



## 8. DELIVERING THE MASTERPLAN

## 8. THE MASTERPLAN FRAMEWORK

### 8.1 Purpose of the Masterplan

The Masterplan signals a major commitment by RSL and its Partners towards securing the sustainable growth and prosperity of the town centre. Its aims are:

- To realise the aims of the Regeneration Framework and correct the causes of underperformance where these lie within the town centre;
- To deploy the assets of the town centre to reinforce its existing markets and develop new markets where it is able to offer comparative advantages;
- To describe a distinctive vision for the town centre to guide development through to 2021;
- To establish an overall development framework as a basis for evaluating individual projects and the way these come together to create a unique place;
- To identify a programme of public investment projects;
- To promote Southend-on-Sea and identify a range of development opportunities in the town centre for private sector investment;
- To build consensus about the future of the town centre and identify priorities for action;
- To celebrate the town's natural assets and its heritage; and
- To set out a strategy for delivering the housing and jobs targets included in the Council's emerging Core Strategy.

### 8.2 Roles and Responsibilities

RSL's remit through its Founding Members (the Council, East of England Development Agency (EEDA), EP, University of Essex and South East Essex College), is to promote and coordinate physical regeneration within the Borough. RSL is the body responsible for commissioning the Masterplan, and is charged to procure its implementation.

The Council has an equally important role as planning authority and in integrating the aims of the Masterplan with the work of its Economic Regeneration Department.

EEDA and EP provide strategic and regional oversight, while the University and College, who perform a key role in defining the future potential and prosperity of Southend provide valuable strategic insight.

All bodies are represented on the RSL Board, which provides a forum for timely and collective decision-making in relation to project development and delivery.

### 8.3 Role of Renaissance Southend

Working closely with EEDA and EP, and particularly with the Council, RSL's role will comprise:

- promoting the Masterplan and securing its statutory status as a SPD and by adoption in the AAPs
- identifying and marketing development opportunities
- ensuring that the implementation of the Masterplan is pre-eminent in Council policy
- acting as the first point of contact for property owners, developers and stakeholders
- encouraging joint working between public and private sector bodies
- working closely with Southend's Town Centre Partnership to promote vitality, safety and best practice management in the town centre
- establishing with the Council's Economic Regeneration Team an inward investment strategy to attract new businesses to new high quality offices
- maintaining momentum, confidence and enthusiasm for the successful delivery of the programme
- monitoring development outcomes in order to ensure that the Masterplan's objectives are being achieved and delivering value for money

### 8.4 The Delivery Plan

An essential component of realising the Masterplan's objectives is a high level Implementation Plan commissioned by RSL in the form of a written strategy, and identifying:

- i) constraints upon project delivery and means of securing their removal
- ii) both public and private development projects on a sufficient scale to deliver transformational change
- iii) the scope and means of any necessary site assembly to facilitate project development
- iv) appropriate roles and responsibilities of public

agencies and the private sector in relation to funding streams and project delivery

- v) an anticipated project development programme

## 8.5 Projects and Programme

The projects outlined in the programme do not represent an exhaustive list of the projects that are expected to come forward during the period. The aim of the programme is to build market confidence and create the conditions for further sustained investment, including many new private sector led developments that cannot at this stage be identified.

### Short Term Projects (0 – 5 years)

This is an ambitious programme in the short term, and its success will depend upon RSL and its Partners agreeing a phased programme of public investment and joining effectively in partnership with private sector companies and investors.

