OUR SHARED **AMBITION**



FIVE YEAR ROAD MAP TO **2023**

OUR SHARED **AMBITION**

The year is 2050.

How does our borough, Southend-on-Sea, look and feel?

Inevitably the place has changed a lot since the early years of the century, but we've always kept sight of what makes Southend-on-Sea special. Prosperous and connected, but with a quality of life to match, Southend-on-Sea has led the way in how to grow a sustainable, inclusive city that has made the most of the life enhancing benefits of new technologies.

It all starts here – where we are known for our creativity, our cheek, our just-get-on-with-it independence and our welcoming sense of community. And so, whilst the growth of London and its transport network has made the capital feel closer than ever, we cherish our estuary identity – a seafront that still entertains and a coastline, from Shoebury garrison to the fishing village of Old Leigh, which always inspires. We believe it's our contrasts that give us our strength and ensures that Southend has a vibrant character of its own.



- **Pride and Joy:** People are proud of where they live – the historic buildings and well-designed new developments, the seafront and the open spaces. The city centre has generated jobs, homes and leisure opportunities, whilst the borough's focal centres all offer something different and distinctive. With its reputation for creativity and culture, as well as the draw of the seaside, Southend-on-Sea is a place that residents and visitors can enjoy in all seasons. Above all we continue to cherish our coastline as a place to come together, be well and enjoy life.



- **Safe and Well:** Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives. Carefully planned homes and new developments have been designed to support mixed communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well. Effective, joined up enforcement ensures that people feel safe when they're out and high quality care is there for people when they need it.



- **Active and Involved:** Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old. This is a place where people know and support their neighbours, and where we all share responsibility for where we live. Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.



- **Opportunity and Prosperity:** Southend-on-Sea and its residents benefit from being close to London, but with so many options to build a career or grow a business locally, we're much more than a commuting town. Affordability and accessibility have made Southend-on-Sea popular with start-ups, giving us the edge in developing our tech and creative sectors, whilst helping to keep large, established employers investing in the borough. People here feel valued, nurtured and invested in. This means that they have a love of learning, a sense of curiosity and are ready for school, employment and the bright and varied life opportunities ahead of them.



- **Connected and Smart:** Southend is a leading digital city and an accessible place. It is easy to get to and easy to get around and easy for residents, visitors and businesses to park. Everyone can get out to enjoy the borough's thriving city centre, its neighbourhoods and its open spaces. Older people can be independent for longer. Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open up business and leisure travel overseas – but in balance with the local environment.

SOUTHEND **ON-SEA**

it all starts here

OUR SHARED **AMBITION**

This ambition was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. As a result, thousands of responses were provided through a range of methods including surveys, community events, partnership meetings, focus groups and social media. The feedback provides a rich source of information from which the ambition has been developed along with associated themes.

The ambition is grounded in the values of Southenders. It is bold, challenging, but achievable. It will, however, need all elements of our community to work together to make it a reality. We will also need our neighbouring boroughs, and central Government to play their part.

The ambition complements the Essex 2050 vision, The Future of Essex developed by Essex wide stakeholders and the emerging South Essex 'proposition', titled 'What sort of place are we making?' This is being developed by South Essex local authorities who are collectively looking to the future. Taking a longer view gives us the context to put the right building blocks in place to make our ambition a reality.

CHALLENGES AND **OPPORTUNITIES**

There is so much that we love about Southend-on-Sea. The sea, the beach, being close to our family and friends, our parks and open spaces, and having easy access to public transport, London, and the airport are some of the things that many people value.

We also heard about the things people don't like and which need more focus in the here and now. These include the quality of roads and pavements, crime and anti-social behaviour, parking and traffic congestion, the condition and future of the high street and the increase in homelessness, particularly in central Southend.

The borough faces major challenges. As our population increases, gets older, and birth rates rise, there will be greater demand for school places, homes, health and other public services. Our changing climate provides challenges to our valued coast. Our economy is also changing and we need a better skilled workforce to meet the needs of the future. This includes developments in robotics, artificial intelligence and technology. These have huge potential to enhance our lives by enabling independent living, ending the drudgery of many jobs and providing more leisure time. We also have significant and unacceptable inequalities across the borough, particularly relating to residents' health.

South Essex needs major investment in transport and infrastructure. The opening of Crossrail, as well as a new Thames crossing (from the end of the 2020s) will help connectivity to Southend-on-Sea. Further into the future, a relief road to the north and east of the borough could ease congestion and provide economic opportunities.



The loss of Government grant funding for the Council will continue to put pressure on budgets and by 2020 the Council will receive no grant at all. However, with a spend of around £228m, and more financial independence, the ability to shape our future and meet local needs is in our hands. This will mean, increasingly, the Council will move towards enabling others to do more for themselves, rather than being a universal and direct provider of services for all.

