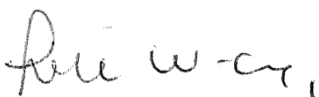


Date of issue: Wednesday, 2 September 2020

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Dhaliwal (Chair), Mohammad (Vice-Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar, and R Sandhu)
DATE AND TIME:	THURSDAY, 10TH SEPTEMBER, 2020 AT 6.30 PM
VENUE:	VIRTUAL MEETING
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	JANINE JENKINSON 07511 048 406

NOTICE OF MEETING

You are requested to attend the above meeting at the time and date indicated to deal with the business set out in the following agenda.



JOSIE WRAGG
Chief Executive

AGENDA

PART I

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

1. Declarations of Interest

-

-

All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Last Meeting held on 9th July 2020	1 - 12	-
SCRUTINY ISSUES			
3.	Member Questions <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
4.	Revenue Financial Budget Monitoring - Quarter 1 2020/21	To follow	All
5.	Capital Monitoring Report - Quarter 1 2020/21	To follow	All
6.	Centre of Slough Regeneration Framework Masterplan	13 - 190	Central, Chalvey and Elliman
7.	Slough Local Plan Consultation on Proposed Spatial Strategy	191 - 198	All

MATTERS FOR INFORMATION

8.	Performance & Projects Report: Quarter 1 2020/21	To follow	All
9.	O&S Committee - Forward Work Programme 2020/21	199 - 214	All
10.	Members' Attendance Record 2020/21	215 - 216	-
11.	Date of Next Meeting - 4th November 2020	-	-

Press and Public

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view):

<http://www.slough.gov.uk/moderngov/mgCalendarMonthView.aspx?GL=1&bcr=1>

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain. The press and public will not be able to view any matters considered during Part II of the agenda.



Overview & Scrutiny Committee – Meeting held on Thursday, 9th July, 2020.

Present:- Councillors Dhaliwal (Chair), Mohammad (Vice-Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar, and R Sandhu (until 7.30pm)

Apologies for Absence:- Councillor Sarfraz (currently on maternity leave)

PART I

12. Declarations of Interest

None were declared.

13. Minutes of the Last Meeting held on 11 June 2020

Resolved - That the minutes of the meeting held on 11th June 2020 be approved as a correct record.

14. Member Questions

None had been received.

15. Slough Violence Task Force

The Group Manager - Community Safety introduced a report that provided an update on the work of the Slough Violence Task Force.

The Task Force had been formed in October 2019 to provide a multi-agency, co-ordinated approach to address the issue of serious violence in Slough. It brought together a range of partners from Health, Children and Adult services, Safer Slough Partnership, Youth Services, and the voluntary sector to focus on tackling the issue.

Three sub groups had been formed (Data and Insight, Violence Reduction Interventions and Communications) in order to work across a range of statutory and voluntary groups to understand and identify the causes of violence, map the current provision of service delivery, and to create a communications plan. The findings of the three sub groups were used to inform the creation of a live action plan. The plan was an evolving document and was used as a project management tool.

In concluding, the presentation the Group Manager – Community Safety informed Members that whilst work of the Task Force had continued throughout the Covid-19 pandemic, officers were acutely aware that the landscape was continually changing and there was a need to reflect and review as the Task Force moved forward. Work was ongoing to adapt

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processes, form new projects and establish interventions to reduce the impact of violence in Slough.

The Chair then invited comments and questions from Members.

During the course of the discussion, the following points were raised:

- A Member asked how the work of the Task Force had progressed during the Covid-19 lockdown period. What challenges the Task Force had faced and what it had achieved to date. It was explained that work had been focussed on building effective partnership working to improve communication and establish interventions.
- In relation to early intervention strategies, a Member asked if work was being undertaken with both primary and junior aged school pupils. It was confirmed that the Interventions sub group actively engaged with both primary and junior school aged pupils. In addition, work with the voluntary sector and the Youth Parliament was being developed.
- It was queried if Slough had a similar level of violence to other areas in the Thames Valley. It was confirmed that Slough was comparable to neighbouring areas. In some respects Slough was safer than nearby areas in the Thames Valley and London; however Slough faced particular challenges, which the Task Force aimed to address.
- A Member requested some information about the total crime figures for Slough compared to nearby Oxford, Reading and Milton Keynes. The Group Manager - Community Safety agreed to circulate the information to the Committee.
- It was asked what impact the Task Force had on the level of violence in Slough. It was explained that the work of the Task Force was developing and data to demonstrate impact was not yet available.
- A Member asked what was being done to tackle the issue of knife crime in Slough. It was explained that knife crime was a global challenge and a complex issue to resolve. The Task Force had adopted a collaborative approach and would be undertaking work with young people to address the issue in Slough.
- The Committee was informed that clear communication with residents was central to the work of the Task Force and a number of media platforms such as Facebook, Twitter and the Council's web site were being used to engage with the community.
- A Member asked if an increase in the number of police officers in Slough would reduce levels of violence. It was explained that whilst sufficient police resource was important, it was not possible to 'police our way out of knife crime and violence' and that adopting a 'Public Health approach' by developing strategies to divert young people away from knife crime and violence were crucial in tackling these issues.

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- A Member asked what the average police response attendance time was. It was explained that this question would be best addressed by the Chief Constable when he next attended an Overview and Scrutiny Committee meeting.
- It was queried if the installation of additional CCTV in Salt Hill Park would assist in reducing crime. It was explained that often parks did not have suitable lightning and this inhibited the effectiveness of CCTV; police monitoring of parks and open spaces was considered as a more effective solution.
- A Member asked how the impact of the Task Force would be measured. It was explained that the work was being undertaken to understand the data available. The Task Force would be considering performance monitoring and working with partner agencies to establish a suitable metric to monitor levels of violent crime. The data collated by the Safer Slough Partnership would be used as a baseline to inform the future work of the Task Force.
- With regard to early interventions, it was queried if young people were made aware of the impact of illegal substance misuse. Members were informed that a 'Choices Programme' was being rolled out in primary and secondary schools in Slough to educate pupils about the consequences of making 'good' and 'bad' choices.
- A Member suggested that when police responded to a report of crime, they should do so without using a car siren, as this provided the offender with an opportunity to run away from the scene. It was suggested that this comment be addressed by the Chief Constable when he next attended an Overview and Scrutiny Committee meeting.
- A Member requested information about the uptake of apprenticeships by young people who had been permanently excluded from school. The Group Manager - Community Safety agreed to contact the Service Lead, Communities and Leisure for details and to circulate a response to the Committee.

(Councillor R Sandhu left the meeting)

The Chair thanked the Group Manager - Community Safety for the presentation and report.

Resolved –

- (a) That the report be noted.
- (b) That the Group Manager – Community Safety be requested to circulate the additional information requested, as detailed above, to the Committee.

16. Slough Inclusive Growth Strategy

The Economic Development Manager introduced a report that summarised the Slough Inclusive Growth Strategy and sought comments from the Committee to feed into the Action Plan that was currently being developed.

Members were informed that the Inclusive Growth Strategy provided a strategic framework for the Council to develop and deliver key initiatives to support the local economy to grow, flourish and succeed.

The Chair invited Members to comment and ask questions.

During the course of the discussion, the following points were raised:

- A Member commented that the Strategy document was too lengthy and unwieldy and therefore it was unlikely to be read by residents. In addition, concern was raised that it lacked detailed data to provide an overview of the current economic landscape. It was suggested that the document be edited, so that it could be easily understood and used by members of the community.
- Concern was raised that the Action Plan lacked reference to the current economic circumstances faced by Slough residents in light of Covid-19. It was highlighted that there were currently 19,000 people in Slough furloughed, facing the possibility of redundancy at the end of the Government's furlough scheme. It was requested that Council officers sought information from local employers about the anticipated number of redundancies in Slough at the end of the furlough scheme.
- A Member noted that Heathrow Airport, referenced as a 'strategic partner' in the Strategy was currently contracting and unlikely to generate additional employment opportunities in the short-medium term. It was highlighted that protecting jobs should be a key priority of the Council. It was requested that Council officers established a clear picture of the local economy prior to the Regeneration, Economy and Skills Board meeting scheduled to be held on 28th July 2020.
- The Committee was informed that officers were currently in the process of creating a Slough Inclusive Growth Strategy summary document that would soon be available on the Council's website. The summary document would present data and information in a digestible format. Slough Borough Council's Chief Executive was in the process of collating local employment and projected redundancy data to present to the Regeneration, Economy and Skills Board on 28th July 2020. The Council had set up a Response and Recovery Team and it was agreed that the Economic Development Manager would circulate information to the Committee regarding the actions taken by the Team to mitigate

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the loss of jobs in Slough. With regard to the role of Heathrow Airport, it was reported that Council officers would be attending a round table meeting with Heathrow representatives and discussions would be held regarding the types of support and interventions Heathrow could put in place and how the Council could work with Heathrow to retain jobs in Slough. The importance of understanding business and supply chains would be highlighted. In addition, Heathrow would be asked to indicate what interventions and support they could provide to mitigate the detrimental social impact of job losses.

- A Member asked how the Strategy would promote the revival of Slough high street. It was explained that officers were working with the Slough Business Improvement District Town Centre Manager to regenerate the high street. It was highlighted that the revival of Slough high street was a key priority of the Strategy and was at the forefront of the delivery of the Action Plan. The Economic Development Manager agreed to extract the relevant section in the Action Plan and circulate it to the Committee.
- A Member asked if the Council had used all of its Apprenticeship Levy funding. It was agreed that the Economic Development Manager would seek this information from the Council's HR department and circulate the data to the Committee.
- It was reported that discussions were currently being held about establishing Further Education providers in the Borough and degree apprenticeships; the Strategy would be focussed on utilising both Higher Education and Further Education providers.
- Referring to the Risk Management table set out in section 4 of the report, the Economic Development Manager was asked to elaborate on the risk relating to the Regeneration, Economy and Skills Board. It was explained that there was a need to ensure the right representation of partners were present on the Board to support the implementation of the Strategy.
- Clarification was sought regarding the reference to 'Slough 2040 Vision'. It was explained that this related to the long-term future and vision for Slough and the importance of aligning all of the Council's strategies. Councillors would be receiving an invite to the Slough 2040 Vision Conference being held on 27th July 2020.
- A Member requested that measurable targets for the Regeneration, Economy and Skills Board be set. It was explained that the Board would be creating targets to ensure its objects were delivered.
- In relation to page 13 of the Strategy document 'Digging Deeper: People & Skills' and the reference 'Slough's success in attracting skilled migrant labour from far and wide'. It was noted that Brexit would have implications for the local labour market and Slough's ability to

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attract international talent. In addition, the importance of 'home grown talent' was acknowledged. It was agreed that these matters would be referenced at the Regeneration, Economy and Skills Board meeting on 28th July 2020.

- A Member commended the information set out on page 16 of the Strategy in relation to 'Slough's 3 key drivers of future growth'.
- It was highlighted that traffic congestion and access in Slough was a key challenge that needed to be addressed by the Inclusive Growth Strategy. It was requested that this matter be referenced at the Regeneration, Economy and Skills Board meeting on 28th July 2020.
- Referring to page 50 of the Strategy document, it was requested that 'Overview and Scrutiny Committee' be added to the list of 'key performance and monitoring forums'.
- In order to engage with residents, a Member urged officers to streamline the number of strategy documents produced and to ensure that information in the public domain could be readily understood by residents.

On behalf of the Committee, the Chair thanked the Economic Development Manager for the comprehensive report.

Resolved –

- (a) That the Economic Development Manager be requested to provide the requested additional information, as detailed above, to the Committee.
- (b) That the comments raised, as detailed above, be referenced at the Regeneration, Economy and Skills Board meeting scheduled to be held on 28th July 2020.
- (c) That the comments raised during the discussion, as detailed above, be used to inform the strategic priorities of the Inclusive Growth Strategy and Action Plan.

17. Capital Monitoring Report at 31st March 2020

The Director of Finance and Resources (Section 151) introduced a report that provided a summary of spend against capital budget for the 2019-20 financial year, as at the end of March 2020, and set out the 2020-21 Capital Programme.

Members were referred to the main items of Capital Programme expenditure set out in the table in section 5 of the report.

The Chair invited Members to comment and ask questions.

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During the course of the discussion, the following points were raised:

- A Member requested information regarding the commercial rent received from the Council owned Odeon cinema in Basingstoke. The Interim Head of Financial Management agreed to circulate the commercially sensitive information to the Committee outside of the meeting. It was confirmed that during the Covid-10 pandemic the Council had continued to receive the commercial rents owed.
- Additional information was sought regarding the procurement of a new refuse fleet and the cemetery extension project. It was explained that refuse fleet vehicles had an optimum lifespan, and the assets were replaced on a revolving programme. Refuse fleet vehicles had a 7-10 year life cycle, after which time it became uneconomical to fix vehicles needing repair. In relation to the cemetery expansion, the Committee was informed that the expansion was necessary to meet the predicted increase in demand. It was predicted that up until 2060 there would be a continuous 33% increase in number of burials and cremations in Slough. In the prior years approximately £4 million had been spend on new abatement equipment installed at the crematory. The expansion had been rolled out in three phases, with the final phase completing in the 2020/21 financial year.
- A Member asked if the recent statement from the Chancellor of the Exchequer had announced any funding for local government to assist with the funding gap created by the impact of Covid-19. The Director of Finance and Resources (Section 151) reported that no additional funding had been referenced in the recent statement. Local authorities were awaiting details of the £500 billion allocation which had previously been announced by the Chancellor.
- It was queried if any of the refuse fleet were electric vehicles. It was explained that there were currently no electric vehicles. In 2017, when the fleet had previously been replaced, there had been concern that there was insufficient infrastructure to maintain and repair electric vehicles. The availability of technology had now improved, so the purchase of electric vehicles may be considered in the future.

Resolved –

- (a) That the report and revised 2020-21 budget, as set out in Appendix C and D of the report, be noted.
- (b) That the Interim Head of Financial Management be request to circulate information to the Committee regarding the commercial rent received from the Council owned Odeon cinema in Basingstoke.

18. Revenue Budget Monitoring Report 2019-20 Provisional (Year End) Position

The Director of Finance and Resources (Section 151) introduced a report that provided an update on the provisional financial position of the Council's Revenue Account for 2019-20 financial year.

The 2019-20 approved net budget for the Council was £108.781 million. The provisional total net expenditure was £108.731 million. This gave a provisional surplus of £0.050 million, which was £2.304 million more favourable than the previously forecasted projections reported at the last quarter.

The Housing Revenue Account (HRA) provisional outturn position was £38.828 million against a provisional income of £35.980 this resulted in a provisional net deficit for the HRA of £2.848 million. The deficit would be made up by a planned contribution from the housing reserves. It was explained that the HRA was a statutory ring-fenced account and any balances at the end of the year had to be carried forward within the account to the next year.

The Chair invited Members to comment and ask questions.

During the course of the discussion, the following points were raised:

- Clarification was sought regarding the relationship of the Children's Trust and the Council. It was explained that the Children's Trust was an independent company established by the Department for Education (DfE) to run children's services. When the Trust was initially set up the Council had provided two months funding in advance, which meant that the Trust now owed a liability to the Council. The Trust had indicated that it would find it very difficult to repay this debt at contract end, due to finish in October 2021. The Council had entered into discussions with the DfE concerning the financial liability. It was the Council's view that the Trust was an independent company set up by the DfE; therefore any outstanding debts at contract end should be met by the Secretary of State for Education. Members were assured that they would be updated on this matter on a regular basis.
- A Member requested some information regarding the Council's current spend on: bus service provision in Slough, and adult learning and skills. The Interim Head of Financial Management agreed to circulate this information to the Committee.
- Members were informed that a Council Budget Book had been published to the Council's website. It was agreed that a link to the web page would be circulated to the Committee.

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- Information regarding the number of Section 106 write-offs was requested. Members were informed that no Section 106 funding had been written-off and monies were always used within the specified timescales.
- In relation to Slough Children's Trust it was reported that officers held discussions with the Trust regularly to monitor and scrutinise budget spends. It was noted that the services of the Trust were demand led and there was a concern that following the lifting of the lockdown restrictions there may be an increase in the number of safeguarding referrals.
- It was asked what steps were taken to minimise the number of debts 'written-off' by the Council. It was explained that a pragmatic 'holistic' approach was adopted to work with debtors. In view of the difficult circumstances being experienced by many residents during the Covid-19 lockdown period the Council had not taken any enforcement action, rather 'softer' reminder letters had been sent. It was explained that every effort was made to recover money owed; however if the debtor was untraceable or had absconded it became uneconomical to pursue. Debts remained on the Council's system in perpetuity and would be followed up if a debtor reappeared.

Resolved –

- (a) That the Interim Head of Financial Management be request to circulate information to the Committee regarding the Council's current spend on adults learning and skills and bus service provision.
- (b) That the Interim Head of Financial Management be requested to provide Members with a web link to the Council's Budget Book.
- (c) That the Committee noted the following:
 - I. The reported underlying provisional financial position of the Council for the year ending 2019-20;
 - II. The Council's provisional reserve balances for the year end 2019-20;
 - III. The budget transfer (virements) for 2019-20 as detailed in section 9 of the report; and
 - IV. The write-offs for the last financial quarter 2019-20 as detailed in section 10 of the report.

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19. SBC Draft Annual Report 2019-20

The Policy Insight Manager introduced a report that presented a draft of the Annual Report 2019-20 setting out the Council's progress and achievements against the Five Year Plan.

The Chair highlight the above national average achievement of schools in Slough providing Early Years Foundation Stage education, as set out in the Leader of the Council's foreword on page 197 of the report. In addition, referring to the introduction provided by the Chief Executive, the Chair highlighted that the Council had maintained key services during the Covid-19 lockdown period.

The Chair, on behalf of the Committee, wished to thank Slough Borough Council staff for their hard work during the Covid-19 lockdown period.

Resolved – That the report be noted.

20. Performance & Projects Report: Quarter 3 and 4 2019/20

Consideration was given to the Council's performance during Quarter 3 and 4 of the 2019/20 financial year, as measured by the performance indicators within the balanced scorecard, the projects progress status, and the update against Manifesto Commitments.

A Member highlighted that there had been a reduction in the overall recycling rate from 26.1% in Quarter 2 to 21.9% in Quarter 3. Concern was raised regarding the low percentage of residents recycling waste, and it was suggested that this matter be given further consideration by the Neighbourhoods and Community Services Scrutiny Panel.

Resolved –

(a) That the Council's performance during Quarter 3 and 4 of the 2019/20 financial year, as measured by the performance indicators within the balanced scorecard, the projects progress status, and an update against the Manifesto Commitments be noted.

(b) That the issue of reduced recycling rates be referred to the Neighbourhoods and Community Services Scrutiny Panel for further consideration.

21. Annual Petitions Report 2019/20

Resolved – That the Annual Petitions Report 2019/20 be noted.

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22. Forward Work Programme 2020/21

The Chair requested that a Frimley Park Hospital representative be invited to attend a future Committee meeting to provide a report on the impact of Covid -19 in Slough.

Resolved –

- (a) That the Policy Insight Manager be requested to schedule a report from Frimley Park Hospital in the Forward Work Programme.
- (b) That subject to the inclusion of the item detailed above, the Forward Work Programme be agreed, as set out in Appendix A of the report.

23. Members' Attendance Record 2020/21

Resolved - That the details of the Members' Attendance Record be noted.

24. Date of Next Meeting - 10 September 2020

Resolved – That the date of the next meeting was confirmed as 10th September 2020.

Chair

(Note: Due to a technical delay the meeting opened at 6.40 pm and closed at 8.56 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 10th September 2020

CONTACT OFFICER: Kassandra Polyzoides, Service Lead Regeneration Development

(For all Enquiries) 01753 – 875043

WARD(S): Central, Chalvey & Elliman

PART I

FOR COMMENT & CONSIDERATION

CENTRE OF SLOUGH: REGENERATION FRAMEWORK MASTERPLAN

1 Purpose of Report

- 1.1 On the 15 June 2020 Cabinet agreed the vision, objectives and principles of the Slough Regeneration Framework Masterplan.
- 1.2 The purpose of this report is to consider the final Slough Regeneration Framework (“the Framework”). The Slough Regeneration Framework is the council’s corporate spatial aspirations for the centre of Slough over the next 10-15 years.

2. Recommendation(s)/Proposed Action

The Committee is requested to:

- a) recommend to Cabinet that the Slough Regeneration Framework as set out in Appendices 1 & 2 be approved,
- b) note that the Slough Regeneration Framework is a corporate vision statement rather than a statutory planning document; and
- c) note that the Slough Regeneration Framework will be used to inform the emerging Local Plan Spatial Strategy and policies for the Centre of Slough and at this stage it will enter the public consultation process.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

3a. Slough Joint Wellbeing Strategy Priorities

Setting clear aspirations that encourage the redevelopment of the Centre of Slough will make a significant contribution to the joint priorities captured within the Slough Wellbeing Strategy 2020-2025:

- Priority 1: constructing the new developments will improve local temporary employment opportunities as well as increasing apprenticeship opportunities enabling local people to start their working life well and improve their learning and skill base;

- Priority 2: coordinated and curated public spaces that are accessible to all will encourage integration and reduce inequality;
- Priority 3: promoting large scale architecturally designed mixed use regeneration schemes with high quality open spaces in the Centre of Slough, along with the prioritisation of walking and cycling routes, will encourage more active lifestyles, improved mental health and wellbeing, increase life expectancy and encourage strong, healthy and attractive neighbourhoods; and
- Priority 4: The development and operation of new commercial premises within vibrant and mixed use schemes will create quality permanent local employment opportunities with fit for purpose buildings supported by a range of local amenities promoting workplace health within the borough.

