



CULTURE-ON-SEA

A Cultural Strategy for Southend on Sea

2012 - 2020



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1. FOREWORD

Southend is a great place to live, work and visit and we would like it to be even better

Our Cultural offering plays an important role in the Borough from the provision of physical activities, relaxation, stimulation of the mind and making the borough attractive to the regeneration of our community.

We have made a number of significant improvements to the provision and development of culture over recent years. Despite the current financial situation, these are still exciting times for Culture in the Borough. We welcomed the new Cultural Centre situated at the end of our world famous Pier in 2012 and are in an enviable position with the development of our new £27m library facility, the Forum, which is due for completion in the autumn of 2013. The provision of an integrated municipal and academic public library alongside a modern teaching facility for the College and stimulating research and learning environment for the University will be one of only a small handful of other like facilities in the country. The tri-partite partnership between the Council, the College and the University is already ensuring that the provision of library services in the borough is modern, sustainable and able to meet the needs of a diverse community.

The investment in Southend has been a great catalyst for bringing high quality art into the Borough through Metal and Focal Point Gallery. Southend is increasingly being described by our partners as a cultural hub in the region – with the highest levels of museum visits and engagement with the arts in Essex.

We are not complacent about the challenges facing Culture and the Public Sector; these challenges look set to remain for several years to come. We do, however, remain ambitious for the cultural development of the Borough; the fact that we are still able to invest for the future during such challenging economic conditions demonstrates how important culture is to our future prosperity and wellbeing.

This document sets out a range of activities to take forward our overall aims so that we can all benefit from the cultural opportunities in Southend. It also recognises that delivery will only be possible by engaging with partners that exist or need to be developed within the Borough.

Working with our partners we will maximise opportunities for culture to flourish in our town and be experienced by all.

Derek Jarvis
Portfolio Holder for Culture & Tourism

Rob Tinlin
Chief Executive and Town Clerk

2. INTRODUCTION

Southend has a considerable range of cultural resources, the strength of which lies in the breadth and depth of its history, its position beside the Thames Estuary and the number of cultural facilities and opportunities provided. With a mixture of both traditional and modern offerings and the establishment of the University of Essex within the town centre, it is fast becoming a cultural hub for people of all ages and backgrounds.

Southend-on-Sea Borough Council spends £14.6 Million per annum on cultural activities in the borough; it is therefore an important aim of this cultural strategy to target future spending and to dovetail its aims and ambitions with the many regional and local agencies and organisations.

This document represents a refresh of our previous strategy; “Culture for a Better Southend” which spanned the period 2007-12. Much has moved on since “Culture for a Better Southend” was produced; this new cultural strategy provides a longer term manifestation of our ambitions for Culture within the Borough, whilst still being aligned to our previously stated vision for Southend-on-Sea:

“To be recognised as the cultural and leisure capital of the East of England”.

This strategy provides an overarching document for the cultural services we have in the council and beyond and outlines our key strategic objectives. Supporting the delivery of this strategy will be a suite of related strategies and delivery / action plans covering the key areas of Sport & Leisure, Museums & Heritage, The Arts, Libraries, Green Space and the Southend Regeneration Framework 2007-21 and the Economic Development and Tourism Strategy, providing detailed information on how each of the components of Culture in the borough will deliver our key objectives (see fig1 below):



3. The changing context for the Cultural Strategy

The political and local landscape has changed considerably since Culture for a Better Southend was written. Southend has made significant progress over the last 5 years in developing both its cultural and leisure community together with an improving supportive infrastructure. A developing cultural and leisure offer together with increased participation has already started to challenge perceptions with many national organisations and individuals, like “Jude Kelly”, raising our profile.

Leisure and culture are important both directly and indirectly for local and regional employment. The creative and cultural industries are one of Southend’s key business sectors and are being supported and represented in the decision making process of the Southend Business Partnership. This recognition helps facilitate the strong amateur infrastructure across the borough into an economic and social driver. All of this will have a significant catalytic effect by improving Southend’s image to high value added companies. Evidence clearly links cultural and leisure development with economic success. Partners in Southend recognise this and have fully supported cultural and leisure development within the borough. Lifestyle benefits of a strong cultural and leisure offer are a key factor with investment decisions.

3.1 LOCAL DEVELOPMENTS

Southend: A cultural centre: In line with the priorities stated in our Regeneration Framework (2007-2021) Southend is establishing itself as a cultural hub at the centre of the Thames Gateway South East sub-region. The town has a significant concentration of creative and cultural businesses located in the Borough, particularly in the town centre, and the centres of Leigh and Westcliff. Whilst the creative and cultural industries have significant employment and wealth generating capacity, experience from elsewhere suggests that they also have the ability to create a step change in the economy, attracting new, ambitious people to Southend and helping the town retain some of the spending power of residents that work in London. A flourishing cultural and creative sector will help to shift wider perceptions of the town, to the benefit of the tourism and leisure industry and inward investment prospects. The cultural offer is firmly presented as a significant part of pitches made by the council to potential inward investors.

The extent to which the borough is now seen as a leading cultural centre can be demonstrated through the success and recognition of two of our leading arts organisations, Focal Point Gallery and Metal, both of which have successfully attracted significant increases in their funding from the Arts Council England as part of their National Portfolio funding programme. During a time when funding for such organisations is generally falling, the confidence in these organisations is great credit to Southend.

New, Innovative Artistic Groups and Organisations - September 2009 saw the official opening of Chalkwell Hall, the new headquarters for Metal Culture; an independent artistic organisation championing innovative ideas that shift the thinking in cultural communities.

Metal is proving an exemplary facilitator and catalyst for combined arts innovation through its artistic programme and strategic work, galvanising and energising the cultural life of the Borough. Progress includes; a growing online arts and culture forum found at www.idea13.org, an artist-led temporary arts project led by Coexist providing the first independent artist led studios and gallery space in Southend, a new large scale arts festival Village Green that, within its first three years, developed an audience of over 28,000 and has been able to attract headline acts.

Development of the Feast of Festivals - The borough's programme of cultural activities and events is now formulated around a feast of festivals, which include; Polish Arts Festival, Jazz Festival, Winter Folk Festival, Southend Festival, Multicultural festival and Southend Film festival in addition to an annual book festival and the Literature of the Sea festival. Some of the Council led activity has also encouraged external organisers to make Southend their preferred choice for events making a varied, year round offer.

Award winning Parks – we have amassed an impressive array of awards and accolades for our parks, open spaces and our Parks Team. The Council has been a regular winner at Hampton Court Flower show, the Anglia in Bloom Competition and the Green Flag Awards, with four of current parks achieving this prized status. Our Parks Department successfully raised the profile of the Borough by creating their floral exhibit entitled 'A Great Day Out on Sea', which took pride of place in the ' Seaside ' category of the Southbank's Festival of Britain celebrations, running from April – September 2011. It is estimated that some 2million people visited this exhibition.