We all want Southend-on-Sea to be a place that people love to live in, love to visit, love to work, do business and study. People told us they want to be part of the solution and to continue the conversations on how to achieve the ambition. We are on a journey, and this road map is just the beginning.

SOUTHEND **2050**
and the five year road map

The Southend 2050 programme is not about one single publication or statement. It is a mind-set – one that looks to translate the desires of local people and stakeholders into action, something that looks to the long term, but also at the action that is needed now and in the medium-term.

Southend 2050 is made up of the ambition, associated themes and the outcomes we want to achieve. This Road Map, and all future delivery plans, strategies and policies will reflect this.

The Road Map outlines the Council's role in achieving the ambition and provides a high level guide for Councillors, staff, partners and others in aligning their capacity and resources to priorities. It will help in ensuring we are all working to achieve the same outcomes.

The Road Map also builds on our existing achievements and outlines what the Council wants to achieve in the coming five years. Our delivery plans will focus on achieving desired outcomes that reflect our ambition and focus on the next 12-18 months.

Transforming Together

Political, economic and other uncertainties remain and we heard a lot about how quickly things change and how different the world will be by 2050. The Council will also need to change fundamentally to be able to take advantage of the opportunities and challenges ahead. This will mean a Council that is more agile, more efficient, more entrepreneurial and more engaged with residents and customers.

Work is underway to put in place the conditions staff have identified as being necessary to make us 'match fit' for the future. These conditions will form an overarching transformation programme for the organisation and includes the need for:

- A clear vision & delivery strategy
- Digital enablement to support the vision
- A trusted, empowered and engaged workforce
- An appetite to invest in people and outcomes and to accept risk
- Closer collaboration with staff, members, residents and partners
- Simple and effective governance
- An open mind-set that will drive forward transformation and change

Complementing this work, the Council will shift to longer-term outcome based budgeting to support the delivery of the 2050 Ambition and associated Themes.



Transforming Together

WHAT PEOPLE TOLD US THEY WANT FOR **SOUTHEND-ON-SEA'S FUTURE**



PRIDE & JOY

The seafront continues to be our pride and joy

I'm proud to call Southend my home – It has a distinct and vibrant identity

Everyone looks after the place

We have the opportunities of a city but retain our local feel

Our town centres and public spaces are clean, attractive, thriving, and reflect our success

We visibly celebrate our heritage and culture

We are a 'destination' – People want to visit, live and study here all year round and from far and wide

Our parks and open spaces are well used, cherished and protected

I feel inspired by the arts, culture and attractions that are available year round in Southend



SAFE & WELL

Quality health care is there when I need it

Everyone feels safe at all times of the day

There is a reassuring police presence and innovative methods of enforcement right across Southend

Our older people are respected, valued, involved and well cared for

Anti social behaviour is not tolerated by Southenders

No rough sleeping/ begging in public spaces

We have creatively met housing need while enhancing the character of the area

My home suits my needs and is in harmony with the area



ACTIVE & INVOLVED

Young people feel invested in the future

When I talk, I feel that I am heard – I am taken seriously

We are developing Southend together – Everyone who wants to can be involved to make this happen

Southenders get together regularly – there are plenty of good places to do so

Southend is known for its warm welcome

Everyone takes responsibility for protecting our environment

There is no divide between young and old

A sense of family, and community, enjoying and supporting each other – a strong sense of settled communities

OPPORTUNITY & PROSPERITY

My educational opportunities have given me the best start in life

There are so many options for a rewarding career locally

Innovative and easily accessible start-up opportunities are helping new businesses to thrive and develop

We are well known as a hub for innovative and creative industries and ventures

There is a good balance of quality retail, residential and social space in our town centres

It's easy to do business here – bureaucracy is minimal and overheads are affordable

Large businesses support residents aspirations

CONNECTED & SMART

Easy connectivity with minimal barriers, however I choose to travel

Parking is cheap and easy for residents and visitors

We are leading the way on green and innovative travel

Technology / Digital connectivity and inclusion

Lots of opportunities to be in open spaces

It's easy for me to get around when I want – this helps my independence

Quick and easy links to London and beyond

The airport is thriving but operates in harmony with the area



PRIDE & JOY

Our focus for the next five years – themes and outcomes:

THEME 1:
PRIDE AND JOY

We already have much to be proud about, but there is so much more we can do together to make us even prouder.



With the ambition to become England's leading coastal tourist destination, we will work with local businesses and potential investors to develop and grow our tourism, cultural, creative and leisure offer. We will help to develop our visitor economy for the benefit of the whole borough. With our seven miles of coastline and the huge variety it offers visitors, Southend-on-Sea is becoming more than just a day-trip location. We must also continue to take advantage of our growing popularity as a 'staycation' destination.