3b. **Five Year Plan Outcomes**

The Framework will help deliver the following of the Five-Year Plan outcomes:

- OUTCOME 1: The promotion of high quality public realm with a network of open spaces, improved walking and cycling routes and improved public transport will contribute towards Slough's children growing up to be healthy, happy and successful,
- OUTCOME 2: Improved access to walking routes, cycling routes and engaging public spaces will encourage healthier lifestyles helping our people to be healthier and manage their own care needs,
- OUTCOME 3: Encouraging large scale place shaping mixed use regeneration within the Centre of Slough will contribute to Slough being an attractive place where people choose to live, work and stay,
- OUTCOME 4: Increasing the supply of good quality new homes will contribute towards our residents living in good quality homes; and
- OUTCOME 5: Encouraging large scale, place shaping, mixed use regeneration within the Centre of Slough will increase demand, footfall, vibrancy and activity in the town centre helping to attract, retain and grow businesses and investment that creates opportunities for our residents.

4 **Other Implications**

a) Financial

There are no financial implications associated with this report.

b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
a) Agree the Slough Regeneration Framework set out in Appendices 1 & 2.	Market conditions – the global pandemic and associated economic recession may impact the viability of regeneration opportunities within the Centre of Slough	The Framework has tested that the redevelopment aspirations are feasible and realistic but acknowledges that each site will have it's own viability considerations	4	The Framework will allow SBC to continue to encourage and champion investment in the borough.
b) Note that the Slough Regeneration Framework is a corporate vision statement rather than a statutory planning document	The Framework won't carry material planning weight until it has been through public consultation.	The Framework will be used to inform the emerging Local Plan Spatial Strategy policies at which point it will become subject to public scrutiny.	4	Once the Framework has been through public consultation/ scrutiny developers and investors can start to rely on the capacities indicated within the document.
c) Note that the Slough Regeneration Framework will be used to inform the emerging Local Plan Spatial Strategy and policies for the Centre of Slough and at this stage it will enter the public consultation process	None	None		Once the Framework has been through public consultation/ scrutiny developers and investors can start to rely on the capacities indicated within the document.

c) Human Rights Act and Other Legal Implications

Under Section 13 of the Planning and Compulsory Purchase Act 2004 the Council must keep under review the matters which may be expected to affect the development of their area or the planning of its development.

These matters include the principal physical, economic, social and environmental characteristics of the area, the principal purposes for which land is used in the area, the size, composition and distribution of the population of the area, the communications, transport system and traffic of the area, any other considerations which may be expected to affect those matters and such other matters as may be prescribed or as the Secretary of State (in a particular case) may direct. The matters also include any changes which the Council think may occur in relation to any other matter and the effect any such changes are likely to have on the development of the Council's area or on the planning of such development.

The Council must also keep under review and examine the above matters in relation to any neighbouring area to the extent that those matters may be expected to affect the Council's area and must consult with the local planning authority of the neighbouring area in connection with such matters.

d) Equalities Impact Assessment

The public sector equality duty under section 149 of the Equality Act 2010 ("PSED") requires SBC to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. 'Protected characteristics' are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.

There are no equalities issues anticipated with this report.

5. **Supporting Information**

Background

- 5.1 In June 2020 Cabinet agreed the vision, objectives and principles of the Slough Regeneration Framework Masterplan ("the Framework").
- 5.2 The Framework is a statement of intent setting the Council's corporate vision and spatial aspirations for development in the town over the next 15 years. In setting the ambition and objectives as set out in section 5.4 below, the Regeneration Development team liaised and gained input from multiple services across the Council to ensure that the study took stock of and incorporated wider Council imperatives, existing and emerging strategies.
- 5.3 The Framework embraces and builds on the priorities of the Council's Five Year Plan 2020-2025, Interim Planning Framework, Slough Inclusive Growth Strategy 2020-2025 and the Transport Vision 2019. Looking further ahead, it will be closely tied to the emerging Local Plan Spatial Strategy and will be a major component of the emerging 2040 Plan.

Objectives and Principles of the Slough Regeneration Framework

5.4 The Framework aims to deliver the following objectives:

Objective 1	To deliver a 21 st century town centre that is accessible to everybody and enhances health and well being,
Objective 2	To develop a New Central Business District to the south of the railway station,
Objective 3	To revitalise the shopping and leisure offer in the town centre,
Objective 4	To deliver a range of new homes in the town centre,
Objective 5	To strengthen Slough's cultural offer,
Objective 6	To create a people focused public realm,
Objective 7	To improve connections between the town centre and Slough's neighbourhoods and the wider area,
Objective 8	To deliver a step change in the quality of design and architecture in the town centre,
Objective 9	To provide the right amount of car parking in the right locations; and
Objective 10	To deliver small interventions, events and early wins.

Role of the Slough Regeneration Framework

5.5 The Framework has a number of roles and purposes. It:

- sets a clear and overarching vision and spatial plan for the town centre that can guide development and regeneration in the centre of Slough,
- identifies the opportunities for growth and transformation at a town wide scale and then on a specific basis,
- identifies linkages and opportunities for improved movement, transport and access for people travelling by all modes but facilitates and encourages a shift to more movement by foot, bicycle and public transport,
- establishes design principles and development parameters at a town wide scale and then on a site-specific scale and the potential development quantum that could be delivered. This information will feed into the emerging Local Plan Spatial Strategy,
- identifies the potential meanwhile uses of sites pending more permanent development; and
- provides a strategic delivery plan setting out how projects might be phased, identifying priorities and delivery approaches.

The Slough Regeneration Framework

Step Change for Slough

5.6 The framework aims to transform the Centre of Slough into an attractive and vibrant urban centre, with economic opportunity and new transport infrastructure attracting business and reducing reliance on the motor vehicle.

5.7 Spatial fragmentations will be reconnected, underutilised and vacant buildings and spaces will be filled with places to live, work, shop and enjoy life both throughout the day and into the evening.

- 5.8 New diverse employment growth within a new Central Business District supported by Slough's enterprising young community will make Slough an even stronger economic driver for the region.
- 5.9 New economic opportunities will support demand for a range of housing across a spectrum of types and tenures that provides for a successful town.
- 5.10 Walkable tree lined streets fronted by attractive new buildings will replace clogged highways linking the centre with its parks and the Grand Union Canal. New public spaces will provide opportunity for the community to meet, relax celebrate and enjoy the town's rich and diverse cultural offer.
- 5.11 All of Slough's residents will benefit from the towns regeneration with increase access to jobs, new educational opportunities and skills training and enhanced digital connectivity: the restored health of the centre will flow across the entire borough enriching the lives and well being of Slough's people.

Understanding Slough

- 5.12 Slough is an exceptionally well-connected Borough, it is home to globally-important companies and has been voted the best place to work in the UK three years running (Glassdoor). Slough is also one of the UK's most multicultural places with its communities representing 80 different countries and speaking 150 languages and is the UK town with the youngest population. Slough is a hotbed of talent and entrepreneurship.
- 5.13 Slough has successfully attracted a huge number of businesses to the Borough and has the highest economic output per worker of any city in the country (ONS GVA data) but despite the economic success Slough still has areas of entrenched deprivation and poor health outcomes.
- 5.14 In many towns residential neighbourhoods rub up against the town centre. In Slough the catchment is restricted by road and rail infrastructure and by light industrial uses. So whilst Slough is strategically well connected, for many of its residents, walking into the town centre is not an attractive proposition.
- 5.15 There is a growing body of evidence (Bennett Institute of Public Policy. Townscapes: England's health inequalities) that suggest environmental factors underpin inequalities. Poor quality housing, lack of open space or an abundance of unhealthy outlets (e.g. fast food or vape shops) contribute to poor health outcomes. The spaces people use and the places they occupy encourage positive attributes for their physical, mental and emotional health.
- 5.16 The regeneration of the town potential development site (see Image 1 below) must benefit the whole community.

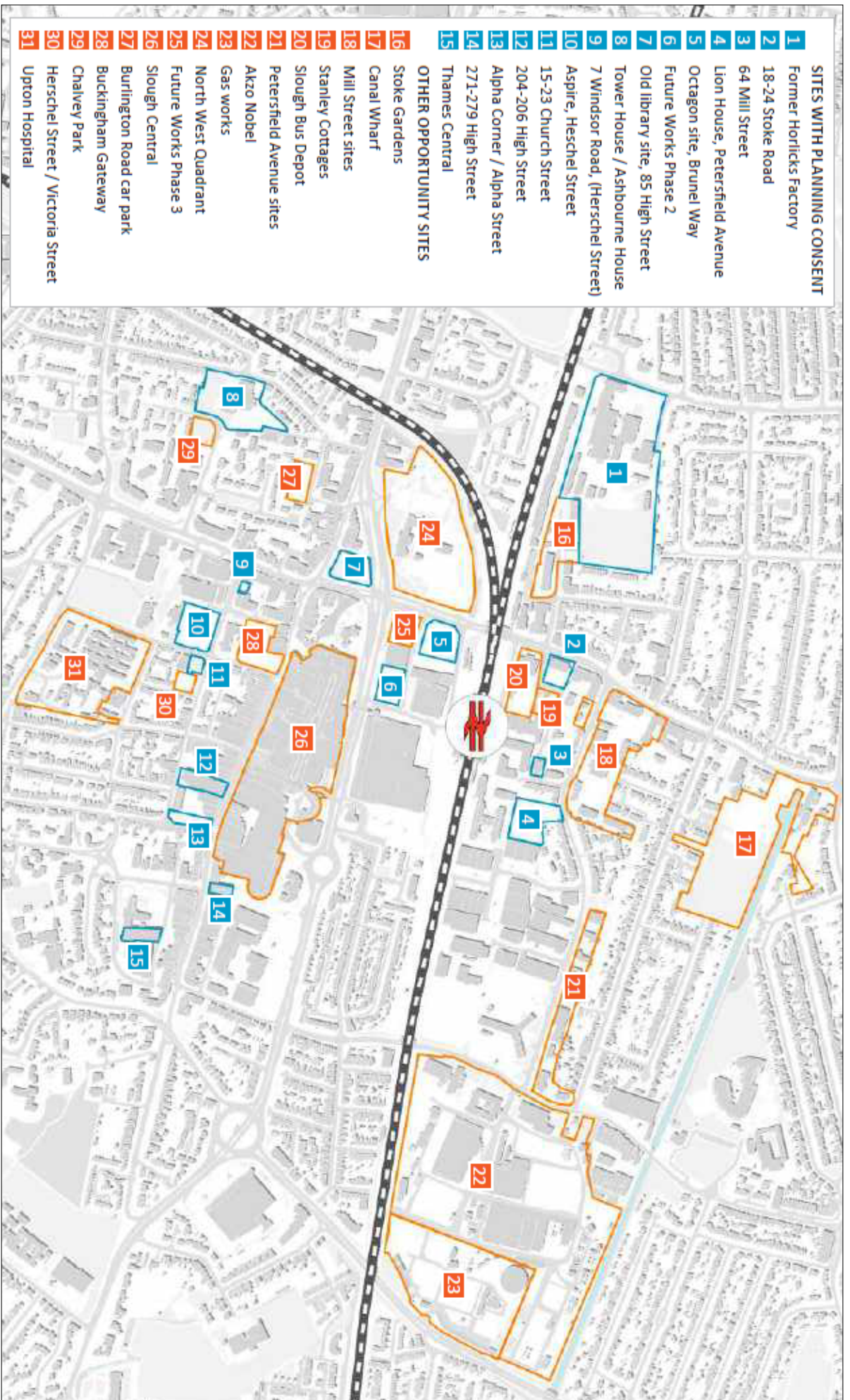


Image 1: Town Centre Sites

Vision for Slough

- 5.17 The Framework promotes connectivity between neighbourhoods and encourages active transport and movement across the town centre. This will support the Council's strong, healthy and attractive neighbourhood's programme and ensure inequalities are not exacerbated by any new development which may seem daunting or inaccessible to some of Slough's residents.
- 5.18 Delivering a step change in the Centre of Slough will not be delivered by building new homes alone but rather through the economic prosperity that comes with a new Central Business District ("CBD"). New jobs will support the local population, make town centre living more desirable and invigorate the retail, leisure and cultural activity in the town through increased weekday spending.
- 5.19 Creating vital and vibrant town centres means mixing uses so that there is activity at all times of the day. The traditional town centre with its shopping precinct, office quarter and residential hinterland is a thing of the past and creating a 21st century town means that leisure uses must be located to support office space, and a myriad of uses from cultural spaces, schools, doctors surgeries, gyms and dentists, cafes, hairdressers and bars are needed to support the increasing number of people that will be living in the centre.
- 5.20 The towns' shopping offer will be rationalised by nearly a half whilst ensuring what remains meet the needs of both the immediate resident catchment population as well as those people who are drawn to the centre from further afield.
- 5.21 The increase in people living and working in the Centre of Slough will start to change the dynamic of the town and help to support a richer and more diverse offer.

Masterplan

- 5.22 The illustrative masterplan which forms a spatial representation of the Slough Regeneration Framework (see Image 2 below) demonstrates how the centre of Slough can deliver approximately circa:
- 115 to 280,000 sq.m. of office floorspace,
 - 14 to 15,500 sq.m. of retail floorspace,
 - 6,700 sq.m. of leisure/ cultural floorspace,
 - 5,000 sq.m. of education/ innovation floorspace,
 - 48,000 sq.m. of industrial floorspace; and
 - 7,400 new homes.

Delivery Plan

- 5.23 The Slough Regeneration Framework contains a series of development projects. It sets out the sites that have scope for transformation and will shape the town centre for the next 15 years. The delivery plan describes each of the key sites on an individual, site by site basis.

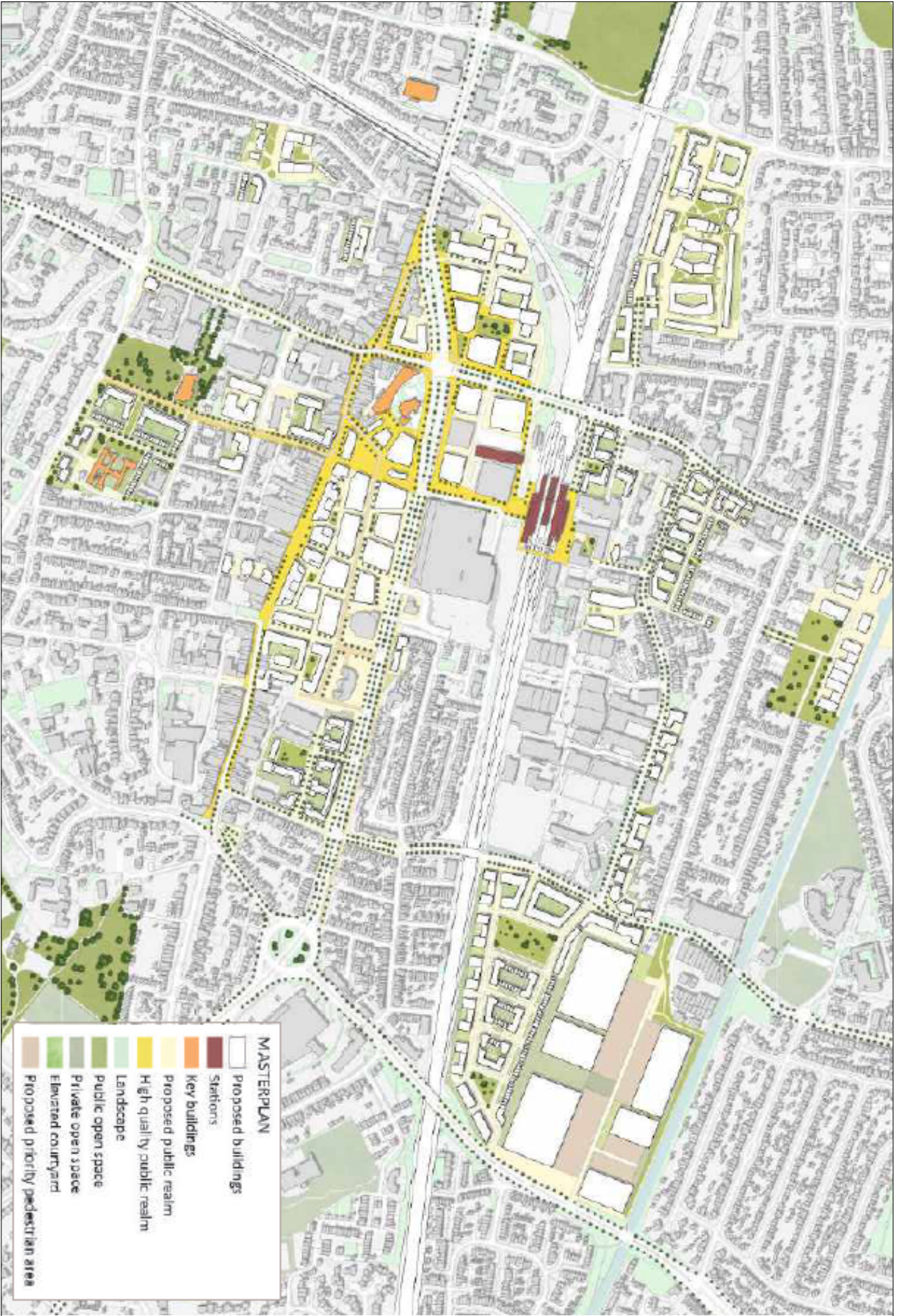


Image 2: Illustrative Masterplan for the Centre of Slough

Wider Implications for the High Street

- 5.24 In addition to the ramifications of a car-dominated town centre in relation to public health, there are also significant economic implications for the High Street. Numerous studies have now demonstrated the importance of pedestrians to the success of our High Streets.
- 5.25 In essence, those who walk have consistently been shown to spend more on their High Street over the course of a week than those who drive. Essentially, if making it easier for one person to drive to their High Street also discourages one person from walking then the net economic benefit is likely to be negative. The Framework therefore seeks to reverse the priority of motorist over pedestrian.
- 5.26 Creating a new civic square in the heart of the town at the meeting point of the north south Brunel Way/ Church Street axis and the east west aligned High Street and upgrading and improving the pedestrian link between the railway station, bus station, central Mass Rapid Transit stop and the High Street will encourage pedestrian access increasing the vibrancy, vitality and viability of the town centre.

COVID 19 Public Realm and recovery

- 5.27 Covid 19 has shed new light on the value of open space in peoples' lives with the benefits of access to open spaces, gardens and even balconies increasingly recognised and the inequalities for people who lack this fundamental human need sharply defined.
- 5.28 The design of public realm (the streets and spaces around buildings) is as important as the design of buildings. The public realm, together with landscape, can have a huge impact on the quality and experience of a place. It forms the backdrop to public activities and engagement and when designed well can encourage social interaction, act as meeting points for communities, add value to surrounding properties and generally add to the character of a town centre.
- 5.29 Trees and landscape incorporated into the public realm have multiple benefits: providing both physical and visual amenity, improving biodiversity, enhancing sense of place, assisting in enhancing air quality, softening the impact of buildings and structures; whilst indicating the passage of the seasons.
- 5.30 The emerging Public Realm Strategy will address and give further detail on public realm solutions, which will support, recovery, high quality design and material use, and people focused place making centred on modal shifts and public spaces which promote health & wellbeing.

6 Comments of Other Committees

- 6.1 This report has not been considered by any other committee.

7. Conclusion

- 7.1 The Slough Regeneration Framework contains the vision and objectives, which underpin our ambitions for the future of the Centre of Slough. The Framework also includes a series of proposals for the potential development of sites across the study area. It sets out which sites have scope for redevelopment and transformation and will shape the town centre over the next 15 years and beyond. It is visionary, yet provides flexibility to ensure that it can meet changes in market signals, particularly around economic and property related considerations.

