and environmental context. This could include:

- Promoting/enforcing Net Zero in new development
- Expediting appropriate change of use from retail to community, culture or workspace
- Implementing design review processes to ensure quality
- Supporting the wider transformation of the city where development can be linked and consolidated

Land and property assets should also be used as part of this to deliver positive change. In some cases, the Council will need to take a broader view on the value of sites than just their income and economic impact.

Spaces such as the Victoria Centre can become hubs for public good as well as rental income.

At the project level, the Council can directly deliver many of the interventions set out in this document but should seek to work in partnership wherever possible. Project managers need to work with collaborators to scope out and define projects, generate wider interest, leverage funding and bring them to fruition. The Council should use its influence to bring key decision makers and influencers to the table to help unlock opportunities and overcome barriers. Groups like the Engine Room are an important step in establishing a dialogue between stakeholders and the City Council.

City Council resources will also be used to support relevant initiatives being led by other organisations. This may be through project management support, revenue funding, capital funding, political support or advice. Officers should help stakeholders understand the different funding and resources available to deliver projects.



The Royals. Image credit: Southend BID

Evolving behaviours for city management

This strategy should mark a shift in thinking about Southend's economy and a step-change in the City Council's approach to place and economy.

Turning Southend into an opportunity-driven market can only be built on the foundations of small, incremental changes that nurture, improve and establish what Southend's identity is to be as a City. As time progresses, investment and development activity will be intrinsically more sustainable and also less marginal from a viability perspective, meaning that tricky stalled sites or long-term programmes with multiple phases of activity will be easier to commence, and they will be able to exhibit high quality design, sustainable performance, liveability and integration with their surroundings.

Given this complexity, the City Council and its partners will need to be innovative in approaching delivery. Once again learning from the best small cities in Europe, the following principles have been identified to support a new approach to the City Centre:

- **Commitment** - A shared and long-term commitment that responds to the challenges and opportunities identified in this strategy
- **Collaboration** - Making the most of the capacity and resource that exists across the city by building on the work of partners, brokering new relationships and working across new areas
- **Participation** - Embedding participatory principles within delivery to ensure that Southend's residents are actively involved in idea development, decision making and delivery
- **Innovation** - Delivering innovative projects and taking innovative approaches to leverage funding and realising ambitions
- **Agility** - Continuously reviewing delivery mechanisms, project priorities and ways of working to ensure the city remains agile in responding to changing needs
- **Pace** - Working rapidly to deliver projects that deliver positive economic, social and environmental impacts



Southend High Street. Image credit: Paul Tait

Practical principles

The proof of Southend's ability to adopt the behaviours of good city management, will be in the delivery. We have therefore set out six practical principles for consideration amongst partners as they begin to take the existing town centre and turn it into a thriving city centre.

Embed Response to Inequality

As Southend grows and becomes more popular, partners will need to organise to respond to the challenge of inequality. The city is already susceptible to challenges in cost of living with house prices which are amongst the fastest growing in the southeast. Unchecked, with embedded poverty which impacts around 1 in 5 residents, potential gentrification impact could compromise the success of this strategy.

Without public sector intervention and a focus on the wellbeing of local people, the experience of living in the city centre could become harder for a significant proportion of the local population. It is, therefore, vital that the plan is honest about the challenge and ambitious in its response.

Transition to Net Zero

A great city of the future, Southend needs to be a leader in responding to climate crisis, with the public sector being a leader. This will mean finding ways to support delivery of retrofit at scale, reducing transport emissions, supporting circular economy, and providing more resilient urban infrastructure. This is a challenge for all areas of the country, but one which can be expedited in Southend and become part of its future urban identity.

Think Big and Think Long Term

If Southend is to become a growing, diverse and competitive city, it will need to grow and will need to secure new investment to support this. The city must think long term about how it does this and identify opportunities of scale. Sites to accommodate the city centre's expansion can be isolated by timing geography; as an effective steward, the council, must start to form links between these sites to enable them to be seen as a whole.

The area from Tylers Avenue to the Royals, to Seaway Car Park, to Marine Plaza, to the Kursaal represent an arc of opportunity for the city centre's future growth. Whilst these are at various stages of their evolution in allocation, planning and delivery, considering them as a conceptual whole would be a positive practical example of thinking like a city.

Embrace London

Southend's relationship with London can be problematic, but also defines the city (whether in opposition of celebration). Embracing London should be an important part of Southend's evolution as a city and its approach to the city centre; many small cities (Brighton, Bath, Bergamo, Wiesbaden) we have considered thrive as a result of a mutually beneficial relationship with a larger neighbour. This is not about being subservient to London but recognising that London will benefit from a stronger more competitive Southend and by being active in an exchange of ideas on economy and culture will add value to the city centre offer.

Rethink the Value of the High Street

For the last 30 years' we have defined the success of high streets predominantly on commercial terms, aspiring to increased spending, land values and private investment. The High Street in Southend represents a significant amount of space for interaction and social connection, but is not always appreciated for this function. By seeking balance between social, environmental and commercial value, Southend's city centre can become a more rounded contributor to the city. Great liveable cities do this well in many cases, yield commercial benefit as a result.

Devolve Responsibility for Ideas and Inspiration

Southend is diversifying and thanks to an active creative and cultural conversation is a city of ideas and civic action. This needs to be embraced in the city centre's evolution, with spaces and forums for these ideas (and in some cases challenge) to be promoted. The city needs to think about how it can embed systems which encourage civic action and give local people space to explore their ideas and the confidence to scale these in Southend. This can be formal and informal but should cut across everything within this plan.

Bologna's Civic Imagination Office

Bologna noted that the city's evolution was being hindered by distrust of city government amongst local residents and businesses so have prioritised resident participation and need by focusing on 'the urban commons'. A new Office for Civic Imagination has enhanced collaboration between the city, business, university and local residents. This provides a progressive basis upon which a conversation on the future of the city can take place. More funding and decision making has been devolved to local areas, enabling people to focus on the districts of the city that are most important to them.



Image credit: www.sustainablecities.eu

4.0

Projects to deliver the vision

4.1 A welcoming place for all



Chinese New Year celebrations
Image credit: Gaz de Vere

ays Travel

ESCAPE



What if Southend's centre welcomed all communities from near and far?

Victoria Station gateway area

The area at the top of the high street, including Victoria station and the Victoria Centre has been identified as a key area to accelerate access to services and facilitate transportation throughout the City Centre. Projects explore how a transport hub can be re-imagined as a centre for social interaction. All projects identified have been developed through research and engagement.

A different kind of city

1. Victoria Centre retail and community health hub gateway: combining retail uses with a hub for civic, community, cultural and commercial uses (see anchor projects)
2. Integrated programme of interactive, playful and artist-led interventions, such as a new art work on the bridge, to showcase Southend's creative talent and city branding
3. Test and trial different uses in multistorey car park; such as a bike park, leisure uses or events. Potential to trial EV parking
4. Programme of events and activities that showcase new leisure uses
5. Remove New Look extension to open up route from the station; re-use materials, high quality soft landscaping and accessible public realm coordinated with Focal Point Gallery public art commission

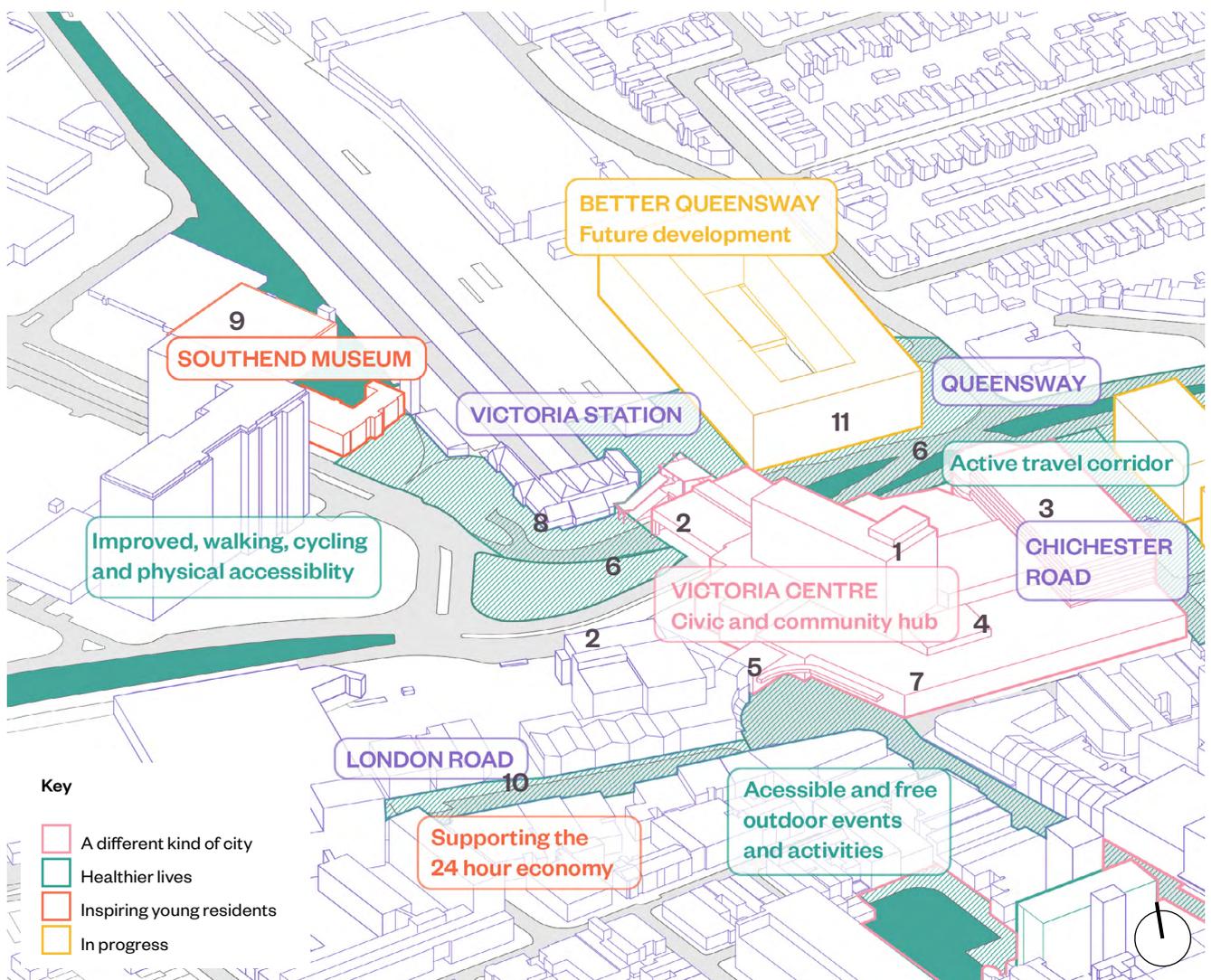
Healthier lives

6. A liveable city centre: strategy to improve walking/ cycling connections and accessibility along North South corridor and to Chichester Road, integrated with improvements coming forward to the Queensway (see anchor project)
7. Victoria Centre greening: trees, Sustainable Drainage Systems, planting, opportunities for grow spaces on roofs
8. New and green public transport options: possibility of light rapid transit links from Victoria station to the seafront. Coordinate improvements in access to public transport with the new Local Transport Plan 4

Inspiring young residents

9. Open up public access and attract younger audiences to the Southend Museum collection. Link with the Beecroft gallery
10. Bring more people to the city centre through the day and night to improve feeling of safety: events programme such as a night market at the Victoria Centre precinct and along London Road (see section 4.2)
11. Better Queensway: ground floor creative workspace

Key projects



Public event: what you said...