People have repeatedly told us how much they value our **seafront** – the beaches, the water and the open spaces – both as a place for peace and for fun. This won't be taken for granted and so we will continue to invest and focus on this area to avoid erosion and further 'cliff slips', tackle growing flood risk and also encourage inward investment and seek external funding to ensure the seafront maintains its popularity and appeal with residents and visitors alike. Just as important to residents is the everyday street scene around them and we know that the cleanliness and state of repair of our streets and neighbourhoods serves as a highly visible indicator of our borough's overall state of health.





Over the next five years, our iconic, and ever popular **pier** will benefit from huge investment to sustain it for now and the future. This will include a redesigned pier entrance and new pavilion, housing a relocated pier museum. This development will provide a quality all-weather eating, drinking and cultural visitor experience, encouraging people to stay longer in our area.

Securing and enhancing our coastline is essential to ensure the safety and prosperity of the borough. Our investment programme will see improvements over the next five years to Shoebury and Leigh-on-Sea flood defences, complementing improvements at Two-Tree Island and followed by further enhancements over the long term through our Shoreline Strategy.

Other improvements at Shoebury Common North and new sun shelters at City Beach are just two developments that highlight our commitment to the entire seafront. Further work to help the port at Leigh-on-Sea remain accessible by all maritime users, including the fishing and cockling industries will also be considered.

We will continue to build on our reputation as a welcoming, vibrant and increasingly culturally diverse place. Our theatres, Metal Culture, The Forum and Focal Point gallery, along with our range of festivals across the year provide a rich foundation. Options for a new museum, to house, among other things, the Saxon burial and 'The London' shipwreck finds will be developed. Investment in the former Beecroft Gallery to transform it into artists' studios will also be an important step in developing new exciting spaces to allow artists to flourish as part of our burgeoning cultural scene.



By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer.

OUTCOMES
In five years' time:

- There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea.
- The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.
- We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.
- Our streets and public spaces are clean and inviting.



THEME 2:
SAFE AND WELL

Southend-on-Sea should feel safe for all who live, work and visit here – across our streets, town centres and open spaces. The Council's decision to increase resources for community safety will help. However, the focus on tackling gangs, 'county line' drug networks, safeguarding of the vulnerable, child sexual exploitation, domestic abuse, and modern slavery will require us to work with our agency partners even more effectively.

A key area of our focus will be our town centres. The Council will build on its excellent record of keeping young people at risk, out of the criminal justice system. Technology will increasingly play its part in making people safer.

For people to **live well** the conditions they live in have to be right –their diet, home, air they breathe, mental well-being and level of activity. Our focus will be on the prevention of illness, through increased physical activity; reducing inequalities, through raising people's aspirations and opportunities and making long term change through increased personal responsibility and participation. The need for a revised approach to the provision of **mental health** services has also been highlighted in response to concerns that some residents may not be receiving the level of access to services they need. Promoting the Youth Council's Mental Health Charter for schools will help in this regard. We also believe that new, modern and fit for purpose health facilities, which provide acute services for the area and meet the changing and developing needs of our residents, are required

Overall demand for **housing and levels of homelessness** is increasing. Our new housing vision will address these issues by: prioritising the supply of a range of safe, locally affordable, housing





options for sale and rent; creating inclusive healthy places to live and thrive; supporting people to live independently; encouraging good quality housing design management and maintenance and making homelessness brief and non-recurrent. Our approach will link closely to our aspirations as an emerging city, our ambitions for economic development, the creation of jobs, and workforce skills. We will continue to secure further funding to tackle rough sleeping specifically and our new housing company will look to increase the supply of housing for local people to buy and rent and new ways of improving conditions in the private rented sector.

We will ensure that **vulnerable children and adults** are safe and well looked after. This means working with families in a way that is responsive and gives them more power. We will roll out our programme to improve outcomes, promote resilience, reduce service duplication and enable staff. This will feature further developing our new approaches to work alongside clients, rather than making decisions about them (restorative practice), and working alongside communities to use and develop local assets to address local challenges (asset based community development).

In a world with ever increasing complex behaviour and health issues, the Council's own company, **Southend Care**, will continue to develop services, supporting people in our care homes, those with dementia, learning disabilities, autism and mental health issues, and look for opportunities to innovate and transform services. The new Priory, Delaware, Viking building and facilities will be a magnificent resource for those with care needs. Increased provision of accommodation for looked after children will be delivered locally to ensure they get the care and support they require to remain in their community.

The Better Start programme is investing £40m over ten years to improve the lives of Southend's very youngest residents. This means working with local people every step of the way to find out how to give every child who lives here the best possible start in life.