8 Appendices

- Appendix 1 – Slough Regeneration Framework Executive Summary – August 2020
Appendix 2 – Slough Regeneration Framework – August 2020

9 **Background Papers**

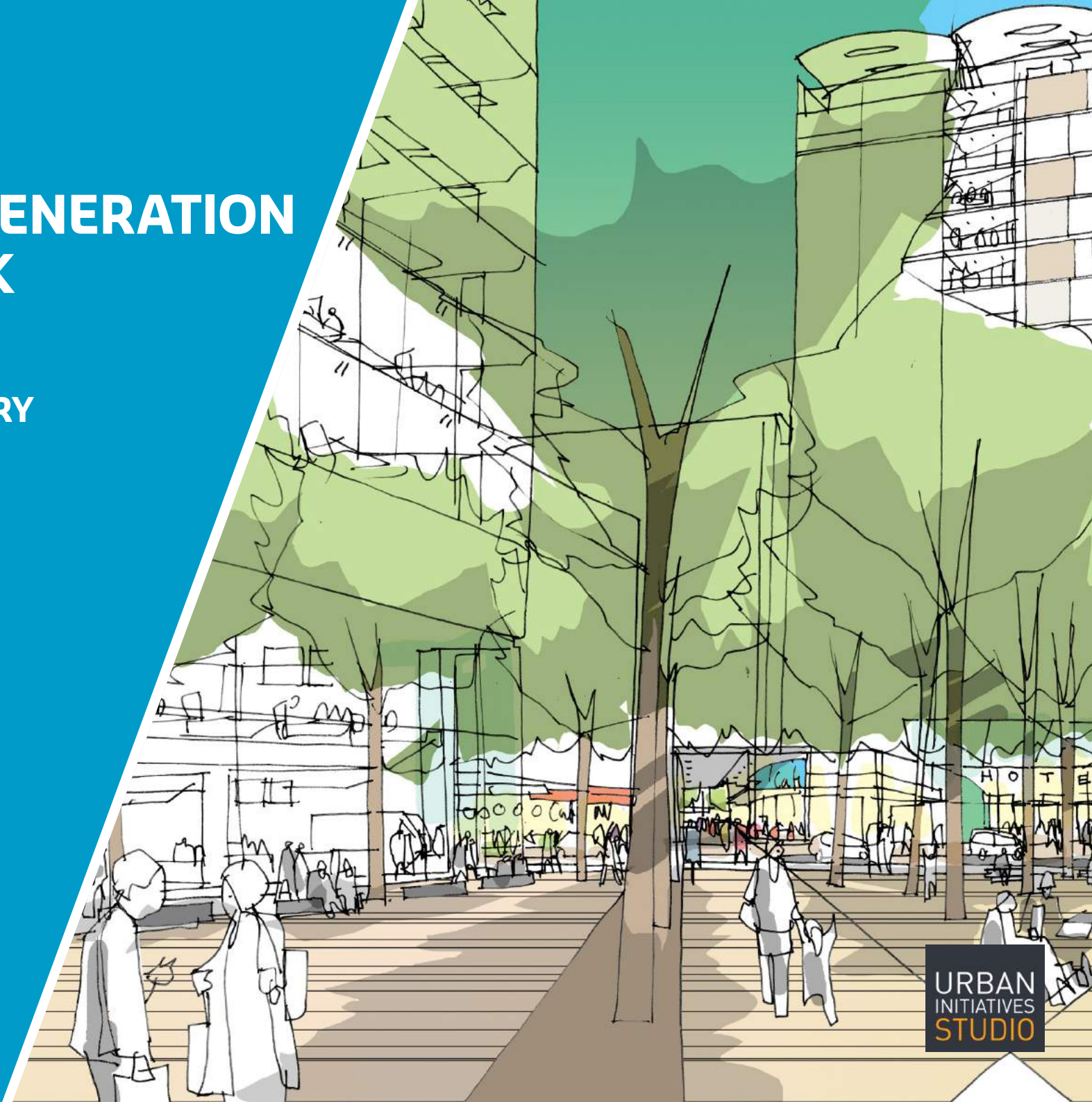
Shaping Slough Town Centre: Regeneration Update Cabinet Report – June 2020

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SLOUGH REGENERATION FRAMEWORK

EXECUTIVE SUMMARY

AUGUST 2020



- 1 Slough railway station
- 2 Great Western rail line
- 3 Wellington Street
- 4 High Street
- 5 The Curve
- 6 Queensmere Shopping Centre
- 7 Observatory Shopping Centre
- 8 Slough bus station
- 9 Tesco superstore
- 10 North West Quadrant
- 11 William Street
- 12 Windsor Road
- 13 Salt Hill Park
- 14 Bath Road
- 15 The Adelphi
- 16 Windsor & Eton branchline
- 17 Former Horlicks factory
- 18 Stoke Poges Lane
- 19 Stoke Road
- 20 Petersfield Avenue
- 21 Wexham Road
- 22 Grand Union Canal Slough Arm
- 23 Akzo Nobel
- 24 Gas works
- 25 Uxbridge Road
- 26 Sainsbury superstore
- 27 Lascelles Park
- 28 Upton Court
- 29 Upton Hospital
- 30 St. Mary's Church
- 31 Herschel Park
- 32 M4 motorway
- 33 Slough Ice Arena
- 34 Slough Trading Estate



1. Introduction



Figure 1.1: Aerial image of Slough's Square Mile and its wider context

1.1 BACKGROUND

In March 2020 Slough Borough Council commissioned Urban Initiatives Studio (UIS) to prepare a Regeneration Framework for Slough's Square Mile. This sets a vision and spatial framework for development in the town over the next 15 years.

UIS have been supported in the study by Urban Movement who have provided transport, movement and public realm advice and by Montagu Evans who have provided property and delivery input.

Slough is an exceptionally well-connected Borough, it is home to globally-important companies and has been voted the best place to work in the UK three years running (Glassdoor). Slough is also one of the UK's most multicultural places with its communities representing 80 different countries and speaking 150 languages and is the UK town with the youngest population. Slough is a hotbed of talent and entrepreneurship.

The town has recently seen significant investment with new office buildings built close to the railway station, a new Cultural Hub, 'The Curve', opening immediately to the south and significant investment in the public realm and street network in the heart of the town.

A number of residential developments are currently under construction within the Square Mile both to the north and south of the railway line and significant planning consents have been granted including on the former Horlicks factory site.

The Square Mile is on the cusp of positive transformational change that will renew the centre for generations to come. The arrival of the Elizabeth line, together with an ambitious transport vision to implement Mass Rapid Transit across the Borough will bring even greater physical connectivity to the centre and the Council's embracing of innovation and smart technologies will match this with digital connectivity.

Town centres are changing with a shifting focus from shopping to experience and exchange. Slough is well placed to embrace these changes with significant sites in the centre that are ripe for development. A number of major schemes have already been brought forward and these have already changed the landscape of the centre, its image and external perception; others are about to start.

Major office and residential developments are being promoted that could deliver a comprehensive regeneration in the town and huge benefits to its economy, future prosperity and to the lives of all residents in the Borough.

This regeneration must respond to other issues that are shaping our towns and cities. In May 2019 the UK Parliament declared a Climate Emergency; the Council is responding by preparing a Climate Change Strategy and Action Plan to manage its carbon emissions. The way people move around, and to the Borough, will need to change with a shift to more sustainable transport modes and a move away from the private car.

The ongoing Covid pandemic has shone a stronger light on peoples' health and well-being; the value of access to open space and other amenities has been clearly highlighted. There are significant health inequalities in the Borough and addressing these is a priority for the Council as expressed through both the Inclusive Growth Strategy and the Council's Five Year Plan.



Consented scheme on the former Horlicks Factory site



The Curve - a new community building for the town

1.2 ROLE OF THE REGENERATION FRAMEWORK

Whilst there is a lot of development activity taking place within the Square Mile it is critical that this activity is co-ordinated and that it collectively delivers a coherent place. Development needs to be guided so that uses are in the right place, proposals respond to the character, identity and history of the town and buildings are brought forward at the right scale to create a place that people will continue to be proud to call home and that will attract further investment.

Critically it is the space between buildings, the streets and spaces, that can make or break a place. The Covid pandemic has demonstrated how important public space and the external environment are to health and well-being. The Regeneration Framework must promote a positive and people driven vision for Slough's Square Mile that aids recovery and delivers future resilience.

The Regeneration Framework has a number of roles and purposes:

- It sets out a clear and overarching vision and spatial plan for the Square Mile that can guide development and regeneration;
- It identifies the opportunities for growth and transformation at a broader Square Mile scale and then on a site specific basis;
- It identifies linkages and opportunities for improved movement and access for people travelling by all modes and encourages and facilitates a shift to more movement by foot, bicycle and public transport;

- It establishes design principles and development parameters for the Square Mile and at a site-specific scale and identifies the potential development quantum that could be delivered. This will feed into the emerging Local Plan;
- It identifies the potential for the meanwhile use of sites pending more permanent development; and
- It provides a strategic delivery plan setting out how projects might be phased and identifying priorities and delivery approaches,

The Regeneration Framework is aligned with a number of other Council strategies. These include the Transport Vision adopted in 2019; the Inclusive Growth Strategy; the Climate Change Strategy and the Council's Five Year Plan. A cultural strategy and a meanwhile use strategy are also being progressed by the Council.

The Regeneration Framework also forms a precursor to the preparation of a Public Realm Strategy for the Square Mile. The public realm concepts set out in the Framework will form the starting point for this more comprehensive Public Realm Strategy which will provide further detail and assign priority to proposals.

1.3 PREPARING THE REGENERATION FRAMEWORK

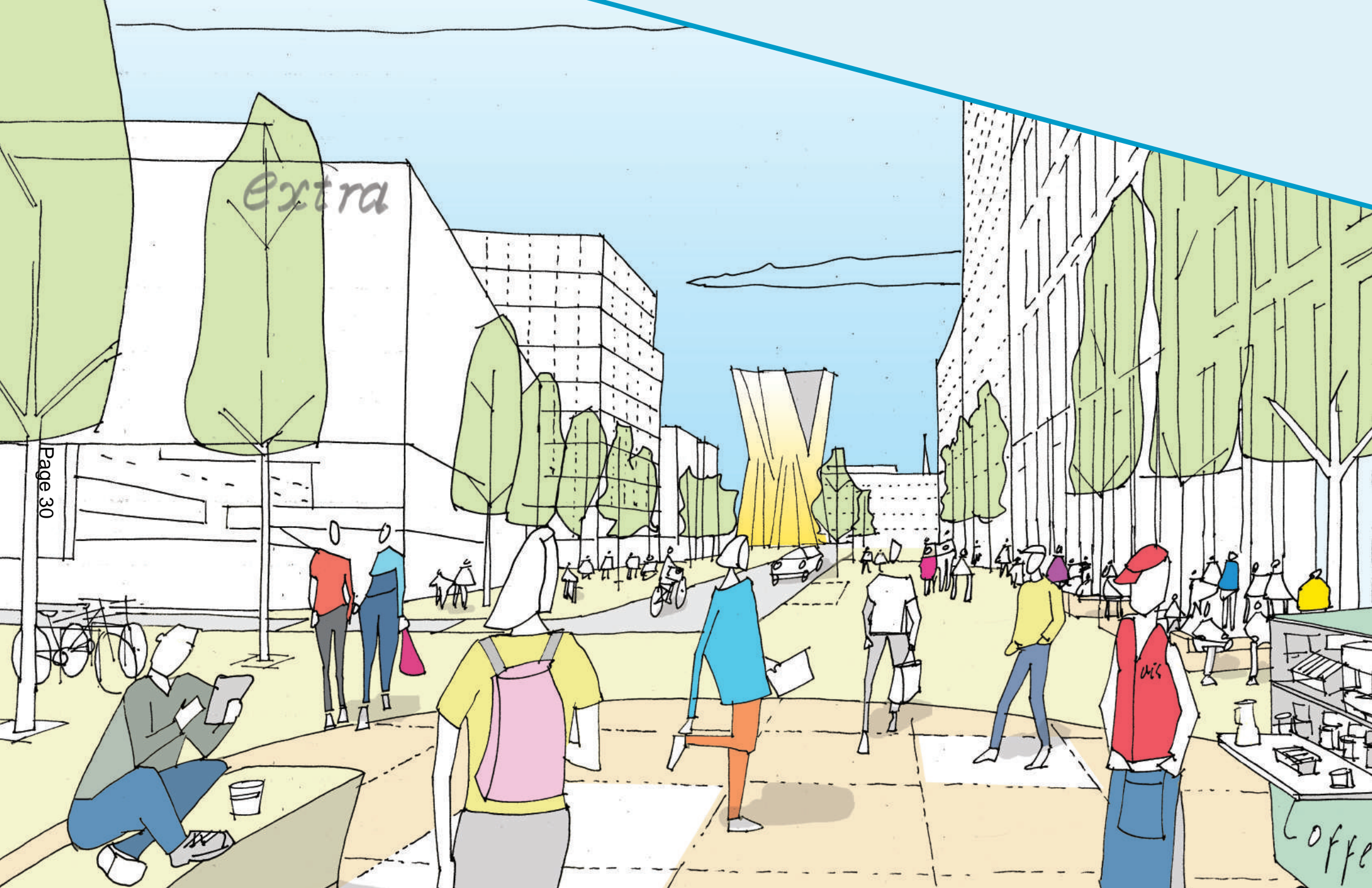
The Regeneration Framework has been prepared through a collaborative process working closely with, and reporting to the Town Centre Regeneration Group. Major landowners and developers have also been engaged in the process and have shared their proposals and aspirations for sites. Covid has placed some restrictions on the masterplan process with the wider stakeholder workshops that were originally envisaged not possible.

The ten spatial objectives that define the vision for the Square Mile and that are set out in Section 2 of this Summary document were endorsed by the Council lead members and by the Council Cabinet in June 2020.

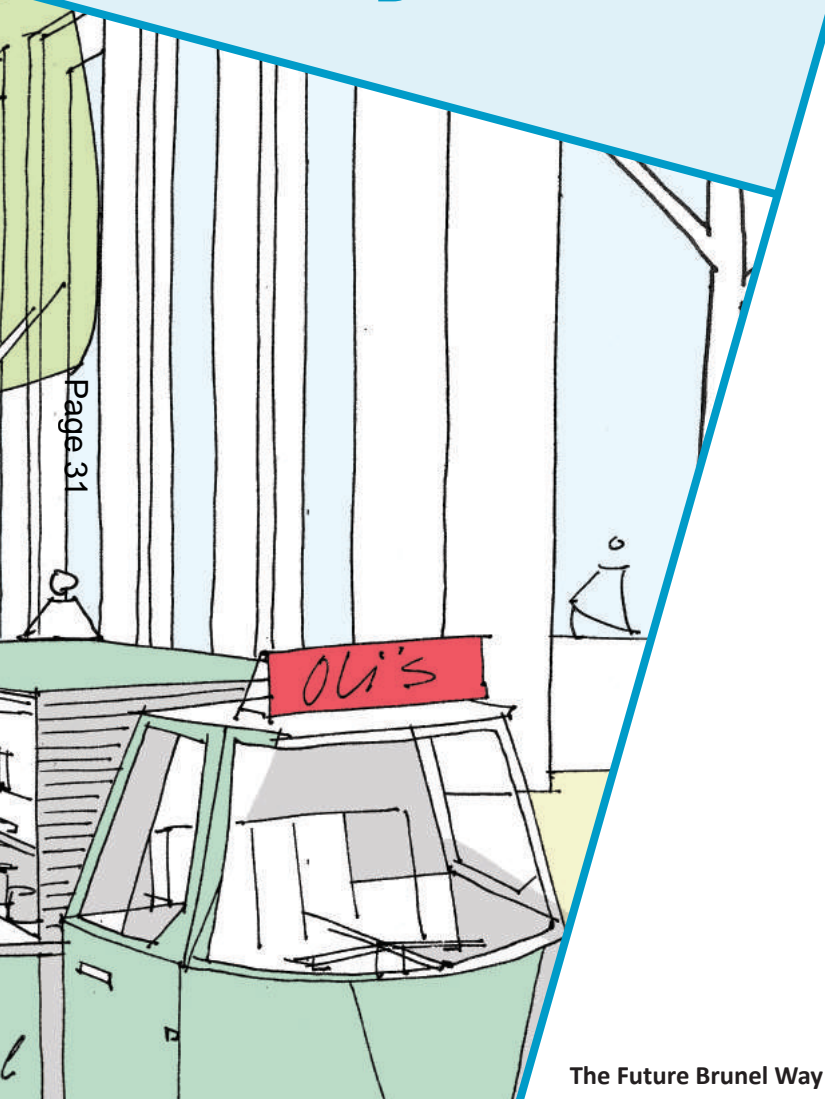
Site options were prepared for many of the sites within the Square Mile and refined following an assessment of viability and deliverability.



Future Works in the heart of the town centre



2. Vision for Slough



2.1 A VISION FOR SLOUGH

Slough will be transformed. **A beautiful, vibrant new urban centre** with striking economic opportunity is waiting to be born out of its strong industrial past and entrepreneurial spirit. New transport infrastructure, including the Elizabeth line and a new Mass Rapid Transit, will improve access to the centre, **attracting businesses and reducing the reliance on the motor vehicle.**

Where the town is fragmented it will be reconnected. The town's under used buildings and its vacant spaces will be filled with **places to live, work, shop and enjoy life** both throughout the day and into the evening. A diverse mix of **new employment growth** will feed off the dynamism of the centre and Slough's **enterprising young community** and an expanded **Central Business District** will make Slough an even stronger economic driver for the region. These opportunities will spawn **new demand for different types of housing** and renew the existing residential communities establishing the mix of different household sizes, income and choice that are characteristic of a successful town.

Walkable tree lined streets fronted by attractive new buildings will replace clogged highways and link the centre with its beautiful parks and the Grand Union Canal. New public spaces will provide opportunity for the community to meet, relax, celebrate and enjoy the towns' **rich and diverse cultural offer.**

All of Slough's residents will benefit from the town's regeneration with increased access to jobs, new educational opportunities and skills training and enhanced digital connectivity; the restored health of the centre will flow across the entire Borough **enriching the lives and well being of Slough's people.**

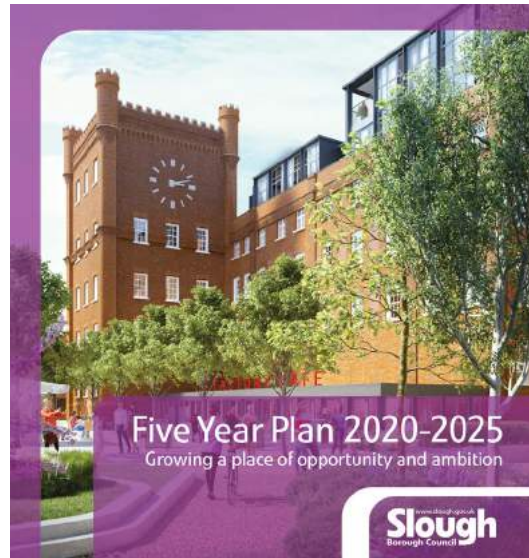
SLOUGH'S FIVE YEAR PLAN

Slough's Five Year Plan (2020-25) presents the Council Leadership Team's vision for Slough. It strives to make sure the growth Slough is enjoying is inclusive and that residents are able to access opportunities and services to help them build good lives for themselves and their families. The Plan sets out a series of priorities, including those with an economic development focus:

- Slough children will grow up to be happy, healthy and successful;
- Slough people will be healthier and manage their own care needs;
- Slough will be an attractive place where people choose to live, work and stay;
- Slough residents will live in good quality homes; and
- Slough will attract, retain and grow businesses and investment to provide opportunities

The Plan affirms the Council's commitment to the promotion of inclusive economic growth, ensuring the benefits from the regeneration and investment in Slough are shared by all residents.

The Regeneration Framework takes these priorities as a starting point for the spatial vision for Slough's Square Mile



2.2 SPATIAL OBJECTIVES

The spatial vision for Slough's Square Mile is set out in the ten objectives:

- **Objective One: To deliver a 21st century town centre that is accessible to everybody and enhances health and well being;**
- **Objective Two: To develop an expanded Central Business District to the south of the railway station;**
- **Objective Three: To revitalise the shopping and leisure offer in the town centre;**
- **Objective Four: To deliver a range of new homes in the Square Mile;**
- **Objective Five: To strengthen Slough's cultural offer;**
- **Objective Six: To create a people focused public realm;**
- **Objective Seven: To improve connections between the town centre and Slough's neighbourhoods and the wider area;**
- **Objective Eight: To deliver a step change in the quality of design and architecture in the Square Mile;**
- **Objective Nine: To provide the right amount of car parking in the right locations; and**
- **Objective Ten: To deliver small interventions, events and early wins.**

These objectives are detailed further on the pages that follow.



1

TO DELIVER a 21st century town centre that is accessible to everybody and enhances health and well being

- Prepare a **coherent and commercially viable strategy** that recasts the centre as a focus for entrepreneurial activity, jobs, shopping and culture throughout the day and evening;
- Ensure that the town benefits from 21st century **digital infrastructure** and attracts creative and digi-tech entrepreneurs and creative 'makers' to bring a new dynamism to the town centre;
- Plan for the long term, and make the town centre an **attractive and green place to invest**, establish a business, or live a healthy and happy life;
- Encourage a **shift from motorised travel to public transport, cycling and walking** to reduce carbon emissions and address air quality issues;
- Create stronger links to the natural environment and introduce **urban greening to increase biodiversity and enhance mental health**; and
- Deliver **fantastic sustainable buildings and architecture, public spaces and streets** and a place which residents will feel proud to call home.



2

TO DEVELOP an expanded Central Business District to the south of the railway station

- Deliver a **vibrant new office quarter** that takes full advantage of the enhanced access brought by the Elizabeth line and offers a high quality-working environment in the heart of the town;
- Provide **accommodation for a range of businesses** from established multi-national companies to new digital start-ups; and
- Provide **a focus for jobs in the town centre**, that reflects the town's strong entrepreneurial and industrial past and builds on the towns status as 'the best place in which to work' in the UK.



3

TO REVITALISE the **shopping and leisure offer** in the town centre

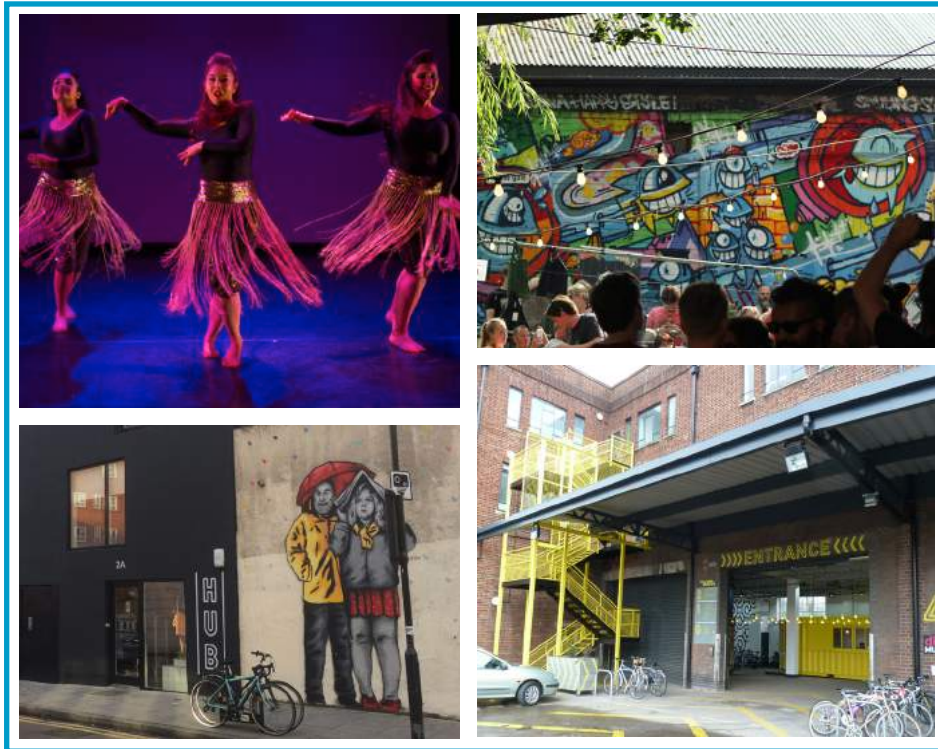
- Promote redevelopment of the town's shopping centres with these replaced with a **street based shopping environment** as part of mixed-use development;
- Focus on the quality of visitor experience with **enhanced leisure, cultural and food and drink offer**. This to include a town centre cinema and potential for street markets, events and meanwhile uses;
- Extend activity into the evening and establish a **strong evening economy** in the town; and
- Draw on the cultural diversity of Slough's residents to offer a **distinctive independent offer**.