- Trialing an Electronic Vehicle car park and artwork on the Victoria bridge were low priority projects
- Children's exhibit about Southend history
- Tourist information in the centre of the high street
- Affordable indoor youth leisure and sports offer; pool tables, roller city, ice rink, mini golf, soft play
- Access to public transport (eg free bus travel for under 18s) and safe cycle routes were the key concerns when thinking about all transport modes (however accessible parking spaces requested)
- Activate Victoria Plaza with cafes, terraces, pubs
- Victoria Centre; free work spaces, outside painting, temporary accommodation, community drop-ins
- Southend must become a cycle friendly city; join up routes along Victoria Avenue and the seafront

"Friendlier, more welcoming centre-activities and people"

"Increase accessibility to public transportation"

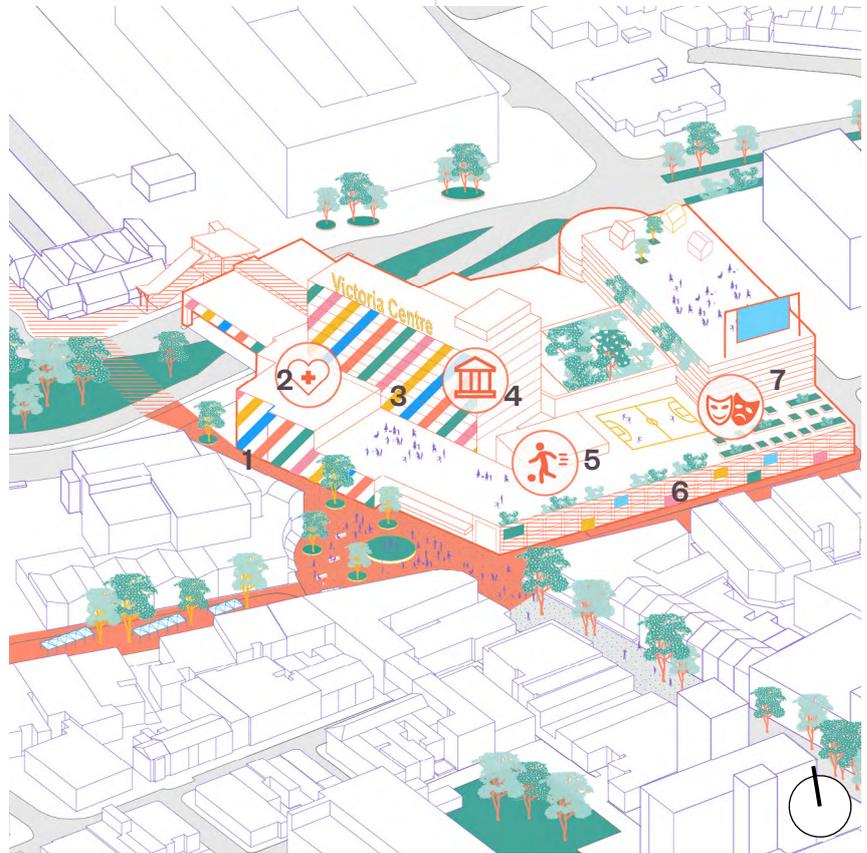
Anchor project

The Victoria Centre

A creative, commercial and community health hub in the Victoria Centre, in addition to retail core

The recent purchase of the Victoria centre by the City Council is an opportunity to do something new with retail spaces. Large spaces create a unique opportunity to bring indoor facilities and services right into the heart of the City Centre, building diversification around a core retail offer, providing customer convenience and driving additional footfall. Showcasing the Council's presence will be a key part of the future of the city centre, and will demonstrate the Council's ambition to see change happen. Interventions should be delivered ahead of Better Queensway, for maximum impact.

1. Improve connection to Victoria Station mobility hub
2. A centre for health services (already underway)
3. Improve visual experience for visitors and showcase Southend's creative talent
4. Relocate Council services and offices for convenience and increased footfall
5. Provide accessible sports facilities and leisure uses, particularly for young people
6. Open up and illuminate frontage: use windows to promote Southend
7. Test new uses for the car park such as a rooftop cinema or Electric Vehicle services
8. Showcase new leisure uses with activities and events through the day and night



Vertical urban village in a former department store, Crosstown Crossroads, Memphis, USA
Image: Tom Vander Ark



Vertical public spaces in The Commons, a retail centre in Bangkok, Thailand
Image: © Ketsiree Wongwan



Transport interchange and public realm with shared identity, Federation Square, Melbourne, Australia
Image: © Steven Wright



A project to revitalise and restore the Brixton Recreation building and surrounding quarter, Brixton, Lambeth
Image: © Historic England Archive

Anchor project

A liveable city centre

A joined up approach to public transport and active travel could make Southend the easiest city to get around. The city is already compact, walkable and with good public transport connections. A modal shift towards more sustainable transport will help to achieve net-zero carbon.

Around the city centre

- Transformation of the two stations and the Travel centre into mobility hubs; integrated buses, local rail services, car clubs, electric vehicles, shared bikes with local services
- Enhance pedestrian links to the high street and seafront; public realm, wayfinding, improved access for mobility scooters and wheelchair users
- Light rapid travel links from high street to seafront
- Enhancement of Pier Hill as a walking and cycling route
- Freight consolidation: transfer of goods at sites outside the city centre to low carbon modes such as e-cargo bikes

Cross-city/wider connectivity

- Increased parking capacity through Park and Ride
- High quality integrated bus services with more cross city services, high quality waiting infrastructure and information
- Safer and more coherent network of East-West cycle routes, as well as North-South, linking to residential areas
- Potential future rapid transit to connect city to wider areas



Key

- Bicycle Routes
- Mobility hubs and improved connections
- Seafront connections
- Enhanced pedestrian high street
- Core bus network and increased parking capacity through Park and Rides
- Freight consolidation
- Attractive green streets



Cambridge park and ride system
Image: Steer



Safe bicycle routes on St Bride's Street, Farringdon, London
Image: Steer



Enhanced pedestrian high street in Manchester
Image: Steer



Increasing urban tree canopy on Sauchiehall Street, Glasgow
Image: Green Blue Urban

A welcoming place for all

Making it happen

Anchor project

 TOP PRIORITY 1. Victoria Centre community health hub			Public sector lead
Intervention	Rationale	Outputs	Action/governance
<p>An asset management schedule to shape the Victoria Centre into a local services, leisure and community hub alongside a retail core; a better visual experience for visitors arriving via Victoria Station, Better Queensway and the city centre</p>	<p>Recognising that there is an over-supply of retail in Southend and that the retail sector is declining</p> <p>Maximising the opportunity presented under Council ownership to offer an alternative offer within a shopping centre environment</p> <p>Future proofing the Council's asset</p>	<p>Increased footfall and dwell times in this part of the city and surrounding area that benefits the city centre economy</p> <p>A multi-option local service, health and community hub that offers convenience for local residents</p> <p>Visual improvements to the façade and public realm, and better links to the Better Queensway development</p>	<p>A Council-owned and Council-led initiative in conjunction with their asset management advisors</p>
Outcomes	Funding/partners	Timeframes	£
<p>A better tie-in with Better Queensway that serves to improve the attractiveness of this development and accelerate its delivery</p> <p>Improved resident satisfaction in having a number of community services under one roof</p> <p>A better arrival experience for city centre visitors</p>	<p>Council funded</p> <p>Working with the Better Queensway developers to tie-in the projects; Swan Housing Association and Porters Place Southend LLP</p>	<p>Ongoing, with changes seen already and many more interventions in the planning and proposal stages</p>	<p>Short Term:</p> <ul style="list-style-type: none"> - General external improvements: £325,000 - Artwork: £266,500 - Opening up eastern façade: £1,845,000 - Illuminations on eastern façade £300,000 - Internal improvements £348,880 <p>Medium Term:</p> <ul style="list-style-type: none"> - Removal of New Look building: £79,000 <p>Total: £3,164,380</p>
<p>Day 1 Action: Communicate more widely the future proposals for the Centre so that investors and developers can better understand the direct actions that SCC are taking to improve the city centre experience.</p>			

Anchor project

 TOP PRIORITY 6. A liveable city centre; 8. New and green public transport			Public sector lead
Intervention	Rationale	Outcomes	Action/governance
<p>New non-vehicular transport routes from North to South that overcome the perceived challenges and inconvenience of traversing the full length of the High Street and beyond, increasing the potential footfall for all retailers and improving links with the High Street</p> <p>Rapid transit link could provide significantly enhanced public transport service, enabling and attracting more city centre users and visitors to access the centre by public transport</p>	<p>Enhances visitor experience, allows sustainable growth of the city centre</p> <p>The long length of the High Street often creates a situation where visitors either frequent the northern half or the southern half, and less often traverse the full length</p> <p>New modes of easily accessible transport are required to make the journeys more convenient</p> <p>Modal shift towards more sustainable transport to help deliver on net zero objectives</p>	<ul style="list-style-type: none"> - Non-vehicular transport hubs around the key interchanges such as rail stations, car parks and main pedestrian routes - Options might include bikes or a light rapid transit system - Location could include Chichester Road, incorporated into any future changes at Queensway, Tyler's Avenue car park, travel centre, The Royals and other key sites to the east of the High St - Regular connections back into the High St to ensure easy permeability and ensure the High Street remains a predominantly pedestrianised area 	<p>Council-led role in facilitating the opportunity through planning control in redevelopment scenarios to ensure the route is embedded into designs</p> <p>Council-led role in changing the road system to ensure reduced car flow along any route of the new travel routes</p> <p>Transport operations run by external operators under licence from the Council</p>
Outcomes	Funding/partners	Timeframes	£
<p>Increased footfall as more visitors have wider access to extended parts of the city centre. Improved visitor experience; businesses are attracted and thrive</p> <p>More demand for retail and leisure facilities at both the north and south of the High Street</p> <p>Improved connections from the High Street to The Kursaal and sites in between, increasing the economic success of sites in these locations</p> <p>Increased use public transport and range of sustainable travel options provided</p>	<ul style="list-style-type: none"> - Early-stage planning and transport changes initiated by the Council - New non-vehicular transport routes could be brought forward alongside new development - In-fill routes could be funded by the public sector/planning gain contribution eg S106 - Operators could fund the provision of bike/scooter hire - Potential partnership with BID/businesses - Light rapid transit in partnership with neighbouring South Essex Local Authorities - National govt funding 	<p>3 years to deliver a large portion of the infrastructure</p> <p>3-5 years for full completion</p>	<p>Medium Term:</p> <ul style="list-style-type: none"> - New cycle routes £1,755,000 - Improved walking routes £5,742,000 - Mobility hubs located at Victoria Station, Central Station £1,175,000 <p>Total: £8,672,000</p>
<p>Day 1 Action: Explore external funding to trial new transport modes such as rental bikes and ensure that wider planned strategic and operational transport investment addresses these ambitions.</p>			

Projects have been ranked according to priorities indicated at the public event.

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
● HIGH PRIORITY 9. Public access to Southend Museum collection				Public sector lead	
Overcrowding of the museum's collections is preventing public access which in turn is limiting potential income streams from visitors, researchers and learning programmes	Addition of a new storage facility (net zero emissions on delivery) to free-up space in Central Museum and Beecroft Art Gallery	Enhanced income generating opportunities Allowing residents to have greater access to their cultural heritage More opportunities for educational programmes	Government grant funding Public sector funding Southend Museum	2-4 years to develop the new storage facility and open-up the existing space	£££
Day 1 Action: Seek funding opportunities for design development and capital investment					
● MEDIUM PRIORITY 3. Test and trial different uses in multistorey car park				Public sector lead	
Make better use of underused elements of the car park, and to provide affordable, lateral meanwhile space for new business ventures	The temporary closure of underused elements of the car park and the introduction of alternative uses	A diversified and increased income stream for the Council. The trialling of new business ventures on a temporary basis that could find alternative, permanent space in the city if successful	Council-led opportunity, potentially run and funded by external operators depending on the viability of any proposals	12 months to mobilise	£
Day 1 Action: Communicating the opportunity and inviting ideas for potential uses					
● MEDIUM PRIORITY 5. Remove New Look to open up route from Station				Public sector lead	
The New Look extension provides relatively little additional accommodation to the shopping centre, but has a far greater negative impact on the visibility and pedestrian experience of going to and from Victoria Station and the High Street	Demolition of the New Look extension building and expansion of the public realm to better link Victoria station to the High Street. Circular re-use of materials	A more attractive visitor experience to Victoria station and a long term increase in the numbers of visitors to this part of the High Street (as part of the wider recommended changes made within this document)	Council-led initiative as freeholder of the shopping centre, subject to vacant possession of this extension building	Subject to lease expiry for this element of the shopping centre 6 months to complete the works	££

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
Day 1 Action: Asset management plan to ensure that vacant possession is available at the earliest opportunity					
2. Integrated programme of interactive, playful and artist-led interventions					
<p>Use of colour and integration of art and environment to showcase Southend's creative talent and city branding and create a welcoming arrival to the City Centre</p> <p>Including creative wayfinding solutions to improve legible routes</p>	<p>Southend has a positive external reputation</p> <p>Use of colour and integration of art and environment to give visual uplift and attractive environment</p>	<p>Creating moments of interest through the area and a celebration of local and international talent</p>	<p>SOCN and other creative partners such as Focal Point Gallery/ SECC/ Landowners and tenants</p>	<p>Dependent on proposals</p> <p>Quick wins following strategy within 12 months</p>	£
4. Programme of events that showcase new leisure uses					
<p>Showcasing new leisure uses coming forward at the Victoria Centre. Late night or launch events to test different target audiences</p>	<p>Social functions provided day and night will help drive inward investment</p>	<p>A city that is resilient to change</p> <p>Bringing more people to the city centre through the day and night to improve feelings of safety</p>	<p>Council support</p> <p>BID/Visit Southend/ Southend Business Partnership/ Private landlords and enterprises</p>	<p>6 months to instigate</p> <p>Ongoing programme</p>	£

4.2 A culture of education and learning



Summer Film Screenings on Big Screen, Focal Point Gallery, Southend
Image credit: Niki Cornish



What if Southend shouted about its great education and improved business opportunities for young people?