Southend-on-Sea is already one of the UK's 'Greenest' Cities (on the UK's Vitality Index). However, we want Southend-on-Sea to be a **Low Carbon City by 2020**, one that focuses on delivering low carbon growth, improving energy efficiency, providing a more sustainable future for our residents and businesses and one that protects and enhances our natural spaces, bio-diversity and habitats. This approach will help safeguard against rising energy costs and improve fuel security and air quality.

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives

OUTCOMES
In five years' time:

- People in all parts of the borough feel safe and secure at all times.
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.
- We are well on our way to ensuring that everyone has a home that meets their needs.
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community.
- We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, green open spaces, streets, transport and recycling.



THEME 3:
ACTIVE AND INVOLVED

Everything we want to achieve depends on the collective effort of local people and partners. The conversations started by the 2050 programme will continue, looking at what works best and adapting as circumstances change and new challenges and opportunities arise. We will harness the energy of those who care about wanting to make a positive difference and create the right conditions for that approach to flourish. We will involve the local community in designing and delivering services, and making decisions.

Volunteers already add much needed and vital capacity to many existing public services, such as libraries, museums, youth clubs, schools and support groups. We value the skills and experiences of our residents, working alongside those with the time and energy to make a real difference in their communities. Over the next five years we will help communities develop their asset and skills bases so that they become increasingly effective at finding new and creative ways of tackling local issues at grass roots. We will work in partnership, creating and strengthening long term, sustainable relationships so that communities feel equipped and empowered to do more for themselves.

Our well-established voluntary sector will be key in this relationship - harnessing their expertise and knowledge to support those who want to use their local insights and vitality to make a positive contribution. Through **hands-on activity** local initiatives will continue to support





groups who want to enhance their local area and environment. This will grow and help create a greater sense of local pride and a cleaner, greener, more attractive place.

We will work hard to ensure that local people can live well in thriving communities with increasing integration of care services developed through a **locality approach** across south east Essex. Each **locality** will utilise local assets to support residents and patients whilst integrated primary, community and social care services work in multi-disciplinary teams. This approach will complement the intended reconfiguration of acute services across mid and south Essex.

The Council will promote more physical activity to improve people's health and happiness, with a particular focus on the large proportion of our population who undertake no physical activity at all. This will include looking to attract national sporting events, making walking and cycling easier and building physical activity into all areas of public life as much as possible.

We will use our commissioning and procurement power to ensure we secure the best possible outcomes whilst delivering wider social, economic and environmental benefits to the community and ensuring value for money.



By 2050 we have a thriving, active and involved community that feel invested in our city.

OUTCOMES
In five years' time:

- Even more Southenders agree that people from different backgrounds are valued and get on well together.
- The benefits of community connection are evident as more people come together to help, support and spend time with each other.
- Public services are routinely designed – and sometimes delivered – with their users to best meet their needs.
- A range of initiatives help communities come together to enhance their neighbourhood and environment.
- More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.



THEME 4:
OPPORTUNITY AND PROSPERITY

We aim that by 2023, the Southend economy will have addressed areas of economic underperformance to emerge as the leading economy in south Essex, with businesses and residents thriving. This will mean strengthening our identified Growth and Strategic sectors to increase average income and productivity, improve educational outcomes, improve business start-up and survival rates, and develop a more resilient, balanced and diverse economy that promotes growth.

The borough benefits from g**reat schools, colleges and a thriving university**. With nearly 9 out of 10 children currently in good or outstanding schools, we will prioritise our support on less successful schools and getting more local children into grammar schools.

However, those working in Southend-on-Sea currently have amongst the lowest average wages of urban areas in the country, while average house prices are amongst the highest in terms of affordability (with prices rising faster than elsewhere). The borough also has pockets of significant deprivation, with, for example, life expectancy varying by up to 10 years between the most and least affluent areas, resulting from a range of poorer social, economic and environmental conditions.

Our five year plans to help equip our people with skills for the future, including an improved education offer for adults will be an important part of breaking this cycle and producing an inclusive, efficient, and effective labour market, with clear and accessible career pathways. This will mean working with business and other partners to improve career advice and support and enhance more flexible skills provision, facilitate more



workplace experience and link to the borough's major regeneration projects – all of which will help to reduce social isolation.

Over the next five years it is predicted there will be a significant increase in housing in the borough (with around 5,000 additional homes). To meet the projected increase in school places the Council will explore all alternative methods, including further expansion and an additional secondary school, as necessary, to meet our statutory requirements to provide a school place for every child.



Re-imagining **our High Street** will be a critical piece of work. This will need to address retail in a changing world, housing provision, community safety and securing town centre property. A second phase of development at the Forum will be progressed, creating a vibrant, lively environment, enhancing the town's educational and cultural quarter and providing a significant boost to enhancing the economic vibrancy of the town.