Running Sisters - a fitness scheme encouraging women to take up running, received the BBC East Power of Sport award in December 2009. The award recognises sustainable projects that have increased the number of people taking part in Sport.

Opportunities in Sport – over £30,000 has been invested during the past 2 years in developing sporting opportunities within the borough, Club convention days, Club open days, sporting taster sessions, mums on the move, table tennis opportunities are just some initiatives to encourage the borough's residents to participate in active recreation on a regular basis. A further range of sports and activities will be supported as part of Southend's 2012 Legacy.

Southend Swimming & Diving Centre – The £13.5 million development opened in autumn 2010, providing the only Olympic Class diving opportunities within the East of England. The new Diving facility at Garon Park has secured a letter of intent from the British Olympic Diving Team and was used as their pre-games training site for the 2012 Olympics. Further investment into the town's other two public pools has improved satisfaction and use. The facility is proving to be an excellent facility in attracting young people to diving. To date over 2,000 children have had the opportunity to try diving through the Talent Identification for Diving in Southend Scheme which has been carried out in partnership with our local schools; from this 20 prospective divers have been identified to join elite squads and lessons are now available to all members of the community.

Development of an Official LOCOG Training Venue – The town's major leisure and fitness centre at Garon Park was been accepted as an Official training venue for the 2012 Olympics and work has been undertaken to further enhance the facility through the refurbishment of the running track, tennis courts and services to cater for visiting teams.

Cultural Olympiad – The borough had a member’s working party to develop cultural events and activities especially for the cultural Olympiad. The programme was launched in 2008 with a seafront spectacular as the main event and the coming together of 5 Community Special Schools in a celebration to mark the Paralympics. The programme has been varied and comprehensive providing excitement and opportunities for all, culminating with a spectacular “Sparks will Fly” event in June 2012 and the passing of the Olympic Torch Relay through the Town on 6th July 2012. The legacy of this activity will be the continuing close liaison of the various groups involved in the overall Sparks Will Fly activity and its community board now working into future events.

Investment within Cultural Infrastructure - Over the last 5 years the Council has invested in excess of £22 million pounds into the borough’s cultural infrastructure. In addition to the major projects shown work has been undertaken to:

- Invest in the theatres infrastructure
- Refurbish the borough’s playgrounds
- Refurbish leisure centres and swimming pools
- Invest in the museum displays and visitors offer
- Invest within green areas & open spaces
- Refurbish Warrior Square Gardens
- St John’s churchyard public realm refurbishment
- Refurbish Southchurch Hall
- Refurbish Prittlewell Priory and build a new Visitor Centre

Cultural and Creative Industries -The aspiration for Southend’s cultural and creative industries is for them to lie at the heart of a distinctive identity for the town, meshing together the University, a renewed tourism and events programme, and local creative businesses. This aspiration has been articulated in regional and sub regional plans, in which Southend is envisaged as a Cultural and educational hub for the Thames Gateway sub-region.

Close partnerships between the University, public bodies and the creative centre Metal have placed the creative industries in a central role in local regeneration activities, encouraging firms to start, locate, grow or make connections within Southend, and involving local communities in cultural projects.

The Digital Exploration Centre is only one example of several public sector-led investments in the creative and cultural industries. The DEC project arises from the recognition that there are very few organisations working with digital technologies in the UK that bring together business, the arts, entrepreneurship, academic research and public entertainment. This mix of creative invention, the generation and transfer of knowledge, and its foundational link to business and commerce, makes the DEC the ideal regeneration project for the region.

New exhibitions, collaborations and projects are developing apace, driving the DEC’s growth as an emerging and important player in the world of creative technology.

A thriving amateur arts community – the amateur arts community has been served for over three decades by Southend on Sea Arts Council (SOSAC). SOSAC have over 60 affiliated societies within its membership and offers a small grants system for local organisations to subsidise costume, rehearsal space and equipment purchase. SOSAC

organise an annual Visual Arts Exhibition, local one act drama festival, Open Day and a Books & Arts Fair.

An arts fund has recently been formed which will be available to their member societies. It is specifically designed to promote and encourage access to amateur events by disabled patrons, by offering free tickets and reduced rates.

SOSAC produce a regular Arts Organisation directory, which is available both in print and on-line as well as quarterly newsletters featuring a diary of events in the amateur arts community (www.sosac.co.uk).

3.2 A NEW COALITION GOVERNMENT

Following the general election in May 2010, the new coalition government set out their plans for public sector reform during their period of office; this included immediate plans to reduce the national deficit and tackle economic recovery, reduce bureaucracy and make central and local government more efficient and increase accountability at a local level.

The Localism Act 2011 was passed on 15 November 2011. Taken together, the measures in the Act mean:

1. New freedoms and flexibilities for local government
2. New rights and powers for local communities
3. Reform to make the planning system clearer, more democratic and more effective
4. Reform to ensure that decisions about housing are taken locally

The Act allows for community groups to buy local assets such as pubs, shops and libraries, and to run local services.

The Localism Act has the potential to effect a significant change in national life, passing power to a local level, creating space for local authorities to lead and innovate, and giving people the opportunity to take control of decisions that matter to them. Together with other, wider Government reforms, putting the Act into practice will represent a major milestone towards the transfer of power and control set out in the coalition agreement.

The Government published its vision for Big Society; a policy initiative building on generations of theories and ideas about empowering communities, civic action and community ownership of public services.

Regional Development Agencies were replaced by Local Enterprise Partnerships (LEP): locally-owned partnerships between local authorities and businesses which play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. Southend is now part of the South East Local Enterprise Partnership, the largest LEP in England.

The way in which we collect performance information changed as the use of National Indicators discontinued in October 2011 making accountability for performance a locally determined issue. For Culture, the exception to this is the continuation of Sport England's Active People Survey which collects data on participation in sport.

The Department of Culture Media and Sport (DCMS) subsequently announced its plans to abolish or reform 19 out of its 55 Public Bodies, including the abolition of the Museums, Libraries and Archives Council (MLA) and the Advisory Council on Libraries, transferring their responsibilities to Arts Council England in October 2011. The National Archives will take on leadership of the UK's archives sector from the MLA. It is hoped that these changes will help to bring about better and more accessible museums, library and archive services for the public.