Forum and Central Station Area

Southend's City Centre is home to significant educational institutions, yet these institutions and the work they do with the community could be more visibly present in the City Centre. Building on the work that educational institutions are already doing will be pivotal for creating an inspiring place for young people.

A different kind of city

1. Reinventing large lateral commercial spaces such as Central House as a creative sector/ business hub with a particular focus on supporting young talent and green skills programmes (see anchor project) Forum public realm and screen: programme of events that put forward existing organizations and skills to support the 24 hour offer (underway)
2. Trialing multicultural food markets or a Teenage Market in connection to the Forum public realm
3. Potential development of site adjaance to station to introduce new housing and spaces for cultural and creative production, enterprise and exhibition
4. Celebrate and support new business networks such as Thrive Collective and support independent business offer, for example through marketing

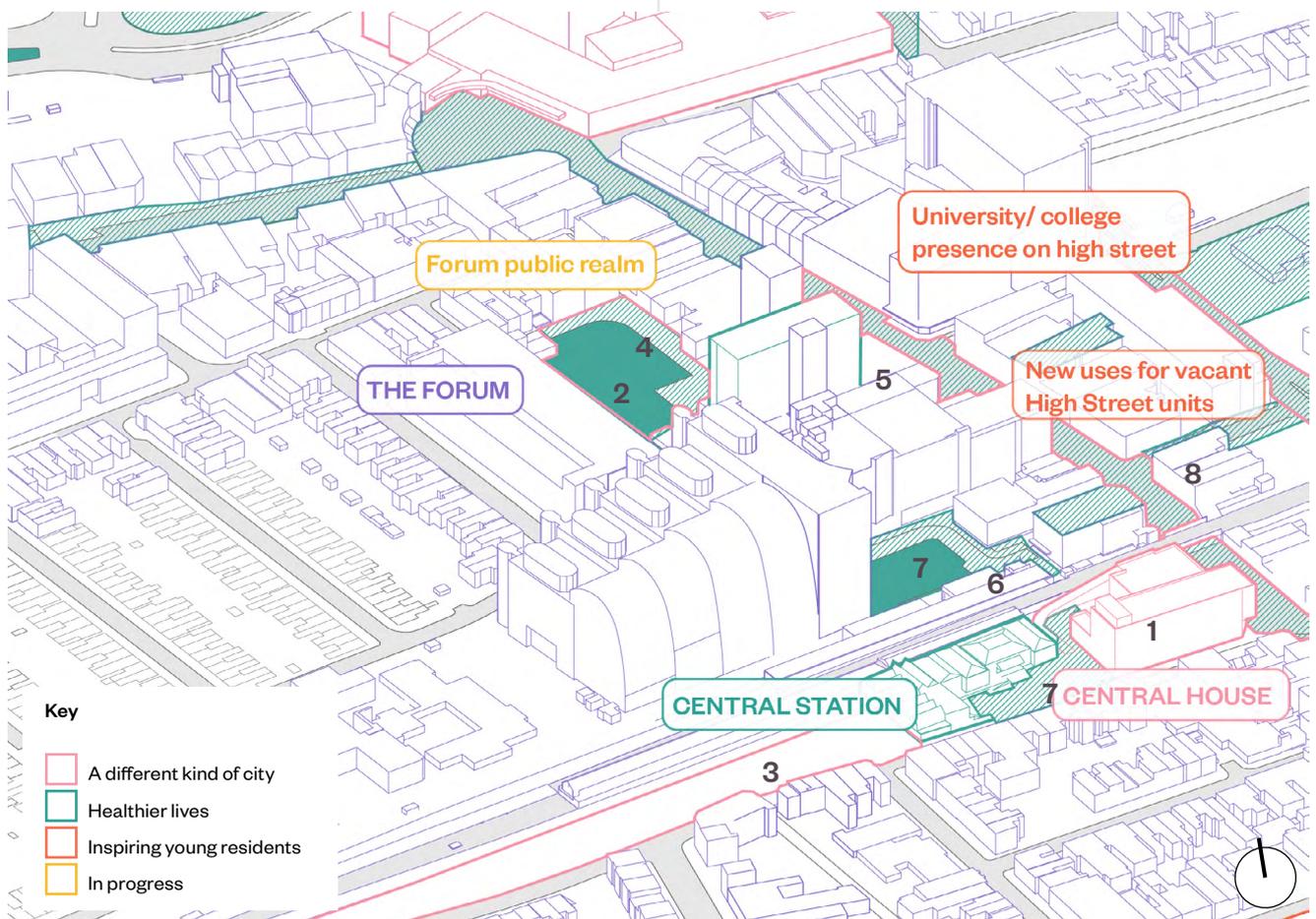
Healthier lives

5. Improve permeability through to Elmer Square; potential to remove Elmer Approach for circular material re-use and open up the junction to the high street
6. Mobility hub at station: bus, bike and e-bike hire
7. Public space enhancements outside the Station: lighting and artwork to support a welcoming sense of arrival to north and south, improved and accessible links across the railway

Inspiring young residents

8. Strategy for filling vacant units on the high street: programs could include expansion of the Focal Point Gallery, extension of educational and creative spaces for The Forum
9. Advice shop: showcasing education institutions on the high street such as the Southend Adult Community College and student-run cafe
10. Marketing and signposting to improve visibility of institutions; The Forum, The University of Essex and South Essex College

Key projects



Public event: what you said...

- More welcoming spaces for different cultures and ethnicities such as multicultural food areas
- Open up the Forum to the high street
- Cycle hire hub
- School gardening project
- Connections between businesses and colleges
- Digital signage for event promotion
- High quality public realm materials and maintenance
- Cheaper travel options for students
- Green public square linking both sides of the station and allow cafes and restaurants to have outdoor seating
- Work with South Essex hospitality and catering department to develop Southend restaurant culture

“Youth Centres: give young people something to do”
“Activities and places open after work hours”

“The library and the Forum should be better publicised! There are no signs leading to it.”

“Local talent and start up businesses should be supported”

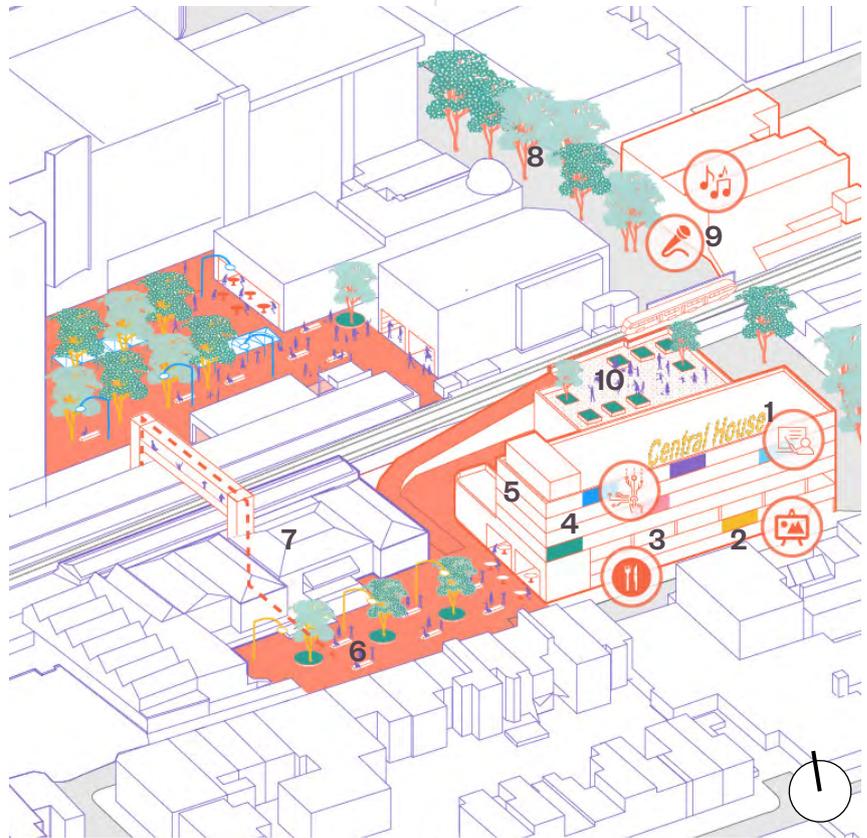
Anchor project

Creative business hub

A hub for creative businesses should be brought forward in the city centre to inspire young talent and provide pathways for business growth.

A place for exchange, making and experimentation, large lateral spaces, such as Central House, could be re-programmed to support the expansion of The Forum; provide affordable workspace; and to become a meeting place for creatives and communities central to the city's renewal.

1. Studio space, flexible performance space and programmable project space for micro creative businesses
2. Ground floor gallery, student restaurant and cafe
3. First floor digital workspace, teaching space, common areas
4. Productive and collaborative workspace to attract businesses in growing sectors
5. Healthy, affordable and digitally connected spaces for remote working
6. Reconfiguration of the station forecourt, with a bridge link to improved public spaces to the north
7. Transport hub
8. Using empty High Street spaces for performance space, studios, music rehearsal, e-sports and gaming facilities
9. Increase visibility through wayfinding and art murals
10. Green roof and grow space, green skills training



Reinvention of existing building for offices, co-working and social space, International House, Brixton.
Image: International House



Celebration Square is an outdoor civic centre, park and amphitheatre located on City Centre Drive, Mississauga.
Image: Mississauga Culture



Flexible performance space, The Garage in Norwich.
Image: The Garage



Hub that nurtures young talent, studio and project space, Creative Factory, Rotterdam.
Image: Creative Factory

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A culture of education, learning and business

Making it happen

Anchor project

 TOP PRIORITY 1. A creative business hub			Public Private JV
Intervention	Rationale	Outcomes	Action/governance
<p>Providing prominent, affordable, public-facing employment space of circa 10-15,000 sqft that serves as a hub for start-ups and SMEs within the creative sector and creates a transitional platform for young people leaving further education in Southend to pursue their career ambitions</p>	<p>Current lack of dedicated creative workspace</p> <p>The local economic need to move away from low-wage job and support for replacement higher-wage sectors</p> <p>Harnessing the current success of the creative sector in Southend and ensuring that it remains</p> <p>To stop the outflow of young workers to other regional towns and cities</p> <p>To take advantage of the excellent educational provision</p>	<p>The provision of a prominently located, affordable, creative workspace that acts as a hub for the sector</p> <p>The creation of an eco-system that empowers the existing creative sector within Southend</p> <p>A space that works together with the local educational institutions and facilitates business start-up ideas from post-educational young workers</p>	<p>Council to make case for supporting this initiative via measurement of long-term economic benefits versus 'do nothing'</p> <p>Council and workspace operators to identify city centre opportunities for circa 10-15,000 sqft of low rent space</p> <p>Identifying level of public sector intervention required to progress the opportunity, whether capital or facilitation</p> <p>Self-sustaining business model in the long term</p>
Outcomes	Funding/partners	Timescale	£
<p>Higher-wage jobs to replace the existing, declining low-wage sectors such as retail</p> <p>Contributing towards long term business and economic growth within the city</p> <p>Increasing retention of young workers</p> <p>Increase demand for grow-on space as companies out-grow the creative hub</p>	<p>Potential public sector grant or Council funding to activate the opportunity</p> <p>Potential educational funding if workspace provision ties with their model</p> <p>Operator funding in the long term under a self-sustaining business model</p> <p>South Essex College and local creative practitioners</p>	<p>6-12 months to identify and secure the space</p>	<p>Medium Term:</p> <ul style="list-style-type: none"> - Ground floor gallery, student restaurant and café: £7,490,000 - Access improvements: £90,000 - First floor digital workspace, teaching space, common areas: £3,370,500 - First floor performance and rehearsal spaces, e-sports, gaming: £3,431,000 <p>Total: £14,381,500</p>
<p>Day 1 Action: Identify affordable space opportunities of circa 10,000-15,000 sqft in high footfall locations that have the potential to become workspace hubs for target sectors</p>			

Projects have been ranked according to priorities indicated at the public event.