4

TO DELIVER a **range of new homes** in the Square Mile

- Deliver a **significant proportion of the Council's housing need** within a highly accessible location;
- Increase the **catchment population to support a range of services** in the town centre;
- Deliver a **range of housing types and tenures** (including affordable homes), in response to the specific location and context of residential sites with higher density apartments close to the station and on central sites and more family accommodation on peripheral town centre site; and
- Ensure that appropriate **community infrastructure** is provided to meet future needs.



5

TO STRENGTHEN Slough's cultural offer

- Deliver **new cultural facilities and spaces** as part of a stronger cultural offer that will enhance the standing of the town and its cultural identity;
- Build on Slough's **multi-cultural and diverse community** and its grass roots arts and cultural organisations;
- Invest in **education, innovation and life long learning**;
- **Link cultural facilities** to complement the existing town centre offer including 'The Curve'; and
- Provide **affordable studios and start-up spaces** for creative industries.



6

TO CREATE a people focused public realm

- Enhance the attractiveness of the town centre through a **unified public realm** that seamlessly links different parts of the town centre with one another;
- Ensure that the main streets, including Wellington Street, William Street, Windsor Road and Stoke Road, are easy to cross for pedestrians;
- Deliver a **network of connected streets and spaces** that improves the town's sense of identity and legibility with new spaces providing a **focus for events and activities** within the town centre; and
- Improve linkages between the town centre and the green spaces on its edge.



7

TO IMPROVE **connections** between the town centre and Slough's neighbourhoods and the wider area

- Create a network of attractive and legible routes that **link the town centre with residential neighbourhoods**, employment areas and leisure attractions including the significant open spaces that surround the town;
- Promote and deliver **transport solutions**, (including a new Mass Rapid Transit system) that **favour walking, cycling and public transport**, as a means to access the town centre over the use of motor vehicles;
- Take advantage of the excellent public transport accessibility provided by the railway station and **the Elizabeth line**; and
- Ensure that walking and cycling into the town centre, and from the centre to employment sites and leisure destinations, becomes a realistic and **healthy choice for Slough's residents**.

8

TO DELIVER a **step change in the quality of design and architecture** in the Square Mile

- Establish **clear principles for the layout, scale and massing of development** across the town that reinforces the proposed network of routes and spaces in the town;
- Respect and **celebrate the town's history and heritage**, and consider views to and from the town when determining the form, layout and scale of new development;
- Promote new **buildings that positively respond to streets and spaces** whilst concealing servicing, parking and other non-active street frontages wherever possible;
- Minimise Co₂ emissions through sustainable building design;
- Locate buildings of civic importance in prominent locations and celebrate these through their architecture in order to aid legibility; and
- Utilise the **roofscape to deliver urban greening** and to take advantage of views to the wider countryside and to Windsor Castle.





9

TO PROVIDE the **right amount of car parking** in the **right locations**

- Deliver an appropriate level of car parking to meet the needs of the town whilst also recognising the need to reduce car borne trips;
- Locate **public parking at convenient locations** on the approaches into the centre so that visitors do not need to drive through the centre to access car parks;
- Ensure that the car **parking strategy is flexible and can embrace future changes** in mode share and allow conversion of surplus car parking in the future;
- Encourage a switch to electric vehicles and promote car club schemes; and
- In the longer term use **park and ride** to reduce private vehicular trips into the centre.

10

TO DELIVER **small interventions, events and early wins**

- Identify a programme of small interventions that **complement the larger scale development opportunities** but that are quicker and easier to implement in the short term;
- Interventions might include changes to parking management, temporary uses, public realm or shop-front improvements or arts installations;
- Celebrate the town's culture and community through events and activities that **bring life to the town centre**; and
- Encourage **community initiatives and activities** that bring greater pride and ownership in the town.

The principles combine in the **Spatial Plan for Slough set out in the next chapter.**

2.3 SPATIAL CONCEPTS

CHARACTER

The built form, and uses vary across the Square Mile shaped by the historic development and evolution of the town. Parts of the town have strong and coherent character; others are fragmented and offer significant opportunity for change. As new development comes forward the character of the town will change; and an important role of the Regeneration Framework is to guide this change so that each part of the Square Mile has a clear role and defined character.

The Regeneration Framework sub-divides the centre into a number of character areas and defines the mix of uses and activities and the scale of development for each. These are identified spatially in Figure 2.1.

Urban Core

This will be the heart of the town, a dynamic urban centre that provides a mix of offices, shops, cafes and restaurants and other amenities that drive the economy of the town, attract visitors and that forms a focus for the residents of Slough. This part of the town is likely to change the most with an expanded Central Business District delivered both around the station and on what is currently the Queensmere Shopping Centre.

The area will also become home to people attracted to the easy access to work, shopping and the new cultural and leisure facilities that will be established in the area.

Buildings on some sites in the northern part of this area will be at a city scale with an intensity that delivers energy and vitality to the centre and that also helps to deliver a new progressive identity.

Windsor Road

The area will continue to provide a mix of uses with the larger scale buildings defining the broad street and enhancements to the public realm will make this approach into the town more welcoming particularly for pedestrians and cyclists.

Stoke Road Corridor

This corridor will retain its mixed-use nature and public realm improvements will enhance the streetscape. To the east of Stoke Road the fragmented pattern of sheds and yards will be replaced with a coherent pattern of residential streets providing a new residential quarter linked with the railway station's northern entrance.

Horlicks / Stoke Gardens

The former Horlicks factory site will be redeveloped to provide a new residential quarter.

Akzo Nobel / Petersfield Avenue

The vacant Akzo Nobel and Gas Works site and some smaller sites on Petersfield Avenue, will bring new life to the area with a mix of new homes and employment space.

Bath Road

The main change in this area will be in the character of the streetscape with Bath Road being humanised from a busy and intimidating highway into a civilised street.

Herschel Village

To the south of the High Street the modest scaled residential terraces will be retained and enhanced. Vacant plots will be developed at a scale that is contextual with the terraces and the links to Herschel Park to the south enhanced through public realm improvements.

CONNECTIVITY AND OPEN SPACES

Improving connections and overcoming severance is fundamental to the vision for Slough's Square Mile creating an environment that is more attractive to pedestrians and cyclists, enabling residents to more easily access the Square Mile and to feel more connected with the town centre.

A network of new and improved routes and spaces are proposed making Slough a more pleasant and healthy place to live and work in.

Important moves are indicated in the spatial concept in Figure 2.1. These include:

1. Provision of new spaces in the centre that can provide locations to gather, meet, relax and play;
2. Introduction of a more permeable street-based urban form in the heart of the town between High Street and Wellington Street continuing the connected grid of streets that are found within the historic terraces area to the south;
3. Enhanced connections to and from the railway station to better integrate it into the network of routes in the town;
4. Improvements to routes across the railway lines;
5. Transformation of the environment on the main streets through the centre to turn these from imposing highways into civilised, tree lined streets; and
6. Enhanced connections from the town centre to residential neighbourhoods and to the open spaces located on the edge of the Square Mile and beyond.

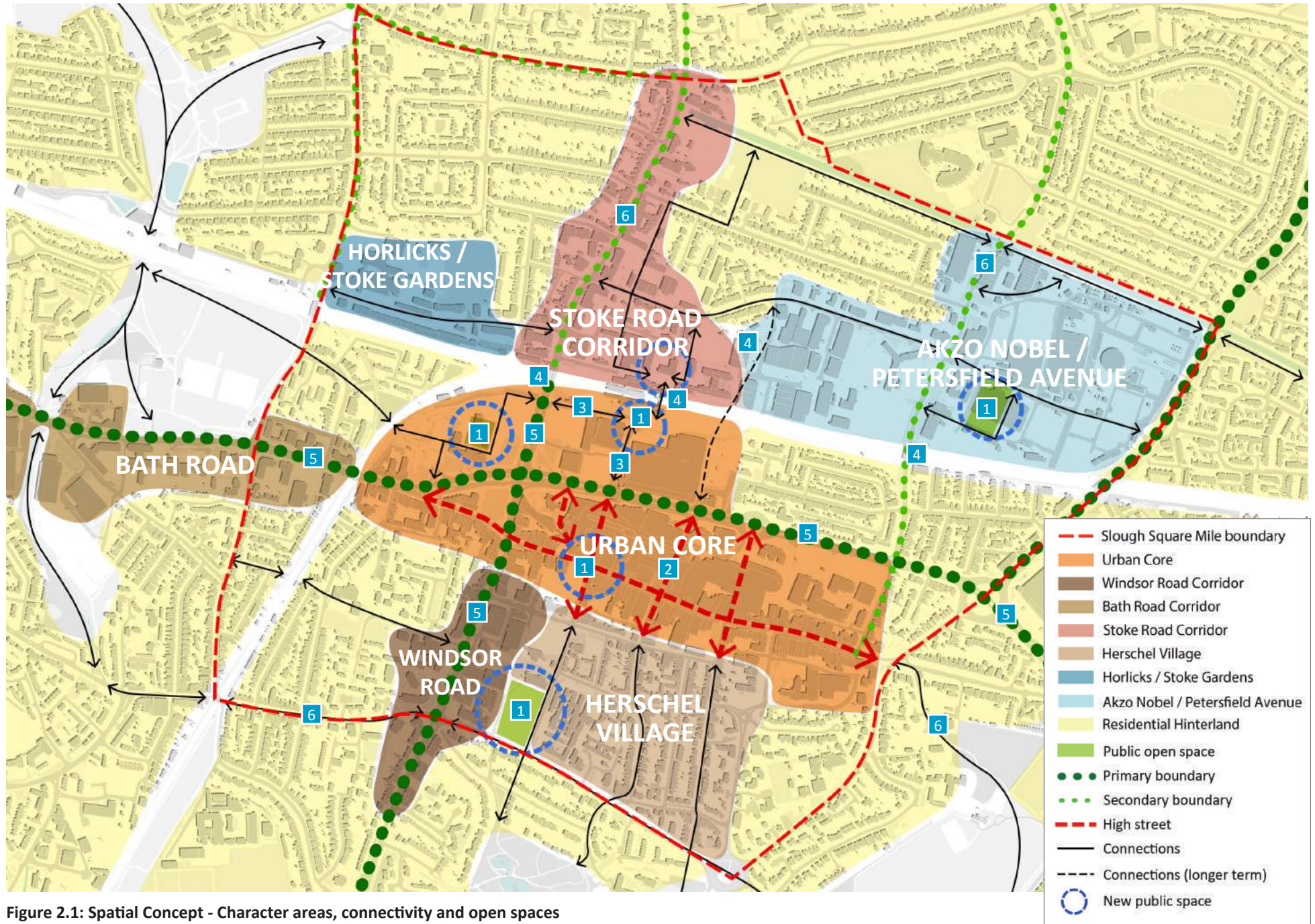


Figure 2.1: Spatial Concept - Character areas, connectivity and open spaces

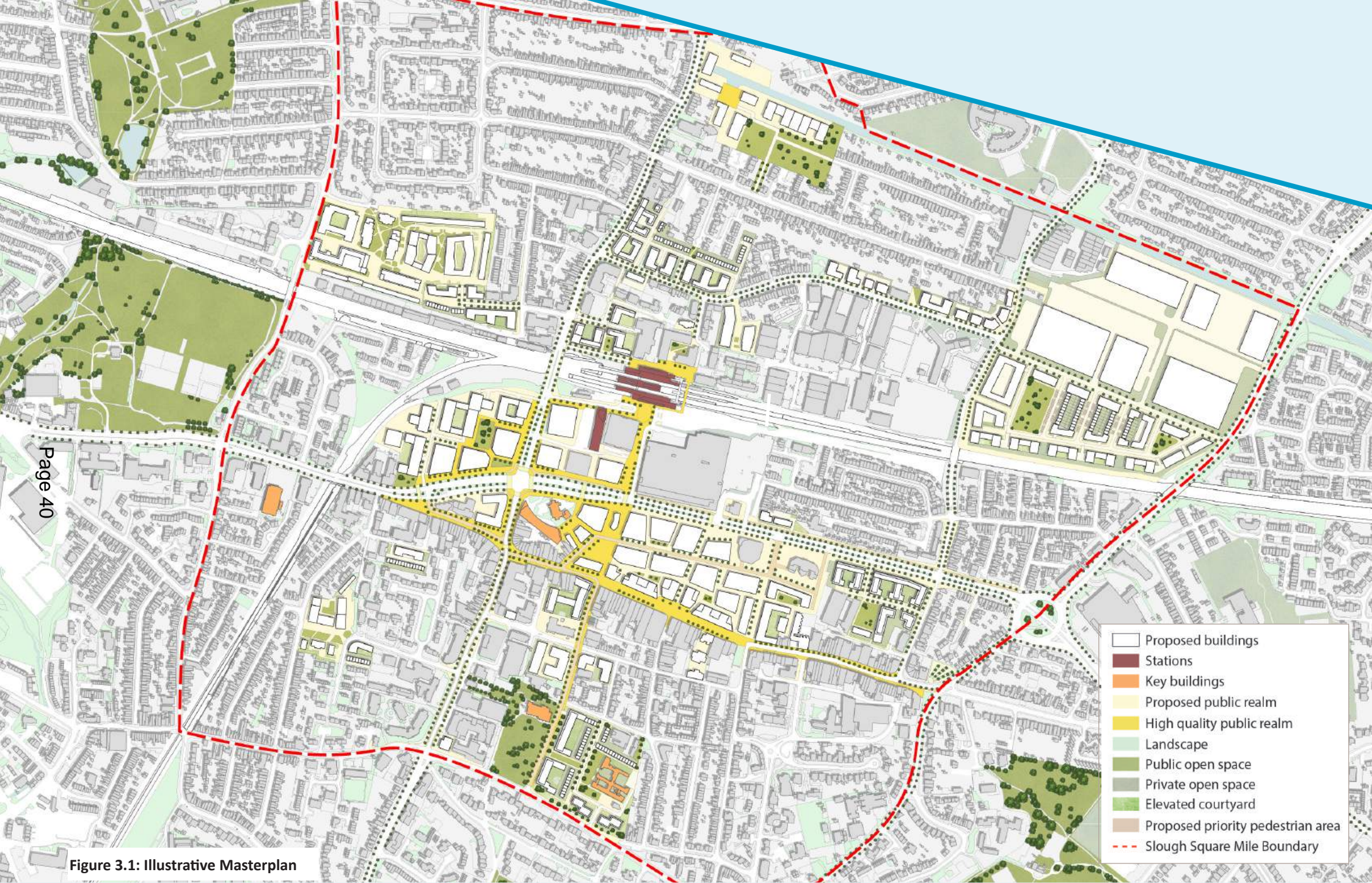


Figure 3.1: Illustrative Masterplan

3. Masterplan



3.1 ILLUSTRATIVE MASTERPLAN

INTRODUCTION

The illustrative masterplan demonstrates how the principles set out in the vision for Slough's Square Mile could be successfully applied over the next 15 years.

It shows public realm improvements, new open spaces and potential building footprints. For development sites, simple building forms have been modelled and these have been used to estimate potential development capacities. The indicative proposals have been informed by deliverability / viability testing carried out by Montagu Evans. Where a planning application has already been consented on a site it is included within the plan.

In reality, the exact form and appearance of particular development will vary from those illustrated here. In general, the illustrated development on each site has been calibrated to provide a good quality of life for future residents, avoid impacts on the amenity of existing town centre users, provide ample public and private open space and deliver development quanta that contribute to the local need.

DEVELOPMENT POTENTIAL

The illustrative masterplan demonstrates how the framework can deliver approximately:

- 115 to 280,000m² office floorspace;
- 14 - 15,500m² retail floorspace;
- 6,700m² leisure / cultural floorspace;
- 5,000m² education / innovation floorspace;
- 48,000m² B8 industrial floorspace; and
- 7,400 new homes.

A more detailed estimate, providing a site by site breakdown, is provided in Figure 3.6 within the delivery section of this report. The new retail space indicated above does not take account of the loss of retail floorspace through redevelopment of the town's two shopping centres.

Other sites not identified in the Regeneration Framework may also come forward for development. These are considered as windfall.

Delivering a step change in Slough's Square Mile will not be delivered by building new homes but rather through the economic prosperity that comes with an expanded Central Business District. New jobs will support the local population, make town centre living more desirable and invigorate the retail, leisure and cultural activity and offer in the town.

The Regeneration Framework promotes a volume of office development that can deliver this step change. This volume is informed by the commercial approach taken by British Land / ADIA in relation to the Slough Central site rather than by being informed by market analysis and is in principle supported by the Council.

3.2 LAND USES

OVERVIEW

Creating vital and vibrant town centres means mixing uses so that there is activity at all times of the day. The traditional town centre with its shopping precinct, office quarter and residential hinterland is a thing of the past and creating a 21st century town centre means that leisure uses must be located to support the office space, and a myriad of uses from cultural spaces, schools, doctors surgeries, gyms and dentists, cafes, hairdressers and bars are needed to support the increasing number of people that will be living in the centre. A towns' shopping offer must meet the needs of both the immediate resident catchment population as well as those people who are drawn to the centre from further afield.

The increase in people living and working in Slough's Square Mile will start to change the dynamic of the town and help to support a richer and more diverse offer.

Whilst uses will be mixed across the Square Mile the Regeneration Framework identifies the locations where particular uses should be located in order to respond to existing character, take advantage of public transport accessibility or deliver vibrancy and activity to a particular part of the centre.

OFFICE / EMPLOYMENT

The Regeneration Framework promotes a step change in the town centre delivered through the expansion of the CBD. This will take in sites to the south of the railway station, some of which have already been developed for office (Porter Building and Future Works), sites on William Street and with the concentration of office buildings on the Slough Central site. This will transform the environment on Wellington Street, provide a positive sense of arrival into the town and project an image of prosperity and success, changing perceptions of the town.

Office buildings will be large footprint and provide Grade A office accommodation; it will however be important to ensure that a range of accommodation, at a range of rents is provided within the Square Mile supporting and attracting a variety of occupiers from start ups, to larger companies looking for an HQ.

RETAIL

High Street is the main shopping street in Slough and this will continue to be the case in the future however the changing retail environment means that the overall amount of retail floorspace in the centre is likely to reduce significantly with space in the shopping centre replaced by a street based environment. Retail uses rely on footfall and changes in the centre that increase permeability to the High Street will be important to its future success.



The expanded Central Business District should be developed around a high quality public realm

LEISURE / CULTURAL USES

Leisure and cultural uses are an increasingly important part of the town centre mix with many people coming to the centre as a social activity rather than to shop. Leisure uses in the Square Mile should go hand in hand with the delivery of a high quality public realm and food and beverage uses are promoted around the new civic square in the Slough Central site, on the eastern and western ends of the High Street, and on Brunel Way, close to the station.

A town centre cinema is also promoted in the Slough Central site (to replace the existing cinema in the Queensmere Centre).

RESIDENTIAL

The Regeneration Framework identifies potential for 7,400 new homes across the Square Mile. Delivering a mix of homes of varying size and tenure will be important to creating a mixed and balanced community in the town and ensuring that new homes are available to Slough's existing residents. Planning policy requires that affordable homes are delivered as part of new development.

For many of the Regeneration Framework sites there is opportunity to deliver homes at high densities and residential dwellings on these sites will take the form of apartments. On less central sites a proportion of homes should be provided as family houses.

