



**IMPLEMENTATION PLAN AND  
FINANCIAL FRAMEWORK**

**PART TWO  
THE MASTERPLAN FRAMEWORK**

**SECOND DRAFT  
AUGUST 30 2003**



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# The Masterplan Framework

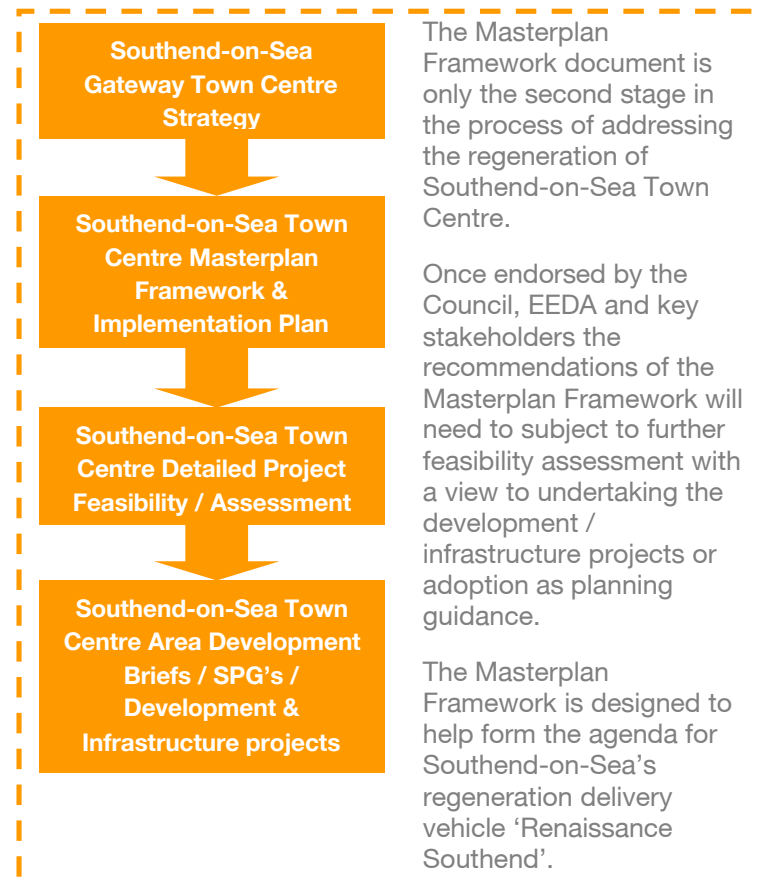
## Purpose

Southend-on-Sea Borough Council has a clear vision and aspirations for its Town Centre. Part One of this Study highlighted that Southend-on-Sea, and as a consequence its Town Centre, is the focus for national and regional regeneration strategies and initiatives. Part One also highlighted the breadth of studies and initiatives operating at a local level, all having an influence on the operation, function and form of different aspects of the Town Centre.

The Southend-on-Sea Gateway Town Centre Strategy 2002-2012 is a positive step forward in addressing some of the issues currently facing the Town Centre. The document identifies a number of potential catalyst projects and enhancement works that, collectively, will improve Southend-on-Sea Town Centre and in turn, provide the 'step change' needed for ongoing regeneration.

The *Masterplan Framework*, Part Two of this Study, seeks to build on the work undertaken to date by the Borough Council. The Framework aspires to provide a holistic and co-ordinated approach to improving the Town Centre, one which is perhaps radical enough to suggest a major change in thinking about how Southend-on-Sea Town Centre appears and functions. Only then, we believe, can the vision and aspirations that the Borough Council has for Southend-on-Sea be fully realised.

This approach provides the structure to move the regeneration of Southend-on-Sea Town Centre forward to detailed feasibility and implementation of projects. In addition, this approach delivers a clear and holistic framework, to inform future decision-making, whilst enabling delivery mechanisms to be explored, ensuring a relevant outcome based document is delivered.



The Masterplan Framework document is structured as follows:

- *Rationale*, explaining why we have chosen the particular Strategy for the Town Centre that we have, and the physical outcomes desired through the Masterplan Framework;
- *Objectives*, for the Masterplan Framework in seeking to deliver the Strategy;
- *Approach*, identifying the principles on which the Masterplan Framework is based;
- *Zones of Intervention*, identifying specific projects within each zone that meet the aims of the Strategy; and
- *Next Steps*.



## Rationale

Part One highlighted that Southend-on-Sea 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 (the High Street). Furthermore, arrival points are hampered by poor quality gateways and ageing facilities, whilst linkages and connections between precincts are inconvenient and suffer from legibility problems.

The issues highlighted in Part One informed the context for this study and guided our thinking for what the overall Strategy for the Town Centre could be. The overall Strategy, as presented in the Preface to this report seeks

**To change the shape and form of Southend-on-Sea Town Centre to ensure it becomes the cultural and intellectual hub and the higher education centre of excellence for South Essex**

The Masterplan Framework seeks to reflect the Aims of the aforementioned Strategy by proposing three Zones of Intervention, as highlighted on the plan opposite. Each of the zones provides a focus for future development within Southend-on-Sea Town Centre and each propose, to some degree, quite radical change to the structure of the Town Centre.

The Zones for Intervention are:

### **NORTHERN GATEWAY**

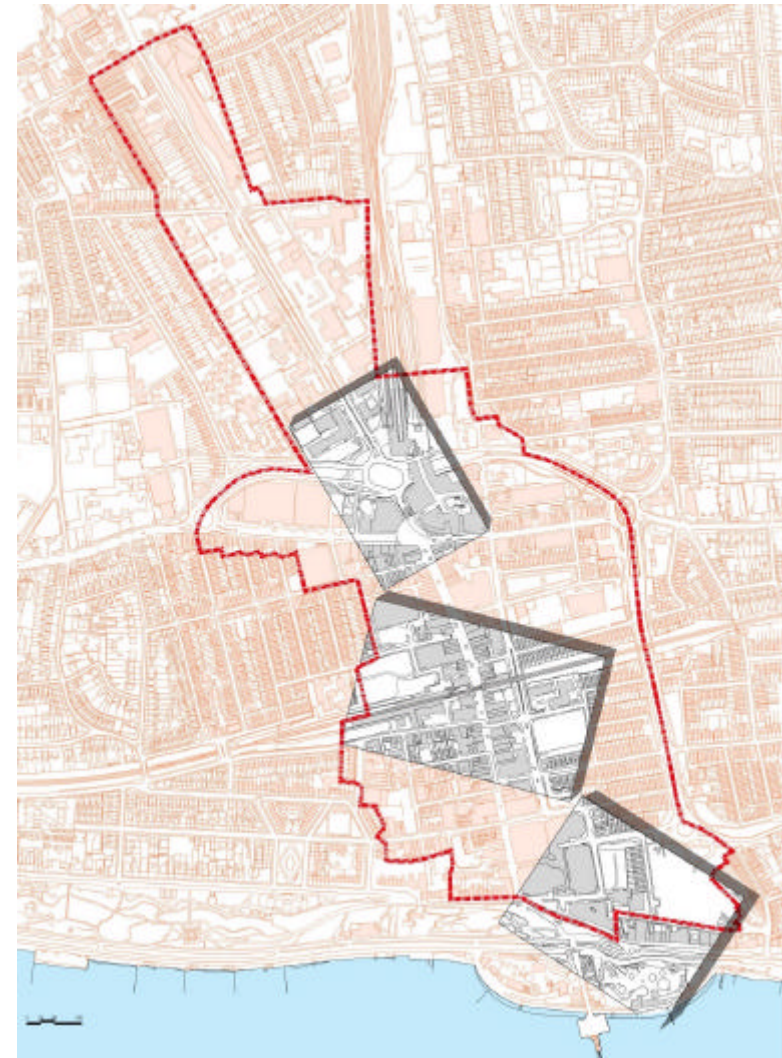
*Focusing on Victoria Avenue roundabout and surrounds;*

### **CENTRAL FOCUS**

*Focusing on High Street south of the railway bridge and the area between Baltic Avenue in the east and Central Station in the west; and*

### **SOUTHERN GATEWAY**

*Focusing on Pier Hill and Marine Parade*



*The three zones of intervention*

Each zone has been selected as:

- a way of focusing the many priority projects identified by the Borough Council in their current Town Centre Strategy into areas where the greatest benefits and impacts will be felt; and
- a way of identifying where spaces and linkages most need to be reconfigured in order to achieve the strategic aims of the Town Centre Strategy and Masterplan Framework.

Just as intervention in these Three Zones will consolidate and enhance the heart of the Town Centre and its two key gateways, improvements in each action area will play an important role in Southend-on-Sea's regeneration as a whole. The Masterplan Framework provides the framework for creating and delivering whole new parts of Southend-on-Sea Town Centre.



## Objectives

### Objective 1: An integrated Town Centre with a broad High Street activity zone

*To create the synergies and accessibility needed to enable the different parts of the Town Centre to contribute fully to the whole; to exploit the link between the Town Centre and the seafront; to integrate the University of Essex into the fabric of the Town Centre and disperse activity over a number of sites to increase utility to the wider Town Centre economy; to create a central focus and opportunities for new investment and development on an east-west axis; to create a more legible, attractive and engaging Town Centre; and to enable the Town Centre's hidden and severed assets to be used to enhance the visitor experience.*

The outcomes sought by this objective are:

- The emergence of a vital, active and connected Town Centre throughout;
- The take-up of unused and under-used land and property in the Town Centre as a whole;
- New gateways into the northern and southern ends of the High Street, to heighten the arrival experience;
- The emergence of a new shape for the Town Centre with a strong, integrated north-south axis complimented by a strong east-west axis at Tylers Avenue / Clifftown Road;
- A new public space created at the intersection of the north-south and east-west axes, joining the two lengths of the High Street together and linking with Central Station, the University of Essex, Chichester Road and development sites to the east.
- Enhanced accessibility for pedestrians and cyclists throughout, unhindered by physical and visual barriers;

- Popular and well used surface and multi-storey public car parks, well connected with the High Street and activity;
- Provision of high quality public transport facilities throughout; and
- Active development frontages to Chichester Road, opposite Warrior Square, and between Tylers Avenue and The Royals Shopping Centre, to integrate future development sites to the east with the High Street activity zone.

**Objective 2: Vital and active Town Centre focused on the education, leisure and retail industries.**

*To enable the Town Centre to function as a vital and active destination during both the day and into the evening; to integrate the University of Essex into the fabric of the Town Centre and spread the vitality generated; to create a more legible, attractive and engaging Town Centre; to promote a sense of pride and achievement in the Town Centre and wider town; to compliment and build on the work of Sshape in creating a high quality public realm throughout the Town Centre; to create a place people choose to visit, enjoy and stay; to build upon the retail strength and wide leisure offer to market the Town Centre as a unique destination; to increase the range and type of shops in the High Street; to reduce the incidence of crime and anti-social behaviour; and to attract investment.*

The outcomes sought by this objective are:

- A diversified night time economy attracting a range of different user groups;
- More activity and vitality in the High Street, brought about by a diverse range of shops and cafés / restaurants (A1 and A3 uses) with extended hours of opening;
- High standards of building design and façade treatments throughout, particularly on the High Street, to compliment the Sshape initiative and promote the Town Centre as a quality business environment;
- A well dispersed student population in the Town Centre, meeting at a range of different venues;
- A high quality public realm which promotes the Town Centre as the heart of a vibrant, affluent and forward thinking community which is “open” for business; and
- Reductions in the level of perceived fear and actual occurrence of crime, to attract users back to the Town Centre and enhance the vitality and vibrancy of the place.

**Objective 3: Facilitate investment/ development to create a shopping, cultural, and leisure destination for South Essex and Thames Gateway**

*To provide the conditions for creating, in market competitive locations, the kinds of property products needed to appeal to the Town Centre's target markets (retail, offices, leisure and residential); to provide the conditions for creating positive investment in the Town Centre; to provide the physical environment and development sites capable of attracting new investment; to produce a high standard public realm to attract new investment; to promote a sense of pride and achievement in the Town Centre and wider town; and to enable the Town Centre to compete in regional markets in the retail, leisure and cultural sectors.*

The outcomes sought by this objective are:

- The take up of unused and under-used land and property in the Town Centre as a whole;
- Sufficient levels of socially balanced residential and leisure activity to attract investment and sustain a lively mix of supporting speciality shops, restaurants and cafes;
- A new east-west axis linking new development opportunities, complimenting the north-south axis of the High Street; and
- Increased residential population in the Town Centre.