- **Victoria Plaza**  
Extension and upgrading of Victoria Plaza provides a new High Street shopping experience opening in 2007
- **Clarence Road & Alexandra Street**  
English Partnerships (EP), working closely with SSBC and RSL appoint a developer partner to bring forward the development of existing sites in favour of a mix of uses to reinforce the attractions of the Clifftown Quarter. The existing public car parking, displaced by development, is relocated to an alternative town centre location.
- **Southend Central Station (Car Park)**  
The existing car park site is developed to provide multi-storey public car parking in replacement of former car parking at Alexandra Street and Clarence Road.
- **New Empire Theatre**  
The existing buildings are refurbished to add to Southend's cultural and educational offer.
- **Clifftown (Public Realm)**  
A series of interventions aim to enhance the environment of the Clifftown Quarter and encourage private sector investment. Proposals include a remodelling of the area in front of Southend Central Station to create a new public space and transport interchange.
- **St John's**  
Plans are initiated for the comprehensive redevelopment of Tylers and Seaway car parks in conjunction with a private developer to create a new mixed-use quarter providing contemporary retailing, housing and leisure facilities together with a landmark cultural building (a Digital Media Gallery). The scheme provides an opportunity to strengthen pedestrian links between the town centre and the Seafront, and provide alternative car parking. In the short term efforts are concentrated upon establishing the scheme's design parameters, identifying its site boundaries and site assembly.
- **Warrior Square**  
Opportunity for the redevelopment of the site south of Warrior Square Gardens in favour of new offices and dwellings in partnership with the private sector is investigated in the short term.
- **Warrior Square Gardens**  
This rare and valuable green space in the town centre is improved to provide an area for relaxation and recreation.
- **Farringdon (University of Essex Phase 2 )**  
Development to support expansion of University of Essex on the site of the existing Farringdon car park brings new life to the town centre. Recent completion of the Odeon Building (Phase 1) is followed by the University's occupation of a newly refurbished Prudential building (Phase 2) in 2009 to include new teaching space and drama school.
- **London Road**  
The area between London Road and Queensway is a potential location for prime office accommodation as part of a mixed-use redevelopment following proposed relocation of the existing J Sainsbury store.
- **London Road Former South East Essex College Site (Car Park)**  
Redevelopment incorporates replacement car parking for Farringdon.
- **Victoria Avenue (Phase 1)**  
Currently vacant and outdated office buildings on the west side of Victoria Avenue are redeployed or redeveloped to deliver student accommodation and a more attractive mix of residential and office space.
- **Victoria Avenue/Queensway (Public Realm)**  
Proposed changes to the junction and roundabout improve pedestrian links across Queensway between Victoria Station and High Street and London Road.
- **Southchurch Road/Queensway (Car Park)**  
Land at the corner of Southchurch Road and Queensway is redeveloped to provide a new multi-storey car park.
- **Esplanade House**  
Proposed redevelopment delivers dwellings, hotel and restaurant accommodation around a new public space linking to the Seafront.

- **Marine Plaza**  
This mixed use residential, hotel and leisure development represents a major investment in the Seafront, bringing renewed vitality and animation.
- **Sea Life Adventure**  
A proposed extension of Sea Life Adventure adds to its year-round attraction, provides outdoor play and raises awareness in relation to the need for sustainable fishing and marine conservation.
- **Urban Beach (Public Realm)**  
The enhancement of Marine Parade and Eastern Esplanade adds significantly to the ambience of the Seafront to support and encourage new investment
- **Palace Hotel**  
The current development delivers residential accommodation for up to 200 students and conference and teaching facilities for University of Essex.
- **Adventure Island**  
Adventure Island is enhanced as the location for a new building for Southend Radio, Southend's own local radio station entertaining and informing a potential audience of 250,000 people.

### Medium Term Projects (5 – 10 years)

Delivery of the short term programme drives the regeneration agenda, raises confidence and expectations and creates more favourable conditions in support of private investment. The momentum of implementing the programme is maintained particularly in relation to delivering major town centre projects already initiated.

- **St John's**  
In this period, SSBC appoint a Development Partner to bring forward and complete the development within the time frame.
- **Digital Media Gallery**  
A feature of St John's, a bespoke gallery is a landmark project of national and international importance for the development and presentation of interactive digital art, and an agency for education and IT research and development
- **Travel Centre**  
The delivery of St John's could include the development of an integrated public transport interchange providing direct connections to Victoria and Southend Central Stations and access to the proposed South Essex Rapid Transport network.
- **High Street**  
Sustaining the vitality of High Street is a priority. Enhancing the public realm and possibly introducing vehicles in the evening maintains its attraction and

encourages the development on an evening economy.