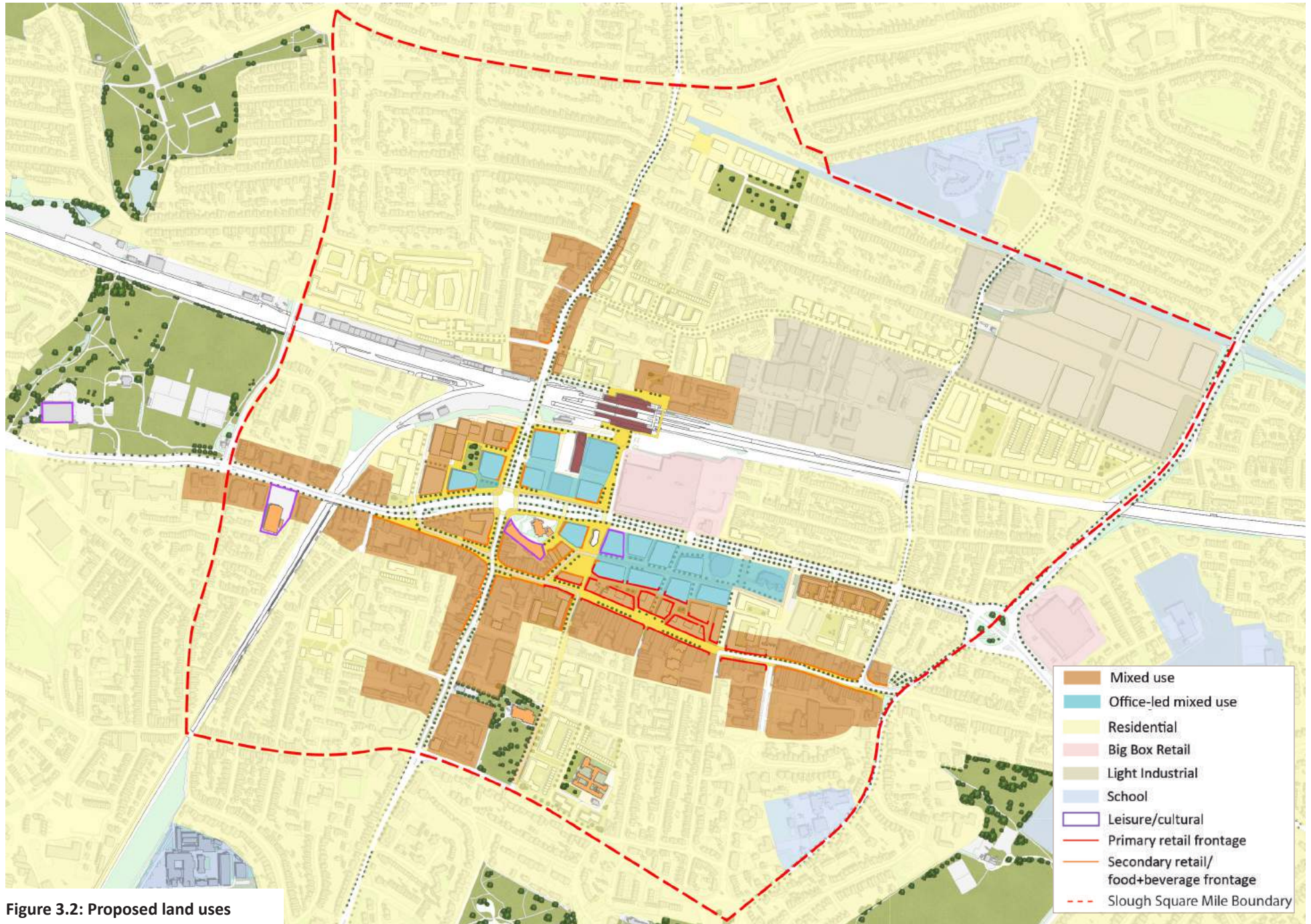


Figure 3.2: Proposed land uses

3.3 BUILT FORM AND HEIGHTS

FRONTAGE AND ENCLOSURE

A major issue within Slough's Square Mile is that many streets, beyond the High Street, do not benefit from either active frontage or enclosure and definition by buildings.

The scale of redevelopment coming forward in the Square Mile is transformative and, if coordinated, presents an opportunity to establish a coherent block structure in areas that are currently fragmented or lack permeability. Comprehensive and joined-up design thinking can ensure that development encloses and fronts onto street spaces, that permeability through the town is improved and that opportunities for more and varied uses are created. New developments will have to be designed to a consistent building line with entrances on the street. Blank frontages on side roads should be minimised.

The illustrative masterplan (Figure 3.1) shows how bringing forward development on the main sites across the Square Mile can achieve this.

For main streets, active frontages should be proposed at ground floor level. It is recognised that retail or food and beverage uses will not be appropriate everywhere and nor will there be sufficient demand to support retail uses away from central sites and on those streets with a lesser footfall. Alternative uses that may provide ground floor activity in these locations may include smaller scale offices, workspace, community or cultural use.

BUILDING HEIGHTS

The height of new developments in Slough will need to respond to the existing or emerging character of the parts of the Square Mile within which they are located.

Figure 3.3 indicates broad building height zones for different parts of the Square Mile responding to the existing and proposed character. These heights have been informed by the modelling work and the need to create a skyline for the town that creates a harmonious and positive image and that works from different vantage points.

The height of any proposed new development will need to respond to the particular characteristics of its site and location within the Square Mile.

There are already a number of taller buildings within the Square Mile and in the right places they can play a role in the intensification of the town and in defining its character and identity. Tall buildings in the wrong places, or with excessive height, can be detrimental, lead to a fragmented skyline, harm the setting of the town's heritage assets and undermine the integrity of its townscape character.

Figure 3.3 indicates locations where tall buildings may be appropriate in the centre. In these locations a tall building can help to enhance the legibility by marking an important location within the town's structure, reinforcing a point of arrival or indicating the primacy of a particular use (e.g. the railway station).

More detailed guidance on building height is provided within the full Regeneration Framework document.



Slough's skyline viewed from Upton Court Road across Lascelles Park from the south east of the Square Mile (blue buildings are existing; yellow consented; and orange representations of the scale of development promoted through the Regeneration Framework). This establishes a harmonious skyline where greater height marks the centre of town

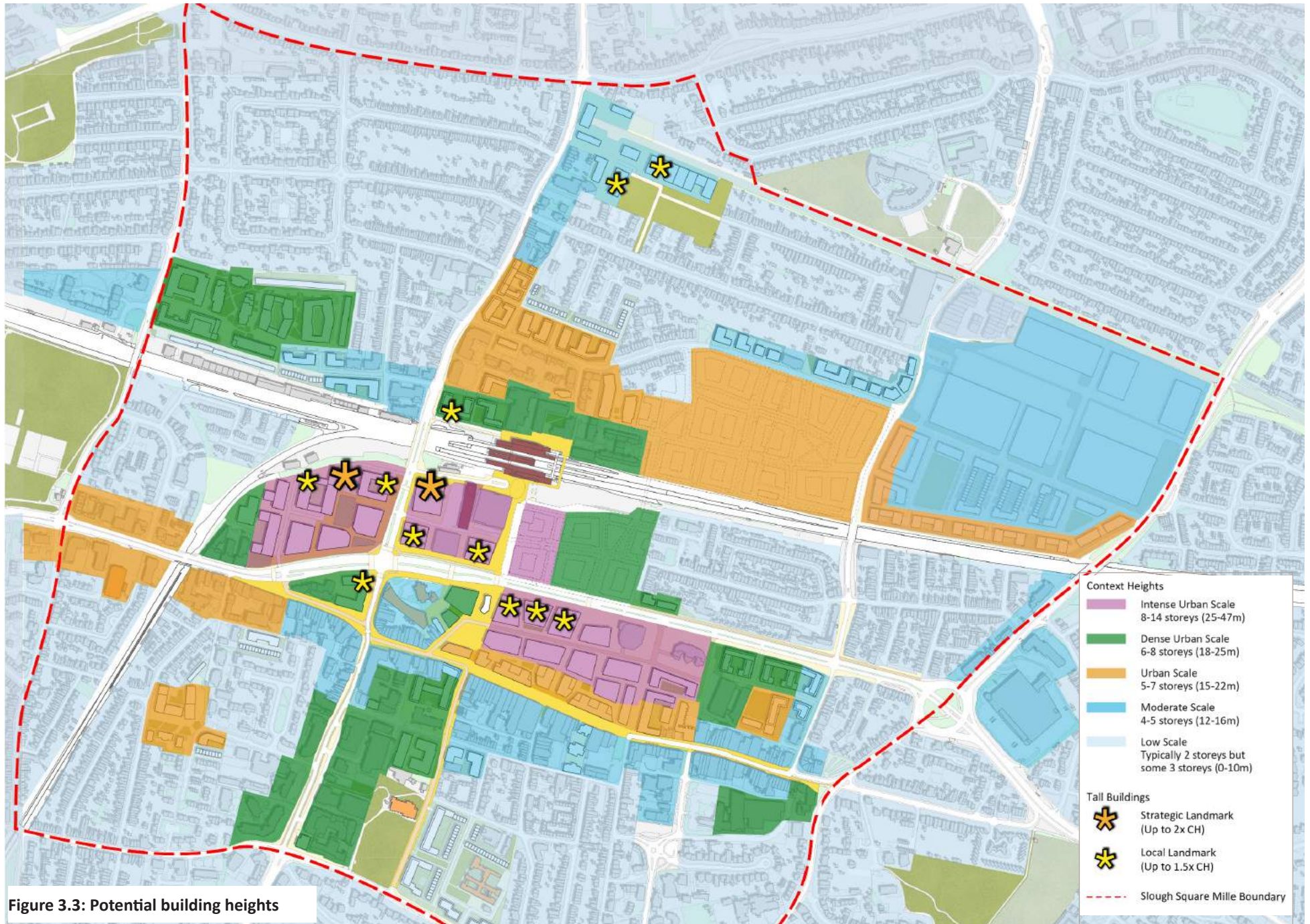


Figure 3.3: Potential building heights

3.4 MOVEMENT AND TRANSPORT

A VISION FOR THE FUTURE

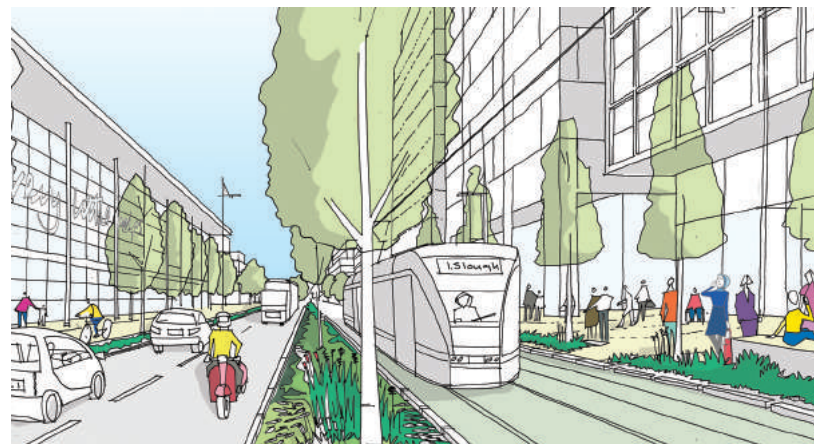
Slough Council adopted its 'Town Centre Transport Vision' in February 2019. This recognises that transport will play a vital role in delivering wider policy objectives for the town, including the significant levels of redevelopment described within this Regeneration Framework. Equally, the Regeneration Framework should help to facilitate the Transport Vision and maximise the benefits that it can bring.

The Transport Vision promotes the following key principles:

- Make public transport the dominant mode of travel to and from the centre of Slough and the rest of the Borough and beyond;
- Provide the capacity for movement to and from the centre of Slough, in the form of a high quality, reliable, high capacity public transport network, which enables a higher scale of development.;
- Maximise the benefits of enhanced strategic public transport connectivity to London, Heathrow Airport and the wider Thames Valley;
- Make walking and cycling to and from the centre of Slough an attractive option, and greatly improve the permeability of the centre of Slough for pedestrians;

- Create an attractive environment in which people are put first in terms of movement and use of space for interaction, creating safe, healthy and vibrant urban spaces which encourage people to live, work and relax locally;
- Use the high-quality design of transport infrastructure to enhance the quality of the public realm;
- Significantly reduce the dominance of the car as a mode of travel to, from and through the centre of Slough; and
- Minimise the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety.

Most importantly, the Transport Vision seeks to deal with the problems of a car dominated town centre to achieve benefits in terms of local air quality, road safety and the quality of the urban realm. Improved journey times for buses and more space for pedestrians and cyclists would also result, and such changes are necessary in order to create a more attractive, healthy and vibrant urban core.



A re-imagined A4 incorporating the MRT (note the sketch shows a tram although the MRT may not take this form)

TRANSPORT PROPOSALS

At the heart of an improved public transport offer for Slough is a proposed Mass Rapid Transit (MRT) network derived from a phased enhancement of the current 'SMaRT' network. The other major change to public transport serving Slough will be the arrival of the Elizabeth line.

The full MRT network could include a number of corridors, not only connecting the town centre with the trading estate and Heathrow Airport, but also Windsor, Uxbridge, Wexham Park Hospital, and key development sites including the northern expansion. Whilst the exact alignment of the final variant of the MRT has yet to be finalised, for the purposes of the Regeneration Framework it has been assumed that the east-west spine will simply follow the A4 Bath Road / Wellington Street.

The Regeneration Framework aims to make walking and cycling a more attractive option and ensure that for journeys under two kilometres walking should be the first choice for most people most of the time. Similarly, for journeys up to five kilometres cycling should be the first choice for most people most of the time.

To achieve this a network of continuous, safe and legible routes are proposed with pedestrians and cyclists fully segregated from vehicular modes on main roads (refer to Figure 3.4).

Further detail on transport proposals can be found within the full Regeneration Framework document.



3.5 STREETS, SPACES AND PUBLIC REALM

STREETS AND SPACES

Delivering transformational change in Slough will require more than new buildings. Equally important will be the space between these buildings. Delivering a more connected network of routes and spaces will be critical to creating a place that people will enjoy spending time in, a place that will attract investment and a place that will deliver healthy and fulfilling lives.

The Regeneration Framework promotes a number of new spaces in the centre; redefines the way that other spaces are used and establishes a framework that will make the links to existing spaces on the periphery of the town more attractive to use.

The important spatial elements are identified below and in the adjacent Figure 3.5.

- 1. Civic Square** – a new public square in the heart of the town at the meeting place of two of the most significant routes; the north to south Brunel Way / Church Street axis and High Street. This predominantly hard surfaced space will provide the focus of civic life in the town; a place to gather, to celebrate and to have fun;
- 2. Brunel Way** – this route provides the link between the railway station and the town's two largest regeneration sites the North West Quadrant and Slough Central and beyond to the High Street. These routes must be designed as a seamless and attractive pedestrian connections to and from the station;
- 3. Wellington Street** – new development will start to change the character of this street providing enclosure and animation. However transforming the environment for pedestrians and cyclists will be needed for this street to fully contribute to Slough's future success;
- 4. High Street** – new development to the north will transform the central setting of High Street and turn it from a linear processional route to one that interfaces with a more permeable fabric in the Slough Central site. The public realm will require an upgrade and there is opportunity to give further priority to pedestrians at both the western and eastern ends;
- 5. Windsor Road** – this route forms the main southern approach into the town and is already well defined by buildings of civic scale. It has potential to become a grand tree lined, civic avenue;
- 6. Church Street** – This important north to south street provides a connection to St. Mary's churchyard and Herschel Park. This link can be made more legible through a coordinated public realm treatment and tree planting that delivers greater priority to pedestrians;
- 7. St. Mary's Churchyard** – this is one of the few green spaces within the Square Mile. The potential for part, or all of it, to offer a quiet and contemplative public space should be investigated;



A more animated eastern High Street with wider footways and cafe seating

- 8. Stoke Road / Wexham Road / Uxbridge Road** – these three routes provide important connections into the town centre from the north. A unified and consistent public realm treatment that prioritises the environment for pedestrians and cyclists is required to encourage more walking and cycling into the centre from the neighbourhoods to the north;
- 9. Petersfield Avenue** - this route provides an important west to east connection and walking route between Stoke Road and Wexham Road and potentially onwards to Uxbridge Road through the Akzo Nobel and former Gas Works sites when these are brought forward for development. The route can also serve to link residential areas to the northern entrance to the railway station. The public realm needs improving on this route to deliver continuous footways and with tree planting improving the streets quality, and breaking up the visual impact of on street car parking.
- 10. New pocket parks** – On larger development sites there is potential to deliver small public spaces that can provide places for relaxation, children's play, and that soften the built form through landscape.



Figure 3.5: Proposed network of streets and spaces



Trees enhance this cycle route



Incorporating street trees and planting into the streetscape (Maid Marian Way, Nottingham)



Roof gardens can provide amenity with a view



STREET TREES / PUBLIC REALM IMPROVEMENTS

There can be no doubt that street trees can make a huge contribution to the character and quality of an area providing both physical and visual amenity, improving biodiversity and enhancing sense of place.

The Regeneration Framework promotes tree planting within the streets and spaces within the Square Mile and this is indicated in the illustrative masterplan. On main routes avenue tree planting is advocated providing continuity, reinforcing the street space as well as protecting pedestrians from traffic and providing shelter from the elements (rain and sun).

Every effort should be made to ensure that trees are planted wherever this is practically possible however it is also recognised that in some locations narrow footways, underground services or a general lack of space may make this difficult to achieve. Where this is the case opportunity to introduce greenery in other forms from rain gardens to green walls should be taken.

The species selected must be suitable to the location with consideration given to the mature size of trees, their growth pattern and form and future management and maintenance.

LANDSCAPE, ROOF GARDENS AND GREEN WALLS

There are currently few open spaces in the Square Mile and whilst there are some opportunities to provide additional spaces as part of new development, larger open areas are located further afield on the edge of the centre.

This means that the town must be creative with the space that it has. There is considerable opportunity for tree planting to green Slough's streets and ground level planting along main streets can change the character.

Slough should also look to the towns' roofscape to add greenery and biodiversity. Roof gardens, green walls, when well designed, can deliver considerable amenity. In Slough there is the added benefit of views to Windsor Castle to add to the offer.

3.6 DELIVERY

DELIVERY PLAN

The Regeneration Framework contains a series of development projects. It sets out the sites that have scope for transformation and that will shape the Square Mile over the next 15 years and beyond. It is visionary, yet provides flexibility to ensure that it can meet changes in circumstances, especially economic and property related.

The sites and the potential development quantum for each are summarised in the adjacent table (Figure 3.6). Site locations are indicated in Figure 3.7 on the following page.

Delivering change in Slough's Square Mile will need to be supported by activity from a wide range of stakeholders, delivery partners and agencies – both public and private.

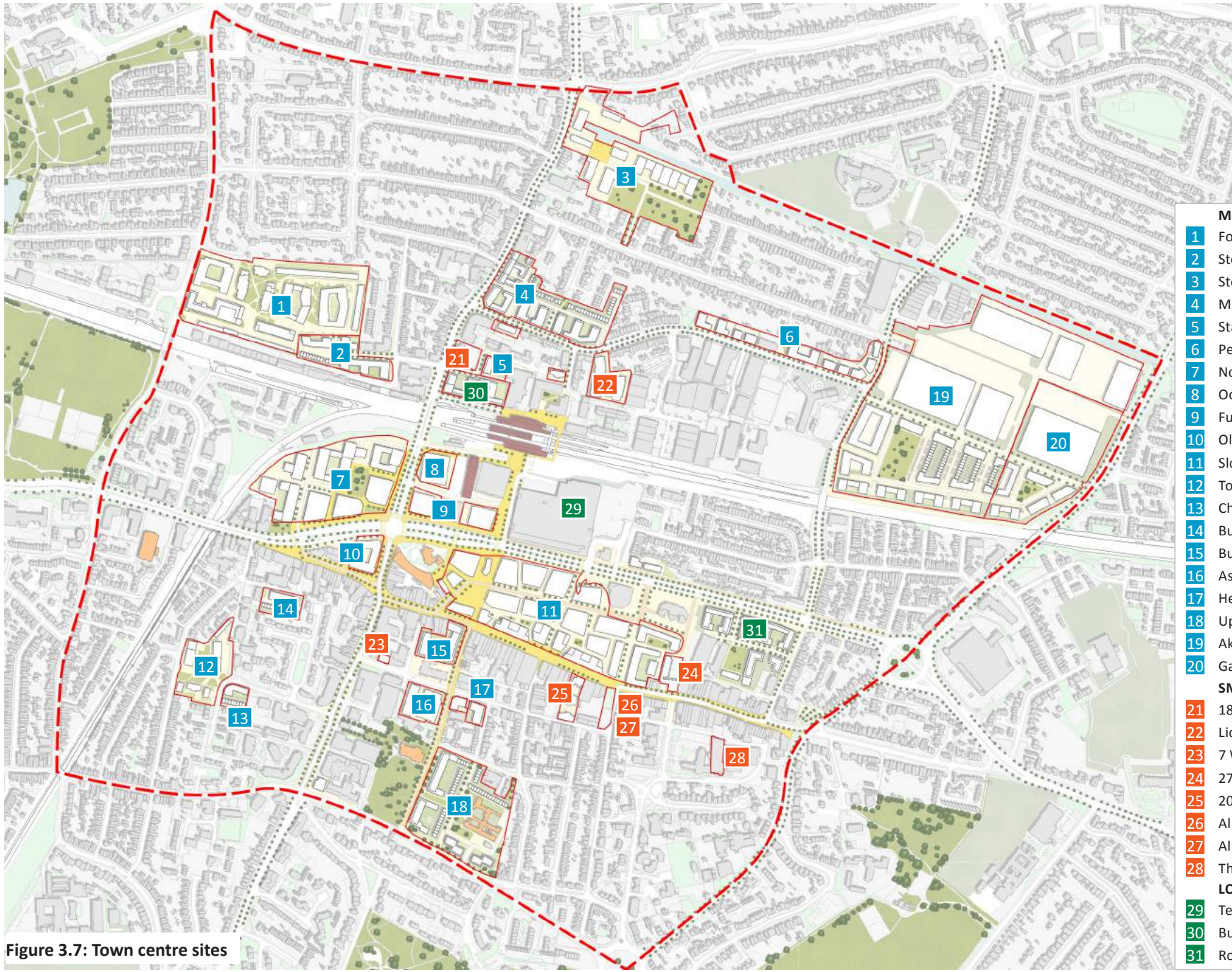
While Slough Borough Council is expected to play a central role (including as landowner, economic development, highways and planning authority – it too may use its powers where necessary to enable development, such as Compulsory Purchase) other agencies will also be fully expected to contribute to its delivery. Without this, the masterplan will not come to fruition.

A delivery plan is provided within the full version of the Regeneration Framework identifying agencies that may be involved in enabling, funding and delivering the projects, the delivery mechanisms and potential sources of funding for those proposals that are less commercial in nature.