## Approach

This section sets out the context and principles under which the Projects identified within each Zone of Intervention are governed. It highlights what the projects have in common, from urban design, landscape and transport and access, to the approach taken to the development appraisals and the delivery of the projects.

### Demand for Principal Land Uses

#### Retail

We believe that one of the main challenges for Southend-on-Sea will be to improve the perception of the Town Centre's offer in order to attract the population from a larger catchment area and specifically address the leakage from the greater Southend-on-Sea to Chelmsford, Lakeside or Bluewater.

In trying to make the High Street a more balanced thoroughfare any redevelopment plans must try to find ways of drawing people to the southern section of the street. This could be addressed both by 'drawing' shoppers south from the core area and by pulling shoppers up from the pier area to the north. The proposals at Pier Hill should help this second catchment.

In addition, we would advocate the process of creating conditions for retail to 'punch-through' from the High Street into side streets to the east and west which can draw shoppers into side streets to increase the east-west sphere of influence of the High Street rather than its current north-south linear feel. However, in order to successfully generate such punch-throughs, it is essential that they must lead to attractive 'destinations' rather than dead ends or busy highways – the shoppers need a reason to venture off the High Street. The busy Chichester Road running to the east, parallel with the High Street is likely to create a barrier towards the eastern extension of the High Street's influence and this will need to be addressed.



*The Royals Shopping Centre*



*The Victoria Plaza Centre*

The principle of introducing quality A3 restaurants and cafés into the High Street and on side streets close to the High Street is supported. This has already occurred on London Road and is seen as a success.

### **O f f i c e**

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.

In principle it is recommended that preference be given to locating office uses and development in the Victoria Avenue CBD. Should no suitable premises or location be available within Victoria Avenue then new B1 office use / development should not be discouraged from locating elsewhere in the Town Centre, providing it has an element of active ground floor use (for example A1, A2, A3, C1, D1 or D2).

Promoting residential led mixed use redevelopment zones will help stimulate the evening economy in the Town Centre and make more efficient use of the currently vacant and ageing buildings in the Victoria Avenue district. However, the council should ensure that an allocation for office development remains set aside in the Victoria Avenue area so that should the office market show signs of recovery then Southend-on-Sea has the capacity to provide new or refurbished accommodation in the CBD.

We understand that the former office building Telephone House (now Skyline Plaza) has been converted from an office use to flats and live/work units. This concept is something that has become fashionable elsewhere in the UK. We consider that such a change of use of vacant office space is both useful in terms of reducing vacancy rates but it can also add to the vitality of the Town Centre by broadening the mix of uses.

### **R e s i d e n t i a l**

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.

There is only a limited volume of modern Town Centre residential accommodation and we feel the council should promote residential development in the Town Centre. We believe that this policy would significantly contribute to stimulating the Town Centre's economy and help achieve the goal of making Southend-on-Sea's Town Centre function beyond the hours of 9.00am – 5.30pm. In addition residential development within the Town Centre would present an opportunity to provide an appropriate quantum of affordable housing in line with Local Plan policies. Such affordable housing should be well designed and include private and communal outdoor space (for example balconies or communal gardens at ground or first floor level). The location of the University of Essex within the Town Centre provides the opportunity for the development of student accommodation. Student accommodation should be dispersed throughout the Town Centre to increase footfall and to avoid creating concentrations of student only 'enclave' areas.

Our research indicates that there would be a strong level of interest from national and local house builders for residential development sites in the heart of the Town Centre.

We consider that modern, well-designed residential units in the Town Centre could achieve values well in excess of £250 per sq. ft, especially if units had sea views. At this level development will be viable. The agents marketing Skyline Plaza – formerly Telephone House - are quoting sales values of approximately £230.00 per sq. ft for one and two bed apartments. However, these values reflect the fact that this is a conversion of an old office building but had this been a new, bespoke residential building, we are confident that the quoting prices would have been significantly higher.

Values at £250 per sq. ft + would indicate that levels of demand for Town Centre homes is strong and we feel the council should build upon this to help improve the vitality and vibrancy of the Town Centre.

## **L e i s u r e**

### **Cinema**

The recently developed nine screen Odeon Cinema, situated at the north of the main 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. In light of the success of the Odeon cinema agents have suggested that there could be capacity for further cinema offer in or close to the Town Centre. A cinema / leisure offer at the southern end of the high street could help to address the current north-south imbalance.

We would recommend that further research be undertaken to assess the capacity for Southend-on-Sea to withstand another cinema, possibly located towards the southern end of the town, which would help serve as a stimulus to this part of the Town Centre.

### **Health & Fitness**

Given the presence of Fitness First and Fitness Exchange in the Town Centre and suburbs together with weak state of the national health and fitness market, we believe there is limited capacity in Southend-on-Sea for further health and fitness operators. However, should David Lloyd fail in their attempts to obtain planning permission at the Eastwood site it may be worth considering opening discussions with their property department to establish whether they would consider a location closer to the Town Centre. The main constraining factor then will be whether there is a suitably big enough site to match David Lloyds requirements.

### **Hotels**

From our discussions with councillors and local agents, it is generally felt that there is a shortage of hotel accommodation in Southend-on-Sea. Further hotel capacity is considered to exist in the town and this could potentially be combined with a conference facility, as we cover in more detail below in this report.

The recently commissioned Humberts Hotel Study, undertaken in November 2002, suggests that in the medium to long term there is further capacity for at least one if not two additional hotels in the Town Centre. Humberts are also undertaking a wider hotel study looking at the Thames Gateway South Essex area. The consultants have established that there is sufficient business growth activity in the TGSE area to justify further hotel development. The study will



advise on suitable locations for hotel development in the South Essex area and we are informed that the final report will be issued soon. The final conclusions from this report will be important for Southend-on-Sea and will need to form part of this on-going study.

We have also received encouraging feedback from a number of hotel operators we have spoken to regarding Southend-on-Sea hotel development opportunities. These include Corus & Regal who have indicated their interest, provided they could obtain further details concerning the potential opportunities.

We feel that two sites could lend themselves towards hotel development- the southern side of Warrior Square (existing leisure centre site) and refurbishment or redevelopment of the Palace Hotel. Both schemes would help to improve these parts of the Town Centre and act as catalysts for future regeneration of the surrounding area.

### **Conference Centre**

We would recommend undertaking further research to investigate the potential to incorporate further conference facilities in the town, potentially within a new high quality hotel. We would recommend undertaking further research to investigate the potential to incorporate a Town Centre Conference Facility with an upper class hotel. We feel that given the town's seaside location and its proximity to London, with good rail links, it would serve as an ideal conferencing destination that could aspire to compete with the likes of Brighton, Blackpool and Bournemouth. Both Brighton and Bournemouth are examples of south coast centres that have benefited greatly from their conference facilities and the wider economic benefits they have brought. At this stage of our work we have not carried out any research to assess the likely levels of demand for such a facility but we consider that this sector is worthy of further research as our work progresses.

The on-going Humberts Leisure hotel study for Thames Gateway South Essex has also assessed the potential of the area for further conference facilities. Martin Taylor of Humberts stated that *"A large, quality conference hotel is one of the ingredients necessary to turn this area into a thriving destination"*. Taylor

also stated *“But finding the right location, the right positioning and the right timing is essential. This requires robust research and market testing.”* We concur with this conclusion that further research is needed in order to determine the right location, size and form of new facilities in South Essex.

Cliffs Pavilion on the Western Esplanade to the west of Southend Town Centre includes a theatre with capacity for 1,630. Cliffs also offers facilities which cater for corporate events of up to 250 people in addition to its theatre and other leisure offer. In considering potential expansion of the conference offer in Southend, it will be important to ensure that the existing offer in the town such as Cliffs Pavilion does not suffer. The provision of complementary rather than competing facilities should be encouraged.

### **University & Innovation Centre**

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. We believe the Council can now build upon this by promoting development opportunities that will serve the new student population, e.g. student accommodation, university/campus services such as sports facilities, student union services and libraries as well as restaurants and cafes. Such uses should be located within the Town Centre but rather than be concentrated on a single campus site they should be more dispersed, allowing for an increase in footfall within the Town Centre. Increasing east-west pedestrian movement will assist in securing the viability of retail activity along side streets to the High Street.

We understand that EEDA is close to securing the acquisition of the old cinema site that fronts the High Street and lies adjacent to the new student campus. We understand that site will be used as the towns “Innovation Centre” which will further enhance this part of the Town Centre. Furthermore redeveloping these buildings will provide an ideal opportunity to improve the linkages with the western side of the town.

### **Casinos**

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. There is a feeling among councillors and agents that Southend-on-Sea could build upon its existing casino offer and become the casino capital for the South East/London markets.

We would therefore recommend further research be undertaken to assess the levels of interest from the casino operators for new opportunities in the town. It would also be advisable to speak to specialist agents regarding the most suitable operators to approach. We consider that a location for further casino facilities in the town could be best suited closer to the waterfront, at the southern end of the town.

## Urban Design

High quality urban design within a well-structured Town Centre is vital for the regeneration of Southend-on-Sea Town Centre. A successful Town Centre is one where the physical form of development, streets and spaces supports and facilitates a wide range of activity. The approach taken to urban design recognises that for Southend-on-Sea Town Centre to become more attractive to residents, visitors, investors and students it must first exhibit a high standard of built environment.

The underlying concept marries economic, townscape, urban design and landscape notions to create a Town Centre of the highest quality. Economic issues must reflect what the Town Centre needs to offer in terms of activities and functions, support its purposes for being and ultimately deliver the right conditions for ongoing and increased investment. All areas within the Town Centre need to have a part to play if the Town Centre as a whole is to function satisfactorily. All stakeholders- businesses, households, tourists- have a choice of where to spend their money, therefore Southend-on-Sea needs to compete against other alternatives in order to first attract then retain its user groups.

Townscape, urban design and landscape must reflect the notion that what each part of the Town Centre is able to support in activities and functions will be determined by its character, plan form and the scope there is for connecting and relating the parts of the Town Centre to each other.

**“We see too many examples where design quality is sacrificed in a desperate bid to secure investment, reducing the chance of long term success”**

*-Sir Stuart Lipton*

*Shifting Sands Design and the Changing Image of English Seaside Towns*

Fundamental to both is that the actions proposed by the Masterplan Framework must directly address the key problems evident in the Town Centre today. Thus in design, the effort has been to identify where the physicality of the Town Centre has let it down and why. The actions proposed aim to get at the causes of problems and to set in train the strategic changes necessary to achieve a cohesive and seamless Town Centre.

The Masterplan Framework recognises that the Town Centre has, historically, developed a linear form, moving away from the sea. Whilst this strong north-south axis will always be a feature of the Town Centre, intervention is proposed at the key gateways at the northern and southern ends of this axis, to welcome visitors and residents and link through in an easy and obvious manner to other key areas of activity.

Increasing the breadth of retail frontage is also key to our approach. This action will not only increase footfall and therefore the chances of economic success for smaller retail businesses in the Town Centre, it will also bring opportunity sites outside of the High Street into a core of activity – making their successful redevelopment more likely. Stretching High Street activity east west must be done by encouraging the development of activity generating uses on key opportunity sites away from the High Street. Better quality development / activity, the result of increased economic confidence, will soon likely occur on routes between the activity generating uses, ensuring an improved standard of townscape. This pattern of development should be guided by supplementary planning guidance in the form of a shop front design guide and occur hand in glove with public realm and streetscape improvements.

The centre of the High Street, in the vicinity of the railway bridge, represents a prime opportunity to reconfigure linkages and introduce new public spaces. This would build on the current regeneration catalyst in the form of the University of Essex, draw in key arrival points and development opportunities, thereby broadening the activity within the Town Centre and join the two halves of the High Street together in a way that draws down some of the economic prosperity of the upper half of the Town Centre.

## Public Realm and Landscape Design

The public realm can be defined as the space outside - the streets and spaces that form the thoroughfares for commerce, the spaces for activities, and the setting for built form and important buildings. The physical elements of streetscape - paving, street furniture, signage, lighting, public art and trees also define the public realm.