- **Warrior Square**  
This period sees the comprehensive redevelopment of this area to create a new prime office quarter and apartments.
- **Farringdon (University of Essex Phases 3 and 4)**  
These are the final phases of development to support the University's expansion in this location.
- **Victoria Avenue (Phase 2)**  
The Masterplan sets a context to guide further redevelopment of the existing buildings on the west side of Victoria Avenue in the medium term.
- **Victoria Avenue (Public Realm)**  
Redevelopment potential is supported by comprehensive improvements to the public realm emphasising the Victoria Avenue's gateway status and green environment.
- **Queensway House**  
This area is redeveloped to provide smaller scale office development and affordable homes.
- **Southchurch Road (Public Realm)**  
Public realm improvements strengthen links to High Street and Warrior Square Gardens.
- **Pier Hill (Public Realm)**  
The public space at the top of Pier Hill is improved to create a 'balcony' facing the sea.
- **Cliffs Gardens**  
Current slippages will be stabilized

### Long Term Projects (10 – 15 years)

- **Victoria Avenue (Phase 3)**  
The Civic Quarter on the east side of Victoria Avenue is redeveloped
- **Esplanade West (Public Realm)**  
Environmental improvements sustain the ambience of the western seafront for a more relaxed seaside experience.

Project	Phase			Lead Partner(s)	Potential Funding
	Short Term 0-5 years	Medium Term 5-10 years	Long Term 10-15 years		
<b>Clifftown</b>					
Alexandra Street				EP/ RSL/SSBC	Public/Private
Clarence Road				EP/RSL/SSBC	Public/Private
New Empire Theatre				RSL	Public/Private
Public Realm				RSL/SSBC	CLG
NCP				RSL	Public/Private
Enabling Projects	Car parking Public Realm			RSL/SSBC	Public/Private
<b>St Johns Quarter</b>					
Mixed Use Development				RSL/SSBC	Private sector
St Johns and public realm				RSL/SSBC	EEDA
Transport hub				RSL/SSBC	Private sector
Enabling Projects		Land Aquisition Car parking Temporary transport interchange Coach parking Coach drop-off			
<b>High Street</b>					
Public Realm				RSL/SSBC	RSL/CLG/S106
<b>Warrior Square</b>					
Mixed Use Development				RSL/SSBC	Private sector
PCT LIFT					LIFT programme
Warrior Square Gardens					CLG
Enabling Projects	Car parking	Car parking Relocation of swimming pool Land aquisition			
<b>Farringdon</b>					
Public Realm				RSL/SSBC	EEDA/S106
University Phase 2 - Prudential				UoE	UoE/EEDA
University Phase 3 - Elmer Approach				UoE	UoE/EEDA
University Phase 4 - Farringdon				UoE	UoE/EEDA
Enabling Projects	Car parking	Car parking			
<b>London Road</b>					
North side				Developer	Private
Ex SEE College				Developer	Private
Public Realm				SSBC/RSL	S106/CLG
Enabling Projects		Relocation of JS Land acquisition			

Project	Phase			Lead Partner(s)	Potential Funding
	Short Term 0-5 years	Medium Term 5-10 years	Long Term 10-15 years		
<b>Victoria Avenue</b>					
Development Projects - North West Health + Carby Houses Premier House Victoria House				RSL	Private
Development Projects - South west				RSL	Private
Development Projects - East				SSBC	Private
Victoria Plaza				Developer	Private
Public Realm - Victoria Circus and Plaza				RSL/SSBC	SI06/CLG
Public Realm - Victoria Avenue				RSL/SSBC	SI06/CLG
Enabling Projects		Site masterplan and assembly PFI			
<b>Queensway and Southchurch Road</b>					
Development Projects				RSL/SSBC	Private
Public Realm				RSL/SSBC	SI06/CLG
Enabling Projects		New Health Centre Site masterplan			
<b>Seafront Esplanade East</b>					
Esplanade House				Developer	Private
Sea Life				Developer	Private
Marine Plaza				Developer	Private
Public Realm - Urban Beach and Kursaal Square				RSL + SSBC	SI06/CLG
<b>Seafront Esplanade Central</b>					
Palace Hotel				UoE	Private/EEDA
Radio Station				Developer	Private
Public Realm				RSL/SSBC	CLG
<b>Seafront Esplanade West</b>					
Cliffs Development				SSBC	
Cliffs Reinstatement				SSBC	
Public Realm				RSL/SSBC	SI06/CLG

