An architectural site plan of Southend-on-Sea Town Centre, rendered in white lines on an orange background. The plan shows a complex arrangement of buildings, streets, and public spaces. A central grid of streets is visible, with various building footprints and courtyards. Some areas are labeled with circled numbers (1-11) and 'BUILDING A'. The overall layout is dense and organized.

**IMPLEMENTATION PLAN AND
FINANCIAL FRAMEWORK**

**PART ONE
CONTEXT AND REVIEW**

**SECOND DRAFT
AUGUST 30 2003**



This study report was commissioned by the Southend-on-Sea Borough Council as Local Planning Authority. Whilst every effort has been made to ensure that the report is factually accurate, its contents, opinions, conclusions and recommendations are entirely those of the consultant who carried out the study. The content should not be held to represent the views of the Borough Council. It is therefore being made available solely for information purposes as a background technical document forming part of the evidence base for the proposed policies to be included within the Local Development Framework for Southend-on-Sea.

Document Accessibility

This document is also available;

- at www.southend.gov.uk
- CD Rom format;
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APPENDIX 1

Review of Current Policies, Strategies and Initiatives

APPENDIX 2

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Introduction

This report presents the findings in the first of the two stages that form the Southend-on-Sea Town Centre Implementation Plan.

Part One of this Study sets the context for the findings and recommendations contained in Part Two of the Study.

Southend-on-Sea, and its Town Centre more particularly, are the focus for a number of regeneration initiatives, at both a national and regional level. At the local level, the Borough Council has been active in a number of initiatives aimed at regenerating the heart of its community. The momentum for regeneration and change gathering at the national, regional and local level should ensure the aspirations for the Town Centre held by the Borough Council and the community are delivered over time.

Part One presents a summary of policies and initiatives impacting on Southend-on-Sea Town Centre at a national and regional level. The significant amount of studies on the Town Centre undertaken by the Borough Council are also reviewed, to inform the subsequent stage of this study.

We present our own thoughts and findings as to the function and character of the Town Centre and begin to identify what works and what needs improving in order to move forward, meet the aspirations of the Borough Council and ultimately encourage ongoing regeneration. Finally we identify the way forward, as a lead into Part Two of this study.



Review of Policies, Strategies & Initiatives

This section of the report provides a summary of the current strategies, initiatives and strategic policy guiding and influencing Southend-on-Sea Town Centre. A more detailed over view of the strategies, policies and initiatives can be found in the Appendix to this report.

2.1 Strategic Planning Context

The regeneration of Southend-on-Sea, and in particular the Town Centre is a key priority of national, regional and local policy initiatives.

2.1.1 National

- *Our Towns and Cities: The Future, Delivering an Urban Renaissance (White Paper), ODPM 2002*, seeks to achieve an 'urban renaissance' in towns and cities by creating vibrant and successful places in which people to choose to live. In September 2001 Lord Falconer selected Southend-on-Sea to be one of 24 partner towns and cities to participate in the "Working with Towns and Cities" initiative to progress the urban renaissance of the town.
- *Sustainable Communities Plan, ODPM 2003*, identifies Thames Gateway, now extended to include Southend-on-Sea, as a key element in the action programme for delivery of sustainable communities. Commitment to the Thames Gateway as a national and regional priority and the importance of regeneration to provide key housing targets for South East England is highlighted, as is the need for improved infrastructure and measures to address social deprivation in the gateway and Southend-on-Sea more specifically.

Figure 2.1: Location of Southend-on-Sea in the Context of Thames Gateway and London



(Source: LTP, SBC, 2000)

2.1.2 Regional

- *Regional Planning Guidance for the South East (RPG9)* was published by the Government in March 2001 and confirmed the extension of Thames Gateway into South Essex as an area of national/ regional priority for economic regeneration. RPG9 recognises the need for priority to be given to securing economic development in the Thames Gateway. To ensure balanced and sustainable development, there is a need for inward investment to be supported by adequate transport and community infrastructure and housing provision.
- *Thames Gateway South Essex Partnership (TGSEP)*, was formed in 2001 in response to the inclusion of South Essex in the Thames Gateway corridor (RPG9). The vision of TGSEP is to establish South Essex as a focal point for major economic regeneration and to draw in investment. The Partnership plans to build on the strengths and diversity of South Essex, focussing complementary regeneration activity in three distinct investment hubs. The vision for Southend-on-Sea , as highlighted in the box at left will be achieved by:
 - transforming Southend-on-Sea into a thriving cultural hub for South Essex, by developing its cultural strategy, beach facilities, resort and tourism facilities and leisure attractions, and the overall environmental quality of Southend-on-Sea and its environs;
 - to develop university facilities, expanding upon the Southend-on-Sea Town Centre campus to provide a sustainable and accessible facility for South Essex;
 - to improve the accessibility of Southend-on-Sea and Rochford by improving surface access, by road and rail, and upgrading London Southend Airport to support stronger business links with Europe.

The Vision for Southend-on-Sea is to become:

**A cultural and intellectual hub and a higher
education centre of excellence**

*Source: Thames Gateway South Essex
Partnership, 2001*

The Partnership released Delivering the Future, 'a landmark plan to deliver regeneration and secure a new era of wealth for South Essex' on 14 July 2003. The Plan supports the renaissance of Southend-on-Sea and reiterates the vision outlined above.

- *Regional Planning Guidance for the East of England (RPG14)* is currently being prepared and will cover the period up to 2021. The East of England is a new planning region that came into being in April 2001. RPG14 will include the relevant guidance applying to Thames Gateway, and hence Southend-on-Sea, which is currently found in RPG9 through a sub-regional strategy for South Essex.
- *Planning Policy Guidance for Town Centres and Retail Developments (PPG6)* was updated in June 1996 and provides guidance on planning for Town Centres and retailing, on Town Centres and assessment of retail proposals.

2.1.3 Local

- *Essex and Southend-on-Sea Replacement Structure Plan (2001)* was adopted on 9 April 2001 by Essex County Council and Southend-on-Sea Borough Council and sets out the strategic policy considerations within the Structure Plan area for the period 1996-2011. The document is currently being reviewed to better reflect new opportunities and initiatives arising from the Thames Gateway. This document confirms:
 - Southend-on-Sea's role as a sub-regional Town Centre;
 - Southend-on-Sea as an appropriate location for large scale office development, on grounds of sustainability;

- The opportunity to improve the local economy by further establishing leisure, recreation and tourism facilities in Southend-on-Sea; and
- The importance of transport investment priorities to support the regeneration of the town.
- *Southend 2011 An Urban Vision for the new millennium, Issues Report for the Replacement Southend-on-Sea Borough Local Plan, March 2001*, was prepared to mark the start of a series of public consultations on the review of the Borough Local Plan (now operating beyond its intended life span). The Issues Report clearly articulates a series of issues for which the town is currently facing, the most pressing being the need for economic regeneration and investment. Key regeneration areas are identified, including Victoria Avenue (office/business), Town Centre (shopping, leisure, tourism) and the Pier (leisure, tourism) are highlighted. An upgraded Central Bus Station, with effective connections to the railway stations' is seen as pivotal for transport accessibility in the town. The importance of high quality urban design is seen as a vital component in the urban renaissance of the Town Centre, to ensure Southend-on-Sea can develop into the premier cultural, leisure, education and business sector for South Essex.
- *Southend-on-Sea Borough Local Plan, March 1994* has the principal purpose of establishing the most appropriate pattern of development for Southend-on-Sea for the period up to 2001. The Borough Local Plan is currently being reviewed and updated. Policies applying to the Town Centre generally seek to:
 - promote high standards of design;
 - protect conservation areas and frontages of townscape merit;
 - retain similar office floor space levels whilst identifying opportunities for new office development;

- ensure retail development is contained within the CBD; identify specific proposals for future retail development opportunities and promote the establishment of a permanently based retail market;
- promote the resort potential of the town with improvements to the range and quality of the leisure offer and accommodation; and
- enhance the accessibility of the Town Centre and car parking facilities.

The Borough Local Plan identifies a series of specific proposals for a number of sites throughout the Town Centre, to give effect to the policies. A number of the sites have since been developed.

2.2 Southend-on-Sea Gateway Town Centre Strategy 2002-2012

Southend-on-Sea Borough Council's Town Centre Scrutiny Committee produced this report in 2001. The primary purpose of the Committee was to explore and review the opportunities for regeneration in the Town Centre and provide recommendations to progress identified actions in the longer term. In essence, the strategy reflects the Borough Council's aspirations for Southend-on-Sea Town Centre.

Southend-on-Sea Borough Council's vision for Southend-on-Sea Town Centre over the next ten years is highlighted in the box at left.

The Strategy represents the culmination of a series of public consultation exercises with Borough Council officers, stakeholders, elected members and the general public. Five key themes were highlighted early in the consultation process, and the challenges that lay forward within each. These are highlighted in the box at left.

THE foremost Town Centre of South Essex, Thames Gateway and beyond, offering an increasingly vibrant mix of shopping, cultural and leisure activities, supported by thriving commercial, education and technology sectors

Source: Gateway Town Centre Strategy 2002-2012, SBC 2001

1. the 24 Hour Town?
2. Connections and Movement
3. Public Space and Environment
4. Safety and Security
5. Development Opportunities

Source: Gateway Town Centre Strategy 2002-2012, SBC 2001

In addition and overarching the five key themes were the themes of Town Centre Management and Marketing and Promotion.

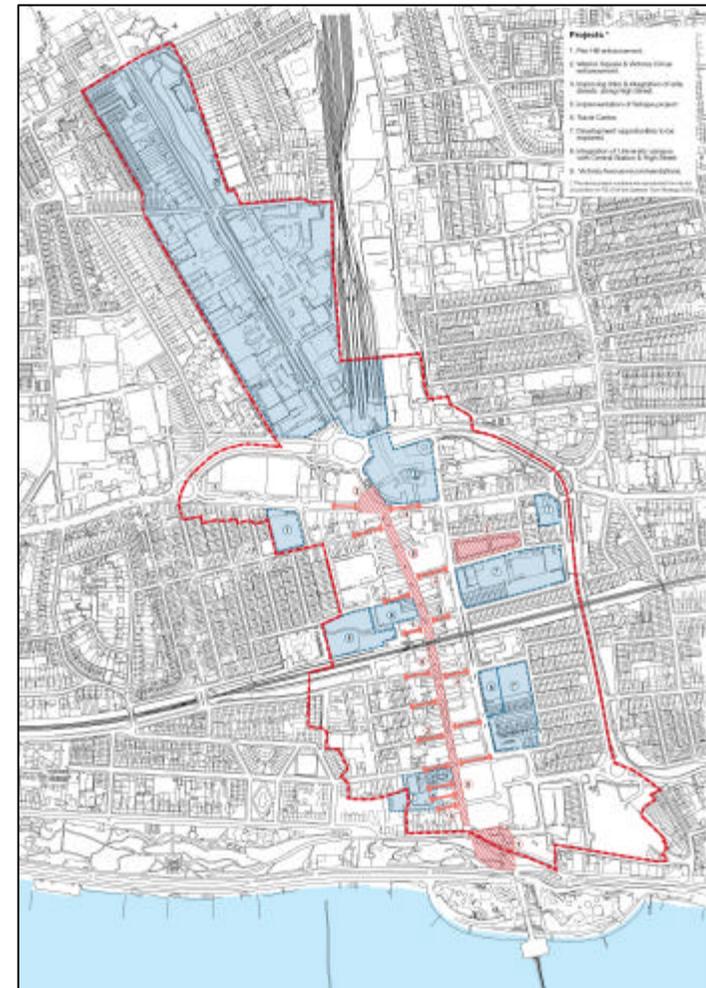
Following extensive public consultation on the above five themes, six major issues facing the Town Centre were identified, including:

- **Pier Hill** and the need to improve links between this space and surrounding key activity areas;
- provision of a new **Travel Centre** and associated potential development opportunities, private car access and parking, and the need for a late night transport provision;
- **pedestrianisation** and the need to review the current extent in the High Street and side streets;
- **Victoria Avenue, Victoria Station and Victoria Plaza** development and the current poor links, connections and impressions;
- the general standard of **maintenance and cleansing**, relatively **poor lighting levels** and levels of **anti-social behaviour**; and
- **safety and security** and poor perceptions of, which detract from achieving vitality and vibrancy.