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
<p>MEDIUM PRIORITY 7. Public space enhancements outside Central Station</p>				<p>Public sector led</p>	
<p>The space around the station is underutilised and is an opportunity to provide additional services and an improved first impression at the station. A pedestrian link across the station would also provide better footfall for non-High Street throughfares such as Elmer Square</p>	<p>High quality public realm and public squares north and south of the Southend Central</p> <p>Improved linkage between the north and south of the station, potentially via a new bridge link</p>	<p>To provide a better welcome experience at the station</p> <p>To provide more green space in the city centre</p> <p>To allow better permeability through the station which in turn will increase footfall via non-High Street routes e.g. through Elmer Square</p>	<p>Potentially funded via Network Rail and as part of any planning permission for car park development into residential</p> <p>Central House planning gain could also incorporate station improvements</p>	<p>2-4 years to allow time for Network Rail to mobilise and develop their wider proposals for the station surrounds</p>	<p>££</p>
<p>Day 1 Action: Work with Network Rail and surrounding land owners to identify any quick wins, recognising that the larger projects will take longer to come forward and the need to provide a more welcoming environment is immediate</p>					
<p>MEDIUM PRIORITY 5. Improve permeability to Elmer square</p>					
<p>The Forum and Elmer Square are key city centre assets, yet they are enclosed by surrounding development and hidden from the majority of footfall along the High Street</p>	<p>Demolition is unlikely, so another option will be to increase the permeability through the existing retail along the High St</p> <p>Allowing outdoor seating on Elmer Approach and Elmer Square would encourage retailers to open-up the rear of their buildings and have dual frontages</p>	<p>More visibility and easier permeability from the High Street through to Elmer Square</p> <p>Increased activity and levels of footfall for the square</p> <p>A more enjoyable retail experience with green space to escape the busy High Street</p>	<p>Council-led initiative to masterplan the square and approach road, and encourage / facilitate landowners to open up the retail to face Elmer Square</p> <p>Landowners to pay for any works</p>	<p>6-9 months for a feasibility study and masterplan, incorporating other Elmer Square initiatives</p> <p>Further 2 years to see noticeable change in the retail accommodation</p>	<p>£</p>

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
Day 1 Action: Commission a study to identify how retail units could access and use the green space to the rear of their premises, to understand the feasibility of this proposal					
● HIGH PRIORITY 3. Development in connection to Central House				Private sector lead	
Recognising the importance of this building as a gateway between the High Street and Central Station	Planning study and guidance to demonstrate how any future redevelopment of this building could fit-in with the wider vision for the city and incorporate elements Ensuring net zero emissions on delivery	To maximise the benefits from any future development for both the city and the developer	Council-led initiative to demonstrate what the preferred redevelopment would be from a city perspective, working with the owner Privately funded works	12-18 months to engage with developer and pursue pre-application process 5-10 year redevelopment window	£ - £££
Day 1 Action: Council to engage the developer to understand future priorities and timelines					
● HIGH PRIORITY 8. Strategy for filling vacant units on the high street				Public sector lead	
The local economy has an over-reliance on retail, and a new strategy of bold new uses needs to be showcased to demonstrate what else is possible	Rather than a race to the bottom to fill High Street units, alternative user groups should be promoted recognising that many in the creative industry, in particular, benefit from public facing premises	An economy less reliant on retail and an expansion of alternative employment sectors A healthier high street with greater levels of footfall and resident satisfaction	Council-led initiative, working with retail owners to understand the pathways and barriers to introducing alternative user groups to the High Street	12-month study and facilitation exercise	£
Day 1 Action: Engage with the BID and landlords to understand the issues and how the public sector can help find solutions to the challenges					

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
<p>● MEDIUM PRIORITY 10. Advice shop showcasing education institutions</p>				<p>Public sector lead</p>	
<p>Showcasing education institutions on the high street such as the Southend Adult Community College and student-run cafe</p>	<p>Residents have the opportunity to participate</p> <p>Young people see the benefits of living and working in Southend and want to stay in the City</p>	<p>Greater aspiration within all parts of the community</p>	<p>Educational institutions to fund and deliver the initiatives</p> <p>Council to facilitate the opportunities and work with the institutions to help secure appropriate premises</p>	<p>6-18 months to find premises and mobilise the service</p>	<p>£</p>
<p>Day 1 Action: Identify a suitable space and engage with education partners for delivery</p>					
<p>● MEDIUM PRIORITY 2. Trialling multicultural food markets</p>					
<p>Taking advantage of currently undesignated open areas within the city to introduce new services such as food markets to test local appetite and see if long-term accommodation should be found for more permanent inclusion within the city fabric</p>	<p>Facilitating the location for the markets; for example, Elmer Square or wider parts of the High Street</p> <p>Providing the infrastructure for the markets to function</p> <p>Securing an operator, if not managed by the Council</p>	<p>A diversification in the retail offer that could increase the attractiveness of the city centre to visitors but one that has less of a demand impact on the traditional High Street units</p>	<p>Grant funding such as LUF capital could be used to initiate the opportunity</p> <p>Self-funding if successful</p> <p>Operator could manage the day-to-day operation</p>	<p>9-12 months to mobilise post-funding</p>	<p>££</p>
<p>Day 1 Action: Secure the grant funding that will facilitate the opportunity</p>					
<p>4. Celebrate and support new business networks</p>					

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
Celebrate and support new business networks such as Thrive Collective and support independent business offer	Marketing. Use website to consolidate information and show what's going on, for example Show Up Southend	Maximising opportunities for independent businesses in Southend	Council-led in conjunction with local businesses/ networks eg Thrive Collective, BID, Business Partnership, Show Up Southend	6-12 to mobilise Ongoing	£

Day 1 Action: Engage with business networks such as Thrive Collective to understand their needs

7. Mobility hubs at key transport nodes

Integration of mobility options to enhance user experience	Key places are connected by active travel Increased use of sustainable modes for access to the city centre; improved user experience Residents have good physical and mental health	Provision for sustainable transport and mobility options station transport hub. Air quality is improved through using active travel rather than private cars . Integrating city centre travel and access options	Council-led initiatives Council-led and delivered in partnership with rail operators, bus operators and operators of shared mobility services Possible national govt funding	1-1.5 years for scheme design, around 1 year to implement	££
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Day 1 Action: Engage with transport partners to pursue mobility hub feasibility work

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
<p>● HIGH PRIORITY 11. Marketing and signposting to improve visibility of institutions</p>				<p>Public sector lead</p>	
<p>To ensure that less visible institutions within the city are easily found and also promoted via signage to encourage additional footfall</p>	<p>A considered wayfinding strategy and implementation that provides guidance and natural marketing to some of the city's assets that aren't easily identifiable from the main thoroughfares such as the High Street</p>	<p>A more positive visitor experience that encourages repeat visits</p> <p>Increased awareness of all the key institutions and attractions with the city centre, and increased footfall</p>	<p>Council-led, in conjunction with the BID to benefit from their day-to-day experience in speaking to local businesses and institutions</p>	<p>12-18 months to devise the strategy and implement</p>	<p>£</p>
<p>Day 1 Action: Commission a study to understand the potential solutions and investment required</p>					

4.3 A green and sustainable city centre



Southend High Street
Image credit: Southend BID



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What if Southend had a boldly green and sustainable city centre?

High Street and Market Place area

There is a great opportunity to make Southend's High Street into a bold and vibrant environment. Retail is no longer the sole focus for high streets across the country, and this offers a key moment for the City Centre to try something different. Through the imaginative and extensive use of planting and the integration of art, creativity and play, the high street can be a pioneer for green, inclusive and innovative renewal.

A different kind of city

1. Transforming the High Street into a space of green growth and urban play (see anchor project)
2. Support a thriving 24 hour economy to reduce crime and improving safety. Include creation of safe spaces for young people (see anchor project)
3. Regenerative Food Production and Growing at Scale
4. Quick-win physical improvements to the high street as part of an integrated strategy; artwork, murals, frontage improvements, signage and way-finding,
5. Interactive light art to enhance 24hour experience
6. Improved connections through the Market Place area to encourage discovery from the Central Station through to the Clifftown conservation area

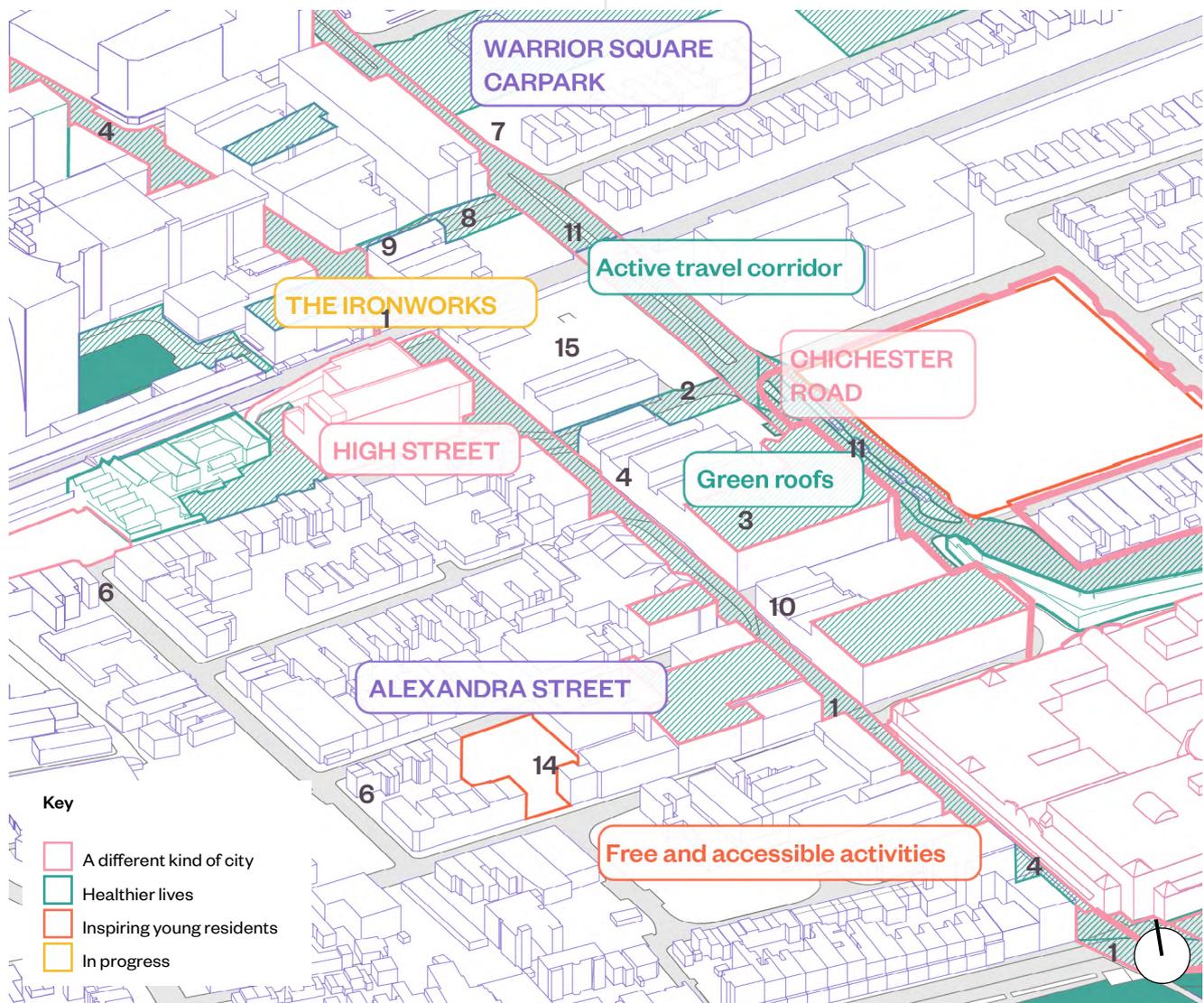
Healthier lives

7. Warrior Square carpark: potential for new housing or student accommodation to increase footfall to the central area whilst retaining leisure uses
8. Public realm, artwork and green pockets at Eastern and Western connections from High Street. Pop up uses to activate spaces
9. Investments to make streets comfortable and attractive to pedestrians particularly in the east west direction; easy to access and navigate for those with accessibility issues or visually impaired
10. Vacant unit activation, supporting new uses such as co-working, dedicated artwork/project space
11. Combined with project 1: Chichester Road active travel corridor: exemplar transformation in to a green street for active travel such as dedicated bike/e-scooter lane whilst retaining accessible vehicle /service access (see anchor project)

Inspiring young residents

12. Free and accessible activities and festivals
13. Support markets on the high street to showcase Southend's talent and independent businesses, such as the High Street Makers Market (already underway)
14. Reinvention of former Empire Theatre site on Alexandra Road
15. The Ironworks, dedicated space for creativity and community (underway)
16. Improving digital inclusivity: extension of public wifi in connection with City Fibre programme

Key projects



Public event: what you said...