A palette of hard materials, street furniture and planting needs to be selected for Southend-on-Sea Town Centre to ensure a consistently high quality public realm. Some materials / elements will be continuous throughout the Town Centre, giving the consistency of approach needed to generate a real sense of place; others, will be used in such a way as to highlight the character, or support the function of defined areas (such as Sshape in the High Street). The production of a public realm design guide, adopted as SPG, would ensure that quality elements/materials could be consistently applied throughout the Town Centre, raising the standard of the public realm, whilst still allowing unique designs to highlight particular areas such as the High Street.

Landscape has a crucial part to play in regenerating Southend-on-Sea Town Centre by helping to set the conditions for development in the existing and emerging markets. The areas surrounding the Town Centre are well planted with trees and structural landscaping, making Southend-on-Sea one of the most densely tree populated towns in the east of England. The Victoria Avenue gateway to the Town Centre is characterised by a long avenue of mature trees. Historically the High Street continued this tradition, originally having two rows of trees down its length. Today trees and structural landscape elements are absent from the Town Centre, disconnecting the Town Centre from its leafy suburbs and isolating what little green space exists within its confines (for example Warrior Square). The Sshape Project will re-introduce trees in movable planters back into the High Street, however this should be complimented with street tree planting in all streets within the Town Centre.



*Strong structural landscaping along Victoria Avenue*

Trees need to be carefully reintroduced to the Town Centre as a linking and unifying element and to improve the quality of the environment. The development of a Landscape Strategy, adopted as Supplementary Planning Guidance for the Town Centre will ensure that trees are appropriately located and the most suitable species selected. A Southend-on-Sea Town Centre Landscape Strategy would set out:

- principles for tree planting (such as considering CCTV requirements, using trees to screen unattractive features and buildings and to highlight desire lines and focal points)
- strategies for long term management and
- maintenance programmes.

Lighting is an important component of the public realm in any Town Centre, and this particularly true for Southend-on-Sea with its history of 'illuminations'. Good lighting improves the ambience and vitality of a Town Centre; it helps reinforce the sense of identity and 'place'; increases security and reduces crime rates; and contributes to the establishing of a true 24-hour city.

A logical and considered approach to lighting will help define the Southend-on-Sea Town Centre as a coherent entity and help promote legibility within it, helping orientation, improving safety and creating moments of drama along the way. Consideration should be given to developing a centre-wide Lighting Strategy, adopting it as Supplementary Planning Guidance. In addition to developing general lighting policies, such as replacing current low pressure sodium street lighting with cool white light source lighting (creating a more user friendly city), it would consider lighting gateway features, key buildings and facades within the Town Centre, key routes and safe corridors.

## **A c c e s s   a n d   T r a n s p o r t**

The Town Centre outside the current pedestrianised High Street is dominated by heavy car and bus traffic. This is often the result of historic transport planning decisions that have shaped Southend-on-Sea's movement network.

The economic function of Town Centres – as places of consumption, leisure, face-to-face contact and knowledge-sharing – places a great priority on pedestrians. Pedestrian flows are significant economic generators – the opportunity to trade off these flows is critical to attracting the retail and leisure investment that is essential to providing the right conditions for further wealth-generating investment. A comfortable, attractive and safe environment for pedestrians is fundamental to the principles of a successful urban renaissance. However, Southend-on-Sea is not an isolated centre, it competes regionally with other towns as well as nearby shopping malls; therefore it is recognised that ensuring ease of movement for vehicles and providing easy to use, convenient and attractive public transport are vital to ensuring the Town Centre's viability.

The principles applied to the movement and access networks of Southend-on-Sea Town Centre aim to achieve an environment where there is a mix of different types of activity, but where conflict between modes is minimal. They strive to achieve a balance between the need to create a safe pedestrian dominated environment and one that provides for economically vital vehicular movement.

## P e d e s t r i a n s

Principally, at-grade pedestrian crossings are preferred<sup>1</sup> both within Southend-on-Sea Town Centre and on the approaches to it. At-grade crossing facilities provide simple, direct<sup>2</sup>, safe<sup>3</sup> (if well designed) pedestrian routes and can be used 24/7. Crossings, particularly at gateway locations, need to have adequate gathering public space on each side of the crossing to identify the presence of the crossing facility, to improve pedestrian safety and to signal that the crossing leads to a destination.

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<sup>1</sup> See *Places, Streets & Movement: A companion guide to Design Bulletin 32 published by DETR; Guidelines for Providing for Journeys on Foot published by the Institute of Highways and Transportation 2000*

<sup>2</sup> if placed on along route or on 'natural desire line' to a destination

<sup>3</sup> at grade pedestrian crossings have the advantage of being observable by passing traffic thereby improving the personal safety of pedestrians and reducing fear of crime



Visual or physical obstacles are often frustrate pedestrians ease of movement within the Town Centre (i.e. poorly placed kiosks<sup>4</sup>), as does traffic infrastructure (such as inappropriately placed pedestrian guard railing) or heavy traffic flows. In other cases traffic infrastructure has resulted in the provision of torturous, confusing or inaccessible pedestrian routes from and to key Town Centre destinations. Changes in grade are particularly difficult and/or inconvenient for people with mobility impairments. The principle of clear pedestrian routes with visual connections to destinations needs to be adopted within the Town Centre. Pedestrian routes need to be:

- accessible for people with disabilities;
- they must be observable by passers by, including from vehicles (to reduce crime and fear of crime);
- they must offer pedestrians a direct route to where they want to go rather than follow a preconceived geometry;
- convenient;
- they must be well connected and an obvious route to a destination (through both urban design legibility and good pedestrian signage; and
- well designed and attractive.

The Cycling and Walking Strategy for Southend-on-Sea recognises this by highlighting the 'Five C' principles for pedestrian route design – connections, convenience, conviviality, comfort and conspicuity.

Redesign of some roads within the Town Centre will need to occur to facilitate clear pedestrian routes and provide road crossings that are more pedestrian oriented and reduce / ease traffic flow. In addition, limited changes to the traffic management regime may be required to improve pedestrian connections to key destinations and future development.

The pedestrian experience along the High Street is being improved, along with environmental quality, as part of Southend-on-Sea Borough Council's Sshape project. Spreading this high quality feel elsewhere is necessary to improve footfall throughout the Town Centre and thereby provide the market with

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<sup>4</sup> The Sshape project is to move the existing High Street kiosks to the edge of the High Street. These must be properly located and designed to avoid visually and physically blocking the entrance to side streets.

confidence to invest in Southend-on-Sea. Using a simple palette of high quality materials, possibly drawn from those used in Sshape, in a consistent manner will help unify the currently disparate character areas of the Town Centre, not to mention simplify maintenance and inventory control.

The routes through the Town Centre need to provide 'safe corridors' for evening users of the Town Centre between likely departure points and destinations. Safe corridors must be well lit, signposted and have both active and passive (CCTV) surveillance.

## P a r k i n g

The aim is not to reduce the total number of car parks within Southend-on-Sea Town Centre, rather, to improve the quality, functionality and popularity of car parks across the Town Centre.

Well-used car parks in the Town Centre are those that have a physical and visual connection to either activity or the High Street. The design and redesign of car parking with the Town Centre must achieve this link as well as provide well-observed entrance and exit points for both cars and pedestrians. In addition, the continued CCTV monitoring of car park users is supported.

## V e h i c l e s

Historic transport planning decisions have left Southend-on-Sea Town Centre with a legacy of over engineered junctions and a complicated vehicle circulation network. In some parts of the Town Centre the current transport regime has inhibited the development potential of sites, adversely affected the design of buildings (i.e. leading to a 'fronts to backs' situation) and therefore the pedestrian environment and is hazardous to pedestrians and cyclists.

The Local Transport Plan for Southend-on-Sea makes a direct connection between solving Southend-on-Sea's traffic congestion problem and the regeneration of the town<sup>5</sup>. Minimising, and where possible reversing, adverse transport effects is a priority. In some instances this may mean significant physical interventions to the transport network. However, it is recognised that Southend-on-Sea Town Centre depends in part on its movement network for its economic success and the benefits of any intervention must be carefully measured.

## C y c l e s

The current cycle network within Southend-on-Sea Town Centre currently stops at the southern end of Victoria Avenue. As a result cyclists mix freely with pedestrians in the High Street, creating conflict and becoming a safety hazard. The Local Transport Plan provides for new routes linking the top of the Town



*Warrior Square Recreation Centre Car Park*

<sup>5</sup> See *Diagram 1: Breaking the Spiral of Decline, Local Transport Plan 2001/2 to 2005/6*

Centre to the University via an indirect route and the Seafront via Chichester Road. Signposted and dedicated cycle routes from the top of the Town Centre to the University and Seafront will enable access to the High Street whilst protecting High Street pedestrians from cyclists and similarly cyclists from vehicles<sup>6</sup>.

## Public Transport

The current arrival experience into Southend-on-Sea Town Centre can be improved by:

- improving the setting of the stations (including bus arrival points) – for example by providing attractive public space adjacent to the stations
- ensuring that there is a visual connection, as well as a physical connection, from the arrival point to the High Street
- improving the environment of the streets connecting public transport arrival points and the High Street

Following these principles will be key in encouraging more sustainable travel habits by residents and visitors to Southend-on-Sea.<sup>7</sup>

The current bus station is well located for the retail High Street, therefore maintaining a bus station within the Town Centre is supported. A redesigned and modernised bus station, serving shoppers, late night entertainment patrons and commuters using Southend Central Station, would positively impact on the amenity of the surrounding area, particularly if integrated into the surrounding fabric of buildings and streets.

Improving interchange facilities at Southend Victoria Station would significantly improve the ability to access the station by public transport.



*Southend-on-Sea Bus Station*

<sup>6</sup> The Local Transport Plan 2001/2 to 2005/6 contains proposals to extend cycle routes within the town centre from Victoria Avenue to the Seafront via the University and Cambridge Road and from Sutton Road, down Short Street to Chichester Road to the Seafront (see Maps 7 and 10). It does not at present propose to connect these routes.

<sup>7</sup> The Southend-on-Sea Local Transport Plan identifies a number of key interchange sites within the Town Centre – Southend Victoria Railway Station, Southend Central Railway Station, the Central Bus Station and the Seaway Coach and Car Park. It aims to develop a new central Bus Station, improve the Seaway coach and car park and provide safe and secure pedestrian links between the key interchange sites.

## **Financial Feasibility and Delivery**

This Masterplan Framework will be taken forward for further detailed work and delivery by a new Urban Regeneration Company (URC). The URC will have no powers of its own. It will rely wholly on its partners, the Borough Council, EEDA and English Partnerships to exercise their planning, land assembly and highways powers to achieve what are to be shared priorities for change.

Financial assistance will be available to Southend-on-Sea's URC through its partners:

- Southend-on-Sea Borough Council via direct assistance and the use of their own land estate to facilitate development.
- EEDA via "single pot" regeneration and Thames Gateway funding, but for which the URC will have to compete against every other initiative in the region; and
- English Partnerships via the financial resources it has to promote regeneration and more recently and usefully housing-led schemes.

Other sources of funds include ERDF grant for qualifying projects within the city centre; other housing, health and education initiatives mounted by central government, including finance for social housing from the Housing Corporation; finance via the Council's Local Transport Plan and from central government; and finance, primarily from the Lottery, to support sport, art and culture.

Other prospective sources of finance, in that each offers the potential for risk-sharing, joint venture development, are: The University of Essex who have estate expansion plans and who might joint venture schemes where there is shared community use or other shared benefit. Where aims are shared with the URC, there may be the potential to collaborate on projects share costs and, in due course, also the rewards of development and change.

But the main source of finance is likely to be the private sector. The development industry will have to want to take on the risks of delivering the

masterplan. And the Town Centres existing businesses, householders and landowners, and its prospective new business and household markets, will also have to *want* to respond to the new opportunities. Each of these will also need to take risks to make the change happen.

It is possible that some redevelopment schemes within the proposed masterplan may not be financially viable without some form of external funding. Broadly, this will be the case if the estimated costs of undertaking the scheme exceed the likely levels of revenue which would be generated by the scheme. We explain in more detail below how we would assess the potential need and quantum of funding assistance.

Schemes which may require public funding include 'public realm works' where the benefits to the town are not represented as financial return directly related to the investment, i.e. the schemes do not result in a return quantifiable in £s. For example, improving town centre security systems or streetscape / street furniture. These schemes will attempt to improve the safety, image and attractiveness of the centre and thereby attract more shoppers and persuade them to stay longer (and spend more). The benefits to the town will therefore be increased spending as a whole rather than a return (£s) directly for the actual works undertaken.