3.3 NATIONAL AND REGIONAL AIMS

Local authorities spend £3.2 billion annually on cultural services, including sport. Much of that expenditure is in partnership with the Government's Department for Culture, Media and Sport (DCMS) and its various sponsored bodies

The DCMS is the Department responsible for the 2012 Olympic and Paralympic Games and also for helping to drive the Digital Economy. Their aim is to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.

The DCMS has few statutory powers in relation to local authorities; its principal role is to help local authorities improve their performance and to identify best practice within cultural services, which include arts, sport, children's play, museums, libraries, archives, tourism, architecture, design and conservation of the historic environment.

DCMS is responsible for 51 public bodies responsible for distributing public money to local Government, local organisations and individuals. Their regional structures are key to the delivery of DCMS's strategic aims and objectives of:

- **Opportunity** – encourage more widespread enjoyment of culture, media and sport
- **Excellence** – support talent and excellence in culture, media and sport
- **Economic impact** – realise the economic benefits of the Department's sectors
- **Olympics** – deliver a successful and inspirational Olympic and Paralympic Games with a sustainable legacy

Success on these will be measured by a number of indicators, such as:

- Increasing adult engagement in culture and sport.
- Increasing child engagement in culture and sport.
- Measuring excellence of the cultural and sporting offer defined as the quality of experience had, number of repeat visits or similar.

3.3.1 Arts Council England

Arts Council England champions, develops and invests in artistic and cultural experiences that enrich people's lives. They support a range of activities across the arts, museums and libraries - from theatre to digital art, reading to dance, music to literature, and crafts to collections.

Between 2011 and 2015, they will invest £1.4 billion of public money from government and an estimated £0.85 billion from the National Lottery to help create these experiences for as many people as possible across the country.

“Achieving Great Art for Everyone, November 2010 is the Arts Council’s ten year strategic framework for the arts and sets out five goals for the arts. Since assuming some of the functions of the Museums, Libraries and Archives Council in October 2011, these five ten year goals have been adapted to reflect the needs and priorities for museums and libraries and published in **“Culture, knowledge and understanding: great museums and libraries for everyone”** (September 2011). The joint goals are:

- Talent and excellence in the arts, museums and libraries are thriving and celebrated
- More people experience and are inspired by the Arts, museums and libraries
- The arts, museums and libraries are sustainable resilient and innovative
- The leadership and workforce in arts, museums and libraries are diverse and highly skilled
- Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.

There are nine regional Arts Council offices, each responsible for the agreement of regional strategies, plans and priorities for action within the framework of national policies and priorities, approval of three year regional investment plans and agreement of detailed regional annual budgets.

Southend-on-Sea is part of the Arts Council’s eastern region and is working with them to deliver their plans for the East.

3.3.2 English Heritage

English Heritage helps people understand, value, care for and enjoy England’s heritage. They advise local authorities on managing changes to the most important parts of our heritage, encourage investment in heritage at risk, and share their knowledge, skills and expertise by offering training and guidance, giving practical conservation advice and access to our resources.

They give around £25 million in grants every year, advise local authorities on over 14,000 planning applications affecting Grade I and II* listed buildings, and each year train around 2,500 professionals working in local authorities and the wider sector.

English Heritage’s Corporate Plan 2011/2015 sets English Heritage’s priorities for the next four years. The first and over-riding priority is to safeguard for the future the most significant remains of our national story. The priorities are brigaded to deliver the virtuous circle: By understanding the historic environment people value it, by valuing it they will want to care for it, by caring for it they will help people enjoy it, and from enjoying the historic environment comes a thirst to understand. With the underpinning concept of excellence, English Heritage’s priorities are:

- Identify and protect our most important heritage (understanding);
- Champion England’s heritage (valuing);

- Support owners, local authorities and voluntary organisations to look after England's heritage (caring);
- Help people appreciate and enjoy England's national story (enjoying);
- Achieve excellence, openness and efficiency in all we do (excellence).

There are nine local English Heritage offices whose focus is on planning policy, development management and grant giving. Southend-on-Sea is part of English Heritage's East of England locality.

Southend-on-Sea Borough Council works with English Heritage to encourage people to nurture their historic environment, whilst helping to realise the potential of historic buildings, monuments and landscapes for the benefit of the community. English Heritage is keen that our listed buildings, once restored, will allow access to the public. We therefore, work closely with English Heritage to develop strategies for the restoration of our listed buildings and their future use.

Along with our partners we have worked with English Heritage on a number of local cultural projects, including:

- the restoration of Chalkwell Hall, a grade II, four storey Georgian building set within the grounds of Chalkwell Park
- the restoration and conversion of Clifftown United Reformed Church into the Clifftown Theatre & Studios, the home of the renowned East 15 Acting School
- the current restoration of the Prittlewell Priory.

These projects help to support the protection of our local heritage whilst allowing for the future sustainability and regeneration of the area.

Southend's Oldest doorway (Prittlewell Priory, dated 1180 AD)



Prittlewell Priory Conservation & Visitor Centre is a £1.8 million project designed to conserve the Grade 1 listed building, build a visitor centre to house the buildings facilities and education functions and redisplaying the building as a museum to tell its story from an 11th century Cluniac Priory, through the reformation/ dissolution of monasteries, the Victorian and Edwardian families who lived there and its eventual gift to the town by RA Jones.

The project is primarily funded by a Heritage Lottery Grant with match funding from the Council and supported by funding from Cory Environmental, Friends of Southend Museums, the Garfield Weston Foundation and a public appeal.

When it re-opens, Prittlewell Priory will be more accessible to all. The displays inside this wonderful Grade 1 listed building will reveal its hidden history and visitors will be able to walk in the footsteps of medieval monks and those of the Victorian Scratton family. The new eco-friendly visitor centre

will provide space for learning, a gift shop and modern conveniences.

3.3.3 Music Education Hubs

The first ever **National Plan for Music Education – The Importance of Music** was published on 25 November 2011. It sets out the Government's vision for music education - to enable children, aged 5 – 18 years, from all backgrounds and every part of England to have the opportunity to learn a musical instrument; to make music with others; to learn to sing; and to have the opportunity to progress to the next level of excellence.

This is part of the Government's aim to ensure that all pupils have rich cultural opportunities alongside their academic and vocational studies.

From August 2012, music education hubs will be funded, via an application process which will be managed by the Arts Council England, to bring together local authorities and local music organisations, like orchestras, choirs and other music groups. It is anticipated that the hubs will be fully operational from September 2012.

Southend will be putting in its own bid demonstrating how we will work in partnership to make sure every child in the Borough has a high quality music education, including the opportunity to learn to sing, to play an instrument and to make music with others.