- More free outside activities; basketball, football
- More places to sit outside, especially in the summer
- More colour and greenery on the high street
- Warrior Square skatepark is an important space for young people; better lighting is needed and something that supports public participation
- Youth spaces are needed in the city centre
- Use vacant buildings as homeless shelters
- Meeting and social spaces for older residents
- Evening entertainment, rooftop bars, outdoor music, jazz club, independent cinema
- Outdoor games and painted onto the floor
- Improve cleaning and maintenance
- Live/work and co-working spaces
- Design guides for high street and heritage frontages

“Tree lined streets on the High Street! More plants and shrubs”

“Walking + cycling to cut down on congestion and improve health”

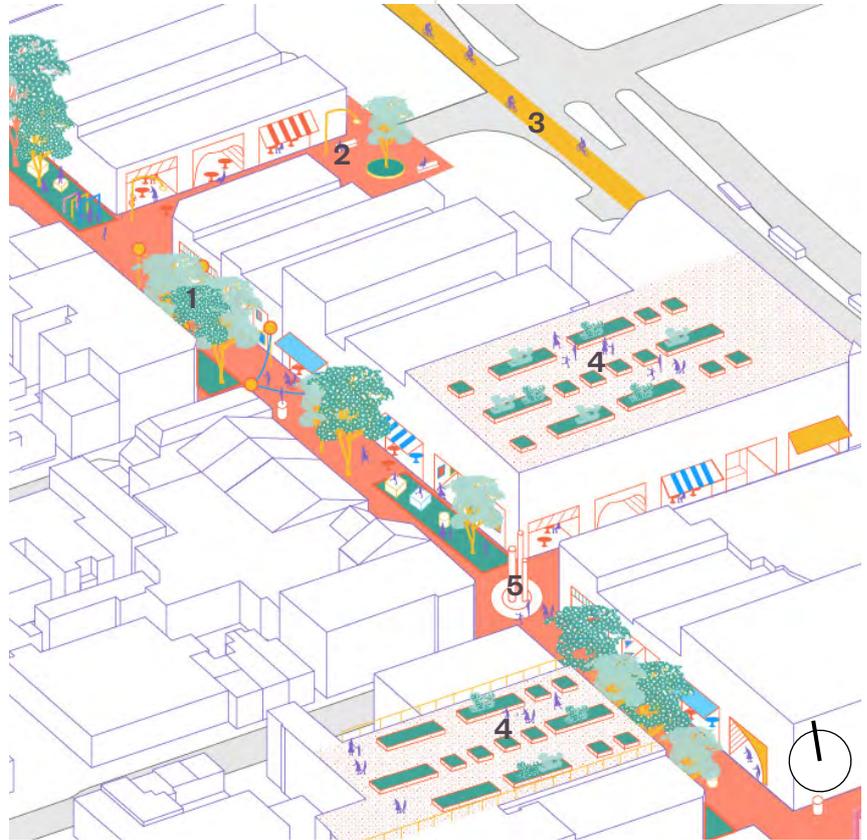
Anchor project

Green and playable High Street

Radically green corridors as a destination for health, leisure and wellbeing.

The High Street and Chichester Road can become exemplary healthy streets through greening, integrated play opportunities, exemplary walking and cycling environments. Engagement has shown strong and consistent support for high street greening.

1. **Attractive green streets:** opportunities for an innovative and holistic approach to greening include community planting projects, Sustainable Urban Drainage Systems, improving biodiversity, community planting and orchards, soft landscaping
2. **Public realm pockets:** enhance pedestrian and cycle environment on east-west through routes, linking with recent dwell space improvements
3. **Chichester Road active travel corridor:** rebalance the road to prioritise and encourage safe pedestrian, mobility scooter and cycle movement (see next page)
4. **Grow spaces:** regenerative ideas for healthy and local food production, such as using rooftops
5. **Integrate play, fun, exercise and joy into everyday structures and the street scene:** remodel the high street with young people, artists and innovators: creative expression are digital technology can be integrated for a more interactive experience



The Hell's Kitchen Farm Project, hub of urban agriculture, education on nutrition and environmental sustainability, New York
Image: Huffpost



Superkilen public park in one of the most socially-challenged communities in Copenhagen, Denmark
Image: © Iwan Baan



Urban boulevard rethinking the balance between cars, bicycles and pedestrians, Lyon, France
Image: © Fabian Da Costa



The Goods Line; a park and green space running from Railway Square to Darling Harbour, Sydney, Australia
Image: Florian Groehn

Anchor project

Supporting a thriving 24 hour economy

Activate the streets to address crime, improve feeling of safety and support a thriving 24 hour economy.

The evidence base shows that crime and perceptions of safety are major concerns in the City Centre, particularly for young residents. Increasing safety on the High Street and Chichester Road will be a critical factor in achieving a thriving City Centre.

- 1. Activate the streets:** improving safety and accessibility during the day and night can start with better night time illumination, outdoor events and activities, longer opening hours, a greater mix of uses and active ground floors
- 2. Safe spaces:** for young people eg previous YMCA SOS bus, or High Street unit
- 3. Increase residents:** provide more affordable family housing will increase passive surveillance by bringing new residents into the centre. New modes of living and working can support a greater diversity of residents
- 4. Activating backs of units:** improving passive surveillance onto streets
- 5. Community support infrastructures:** care for vulnerable residents is an increasingly important need . The Southend Adult Community College and Youth Council leadership initiatives are crucial community support systems and help to encourage activate participation to help address social issues



Emergency accommodation for homeless and housing-insecure people, Deptford 999 Club in Lewisham
Image: 999 Club



Community violence prevention using educational and mental health resources, Safe Streets program in Baltimore, USA
Image: Safe Streets



Drop-in mental health support space open during evenings, Crisis Cafe in Bexley
Image: Mind In Bexley



Improving access to adult education and learning, The Learning Shop in Littlehampton
Image: The Learning Shop

A boldy green and sustainable city centre

Making it happen

Anchor project

● TOP PRIORITY 1. Transforming the High Street and Chichester Road into a space of green growth and urban play			Public Private JV
Intervention	Rationale	Outputs	Action/governance
<p>Identify space where green and wellbeing activity can be supported on the high street, and how they will impact energy infrastructure. Where leases are within partner control and tenants can provide a commitment to measurable outcomes, landlords could provide reduced rent to support positive activities on the high street.</p> <p>The High Street and Chichester Road can become exemplary healthy streets through greening, play opportunities, walking and cycling environments</p>	<p>Increased observed vacancy rates and feeling of a declining centre</p> <p>Structural decline in retail investment and demand limiting the potential for high street renewal via new external investment</p> <p>Emergence of new uses (e.g. The Yoga Studio) on the high street</p>	<p>Increased footfall and use of the high street</p> <p>Growth in green and circular activities (business, local growing, green innovation)</p> <p>Improved health and wellbeing</p> <p>Decrease in vacancy</p> <p>Greenery softens and brings visual interest as well as providing sustainable drainage to reduce flooding</p>	<p>Identify a wellbeing portfolio mixing public and private spaces capable of accommodating new these spaces.</p> <p>Establish a community of interest to identify potential activities which can be accommodated within spaces which would otherwise be empty</p> <p>Develop monitoring framework to justify 'subsidy'</p>
Outcomes	Funding/partners	Time	£
<ul style="list-style-type: none"> - A more diverse and welcoming high street - New identities for Southend; improved reputation - Great local engagement in the development of local project - Greater use of the city centre from the wider Southend population - Showcase Southend's Green City Action Plan and providing a welcoming arrival space 	<p>Southend City Council</p> <p>Landlords</p> <p>Civil society partners and operators</p> <p>Potential for community partners or local schools to take ownership of planting and maintenance</p>	<p>6-9 months to map properties and establish partnership/delivery arrangements.</p> <p>12 months to sign first Wellbeing/Green leases</p>	<p>Short and Medium Term:</p> <ul style="list-style-type: none"> - Public realm improvements: £5,808,000 - Roof space for food growing: £1,000,000 - Improved public realm pockets: £2,587,750 - Chichester Road active travel corridor: £6,971,250 <p>Total: £14,038,000</p>
<p>Day 1 Action: Informal scoping of empty properties and underused spaces to identify pilot sites. Seek external funding for greening projects with the potential to include businesses grants to create green roofs, improved public realm with appropriate planting and creation of pocket parks.</p>			

Anchor project

 TOP PRIORITY 2. Support a thriving 24 hour economy			Public Private JV
Intervention	Rationale	Outputs	Action/governance
<p>Increasing the number of businesses and residents active in the evening and nighttime economy will be beneficial for the local economy but also improve safety conditions in the city centre</p>	<p>Resident safety in the evening and nighttime in the city centre is a concern and high priority for remediation</p> <p>A city should have a thriving 24-hour economy and Southend is underperforming in this element</p>	<p>An increase in the numbers of businesses operating in the nighttime economy</p> <p>More city centre living that provides increased footfall and surveillance throughout the 24-hour period</p>	<p>A Council-led initiative to identify areas of the city where the 24-hour economy could initially cluster and ensuring that the planning structure improves ease of access for new businesses</p> <p>Improving the planning structure to bring forward more city centre residential, in mixed-use development alongside commercial and affordable housing</p>
Outcomes	Funding/partners	Time	£
<p>A growing, more diversified local economy</p> <p>Improved feelings of safety</p> <p>Increases in the number of visitors and longer dwell times and overnight stays by visitors</p>	<p>Council working with local businesses and landlords; new business ventures funded by the private sector</p> <p>Consult with the police, the Community College and Project Southchurch to understand their experience of dealing with anti-social behaviour</p>	<p>Ongoing, but 6 months to consult and plan, and 12+ months to mobilise</p>	<p>£</p>
<p>Day 1 Action: A planning and feasibility study to identify potential locational clusters that can be harnessed and expanded</p>			

Projects have been ranked according to priorities indicated at the public event.

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
<p>MEDIUM PRIORITY 4. Integration of light art into the 24 hour experience</p>				<p>Public sector lead</p>	
<p>To capitalise on the success of LuminoCity and introduce new forms of temporary and permanent light art that promote longer periods of footfall and improve the attractiveness of the city to visitors and residents</p>	<p>Introduction of light art in strategic locations that increases footfall and benefits the 24-hour economy</p>	<p>Increased footfall and benefits to the 24-hour economy</p> <p>Establishment of new business operations based on the increased footfall</p> <p>Improved city centre experience and increased feeling of safety</p>	<p>Council-led, working with the BID to identify local funding solutions and additional light art locations</p>	<p>12-18 months to mobilise and start introducing the installations</p>	<p>£</p>
<p>Day 1 Action: Commission a study to understand how previous successes can be replicated and embedded into the city fabric</p>					
<p>HIGH PRIORITY 9. Vacant unit activation</p>				<p>Public Private JV</p>	
<p>Ensuring that vacant units do not detract from the user experience in the city, and ensuring that private landlords understand the wider demand opportunities that may be emerging within the economy</p>	<p>An umbrella strategy of bold new uses that identifies alternative, long-term users for vacant units</p>	<p>A healthier looking High Street and surrounds</p> <p>Emerging, alternative public-facing service groups such as those in the creative sector</p> <p>A lively town centre with diverse activities</p>	<p>Council-led, working with landlords to encourage alternative users and additional investment</p> <p>BID involvement to communicate opportunities and promote a collective approach</p>	<p>Ongoing</p>	<p>£</p>
<p>Day 1 Action: Engaging with the BID and landlords to understand the main challenges and how the public sector can play a role in finding solutions</p>					

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
15. Improving digital inclusivity: extension of public wifi					
Improving digital inclusivity and visitor offer	Residents and visitors have the opportunity to participate in the economy	Southend's outward reputation improves as a place to live, work, do business	Potential to deliver in connection with City Fibre programme	6-12 months to mobilise and start introducing installations	£
Day 1 Action: Engage with potential providers					
 HIGH PRIORITY 10. Chichester Road as an active travel corridor				Public Private JV	
Addresses poor North to South walking and cycling connectivity in the centre; facilitates use of sustainable modes to access and circulate within the city centre; improves access to bus and rail stations	<p>A safe, reduced traffic pathway that promotes active travel by cycle, scooter and other means, running parallel to the High Street and linking with the seafront and Victoria Station at a minimum</p> <p>Increased use of sustainable modes for access to the city centre</p>	<p>An easier, visitor experience to Southend for those capable of more active travel</p> <p>Increase levels of footfall and visitor / resident satisfaction</p> <p>More tenant demand for accommodation around the travel corridor</p>	<p>Early-stage planning and transport changes initiated by the Council</p> <p>Developments such as Better Queensway to introduce parts of the scheme</p> <p>Planning gain and/or operator licence funding Council-led and implemented</p> <p>Possible national govt funding e.g. Active Travel Fund</p>	<p>3 years to deliver a large portion of the infrastructure</p> <p>3-5 years for full completion</p>	£££
Day 1 Action: Council to commission a feasibility study considering potential traffic-free routes so that future planning strategy can factor this into the decision making. Potential trial of new transport modes such as rental bikes.					