The 12 major priorities have degrees of commonality, as summarised in the following key headings. The project locations are shown in Figure 2.2.

- **Linking/ integrating key areas and activities** (Pier Hill; Warrior Square; Victoria Circus; improvement and integration of side streets along the High Street; implementation of Sshape; proposed new travel centre; physical broadening of the High Street offer; and integration of the university campus).
- **Ease of movement** (Pier Hill; Warrior Square, Victoria Circus, improvement and integration of the side streets

Figure 2.2: Priority Projects



Source: Gateway Town Centre Strategy 2002-2012, SBC 2001

along the High Street; effective public transport arrangements; adoption of Victoria Avenue recommendations; and review of pedestrianisation, traffic and car parking improvements).

- **Quality public space** (Pier Hill; Warrior Square; Victoria Circus; and improvement and integration of the side streets of along the High Street).
- **Environmental improvement** (Pier Hill; Warrior Square; Victoria Circus; improvement and integration of the side streets along the High Street; implementation of Sshape; adoption of the Victoria Avenue recommendations; and review of pedestrianisation, traffic and car parking improvements).
- **Visitor/ community safety** (implementation of Sshape; effective public transport arrangements and night transport; and review of pedestrianisation, traffic and car parking improvements).
- **Civic pride and marketing** (development of a “Pride in Our Town” scheme; raising the profile of the town regionally and nationally; and development of dedicated Town Centre Management).
- **Development opportunity** (Pier Hill, Warrior Square, improvement and integration of the side streets along the High Street; physical broadening of the High Street offer by a proactive approach to attract developers; and adoption of the Victoria Avenue recommendations).

Whilst the Strategy highlights the aspirations of the Borough Council by identifying key action projects and what needs to change, the Strategy does not provide a clear direction for the delivery of each action project.

2.3 Other Initiatives

2.3.1 Regional Economic Strategy, EEDA, June 2001

East of England 2010 “prosperity and opportunity for all” was published by the East of England Development Agency (EEDA) in June 2001. The Strategy is the framework and the focus for the economic development of the region over the next ten years. The Strategy has the principal aim of improving the region’s economic performance and the quality of life of its residents, with the ultimate goal to become one of the wealthiest 20 regions in Europe by 2010.

The Regional Economic Strategy focuses on six major themes that are considered to be of vital importance to achieving prosperity and well-being for the East of England. Each of the themes provide a basis for making choices and a framework for delivery.

Of specific relevance to Southend-on-Sea is the ‘regeneration plus’ theme which seeks to build sustainable communities which help themselves, with competitive businesses investing in skills and ICT being vital to wealth generation and employment. The Thames Gateway is highlighted as a major cross-regional partnership working towards economic development and regeneration.

Additionally, the need for a good transport network is vital to improving business productivity and achieving regional economic development objectives.

2.3.2 Southend Community Plan, Southend Together, March 2003

The Southend Community Plan “Southend- setting the standard” is the first Community Plan for the town and was prepared by Southend Together, the Southend Strategic Partnership.

The Plan has been developed in response to the Government’s requirement for local councils to draw up a long-term plan to improve the economic, social and environmental well being of the town in consultation with local people and other interested organisations. The Government also requires that all other plans and strategies prepared for the town, should be in accordance with, and support, the Community Plan.

Southend Together’s vision for the town is a vibrant coastal town and a prosperous regional centre where people enjoy living, working and visiting.

The importance of regeneration in the Town Centre is seen as an important element of the Plan, influenced by all seven of the themes that make up the Vision.

2.3.3 Local Transport Plan, Southend-on-Sea Borough Council, July 2000

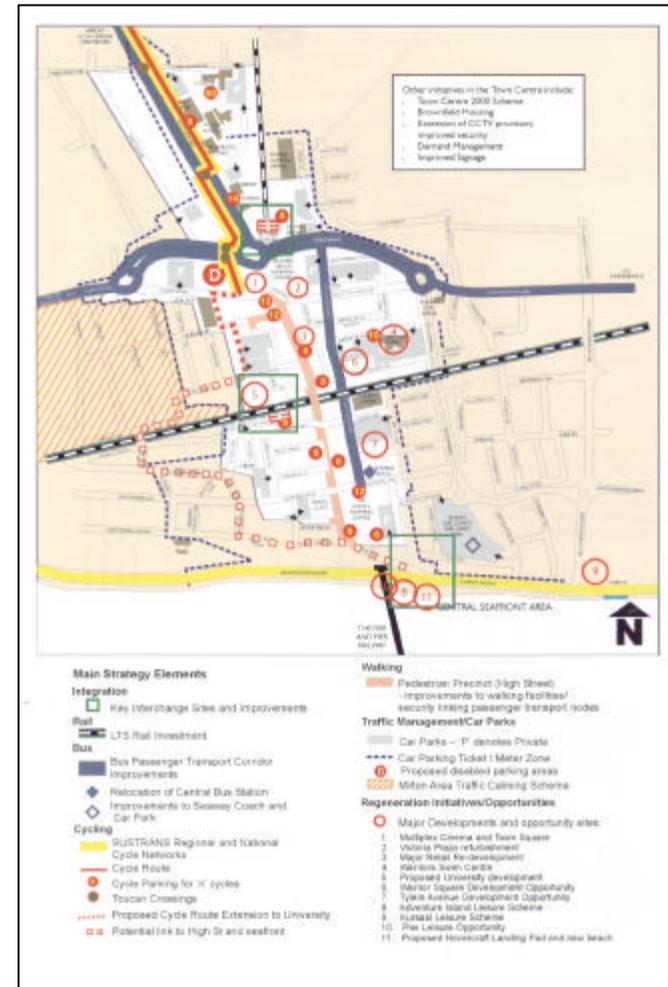
The Local Transport Plan (LTP) covers the period 2001/2 – 2005/6 and was prepared in collaboration with Essex County Council. The LTP acknowledges the regional strategy established in RPG(9) and the recognised needs for a transportation study for the Thames Gateway, particularly the London to Southend-on-Sea Corridor.

The central tenet for the LTP is the reduction of congestion and access constraints in Southend-on-Sea and its hinterland to stimulate regeneration, economic improvement, environmental enhancement and community well being in a sustainable manner.

The LTP seeks to:

- ensure the successful regeneration and renaissance of Southend-on-Sea;
- improve accessibility by better use of the existing network;

Figure 2.3: Local Transport Plan- Key Elements



Source: LTP, SBC 2000

- create model shift away from the private car;
- establish demand management; and
- apply an integrated, sustainable approach to transport.

With regard to regeneration and development opportunities in Southend-on-Sea, the LTP details a number of key initiatives, including:

- relocation of the Central Bus Station;
- improvements to the Seaway Coach Park;
- maximising links between SE Essex College/ University of Essex and Central Railway Station;
- Victoria Railway Station and links to Victoria Plaza Shopping Centre;
- Opportunities for water based transportation links; and
- Other key initiatives at Southend Airport and Shoeburyness (outside the remit of this study).

The LTP states that the successful development of these sites and their integration with the transportation network will be crucial to the regeneration of Southend-on-Sea.

A total estimate spend of some £14.5m to 2005/06 has been budgeted for the following components of the LTP:

- A13 improvements from Leigh to Southend-on-Sea Town Centre;
- Central Bus Station relocation, and
- Upgrade to Priory Crescent.

2.3.4 Southend-on-Sea Retail Study, CB Hillier Parker, September 2002

This study was commissioned to provide advice on Borough retail and Town Centre issues and to inform the preparation of the Replacement Borough Local Plan. The draft report was prepared in September 2003.

The study concludes that whilst Southend-on-Sea is a healthy centre, opportunities exist for further retail

development in the Town Centre. The consultants consider it important to extend the Town Centre east-west as far as possible, as against extending the linear north-south retail area. Redevelopment of Victoria Plaza Shopping Centre may represent a longer term development opportunity.

The Town Centre's dominance as a comparison goods shopping destination is highlighted whilst it is noted that a below average provision of floor space in tourist orientated outlets exists.

Scope for new development within the Town Centre on the sites identified in Section 5 of the Borough Local Plan is reviewed, with the following conclusions made.

Warrior Square (south side) and Whitegate Road (north side)

- Appropriate for a flagship office development rather than retail development.

Tylers Avenue and York Road

- Considered suitable for new retail development, fully integrated with the High Street and/or The Royals Shopping Centre, to strengthen this area relative to the northern part of the High Street and assist in extending the Town Centre offer on an east-west axis.

Alexandra Street, High Street and Market Place

- Area retained for small-scale niche retailing, which would broaden the retail offer.

Seaway Car Park

- May be suitable for a convenience superstore, subject to design, layout, residential amenity and car parking considerations. This view is taken given the relative deficiency in food store provision identified in the eastern part of the borough.

Other Opportunities

- Victoria Avenue is not considered a suitable location for retail development- this would only serve to extend the

already stretched High Street- further retail development should occur on the east-west axis.

- Potential redevelopment opportunities that can provide enhanced retail and service facilities exist (Victoria Plaza, redevelopment and enhancement of certain blocks in the High Street and the Chichester Road frontage to Maitland House).

General

- The consultant is not convinced that capacity exists to support a major new shopping centre in the town over the period to 2016.
- The focus should however be on some new development such as an expansion of High Street shopping or The Royals and renewal of existing space as appropriate.
- The relocation of the covered market facility from York Road should be a priority for the Town Centre in order to facilitate development of the site.

Comment on Development Sites

The Study highlights a range of development opportunities and options for possible development. Whilst we concur with many of the options identified, we suggest the use of the Seaway Car Park for retail use will only serve to fragment the retail offer in the Town Centre, by introducing a relatively isolated use with poor links back towards the High Street. This, in our view, is counter to the aims of the Gateway Town Centre Strategy that seeks to maximise linkages. The enhancement of the fine grain Market Place area with further small scale retail units is to be supported.

2.3.5 Cultural Strategy, Southend-on-Sea Borough Council (undated)

Southend-on-Sea's Local Cultural Strategy provides for the development of the town's cultural sector, recognising the

contribution that the cultural sector can make to improve the quality of life for local people.

The overarching strategic cultural vision is:

"For Southend to be recognised as the Cultural Capital of the East of England by 2010; to have developed a cultural infrastructure and facilities which are recognised as being of regional significance and which give demonstrable benefits to everyone who lives in, works in or visits the Borough."