A new Southend **Local Plan** will provide a clear and long-term planning framework to manage future development in a way that is sustainable and seeks to meet local housing needs, improve job opportunities, improve health and well-being, improve transport provision and infrastructure, and protect and enhance the natural and built environment.

Ambitious plans to transform the **Queensway** area will make significant progress. A new community of over 1,400 new homes will be created, providing better and new housing, improved connections to the high street and improved transport connectivity around the town.

The rejuvenation of **Victoria Avenue** as a key and vibrant gateway into our town centre will continue with derelict office blocks being turned into homes, cafes and shops.



Airport Business Park Southend will provide the nucleus for business growth, supporting key sectors such as aviation, medical technology and professional services, bringing up to 6,000 quality jobs to the area.

Plans to develop a year-round, all-weather leisure scheme including a cinema, restaurants, and a hotel at Seaway car park will be determined and appropriate planning consideration will be given to Southend United Football Club's plans to develop a new stadium, along with shops and homes at Fossetts Farm.

Work will also be undertaken to deliver the infrastructure led growth needed to deliver the south Essex Joint Strategic Plan, including business growth, additional housing and improved transport and green spaces.

By 2050 Southend on Sea is a successful city and we share our prosperity amongst all of our people.

OUTCOMES
In five years' time:

- The Local Plan is setting an exciting planning framework for the borough.
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.
- Our children are school and life ready and our workforce is skilled and job ready.
- Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough.
- Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

CONNECTED & SMART



THEME 5: CONNECTED AND SMART

We know that moving around Southend is not always easy. Popularity and growth means that our roads can become congested at peak times and our public transport is not as accessible and connected as it could be.

We will continue to make the case for external funding to make improvements to our existing roads. We will also work collectively to promote and encourage the use of sustainable transport, support the introduction and use of **smart technology** and prepare for the inevitable wider use of electric and ultra-low emission vehicles. Promoting an integrated transport system, with, for example, a single use travel card for trains and buses, a more holistic bus service, improved cycle facilities on and near other means of travel and better communication of travel options will be pursued.

Long term strategy and planning will be essential, and so we will look seriously at the potential for a relief road to the north and east of the borough to ease congestion. This will be done in conjunction with south Essex wide plans for new infrastructure across the region, including new homes, schools, businesses and health services.

More immediate priorities are being addressed through our 10-year programme of **highways improvements**, which include recent and ongoing improvements to the A127 which have increased capacity and traffic flow and have helped to enable developments like Airport Business Park Southend.





Our approach to parking and access to the town will support tourism, retail and leisure as well as business and residents. It aims to meet needs through a modern parking management system that harnesses smart technology, uses competitive pricing, reduces 'traffic cruising' and improves air quality.

We will continue to support the success of London Southend Airport, whilst being sensitive to the impact it has on local residents. Its success is a key component of welcoming people from around Europe and a key driver of our plans to develop a high quality business park, including an Innovation Centre.

There is compelling evidence that air pollution is a significant contributor to preventable ill health and early death. Our three year action plan, which has a focus on transport to improve traffic flow, walking, cycling, electric vehicles, trains and improved passenger transport will be crucial to **improving health** locally.

We will become a leading digital city, with private sector investment providing full fibre enablement, superfast broadband and free public Wi-Fi, benefiting business and residents. An enhanced and integrated operations centre will enable us and others to better engage with our community, providing smarter ways of meeting needs, for all, in relation to safety, traffic flow, parking, waste/recycling, air quality, retail offers and leisure opportunities. As well as access, we will support our people in having the right skills, confidence and motivation to use digital technology, while meeting the needs of those who are unable to do so.