Other schemes which may require public funding could be more traditional commercial property development schemes which have an imbalance between costs and revenue. Viability issues for such schemes are often the result of the need for significant up-front investment in 'abnormal' cost items. High up-front costs associated with town centre schemes may include land assembly, CPO costs, demolition, relocation of tenants / occupiers or businesses. If such items are factored into a development schemes as costs, the scheme could become unviable or too high risk for developers to progress.

Various methods exist to ease the cash flow burden of such up-front costs such as Joint Ventures or land draw-down arrangements. Additionally, one or more public bodies can assist with land assembly and / or site preparation before a development commences. Our indicative financial appraisals of the proposed town centre schemes will assist in identifying the potential viability gaps (£s) and assist in identifying ways to reduce these gaps to realistic levels.

A number of the proposed Southend-on-Sea Town Centre schemes are situated upon land which we understand is Council owned. In this way, if the viability of the redevelopment scheme is shown to be questionable, the Council could 'invest' the land into the scheme in the form of a Joint Venture agreement with a developer. In this way the land value would not form a direct cost to the development scheme at the outset but the Council would instead share in the future returns from the completed development scheme.

### **Possible Public Sector Intervention**

Schemes that may require public sector intervention include the following:

- Hotel Conference Facility – Funds may be required to help deliver such a scheme, particularly in a Town Centre location
- Land assembly – Public sector funds and intervention will be required to overcome the hurdles of developing comprehensive schemes incorporating a number of stakeholders
- Highways/Infrastructure/Public Transport – Public money will be required to fund highway improvement schemes (such as downgrading of Chichester road), and improving the transport links to nearby towns and London. This would include identifying a suitable site for a new bus terminal and efforts to improve the speed of journeys to London Liverpool and Fenchurch Street.
- Pier Hill – Public sector funding of the Enhancement Project essential to improving the perception of the town. It is very encouraging that this is already taking place
- Palace Hotel – If this opportunity is to be brought forward as a Hotel site then it is likely to require some public sector funding in order to overcome the costly refurbishment works required to bring this building to the market.

## **The Development Appraisals - Assumptions**

We will undertake high level financial appraisals of the key development schemes proposed in the masterplan. These appraisals will take the form of cash flow appraisals that will attempt to reflect a commercially realistic approach to the developments including cost, revenue and timing assumptions. The output from the appraisals will be an indicative residual sum with which the developer could afford to pay for the land assembly and acquisition costs at the outset of the scheme. If this sum is greater than the actual investment needed to assemble and clear the site, then it is unlikely that public investment will be needed. If the estimated actual land assembly and clearance costs exceed the residual sum resulting from the appraisal, then it is likely that external funding will be required. In this way the appraisals will be able to provide an estimate of the potential need for public sector intervention in individual projects.

Whilst it will not be possible within the scope of this study to undertake valuations of the individual sites, we can make broad estimates of land assembly costs against which to compare this 'residual sum'.

The sources of data for the appraisals will come from a number of sources as follows:

- Infrastructure / highways cost assumptions: Buro Happold
- Build cost assumptions: Buro Happold
- Timing assumptions: DTZ & Buro Happold
- Revenue assumptions: DTZ
- Land assembly estimates: DTZ (high level only)
- Other cash flow assumptions: DTZ

Once we have been able to assess the indicative level of public funding required for the individual schemes we will discuss with the Client Group the potential timing of the individual proposed schemes. In this way we can assess the potential funding requirements for the town centre over time. This should provide the URC and its partners with an indicative assessment of the potential quantum and timing requirements of the public sector monies.

The next steps for the URC would be to commission more detail viability and feasibility studies into the proposed redevelopment schemes. Further due diligence would result in more robust and detailed assumptions that could be



used in the next stage of appraisals. Importantly, details of land ownership, both tenure, occupier leases and head lease information is important to understanding the redevelopment of town centre sites. Further assessment by cost consultants and engineers regarding major cost items will also assist in the drafting of more detailed and robust appraisals that would inform investment decisions.

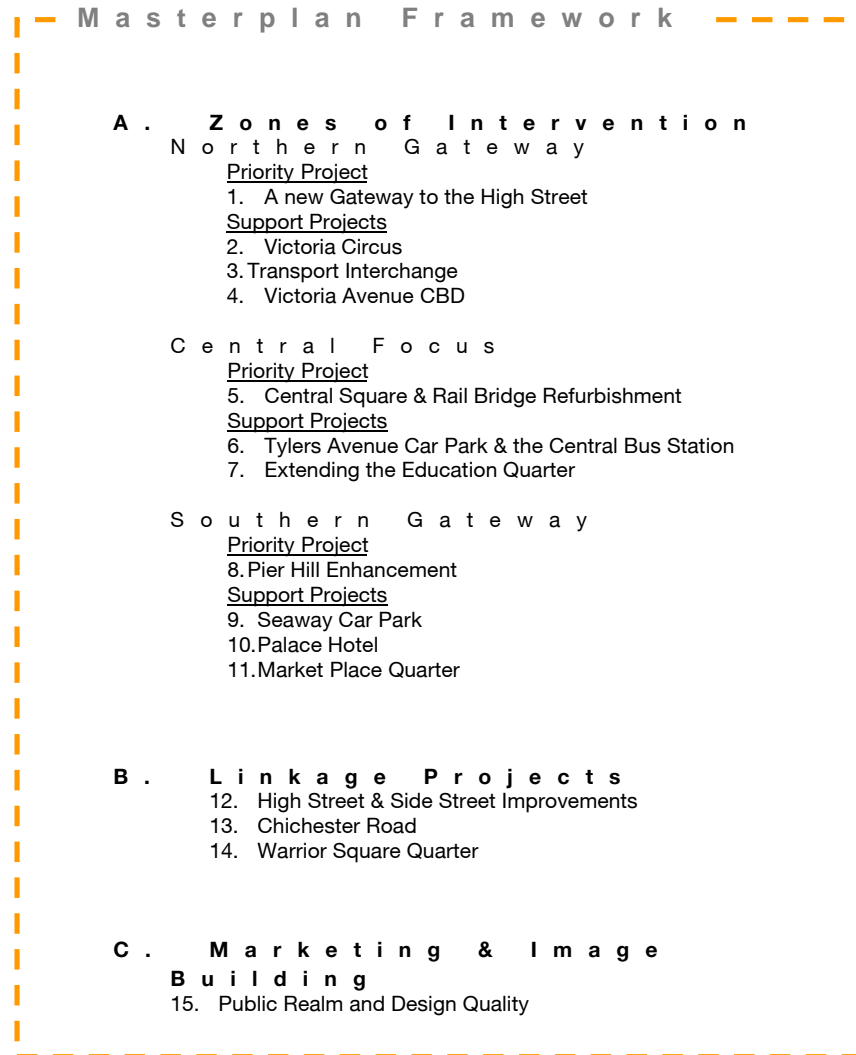
## Zones of Intervention

The following section identifies the scope and extent of projects within the three zones of intervention necessary to deliver change in Southend-on-Sea Town Centre. The projects build upon the work undertaken in the Gateway Town Centre Strategy and seek to mirror the aspirations of the Borough Council.

The projects shown within the three Zones of Intervention demonstrate that there is at least one way of achieving development that is capable of both meeting the objectives set for the Masterplan and of observing best practice in urban design. To assist in targeting action and funding, a Priority Project is nominated within each Zone, complimented by a series of support projects. The concepts are therefore intended to illustrate how an area could look, rather than being a definite solution to the problem. They will need to be the subject of detailed Master Plans and Site Development Frameworks at a later stage.

The development appraisals and costings carried out as part of this study are representative of the quantum of investment required, rather than detailed costings. Our aim has been to establish the broad costs and values of each of the major projects and to identify the probable scale of any gap between cost and value that will need to be bridged. It is fundamental to deliverability that any gap is capable of being bridged, and in particular that the required public sector resources are at a level that EEDA and Southend-on-Sea Borough Council will be prepared to finance.

In respect of deliverability and costs, we stress that it is essential that each of the projects achieve the ambitions for quality and interest we have set. The proposals for the public realm are as fundamental to achieving the objectives of the Masterplan as the development parcels for the new buildings that will house the activities creating new investment in the Town Centre.



## Northern Gateway

Provide a high quality arrival experience into the heart of Southend-on-Sea Town Centre

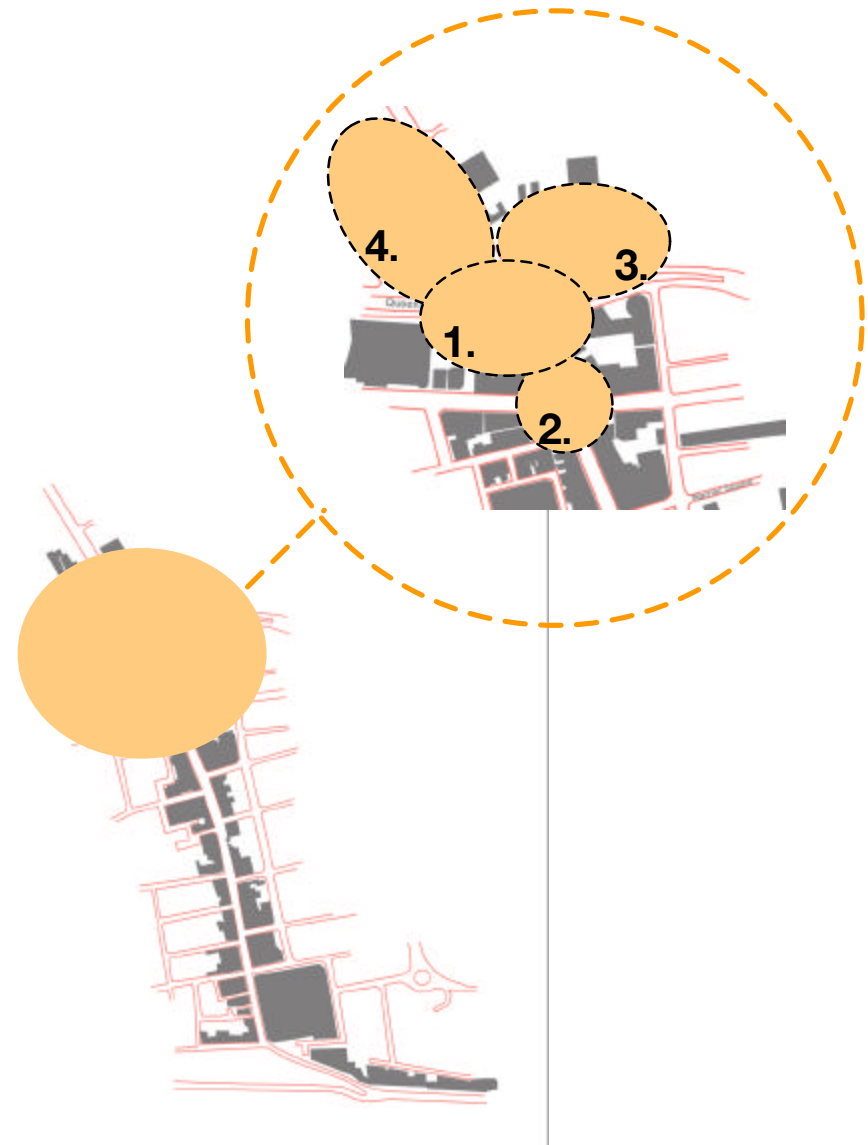
The strategy for the Northern Gateway seeks to improve connections across Queensway and remove the obstacles to the successful integration of Victoria Avenue and the High Street. The development strategy is to:

- Improve the arrival experience for visitors and residents
- Provide Southend Victoria station and Victoria Avenue with a direct connection, both physically and visually with the top of the High Street
- Reduce the dominance of vehicles in the environment
- Improve transport interchange facilities in the area
- Allow for development of active frontages on existing blank walls
- Encourage more active use of existing public spaces

The strategy addresses the themes of public space and environment, connections and movement and to a lesser extent safety and security and development opportunities.