At a policy level, cultural activity is viewed as a major component and catalyst for social and economic regeneration.



The Cultural Strategy actively seeks to address gaps in Southend-on-Sea's current cultural infrastructure. In particular it outlines a number of capital investment priorities for Southend-on-Sea, including the Pier and seafront, improved key interchanges, the University of Essex and expansion of the integrated cycleway network.

Future developments with potential for capital investment are also identified, including High Street regeneration and public arts projects.

2.3.6 Victoria Avenue Office Study, Chestertons Plc, May 2001

Chestertons Plc were commissioned by the Borough Council to examine the short, medium and long-term future of the Victoria Avenue office area. The report, titled Victoria Avenue Office Area Future Potential Study May 2001, recommends a 25-year horizon for Victoria Avenue, proposing a framework consisting of increased permeability through the site and across Victoria Avenue and enhanced environmental quality.

The study area was divided into three zones, comprising of:

- Zone 1, at the northern end of Victoria Avenue – 60% office, 40% mixed use (with Heath House and Carby House converted for mixed use in the short term).
- Zone 2, in the centre– 80% offices 20% mixed use. The most likely short to medium-term opportunities are Thamesgate House and Baryta House.
- Zone 3, at the southern end of Victoria Avenue -100% office use.

In the short term the report recommends creating a more positive image and identity for Southend-on-Sea and Victoria Avenue, in particular to attract inward investment and secure more economic activity.

Quick wins are identified as being the conversion or redevelopment of one or more vacant blocks for quality

office space. The need for managed office space has been identified as an opportunity owing to the lack of existing space and is recommended to be pursued with one of the leading service providers in the area. Zone 2 is identified as the most appropriate location for this type of office activity.

In the long term it is recommended to comprehensively redevelop the entire site commencing with Zone 1 followed by Zone 2, particularly the northern end around Heath House, and finally Zone 3, focusing on the middle section of Premier House, Victoria House, Telephone House, Cheviot House and Kingswood House.

The framework aims to reposition Victoria Avenue as a quality office quarter with complementary uses such as A1 (retail), A3 (food and drink), C1 (hotel), D2 (leisure) and an element of live/work.

2.3.7 Pier Hill Enhancement Project, 2003

Dudley Smith Partnership, in association with Stanley Bragg Partnership, have been commissioned by the Borough Council to review and implement the original conceptual design prepared by the Civic Trust in 2002 for Pier Hill.

The concept prepared seeks to transform Pier Hill into a high quality 'destination place' linking into surrounding key activities. The design concept creates a series of public spaces in the form of an urban 'piazza' and terrace, and green spaces linking the Pier building to the High Street. To activate the upper space, the blank wall of The Royals Shopping Centre is partially hidden by a café/ restaurant to capitalise on the southern aspect and sea views.

The proposed works will serve to bind the poorly linked surrounding uses together, with Pier Hill becoming the centre point for the southern end of the High Street. The importance of creating a sizeable new public space, opening vistas and the visual connection from the pier to High Street

and vice versa are critical to achieving an integrated and cohesive Town Centre.

The proposed café/ restaurant, partially hiding the blank wall of The Royals Shopping Centre, will enable the shopping centre to embrace its outlook towards the sea and will create a level of vitality and vibrancy currently missing from this space. We suggest however that the observation deck at the end of the High Street be more prominent, possibly incorporating a signature piece of public art to draw the eye down the High Street.

2.3.8 Innovation Centre Strategy, SQW Consultants, December 2002

SQW Economic Development Consultants undertook a study into the likely demand / supply for an incubator / innovation centre within Southend-on-Sea. The study considered that to increase the survival rate and quality of Southend-on-Sea's indigenous businesses it must build on its locational advantages (a seaside town within close proximity to London) and its entrepreneurial characteristics (high level of business start-up activity).

An innovation centre could encourage inward investment and movement by companies and entrepreneurs. It would fulfil the following roles:

- facilitate collaboration between partners in the private and public sector to support new business creation from early concept through to early stage business;
- co-ordinate sign posting to sources of support;
- take a strategic approach to supporting and promoting the development and funding of innovation and technology; and
- improve business to business networking as a means to improve collaboration between the region's knowledge bases.

The study found that there could be sufficient demand to fill an innovation centre of some 25,000 – 30,000 sq. ft. in one to three years. The innovation centre would need to ensure close links with South East Essex College and the University of Essex and could fit into EEDA's wider strategy of developing a network of Enterprise Hubs in the Eastern Region.

2.3.9 Community Safety Strategy, Southend-on-Sea Borough Council

Under the Crime and Disorder Act (1998) Southend-on-Sea's Crime and Disorder Partnership, is responsible for developing and implementing a sustainable strategy for reducing crime and disorder within Southend-on-Sea. The overall aim of the Partnership is to reduce crime, disorder and the social and economic costs of crime in a cost effective and socially equitable way.

The Crime and Disorder Strategy realises that a poor environment increases the likelihood of incidents considered 'threatening' and fear of crime perceptions. As a priority fear of crime will be tackled in the Strategy through targeted initiatives to protect and reassure vulnerable social groups and action to prevent particular incidents occurring. There will also be a greater emphasis on environmental maintenance and design with clearer publicity about the nature and number of incidents.

The three-year Strategy comprises three Annual Action Plans. Each Action Plan considers the three categories identified in the Strategy; people, environmental and property. Key actions that affect the Town Centre's built environment, of which some have already been implemented, include:

- implementation of Borough Patrol wardens scheme within central Southend area (IMPLEMENTED);
- review parking and monitor decriminalisation;

- initiatives with Police involving seafront traders to combat seafront cruisers and reduce car stereo noise Control of Pollution Act 1974;
- protect public through improving sight lines in parks and on highways by reducing height of shrubs etc. (Southchurch Park for example);
- provision of highway facilities for cyclists in accordance with the Local Transport Plan Cycling Strategy to reduce risk to pedestrians from cyclists on footways/ footpaths and risk to cyclists from sharing carriageway space with motor vehicles;
- CCTV cameras installed in York Road (IMPLEMENTED);
- take necessary enforcement action against itinerant traders in the High Street through liaison with Borough Patrol officers;
- Hackney Carriage & Private Hire drivers to note and respond to pager messages from Essex Police where appropriate; and
- Borough Patrol officers to undertake deterrent patrol of High Street precinct in conjunction with Town Beat Section of Police Division.

To support these objectives a Management Plan is in place to deliver operational activity relevant to all priorities (such as training) and co-ordinate and develop joint strategic action.

The Town Centre Crime Reduction Working Party is a multi-agency and stakeholder taskforce formed in January 2003 to build on the Crime and Disorder Strategy with the specific remit of Southend-on-Sea Town Centre. Two broad concepts guide the Working Party in developing solutions to the crime and disorder problems encountered in the Town Centre: *environment* and *displacement*:

- Environment referring to both physical surroundings and perceived feelings of safety/ menace in public areas.

- Displacement referring to the dispersal of social groups or groups of individuals when they congregate in the Town Centre causing a nuisance, particularly outside fast-food outlets, and in the evening removing club patrons from the Town Centre when the pubs/ clubs close. A transfer of activities that are not illegal but cause a nuisance in the Town Centre to a more controllable environment, particularly where these activities are unlikely to respond to enforcement alone due to either their being an enthusiastically pursued 'hobby' (skateboarding), or motivated by convenience (cycling on the pavement).

Therefore, within the context of these two themes, a number of proposals have been produced that aim:

- to manage the conduct of pedestrians through town design at critical periods where crime or disorder is likely to occur.
- to minimise the conflict between different types of 'traffic' in the town. Traffic in this context means pedestrians, pedal cycles and cars.
- to make policing of the Town Centre easier.
- to increase the attractiveness of the Town Centre.
- to ensure that a clear development policy is in place congruent with other relevant local plans & strategies.
- to ensure that the Council's responsibilities under Section 17 of the Crime & Disorder Act 1998 are fulfilled, ie through designing out opportunities for crime (urban design, lighting strategies and landscape improvements etc).

Understanding Southend-on-Sea Town Centre

The brief for this study required that a fresh, objective perspective be taken to reviewing the opportunities for regeneration in Southend-on-Sea Town Centre. This section of the report therefore seeks to review how the Town Centre currently functions, presenting our impressions gained from both a desk top study and numerous field visits at different times of the day and night. We conclude this section by summarising the key issues most likely to be hindering the ability of the Town Centre to attract new investment and ultimately meet the aspirations of the Borough Council.

3.1 Character Areas

In light of the historical growth of the Town Centre, physical form and subsequent policy intervention, particularly in the period since 1960, the following 'character areas' have developed:

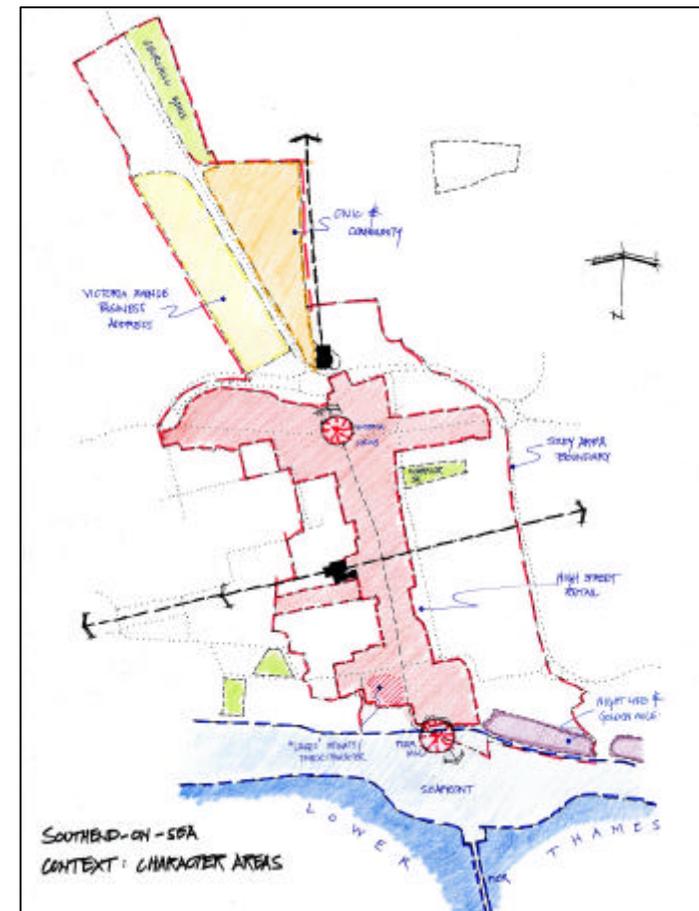
Seafront and Golden Mile

- Leisure and tourism focus for the town and region, includes the refurbished Pier and Pier building, amusement parks and retail specifically catering for the leisure and tourist markets (Golden Mile).
- Includes the passive recreation spaces overlooking the Thames Estuary (The Shrubbery).
- The Seafront is linked at present, albeit poorly, with the Retail and Commercial precinct by Pier Hill.

Retail and Commercial

- Focused on the linear High Street and extending to include London Road and Southchurch Road, with a limited range of retail stores located in side streets off the High Street.
- The Royals and Victoria Plaza are two significant "anchor" retail centres located at opposite ends of the High Street.