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
<p>● HIGH PRIORITY 2. Regenerative Food Production and Growing at Scale</p>				<p>Public, Private and Civil Society JV</p>	
<p>Using under used spaces including rooftops/ car parks as well as empty shop units (hydroponic and fungi growth) to make growing and food part of Southend's new food identity</p> <p>Availability of space within the city centre to accommodate growing at scale Food poverty and the opportunity to promote a positive discussion about food and nutrition. Differentiator in a crowded market</p>	<p>Space given over to productive growing activity</p> <p>Local people engaged in civic activity</p> <p>Increased in healthy food made available to Southend family</p> <p>Number of young people engaged in positive activity</p> <p>A decrease in the amount of vacant unproductive space in</p> <p>New cooperative structures to accompany growing</p>	<p>A new identity for Southend, with associated branding opportunities</p> <p>More people having access to healthy food</p> <p>Commercial offshoots in restaurants and general sales</p> <p>Improved, more dynamic physical environment</p>	<p>Philanthropic investment/ sponsorship</p> <p>Civil society sector (RHS, Power to Change)</p> <p>Need to occupy spaces and source seeds, plants and equipment</p> <p>Potential to secure medium term use of private spaces and longer-term use of rooftop spaces</p> <p>Need to develop strong civil society ownership alongside a commitment to fully funded management at a scale which is appropriate to the ambition of the project</p>	<p>12 months to develop initial plans</p> <p>Project delivered in perpetuity within an evolution of spaces across the city centre</p>	<p>££</p>
<p>Day 1 Action: Mapping spaces capable of accommodating food production</p>					

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
12. Supporting high street makers markets on the high street to showcase Southend's talent and independent businesses					
Support to have sustainable market model and directory for markets	A thriving High Street with a busy market that supports other uses, an active pedestrian space and support for the the creative sector	Footfall and spend at markets increases, benefiting business and activating the town centre. High quality market offer will attract traders to city	Council support such as working with licensing team for smooth permissions process High Street Makers Market and Showup Southend	Trialling already underway Marketing programme ongoing	£
Day 1 Action: Trialling already underway, with a view to making more permanent decisions in the near future					

4.4 A great work-life balance for a great city



Fantasias by Elizabeth Wild, 2018
Image credit: Anna Lukala



3.7m
12'3"



What if Southend was known for having the best work-life balance in the South East?

The Royals and seafront connection

The southern end of the High Street down to Marine Parade is characterized by dramatic topography and sweeping views onto the estuary. The seafront is a hub for entertainment and escapism, rooted in the heritage of the seaside town. The Royals and surrounding strategic sites provide the opportunity to connect the seafront to the new beginnings of a creative and interactive city centre in combination with new and interesting places to live and work by the sea.

A different kind of city

1. The Royals and surrounding sites: work with the landowners to shape the future city accommodation towards a better Southend. Add new and green pedestrian links to Tylers site through to the coast (see anchor project)
2. Development of a Supplementary Planning Document to set the brief for future development (see anchor project)
3. Royals precinct; open up the ground floor facing the seafront and enhance the public realm
4. Park Inn vacant unit activation
5. Integrated approach to bold and distinctive artworks that animate the city centre and showcase Southend's creative talent

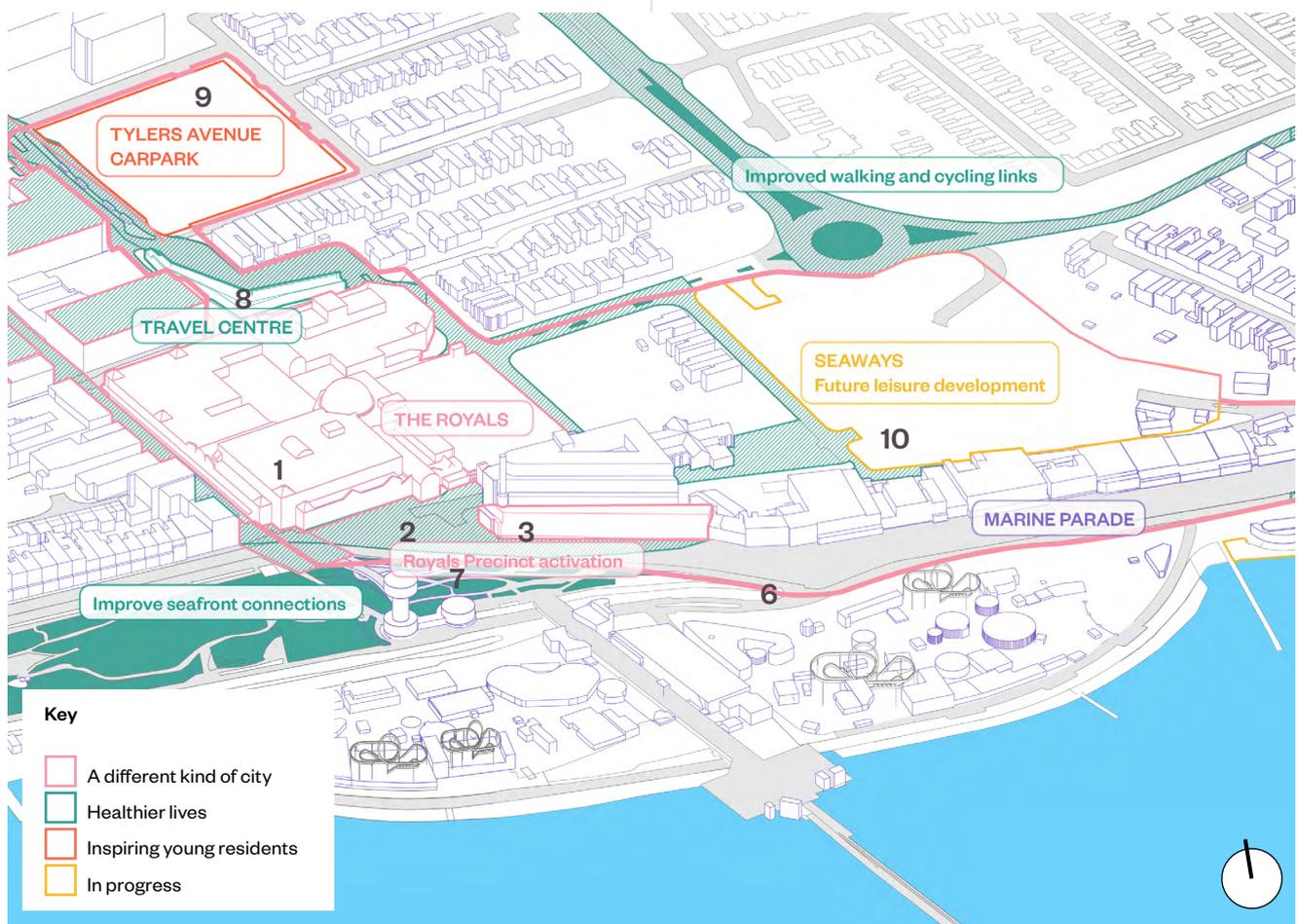
Healthier lives

6. Active connection between the seafront and inland via green, accessible public spaces, with interactive wayfinding tools and connected art commissions
7. Legible cycle routes and other interventions to address level differences to improve accessibility
8. Travel Centre: potential relocation to support new Local Transport Plan

Inspiring young residents

9. Redevelop the Tylers Avenue car park to increase city centre family and affordable housing provision, new green spaces and leisure uses
10. Seaways leisure development (in progress)
11. Seafront illuminations and light festivals supporting local talent, building on success of LuminoCity

Key projects



Public event: what you said...

- Co working spaces
- Redevelopment of Royals for commercial/leisure/ community/resturants/cafes/indoor market at ground floor with good quality residential above
- Move travel centre to Victoria Station
- More provision along the seafront for families, more playgrounds and eating areas
- Use Tylers Avenue Carpark for new pool, gym and activities
- Green travel from each end of the high street, small tram or extension to the pier tram
- Shops and cultural events open after work to encourage people to get outside
- Outdoor theatre on the cliffs
- East of the high street should be a landscaped park

“Cycling from Southend Central to the seaside would be fab!”

“Free activities for children - make sure this is accessible”

Anchor project

The Royals

Repurposing The Royals to provide accommodation that serves Southend's ambitions to be a successful city.

The Royals is a gateway site in Southend, at a key moment where the seafront links to the High Street. Working with the developer to repurpose the building could provide a new anchor of activity for this key strategic connection.

1. Potential for reimagined retail and leisure uses on the ground floor
2. Modern lateral workspace and residential on the upper floors. Consider affordable hostel or hotel accommodation.
3. Testing new uses on The Royals carpark such as public grow space to create green links through to Chichester Road
4. Opening up the ground floor facade facing the seafront to allow uses to spill outdoors and activate the plaza
5. Integrated artwork opportunities, improved walking and cycling infrastructure at the Royals precinct
6. Spanish style steps down to the seafront



Nordhavn seafront public realm in Copenhagen, Denmark
Image: Ana Santini



Public artwork transforming the streetscape of Cambridge, Massachusetts, USA
Image: Yeju & Chat



Civic Imagination Office; permanent community hub for collaboration and innovation, Bologna, Italy
Images: Comune di Bologna Rete Civica Iperbole



A network of pavilion structures supporting functions such as retail and ticket kiosks, bus interchange and cycle storage, Norreport Station, Copenhagen.
Image: Leif Jørgensen

Anchor project

Developing a shared vision for the sea front

Work with local landowners to set a vision for delivering future development at key sites from Tyler's Avenue car park down to The Royals and multiple sites across to The Kursaal.

For Southend to grow as a city, it will need to shape new development opportunities so that what is best for the city is captured within key development sites.

There is an 'L' shape of potential sites sweeping down from Tyler's Avenue all the way to The Kursaal that offer the best opportunity for large-scale change. Linking the opportunities for the High Street with the seafront (Marine Parade), the Kursaal, and all sites in between (Marine Plaza, Tyler's Avenue Car Park, Seaways) will activate this area currently characterised by service entrances and underused sites.

With limited public sector ownership, the Council can enact control through their role as planning authority. Through this role, they can also communicate what is likely to be permissible, which in turn should increase demand from developers and investors.

Encouraging developers to work together using the Engine Room as a catalyst for conversation and action can develop a more detailed, shared vision for this area of the City.