The Northern Gateway consists of 4 projects that will deliver the aims of the Strategy:

1. **Gateway to the High Street** (Victoria Avenue Roundabout, the Deeping,)
2. **Victoria Circus** (environmental enhancement, tenancy mix)
3. **Transport Interchange** (B&Q site)
4. **Victoria Avenue CBD** (strategy)



INSERT NORTHERN GATEWAY DESIGN CONCEPT SKETCH

# Northern Gateway Projects

## Priority Project

### 1 Gateway to the High Street

#### Actions

- Redesign the Victoria Avenue roundabout interchange to reduce the width of the junction in front of Southend Victoria Station.
- Create a new at-grade pedestrian crossing between Victoria Station and the High Street entrance.
- Create a new public 'gateway/welcome' space at the top of the High Street to draw pedestrians through to the High Street, across Queensway.
- Create a new public space in front of Victoria Station to improve the sense of arrival and welcome into Southend-on-Sea and draw visitors across Queensway and into the High Street.
- Connect and signpost the two cycle routes proposed by the Local Transport Plan (the route connecting the seafront via the University development and Cambridge Road and the route to the seafront via Chichester Road) to provide direct, convenient cycle routes to the University, Town Centre and the Seafront.
- Close and fill in the northern end of The Deeping. Revert the western arm of Southchurch Road to two-way traffic, allowing service and emergency access only to The Deeping from Chichester Road. In the long term the Deeping should be considered for closure with vehicle access reverting back to at-grade.
- Investigate the potential to open up the part of the Victoria Plaza frontage to the High Street and Queensway, facing the newly created public space.

- Remove the visual and physical obstacle of the circular pedestrian ramp at the top of the High Street<sup>8</sup>.

### R e s u l t

- Makes a visual and physical '24 hour' connection to the High Street from both Victoria Station and Victoria Avenue CBD. An at-grade link to the High Street from the north will have both active and passive (CCTV) surveillance, providing a safer and more comfortable experience for both residents and visitors.
- Reduction in perceived vehicle dominance at the northern gateway.
- Encourages active development frontage on the corner of Queensway and the High Street should the Victoria Plaza be redeveloped in the future.
- Allows the complete removal of The Deeping should the Victoria Plaza be redeveloped in the future. Loading / servicing access to Victoria Plaza is maintained.
- Provides high quality public arrival and connecting spaces that link through to the rest of the Town Centre.
- Builds on the success of the Sshape project by improving the upper-most end of the High Street.

### O u t l i n e C o s t

	Description	Approx. value	Comments
1	Removal of roundabout at Victoria Av/Queensway intersection (shown on base as thin line) and replace with signalised T intersection as per drawing.	1,037,500	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.

<sup>8</sup> This will require working with the owners of the Victoria Plaza to ensure that new access arrangements benefit both the shopping centre and the public realm.

2	Close vehicle entrance into the High Street (this a ramp down leading under Victoria Plaza S/C and reinstate for pedestrians only at grade. (see photo 58 which is the exit at the other end)	150,500	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
3	Provide a new signalised intersection at Queensway/Chichester Road allowing full turning movements and slip lanes in Queensway.	518,750	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
4	Provide new bus stop and shelter facilities in the slip lane in front of Victoria Station (where the word taxi is written).	28,000	This figure is indicative only, based on limited information. The cost is based on today's figures and no allowance has been made for inflation.
5	Provide new bus/taxi interchange at location shown "possible interchange".	280,800	This figure is indicative only, based on limited information. The cost is based on today's figures and no allowance has been made for inflation.
6	Removal of the circular pedestrian ramp in the High Street (located at the word ST.).	25,000	This figure is allowance only, No information provided.
7	Extend medium/high quality standard of paving (and trees) in areas shown at top of the High Street, central median in Queensway and forecourt to Victoria Station.	235,300	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
		<b>2,275,850</b>	

## Funding Options

- To be completed once approach is endorsed by Southend-on-Sea Borough Council

## Support Projects

### 2 Victoria Station Interchange

#### Actions

- Create a new 'super' bus stop and transport interchange on part of the B&Q and Council sites (train/bus/taxi) to enhance modal transfer opportunities at Victoria Station.
- Create a new 4 way signalised intersection at Chichester Road to facilitate convenient access to/from the Town Centre by buses and allow two-way traffic along the length of Chichester Road.
- Buses would route through the new interchange and down Chichester Road.
- Integrate the interchange facility with a new public space in front of Victoria Station and with improved access to the Victoria Plaza.
- Continue discussions with the owners of the Victoria Plaza to improve access to the shopping centre from Queensway, whilst maintaining a high standard of public realm.
- Undertake a development brief for the B&Q site and adjacent Council owned site. Uses on this site could include limited retail uses, community uses and intensive residential development incorporating an element of affordable housing.

#### Result

- Improved public transport access to the Victoria Station and Victoria Avenue CBD.
- Enhanced transfer opportunities between rail and bus to encourage greater use of public transport services in the town.
- Improved access to the bus depot.
- Links with new public space in front of Victoria Station and improved access to High Street.



- Improves effective public transport arrangements to, from and within the Town Centre and maintains a Travel Centre within the Town Centre.

#### O u t l i n e C o s t

- To be completed once approach is endorsed by Southend-on-Sea Borough Council

#### F u n d i n g O p t i o n s

- To be completed once approach is endorsed by Southend-on-Sea Borough Council

### 3 Victoria Circus

#### Actions

- Redesign Victoria Circus to become the Town Centre's primary event and performance space. There is potential to utilise the level change across the space to create a terrace area which can be used for performance / entertainment uses with steps / ramps down to a larger flat public space – which can be used for speciality markets.
- Develop a planning brief and for the Victoria Circus area, adopted as supplementary planning guidance, to encourage the location of active uses onto the space i.e. restaurants and outdoor dining, retailing associated with leisure activities (i.e. with the Odeon), or interesting window displays to capitalise on the night time economy.
- Redesign the pick-up / drop-off / taxi stand on London Road to increase pavement widths on the northern side of London Road and to allow improved taxi access and waiting facilities (particularly in the evenings).

#### Result

- Provides high quality public space that has potential for hosting performances and has active and passive surveillance by virtue of surrounding activity and uses.
- Builds on current diverse night-time activity, particularly that generated by the Odeon Cinema and London Road restaurants.
- Builds on the implementation of the Sshape project.
- Assists in providing a quality environment that will be attractive to developers.
- Diverse activity will help to improve visitor experiences and safety.

**O u t l i n e C o s t**

	Description	Approx. value	Comments
1	Extend medium/high quality standard of paving throughout Victoria Circus and into London Road footpaths adjacent taxi rank.	277,500	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on todays figures and no allowance has been made for inflation.

**F u n d i n g O p t i o n s**

- To be completed once approach is by endorsed Southend-on-Sea Borough Council

## 4 Victoria Avenue CBD

### Actions

- Develop a Planning Brief which is to become Supplementary Planning Guidance for Victoria Avenue CBD to ensure the holistic development of the precinct.
- Broadly the Victoria Avenue CBD should be developed with a 60:20:20 overall use mix – that is 60% offices, 20% residential or live / work use and 20% 'other' mixed use. Mixed use includes complementary uses such as A1 (retail), A3 (food and drink), C1 (hotel), D2 (leisure) entertainment and live/work. However the preference should be to focus office uses at the southern end of Victoria Avenue (where in general the building stock is of better quality) ranging to more mixed uses at the northern end of Victoria Avenue. This principle should be enshrined within the above Planning Brief for the area.
- Produce promotional material and begin market profiling to attract new businesses to locate within the area.
- Establish a local partnership – identify key business stakeholders, create collective ownership and focus to target business development, inward investment.
- Monitor properties to ensure succinct and flexible system to track movement acting as a barometer of the local economy.
- Encourage the conversion or redevelopment of one or more of the vacant blocks for quality managed office space. This should be pursued with one of the leading service providers in the area and should be achieved through marketing and relationship building.

### Result

- A limited reduction of available office stock is needed to increase competition for space, and will effectively raise rental values to stimulate speculative development.

- Providing a mix of complementary uses will stimulate activity in the Victoria Avenue CBD as well as make the area more attractive to new businesses.
- The introduction of a limited number of residential uses will provide activity in the area after working hours, whilst maintaining a majority of employment generating use floor space for future demand.

## Central Focus

Provide Southend-on-Sea with a new Central Square and a broadened High Street activity zone

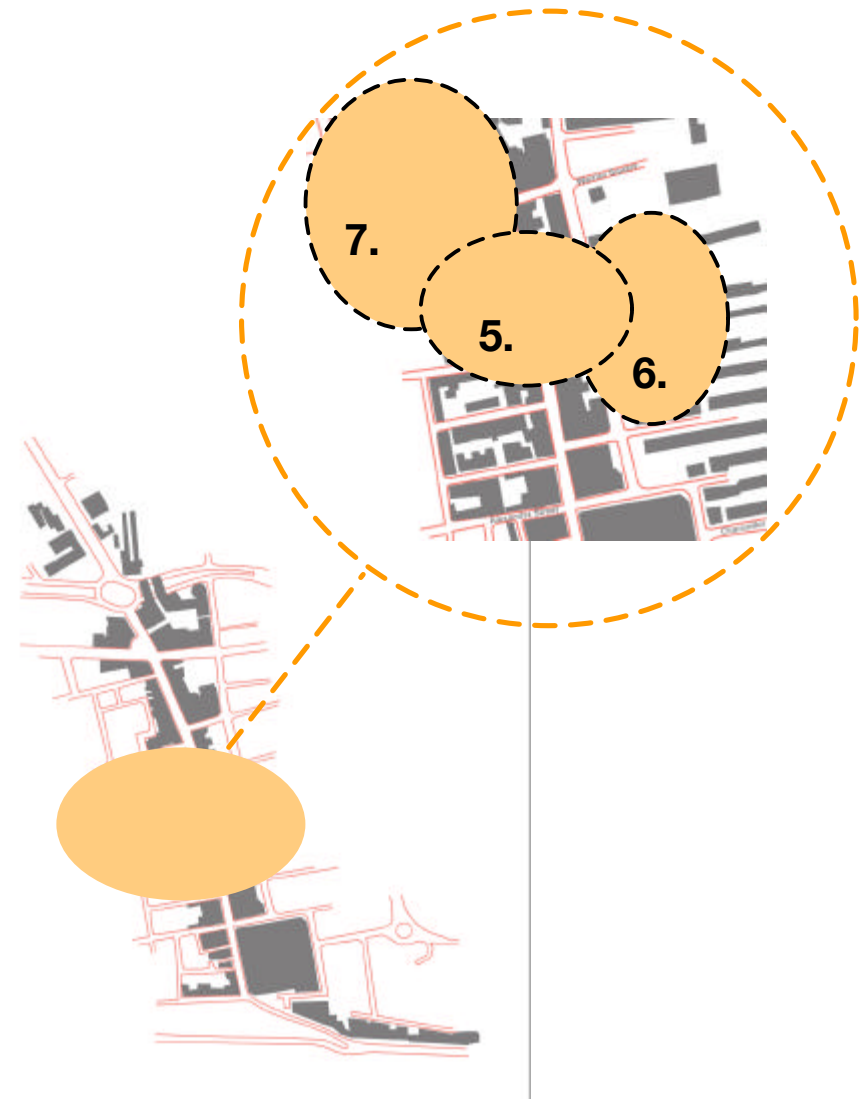
The strategy for Central Square seeks to integrate key activity generators, arrival points and future development opportunities, building on the catalytic effect of the new University of Essex. The development strategy is to:

- **Broaden the High Street activity zone by extending activity and uses on an east-west axis to link Central Station, the High Street and development opportunities on the Tylers Avenue car park**
- **Celebrate the intersection of the north-south and east-west axes with a high quality urban public space to symbolise the new “heart” of the Town Centre**
- **Visually link the two halves of the High Street at the railway bridge**

The strategy addresses the themes of public space and environment, connections and movement, development opportunities and to a lesser extent safety and security.