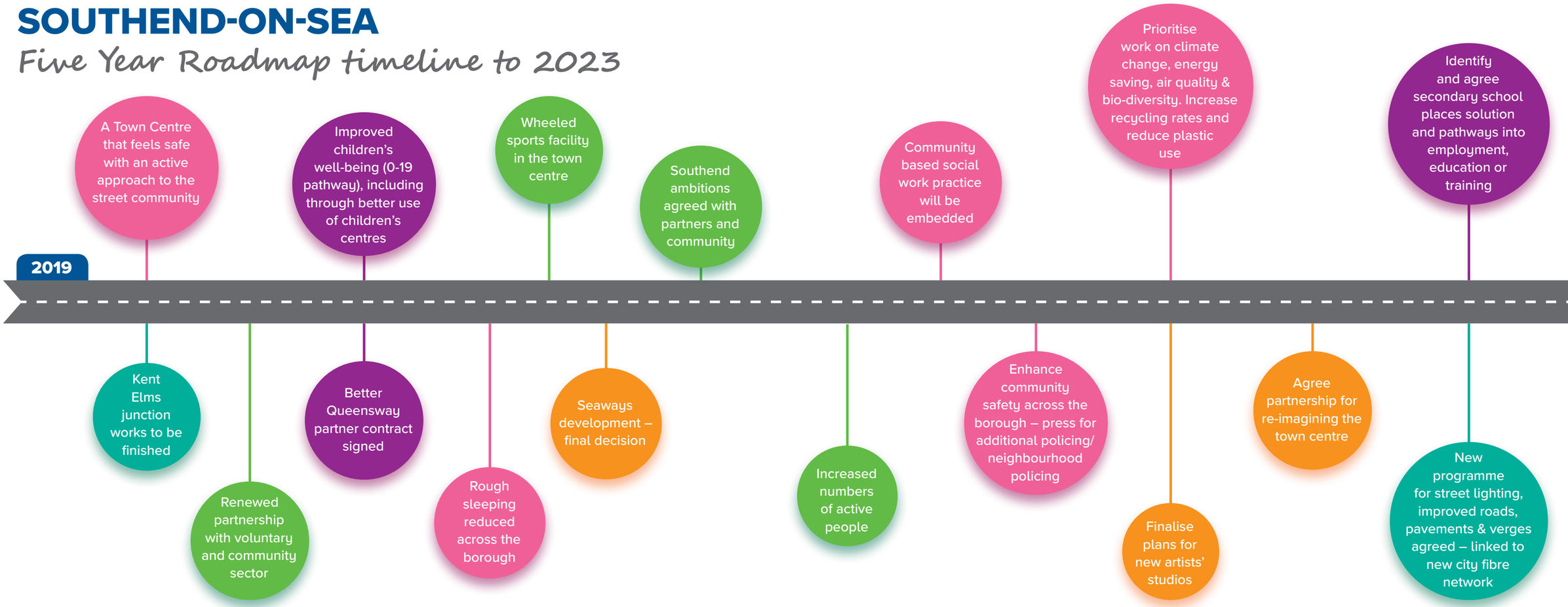
By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.

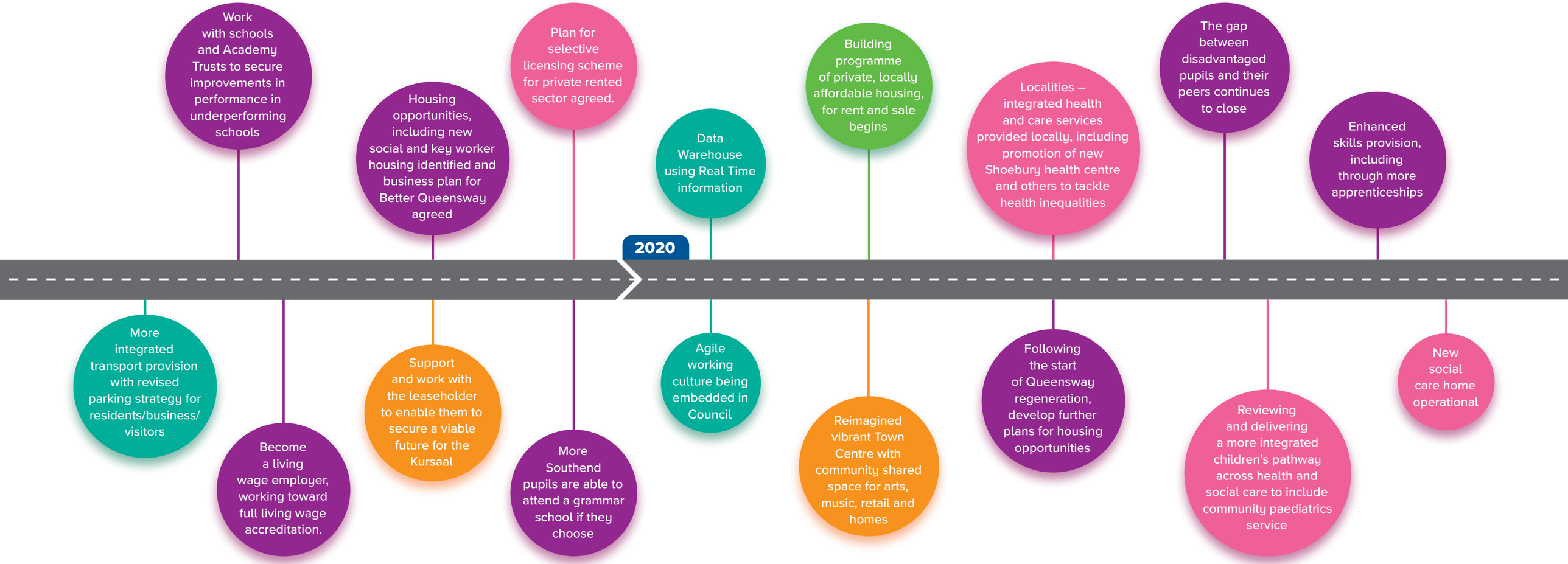
OUTCOMES
In five years' time:

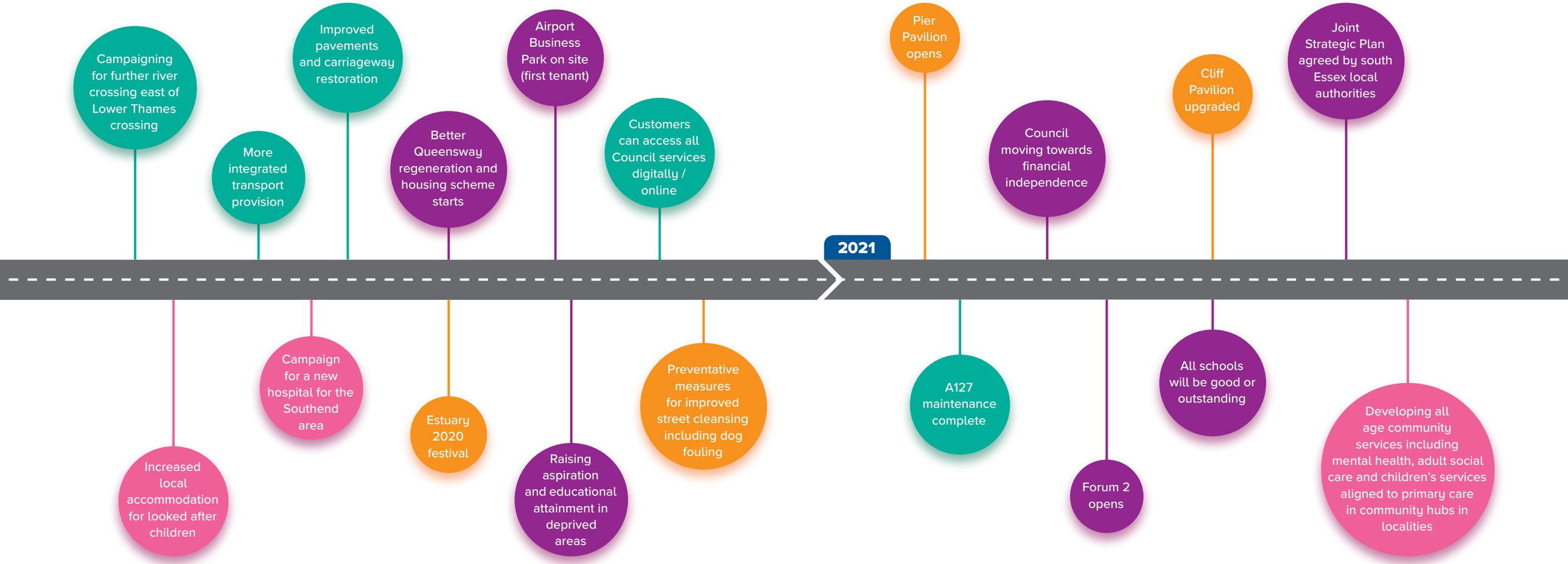
- It is easier for residents, visitors and people who work here to get in and around the borough.
- People have a wide choice of transport options.
- We are leading the way in making public and private travel smart, clean and green.
- Southend is a leading digital city with world class infrastructure, that enables the whole population.