Regeneration of inner harbour and Port Promenade in Baltimore, USA
Image: The Cultural Landscape Foundation



Ipswich waterfront and leisure facilities delivered via SPD
Image: allaboutipswich.com



Port Noblessner, Tallin, Estonia
Image: Visit Estonia



Wapping Warf, Bristol
Image: Jon Craig

A great work-life balance for a great city

Making it happen

Anchor project

 TOP PRIORITY 1. The Royals reinvention			Private sector lead
Intervention	Rationale	Outputs	Action/governance
<p>With new ambitious owners, facilitating the reinvention of The Royals shopping centre to become the leading link between the High Street and the seafront, and a showcase development for all the target sectors that define a city such as indoor and outdoor leisure / dining, entertainment on the plaza, innovative retail, city centre residential and flexible, affordable workspace on upper floors</p>	<p>Too much retail in Southend</p> <p>Few buildings with this footprint that could showcase and deliver a key city gateway building</p> <p>Current design of the building faces away from the seafront and doesn't present a pleasant welcome to and from the seafront</p> <p>Economic diversification is required away from retail</p>	<p>A masterplan that retains parts of the building that can be repurposed, facilitates alterations in the building fabric towards the seafront, allows redevelopment on retail areas, and makes full use of the plaza.</p> <p>A scheme that connects to the wider vision for this area.</p> <p>A repurposing made deliverable via the ability to introduce more viable uses such as residential and hotel to parts of the site</p> <p>Setting precedents and activating other sites around the seafront</p> <p>Ensuring net zero emissions on delivery</p>	<p>Planning uncertainty around a change of use from retail and viability issues are the main factors deterring investors. The Council should recognise the importance of this development to the city's future vision and promote a vision for the site through planning channels. The Council should work with the owners of the site to allow all parties to benefit from the wider vision for this area. A strategy to reduce planning risk and encourage repurposing</p>
Outcomes	Funding/partners	Time	£
<p>Gateway building that sets a statement about Southend's ambitions</p> <p>Setting precedents for and linking with surrounding development opportunities</p> <p>Introducing more city centre residential to increase 24-hour footfall, demand for services and natural surveillance</p> <p>Opportunity for lateral, attractive and affordable workspace that provides start-up/grow-on space for creative sectors, promotes economic growth</p>	<p>Council to fund a masterplan / SPD/ LDO for this site and the wider area</p> <p>Private sector led development</p> <p>Council signposting opportunities through their control of planning</p> <p>Council and partners supporting the provision of affordable workspace where possible</p>	<p>12-24 months to pursue pre-application discussions</p> <p>A further 2-5 years to complete the works</p>	<p>Short Term:</p> <ul style="list-style-type: none"> - Trialling new uses on car park: £200,000 - Improved public realm towards seafront: £786,250 - Reconfiguring royals for new uses: £31,350,000 <p>Total: £32,336,250</p>
<p>Day 1 Action: Work with the landowners to progress proposals that respond to the Vision ambitions for this key site.</p>			

Anchor project

 TOP PRIORITY 2. Developing a shared vision for the sea front			Private sector lead
Intervention	Rationale	Outputs	Action/governance
<p>Facilitating land owners to work together to develop a clear vision for this part of the city that sets-out the key infrastructure and regeneration strategy that will best serve Southend as it grows into its city status, identifying what is currently missing, what is required and where it is best positioned</p>	<p>Southend will require new infrastructure and new services as its city ambitions grow, and this part of the city is one of key areas with developable sites in an attractive location</p> <p>Linking the opportunities for the High Street with the seafront (Marine Parade), the Kursaal, and all sites in between (Marine Plaza, Tyler's Avenue Car Park, Seaways etc) to activate this area for ambitious city-minded ideas</p>	<p>Work with private landowners to set the parameters for future development from the Royals and along the seafront linking the opportunities for the High Street with the seafront, the Kursaal, and all sites in between</p> <p>Ensure net zero emissions for delivery and set standards for good quality design</p>	<p>Engine Room as a focus for conversation and action</p>
Outcomes	Funding/partners	Time	£
<ul style="list-style-type: none"> - Greater investor appetite to redevelop in Southend - A more coherent and considered regeneration strategy that maximises the benefits to the city as well as the developers / investors - New economic opportunities through the introduction of new uses - Increasing the chances of long-term success at The Kursaal, as new development creates better interconnection between The Kursaal and the High Street /city centre 	<p>Planning structure funded by the Council in consultation with the city, landowners, developers and investors</p> <p>Brought forward will external consultancy support</p> <p>Development delivered by the private sector</p>	<p>18-24 months to facilitate landowner discussions</p> <p>10-15 years to mobilise the opportunities and see significant development in this area albeit certain sites will be brought forward before then</p>	<p>£</p>
<p>Day 1 Action: Encourage developers to work together using the Engine Room as a catalyst for conversation and action to develop a more detailed shared vision for this area of the City.</p>			

Projects have been ranked according to priorities indicated at the public event.

Rationale	Outputs	Outcomes	Funding/partners	Time	£
MEDIUM PRIORITY 3. Park Inn vacant unit activation				Public sector lead	
Alongside The Royals, the Park Inn vacant units are a key link between the High Street and the seafront	Activating the plaza with more footfall-generating activities and uses will create additional demand	Sufficient footfall and an attractive setting in the plaza should improve tenant demand and see new occupation of the vacant units An improve visitor experience of transitioning between the High Street and the seafront	Council-led initiative to improve the plaza, as part of The Royals planning review	12-24 months month, in-line with The Royals proposals	£
Day 1 Action: Engage with the owners to understand the key challenges and how the public sector can play a part in findings potential solutions, such as activating the Royals Plaza					
HIGH PRIORITY 8. Travel Centre potential relocation				Public Private JV	
Given the Travel Centre's positioning between key future regeneration sites The Royals and Tyler's Avenue Car Park, it is suggested that incorporating the Travel Centre site into future plans would be beneficial to the city	A reprovision of the Travel Centre either as part of the masterplan works or in an alternative location	A more coherent and conjoined masterplan that maximises the available land and creates the most effective redevelopment outcomes for the city Reduced vehicular routes along the proposed active travel corridor	A Council-led initiative, working alongside developers of privately owned land to the east of the High Street	3-5 years to mobilise and understand the relocation options	£££
Day 1 Action: Feasibility study to understand the relocation options					

Rationale	Outputs	Outcomes	Funding/partners	Time	£
<p>● HIGH PRIORITY 9. Redevelop the Tylers Avenue car park</p>				<p>Public Private JV</p>	
<p>One of the key public sector owned sites in the city centre, providing leverage to promote joint development proposals with surround land owners</p>	<p>The potential for a flagship new mixed-use development to potentially include residential, leisure and workspace. Ensuring net zero emissions on delivery</p>	<p>An opportunity for the Council to lead by example and showcase new development in the city Activation to encourage surrounding sites to come forward as part of the wider vision</p>	<p>A Council-led initiative, potentially as part of a JV with neighbouring landowners</p>	<p>2-3 years to mobilise the idea A further 2-3 years to develop</p>	<p>£££</p>
<p>Day 1 Action: Feasibility study to understand the relocation options</p>					

4.5 The most family-friendly city centre



The Kursaal
Image credit: Paul Tait



KURSAAL

MFA
Fantasy
PARK

PALACE OF FUN
KURSAAL
THE MAGIC OF THE SEAS

AMUSEMENTS TEN PIN BOWLING SPORTS BAR

What if Southend had the most family-friendly learning and creative programmes in the country?

The Kursaal area

The Kursaal is a well loved heritage icon with strong community support for its reinvention. There is potential for it to become a long term home for cultural events and creative industries in Southend as well as providing support programmes for children and young people in connection with the residential areas it serves.

A different kind of city

1. The Kursaal imaginarium: a hub for learning, creativity and city-orientated entertainment for all (see anchor project)
2. Improved public realm and connections between Kursaal and Marine Plaza
3. Bold and distinctive coastal public art park: collaborate with Southend's creative sector and SOCN (Southend Creative and Culture Network) to introduce public art, connecting the Kursaal to the Royals, the Creative Coast programme and South Essex Estuary Park
4. Supplementary Planning Document for key strategic sites along and sitting behind the seafront (see anchor project under section 4.4)

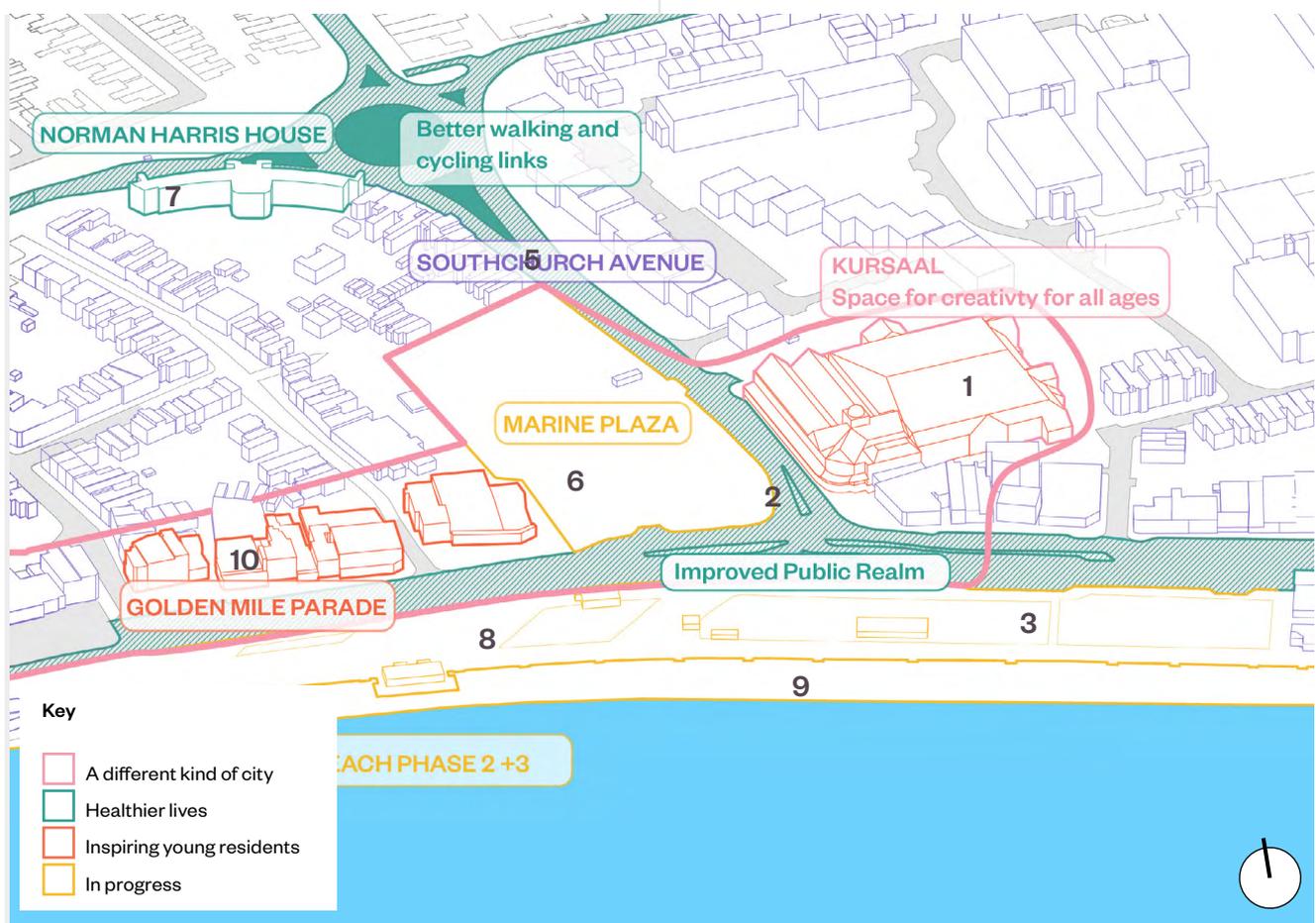
Healthier lives

5. Improved walking and cycling routes along the Queensway to the Kursaal and Esplanade, connecting in to Queensway improvements
6. Marine Plaza: potential to provide quality family and affordable housing, hotel accommodation and ground floor leisure uses
7. Providing sheltered accommodation, for example retaining provision at Norman Harris House
8. City beach project extension: improve climate change resilience and public realm (in progress)

Inspiring young residents

9. Beach and water sports leisure activity offer, including basketball and volleyball
10. Golden Mile Parade: potential mixed use redevelopment

Key projects



Public event: what you said...