3.3.4 Public Health

The Government has an ambitious programme to improve public health through strengthening local action, supporting self-esteem and behavioural changes, promoting healthy choices and changing the environment to support healthier lives. The reforms will see local authorities taking the lead for improving health and coordinating local efforts to protect the public's health and wellbeing, and ensuring health services effectively promote population health. Local political leadership will be central to making this work.

Local responsibilities

Subject to the passage of the Health and Social Care Bill, these statutory changes will take place from 1 April 2013 giving Southend-on-Sea Borough Council a new duty to promote the health of the local population. We will also take on key functions in ensuring that robust plans are in place to protect the local population and in providing public health advice to NHS commissioners.

Through our health and wellbeing board we will lead the development of joint strategic needs assessments and joint health and wellbeing strategies, which will provide the means of integrating local commissioning strategies and ensuring a community-wide approach to promoting and protecting the public's health and wellbeing.

Culture is well placed to support this agenda and deliver positive outcomes for the people of Southend-on-Sea. Culture makes us healthy and happy, it encourages people to be active and do the things they enjoy. This increases personal, physical and mental wellbeing and helps build healthy communities. Culture and sports activities support healthy lifestyles by promoting good physical and mental health and well being. Research shows that people who do not participate in culture and sport say they have lower levels of health. Music Therapies have been used to some success in stroke rehabilitation. Libraries have a particular role in the support of health education, health promotion and self help, by communicating public health information and lifestyle messages.

Our Museums and Libraries are also able to play a key role in supporting and providing reminiscence services for our older population. Reminiscence therapy has been shown to have substantially beneficial effects on people with dementia, particularly Alzheimer's disease. It can improve well being and communication, self worth, and understanding between older person and carer.

There is plenty of research to show the arts (in its broadest sense) can help improve wellbeing. The arts can offer an alternative or an addition to standard treatment for people who experience mental or physical health problems. Engaging in the arts can promote prevention of disease and build wellbeing, as well as helping people recovering from ill health and the management of their condition.

Increasingly, there is an understanding that participation in the arts and access to a range of arts opportunities can dramatically improve health outcomes and increase wellbeing. Now the field of arts and health takes in all aspects of health, social care, community

activities and public health alongside the role the arts can play in improving the healing environment. At the same time, the full breadth of the arts is being used in health and care including visual arts, dance, theatre, music and film and the moving image.

In July 2011 The Chief Medical Officers for England, Scotland, Wales and Northern Ireland published their guidelines: "Start Active Stay Active: A report on Physical Activity for Health". The Report draws on global evidence for the health benefits people can achieve by taking regular physical activity (at least five times a week) throughout their lives. Regular physical activity can reduce the risk of many chronic conditions including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions. Even relatively small increases in physical activity are associated with some protection against chronic diseases and an improved quality of life.

These benefits can deliver cost savings for health and social care services. However, the benefits of physical activity extend further to improved productivity in the workplace, reduced congestion and pollution through active travel, and healthy development of children and young people.

The report also emphasises the key role of physical activity in preventing and managing Chronic Vascular Disorders (CVD), and supported the promotion of physical activity as a public health best buy. The National Institute for Clinical Health and Excellence (NICE) has noted a strong evidence base for recommending brief physical activity interventions in primary care. Within South Essex the brief intervention recommendations have been developed into a physical activity pathway 'Let's Get Moving'. This has been piloted in both of the Primary Care Trusts in South Essex and is being rolled out across general practice in 2011/12.

On 23 January 2012 the Department of Health published the Public Health outcomes framework. Amongst the basket of 60 indicators there is one for physical activity (including sport) which has two components – increasing activity to the recommended levels to improve health, and reducing the numbers of those most inactive. The indicators which are prioritised in each local authority will be determined by their Joint Strategic Needs Assessment and subsequent Health and Wellbeing strategies.

Key points on the Outcomes Framework

- ❖ The main purpose is to provide a framework for transparency and accountability across the public health system
- ❖ It will be for authorities, in partnership with Health & Wellbeing Boards, to demonstrate improvements in public health outcomes through achieving progress against those indicators that best reflect local need (as set out in the JSNA's)
- ❖ There will be a strong link between the Public Health Outcomes Framework and the health premium. The health premium will highlight and incentivise action on a small number of clinical indicators that reflect national or local strategic priorities. Further details on health premiums will be set out later in the year.
- ❖ Public Health England (PHE) will regularly publish data on the indicator measures, including data at local authority level. PHE will also publish tools that support benchmarking of outcomes between and within local areas to provide insights into performance
- ❖ There are four domains of indicators
 - Improving the wider determinants of health
 - Health Improvement (3 indicators below)
 - Health Protection

- Health care public health and preventing premature mortality

There are 3 indicators with a strong link to community sport

1. Physical Activity Indicator (measured by Active People Survey)

- ❖ Proportion of adults achieving at least 150 minutes of physical activity per week in accordance with UK CMO recommended guidelines on physical activity
 - number of adults doing at least 150 minutes of at least moderate intensity physical activity per week in bouts of 10 minutes or more.
- ❖ Proportion of adults classified as inactive
 - number of adults who do less than 30 minutes of moderate intensity physical activity per week in bouts of 10 minutes or more

2. Utilisation of Greenspace for exercise/health reasons (measured by Natural England Monitoring Engagement with the Natural Environment Survey)

- ❖ Inclusion of this indicator is recognition of the significance of accessible green space as a wider determinant of public health. There is strong evidence to suggest that green spaces have a beneficial impact on physical and mental wellbeing and cognitive function through both physical access and usage.
- ❖ This will be measured by the number of people reporting that they have taken a visit to greenspace for health or exercise over the previous seven days over the total number of respondents to the survey.

3. Excess weight in Adults (measured nationally by Health Survey for England, soon to be self reported height and weight via Active People Survey)

- ❖ Number of adults classified as overweight or obese.

3.3.5 London Southend Airport

Following its purchase by the Stobart Group in 2008, London Southend Airport embarked on a major redevelopment programme to ensure successful growth and facilitate the reintroduction of a range of intra-European passenger flights. This dovetails with Government aims outlined in the White Paper on airport development and the strategic Thames Gateway development, that envisage the airport playing an important role in travel to the 2012 Olympics and Paralympics in east London.

A major boost for the airport has been in the announcement that easyJet signed a 10 year contract in June 2011 to operate around 70 flights per week from London Southend (which commenced in April 2012). The airline based three aircraft at the airport operating services to 9 business and leisure destinations across Europe. As well as this Aer Lingus Regional have continued their daily route to Waterford and in May 2012 launched a three times daily service to Dublin which offers connections to US destinations. The culture and tourism offer of Southend will be presented to these international markets bringing the potential for increased international visitor awareness of the area as part of a visit to London / England.