## 8.6 The Major Projects

The Delivery Plan identifies and prioritises delivery of a series of 'Major Projects' on the basis of their capacity to maximize outcomes, and deliver transformational change.

The Major Projects taken together meet the foreseeable future demand for each of the town's core uses – office, retail, academic, housing and leisure – and contribute significantly towards realising the objectives of the Masterplan and stimulating incremental investment by the private sector.

Project delivery will depend upon RSL and its Partners using their public sector resources and powers to describe each opportunity in the context of the overall strategy, in order for private developers to respond confidently following investment appraisal.

The Major Projects and respective estimated development targets are:

- **St John's**  
Digital Media Gallery (circa 7,000 sqm); 23,000 sqm comparison retail; 3,500 sqm convenience retail; 500 homes; ancillary leisure, hotel, food and drink; 1,000 public car spaces.
- **London Road**  
25,000 sqm prime offices; ground floor commercial uses; 250 homes; 50 public car spaces.
- **Warrior Square**  
25,000 sqm prime offices; 160 homes.
- **Farringdon**  
27,000 sqm academic and cultural space; 2,190 sqm retail; 62 homes; 200 public car spaces.
- **Victoria Avenue (Phase I)**  
10,000m sqm offices; ground floor commercial uses; 120 homes; 300 student homes.
- **Clarence Road and Alexandra Street**  
2,800 sqm offices; 2,500 sqm retail; 97 homes.
- **Strategic public realm improvements**  
Queensway/London Road/Victoria Plaza; Clifftown/Southend Central Station; Marine parade/Eastern Esplanade.
- **Public Car Parks**  
Southend Central Station 400 spaces; Southchurch Road/Queensway 700 spaces; London Road 200 spaces.

Monitoring against these objectives will enable RSL to understand the cost effectiveness of development solutions, and introduce any adjustments to either the declared outcomes or the project programme.

## 8.7 Project Development

RSL, with Partner support, proposes initiating a series of further studies to inform project development and related costs and commercial feasibility. This work includes:

- **St John's**  
Further design work will identify uses, massing and capacities and illustrate linkages and relationship with adjoining buildings and spaces.
- **Digital Media Gallery**  
Proposed studies will articulate physical design and understanding of the project's potential contribution to the arts, business development, education and leisure and tourism.
- **Warrior Square Gardens**  
Proposals for improvements to Warrior Square Gardens will be commissioned for public consultation to plan for the enhancement of this valuable town centre green space.
- **Public Realm**  
Planning and design services will detail proposals in relation to (1) Marine Parade and Eastern Esplanade and (2) Queensway, London Road and High Street.
- **Car Parks**  
Preliminary design and capacity studies will establish the feasibility of multi-storey and/or basement car parking provision on sites at Southend Central Station, Southchurch Road /Queensway and London Road.
- **Clarence Road and Alexandra Street**  
Planning and design services will determine a development framework for each site.
- **Design Briefs**  
Good design underpins successful regeneration and place-making. The preparation of design briefs for the Major Project sites will build on the provisions of the Councils SPD Design and Townscape Guide to provide a clear guide for future design and development.
- **Sustainability Strategy**  
Given Southend's coastal location, and an anticipated rise in sea levels as a result of climate change, it is intended that the Masterplan should be informed by a comprehensive energy and sustainability strategy.