	SITE	OFFICE Sq m (nia)	RETAIL Sq m (nia)	LEISURE Sq m (nia)	INDUSTRIAL Sq m (nia)	RESIDENTIAL Units
1	Former Horlicks Factory site	0	239	0	0	1,300
2	Stoke Gardens	0	0	0	0	127
3	Stoke Wharf	0	0	0	0	320
4	Mill Street sites	1,970	0	0	0	429
5	Stanley Cottages	0	0	0	0	36
6	Petersfield Avenue	0	0	0	0	124
7	North West Quadrant*	28,000 - 43,500	2,400 - 4,000	0	0	1,300
8	Octagon Site	12,075	326	0	0	0
9	Future Works	25,065	0	0	0	0
10	Old Library site**	0	460	0	0	64
11	Slough Central	50,000 - 200,000	10,000	5,000	0	1,000
12	Tower House / Ashbourne House	0	0	0	0	77
13	Chalvey Park site	0	0	0	0	36
14	Burlington Road car park	0	0	0	0	48
15	Buckingham Gateway	0	376	1,730	0	175
16	Aspire, Herschel Street	0	0	0	0	238
17a	Herschel Street site (15-23 Church Street)	0	0	0	0	41
17b	Herschel Street site (Victoria St Junction)	0	0	0	0	36
18	Upton Hospital	0	0	0	0	294
19	Akzo Nobel	0	0	0	36,785	1,000
20	Slough Gas Works	0	0	0	11,430	217
21	18-24 Stoke Road	0	0	0	0	40
22	Lion House, Petersfield Avenue	0	0	0	0	155
23	7 Windsor Road	0	0	0	0	24
24	204-206 High Street	0	0	0	0	94
25	271-279 High Street	0	0	0	0	65
26	Alpha Corner	0	134	0	0	14
27	Alpha Street	0	0	0	0	14
28	Thames Central	0	0	0	0	146
	TOTAL	117,110 - 282,610	13,935 - 15,535	6,730	48,215	7,414

*NWQ also includes 5,000m² educational / innovation space **Old Library includes 244 hotel bed spaces

Figure 3.6: Potential development quantum from opportunity sites (excludes longer term strategic sites)



- MAIN SITES**
- 1 Former Horlicks Factory
- 2 Stoke Gardens
- 3 Stoke Wharf
- 4 Mill Street sites
- 5 Stanley Cottages
- 6 Petersfield Avenue sites
- 7 North West Quadrant
- 8 Octagon site, Brunel Way
- 9 Future Works
- 10 Old Library site, 85 High Street
- 11 Slough Central
- 12 Tower House / Ashbourne House
- 13 Chalvey Park
- 14 Burlington Road car park
- 15 Buckingham Gateway
- 16 Aspire, Heschel Street
- 17 Heschel Street sites
- 18 Upton Hospital
- 19 Akzo Nobel
- 20 Gas works
- SMALLER SITES**
- 21 18-24 Stoke Road
- 22 Lion House, Petersfield Avenue
- 23 7 Windsor Road, (Herschel Street)
- 24 271-279 High Street
- 25 204-206 High Street
- 26 Alpha Corner
- 27 Alpha Street
- 28 Thames Central
- LONGER TERM SITES**
- 29 Tesco Extra, Wellington Street
- 30 Bus Depot, Stanley Cottages
- 31 Royal Mail Sorting Office

Figure 3.7: Town centre sites

SCHEME PHASING

Phasing of development shows strong activity in the near term – perhaps spurred on by the anticipated arrival of the Elizabeth line. Yet, there is also very significant development activity forecast for the mid to long term, particularly given many larger sites will be coming through the development pipeline over that time.

Planning consent has already been granted for proposals on many of the sites and construction is underway on some of these. This is indicated in the adjacent table.

OPPORTUNITY

The scale of opportunity in Slough is enormous and the Council is ambitious to deliver change that will bring increased prosperity for its residents and that will renew the centre.

The Regeneration Framework has been prepared to help to guide and steer the change, to ensure that it is co-ordinated and planned and to deliver a step change in the quality of the centre for Slough's residents and businesses.

	SITE	STATUS	YEARS 0-5	YEARS 6-10	YEARS 11-15
1	Former Horlicks Factory site	Planning permission			
2	Stoke Gardens				
3	Stoke Wharf				
4	Mill Street sites				
5	Stanley Cottages				
6	Petersfield Avenue				
7	North West Quadrant				
8	Octagon Site	Planning permission			
9	Future Works	Outline consent			
10	Old Library site	Under construction			
11	Slough Central				
12	Tower House / Ashbourne House	Planning permission			
13	Chalvey Park site				
14	Burlington Road car park				
15	Buckingham Gateway				
16	Aspire, Herschel Street	Under construction			
17a	Herschel Street site (15-23 Church Street)	Planning permission			
17b	Herschel Street site (Victoria St Junction)				
18	Upton Hospital				
19	Akzo Nobel				
20	Slough Gas Works				
21	18-24 Stoke Road	Prior approval			
22	Lion House, Petersfield Avenue	Under construction			
23	7 Windsor Road	Under construction			
24	204-206 High Street	Planning permission			
25	271-279 High Street	Outline consent			
26	Alpha Corner	Under construction			
27	Alpha Street	Under construction			
28	Thames Central	Prior approval			

Figure 3.8: Anticipated phasing of development on opportunity sites



SLOUGH REGENERATION FRAMEWORK

THIRD DRAFT REPORT

AUGUST 2020





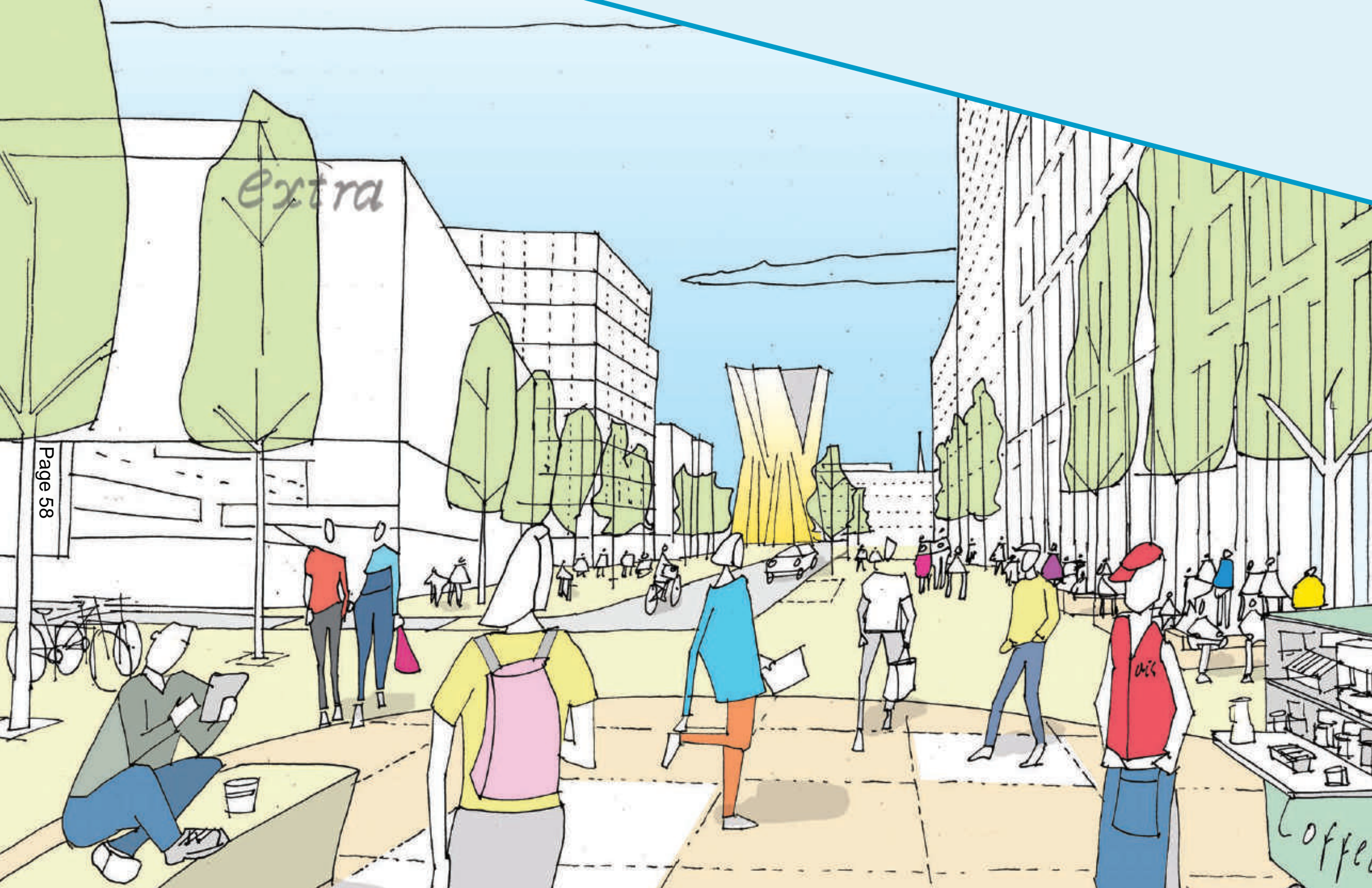
Exmouth House, 3-11 Pine Street
London EC1R 0JH

+44 (0)20 3567 0715
www.uistudio.co.uk



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Executive summary



Sketch from railway station viewing northwards towards the town centre

A STEP CHANGE FOR SLOUGH

Slough will be transformed. **A beautiful, vibrant new urban centre** with striking economic opportunity is waiting to be born out of its strong industrial past and entrepreneurial spirit. New transport infrastructure, including the Elizabeth line and a new Mass Rapid Transit, will improve access to the centre, **attracting businesses and reducing the reliance on the motor vehicle.**

Where the town is fragmented it will be reconnected. The town's under used buildings and its vacant spaces will be filled with **places to live, work, shop and enjoy life** both throughout the day and into the evening. A diverse mix of **new employment growth** will feed off the dynamism of the centre and Slough's **enterprising young community** and an expanded **Central Business District** will make Slough an even stronger economic driver for the region. These opportunities will spawn **new demand for different types of housing** and renew the existing residential communities establishing the mix of different household sizes, income and choice that are characteristic of a successful town.

Walkable tree lined streets fronted by attractive new buildings will replace clogged highways and link the centre with its beautiful parks and the Grand Union Canal. New public spaces will provide opportunity for the community to meet, relax, celebrate and enjoy the towns' **rich and diverse cultural offer.**

All of Slough's residents will benefit from the town's regeneration with increased access to jobs, new educational opportunities and skills training and enhanced digital connectivity; the restored health of the centre will flow across the entire Borough **enriching the lives and well being of Slough's people.**

THE CONTEXT

There can be few more accessible towns in the UK than Slough. Located at the intersection of the M4, M40 and M25 it has unrivalled access to the strategic road network; Heathrow Airport is on the town's doorstep and trains from Slough railway station take as little as 15 minutes into London Paddington.

The arrival of the Elizabeth line together with an ambitious transport vision to implement Mass Rapid Transit across the Borough will bring even greater physical connectivity to the centre and the Council's embracing of innovation and smart technologies will match this with digital connectivity.

Slough is changing and changing quickly. New flagship developments have been brought forward in the heart of the centre sweeping away outdated buildings and facilities and replacing them with state of the art cultural / community assets, offices, leisure facilities and renewed streetscape.

These include 'The Curve', Porter Building, Future Works and The Ice Arena. The Brunel roundabout, a relict of 1970s highway planning, has gone, replaced with a more human scale signal controlled crossing.

There is more to come with new homes under construction, planning consent already granted for significant proposals and developers and landowners drawing up their own plans for sites within the town.



The Urban Building providing new office space in the town centre

The scale of opportunity in Slough is enormous and the Council is ambitious to deliver change that will bring increased prosperity for its residents and that will renew the centre.

Change must therefore be co-ordinated and planned. This Regeneration Framework has been prepared to help to guide and steer the change. It identifies the opportunities for growth and transformation and draws them together as a vision and spatial plan.

The Regeneration Framework extends across the 'Square Mile' an area defined by Stoke Poges Lane in the west, Elliman Avenue and the Grand Union Canal Slough Arm to the north, Uxbridge Road to the east and Albert Road / Chalvey Road to the south. This is an extensive area that is varied in use and character but is all within easy walking distance of the town centre. The nature of the opportunities varies across the area and is identified within the Framework.

The Regeneration Framework has been prepared in unusual circumstances with the Covid pandemic focusing attention on how people live their lives, the value of open spaces and access to them and the future of town centres.



Recently enhanced public realm on Wellington Street next to The Curve and Church of Our Lady Immaculate and St. Ethelbert

Town centres were already changing with a shift from shopping to experience and exchange; it is likely that Covid has accelerated the change. The Regeneration Framework identifies a vision for Slough that will make it more resilient in the future and that will encourage and enable more healthy lifestyles for its people.

Slough's location has meant that it has always attracted business and this has drawn people searching for work and opportunity to settle in the town. This remains a cornerstone of the vision going forward with regeneration driven by jobs and opportunity. The Regeneration Framework sits alongside the Inclusive Growth Strategy ensuring that change benefits all of Slough's residents.

The Framework Vision also aligns with the Council's emerging Climate Change Strategy and Action Plan.



VISION FOR THE SQUARE MILE

The spatial vision for Slough's Square Mile is set out in the ten objectives:

- *Objective One: To deliver a **21st century town centre** that is accessible to everybody and enhances health and well being;*
- *Objective Two: To develop an expanded **Central Business District** to the south of the railway station;*
- *Objective Three: To **revitalise the shopping and leisure offer** in the town centre;*
- *Objective Four: To deliver a **range of new homes** in the Square Mile;*
- *Objective Five: To strengthen Slough's **cultural offer**;*
- *Objective Six: To create a **people focused public realm**;*
- *Objective Seven: To **improve connections** between the town centre and Slough's neighbourhoods and the wider area;*
- *Objective Eight: To deliver a **step change in the quality of design and architecture** in the Square Mile;*
- *Objective Nine: To provide the **right amount of car parking** in the right locations; and*
- *Objective Ten: To deliver **small interventions, events and early wins**.*



Illustrative Masterplan for Slough town centre

THE SCALE OF THE OPPORTUNITY

Delivering a step change for Slough will be brought about through the economic prosperity that comes with an expanded Central Business District. New jobs will support the local population, make town centre living more desirable and invigorate the retail, leisure and cultural activity and offer in the town. New homes will contribute to this regeneration but it is the new jobs that will be the driver for change.

The Regeneration Framework promotes a volume of office development that can deliver this step change. The quantum is expressed as a range and is informed by the commercial approach taken by British Land / ADIA in relation to the Slough Central site rather than by market analysis and is in principle supported by the Council.

Creating vital and vibrant town centres means mixing uses so that there is activity at all times of the day. The traditional town centre with its shopping precinct, office quarter and residential hinterland is a thing of the past and creating a 21st century town centre means that leisure uses must be located to support the office space, and a myriad of uses from cultural spaces, schools, doctors surgeries, gyms and dentists, cafes, hairdressers and bars are needed to support the increasing number of people that will be living in the centre. A towns' shopping offer must meet the needs of both the immediate resident catchment population as well as those people who are drawn to the centre from further afield.

The increase in people living and working in Slough's Square Mile will start to change the dynamic of the town and help to support a richer and more diverse offer.

The illustrative masterplan, which forms a spatial representation of the Regeneration Framework, demonstrates how the framework can deliver approximately:

- 115 to 280,000m² office floorspace;
- 14 - 15,500m² retail floorspace;
- 6,700m² leisure / cultural floorspace;
- 5,000m² education / innovation floorspace;
- 48,000m² B8 industrial floorspace; and
- 7,400 new homes.

The new retail space indicated above does not take account of the loss of retail floorspace through redevelopment of the town's two shopping centres.

Improving connections and overcoming severance is fundamental to the vision for Slough's Square Mile. A network of new and improved routes and spaces are proposed making Slough a more pleasant and healthy place to live and work in. These include a new civic square in the heart of the town and at the meeting point of the north to south Brunel Way / Church Street axis and the east to west aligned High Street; transformation of the Wellington Street / A4 corridor and improved links from the railway station into the heart of the town and towards the North West Quadrant.

The potential height of buildings has been modelled on the opportunity sites within the Square Mile to test their impact from various locations in the town. The Regeneration Framework proposes heights that will deliver a harmonious and attractive skyline composition when viewed from vantage points around the town and that emphasises the heart of the town centre and the regeneration proposed there.



Slough's skyline viewed from Upton Court Road across Lascelles Park from the south east of the Square Mile (blue buildings are existing; yellow consented; and orange representations of the scale of development promoted through the Regeneration Framework). This establishes a harmonious skyline where greater height marks the centre of town

- 1 Slough railway station
- 2 Great Western rail line
- 3 Wellington Street
- 4 High Street
- 5 The Curve
- 6 Queensmere Shopping Centre
- 7 Observatory Shopping Centre
- 8 Slough bus station
- 9 Tesco superstore
- 10 North West Quadrant
- 11 William Street
- 12 Windsor Road
- 13 Salt Hill Park
- 14 Bath Road
- 15 The Adelphi
- 16 Windsor & Eton branchline
- 17 Former Horlicks factory
- 18 Stoke Poges Lane
- 19 Stoke Road
- 20 Petersfield Avenue
- 21 Wexham Road
- 22 Grand Union Canal Slough Arm
- 23 Akzo Nobel
- 24 Gas works
- 25 Uxbridge Road
- 26 Sainsbury superstore
- 27 Lascelles Park
- 28 Upton Court
- 29 Upton Hospital
- 30 St. Mary's Church
- 31 Herschel Park
- 32 M4 motorway
- 33 Slough Ice Arena
- 34 Slough Trading Estate



1. Introduction



Figure 1.1: Aerial image of Slough Square Mile and its wider context

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1.1 BACKGROUND

In March 2020 Slough Borough Council commissioned Urban Initiatives Studio (UIS) to prepare a Regeneration Framework for Slough's Square Mile. This sets a vision and spatial framework for development in the town over the next 15 years.

UIS have been supported in the study by Urban Movement who have provided transport, movement and public realm advice and by Montagu Evans who have provided property and delivery input.

Slough is an exceptionally well-connected Borough, it is home to globally-important companies and has been voted the best place to work in the UK three years running (Glassdoor). Slough is also one of the UK's most multicultural places with its communities representing 80 different countries and speaking 150 languages and is the UK town with the youngest population. Slough is a hotbed of talent and entrepreneurship.

The town has recently seen significant investment with new office buildings built close to the railway station, a new Cultural Hub 'The Curve' opening immediately to the south and significant investment in the public realm and street network in the heart of the town.

A number of residential developments are currently under construction within the Square Mile both to the north and south of the railway line and significant planning consents have been granted including on the former Horlicks factory site.

The Square Mile is on the cusp of positive transformational change that will renew the centre for generations to come. The arrival of the Elizabeth line together with an ambitious transport vision to implement Mass Rapid Transit across the Borough will bring even greater physical connectivity to the centre and the Council's embracing of innovation and smart technologies will match this with digital connectivity.

Town centres are changing with a shifting focus from shopping to experience and exchange. Slough is well placed to embrace these changes with significant sites in the centre that are ripe for development. A number of major schemes have already been brought forward and these have already changed the landscape of the centre, its image and external perception; others are about to start.

Major office and residential developments are being promoted that could deliver a comprehensive regeneration in the town and huge benefits to its economy, future prosperity and to the lives of all residents in the Borough.

This regeneration must respond to other issues that are shaping our towns and cities. In May 2019 the UK Parliament declared a Climate Emergency; the Council is responding by preparing a Climate Change Strategy and Action Plan to manage its carbon emissions. The way people move around, and to the Borough, will need to change with a shift to more sustainable transport modes and a move away from the private car.

The ongoing Covid pandemic has shone a stronger light on peoples' health and well-being; the value of access to open space and other amenities has been clearly highlighted. There are significant health inequalities in the Borough and addressing these is a priority for the Council as expressed through both the Inclusive Growth Strategy and the Council's Five Year Plan.



Consented scheme on the former Horlicks Factory site



The Curve - a new community building for the town

1.2 ROLE OF THE REGENERATION FRAMEWORK

Whilst there is a lot of development activity taking place within the Square Mile it is critical that this activity is co-ordinated and that it collectively delivers a coherent place. Development needs to be guided so that uses are in the right place, proposals respond to the character, identity and history of the town and buildings are brought forward at the right scale to create a place that people will continue to be proud to call home and that will attract further investment.

Critically it is the space between buildings, the streets and spaces, that can make or break a place. The Covid pandemic has demonstrated how important public space and the external environment are to health and well-being. The Regeneration Framework must promote a positive and people driven vision for Slough's Square Mile that aids recovery and delivers future resilience.

The Regeneration Framework has a number of roles and purposes:

- It sets out a clear and overarching vision and spatial plan for the Square Mile that can guide development and regeneration;
- It identifies the opportunities for growth and transformation at a broader Square Mile scale and then on a site specific basis;
- It identifies linkages and opportunities for improved movement and access for people travelling by all modes and encourages and facilitates a shift to more movement by foot, bicycle and public transport;

- It establishes design principles and development parameters for the Square Mile and at a site-specific scale and identifies the potential development quantum that could be delivered. This will feed into the emerging Local Plan;
- It identifies the potential for the meanwhile use of sites pending more permanent development; and
- It provides a strategic delivery plan setting out how projects might be phased and identifying priorities and delivery approaches,

The Regeneration Framework is aligned with a number of other Council strategies. These include the Transport Vision adopted in 2019; the Inclusive Growth Strategy; the Climate Change Strategy and the Council's Five Year Plan. A cultural strategy and a meanwhile use strategy are also being progressed by the Council.

The Regeneration Framework also forms a precursor to the preparation of a Public Realm Strategy for the Square Mile. The public realm concepts set out in this document will form the starting point for this more comprehensive Public Realm Strategy which will provide further detail and assign priority to proposals.

1.3 PREPARING THE REGENERATION FRAMEWORK

The Regeneration Framework has been prepared through a collaborative process working closely with, and reporting to the Town Centre Regeneration Group. Major landowners and developers have also been engaged in the process and have shared their proposals and aspirations for sites. Covid has placed some restrictions on the masterplan process with the wider stakeholder workshops that were originally envisaged not possible.

The ten spatial objectives that define the vision for the Square Mile and that are set out in Section 3 of the Regeneration Framework were endorsed by the Council lead members and by the Council Cabinet in June 2020.