The Construction of a new terminal adjacent to the newly created train station is now open and operational. In addition, a new 4 Star Holiday Inn Hotel opened on land adjacent to the airport entrance during autumn 2012. This new 129-bedroom hotel is just a few minutes' walk from the London Southend Airport terminal and railway station. All of these new facilities present fantastic opportunities for the town to showcase its cultural

and leisure facilities encouraging visitors to stay and keep coming back, rather than just passing through.

3.3.6 2012 Olympic, Paralympic Games and Olympic legacy

The London 2012 Games was the sporting event of our lifetime. During the Games athletes inspired local people to embrace Olympic and Paralympic values; creating a sporting legacy that will change our country forever.

We have spent recent years working with partners to deliver a lasting legacy for the Borough from the Games. The Council is a member of the Essex 2012 Olympic Games and Paralympic Games Legacy Partnership that was created and is now led by Essex County Council and has representation on the Essex Strategic Board for a legacy from the London 2012 Olympic and Paralympic Games.

Working with the Legacy partnership our aims for a lasting legacy for the borough are:

- Increasing Physical Activity and Sports Participation levels (including closer alignment to local and national health initiatives)
- Pre Games Training Camps: leveraging Essex's existing infrastructure
- Delivering a successful Cultural Olympiad
- Extending London 2012 Games as a tool to impact on tourism locally
- Maximising the Economic Impact of the 2012 Games
- Promoting skills development in our businesses and workforce
- Supporting Volunteers
- Supporting Learning & Development

Culture and Festivals played a key role in welcoming the world to the London 2012 Olympic and Paralympic Games. Thanks to a committed partnership, some incredible projects and opportunities have been delivered locally through themes of sport, culture, education, volunteering and business. This illustrates how the area is capitalising on the London 2012 Games related opportunities and continues to use this once in a life time opportunity to improve the quality of life in the borough beyond 2012 as well as promoting the town as a thriving cultural destination for visitors before, during and long after the London 2012 Games.

Developing the legacy

In order to build on the legacy from the London 2012 Olympic and Paralympic Games greater collaboration between the Council's Culture Teams and the Enterprise Tourism and Regeneration Team on delivering the goals and objectives set out in both the draft Cultural Strategy and the Economic Development and Tourism Strategy is required.

2012 has shown great evidence of the benefits of collaboration between the Council and external partners in presenting a strong range of events. Internally, the Culture and Tourism Teams have led jointly to deliver projects that have left a lasting impression of new and different events; attracting large and diverse audiences. "Anthem" delivered a completely new experience for the seafront and was regarded as a highlight of the UK Olympic Torch Relay by the BBC correspondents and Olympic funding partners.

Southend-on-Sea will always attract visitors during the summer months and when the weather is fine. Our objectives to deliver a year-round offer to support the economy, introduce new staying audiences and increase participation in culture and sport go beyond our existing programme.

The traditional events programme for Southend needs to evolve to meet a new set of criteria that delivers high value visitors throughout the year rather than a few major events. Support for a new programme of events would be judged on economic impact, cultural value and profile for the destination.

The criteria have been agreed and the Council will act as a commissioning body to source delivery routes rather than deliver events itself. Instead of the Council delivering a major event such as the Air Festival, more resource and support will be given to smaller events that take place through the whole year extending the season and adding value to the economy. Events that bring in staying visitors rather than day trippers and take place when demand is low will be encouraged.

The implementation of the newly agreed commissioning criteria which will seek to deliver a minimum of five cultural / economic targets during the period of this strategy from the following:

- Southend-on-Sea to be shortlisted for UK City of Culture
- Hosting the Turner Prize at the Forum
- Hosting a major cultural conference (e.g. LGA Culture & Tourism conference or equivalent)
- Increase the average value of visitor spend above the national percentage rate
- Increase the number of staying visitors to the town by a total of 10% during the period covered by this strategy
- Build and open the New Museum
- Southend to be cited as one of the top 10 places for a cultural experience in at least one daily newspaper or a magazine with circulation across the United Kingdom
- Host a two week cultural festival attracting local, national and international visitors
- Develop Southend's presence at the Edinburgh Festival by taking a group of local performers either specifically as representatives from Southend-on-Sea or as part of a group representing the East of England
- Development of new cultural events for the borough featuring dance, opera and our maritime heritage
- Development of international participation in cultural events (in particular Sopot, Poland)

Cultural Olympiad Case Study



Bringing together five communities in the East of England, Carnival Crossroads' "East Bound" was a regional arts project that created a carnival extravaganza for London 2012 Festival.

The project was funded by Arts Trust UK, an independent charity set up to build a lasting cultural and sporting legacy of the London 2012 Olympic and Paralympic Games.

Over two years Carnival Crossroads engaged a diverse range of artists to work with hundreds of people from schools and community groups across the East of England to learn and develop their creative skills in carnival and to celebrate in performance at local events and one of the region's biggest outdoor events. Communities came together in Cambridge, Ipswich, Norwich and Southend as well as Luton to create a showcase of their local history, celebrate local pride and tell their story through carnival. The local events were developed and designed by local carnival artists, working alongside five of the UK's best national lead designers and a Brazilian float designer. The project culminated in a 500 strong band of regional participants who came together in the "East Bound" procession at the Luton International Carnival, the final destination of the Olympic Flame before it left the Eastern Region, as part of the London 2012 Festival.

Local participants from Southend worked together in workshops and pop-up Mas Camps with local and national carnival artists to design, create and perform carnival arts, floats, music, dance and costume.

Through this project, UKCCA supported local and regional carnival artists, musicians, dancers and performers by bringing a new dimension to professional carnival art collaboration. Local involvement in the project included:

- Participating in local 'workshops' and later on in pop-up Mas Camps to discover, design and create Southend's carnival story through carnival arts;
- Learning the skills needed to get involved, such as float-making, choreography and costume-making;
- Providing an exciting platform upon which participants were able to showcase their creations and new skills in their local communities and as part of London 2012 Festival performance which took place in Luton on 8th July 2012.

Legacy

As a result of involvement in Carnival Crossroads new artistic partnerships have formed and as a legacy the artists involved have secured new commissions, elements of their project activity is continuing, they have exhibited their work and have been inspired to travel to Brazil to Rio Carnival 2013.

4. Why Culture Matters

Great art and culture inspires us, brings us together and teaches us about ourselves and the world around us. In short, it makes life better.