- **Transport, Movement and Car Parking**  
The Council and RSL have commissioned further studies to inform the development of the Masterplan and evaluate the impact of proposals to improve access to the town centre, such as ‘Park and Ride’, SERT, options for car parking and improved pedestrian and cycle routes.
- **Utilities**  
Further work will investigate the sufficiency of utility capacities to support project development and implementation.

### 8.8 Planning Policy and Area Action Plans

The Masterplan is not a statutory planning document. It does however require a statutory status in order for it to signal an appropriate level of public sector commitment and for its aims to be realised.

A way forward is for the Council to adopt the Masterplan as a Supplementary Planning Document (SPD) subject to appropriate public consultation, and as a precursor to incorporating it in the emerging Seafront and Town Centre Area Action Plans. As a SPD the Masterplan would have statutory weight and represent a material consideration in relation to the Council’s consideration of any subsequent planning application in the town centre.

### 8.9 Funding the Masterplan

Implementation of the Masterplan will be funded through a combination of public and private investment. Public investment will be carefully targeted in order to attract and maximise private investment and development.

Public investment could be used for the following:

- Creating benign conditions for private investment, by adoption of the Masterplan and AAPs
- Proving development opportunity and feasibility supported by design guidelines
- Implementing a programme of public realm and open space improvements
- Acquiring third party property interests for the purpose of assembling development sites for sale for development by private sector developers
- Building demolition and provision of site infrastructure (roads and utilities)
- Carrying out direct development (such as the construction of multi-storey car parks to accommodate car parking displaced by development on existing town centre sites)

In coordinating the programme, RSL will resource such investment through its Founding Members, EEDA and EP. RSL also has access to further financial support from HM Government: Communities and Local Government.

The public sector cost of enabling or delivering the Major Projects in the short to medium term is currently estimated as follows;

- Site acquisition and construction of replacement car parking at:
  - Southend Central Station (400 spaces)
  - London Road (200 spaces)
  - Southchurch Road/Queensway (700spaces) £17m
- Public realm improvements £30m
- Possible early third party land acquisitions £20m

It is anticipated that such public investment in the early years of the programme would bring forward an estimated total private sector investment of £500m, representing a public/private funding ratio in the order of 1:7.

### 8.10 Town Centre Partnership

The aim of the Masterplan is to provide a sure context in which the public and private sectors can work together to deliver the Masterplan Vision and create a town centre where a sense of pride and ownership may prevail.

An essential feature of realising this ambition is agreeing a means of public/private partnering to establish a quality estate management function to maintain and enhance the public realm and trading environment and ensure that all new development is properly integrated within the town centre.

To this end, the Council has led on setting up the Town Centre Partnership comprising members from key stakeholder groups with a town centre focus. The Partnership has its own budget and is made up of members from both the public and private sectors.

Its objectives include:

- To encourage inward investment;
- To increase shopper and visitor attraction, and increase footfall;
- To increase employment opportunities;
- To aim for high levels of security and cleanliness;
- To drive down the incidence of vacant commercial

premises;

- To support diversity and cultural and educational development;
- To encourage residential development; and
- To co-ordinate the activities of all providers of town centre services.

The Partnership brings together town centre stakeholders to work cooperatively in maintaining the fabric and appeal of the town centre and, drawing upon its heritage and very strong 'brand', to enhance its profile through marketing and promotional events.

## Conclusion

The Central Area Masterplan focuses on the renewal and future development of the town centre by focusing in more detail on physical options to meet the employment, housing and leisure needs of its residents, diversifying its cultural and visitor offer and encouraging the use of improved public transport.

The identification of 'Major Projects', in the context of a design and landscape framework that binds them to the rest of the town centre, show how the housing and jobs targets can begin to be met, leading to the regeneration of the town centre as a whole. The Major Projects are not intended to be uncompromisingly prescriptive, but represent one set of options for achieving declared urban design and regeneration objectives.