- Leisure and sports activities around the seafront area, such as basketball, pool tables, volleyball
- Water sports and affordable activities such as pedaloes, paddle boards, canoes
- Riverboat service from London to Southend
- More hotels for visitors
- Wayfinding to Shoeburyness
- Marine Activities Centre and integrate it into the local school curriculum
- To make it a truly family-friendly city everything should be playful. Public seating should double as play equipment
- A free splash type park along the front to let children cool down similar to the fountains but more colourful and for all ages and disabilities
- A resident-planted forest

“Further pedestrianise seafront”

“Outdoor sports: basketball and volleyball courts along seafront”

4.5. The most family friendly city centre

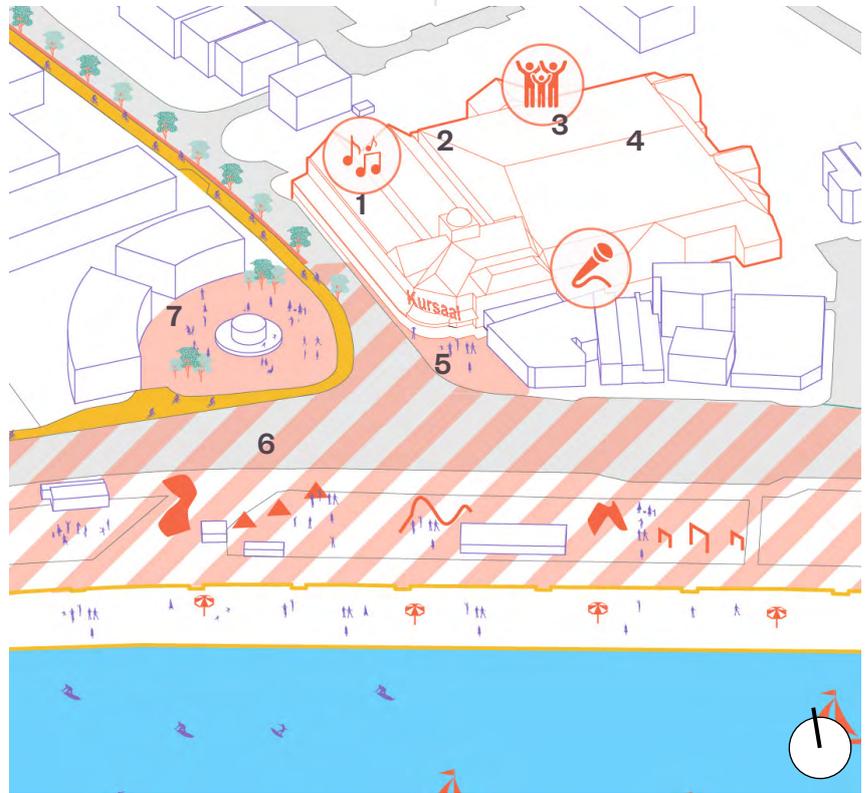
Anchor Project The Kursaal

Reinvention of the Kursaal as an imaginarium and home for arts and culture for all ages.

The Kursaal is a well-loved heritage icon, with strong community support for its reinvention. A new vision to re-invent this iconic building as an imaginarium will inspire and support children and young people through creative and cultural uses and create a strong sense of civic pride.

An inspirational space for all ages

1. Flexible space for large events, exhibitions and entertainment
2. Smaller, more permanent occupants could include creative production and community facilities
3. Early years services on upper floors
4. A dream factory for young people; hybrid centre for stories, centre for play, gaming, performance and entertainment
5. Public meeting spaces
6. Integration with Marine Plaza public realm and coastal art park
7. Joint masterplan that provides complimentary uses and services within Marine Plaza



Coastal public park with large site-specific artworks at Beau Fort, Ostend, Belgium



Massive boardwalk artwork at the Crystal Ship arts festival in Ostend, Belgium
Image: streetartnews.net



Converting a historic market space into an event and exhibit space, Halles St Gery, Brussels, Belgium
Image: travelsignposts.com



Re-imagining a Grade II* listed building, the Winter Gardens in Blackpool
Image: Michael D Beckwith

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The most family-friendly city centre

Making it happen

Anchor project

 TOP PRIORITY 1. The Kursaal: hub for learning, creativity and city-orientated entertainment for all			Public Private JV
Intervention	Rationale	Outputs	Action/governance
<p>To reinvent The Kursaal as a regional and national cultural icon that serves the city residents through an ever-changing programme of events alongside a range of ever-present services that inspire younger residents of all ages</p>	<p>A city requires an iconic venue that attracts showpiece events, and The Kursaal has the most potential to fulfil this role</p> <p>The building should also have ever-present services that activate the venue throughout the week, and these should be community-focussed, aimed at inspiring younger residents and young workers</p>	<p>Increase in space for civil society spaces</p> <p>Increase in the number of cultural performances delivered each year</p> <p>Young people engaged in regular positive activities</p>	<p>A Council-led role in activating the opportunity, as there are opportunities for new ownership and a new direction</p> <p>A council-led role in identifying the viability challenges that exist</p> <p>Securing The Kursaal's place in the wider city vision and facilitating the introduction of the opportunity to operators developers and investors</p>
Outcomes	Funding/partners	Time	£
<p>Creating an iconic venue that brings events to Southend that other cities also see, in addition to being a building for the local community, inspiring young residents and young workers</p> <p>Providing services the retain the younger population through leisure and employment opportunities</p> <p>Providing additional and alternative visitor attractions within the city centre to help with economic growth</p>	<p>Initial public sector funding to activate the opportunities and identify potential long-term uses</p> <p>Private sector funding to deliver the proposals and create an iconic space</p> <p>A Better Start Southend interested in taking first floor space</p>	<p>12 months to secure new ownership</p> <p>Further 2 years to partially activate the building</p> <p>Further 2 years to see the building fully operational</p>	<p>Short term: Refurbish for new uses: £24,972,000 Total: £24,972,000</p>
<p>Day 1 Action: Continue to seek external investment with the aim of gaining control and mobilising the Kursaal Imaginarium project, in addition to funding already secured through the Creative Estuary programme.</p>			

Projects have been ranked according to priorities indicated at the public event.

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
MEDIUM PRIORITY 9. Beach and water sports leisure activity offer				Public sector lead	
Wellbeing and sports activities supported along the coast such as water sports, kayaking or paddleboarding	Community involvement in choosing/testing ideas Residents feel more positive and optimistic about their city Residents, especially those in deprived areas, are better able to connect with the coast to support physical and mental health	The Kursaal area becomes a focus for water sports and activities relating to the sea, with a particular focus on young people Potential for 'summer jobs' for young people alongside recreational offer; new opportunities to experience work and training	Council-led	12 months to mobilise the idea	£
Day 1 Action: Soft market testing for additional watersports offer					
HIGH PRIORITY 5. Improved public realm and connections between Kursaal and Esplanade				Public private JV	
The Kursaal is a unique opportunity to provide large-scale event space alongside more permanent community and employment facilities, and its success will be aided by surrounding developments such as Marine Plaza complementing the offer and sharing the collective benefits	A drive to ensure that ground floor accommodation at any future Marine Plaza development (assuming the majority of the site is residential / affordable housing) is designed to compliment the future ambitions for the Kursaal	Improving the Kursaal area and ensuring a sufficient quantum of potential accommodation in the area to maximise the chances of securing investment and long-term success Not losing the opportunity to provide additional commercial accommodation at Marine Plaza	Council-led via planning control Accommodation funded and delivered by the future developer of Marine Plaza	Dependent on the proposals by the landowner implementation	£
Day 1 Action: Engage with the landowner at Marine Plaza to understand the key challenges and how the public sector can play a part in bringing the scheme forward in a way that can compliment the future ambitions for The Kursaal					

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
<p>● MEDIUM PRIORITY 10. Golden Mile Parade: potential mixed use redevelopment</p>				<p>Private sector lead</p>	
<p>Recognising the long-term development potential of Marine Parade, benefitting from common ownership in parts, the potential for greater height and linking better with The Kursaal, Seaways, High Street and all sites in between</p>	<p>Providing confidence to landowners, developers and investors</p>	<p>Recognising that Southend as a city will need room to grow and introduce new and expanded user groups and accommodation typologies</p> <p>Creating a better experience of traversing the seafront and city centre accommodation typologies</p>	<p>Council-facilitated discussion between landowners</p> <p>Private sector to fund and deliver the works</p>	<p>12-24 months to facilitate landowner discussions</p> <p>3-10 years to see wide-spread change along the seafront</p>	<p>£££</p>
<p>Day 1 Action: To understand how future development in this part of the city can provide key accommodation that benefits the city as well as the landowners</p>					

Rationale	Outputs	Outcomes	Funding/ partners	Time	£
<p>MEDIUM PRIORITY 3. Bold and distinctive coastal public art park</p>				<p>Public sector lead</p>	
<p>Creation of a single green park/route plan from Cliffs Pavilion to Gasworks Car Park. This should aspire to include consistent planning and rewilding as well as aspects of eco-system services which provide for the functioning of the city as well as the wellbeing of uses</p>	<p>A new plan for a higher quality, more ecologically generous environment</p> <p>More ecologically diverse environment Improvements to habitats</p> <p>Southend has a positive external reputation</p>	<p>Positive challenges to perceptions of Southend</p> <p>Greater ecological diversity within the local environment</p> <p>An improved visitor experience across the coastline</p> <p>Celebration of local and international talent</p>	<p>Southend CC</p> <p>Ecosystem Services payments (pilot)</p> <p>SCCN and other creative partners such as Focal Point Gallery/ SECC/ Landowners and tenants</p> <p>A SELA SEEPark commitment</p>	<p>3 months engagement</p> <p>9-12 months planning</p> <p>3 years to deliver the project in full</p>	<p>£££</p>
<p>Day 1 Action: Further engage with residents to understand their vision for the park so that the project can be explored in more detail</p>					

5.0

Next steps

Steps to success

The strategy and investment plan has set out the vision for the future of the city centre and recommended a number of projects to deliver in order to achieve this.

Delivering the anchor projects will require a collaborative approach between the Council, private sector investors, businesses, landowners, stakeholders and Southend's creative, cultural and community groups.

This document should be reviewed and updated every few years

Prioritise anchor projects

Focus on driving anchor projects forward:

- Victoria Centre reinvention
- A liveable city centre strategy
- Lateral, affordable, creative business space
- Green and playable high street
- Supporting a thriving 24 hour economy
- Reshaping the future of The Royals and key strategic surrounding sites
- Setting the brief for future development
- The Kursaal imaginarium

Potential projects are not limited to just those shown in the strategy and project area sections. Further ideas that support the missions are welcomed.

However, to deliver a different kind of city centre for the future, it will be crucial to unlock the anchor projects. The anchor projects are co-supportive of the council's current work and will fill the gaps between future aims for the city and what is already coming forward.

The tables in the City Centre projects section set out how to make these projects happen; we hope you can recognise your part in helping to drive these projects forward.

Phased approach and funding

A phased approach

Necessarily, the project proposals are currently presented as high level concepts. Definition will need be added through a number of onwards steps and further studies, in order to deliver the projects.

The tables in the City Centre projects section set out timescales, indicating short to long term project ideas.

Funding

This phasing will be dependent on factors such as funding. Public sector resources are limited and therefore funding will need to come from a variety of sources; private developers, local businesses and charities as well as development related funding such as Community Infrastructure Levy (CIL), Section 106. Other central government funds, cultural grants, heritage and conservation funds, biodiversity and community funding, and other crowdfunding initiatives may also be applicable.

There is the potential to tie in with funding from the Levelling Up Fund application, if successful (unknown at the time of writing).

Support the Engine Room to steer

Local stewardship

The Engine Room are an independent stakeholder group who have been instrumental to the strategy's development. Representatives include a diverse range of third sector organisations, businesses, health representatives and developers.

The steps to enabling change will require good governance; the Engine Room have the independent structure rooted in local stewardship to drive forward decision making and forming partnerships to deliver the strategy moving forward.

Ownership of the strategy from the Engine Room group will help to ensure that projects deliver on the sustainability and inclusivity principles woven into the actions, making sure that it delivers for Southend's residents.

Supporting younger voices to come forward

Engaging young voices has been a vital part of the strategy's development. Groups such as the Youth Council should be encouraged to become a part of the Engine Room.

Southend City Council Task Force

To steer delivery of the strategy internally and guide the Engine Room for the first few years.

Form partnerships for delivery

Anchor project partnerships

The strategy aims to empower local people to take ownership of delivering change by producing a plan that the public, private stakeholders and the Council can work towards together.

Forming partnerships for collaborative working with the Council, private partners and the local community will be critical to deliver on the projects and attract inward investment.

Community partnerships

Working with local community organisations and groups will ensure long term participation and build community ownership.

Options for alternative forms of ownership for publically owned sites could be explored such as Community Asset Transfers. There are many groups already working hard in Southend to drive projects forward, but a collaborative approach between different sectors will be needed to bring projects forward successfully.

Potential to develop a new Culture Board to establish culture-led renewal.

Set up a community forum

The vision and strategy has been shaped collectively by many conversations that have revealed great ideas and great initiative.

Commit to onwards dialogue

Working towards a collective vision requires a broad range of people to get involved together to take ownerships for the ongoing delivery, programming and legacy of the actions identified.

Ongoing communication

It will be really important to keep Southend's communities involved. Delivering projects and actions in Southend city centre successfully will rely on continuing this success and building on processes already established.

Setting up a community forum or Citizen Panel will help to continue the discussion. This group could also act as a design review panel to guide high quality and sustainable project outcomes.

A creative city depends on a collaborative process. Engagement for this strategy has kickstarted an era of collaboration and dialogue. It is just the beginning.

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