Site options were prepared for many of the sites within the Square Mile and refined following an assessment of viability and deliverability.



Future Works in the heart of the town centre



2. Understanding Slough



2.1 LOCATION AND CONTEXT

There can be few more accessible towns in the UK than Slough. Located at the intersection of the M4, M40 and M25 it has unrivalled access to the strategic road network; Heathrow Airport is on the town's doorstep and trains from Slough railway station take as little as 15 minutes into London Paddington. The opening of the Elizabeth line will improve journey times further and transform access to central London and elsewhere.

Slough's location has meant that it has always attracted business and this has drawn people searching for work and opportunity to settle in the town.

Slough is located on level ground within the Thames Valley to the north of the river Thames. Windsor is just two miles to the south across the River Thames and whilst Windsor Castle is not visible from the streets in the town it can be viewed from many of the town's taller buildings.

Slough extends east to west along the A4 Great West Road / Bath Road and whilst land to either side of this route has been extensively developed the town benefits from easy access to attractive countryside and historic parkland to both the north and south.

Figure 2.1: Slough strategic context

2.2 HISTORY

ORIGINS

The oldest buildings in Slough, Upton Court and the parish church of St Laurence located to the south east of what is now Slough town centre date from medieval times. For many years the parish consisted of no more than scattered farmsteads and cottages.

Slough grew as a result of its location along the mail-coach route from London to Bath. It became an important staging post on the route and coaching inns grew up along the road as a result.

VICTORIAN GROWTH

By 1801 the population of the town was just over a thousand. By 1841 it had doubled, but it was the arrival of the Great Western railway in 1838, and the subsequent opening of Slough station (initially opposed by Eton College) in 1840 that accelerated this growth. A branch line connecting Slough with Windsor, for the convenience of Queen Victoria, was opened in 1849.

The middle classes and successful businessmen were attracted to Slough with the promise of a country location, views of Windsor Castle and easy access to London.

By 1881 the population had swelled to over seven thousand and historic plans from that period show a gridded network of streets extending to the north and south of the High Street. Upton Park was the place to live with 29 Villas structured around this Victorian park. Upton Park is now known as Herschel Park after William Herschel (astronomer Royal to George III) who lived in Slough from 1786 to 1822. Much of the land around the town in 1881 is shown as nurseries.



Figure 2.2: Historic Plan (1881)

In 1882 the Grand Union Canal Slough Arm was constructed to the north of the town. This brought large-scale brickmaking to the area and shifted the population growth to the north of the town. The Horlicks Factory opened immediately to the north of the railway line in 1906 and the iconic factory building and its chimney are highly visible both from the railway tracks and from many other locations in the town.



High Street (circa 1908)



Figure 2.3: Historic Plan (1947)



Aerial view of Slough town centre from the south east (circa 1930) © Britain from the Air



Aerial view of Slough town centre from the south west (circa 1930) © Britain from the Air

SLOUGH TRADING ESTATE

During the first world-war a large area of agricultural land to the west of Slough was developed as an army motor repair depot. Following the war the Slough Trading Company Act was passed and the land became a trading estate. Early occupiers included Citroen, Mars, Johnson and Johnson and Gillette.

New homes were built at Stoke Poges Lane, Manor Park and Cippenham to house people working on the trading estate.

Around the same time the Naylor Brothers set up a factory on a 30 acre former brickfield north of the town centre from where they manufactured paint under the brand name 'Dulux'. The Dulux brand is now owned by Akzo Nobel following the acquisition of ICI in 2008.

The trading estate has been enormously successful attracting businesses and workers from many parts of the UK and abroad with its proximity to Heathrow Airport and good motorway connections being attractive. It is one of the largest industrial estates in single private ownership in Europe with over 17,000 jobs in 400 businesses.

In the last 20 or so years, there has been a major shift from a manufacturing to an information-based economy in Slough. Factories (some of which had been in Slough for many decades) have been closed and replaced by office buildings. Slough has the highest concentration of UK HQs of global companies outside London. These are located either on the trading estate or on Bath Road but with relatively few in the town centre.

TOWN CENTRE RENEWAL

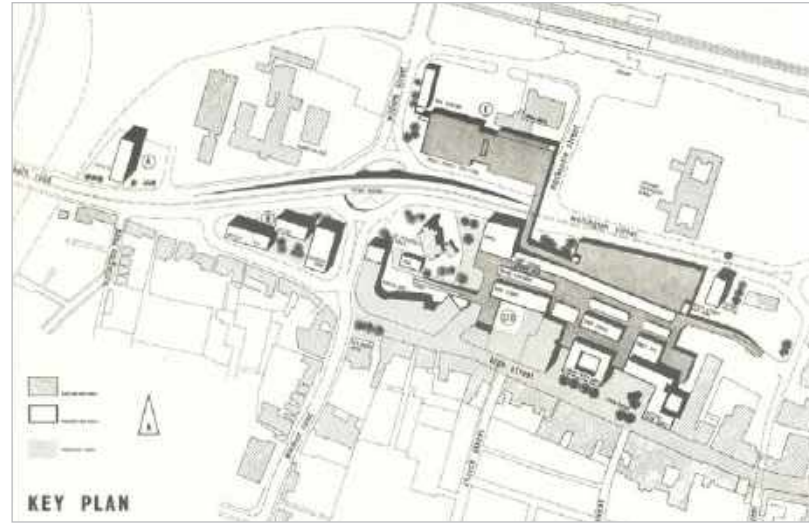
Through the post-war years' car ownership and the number of vehicles on Britain's roads increased dramatically. The M4 was opened to the south of Slough in the 1960s however an increasing volume of traffic streamed through Slough town centre on the High Street (the A4 / Great West Road) and noise and vehicle emissions impacted on the quality of the environment for shoppers and visitors.

In response the Council promoted 'An approach to renewal' in the town centre. Following the thinking at the time the proposals aimed to separate traffic and people, with the Council stating that it would:

'...rebuild an area in an entirely new manner, suitable for the latter decades of the twentieth century. The most important feature will be creation of a traffic-free shopping area between High Street and Wellington Street where everyone can shop under cover.'

Traffic on the High Street was diverted onto Wellington Street and the Queensmere Shopping Centre was opened in 1970. The centre was extended in 1986 and again in 1996. A second shopping centre, the Observatory was built between 1989 and 1991. The centres were built with substantial multi-storey car parks allowing shoppers to visit the town, shop and leave without ever stepping outside.

Whilst vehicles were removed from High Street, creating a pedestrian friendly environment on Slough's main street, the significant highways that now cut through the town created an hostile and intimidating environment for pedestrians and cyclists. The new buildings turned their backs to the highways exacerbating the issue.



CLOCKWISE FROM TOP: **Town centre renewal in 1970 - Plan; Sketch of the new Queensmere described as 'A shoppers' paradise, robs housewives and salesmen of a few grumbles. The weather holds no worries; there are no motor fumes, no road hazards and little noise' and the prospectus prepared by the Council at that time**



High Street in the 1960s



The Brunel bus station and roundabout prior to the recent regeneration

HEART OF SLOUGH

Significant change has taken place in Slough town centre over the last decade guided by the Heart of Slough masterplan prepared in 2008.

Recent developments include:

- A new bus station on Brunel Way;
- Two new office developments on Brunel Way – The Porter Building and Future Works;
- The Curve – a community building providing a library, community learning rooms, registrar services, a café, a 280-seater performance space and a garden area; and
- Removal of Brunel roundabout and replacement with a signal controlled crossroads and improvements to the environment and pedestrian crossings on Wellington Street.

The town centre is poised for further change with the Elizabeth line bringing improved access, significant planning consents in place on a number of town centre sites including the former Horlicks Factory site, and developer interest and appetite to deliver change.

2.3 HERITAGE

Slough's history leaves a legacy of heritage assets within the centre. There are two designated Conservation Areas immediately adjacent to the Square Mile:

- Upton Park / Upton Village; and
- Sussex Place / Clifton Road Conservation Areas.

The Upton Park / Upton Village Conservation Area is located to the south of the town centre and includes the Grade I listed St Laurence Church which dates from Norman times and the Grade II* 14th century former manor house Upton Court.

The Conservation Area also encompasses Herschel Park and the Victorian villas that were built around it. Herschel Park is also a Grade II Registered Park.

Sussex Place / Clifton Road Conservation Area is located at the eastern end of the High Street and encompasses many of Slough's finer Victorian houses.

Other listed buildings within Slough town centre include:

- St. Mary's Church (Grade II*);
- Slough railway station (Grade II);
- Upton Hospital (the former workhouse) (Grade II);
- Church of Our Lady Immaculate and St Ethelbert on Wellington Street (Grade II); and
- The Red Cow Public House on St Laurence Way (Grade II).

Any new development should be sensitive to the context and setting of these listed buildings.

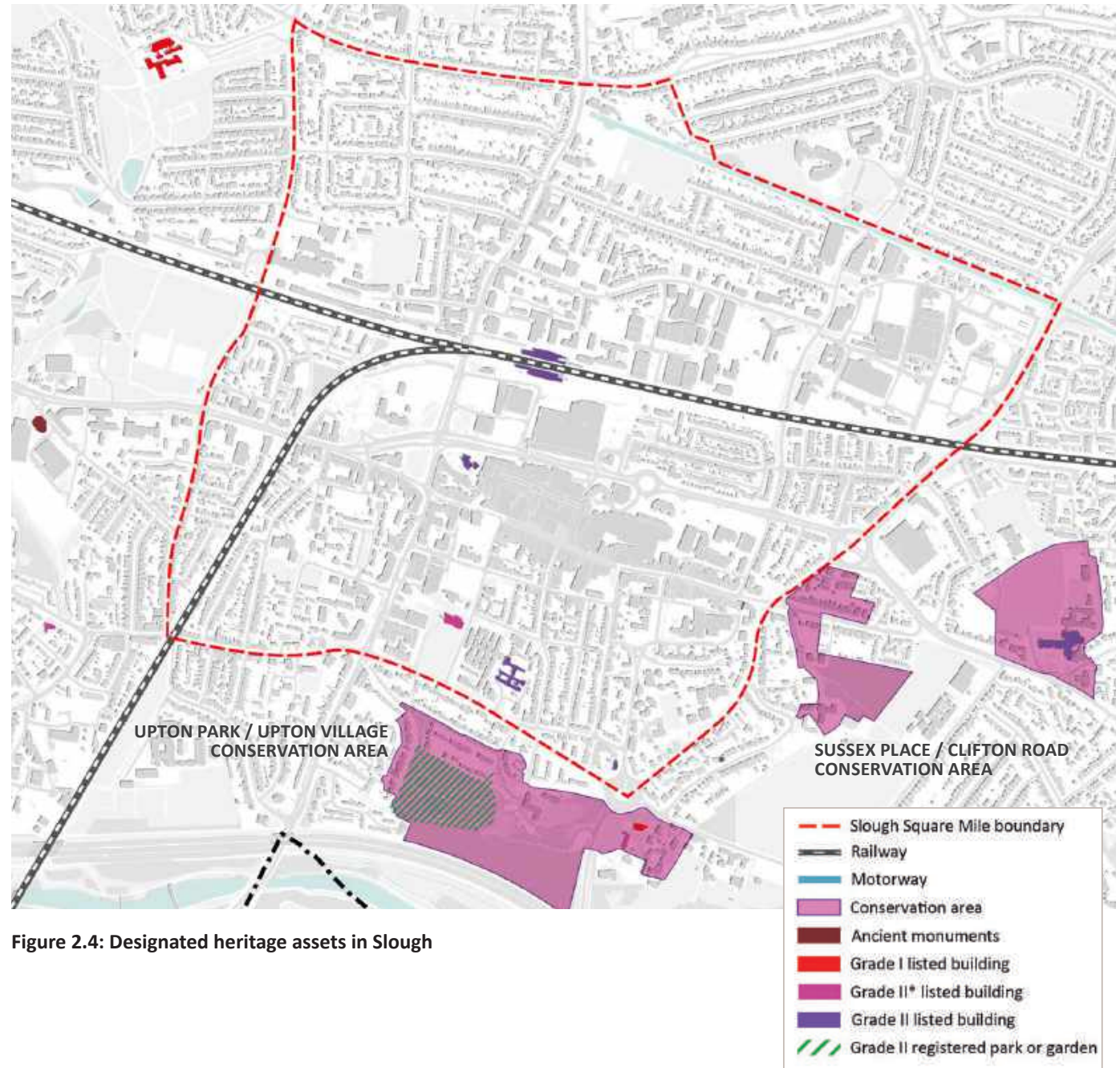


Figure 2.4: Designated heritage assets in Slough

2.4 PEOPLE AND COMMUNITY

DIVERSITY, OPPORTUNITY, GROWTH

Slough is also one of the most ethnically diverse boroughs in the country, with a large proportion of its citizens born outside of the UK and with its communities representing 80 different countries and speaking 150 languages. According to the 2011 Census 39% of Slough's population were non-UK born. One third of the 149,100 population comes from BAME communities. 50% of pupils in Slough schools do not have English as a first language.

This diversity is a reflection of the economic opportunity and attraction the town presents to migrant communities looking for a place to settle and a place to build a better future for themselves.

Slough has always welcomed incomers right back to its stagecoach days. During the economic downturn of the 1930s thousands of people came to Slough seeking work, mostly from Wales, parts of Scotland and the North of England.

After the Second World War, Poles and Ukrainians moved to Slough to work and in the 1950's workers from the West Indies, India and Pakistan also settled in the area. The high number of Polish people settling in the town after Poland entered the European Union in 2004 is linked to the established Polish community in the town including a thriving Polish church and a school.

The population of Slough has increased by 48% through the period from 1981 to 2018, significantly higher growth than London (31% rise over the same period), and Great Britain, (18% rise over the same period).

YOUTH AND EDUCATION

Slough is the UK town with the youngest population, with an average age of 33.9 and only one in 10 people aged 65 and over. Slough's young population mainly derives from the town having the highest birth rates of all UK cities - 16.6 births for every 1,000 residents, compared to the British average of 11.8 - and from the young migrant populations (NOMIS report 2018).

Slough benefits from the presence of a youthful and dynamic population. This cohort will be key to the Borough's future prospects and have a pivotal role in activating and delivering the ambitions set out within this strategy.

Slough's primary and secondary school students outperform the England average however Slough's population presents low levels of qualifications. This probably derives in part from the lack of university level education offered in the town and the cost of higher education.

HEALTH AND DEPRIVATION

The Borough falls within the top 25% most deprived local authorities in England, scoring highly in Crime, Income Deprivation and Barriers to Housing and Services. Slough has a number of entrenched deprivation hot spots where life opportunities are poor. Chalvey, to the immediate south-west of the town centre, is one of the most deprived areas in the Borough.

Slough is presented with challenging healthcare outcomes and has a very different healthy life expectancy in comparison to its neighbours – people in Slough live fewer years in good health than those in surrounding towns.

- Slough residents have a lower life expectancy at birth than comparative authorities;
- Slough's residents are less active than the national and regional averages (55.8% physically active compared to 69.8% in the south east); and
- 66.8% of Slough residents are classified as overweight or obese (compared to 60.3% in the south east).

There is a growing body of evidence (Bennett Institute for Public Policy. Townscapes: England's health inequalities) that suggest environmental factors underpin these inequalities. Poor quality housing, lack of open space or an abundance of unhealthy outlets (e.g. fast food or vape shops) contribute to poor health outcomes. The spaces people use and places they occupy encourage positive attributes for their physical, mental and emotional health.

The Regeneration Framework presents an opportunity to improve the life chances for everyone across Slough and not just those that live and use the town centre on a daily basis. It can promote connectivity between neighbourhoods and encourage active transport and movement across the town centre. This will support the Council's strong, healthy and attractive neighbourhood's programme and ensure inequalities are not exacerbated by any new development which may seem daunting or inaccessible to some of Slough's population.

There are over thirty health and wellbeing facilities of various kinds within a fifteen minute walk of the town centre. These include care homes, dentists, general practices, gyms, opticians and pharmacies. Upton Hospital is also located in the town centre although this site has for some time been considered as a regeneration opportunity and is identified for change in the masterplan.

Technological and digital advancements are changing how healthcare and wellbeing services are provided. The COVID-19 pandemic has accelerated this pace of change and "video conference consultations" are a growing medium for accessing healthcare advice. This has an impact on the amount of space required for healthcare and wellbeing services across Slough as well as other customer contact centres. However before determining the space impact it will be important to understand what proportion of Slough's population have access to the right technology to support this.

The increasing demand on health and social care services is well documented including the prevention, management and treatment of long term conditions and an ageing population.

There are a significant number of stakeholders across the Slough healthcare economy and planning for new or improved healthcare capacity can still be reactive. The latest NHS Long Term Plan, makes a decisive move towards prevention and empowering people to take responsibility for their own health outcomes (Preventing illness and tackling health inequalities). This will require the NHS to collaborate with Council's, private and voluntary sectors to tackle the most significant causes of ill health including new action to help people stop smoking, overcome drinking problems and avoid Type 2 diabetes, with a particular focus on the communities and groups of people most affected by these problems.

The Regeneration Framework focuses on the spatial changes that can be made in the town centre and must promote an environment that favours walking and cycling and that enhances the public realm and access to public spaces to support inclusivity and encourage healthy lifestyles. Reductions in vehicle emissions by accelerating the uptake of cleaner vehicles and technologies will also be required to tackle the air quality issues that also impact on the health and well being of Slough's residents.

INCLUSIVE GROWTH STRATEGY

The strategic vision set out in the Inclusive Growth Strategy is that:

'Slough will be an economy which is defined by its inclusiveness, diversity and resilience – where small businesses flourish, large employers invest, and residents have the opportunity to aspire and prosper.'

The strategy focuses on the factors that will deliver a more equitable share in Slough's prosperity for its residents. Its priorities include the creation of secure and productive jobs, a skills system that works for all, and regeneration that can deliver the infrastructure to unlock growth.

The Regeneration Framework shows how this growth may be delivered spatially across Slough's Square Mile.



2.5 CHANGING ROLE OF TOWN CENTRES

SHIFTING RETAIL ENVIRONMENT

In recent years there has been a substantial change in the retail environment across the country with a significant growth in online shopping and a reduction in people visiting local high streets. This has had a profound impact on town and city centres nationwide with well-known high street retailers disappearing and many town centres experiencing high levels of vacancy and decline. Covid is likely to accelerate this change.

Towns and cities that provide a more diverse or distinctive town centre offer have proven to be more resilient to these changes.

Character, amenity and sense of place

Whilst the role of town centres as a place to shop may be in decline their importance as social meeting places has become increasingly important. Cafes have sprung up within town centres and the new 'coffee culture' has brought with it a new location for work, socialising and convenience. Restaurants have extended this offer into the evening often offering an 'Al Fresco' dining experience that used to be reserved for holidays overseas.

Provision of parks, children's play, markets, street entertainment and other leisure attractions has brought families into town centres for much more than just shopping.

The quality of the environment as well as the offer is critical. The most successful urban places are those that deliver an attractive environment with pedestrian-friendly streets and public spaces as well as the range of uses and facilities.

A location for Business

Town centres increasingly promote themselves as business locations. Employers of all scales from multi-national firms through to the self-employed can gain advantage from being located in the town centre. Employees often prefer the vibrancy of urban centres with access to facilities and amenities to the sterile environment of the 'out of town' business park or the isolated experience of working from home. It also offers the most sustainable location, accessible by public transport.

Providing small business hubs and incubator spaces can often tap into an unmet local demand and attract businesses into a town centre. This can support local regeneration by clustering entrepreneurial capacity and enriching social networks, generating footfall for local shops and facilities and increasing the level of local spending, while supporting local economic development and job creation.

Slough's highly accessible location has meant that it has always attracted businesses to the town. This together with the availability of land in the town centre offers a unique opportunity for a business led regeneration of the town centre.

A place for local residents

Town centres benefit from their resident catchment. Having more people living in a centre or close by, helps to provide activity, animate the town centre streets and spaces during the day and evening and supports local businesses and shops. Making town centres easy to access through safe and convenient walking and cycling routes can increase this resident catchment further.

People of all ages are increasingly interested in living in attractive and lively urban areas that are close to public transport and offer the convenience of local shops, leisure and health facilities nearby. Increasing residential density in the heart of a town centre makes the best use of land in the most accessible locations however the recent Covid experience has also reminded us that good access to outdoor space and amenities is important to people's health and well being and must be planned for when intensifying development.

Do nothing is not an option

Town centres compete for custom both locally and further afield. The decision to visit, live or locate your business in a town centre will depend on a range of factors including its location, accessibility and the quality of experience and offer that it provides.

Places that are attractive and offer an enjoyable, interesting and varied experience, while providing the usual range of town centre uses, will be preferred. Places that fail to respond to the shifting role of town centres will not prosper, risk losing footfall and are likely to decline.

Slough has already seen a decline in its retail performance with significant vacancy in the Queensmere shopping centre in particular. This vacancy however presents a significant opportunity for transformative change; the chance to redevelop the centre and transform the heart of the town and at the same time to deliver a more coherent and attractive place. Doing nothing is not an option.

WHAT MAKES A SUCCESSFUL TOWN CENTRE?

The success of a town centre is dependant on many interrelated factors. Successful town centres provide an environment where people want to be; providing an offer and experience that delivers much more than the functional opportunity to carry out day-to-day tasks. Figure 2.5 illustrates ten criteria for a successful town centre. This is not an exhaustive list but deliver against these criteria in Slough and the centre will be better placed to thrive in the future.