Cultural activity is a key component for creating the feel-good factor and can help us develop:

The community through:

- Economic regeneration
- Social regeneration and cohesion
- The provision of a local image and helping to establish a community identity
- Offering diversionary activities to help reduce offending behaviour and tackle crime
- Attracting and supporting creative industries
- Nurturing the talent and creativity that exists within the people of Southend
- Attracting investment into the borough
- Preserving our built heritage

Individuals' lives by:

- Improving health and well being
- Increasing social contact
- Supporting education and lifelong learning
- Developing confidence and self-esteem
- Enriching lifetime experiences
- Helping people explore visions, highlight social situations and inspire change.

The role of culture in the design and operation of public space can also have a positive impact in terms of reducing anti-social behaviour; making places safer whether through the use of lighting or by creating spaces that encourages active use and natural surveillance.

Maintaining our present and planning for our future cultural offering is therefore vital for the development of Southend. Cultural activities themselves provide important local employment, but if harnessed effectively, they could also have a significant catalytic effect by improving Southend's image to other high value added companies. There is a body of evidence linking the presence of a 'creative class' in towns and cities with economic success. Towns and cities across the UK with a high proportion of employees in the creative industries tend to exhibit higher levels of productivity.

The strategy continues to use the following 3 critical themes identified within "Culture for a Better Southend" by which it will balance resources to achieve a strong, vibrant and sustainable future.

Our Community – Providing for our current community and visitors

Our Town – Maintaining our infrastructure and maximising its use to ensure optimum effectiveness

Our Future – Developing initiatives to meet our vision

5. WHAT OUR COMMUNITY TOLD US

As a result of the increasing number and range of events, activities and cultural opportunities on offer, the Borough has been experiencing a year on year increase in the number of people using its cultural facilities; during 2010 /11 there were in excess of 3.5m attendances at cultural events and activities hosted by the Council and affiliated groups in the Borough:

MADE UP OF:

· Focal Point Gallery; event & workshop attendances	36,585
· Attendances at Southend Theatres	376,384
· Visits to libraries	941,827
· Attendance at Music concerts	39,023
· Visits to “Metal “ projects	42,059
· Visits to Museums	79,019
· Bandstand attendances	4,720
· Attendances at Olympic activities	6,250
· Use of Council owned sports & leisure centres	1,931,945
· Attendance at other Council run/ affiliated cultural events	61,352
· Attendance at “Out of the Box” events	2,986
TOTAL	3,522,150

We know that through the Place Survey, our local community has experienced high levels of satisfaction with the Cultural facilities in the Borough; we want to make sure that we continue to meet the cultural needs, desires and aspirations of our local community and visitors to the Borough, providing them with every opportunity to experience culture in a way that is meaningful to them.

During the summer of 2011 we asked our residents and visitors to tell us about the cultural services they used, things that can make it difficult to participate in the full range of activities on offer and to identify any areas for improvement.

From the feedback received the majority of people felt that there were enough cultural events and activities that met their needs but that further development could be made in the following areas:

- Greater number of community events, such as Village Green
- Increase in the number, quality and scale of music events and festivals
- Higher quality plays and cinema screenings
- Better advertising of events
- Greater investment in parks, natural habitats, local arts and heritage

Timing of events, transport, childcare and financial reasons were all cited as the main areas that made it more difficult for people to participate in cultural events and activities.

We have used this feedback to help inform our key strategic objectives and to help us to identify the actions we can take to ensure our residents and visitors have the best possible opportunity to experience the cultural facilities, events and activities they have on their doorstep.

6. THE VISION FOR AN IMPROVED SERVICE

The Cultural Vision for Southend

As the largest conurbation in the East of England and the closest seaside resort to London, Southend has many distinctive characteristics. Not least the Pier & Beaches, our fascinating museums, a library service within the top 10 most visited in the country, our many events and activities, 1,000 acres of picturesque, award winning parks and open spaces, its historic buildings, treasured arts, the relocation of The South Essex College and the University of Essex's developing a summer Media & Creative Arts Festival and cultural hub in the town, the Saxon King discovery, many leisure facilities including 3 swimming pools, great shopping facilities, and much more. Its therefore not surprising that our community values our cultural offering and that we attract over 6 million visitors per year.

Southend's cultural offering is not just about providing activities, it is also an essential element in supporting our community's physical, mental, social and economic wellbeing. A recent economic impact study has identified that the cultural services offered by the Council and its many partner's generate £161 million and 2800 jobs for the local community each year. Its diversionary activities have helped reduce crime rates; Support and nurturing for creative industries have helped develop our economy. Our facilities help improve individual's mental and physical wellbeing. Culture is a vital and integral part of our plans for a vibrant and thriving Southend. It is our vision to build on this firm footing and for:

Southend to be recognised as the cultural capital of the East of England

Culture and Heritage are becoming increasingly important elements to Southend's economy. A strong and vibrant cultural infrastructure can play a major part in driving regeneration, economic growth, stimulating investment and improving the physical landscape. Indeed, growth in the Creative Industries can be a key determinant of growth potential in other sectors. Places with a high-growth Creative Industries sector are also places with a distinctive mix of activities, which stimulates wider interest in an area, making a place more attractive to live and do business in. Southend can be a cultural capital of the East of England, and indeed has much in place to succeed in this aim, but it needs more to diversify the cultural and tourism offer.

Many opportunities now exist to significantly improve the cultural landscape of Southend with a number of high-profile projects; many of them located in Central Southend, all complementary. Impetus is provided by an expanding University which has merged with East 15, an internationally recognised school of performing arts who now have a permanent base in Southend. The next phase of University development is the creation a new cultural quarter including the new £27m library and gallery space in partnership with the Council and South Essex College. A home for the Saxon King can become a major new heritage attraction, and there is potential for a world class digital gallery which could be a focus of research innovation and technology.

6.2 Working towards our vision

Working towards our vision we will address the barriers preventing increased participation, help regenerate the borough and make Southend a place where the community is justifiably proud of where it lives, works and plays.

In order to focus on the benefits that culture brings to our community, we have identified the following strategic objectives which cover our main challenges, connect us with local people's views and help us monitor how well we are achieving our plans:

- ❖ Increase the levels of engagement and participation in the cultural activities of the local population, including sport & leisure
- ❖ Develop new opportunities for all, including the disadvantaged, to participate in cultural activities
- ❖ Development of active volunteering across cultural services
- ❖ Deliver a lasting sporting and cultural legacy from the London 2012 Olympic and Paralympic Games
- ❖ Develop and support events that add to the tourism offer and contribute to the economic vitality of the Borough
- ❖ Deliver a new municipal 21st Century Library & Library Service
- ❖ Deliver a new Public Square with an outdoor Big Screen for screenings and viewings and cultural activity within the Town Centre
- ❖ Support the Council in the delivery of its Public Health function, specifically in relation to physical activity and supporting general well being
- ❖ Support the Borough in becoming an innovative and resilient economy that attracts high quality businesses, retains knowledge and nurtures a diverse and sustainable economic base.
- ❖ Raise the profile of Cultural Services in Southend-on-Sea by creating a thriving and creative regional centre where people want to live, work and visit
- ❖ Maintain and develop our cultural heritage, museums and award winning parks and open spaces
- ❖ Pursue opportunities which further our ambition for the provision of a new museum along the Cliffs
- ❖ Develop and implement a commissioning model for the delivery of economic, cultural and tourism events which support the borough as a year round visitor destination.