Figure 3.1: Character Areas



- Victoria Plaza is in need of significant refurbishment or redevelopment.
- A small precinct at the southern end of the High Street, off Alexandra Street has a distinctive, intimate and diverse character, reminiscent of the “lanes” area of Brighton and includes a number of night-time uses.

Office

- Victoria Avenue (photo at left) forms the Central Business District of Southend-on-Sea and is characterised by a number of 7 to 15 storey office towers, located on the western side of the Avenue. These buildings were constructed in the 1960s and 1970s, with refurbishment of some buildings occurring in the 1980s and 1990s.
- Victoria Avenue is a wide “boulevard” style road with adjacent service roads and significant avenue tree planting.
- Due to the design of Queensway, Victoria Avenue is both physically and visually separated from the High Street and retail/commercial area.

Civic and Community

- The “civic heart” for Southend-on-Sea, this precinct is located on the eastern side of Victoria Avenue. This precinct includes the Southend-on-Sea Borough Council Civic Centre, law courts, police station, library and museum. To the north of Carnarvon Road is Churchill Gardens.
- This precinct is also both physically and visually separated from the High Street. In addition, due to the use of fencing in the median and service roads along parts of Victoria Avenue, integration with the office precinct is poor.



Night Life (Lucy Road)

- Facing the Seaway Car Park on Lucy Road, the night life area forms a strip of activity in the east of the Town Centre, above the seafront.
- Pedestrian access from the High Street and Golden Mile to the area is poor. Two routes effectively lead to Lucy Road, one via a laneway adjacent St Johns Church which has significant safety and security issues due to the nature of the route; the other via residential streets to the Seaway Car Park.

3.2 Arrival Experience

One of the principal aspirations for Southend-on-Sea Town Centre is to become the cultural and intellectual hub and higher education centre for South Essex. The quality of the arrival experience is therefore crucial to forming an immediate good impression about the town.

By Car

- The A13 (London Road/ Queensway) and A127 (Victoria Avenue) provide attractive entrances into the Town Centre fringe as shown in the photo below. The 'boulevard' form and feature avenue tree planting to the median and verge provides a leafy and green first impression.
- The two roads meet at the vast Victoria Avenue roundabout, where a poor sense of arrival into the heart of the town centre is presented. The landscaping on the roundabout serves to visually block views beyond to the High Street whilst the adjacent blank walls and scale of built form create 'walls'.
- Town Centre car park access routes are complicated and not well signed-posted, the experience is akin to weaving along residential streets to a car park, which in a number of cases is poorly connected to the High Street.



By Rail

- Two mainline stations serve Southend-on-Sea: Central and Victoria.
- Central Station is in a strategic location within the Town Centre. Whilst facilities inside the station have been improved, the quality of the surrounding streets, lack of visual and physical connections to the High Street and the "back alley" approach on the north side provides a poor sense of arrival for visitors.
- Victoria Station is strategically located at the junction of the High Street and Victoria Avenue and hence is well located to serve the office/ civic and the retail/ commercial areas of the town.
- The arrival experience is marred by the poor integration of the station with surrounding uses. The Victoria Avenue roundabout provides a significant barrier to integration and the views from the station across to a blank 'wall' formed by Victoria Plaza and the Odeon Cinema impair the arrival experience significantly, as seen in the photo above. This is exacerbated by the dated outdoor escalator and "shopping bridge" into Victoria Plaza.

- We understand Council is attempting to address the lack of facilities in both stations through a Quality Rail Partnership, however discussions are being hampered at present by the franchisee renewal of the Great Eastern line.

By Bus

- Bus transport has an important function in the Town Centre. Routes are principally contained to Victoria Avenue, London Road- Queensway, the Deeping, Chichester Road and Southchurch Road.
- Facilities for bus passengers are of a low quality. The principal focus for services is Central Bus Station, seen in the photo at right. Outdated in appearance, this station is the subject of further study regarding its relocation to a modern, purpose built facility. Central Bus Station is also the terminus for National Express services from London.
- The Deeping, under Victoria Plaza also incorporates a series of bus stops on the side of the road. This facility is both poorly lit and removed from activity, and generally has a perception of poor safety (even with CCTV).
- Surface bus stops are located at various points in the Town Centre and reflect a lack of investment in facilities for passengers.
- The main arrival point for tourist coaches (also cars) is Seaway Car Park. This facility is unwelcoming for visitors, has no connection to the seafront or other tourist activity areas and has no visitor facilities.



By Taxi

- Taxis are the dominant mode of transport at night, other than the private vehicle. Whilst taxi ranks are distributed throughout the northern portion of the Town Centre, the southern portion is poorly served. Facilities at taxi ranks, such as telephones and information are non-existent.

3.3 Circulation and Movement

3.3.1 Vehicular

The vehicular circulation system comprises a dual carriageway semi-ring road (Queensway) situated to the north (middle) and east of the Town Centre. This road provides connections to the east (Southchurch Boulevard and Southchurch Road), north (Victoria Avenue) and west (London Road). Plans for the completion of the ring road, to the west, were dropped in the 1970s amid concerns over loss of heritage areas and cost.

We make the following observations from our review and understanding of the vehicular movement network:

- Chichester Road is dominated by car and bus traffic, particularly at the southern end adjacent The Royals Shopping Centre and in the centre adjacent Warrior Square;
- Traffic congestion on Queensway can partially be attributed to the combined effects of traffic signals located in close proximity to the roundabout;
- Pedestrian/ vehicular conflict points exist in the High Street at Alexandra Street and Tylers Avenue/ Clifftown Road, where the awkward path of vehicles crossing the High Street means pedestrians cross at the widest part of the road;
- The presence of vehicles in the High Street using the one-way minor loop system via Clarence Street presents additional pedestrian/ vehicular conflict points; and
- Overall, the presence of vehicles in the southern portion of the High Street lends a clearly different character to this portion of the street compared to the wholly pedestrianised northern section.

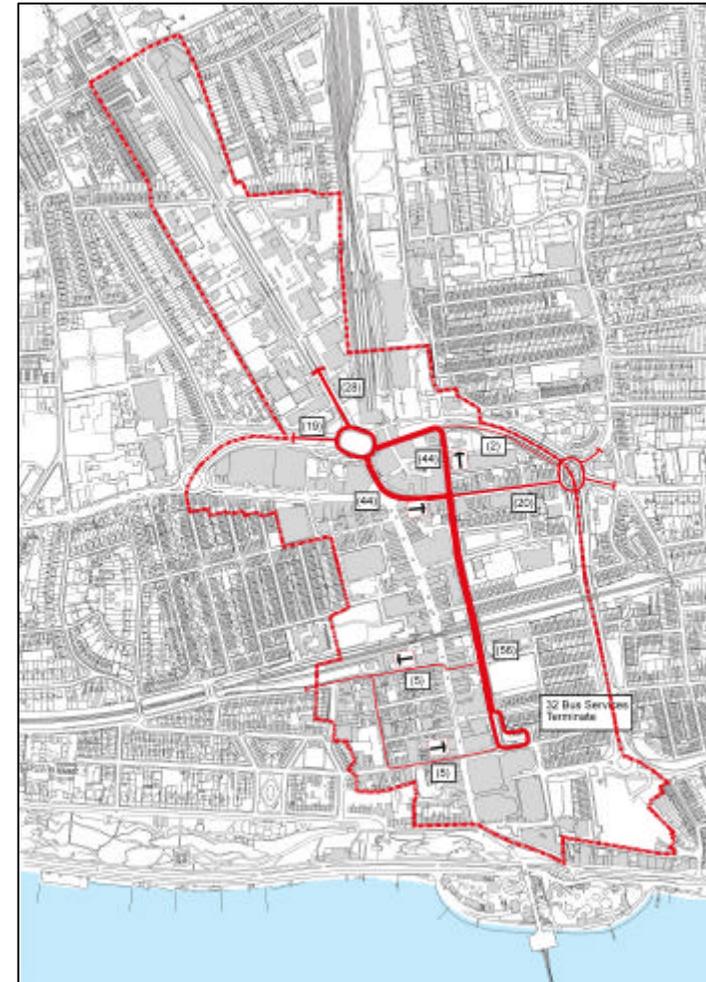
3.3.2 Public Transport Routes

Southend-on-Sea is the nexus for public transport services in the district. The two mainline rail services are supplemented by a network of some 50 bus services to destinations within the Borough or further afield, including Basildon and Chelmsford. Figure 3.3 illustrates the provision of public transport services in the Town Centre.

Our observations include:

- Given the existing road system in the Town Centre, many routes include one way loop systems, adding to travel times and inconvenience for passengers;
- Southend Central Railway Station is served by bus services heading in a westerly direction only;

Figure 3.3: Public Transport Routes



Public Transport Services Focus on Chichester Road as shown in the above diagram (figures in boxes refer to the number of services using that road)

- The current bus station is well located to the retail and leisure components found in the southern portion of the Town Centre, but has poor connections to the High Street generally and Southend Central Railway Station;
- The current bus station seems to perform the role of a bus layover area, rather than a true 'station' with the preferred bus stops for boarding being opposite in Chichester Road either side of York Road;
- The physical form of the town, with few north-south linkages, concentrates bus movements along Chichester Road, with associated impacts on amenity at peak times.
- Connections with bus services at Victoria Station are poor, with no clear directions to the nearest bus stands;
- The Victoria Plaza Bus Station in The Deeping, has poor amenity, is unwelcoming and perceived as unsafe given the underground location with poor lighting and lack of adjacent activity;
- The Town Centre's two rail stations have no connection to each other which is exacerbated by their poor links to the High Street (the connector); and
- Whilst taxi rank locations have been reviewed with the aim of more fairly distributing them throughout the Town Centre, the lack of taxi ranks in the southern portion close to the night life and seafront areas is of particular concern.

3.3.3 Pedestrian and Cycle Routes

A review of key pedestrian routes has been undertaken on the basis of identifying key generators for foot traffic and their associated pedestrian links. We have observed:

- The importance of the High Street being the "link" not only between attractions in the north and south, but between existing and potential attractions in the east and west;
- The poor connections between the northern end of the High Street and Victoria Station/ Victoria Avenue where direct connections between the two are cut;
- The importance of strengthening links between the High Street and Warrior Square to fully realise the potential of this public space and adjacent development opportunity site;
- The need for clear linkages between Central Station and the High Street currently not achieved by Clifftown Road;
- The physical separation and poor connectivity between various Town Centre car parks (namely Farringdon and Essex Street) which attribute to their lack of custom and dislike;
- The need for stronger links along Chichester Road to tie together potential development opportunities in the east of the Town Centre and compliment the High Street offer;
- The poorly located "dog-leg" link between Pier Hill (Church Road) and Lucy Road; and
- In reference to cycle routes, clear gaps exist in the network between Victoria Avenue at Queensway and the seafront.

3.4 Heritage

Established as a 'high-class' seaside resort in the early 1800s, Southend-on-Sea Town Centre today has few visible reminders of its past heritage. The greatest concentration of heritage items, either in the form of conservation areas, listed buildings or frontages of townscape merit are located south of the railway line.