Central Square comprises 4 principal projects that will deliver the aims of the Strategy:

5. **Central Square and Rail Bridge Refurbishment**
6. **Tylers Avenue Car Park and Central Bus Station**
7. **Extending the Education Quarter**



INSERT CENTRAL FOCUS DRAWING

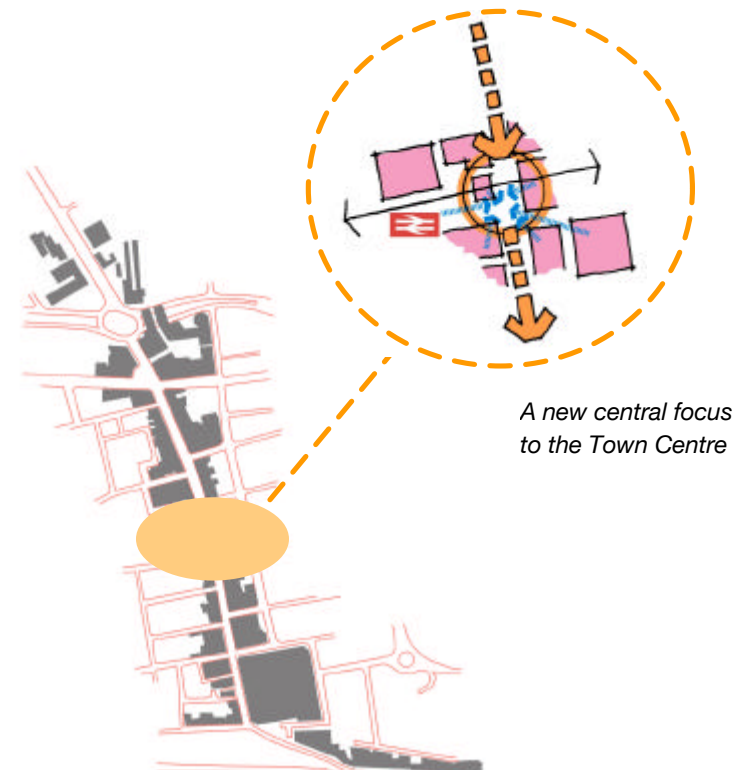
# Central Focus Projects

## Priority Project

### 5 Central Square and Rail Bridge Refurbishment

#### Actions

- Renovate rail bridge over High Street– celebrate, not hide, the drama and surprise provided by trains crossing the street; include transparent sides, media screens and dramatic night lighting to heighten vitality and effect. This would be a national first and could be the subject of a regional or national design competition<sup>9</sup>.
- Create a high quality urban public space on the southern side of the railway bridge at the junction of the High Street and Tylers Avenue/ Clifftown Road, physically and visually linking surrounding development opportunity sites. This would require land assembly to create a sufficiently large area to ensure that the resulting public space is both of a useful size and can accommodate a sufficiently wide range of activity.
- Reconfigure the access to Central Station directly from the new urban public space, giving the station a direct and visible High Street connection.
- Realign the Clifftown Road/ Tylers Avenue junction at the High Street to remove the awkward junction and create a strong visual and physical connection from Tylers Avenue car park to the High Street and beyond to Central Station.



<sup>9</sup> The Rail Bridge to be refurbished shortly (shot blasting and repainting). In addition, a large media screen will be placed on the bridge and could be used for public information, events and even real time travel information.



## Result

- New central public space creates interest on the long High Street and visually and perceptually reduces the length of the High Street.
- Opportunities for enhanced activity in the new public space- a vibrant, beating heart for the Town Centre.
- Central Station and Tylers Avenue/ York Road development sites physically and visually connected to the High Street.
- Increase footfall along the east-west axis and into the side streets.
- Encourage retail offer to spread along Clifftown Road and Tylers Avenue.
- Provides a ripple effect with potential impacts felt both north and south of the railway.

## Outline Cost

	Description	Approx. value	Comments
1	Renovate rail bridge over the High Street incorporating transparent toughened glass sides or similar.	11,250	This figure is allowance only, No information provided.
2	Creation of a new public open space at the junction of the High Street/Tylers Avenue and Clifftown Road using a medium/high quality standard of paving, incorporating landscaping.	588,000	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on todays figures and no allowance has been made for inflation.
3	New public space extends to Central Station forecourt (west) and Chichester Road (east).	100,000	This figure is allowance only, No information provided.
4	Extend paving in High Street over existing road surface between Clarence Street and Weston Road to same standard as remainder of High Street.	77,500	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on todays figures and no allowance has been made for inflation.

5	Extend High Street paving scheme down York Road to Chichester Road, incorporating new public space on south-west corner.	57,220	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
6	Provide new service alley to serve building A.	15,000	This figure is allowance only, No information provided.
7	Provide new two-way road (eastern loop) from Tylers Avenue to Heygate Avenue running parallel with Baltic Avenue (8.0m wide, footpaths both sides, street trees both sides).	600,000	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
8	"pedestrianise" Chichester Road between Tylers Avenue and Heygate Avenue using paving materials for road surface and footpaths, street trees.	289,800	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
9	Portion of Chichester Road north of Tylers Avenue to be dual carriageway with central landscaped median featuring trees (to verges also)	199,140	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
10	Enhanced footpaths (paving and street trees) to York Road between Chichester Road and new eastern loop road.	13,100	This figure is allowance only, No information provided.
		477,000	

## Funding Options

- To be completed once endorsed by Southend-on-Sea Borough Council

## Support Projects

### 6 Tylers Avenue Car Park and Travel Centre

#### Actions

- Perimeter/ block development on Tylers Avenue car park with retention of car parking (Options: a) surface parking at rear, b) roof parking, c) a development wrapped multi-storey at rear) with active building frontages to surrounding streets.
- Downgrade the function of the southern end of Chichester Road (between Tylers Avenue and Alexandra Street) for buses, taxis and servicing only, to enhance amenity and create a pedestrian dominated environment with active retail frontages on both sides.
- Create a new road access connecting the eastern end of Tylers Avenue to Heygate Avenue (Eastern Loop Road), replacing the pedestrianised portion of Grover Street, opening up development opportunity sites without significantly compromising residential amenity. The building frontages along this road should not become 'backs' of buildings, but should retain an attractive and, if possible active, façade.
- Create a new development site with associated public space on the corner of Chichester Road and York Road (land assembly required) and provide mid block deliveries to enable active frontages onto Chichester Road. Investigate opportunities to extend active frontages on the western side of Chichester Road between the new development site and Alexandra Street.
- Develop a new Travel Centre facility on the southern development opportunity site in Chichester Road (existing bus station site). This would include on-street alighting bus stops (for both through and terminating routes) and indoor, supervised bus stop waiting facilities for each pick up stop and for supervised taxi ranks. The Travel Centre should have a 'shop

front' to Chichester Road, forming part of a continuous active frontage. The Travel Centre would provide travel information and tickets, a licensed taxi office and could also perform a marketing / tourism function. The Travel Centre should be safe, supervised all hours that buses and taxis run (with both staff and CCTV monitoring), visually permeable and very well lit. Short stay lay over facilities for buses should also be accommodated on the site.

- Option of redevelopment of York Road Market either on site within the courtyard of the northern development block or off site in the Market Place Quarter.

### R e s u l t

- Key development opportunity sites are now brought into the fabric of the Town Centre, rather than being peripheral sites.
- With active building frontages to both sides of the street and greater emphasis given to pedestrians, safety and amenity, Chichester Road is no longer the 'back' to the High Street.
- Maintains valued Town Centre car parking close to the High Street.
- Enhances public transport access to the lower part of the High Street.
- Provides a suitable facility for supervised late night public transport that has a street presence.
- Extends retail and other use opportunities into the side streets and broadens the High Street activity zone.

### O u t l i n e C o s t

- To be completed once endorsed by Southend-on-Sea Borough Council

### F u n d i n g O p t i o n s

- To be completed once endorsed by Southend-on-Sea Borough Council

## 7 Extending the Education Quarter

### Actions

- Provide future facilities for students – such as libraries, sports facilities and student union services - on a range of development sites throughout the central Town Centre.
- Develop a mix of private residential and student accommodation on the existing surface car park to 'wrap' the perimeter of a new multi-storey car park on the Farringdon Street Car Park. Ground and upper floor uses could include University services and facilities.
- The pedestrian entrance to a new car park on this site must be directly onto Elmer Approach to make a direct connection to the High Street and pedestrian / University activity.

### Results

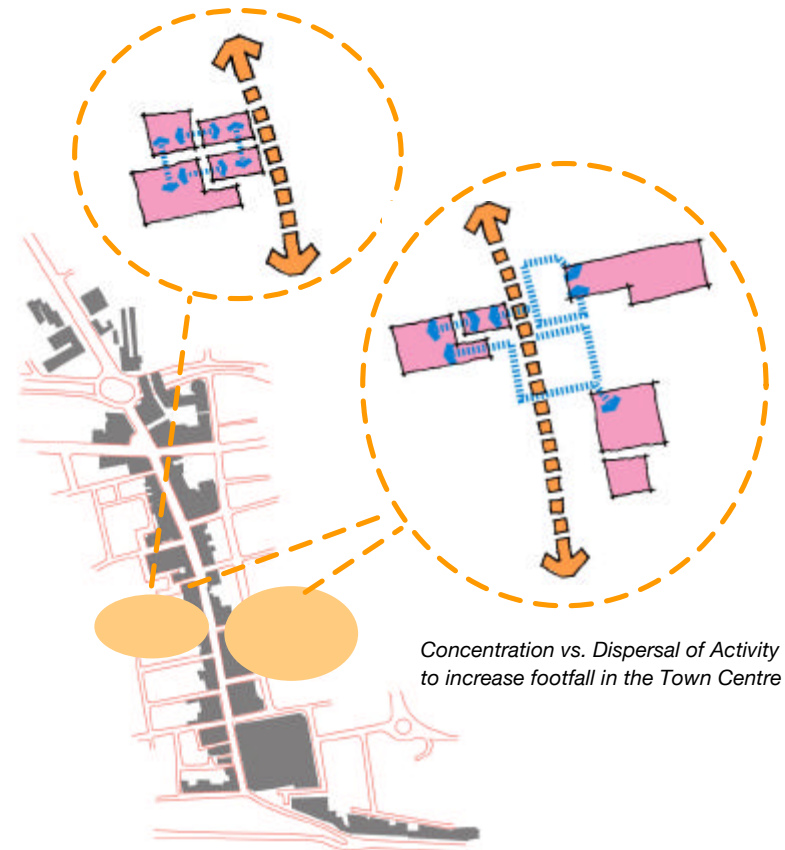
- Improved design and safety of multi-storey car parking in the area to increase use and appeal.
- Option to allocate car park to University visitors
- Improved connection from to the High Street via Elmer Approach to increase user appeal.
- Residential use in the Town Centre increases opportunity for informal surveillance and 'ownership' of space.

### Outline Cost

- To be completed once endorsed by Southend-on-Sea Borough Council

### Funding Options

- To be completed once endorsed by Southend-on-Sea Borough Council



## Southern Gateway

### Improve connections to the seafront at a range of locations

The strategy for the Southern Gateway aims to provide a new vibrant link between the High Street, heritage areas and seafront leisure integrating the Town Centre, key activity generators and key arrival points. It will do this by focussing on Pier Hill and the Seaway Car Park. The development strategy is to:

- Provide a new destination for visitors and residents
- Link the High Street with the seafront and leisure / entertainment uses
- Encourage more active use of existing public spaces
- Allow for development of active frontages on existing blank walls
- Reduce the dominance of vehicles in the environment
- Improve the arrival experience for visitors and residents
- Develop 'safe corridors' for evening visitors
- Catalyse development on key sites

The strategy addresses the themes of public space and environment, connections and movement, the 24-Hour Town, safety and security and to a lesser extent development opportunities.

Southern Gateway comprises 3 projects that will deliver the aims of the Strategy:

- 8. Pier Hill Enhancement
- 9. Seaway Car Park
- 10. Palace Hotel



INSERT SOUTHERN GATEWAY PLAN

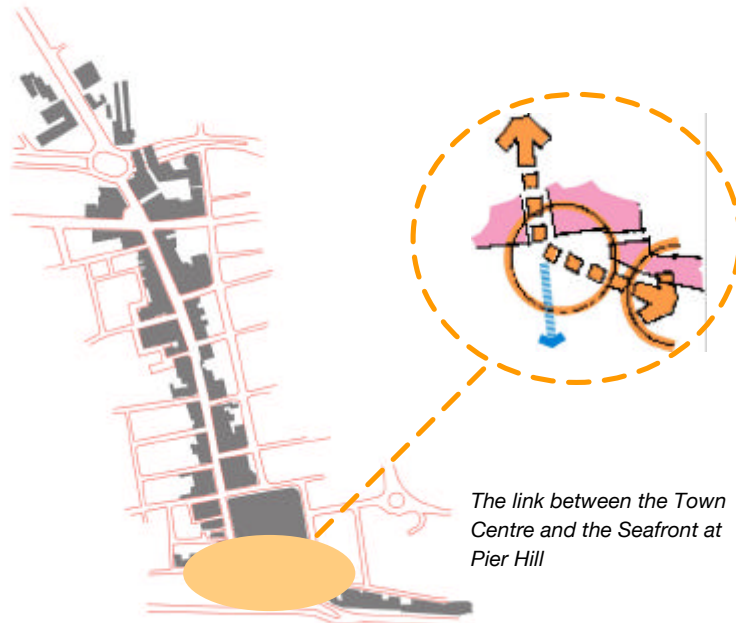
# Southern Gateway Projects

## Priority Project

### 8 Pier Hill

#### Actions

- The Pier Hill Enhancement Scheme was approved by Council, at its meeting on 15 May 2003 (save for detailed design). The overall construction programme is to commence on site on 4<sup>th</sup> September 2003.