7. WHAT ARE SOUTHEND'S PRIORITIES?

Our previous strategy "Culture for a Better Southend" recognised that in order to achieve our vision we need to concentrate our resources in three major areas:

- **Our Community** – Providing for our current community and visitors
- **Our Cultural Town** – Maintaining our infrastructure and maximising its use to ensure optimum effectiveness
- **Our Cultural Future** – Developing future initiatives to improve the Borough's cultural offering

These areas are still important and relevant today. The following pages outline how we will address our strategic objectives within the three areas identified.

7.1 OUR COMMUNITY

What do we know about our community?

These numbers may be updated since the report – census etc

- ❖ 165,300 people - expected to grow to 177,000 by 2020 and 191,000 by 2030 (ONS Population projections 2010 – 2030)
- ❖ 10.1% of residents are non-white (national average is 12.5%)
- ❖ Life expectancy: 77.5 for Men and 82.3 for Women
- ❖ Residents in the 'healthiest' wards can expect to live up to 8.8 years longer than those in the least healthy
- ❖ 18.1% of Year 6 children are classified as obese.
- ❖ A higher percentage than average of pupils spend at least three hours each week on school sport.
- ❖ At 26.4% the level of adult smoking in Southend is worse than the England average.
- ❖ 13.2% of people aged 16-64 have no qualifications compared to 11.3% nationally.
- ❖ 5.1% of our young people aged 16-18's year olds are not in education, employment or training, compared to 7.3% nationally (DfE, Nov 2011)
- ❖ 25% of the working population work in financial services, IT and business activities, 32% in public services and a further 9% in manufacturing and construction. (NOMIS 2008)
- ❖ 5.2% of working age residents claim unemployment benefits compared to 3.9% nationally (Dec. 2011)
- ❖ 279 Looked after Children (higher than national average)
- ❖ 21% of residents are involved in active volunteering in the borough

As the largest conurbation in the East of England with an increasing student population and a growing black and minority ethnic community, culture has never been so important.

“Providing for our current community and visitors”

What does the community say?

- ❖ 80% of residents are satisfied with Southend as a place to live.
- ❖ 40% of citizens thought we actively seek to meet the changing needs of the community
- ❖ Satisfaction with the Council's cultural services remains high:
 - Parks & Open Spaces 83%
 - Libraries 79%
 - Theatres / Concert Halls 70%
 - Museums / Galleries 54%
 - Sports / Leisure Facilities 53%
- ❖ We need to improve the way we advertise our cultural events/ activities and facilities

What are our priorities for culture to help improve our community?

- ❖ Increase the levels of engagement and participation in the cultural activities of the local population, including sport & leisure
- ❖ Develop new opportunities for all, including the disadvantaged, to participate in cultural activities
- ❖ Deliver a lasting sporting and cultural legacy from the London 2012 Olympic and Paralympic Games
- ❖ Promoting and ensuring health & wellbeing
- ❖ Promote volunteering opportunities across our cultural services

7.2 OUR CULTURAL TOWN

What do we know about our Cultural Town?

- ❖ Shopping, leisure and cultural facilities serving the needs of 350,000 people who live in South East Essex.
- ❖ Pockets of high deprivation sit alongside wealthy areas.
- ❖ Largest Conurbation in the East of England
- ❖ 4 Council owned leisure & fitness centres
- ❖ 6,500 companies in the borough with 10 major employers
- ❖ Southend Pier, the longest pleasure pier in the world
- ❖ 5.5 million visitors each year, bringing in £350m to the local economy
- ❖ 2 Art galleries
- ❖ 6 Branch libraries within the community
- ❖ 3 Council owned swimming pools
- ❖ World class Swimming & Diving Centre
- ❖ 1,000 acres of parkland & Open spaces, including 4 Green Flag Parks
- ❖ Many cultural diversionary activities for young people
- ❖ Many festivals, shows & carnivals
- ❖ Many cultural social inclusion projects
- ❖ Some of the finest beaches in the East of England
- ❖ Marine Activity & Sports Centre
- ❖ 2 active regional theatres
- ❖ 3 branch museums in listed buildings
- ❖ Cultural hub in town centre
- ❖ Multicultural Festival celebrating Black History
- ❖ Many treasures including the Saxon King
- ❖ 150 listed buildings in the borough
- ❖ Strong partnerships within the culture, sport and educational sectors
- ❖ Large influx of residential and day students from University
- ❖ Internationally acclaimed Boys and Girls Choirs

Southend has excellent leisure and cultural opportunities, relatively low crime rates, is a major centre for employment and shopping, high performing schools, excellent health facilities and excellent public transport links

“ Maintaining our infrastructure and maximising its use to ensure optimum effectiveness ”

What does the community say?

- ❖ Over 3.5 million attendances at sport & cultural events in the borough each year
- ❖ 942,000 library visits each year – One of the top 10 for number of books / loans issued
- ❖ Over 120,000 visits to our Museums and Galleries each year (including Focal Point Gallery)
- ❖ Declared Monthly Usage of services(Place Survey 2009): Parks 71%, Libraries 37%, Leisure Centres 28%, Theatres 15%, Museums & Galleries 9%

What are our priorities for culture to help improve our Town?

- ❖ **Protect & enhance our natural and built heritage**
- ❖ **Maintain and develop our cultural heritage, Museums and award winning parks and open spaces**
- ❖ **Support our cultural partners**
- ❖ **Nurture and support our cultural industries**
- ❖ **Raise the profile of Cultural Services in Southend-on-Sea by creating a thriving and creative regional centre where people want to live, work and visit**

7.3 OUR CULTURAL FUTURE

What do we know about our Cultural Future?