We observe the following:

- The Clifftown Conservation Area to the south represents an excellent example of a planned, circa 1850 housing development, complete with grand two storey terraces and ornate public gardens;

- The dwellings of Royal Terrace and the Royal Hotel present fine examples of how Southend-on-Sea developed as a high class resort and residential location;
- A number of frontages of townscape merit line the streets south of the railway and, although many are in a low standard of repair, clearly highlight the rich heritage of the town;
- Both the Palace Hotel and St Johns Church provide visible signs of the former glory of the town;
- The amenity of the Warrior Square Conservation Area is compromised by surrounding uses and lack of maintenance in the park itself;
- The conservation areas, which in many ways can be a source of pride for the Southend-on-Sea, are poorly connected with the High Street.

3.5 Public Space

Given the concentration of uses within the Town Centre, the centre is currently lacking in good quality public space. Whilst the seafront represents a significant asset and open space, the core of the Town Centre lacks both high quality soft and hard spaces.

Our observations include:

- The northern and southern extremes of the Town Centre have attractive passive recreation areas (Churchill Gardens and The Shrubbery/ Pier Hill respectively) whilst the centre is devoid of good quality public space;
- Warrior Square is the only green space in the central area however its location, off the High Street, and standard of maintenance suggest this space is infrequently used.
- Urban spaces, in the form of paved public forecourts are balanced in the north (Victoria Circus) and south (Pier Hill) although the quality of these spaces is low;
- Given the linear nature of the High Street, exacerbated by the dominant building line on the front property boundary,

no opportunity currently exists between Victoria Circus and Pier Hill for a high quality, urban public space or focus (other than within the confines of the narrowing High Street itself).



3.6 Principal Land Uses

3.6.1 Retail

Southend-on-Sea serves a catchment area that extends beyond its district boundary and includes towns within Rochford District and Castle Point Borough. Smaller towns within this area include Rochford, Rayleigh and Benfleet. As is typical of many seaside towns in the UK a high proportion of the catchment population are retired people whilst younger adults and children are particularly under represented. This is also supported by UK Census Data, 2001.

In 2002 Southend-on-Sea was at number 74 in the Experian Goad rankings table which, as can be seen in Table 3.1 below, represents a jump of some fifteen places from 2001's position. However, as also demonstrated in Table 3.1, Southend-on-Sea sits below competing and nearby South Essex retail destinations.

Table 3.1: Experian Goad Ranking for Principal South Essex Towns

Town	1998	1999	2000	2001	2002
Southend-on-Sea	88	na	80	89	74
Colchester	60	na	64	64	62
Chelmsford	43	na	42	43	64
Basildon	72	na	66	66	72

Source: Experian Goad, 2002

Table 3.1 illustrates how performance of the four Town Centres has changed over the last five years, with Southend-on-Sea being the only one of these towns in South Essex district to have improved its overall ranking over the period 1988-2002.



Although the retail offer in Southend-on-Sea is relatively comprehensive in terms of representation from national multiples, the spread of tenants is fairly diluted because of the physical characteristics of the Town Centre. The High Street itself continues to be the prime retail area, however, at over 800 metres in length it represents one of the longest retail thoroughfares in the South of England and consequently maintaining a consistent level of footfall along the entire street is a difficult task. Indeed in a number of instances there is a duplication of tenants at either end of the street, e.g. McDonalds, Boots.

Both ends of the street are anchored by two physically contrasting shopping centres. The Royals Shopping Centre (photo above), owned by CIS and located at the southern end of the street, was built in 1988 and represents the most modern and attractive retail offer in the Town Centre. Debenhams, Boots and a recently refurbished Littlewoods

are key tenants. Prime Zone A rents in the Royals are in the region of £50.00 - £55.00 per sq. ft Zone A.

Conversely the Victoria Plaza Shopping Centre (photo below), owned by Merrill Lynch and situated at the northern end of the High Street, was built in 1968 and is a particularly dated and tired looking building that does little to enhance the appearance of this part of the Town Centre. Although there are a small number of national multiples occupying units that front Victoria Circus, the majority of the occupiers in this centre are secondary and tertiary retailers. Prime Zone A rents in the Victoria Plaza Shopping Centre range between £40.00 - £45.00 per sq. ft Zone A along the prime locations of the centre's frontage falling away to between £20.00 and £25.00 per sq. ft Zone A along the less sought after locations on the first and ground floors.



As far as rental levels along the High Street are concerned our research of the retail market shows wide discrepancies in rents paid throughout the High Street which will reflect the flow of pedestrians along the street. The rents achieved in

the High Street indicate that the prime retail pitch lies around the area of the Central Station and to the north of the railway bridge and continues up to Victoria Circus. This part of the Town Centre attracts more footfall due to its proximity to the town's office district along Victoria Avenue. It also benefits from being located between the two main railway stations as well as within a short distance of the principal car parking facilities. We consider that these factors in part explain why rents in this area attract a premium compared to the rest of the street.

Prime rents in this central and northern section of the High Street area are in the region of £110.00 per sq. ft - £120.00 per sq. ft Zone A. However, as you move further south rents begin to tail off to almost half the value of the prime areas. We have been informed, for example, that 23 High Street is currently under offer to a new occupier at a rent that reflects £65.00 per sq. ft Zone A.

A recent exception is the reported new lease to Ann Summers for No.88 High Street, a short distance to the south of the railway bridge. A rent reflecting a Zone A rent of £120.00 per sq. ft has been reported. However, this is a very deep and narrow unit, which means that the devaluation of the overall rent can be misleading.

Appendix 2 provides a summary of rental transactions in the Town Centre that serves as a useful tool to assess the level of activity and also the variation in rents paid along the High Street.

While there have been few rental transactions in the southern part of the High Street, the table above broadly shows a fall in rental values to the south with the exception of the recently reported Ann Summers deal.

3.6.2 Office Market

Southend-on-Sea on Sea's principal office district lies along Victoria Avenue, an area that is characterised by an oversupply of late 1960's office buildings and high vacancy rates. It is estimated that there is approximately 18,580 sq. m (200,000 sq. ft) of vacant space available in this part of the Town Centre.

Activity in the Southend-on-Sea market has been extremely low during the last 12 months which is a reflection not only of the poor quality of available stock in the town but also the general slowdown that has been witnessed throughout the South East of England office market. As a result levels of demand are at record lows.

Demand in the Southend-on-Sea office market currently consists of occupiers seeking units of c.1,000-3,000 sq. ft and the majority of these occupiers will take second hand space. Those larger corporate occupiers who might be seeking larger units, are likely to require accommodation with air conditioning, raised floors, CAT II lighting and suspended ceilings. Such space is not currently offered in Southend-on-Sea. However, from our research we are not aware of any such large requirements in the town.

It is no surprise therefore that office rents in the town are relatively low and range between £80.00 per sq m (£7.50 per sq ft) and £91.00 per sq m (£8.50 per sq ft). However, we understand that a small air conditioned office suite within the recently refurbished Maitland House is currently under offer at a rent of approximately £10.50 per sq ft.

In Chelmsford, the office market is of a different structure with high quality office stock available in the centre. Rents as high as £25 per sq ft were achieved in the Summer of 2001 and at the end of that year there was almost no prime town centre stock available. For example, Marlborough House in Chelmsford town centre was completed in March

2001 and achieved rents of £25 per sq ft. Good quality second-hand space in Chelmsford have achieved £17-£18 per sq ft.

The UK Treasury has recently announced plans to relocate 20,000 civil servants from Whitehall. Sir Michael Lyons has been asked by the Treasury to conduct the review and Lyons, in turn, has instructed property consultants to compile statistics on 80 UK towns with populations of greater than 100,000 to find locations with suitably skilled staff. The future of 30 government departments and agencies is being considered and department heads have been requested to suspend any relocations until the outcome of the review. Such a large-scale relocation could result in up to 4,000,000 sq ft of office requirements out of Central London. This is equivalent to one 50,000 sq ft requirement for 80 different towns / cities across the UK. While the results from the study are not expected until November, Southend-on-Sea could potentially benefit from a 'big-win' if it was successful in attracting a government department. Such a relocation into the town could act as a catalyst for further office sector growth and wider economic benefits.

3.6.3 Residential

Our discussions with local real estate agents indicate that prices for residential accommodation in Southend-on-Sea have stabilised somewhat in recent months – a trend that is being witnessed across the south east housing market as a whole. The time between receiving an instruction and a buyer being secured (point of sale) has lengthened from around two to six weeks.

Typical residential prices for properties in central Southend-on-Sea are shown in Table 3.2 (indicative only):

Table 3.2: Typical Residential Sale Prices

PROPERTY TYPE	TYPICAL SALE PRICE (£)
1 bed flat	75,000
2 bed flat	85,000-95,000
2 bed terrace	125,000
3 bed terrace	130,000
3 bed semi	150,000
3 bed detached	200,000
4 bed semi	170,000
4 bed detached	250,000

Source: DTZ discussions with local residential Estate Agents

3.6.4 Leisure

Cinema

The recently developed nine screen Odeon Cinema, situated at the north of the High Street, has proved to be a resounding success attracting between 600,000 and 700,000 attendants per year (FPD Savills). This has helped contribute towards improving the level of night time activity all be it at the northern end of the Town Centre.

Health & Fitness

Southend-on-Sea has a relatively strong representation from the health and fitness market. Fitness First - located on Victoria Avenue in the Town Centre – and Fitness Exchange – located on the outskirts of the town – are the two principal operators who have been in Southend-on-Sea for some time. We understand that Virgin Active is constructing a brand new facility at Thundersley within the Castle Point Borough – some 15 minutes from Southend-on-Sea. We are also aware that David Lloyd is looking to gain planning permission on a site close to Eastwood. At the time of writing we understand that the proposals have been met with some resistance by

members of the Council although the decision is likely to go to appeal.

Hotels

The hotel market in Southend-on-Sea appears to have been relatively active in recent months. Key proposals/developments that have taken place to date include:

- The Southend-on-Sea Borough Council has recently approved planning permission for a new 56 bedroom hotel - together with casino, night club and 64 residential units - at Maitland House close to Warrior Square in the heart of the Town Centre. This represents one of the most comprehensive redevelopment proposals for some time and it is hoped that this will enhance the town's evening leisure and night club offer further in the northern end of the Town Centre. We are led to believe that Travel Lodge are the preferred hotel operator.
- We understand that Premier Lodge have recently opened a new hotel on the sea front behind what is known as Half Way House.
- The Essex County Hotel, located close to the airport, has recently completed their refurbishment works extending the number of rooms to 72.
- Extensions have been completed to the successful Strawberry Fields Travel Lodge at the junction of the A127 and B1013, adjacent Tesco Supermarket and the Royal Bank of Scotland Building.
- We have been informed by the Development Control department of the Council that the former Gas Works Site on Eastern Esplanade, close to the Town Centre is currently being redeveloped as a mixed use development including a four star hotel operator.

University & Innovation Centre

Although not an existing use, the development of the new student campus adjacent to Southend Central Station will, in our opinion, be a major boost towards improving the level of activity within the heart of the Town Centre.

Casino

We understand that there are currently three casino licences in the town including the Westcliff, Spielers and Rendezvous Casinos (a small casino is also located within the Palace Hotel). Planning permission has recently been approved for a new casino at Maitland House incorporated within a mixed use leisure development.



Key Problems Facing the Town Centre

We have visited Southend-on-Sea at many times during the course of this study, both during the day and throughout the night. It has become very clear however that the ingredients to create a vibrant, vital business, retail and leisure destination do exist, however each operates in relative isolation to the other.