## Support Project

### 9 Seaway Car Park

#### Actions

- Enhance the arrival experience for visitors by creating a direct pedestrian link to the seafront from the car and coach park (requires land assembly).
- Rationalise and redesign Seaway Car Park to provide a more attractive 'gateway' to Southend-on-Sea. A redesign of the car park should create a residential development site to contribute funding to the project, whilst maintaining car parking space numbers.
- Allow direct entrance to the Car Park from Queensway and exit onto Seaway.
- The new seafront connection also becomes new access to Lucy Road clubs, using safe corridor to/from the Town Centre via Pier Hill and 'Golden Mile' activity areas.
- Close the alleyway between The Palace and St John's Church.
- Erection of an attractively designed post and rail fence (with new landmark gate across Lucy Road from the entrance to the new seafront link) along the southern boundary of the Seaway Car Park. This will prevent club patrons spilling into the car park at club closing time, allowing for subtle crowd management should it be required.
- Install signage directing people from High Street and feeder pubs to Lucy Road clubs along Pier Hill and up the new access into the car park, signage directing people back along the same route to the Travel Centre. This route would have a 'trail' of appropriate lighting and be CCTV monitored. It could have 'help point' terminals (which are CCTV monitored and linked to the police) along the route.

## Results

- Removes an unsafe alleyway, replacing it with a safer, observed (active and passive surveillance via CCTV) route.
- Provides easy access / safe route to and then from the Seaway Car Park and Clubs.
- Removes some of the late night pedestrian traffic from streets with residential development.
- Improves a key gateway into Southend-on-Sea.
- Assists police with crowd management whilst maintaining an attractive area for both day and night time visitors to the area..

## Outline Cost

	Description	Approx. value	Comments
1	Provide new entrance into car park from Queensway roundabout.	10,000	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
2	Resurface car park (bitumen) and line marking.	293,594	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
3	Provide dedicated central pedestrian spine (medium / high quality paving) and street trees through centre of car park.	78,800	This figure is indicative only, based on limited information. No allowance has been made for road closure or diversion. The cost is based on today's figures and no allowance has been made for inflation.
4	Provide new stairs linking Lucy Road to Marine Parade.	20,000	This figure is allowance only, No information provided.



402,394

## Funding Options

- To be completed once endorsed by Southend-on-Sea Borough Council

## 10 The Palace Hotel

### Actions

- The Council should support the University of Essex in their aspiration to redevelop the Palace Hotel as a CPD and post-graduate training facility, including conference facilities, hotel, student accommodation and associated restaurant / bar and entertainment facilities. This would take the form of;
  - developing supplementary planning guidance to support the change of use proposed;
  - Low Section 106 contributions for future University uses;
  - Allocating car parking spaces in the Seaway Car Park for University use;
  - Extending the Pier Hill Enhancement project to the length of Grove Terrace to improve the northern setting of the Palace Hotel;
  - Closing the alleyway access between Church Road and the Seaway Car Park to improve security at the rear of the Palace Hotel.
- Should the above not occur, the Council should commission a study to investigate the feasibility of redeveloping the Palace Hotel as either a hotel or as up market residential accommodation.<sup>10</sup>

### Results

- Bringing such a significant historic landmark building into positive re-use will enhance both the seafront leisure environment and the adjoining rejuvenated Pier Hill area.

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<sup>10</sup> However it should be recognised that the Hotel Market and Development Appraisal undertaken for the East of England Development Agency by Humberts Leisure found that the cost of refurbishing / converting this 100 year old building would be prohibitive to any new prospective developer and would therefore require public sector intervention to acquire the site and restrict its use to a hotel.

### Outline Cost

- To be completed once endorsed by Southend-on-Sea Borough Council

### Funding Options

- To be completed once endorsed by Southend-on-Sea Borough Council

## 11 Market Place Quarter

### Actions

- Encourage the Market Place Quarter to be further developed with small-scale niche retailing to broaden the retail offer in the Town Centre.
- Encourage, through appropriate planning policy, development that contributes to the established fine grain and intimate character of the existing quarter. Planning policy should seek to ensure only small-scale development is permitted, as opposed to 'mega block' development.
- Investigate the opportunities for a weekly market within the Alexandra Street car park and lanes, to diversify the retail offer and enhance the character of the quarter.
- Maintain surface car parking facilities.

### Results

- The intimate and distinct character of the quarter is retained and enhanced, adding further appeal to the retail offer in the Town Centre.
- Tourist appeal of the market quarter can be strengthened and further developed.
- Convenient surface car parking is retained.

## Unifying the Town Centre

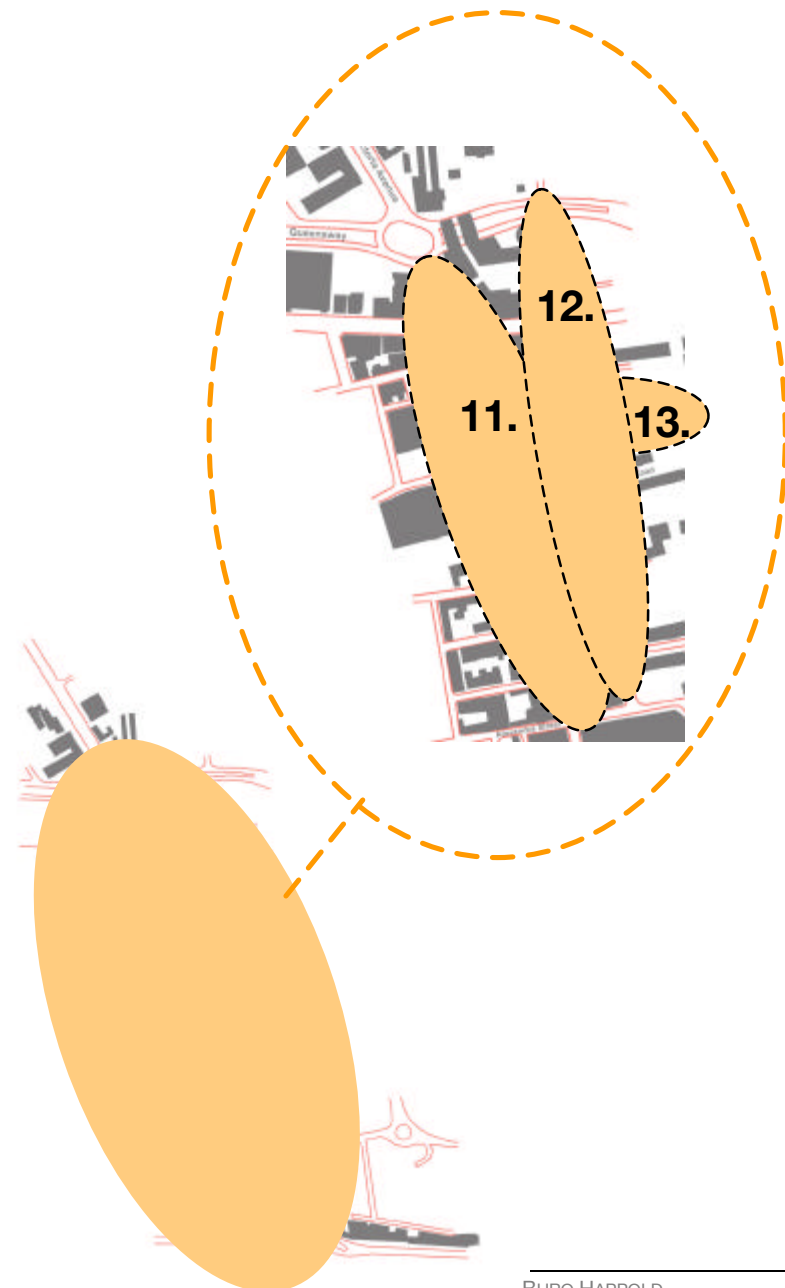
### Linking together the masterplan framework zones of intervention

The Sshape project is already providing a high quality public realm for the High Street, complete with new street furniture and bespoke paving designs. The Sshape project links the three zones of intervention in Southend-on-Sea Town Centre together. The strategy to further cement this linkage by building on Sshape's environmental quality improvement outcomes by emulating its success along the side streets (thereby unifying the east and west of the Town Centre) and Chichester Road. This strategy addresses the themes of Town Centre Management and Marketing and Promotion, Public Space and Environment and to a lesser extent Development Opportunities (by making Southend-on-Sea an attractive place to work and live and therefore invest). The strategy is to:

- **Improve environmental quality in a holistic and consistent manner**
- **Join the three zones of intervention**
- **Improve east-west connections through the Town Centre and bring development opportunities into the High Street activity zone**

Three projects that will deliver the aims of this Strategy:

- 11. High Street and Side Street Improvements (Sshape)**
- 12. Chichester Road**
- 13. Warrior Square Quarter**



## Priority Projects

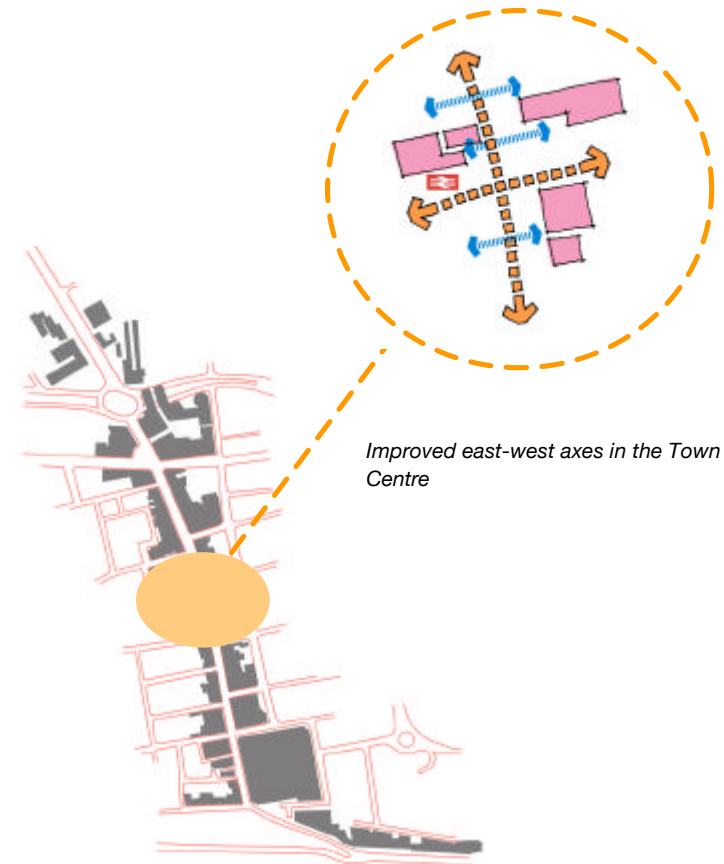
# 12 High Street and Side Street Improvements

### Actions

- Retain the existing vehicle link along the High Street between Clarence Street and Weston Road. As part of Sshape Phase 2 redesign and repave the High Street portion of Clarence Street and Weston Road to reduce the visual dominance of the road, to improve amenity and pedestrian safety and maintain the dedicated disabled car parking bays. Visual and physical clues to drivers that they are in a pedestrian dominated area should be incorporated in the design (i.e. carriageway flush with the footway or changes in paving materials).
- Encourage, through the Town Centre Management network, leaseholders along Station Approach to activate their secondary frontages along the lane.
- Work with a local artist to produce a mural to cover the River Island building at the sides and rear.
- Improved signage from the northern side of Central Station to the High Street.