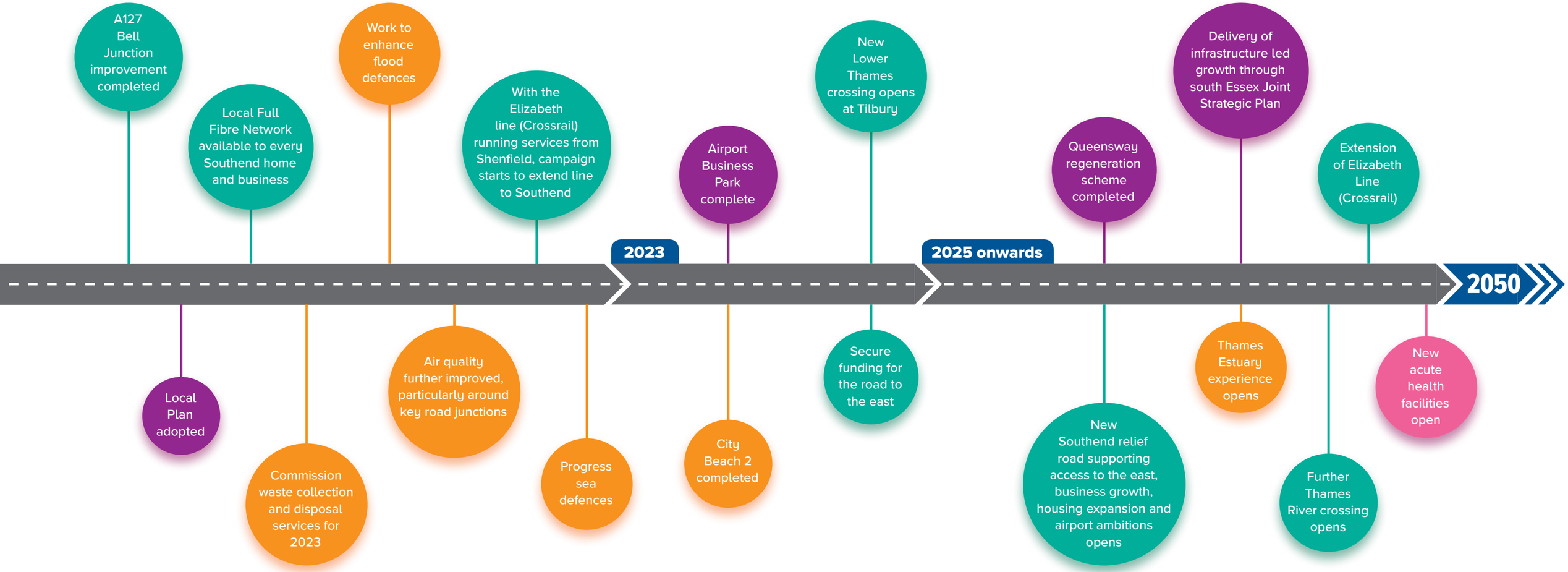
SOUTHEND-ON-SEA

Five Year Roadmap timeline to 2023




Work with schools and Academy Trusts to secure improvements in performance in underperforming schools
Housing opportunities, including new social and key worker housing identified and business plan for Better Queensway agreed
Plan for selective licensing scheme for private rented sector agreed.
Data Warehouse using Real Time information
Building programme of private, locally affordable housing, for rent and sale begins
Localities – integrated health and care services provided locally, including promotion of new Shoebury health centre and others to tackle health inequalities
The gap between disadvantaged pupils and their peers continues to close
Enhanced skills provision, including through more apprenticeships
2020
More integrated transport provision with revised parking strategy for residents/business/ visitors
Become a living wage employer, working toward full living wage accreditation.
Support and work with the leaseholder to enable them to secure a viable future for the Kursaal
More Southend pupils are able to attend a grammar school if they choose
Agile working culture being embedded in Council
Reimagined vibrant Town Centre with community shared space for arts, music, retail and homes
Following the start of Queensway regeneration, develop further plans for housing opportunities
Reviewing and delivering a more integrated children's pathway across health and social care to include community paediatrics service
New social care home operational


Campaigning for further river crossing east of Lower Thames crossing
More integrated transport provision
Improved pavements and carriageway restoration
Better Queensway regeneration and housing scheme starts
Airport Business Park on site (first tenant)
Customers can access all Council services digitally / online
2021
Pier Pavilion opens
Council moving towards financial independence
Cliff Pavilion upgraded
Joint Strategic Plan agreed by south Essex local authorities
Increased local accommodation for looked after children
Campaign for a new hospital for the Southend area
Estuary 2020 festival
Raising aspiration and educational attainment in deprived areas
Preventative measures for improved street cleansing including dog fouling
A127 maintenance complete
Forum 2 opens
All schools will be good or outstanding
Developing all age community services including mental health, adult social care and children's services aligned to primary care in community hubs in localities


A127 Bell Junction improvement completed
Local Full Fibre Network available to every Southend home and business
Work to enhance flood defences
With the Elizabeth line (Crossrail) running services from Shenfield, campaign starts to extend line to Southend
Airport Business Park complete
New Lower Thames crossing opens at Tilbury
Queensway regeneration scheme completed
Delivery of infrastructure led growth through south Essex Joint Strategic Plan
Extension of Elizabeth Line (Crossrail)
2023
2025 onwards
2050
Local Plan adopted
Commission waste collection and disposal services for 2023
Air quality further improved, particularly around key road junctions
Progress sea defences
City Beach 2 completed
Secure funding for the road to the east
New Southend relief road supporting access to the east, business growth, housing expansion and airport ambitions opens
Thames Estuary experience opens
Further Thames River crossing opens
New acute health facilities open



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Second version published - July 2019

This document is published by Southend-on-Sea Borough Council. A summary can be provided in alternative formats such as Braille, audio-tape or in large print.

Translations of this document in alternative languages are also available upon request.

Civic Centre, Victoria Avenue,
Southend-on-Sea, Essex SS2 6ER

01702 215000

www.southend.gov.uk