The ability of the town to maintain its function as an important sub regional centre, however, is being severely hamstrung by a constrained physical form, poor quality public realm, lack of investment and general sense and attitude of decline.

We suggest the Town Centre is suffering from a range of problems, which are holding back opportunities for improvement and regeneration. The problems include:

- Barriers, rather than gateways, at both ends of the High Street, formed by Victoria Plaza Shopping Centre and The Royals Shopping Centre;
- The divisive nature of Queensway (A13) effectively separating Victoria Avenue from the High Street;
- The disconnection of Victoria Station from the High Street, in part caused by the above but compounded by the enclosed overpass pedestrian crossing;
- The disconnection between the seafront, pier and leisure activities from the High Street;
- The divisive nature of Chichester Road, creating a barrier on the eastern side one block back from the High Street;
- A very long High Street (at around 800 metres it is effectively two high streets) with no quality meeting or nodal spaces along the route;
- The non-permeable form of the railway bridge over the High Street, creating a visual and mental barrier and effectively dividing the street into two parts;
- The disconnection between Central Station and the High Street;



Farrington Car Park (above) is physically and visually isolated from the High Street and activity areas whilst Victoria Circus (below) is uninviting as a public space

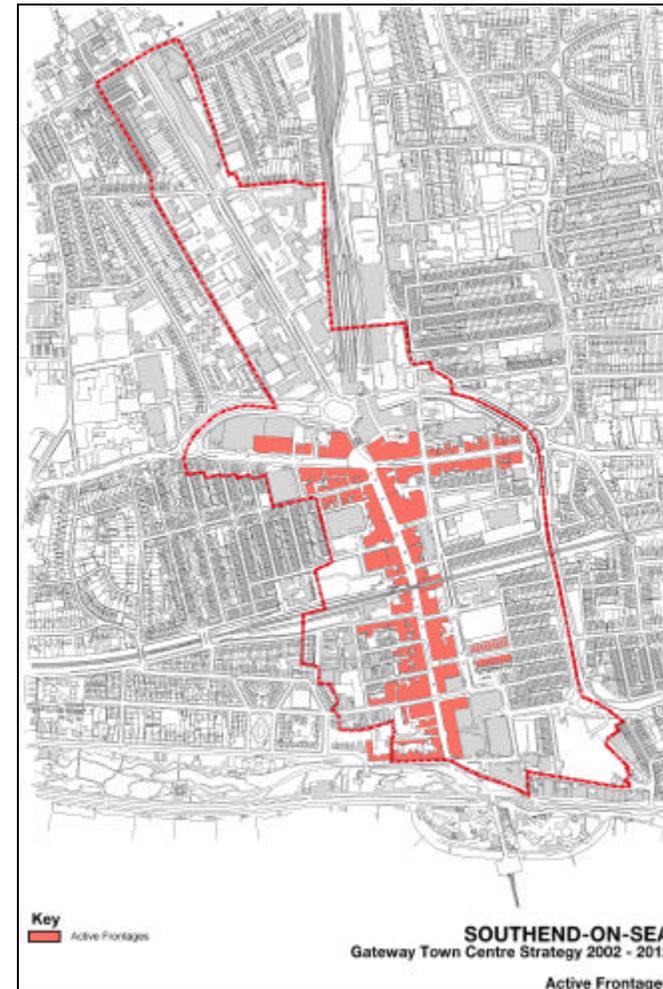


- Poor quality links to surrounding uses and activities, which reinforces the linear nature of the Town Centre;
- Lack of a quality retail offer, resulting in increased competition from local, diverse centres (Westcliff, Leigh) and other centres (Chelmsford, Lakeside and Bluewater); and
- Notwithstanding the presence of restaurants, theatres and music venues, a limited night time economy dominated by a “pub and club” offering, creating ongoing occurrences of anti-social behaviour.

The problems identified above manifest themselves in a number of ways. Our observations suggest that:

- Quality areas tend to attract, thereby creating both good and not so good quality parts of the High Street;
- The two lengths of the High Street seem to have different use times (ie the southern end is more popular at the weekend and for families; the northern end is for the working week);
- Currently there is no real focal point, somewhere to sit and relax in a comfortable space designed for that purpose;
- There are a lack of quality gateways into the Town Centre and High Street;
- The High Street activity area is narrow, divorced from the sea and surrounding streets and activities, as shown in Figure 4.1;
- Lower order, and in many cases low quality uses operate from the side streets creating transition zones close to the High Street, discouraging use of the side streets; and
- A predominance of backs and blank facades along side streets, and dominance of loading and service areas, creating a poor quality public realm and further discouraging their use.

Figure 4.1: High Street Activity Area



The Town Centre is characterised by a long, linear and narrow High Street

With regard to the market segments operating in Southend-on-Sea Town Centre:

Offices

- Over supply of 1960's buildings lacking modern specification facilities.
- Lack of demand for office requirements over 3,000 sq ft.
- UK economic slowdown has had a significant impact on the national office market and occupier demand.
- New office development will not be financially viable at the levels of the prevailing office rents of £8.50 per sq ft. Rents of c.£17-18+ per sq ft are likely to be required before development becomes viable.

Retail

- Lack of larger retail units along the High Street – we are aware of active requirements in the Town Centre for retail units of between 5,000 sq ft and 10,000 sq ft.
- The two main shopping centres are located at opposite ends of the High Street and both fail to attract the levels of footfall and rents you would anticipate or hope for. The Victoria Plaza is a dated 1960's building that physically and aesthetically constrains the Town Centre. The Royals Shopping Centre, whilst of a more modern construction, does not maximise linkages with the High Street.
- Discrepancies in rental levels along the High Street.
- Lower quality physical environment in the High Street; which currently is being addressed by Sshape.
- Lack of draw to the southern part of the High Street and similarly, lack of draw to the High Street from the pier/waterfront.
- 'Mixed grain of High Street' – mix of unattractive and dated looking buildings situated among some more attractive period buildings.

Residential

- Lack of modern Town Centre residential stock.
- Lack of useable residential sites.
- Lack of Town Centre evening economy.

Leisure

- Limited short-term potential for expansion in the health and fitness market in the Town Centre.
- Lack of quality, national and high profile A3 operators along both the High Street and the sea front.



The railway bridge forms a visual and psychological barrier in the High Street

The Way Forward

The above review and analysis of how Southend-on-Sea Town Centre currently functions highlights a range of positive aspects for which future development and regeneration in the Town Centre can build upon.

Southend-on-Sea Town Centre:

- is the centre for a significant retail, commercial, business and leisure offering for the wider region;
- has a strong and proud heritage which is still visible in the many streets off the High Street, particularly south of the railway;
- offers the opportunity for a range of different experiences for the visitor;
- has the ability, through its fine grain street blocks and frequent street connections, to incorporate in a seamless manner potential development opportunities on the fringes;
- has good rail connections to London via two railway lines;
- has great potential for River Thames links for tourism and business;
- the High Street, in particular, is successful in terms of retail offer for comparison shopping (ie retail units are rarely vacant for long periods of time); and
- is led by a strong and committed Borough Council intent on capitalising on the opportunities presented as part of the Thames Gateway and initiatives.

However, it becomes clear from the above review, and in particular our impressions gained from site visits, that the Town Centre does not currently operate as a cohesive whole. Rather, the Town Centre is characterised by a number of separate precincts situated around a strong linear north-south axis.

Major structural intervention is required into the physical fabric of the Town Centre to address the problems currently faced. The Town Centre can be radically improved by addressing and dealing with a number of the obstacles that currently stand in the way of bringing together the disparate precincts and hence create a cohesive and integrated centre.

Physical change alone cannot secure regeneration, but it is pivotal in producing a Town Centre that functions as a complete 'whole', one that is an attractive place to live, work, recreate, visit and invest.

We believe a Masterplan Framework for the Town Centre represents a 'way forward' for the regeneration of the heart of Southend-on-Sea. This approach enables a single document to clearly articulate a vision and provide the means to achieving a cohesive and integrated Town Centre; one that best reflects the aspirations of the Borough Council whilst improving opportunities for new investment and ongoing regeneration. Part Two of this Study presents the Masterplan Framework. A financial framework, to guide key action projects, is also presented to provide for the deliverable regeneration and *renaissance* of Southend-on-Sea Town Centre.

DRAFT

Appendices

APPENDIX 1

Review of Current Policies, Strategies and Initiatives

Regional Economic Strategy, EEDA, June 2001

East of England 2010 “prosperity and opportunity for all” was published by the East of England Development Agency (EEDA) in June 2001. The Strategy is the framework and the focus for the economic development of the region over the next ten years. The Strategy has the principal aim of improving the region’s economic performance and the quality of life of its residents, with the ultimate goal to become one of the wealthiest 20 regions in Europe by 2010. The Strategy is an all encompassing document that comprises some 14 sections, dealing with topic areas as diverse as high quality environments, image and identity, strategy delivery etc.

The Regional Economic Strategy focuses on six major themes that are considered to be of vital importance to achieving prosperity and well-being for the East of England. Each of the themes provide a basis for making choices and a framework for delivery. The six themes are:

- competitive businesses and organisations for a world-class region;
- creativity, innovation and enterprise;
- ‘invest in success’ wherever it is found
- regeneration plus- supporting our people and our communities;
- a clear identity and international profile; and
- leading-edge infrastructure and high quality environment.

A number of the actions identified in each of the above themes have relevance to Southend-on-Sea. Specifically, the ‘regeneration plus’ theme seeks to build sustainable communities which help themselves, with competitive businesses investing in skills and ICT being vital to wealth generation and employment. The Thames Gateway is highlighted as a major cross-regional partnership working towards economic development and regeneration.

Additionally, the need for a good transport network is vital to improving business productivity and achieving regional economic development objectives.

Southend Community Plan, Southend Together, March 2003

The Southend Community Plan “Southend- setting the standard” is the first Community Plan for the town and was prepared by Southend Together, the Southend Strategic Partnership.

The Plan has been developed in response to the Government’s requirement for local councils to draw up a long-term plan to improve the economic, social and environmental well being of the town in consultation with local people and other interested organisations. The Government also requires that all other plans and strategies prepared for the town, should be in accordance with, and support, the Community Plan.

Southend Together’s vision for the town is a vibrant coastal town and a prosperous regional centre where people enjoy living, working and visiting. The vision is guided by three overriding principles:

- Sustainable development;
- Equality of opportunity; and
- Social inclusion

The Vision consists of a series of inter-linked themes in which the Community Plan includes strategic targets as a means of monitoring and measuring progress. The inter-linked themes are:

- Prosperous Community;
- Learning Community;
- Safer Community;
- Healthy Community;
- Environmentally Aware Community;
- Supportive Community; and
- Cultural Community.

The importance of regeneration in the Town Centre is seen as an important element of the Plan, influenced by all seven of the themes that make up the Vision.

Local Transport Plan, Southend-on-Sea Borough Council, July 2000

The Local Transport Plan (LTP) covers the period 2001/2 – 2005/6 and was prepared in collaboration with Essex County Council. The LTP acknowledges the regional strategy established in RPG(9) and the recognised needs for a transportation study for the Thames Gateway, particularly the London to Southend-on-Sea Corridor.

The central tenet for the LTP is the reduction of congestion and access constraints in Southend-on-Sea and its hinterland to stimulate regeneration, economic improvement, environmental enhancement and community well being in a sustainable manner.