### Result

- Enhanced amenity and safety for pedestrians in the High Street with a public realm that signals to pedestrians that they have right of way.
- Retains disabled car parking spaces in the heart of the Town Centre.
- Encourages only essential traffic to use the High Street 'loop'.
- Improved connections and way finding to the High Street from northern side of Central Station and side streets.
- Improved environmental quality throughout.



*Improved east-west axes in the Town Centre*



### Outline Cost

- To be completed once endorsed by Southend-on-Sea Borough Council

### Funding Options

- To be completed once endorsed by Southend-on-Sea Borough Council

## Support Projects

### 13 Chichester Road

#### Actions

- Create a new 4 way signalised intersection at Chichester Road to facilitate convenient access to/from the Town Centre by buses and allow two-way traffic along the length of Chichester Road.
- Improve the amenity and safety of Chichester Road between Warrior Square and Tylers Avenue by redesigning the street based on a 'boulevard' style character, building on Southend-on-Sea's proud history of boulevard development. This will serve to link development along this secondary north-south axis with a unified treatment (avenue tree planting to verges and median), draw the 'green' of Warrior Square towards the railway and beyond as well as providing a consistent visual image. This action will also improve pedestrian accessibility in an east-west direction by making it safer to cross Chichester Road.
- Downgrade the function of Chichester Road (south) between Tylers Avenue and Alexandra Street for buses, taxis and servicing only, to create a pedestrian dominated environment with active building frontages on both sides (SEE CENTRAL FOCUS, Support Project 6).

#### Results

- Vastly improved physical environment in Chichester Road with opportunities to link development to the east with the High Street.
- Legible traffic routes between the Town Centre and Queensway with removal of one way street system (Chichester Road north).
- Improved access to Milton Street bus depot and elimination of dead running of bus routes.

- Improves effective public transport arrangements to, from and within the Town Centre as maintains a 'super bus stop' facility within the Town Centre.
- Greater emphasis given to pedestrians, safety and amenity.

#### O u t l i n e C o s t

- 

#### F u n d i n g O p t i o n s

-

## 14 Warrior Square Quarter

### Actions

- Improve the amenity and safety of Chichester Road fronting Warrior Square with avenue tree planting to verges and median and incorporate pedestrian refuge area within the median to improve pedestrian accessibility in an east-west direction by making it safer to cross Chichester Road.
- Close Warrior Square (south) at Chichester Road and provide a forecourt public space as the new entry into Warrior Square. This new forecourt will also become the public entry location to development on the south side of the Square. A significant piece of public artwork, visible from the High Street should be positioned within this space (illuminated at night) to draw interest towards Warrior Square from the High Street.
- Redevelop the Warrior Square Leisure Centre site for mixed leisure and residential uses. Extend Warrior Square (East) through the site to intersect with Whitegate Road to maintain vehicular access and provide a more permeable street network.
- Shop fronts in Warrior Square between the High Street and Chichester Road should provide active frontages and clear glazing to animate the space. Retail uses capable of extending activity down into Warrior Square should be encouraged in this portion of the street, rather than financial/ services related tenancies. Street tree planting should be extended into Warrior Square South from the High Street across Chichester Road.

### Result

- Re-connects Warrior Square into the High Street with a greatly enhanced visual and physical connection
- Enables pedestrians to safely cross Chichester Road
- Improves the safety of Warrior Square without losing its green space/ landscape amenity

- Retains recreation/ leisure use on Council land and within the Town Centre
- Allows the development of an upgraded recreation / swimming facility on another site within Southend-on-Sea
- Provides opportunity for active uses onto Chichester Road
- Breaks up a very large development site into two manageable/ marketable sites

#### O u t l i n e C o s t

- To be completed once endorsed by Southend-on-Sea Borough Council

#### F u n d i n g O p t i o n s

- To be completed once endorsed by Southend-on-Sea Borough Council

## Marketing and Image Building

**To raise design standards and highlight heritage assets within Southend-on-Sea Town Centre**

The Sshape project is already making huge gains in improving the quality of the High Street environment and therefore the perception that residents and visitors to Southend-on-Sea have of the Town Centre. To build on this successful relationship a suite of policy instruments is recommended that will deliver ongoing future improvements to Southend-on-Sea Town Centre's public realm. The Strategy is to:

- **Improve lighting overall and in key locations**
- **Improve shop fronts and raise design standards in the retail environment**
- **Improve the ability for visitors and residents to move around town**
- **Improve the standard and consistency of the public realm in the Town Centre**

This strategy addresses the themes of Town Centre Management and Marketing and Promotion, Public Space and Environment. Six projects make up this strategy:

### **14. Public Realm and Design Quality**

- **Lighting Strategy**
- **Shop Front Design Guide**
- **Public Realm Manual**
- **Way Finding**

# 15 Public Realm and Design Quality

## Lighting Strategy

### Actions

- Develop a centre-wide Lighting Strategy, adopting it as Supplementary Planning Guidance
- In addition to developing general lighting policies, such as replacing current low pressure sodium street lighting with cool white light source lighting (creating a more user friendly town and improving CCTV capabilities), use the Lighting Strategy to build on Southend-on-Sea's history of 'illuminations', consider lighting gateway features, key buildings and facades within the Town Centre, key routes and safe corridors

### Results

- Improves the ambience and vitality of a Town Centre
- Helps reinforce the sense of identity and 'place' and promotes legibility
- Increases security and reduces crime rates and helps with orientation
- Contributes to the establishing of a true 24-hour town.
- Raising the standard of the public realm

### Outline Cost

- It is likely that the production of a Lighting Strategy will cost in the region of £40,000 to £60,000.

### Funding Options

- This project can be either funded in house, utilising Southend-on-Sea Borough Council's existing design team or could be undertaken by specialist consultants and be part or wholly funded from EEDA, English Partnerships or ...(?)

## Shop Front Design Guide

### Actions

- Produce a Shop Front Design Guide, adopted as Supplementary Planning Guidance to gradually raise the standard of design and quality of shop fronts within the retail environment of Southend-on-Sea Town Centre

### Result

- Gradual improvement to the quality of shop front design in the Town Centre, to match the quality of the buildings above ground level.

### Outline Cost

- It is likely that the production of a Shop Front Design Guide will cost in the region of £40,000 to £60,000.

### Funding Options

- This project can be either funded in house, utilising Southend-on-Sea Borough Council's existing design team or could be undertaken by consultants and be part or wholly funded from EEDA, English Partnerships or ...(?)



## **P u b l i c R e a l m M a n u a l**

### **A c t i o n s**

- The production of a public realm design guide, adopted as Supplementary Planning Guidance, to ensure that quality elements/materials could be consistently applied throughout the Town Centre, whilst still allowing unique designs to highlight particular areas such as the High Street.

### **R e s u l t s**

- Raising the standard of the public realm and thereby the image of Southend-on-Sea.
- A positive attractive townscape will begin the process of persuading Southend-on-Sea residents who currently shop elsewhere to spend time in the Town Centre again.

### **O u t l i n e C o s t**

- It is likely that the production of a Public Realm Manual will cost in the region of £50,000 to £70,000.

### **F u n d i n g O p t i o n s**

- This project can be either funded in house, utilising Southend-on-Sea Borough Council's existing design team or could be undertaken by consultants and be part or wholly funded from EEDA, English Partnerships or ...(?)

## Wayfinding Strategy

### Actions

- The production of a wayfinding strategy, adopted as Supplementary Planning Guidance, to ensure the consistent and logical application of pedestrian, cycle and vehicular signage throughout the Town Centre and on the approaches to it.

### Results

- Improving the legibility and ease of movement for visitors to Southend-on-Sea.
- Improves the image and brand of Southend-on-Sea

### Outline Cost

- It is likely that the production of a Wayfinding Strategy will cost in the region of £50,000 to £65,000.

### Funding Options

- This project can be either funded in house, utilising Southend-on-Sea Borough Council's existing design team or could be undertaken by consultants and be part or wholly funded from EEDA, English Partnerships or ...(?)

## Next Steps

The next stage in the regeneration should be to develop a summary document in conjunction with the board of Renaissance Southend, based on the endorsed Masterplan Framework, to be adopted as Supplementary Planning Guidance by the Council.

### Further research

The Masterplan Framework document identifies a number of areas where further research and studies should be undertaken to further develop the identified proposals. In summary these are:

- Study to determine the opportunities for additional casino operations in Southend-on-Sea
- Feasibility and Transport Analysis for Victoria Avenue / Queensway roundabout, the new transport interchange / junction and the Chichester Road redesign.
- Research into the capacity of Southend-on-Sea to accommodate another cinema, possible located towards the southern end of the town
- If required, further research into the potential to incorporate a Town Centre Conference Facility with an upper class hotel.
- Commissioning further, more detailed appraisals of key development schemes concentrating on verifying input assumptions to provide a more robust output.
- Detailed analysis of property ownership interests upon potential development sites (freehold, long leasehold and occupational leasehold interests)

## Summary Financial & Outline Funding Framework

Project	Elements	Timetable	Estimated Cost	Public Sector Cost	Private Sector Involvement	Other Partners Involvement	Monitoring	Further work required
1. High Street Gateway	a) Remodel Victoria Roundabout				-			Transport Analysis & Engineering Feasibility
	b) Join & construct proposed cycle routes				-			
2. Victoria Circus	a) Redesign Victoria Circus				s106 agreements			
	b) Council policy to encourage A3 / tables and chairs	2004			-			
3. Transport Interchange	a) Remodel Chichester Road / Queensway intersection				-			Transport Analysis & Engineering Feasibility
	b) Transport Interchange							Transport Analysis & Engineering Feasibility
	c) Close the Deeping			LTP funding	-			Transport Analysis & Engineering Feasibility
4. Victoria Avenue CBD	a) Development brief	2004	£30,000	£30,000	Yes			
5. Central	a) Rail bridge refurbishment							

	Square & Rail Bridge							
		b) Central Station to High Street						
		c) High Street to Tylers Ave						
		d) Central Square						
6.	Tylers Ave CP & Central Bus Station	a) New travel centre b) New development c) Road access d) Western Chichester Road development						
7.	Extending the Education Quarter	a) Phase 2 Works	2004-5				EEDA, University of Essex, South East Essex College	
		b) Farringdon site						
8.	Pier Hill Enhancement	Construction due to start September 2004						
9.	Seaway CP	a) New CP layout b) Gateway to the Seaside c) Alleyway closure						
10.	Palace Hotel	a) SPG b) Environmental Enhancements						
11.	Market Place	a) Development brief						
12.	Chichester Road	a) New junction b) 'Boulevard' Chichester Road c) Public transport 'corridor'						
13.	High Street & Side Street Improvements	a) Redesign High Street Road loop b) Station approach						

	improvement works							
14. Warrior Square Quarter	a) Partial Warrior Square South closure b) New development c) New road link							
15. Public Realm	a) Lighting Strategy	2004-5	£35,000	£35,000	-	EEDA, EP, English Heritage		Development of a Brief
	b) Shopfront Design Guide	2004-5	£40,000	£40,000	-	EEDA, EP, English Heritage		Development of a Brief
	c) Public Realm Manual	2004-5	£60,000	£60,000	-	EEDA, EP, English Heritage		Development of a Brief
	d) Wayfinding Strategy	2004-5	£40,000	£40,000	-	EEDA, EP, English Heritage		Development of a Brief

It is expected that a large part of the transport infrastructure will be delivered and financed as part of the major area projects. But some schemes will need to attract funding from other sources including the Local Transport Plan (e.g., the re-engineering of Queensway Roundabout junction), Rail Passenger Partnerships and other Government sources.

Broad timetable to the delivery of each of the projects in the zones of intervention

Notional public sector cash flow for each project. Aiming to minimising public sector costs and optimising market appeal of each project.

Summary cash flow for progressing each project – with an estimated public sector contribution

Stratagems for financing off-balance sheet projects (i.e. public realm and road works which are not reasonable to load onto individual development projects)

A responsibility matrix for progressing and financing the public sectors share of each development project. The matrix will include suggestions for actions by a wide range of partners, and will signpost where there are supporting initiatives (existing or new) that need to be brought into the frame.

The monitoring frameworks for measuring progress in achieving out a more detailed work-up of the initial appraisals.

## **CONCLUSION**

To be completed once approach is endorsed by Southend-on-Sea Borough Council



## **APPENDICES**

### Appendix A

Review of other documents

### Appendix B

Analysis graphics