- ❖ Population expected to grow to expected to grow to 177,000 by 2020 and 191,000 by 2030
- ❖ Redeveloped London Southend Airport extending the Borough's reach across Europe
- ❖ Increasing Student population
- ❖ Lasting legacy from London 2012 Olympic & Paralympic Games
- ❖ Redevelopment of the Pier
- ❖ Elmer Square development delivering:
 - New municipal Library, The Forum, being built in partnership with South Essex College & University of Essex
 - Relocation of Focal Point Gallery to the Forum
 - Outside cultural space and Big Screen
- ❖ 2 Arts Council funded National Portfolio Organisations (Metal & Focal Point Gallery)
- ❖ Creation of Music Education Hubs
- ❖ Branch Libraries need large investment in buildings
- ❖ Central Museum & Beecroft Art Gallery unsuitable for modern exhibitions
- ❖ Re-opening of the refurbished Prittlewell Priory and its new Visitor Centre
- ❖ Digital Exploration Centre continuing as an emerging and important player in the world of creative technology
- ❖ Developments within our open spaces through the Belfairs Woodland Resource Centre & Gunners Park Heritage Centre
- ❖ Stabilisation of the cliff slip on the sea front which will eventually provide a site for the town's proposed new museum
- ❖ Need to help the University of Essex to retain cultural graduates within the borough
- ❖ Need to attract arts and sport organisations into the borough
- ❖ Opportunities for greater alignment of our Museums and Libraries

Culture in Southend is set for further positive developments as a key driver for the social and economic regeneration of the town.

“Developing future initiatives to improve the Boroughs cultural offering”

What does the community say?

“Southend is a great place to live work and visit and we would like it to be even better”

What are our priorities to improve our cultural future?

- ❖ **Establish, nurture and support cultural partnerships to achieve more than we can alone.**
- ❖ **Pursue opportunities which further our ambition for the provision of a new museum along the Cliffs.**
- ❖ **Deliver a new municipal 21st Century Library & Library Service in partnership with Essex University & South Essex College**
- ❖ **Deliver a thriving cultural centre at the end of Southend Pier**
- ❖ **Enhance and develop our Green infrastructure**

STRATEGIC ACTION PLAN – ‘Culture-on-Sea’

Our Community – Providing for our current community & visitors	
Ref	Action
C 1	To work in partnership with the Health and Well Being Board , Primary Care Trust and other partners to use sport and culture in improving the health of the community
C 2	To improve the quality of life and wellbeing of young people by continuing to introduce a range of new cultural activities
C 3	To promote the health and lifelong learning for all age groups by providing specific projects or courses
C 4	To utilise our skills and facilities as a portal to promote and convey health related messages
C 5	To promote the use of and development of Allotments
C 6	Establish and ongoing programme of projects for older people including reminiscence work
C 7	To develop a series of arts and cultural programmes targeted at hard to reach and disadvantaged groups within the community
C 8	For our Young Peoples and Connexions Services to operate a network of safe and enjoyable youth centres for young people across the borough
C 9	To support our services and provide cultural opportunities for the residents of Southend by developing the use of volunteers
C 10	To promote the opportunities to exercise the mind and body and to develop increased confidences, competences and capabilities in our local community
C 11	To ensure a wide range of activities are accessible to families on low incomes and older people by raising the profile of the Advantage Card
C 12	To create cultural training opportunities for young people in the borough
C13	To make a contribution to reducing crime, offending behaviour, and related social problems through cultural activity
C 14	To promote, develop and encourage programmes which increase involvement with cultural activity through direct participation
C 15	To value diversity and enhance the participation of black minority ethnic groups

C 16	To generate a strong sense of civic pride and community identity throughout the borough
C 17	To develop programmes that promote cultural diversity and create opportunities to explore other cultures in partnership with local community groups
C 18	To regularly monitor the economic benefits of the cultural sector on the local community
C 19	To deliver a lasting cultural and sporting legacy from the London 2012 Olympic and Paralympic Games
C 20	To maintain existing and develop new cultural opportunities, activities and events across the borough for residents and visitors
C 21	To develop cultural based projects in the priority wards of the borough in order to help develop those communities
C 22	To develop a marketing strategy to convey the cultural provision and reposition the borough as a centre of cultural activity and excellence
C 23	To challenge stereotypical perceptions of the town and encourage investment and development
C 24	To promote the Thames Estuary as an environmental, recreational and historical resource

STRATEGIC ACTION PLAN – ‘Culture-on-Sea

OUR CULTURAL TOWN - Maintaining our infrastructure	
Ref	Action
T 1	To continue enhancing our existing parks and open spaces by investing in the infrastructure Develop Southchurch Hall Gardens Gunners Park Heritage Centre Belfairs Woodland Resource Centre in partnership with Essex Wildlife Trust and other third sector organisations
T 2	To provide facilities and oversee the governance of community run community centres and sports pitches
T 3	To enhance collaborative working between museums, libraries and galleries
T 4	To work with regional partners, the private sector, and local organisations to maximise funding opportunities
T 5	To create a cultural infrastructure recognised as being of regional significance
T 6	Work with Southend Education Trust and Metal in the creation and delivery of a Music Education Hub for the Borough
T 7	Utilise the Section 106 agreement to support the development of public cultural provisions
T 8	To regularly consult with customers and other stakeholders to help develop and target services
T 9	To continue to promote and run activities that encourage physical activity
T 10	To safeguard our heritage and maintain our conservation areas through interpretation of historic sites and use of planning procedures and checks.
T 11	To safeguard and protect our natural environment by managing nature reserve sites for wildlife as their first priority, by environmentally sensitive management of other sites and by education.
T 12	To ensure equality and diversity within all of our services, policies and strategies
T 13	To maximise the opportunities that information technology can bring to our customers and services
T 14	To develop multicultural links with clear outcomes with European partners

STRATEGIC ACTION PLAN – ‘Culture-on-Sea’

	OUR CULTURAL FUTURE - Developing future initiatives to improve the Boroughs cultural offering
Ref	Action
F 1	To increase cultural opportunities by attracting and accommodating arts and cultural organisations like “Metal” and Focal Point Gallery into the borough
F 2	To Work with the University of Essex, South Essex College in the delivery of “The Forum”, our new municipal library and cultural hub within the Town Centre
F 3	Work with a range of partners to foster the development and attract new cultural industries into the borough
F 4	To develop a state of the art museum and gallery facility to accommodate the Saxon king discoveries and our existing Central Museum and Beecroft Art Gallery
F 5	To deliver a cultural centre and programme of activities along the newly refurbished Southend Pier
F 6	To increase the number of visitors to the town through the provision of a high range of quality leisure and cultural opportunities
F 7	To attract new visitors to Pier & Beaches, Parks, Museums, Leisure Centres and Libraries by the achievement of quality awards and through positive marketing
F 8	To enhance services by developing strong partnership relationships with our contractors and trust providers
F 9	To enhance and protect the environmental richness of the borough
F 10	Maximise opportunities from increased passengers to London Southend Airport to promote the Borough’s rich cultural assets, encouraging new and repeat visitors to the town.