The LTP seeks to:

- ensure the successful regeneration and renaissance of Southend-on-Sea;
- improve accessibility by better use of the existing network;
- create modal shift away from the private car;
- establish demand management; and
- apply an integrated, sustainable approach to transport.

The strategy for the LTP is summarised as:

- provision for a wide choice of transport opportunities;
- traffic management and demand restraint;
- improved integration of transport modes;
- better management of the highway network;
- a sustainable distribution of freight;
- integration with wider policies; and
- data collection and monitoring.

With regard to regeneration and development opportunities in Southend-on-Sea, the LTP details a number of key initiatives, including:

- relocation of the Central Bus Station;
- improvements to the Seaway Coach Park;
- maximising links between SE Essex College/ University of Essex and Central Railway Station;

- Victoria Railway Station and links to Victoria Plaza Shopping Centre;
- Opportunities for water based transportation links; and
- Other key initiatives at Southend Airport and Shoeburyness (outside the remit of this study).

The LTP states that the successful development of these sites and their integration with the transportation network will be crucial to the regeneration of Southend-on-Sea.

Key elements of the LTP strategy are set out in section D2.2, the first two elements constitute what is termed the 'Major Scheme'. This consists of improvements to the two key road routes into Southend-on-Sea (A13 and A127/A1159) and the relocation of the Central Bus Station. The need to secure immediate improvements is considered essential to the regeneration of Southend-on-Sea and the success of the LTP.

To date, Phase 1 of the A13 Passenger Transport Corridor has been completed. However, there is a need to revise the funds in the allocated 'Major Scheme' monies to pursue the Central Bus Station scheme.

Other elements include:

- decriminalisation of parking; and
- formation of quality Bus Rail and Freight Partnership.

Key issues impacting upon Southend-on-Sea Town Centre, according to mode, are detailed below.

Bus:

- Improvement of reliability and quality of services, principally the network of services on the A13 artery;
- Better integration with rail, taxi, cycle, and walking facilities;
- Relocation of the Central Bus Station;
- Improvement to facilities at the Seaway Coach Car Park; and
- Provision of real time and other travel information.

Rail:

- Development of a further station at Southend Airport;
- High commute usage of both rail lines;
- Improvement to Fenchurch Street line, including Southend Central Station;
- Pursuit of high speed links from London to Southend Victoria and Central;
- Pursuit of integration with CTRL east of Dartford; and
- Light rail options, linking London Southend Airport and the seafront through the Town Centre to be investigated.

Cycling and Walking

- Development of a bespoke strategy based around two key cycle routes linking to the Town Centre and sea front; and
- Pedestrian facilities in the Town Centre have been improved and have been linked to falls in crimes against the person.

Traffic

- Distributor roads to be kept free from obstructions;
- Environmental rooms to be improved by various traffic management techniques;
- Core area environmental “rooms” and distributors not yet identified (this includes Town Centre);
- Use of ITS to improve bus service reliability and information; and
- Relocation of road space for bus freight, cycle and pedestrians.

Parking

- Restructure pricing mechanism;
- Discourage long-stay parking;
- Ensure balance to maintain/enhance competitiveness of Town Centre;
- Regulate and enforce to optimise availability;
- Decriminalise on-street parking; and
- Improve signage and introduce VMS in future.

Integrated Transport

- Develop ‘crossbow’ regenerating initiative;
- Improvements to key interchanges – Southend Victoria Station, Southend Central Station, Central Bus Station, Seaway Coach and Car Park, proposed Hovercraft terminal; and
- Other interchanges include interchange of bus route and bus stops.

General

- Taxi and hire cars are considered important in the overall transport plan, especially to assist the evening economy;
- Voluntary and community transport has an important role to play in ensuring all sectors of the community can maintain accessibility; and
- Park and ride facilities will be addressed in a multi-modal study.

Other key issues raised in the LTP include:

- a review of non-residential parking with a view to imposing maximum limits;
- encouraging businesses to develop travel plans;
- developing a “Safer journeys to Schools” initiative;
- improving CCTV coverage; and
- seeking revenue for expenditure on key highway routes.

A total estimate spend of some £14.5m to 2005/06 has been budgeted for the following components of the LTP:

- A13 improvements from Leigh to Southend-on-Sea Town Centre;
- Central Bus Station relocation, and
- Upgrade to Priory Crescent.

Southend-on-Sea Retail Study, CB Hillier Parker, September 2002

This study was commissioned to provide advice on Borough retail and Town Centre issues and to inform the preparation of the Replacement Borough Local Plan. The draft report was prepared in September 2003.

The objective of the study was to determine the level of different shopping needs in the Borough, and how these needs can be met appropriately. The study confirms Southend-on-Sea’s role as one of five sub-regional centres at the top of the retail hierarchy in South Essex.

Based on an analysis of expenditure and sales across South Essex and rental values in key sub-regional centres, the study concludes that Southend-on-Sea is a healthy centre. The study recognised however that there are opportunities for further retail development in the town and Town Centre more specifically.

The consultants consider it particularly important to extend the Town Centre east-west as far as possible, as against extending the linear north-south retail area. Redevelopment of Victoria Plaza Shopping Centre may represent a longer term development opportunity.

The Study highlights the Town Centre’s dominance as a comparison goods shopping destination, with provision of convenience uses below the Great Britain average. Given the tourist nature of the town, the centre has slightly below average provision of floor space in service uses, including restaurants, cafes and fast food and other tourist orientated outlets (gifts etc).

The Study provides data in regards to rental levels along the High Street and pedestrian flows, which identify the northern part of the High Street (north of the railway bridge) having above average pedestrian flow counts. The second highest peak in pedestrian flows was recorded at the junction of the High Street and York Road.

A summary of Town Centre car parks was provided, as shown in Table 2.1 below. The Study highlights the main issue with car parking is accessibility, rather than a lack of facilities.

Table 2.1: Car Parking Provision in the Town Centre

Car Park	Type	No. Spaces
Victoria Plaza	Multi-storey	600
Essex Street	Multi-storey	210
Warrior Square	Surface	400
Farringdon	Multi-storey	1000
Sainsbury’s	Multi-storey	500
Central Station	Surface	151
Tylers Av	Surface	260
Clarence Rd	Surface	100
Alexandra St	Surface	54
The Royals	Multi-storey	500
Seaway	Surface	550*
TOTAL	Multi-storey	2810
TOTAL	Surface	1515
TOTAL CAR PARKS		4325

Source: CB Hillier Parker, 2003

* approximate figure sourced from Southend-on-Sea BC, the car park also includes 28 coach bays

The Study identifies scope for new development within the Town Centre on the sites identified in Section 5 of the Borough Local Plan. For the sites identified, the consultants conclude the following.

Warrior Square (south side) and Whitegate Road (north side)

- Not considered suitable for retail development because of its location (east of Chichester Rd and adjacent a Conservation Area) and reduced size (given the leisure centre) and loss of surface car parking (multi-storey is seen as possibly posing planning problems in this sensitive location).

- The site is seen as more appropriate for a flagship office development.

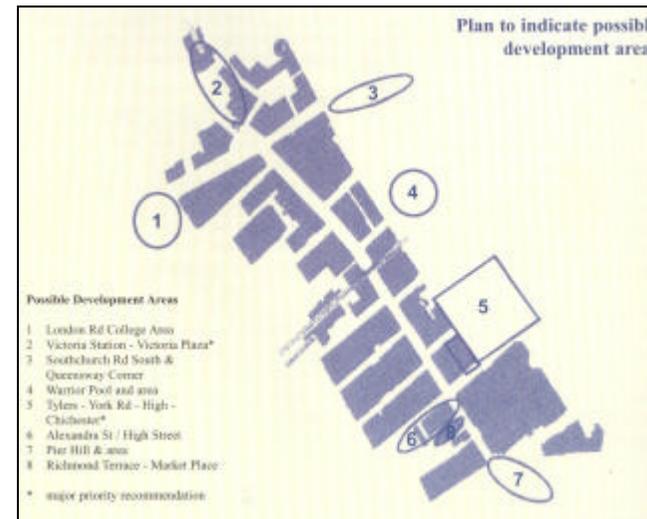
Tylers Avenue and York Road

- The Local Plan allocates this site for additional Town Centre car parking, a replacement bus station and 7,000sqm of retail floorspace. Office floorspace and a covered market are also indicated in the Local Plan as suitable uses. Land adjacent Baltic Av is identified for residential buffer development (to mitigate against the impacts of retail development).
- Although the site poses a number of constraints in its current form, the site is considered suitable for new retail development. Depending on the re-alignment of Chichester Rd, the site could be fully integrated with the High Street and/or The Royals Shopping Centre, significantly enhance the southern part of the High Street and strengthen this area relative to the northern part of the High Street.
- Development in this location will also extend the Town Centre offer on an east-west axis, to complete the linear north-south axis.
- Alternative options either within any new development or elsewhere would also have to be identified for the range of existing uses on the site, particularly the bus station, market and existing car park.

Alexandra Street, High Street and Market Place

- Identified for modern retail development in the Local Plan.
- The consultants recommend that this area be retained for small-scale niche retailing, which would broaden the retail offer in Southend-on-Sea Town Centre.
- The consultants believe the small retail units provide valuable accommodation for niche retailers close to the High Street, development would involve the loss of valuable car parking spaces and the limited size and irregular shape of the site restrict the development potential.

Potential Development Sites



Source: Gateway Town Centre Strategy 2002-2012, SBC 2001

Note: The CB Hillier Parker Study made recommendations on Sites 2,4,5,6 and 8 and also Seaway Car Park (off map)

Seaway Car Park

- CB Hillier Parker consider this site may be suitable for a convenience superstore, subject to design, layout, residential amenity and car parking considerations. This view is taken given the relative deficiency in food store provision identified in the eastern part of the borough.

Other Opportunities

- Victoria Avenue is not considered a suitable location for retail development- this would only serve to extend the already stretched High Street- further retail development should occur on the east-west axis.
- Given the constraints posed on the Town Centre, including the close proximity of residential areas to the east and west and the seafront to the south, CB Hillier Parker consider that there are a

number of potential redevelopment opportunities within the existing Town Centre that can provide enhanced retail and service facilities (Victoria Plaza, redevelopment and enhancement of certain blocks in the High Street and the Chichester Road frontage to Maitland House).

General

- Based on their research findings, the consultant is not convinced that capacity exists to support a major new shopping centre in the town over the period to 2016.
- The focus should however be on some new development such as an expansion of high street shopping or The Royals and renewal of existing space as appropriate.
- The relocation of the covered market facility from York Road should be a priority for the Town Centre in order to facilitate development of the site.

Comment on Development Sites

The Study highlights a range of development opportunities and options for possible development. Whilst we concur with many of the options identified, we suggest the use of the Seaway Car Park for retail use will only serve to fragment the retail offer in the Town Centre, by introducing a relatively isolated use with poor links back towards the High Street. This, in our view, is counter to the aims of the Gateway Town Centre Strategy that seeks to maximise linkages. The enhancement of the fine grain Market Place area with further small scale retail units is to be supported.

Cultural Strategy, Southend-on-Sea Borough Council (undated)

Southend-on-Sea's Local Cultural Strategy seeks, amongst other things, to:

- establish a vision to develop Southend-on-Sea's cultural identity and infrastructure;
- demonstrate a clear rationale for supporting cultural activity and ensure the delivery of Council's policy priorities;
- demonstrate the benefits of cultural activity to both individuals and communities;
- set the strategic direction, priorities for action and allocate resources;
- support the local cultural community and develop Southend-on-Sea's cultural industries; and
- establish a performance-monitoring framework.

The scope of these objectives at a strategic level is wide and includes; infrastructure development; funding leverage, partnership working, capacity building and regeneration of the built environment.

The Strategy provides for the development of Southend-on-Sea's cultural sector, recognising the contribution that the cultural sector can make to improve the quality of life for local people. The overarching strategic cultural vision is:

"For Southend to be recognised as the Cultural Capital of the East of England by 2010; to have developed a cultural infrastructure and facilities which are recognised as being of regional significance and which give demonstrable benefits to everyone who lives in, works in or visits the Borough."

Whilst at a policy level cultural activity is viewed as a major component and catalyst for social and economic regeneration.

The breadth of cultural activity recognised by the Strategy is wide ranging and encompasses sport, arts, libraries and museums, galleries and heritage, tourism, recreation, parks and open spaces,

its built and historic environment, popular culture, shopping, community centres and its multi-faith facilities.

The Cultural Strategy actively seeks to address gaps in Southend-on-Sea's current cultural infrastructure. It outlines a number of capital investment priorities for Southend notably:

- redevelop the Pier and seafront, and the infrastructure that supports it;
- the development of a new headquarter campus for the College adjoining Southend Central Railway Station;
- the expansion of the integrated cycleway network through the provision of safe routes; and
- improved key interchanges in the Town Centre and improved linkages between them, the College site, the High Street and the Seafront.

It also identifies future developments that might have the potential for capital investment, including:

- Achievement of University status for Southend College
- Refurbishment of existing leisure and cultural facilities e.g. sports facilities, pools, museums, libraries, parks, and the foreshore
- Investment in tourism infrastructure by significantly increasing the number of hotel beds available in the Borough by the encouragement of appropriate hotel development;
- public art projects;
- refurbishment to safeguard existing cultural facilities; and
- High Street regeneration.

Victoria Avenue Office Study, Chestertons Plc, May 2001

Chestertons Plc were commissioned by Southend-on-Sea Borough Council to examine the short, medium and long-term future of the Victoria Avenue office area. The report, titled Victoria Avenue Office Area Future Potential Study May 2001, recommends a 25-year horizon for Victoria Avenue, proposing a framework consisting of increased permeability through the site and across Victoria Avenue and enhanced environmental quality.

The study area was divided into three zones, comprising of:

- Zone 1, at the northern end of Victoria Avenue (CE Heath House, Carby House, Harcourt House, Northfield House, Suffolk House, Rutland House and MPC House) – 60% office, 40% mixed use (with Heath House and Carby House converted for mixed use in the short term).
- Zone 2 (Premier House, Victoria House, Telephone House, Cheviot House, Kingswood House, Thamesgate House and Baryta House) – 80% offices 20% mixed use. The most likely short to medium-term opportunities are Thamesgate House and Baryta House.
- Zone 3 (Government offices at Alexander House, Portcullis House and Cumberland House and the multi-storey car park) – 100% office use.

In the short term the report recommends creating a more positive image and identity for Southend-on-Sea and Victoria Avenue, in particular to attract inward investment and secure more economic activity. It proposes to do this by:

- reducing vacancy rates;
- increasing positive press coverage;
- high profile development achievement;
- promotion of the benefit of Southend / Victoria Avenue and
- focused targeting of opportunities and strength (i.e. public transport links, proximity to the Town Centre, good quality residential areas, skilled labour base, entertainment and cultural

offer, proximity of Southend Airport and successful regeneration partnership and programmes).

Quick wins are identified as being the conversion or redevelopment of one or more vacant blocks for quality office space. The need for managed office space has been identified as an opportunity owing to the lack of existing space and is recommended to be pursued with one of the leading service providers in the area. Zone 2 is identified as the most appropriate location for this type of office activity.

In the long term it is recommended to comprehensively redevelop the entire site commencing with Zone 1 followed by Zone 2, particularly the northern end around Heath House, and finally Zone 3, focusing on the middle section of Premier House, Victoria House, Telephone House, Cheviot House and Kingswood House.

The framework aims to reposition Victoria Avenue as a quality office quarter with complementary uses such as A1 (retail), A3 (food and drink), C1 (hotel), D2 (leisure) and an element of live/work.

Pier Hill Enhancement Project, 2003

Dudley Smith Partnership, in association with Stanley Bragg Partnership, have been commissioned by the Borough Council to review and implement the original conceptual design prepared by the Civic Trust in 2002 for Pier Hill.

The concept prepared seeks to transform Pier Hill into a high quality 'destination place' linking into surrounding key activities. The design concept creates a series of public spaces in the form of an urban 'piazza' and terrace, and green spaces linking the Pier building to the High Street. To activate the upper space, the blank wall of The Royals Shopping Centre is partially hidden by a café/ restaurant to capitalise on the southern aspect and sea views.

The proposed works will serve to bind the poorly linked surrounding uses together, with Pier Hill becoming the centre point for the southern end of the High Street. The importance of creating

a sizeable new public space, opening vistas and the visual connection from the pier to High Street and vice versa are critical to achieving an integrated and cohesive Town Centre. The proposed café/ restaurant, partially hiding the blank wall of The Royals Shopping Centre, will enable the shopping centre to embrace its outlook towards the sea and will create a level of vitality and vibrancy currently missing from this space. We suggest however that the observation deck at the end of the High Street be more prominent, possibly incorporating a signature piece of public art to draw the eye down the High Street.

Innovation Centre Strategy, SQW Consultants, December 2002

SQW Economic Development Consultants undertook a study into the likely demand / supply for an incubator / innovation centre within Southend-on-Sea. The study considered that to increase the survival rate and quality of Southend-on-Sea's indigenous businesses it must build on its locational advantages (a seaside town within close proximity to London) and its entrepreneurial characteristics (high level of business start-up activity).

An innovation centre could encourage inward investment and movement by companies and entrepreneurs. It would fulfil the following roles:

- facilitate collaboration between partners in the private and public sector to support new business creation from early concept through to early stage business;
- co-ordinate sign posting to sources of support;
- take a strategic approach to supporting and promoting the development and funding of innovation and technology; and
- improve business to business networking as a means to improve collaboration between the region's knowledge bases.

The study found that there could be sufficient demand to fill an innovation centre of some 25,000 – 30,000 sq. ft. in one to three years. The innovation centre would need to ensure close links with South East Essex College and the University of Essex and could fit

into EEDA's wider strategy of developing a network of Enterprise Hubs in the Eastern Region.

Community Safety Strategy, Southend-on-Sea Borough Council

Under the Crime and Disorder Act (1998) Southend-on-Sea's Crime and Disorder Partnership, is responsible for developing and implementing a sustainable strategy for reducing crime and disorder within Southend-on-Sea. The overall aim of the Partnership is to reduce crime, disorder and the social and economic costs of crime in a cost effective and socially equitable way. The Partnership recognises that tackling crime and disorder cannot be seen in isolation from other key priorities.

The Crime and Disorder Strategy realises that a poor environment increases the likelihood of incidents considered 'threatening' and fear of crime perceptions. As a priority fear of crime will be tackled in the Strategy through targeted initiatives to protect and reassure vulnerable social groups and action to prevent particular incidents occurring. There will also be a greater emphasis on environmental maintenance and design with clearer publicity about the nature and number of incidents.

The three-year Strategy comprises three Annual Action Plans, issued in April of 2002, 2003, and 2004. Each Action Plan considers the three categories identified in the Strategy; people, environmental and property. Key actions that affect the Town Centre's built environment, of which some have already been implemented, include:

- implementation of Borough Patrol wardens scheme within central Southend area (IMPLEMENTED);
- review parking and monitor decriminalisation;
- initiatives with Police involving seafront traders to combat seafront cruisers and reduce car stereo noise Control of Pollution Act 1974;
- protect public through improving sight lines in parks and on highways by reducing height of shrubs etc. (Southchurch Park for example);
- provision of highway facilities for cyclists in accordance with the Local Transport Plan Cycling Strategy to reduce risk to pedestrians from cyclists on footways/ footpaths and risk to cyclists from sharing carriageway space with motor vehicles;
- CCTV cameras installed in York Road (IMPLEMENTED);
- take necessary enforcement action against itinerant traders in the High Street through liaison with Borough Patrol officers;
- Hackney Carriage & Private Hire drivers to note and respond to pager messages from Essex Police where appropriate; and
- Borough Patrol officers to undertake deterrent patrol of High Street precinct in conjunction with Town Beat Section of Police Division.

To support these objectives a Management Plan is in place to deliver operational activity relevant to all priorities (such as training) and co-ordinate and develop joint strategic action.

The Town Centre Crime Reduction Working Party is a multi-agency and stakeholder taskforce formed in January 2003 to build on the Crime and Disorder Strategy with the specific remit of Southend-on-Sea Town Centre. Two broad concepts guide the Working Party in developing solutions to the crime and disorder problems encountered in the Town Centre: *environment* and *displacement*:

- Environment referring to both physical surroundings and perceived feelings of safety/ menace in public areas.
- Displacement referring to the dispersal of social groups or groups of individuals when they congregate in the Town Centre causing a nuisance, particularly outside fast-food outlets, and in the evening removing club patrons from the Town Centre when the pubs/ clubs close. A transfer of activities that are not illegal but cause a nuisance in the Town Centre to a more controllable environment, particularly where these activities are unlikely to respond to enforcement alone due to either their being an

enthusiastically pursued 'hobby' (skateboarding), or motivated by convenience (cycling on the pavement).

Therefore, within the context of these two themes, a number of proposals have been produced that aim:

- to manage the conduct of pedestrians through town design at critical periods where crime or disorder is likely to occur.
- to minimise the conflict between different types of 'traffic' in the town. Traffic in this context means pedestrians, pedal cycles and cars.
- to make policing of the Town Centre easier.
- to increase the attractiveness of the Town Centre.
- to ensure that a clear development policy is in place congruent with other relevant local plans & strategies.
- to ensure that the Council's responsibilities under Section 17 of the Crime & Disorder Act 1998 are fulfilled, ie through designing out opportunities for crime (urban design, lighting strategies and landscape improvements etc).

DRAFT

APPENDIX 2

Example Rental Transactions, High Street, Southend-on-Sea

Address	Tenant	Date	Lease terms	Rent
150 High Street	DX Communications	2001	15 year lease	£106.50 psf Zone A
148 High Street	People's Phone t/a Vodafone	2001	15 year lease	£109.34 psf Zone A
136 High Street	Superdrug	June 2002	25 year lease FRI, five yearly upward only rent reviews	£105.89 psf Zone A
117/115 High Street	Railway Bridge			
88 High Street	Ann Summers	2003	Details to follow	£120.00psf Zone A
67 High Street	Gregg's Plc	July 2000	20 year lease, five yearly upward only rent reviews, break clause after 15 years	£97.18 psf Zone A
23 High Street	We understand this unit is currently under offer to a new occupier at a rent that equates to £65.00 per sq. ft Zone A			

Source: DTZ Research and Promis