- **Strong character and identity** – preserve and enhance the features, history and townscape elements that deliver character and can provide a distinctive identity;
- **Accessible** – ensure the town centre is easily accessible by foot, cycle and public transport and reduce the need for private car journeys;
- **Quality public transport interchange** - provide an attractive, convenient and accessible public transport hub that delivers a quality interchange experience and supports town centre vitality;
- **A range of shops** – provide a range of shops that serve everyday and specialist needs;
- **A place to work** – provide work space to provide for a range of businesses, creative enterprises and start ups;
- **A place to live** – encourage urban living with a mix of homes (tenure and unit types), space for families and supporting health and education infrastructure;
- **Opportunities to eat out** – provide a variety of eating out options as part of the daytime and evening economy and to animate the town;
- **A rich culture and leisure offer** - draw people into the town centre with a mix of performance, events, festivals and creative activities as well as year-round health and leisure provision;
- **Quality public open spaces** – provide a range of high quality open spaces within an easy walk for residents and visitors to the town centre; and
- **A clean, safe and well-managed environment** – reduce crime and littering and engender community pride through a positive town image.

Figure 2.6 illustrates a qualitative assessment of Slough against each of these categories.

Whilst there have been some significant enhancements to Slough town centre in recent years the centre under-performs against many of the ten criteria for a successful town. The Elizabeth line will bring enhanced accessibility to the town centre when it opens however there is significant opportunity to enhance the town's offer and the quality of the environment within the town centre.



Figure 2.5: Criteria for a successful town centre



Figure 2.6: How Slough town centre scores against the criteria

2.6 STRUCTURE OF THE TOWN CENTRE



Windsor Road - Slough's main north - south street



Slough's elegant railway station



Queensmere multi-storey car park and Tesco superstore on Wellington Street

Slough town centre grew as a staging post on the Great West Road – the historic route from London to Bath. Originally following the High Street this route was diverted onto Wellington Street (one block northwards) in the 1970s. The Great Western railway, Grand Union Canal Slough Arm, and M4 motorway all follow a similar east to west alignment.

This series of east to west connections, and in particular Wellington Street and the Great Western railway, create a significant barrier to north - south movement in the town.

Development in Slough has responded to these barriers. To the north of the railway line a mix of employment uses established, including the former Uxbridge Road Gas Works, the Akzo Nobel (former ICI paint works) and the iconic Horlicks factory. Within the town centre itself the Queensmere and Observatory Shopping Centres open out onto the High Street but present their service yards and car parks to Wellington Street reinforcing the north - south barrier.

The main north - south route through the town centre is Windsor Road / Stoke Road. This historic route extends from Windsor and Eton in the south through the town centre towards Stoke Poges and Gerrard Cross to the north. Until recently the route intersected with Wellington Street at Brunel roundabout but this has now been replaced by a signal-controlled junction. The junction lacks definition and enclosure from buildings with land to the north (the former Thames Valley College and Brunel bus station sites), either vacant or occupied by temporary uses.

Stokes Poges Lane, Wexham Road and Uxbridge Road are the only other north to south routes crossing the Great Western railway corridor.

With its origins as a linear settlement, and with no history as a market town, Slough has evolved without any significant public spaces in the heart of the town centre. The redevelopment in the 1970s delivered two small spaces on the High Street at the entrances to the Queensmere Shopping Centre but these are modest in scale. Salt Hill Park, Herschel Park and Upton Park provide attractive green spaces on the edge of the centre but the largest space within the Square Mile is the St Mary's Churchyard on Church Street.

In many towns residential neighbourhoods rub up against the town centre. In Slough the catchment is restricted by road and rail infrastructure and by light industrial uses. So whilst Slough is strategically well connected, for many of it's residents, walking into the town centre is not an attractive proposition.



Figure 2.7: Structure of the town centre

2.7 LAND USE

The pattern of land uses in Slough's Square Mile is indicated in Figure 2.8. This plan demonstrates the linear character of the town centre with retail uses, including the town's food a drink offer, stretching along the High Street.

Retail

Larger retail units and are located centrally either on the High Street or within the shopping centres. Mainstream multiples are located within this area although the town centre has suffered from the closure of several anchor stores in recent years including BHS in 2016, Marks and Spencer in 2017 and Debenhams earlier this year and the Queensmere Shopping Centre in particular has a high level of vacancy (refer to Section 2.12 Property Market).

A higher proportion of independent shops, cafes and bars are located in the smaller units towards the eastern and western end of the street. The offer in the eastern High Street in particular is more diverse and reflective of the multi-cultural nature of Slough's community with a high proportion of ethnic foodstores, cafes and restaurants.

Office

As referenced in section 2.2 much of Slough's employment is located outside of the Square Mile on the Slough Trading Estate however there are a number of significant headquarters buildings on Bath Road and several new office developments have been delivered in the heart of the town in recent years. These include the Porter Building and Future Works buildings on Brunel Way (next to the railway station), the new Council offices (Observatory House) on Windsor Road and the Urban Building on Albert Road.



Light industrial

The area to the north of the railway line has also helped to drive Slough's economy however the shift from manufacturing to an information-based economy means that many of the industrial sites within this area are now vacant.

Culture and leisure

In recent years a number of significant new cultural / leisure resources have been developed in Slough including The Curve on William Street and The Ice Arena on Bath Road. The town also has a ten-screen cinema within the Queensmere Centre. The former Adelphi cinema on Bath Road is now used as a bingo hall.

240 new hotel bedspaces are under construction on the former library site on William Street and these will add to the existing hotel offer in the town.

Residential

The town centre is surrounded by a number of residential neighbourhoods. Whilst walking into the town centre from the south is relatively easy access from the north is restricted by the Great Western Rail line and made less attractive by the fragmented nature of the environment to the north of the rail line.



CLOCKWISE FROM TOP: The Prudential building presents an elegant facade on the junction of Windsor Road and High Street; the historic Horlicks Factory with its iconic chimney; Slough's new cultural building 'The Curve' and The Future Works - a new office building on Wellington Street

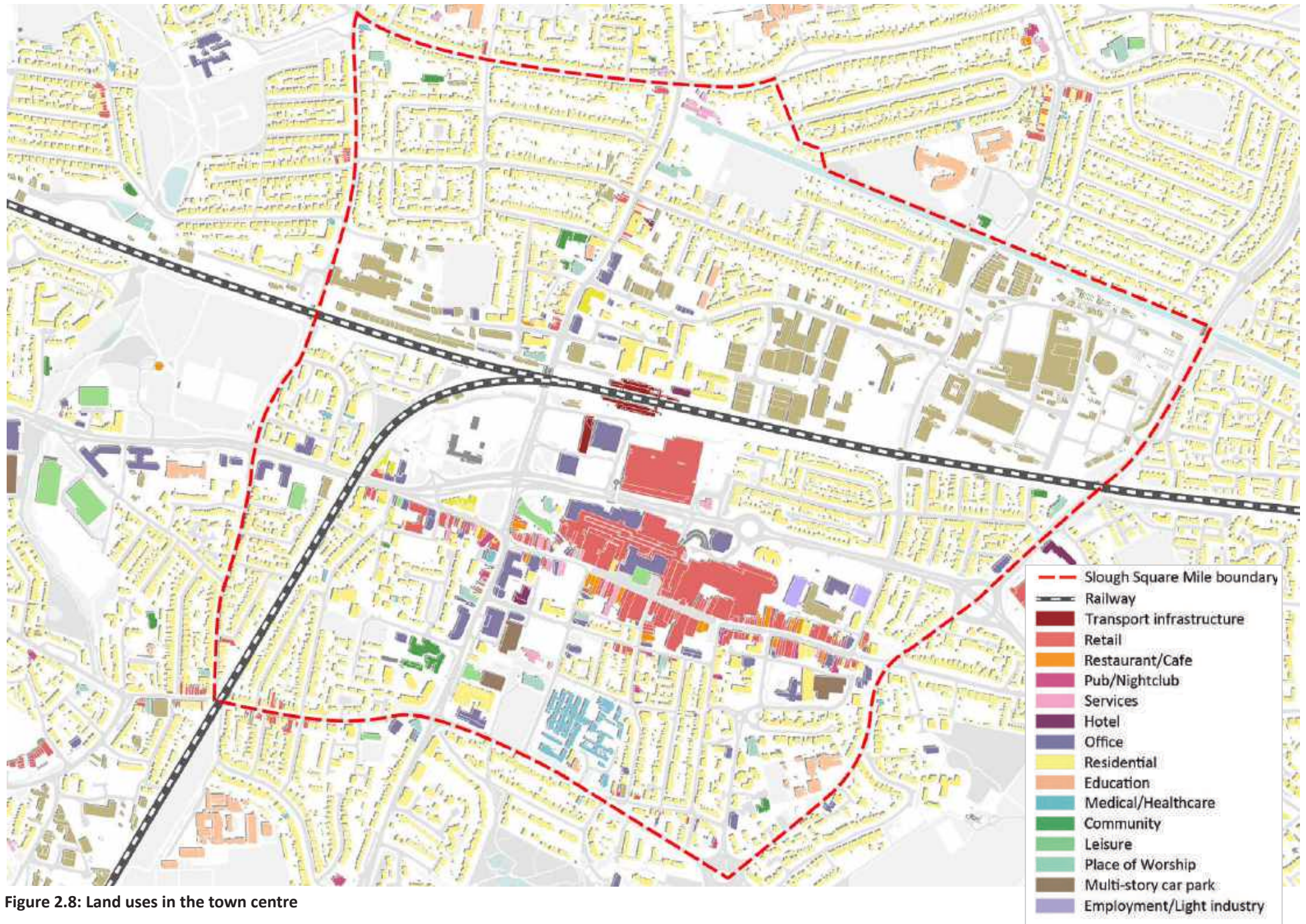


Figure 2.8: Land uses in the town centre

2.8 CHARACTER AND TOWNSCAPE

CHARACTER TYPOLOGIES

Slough's townscape is shaped by its historic development and evolution. Located on flat land to the north of the Thames Valley the towns growth was not constrained by natural features but instead shaped by the linear movement infrastructure – the Great West Road and Great Western railway line.

The main routes that pass through the town, High Street, Windsor Road, Stoke Road, Uxbridge Road Wexham Road and Calvey Road all follow the routes of historic lanes. The built form that lines these streets, and the development that sits behind them, is shaped by activities and events throughout the last two centuries.

Parts of the town have strong and coherent character which is derived by a consistency in the built form, the way in which buildings line streets, in their height and massing and materiality. Other parts of the centre are more fragmented, composed of buildings of different styles, form, massing and uses and in some cases including vacant and underutilised sites. These areas offer greater opportunity for change.

Figure 2.9 sub-divides the Square Mile into a series of character typologies. A description of each is provided below with details of the characteristic features that make the area distinctive and that any new development should respond to and the potential for change.



Fine grain buildings on the south side of High Street

The High Street / Fine grain retail

Extending east west through the centre High Street is composed of an almost continuous terrace of buildings that front directly onto the street space. The age of the buildings varies with many smaller premises redeveloped to deliver larger stores. Buildings are typically three or four storeys in height with upper storeys used either as storage, as offices or providing residential accommodation.

Outside of the centre local retail parades are also present on Chalvey Road, Wexham Road and Stoke Poges Lane.

Important characteristics

- Continuous active ground floor frontage
- Modest scale (three to four storeys) particularly to the south side of the street to prevent over shadowing of the street space

Potential for change

- Incremental change to deliver updated accommodation
- Consolidate gap sites with development
- Conversion of upper floors to provide additional residential accommodation in the centre



Queensmere Shopping Centre

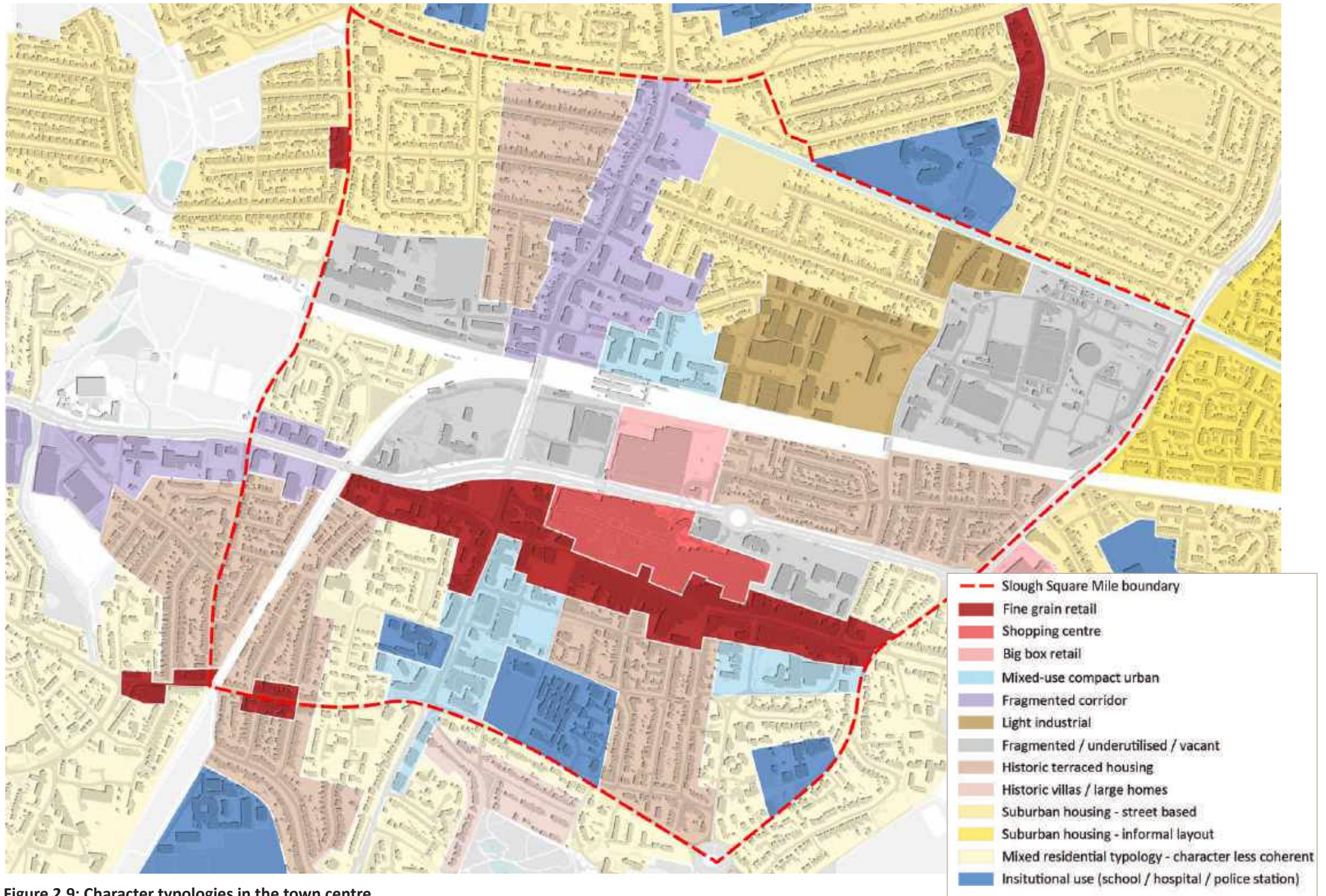
Shopping Centres

The Queensmere and Observatory Shopping Centres extend along the northern side of High Street. These large floorplate internalised shopping environments are inflexible structures that front onto the High Street but back onto Wellington Street presenting an uninviting face to this main street. The structures also impede north - south movement from the High Street towards the station to the north. Two multi-storey car parks are integrated with the structure of the shopping centres with access ramps to the rear.

The changing nature of town centre retail has impacted on the success of these centres with high levels of vacancy in the Queensmere Centre.

Potential for change

- Requires a comprehensive approach to deliver change





Tesco foodstore

Big Box retail

Two large-floorplate foodstores are located within or close to Slough's Square Mile – a Tesco superstore on Wellington Street and a Sainsbury's store on the Wellington Street / Uxbridge Road roundabout to the east. These stores provide an important function in the centre but the large buildings provide little animation and long blank frontages to street spaces. The large-scale structures also reduce pedestrian permeability which would be desirable on the Tesco site given its proximity to the railway station.

Potential for change

- Change is unlikely in the short term
- There is long-term potential to redevelop the Tesco store to provide a more permeable development pattern close to the station however continuity of trade is important to food retailers and so this is only likely to happen if Tesco relocate to an alternative town centre site or their business model changes



A mix of office and residential buildings on Windsor Road

Mixed-use compact urban

Approaching Slough from the south, Windsor Road rises into the town centre and this broad street is defined by a number of substantial office and residential buildings including the Council Offices (Observatory House). This mixed-use area has a compact urban form with buildings typically four to six storeys but up to ten storeys. Windsor Road views northwards to the curved façade of the 1930's Prudential House at its junction with High Street.

A mixed-use compact urban area has also recently been developed to the north of the railway station. The scale here is typically five to eight storeys but with Lexington Apartments (seventeen storeys) and the Holiday Inn (ten storeys) at a greater scale and serving to mark the station.

A third mixed use area is located immediately south of the eastern High Street. Whilst this area has greater scale than the area to the south, surface car parks make it feel fragmented.

Important characteristics

- Continuous consistent frontage line and scale providing sense of enclosure to Windsor Road

Potential for change

- Consolidate gap sites with development



Stoke Road presents an incoherent and fragmented appearance

Fragmented corridor

The main approaches into the town on Stoke Road and Bath Road are lined by a range of buildings of varied form and function. Stoke Road is a tighter urban street and here two storey terraced homes and shopping terraces are interspersed with community buildings and larger scale office and apartment buildings (typically four to six storey).

Bath Road is home to many office headquarters buildings but these are mixed with apartment blocks and a number of destination uses including the Slough Ice Arena and the former Adelphi Cinema now a bingo hall. Buildings are generally of substantial scale but there is no consistency to the building frontage line or interface with the street reducing the coherence of the street corridor.

Both corridors lack a consistent character and feel fragmented. This is exacerbated by an inconsistent approach to public realm.

Important characteristics

- Approaches into the town defined by building frontages

Potential for change

- Potential for intensification where sites under utilised
- Consolidate gap sites with development
- Establish a more consistent approach to both development and public realm



Industrial buildings north of the railway line on the former Akzo Nobel works site

Fragmented / underutilised / vacant

A number of sites within the town have either become available for development through change of use or closure of their former businesses or appear to be under-utilised. Significant sites in the Square Mile include:

- The former Thames Valley College site west of William Street (now known as the North West Quadrant);
- The former Octagon office site and Brunel bus station site (east of William Street);
- The former Horlicks Factory site; and
- The former Akzo Nobel and Uxbridge Gas Works on an extensive underutilised site between Wexham Road and Uxbridge Road.

The BT Exchange and Royal Mail Parcel depot also appears underutilised with a large surface car park adjacent to Wellington Street but is unlikely to be available for development in the short to medium term.

In their current condition these sites undermine the character and image of the centre.

Potential for change

- These sites offer opportunity for comprehensive change and can help to transform the environment and image of the town

Light industrial

Whilst many of the former industrial sites to the north of Slough town centre are no longer active a substantial area is still occupied by a variety of light industrial uses north of the railway station and extending eastwards to Wexham Road. These sites including the Akzo Nobel offices provide valued jobs and contribution to the local economy.

Potential for change

- There is potential for incremental change from employment to residential use on the smaller sites to the north of Petersfield Avenue but development on the more substantial site to the south would require a comprehensive approach to deliver a place that integrates with the wider area. This is considered to be a longer-term opportunity and piecemeal development must be avoided.



Upton Hospital on Albert Street

Institutional use (school / hospital / police station)

Within the Square Mile there are a number of sites within public ownership. These include schools, hospitals and the town's police station and magistrates court.

These uses provide stand-alone buildings and many are of a scale and form that contrasts with their surrounding context. The sites often include open green space that adds to the character of their surroundings.

Important characteristics

- Provide an important community function and need to be easily accessible
- Sometimes include important historic building – e.g. Upton Hospital

Potential for change

- Considered on a site by site basis – Upton Hospital has been identified as an opportunity

Historic terraced housing

Many of the historic housing areas developed in the Victorian period still remain within the Square Mile. A rectilinear grid of streets was established south of the High Street and northwards as far as the railway line. Terraces of modest homes were developed on these streets and these provide an attractive residential environment close to the centre.

Further areas of historic terraced homes are located to the north of Wellington Street and to the west of the town centre in Chalvey.

Important characteristics

- A fine grain of modest scale brick built properties (typically two storey) laid out to a consistent frontage line and with buildings enclosing the street space
- Connected network of streets
- Distinctive buildings or shops on street corners

Potential for change

- Incremental change at a scale and grain that responds to the existing context

Historic villas / large homes

The oldest properties in the town are located in Upton to the south of the centre. St Laurence church, and Upton Manor form part of a cluster of historic properties set in landscape to the south east of the Red Cow roundabout. West of this substantial Victorian villas overlook Herschel Park.

Important characteristics

- Historic properties provide a coherent high quality environment set within a mature landscape

Potential for change

- Protected by Conservation Area designations and offer limited opportunity for change



Victorian terraces south of the High Street

Suburban housing

As Slough grew through the 20th century new planned housing areas were developed to the north and east of the centre. Many of these provide semi-detached suburban homes on a connected network of streets. Much of the housing built in post-war years was more experimental and moved away from street based layouts with homes laid out in a less regular pattern. Housing areas of this kind can be found to the east of Uxbridge Road.

Important characteristics

- Consistent and coherent streets of family housing with character reinforced by repetitive housing types

Potential for change

- Limited to household extensions and adaptations



Streets to the north of Wellington Street are cut off from the centre by the busy road

Mixed residential typology – character less coherent

Whilst the housing areas described above are consistent in form and typology much of the residential development to the south of the Square Mile is more mixed in character with different residential types inter-mixed. The character is less coherent and these mixed residential areas therefore offer greater potential for intensification or change.

Potential for change

- Potential for intensification but dependent on a plot by plot / building by building evaluation

FRONTAGE CONDITION

Lively and safe streets require a ready supply of people, an active building frontage and an inviting public realm. Many of Slough's streets don't lack people but the frontage condition is very mixed.

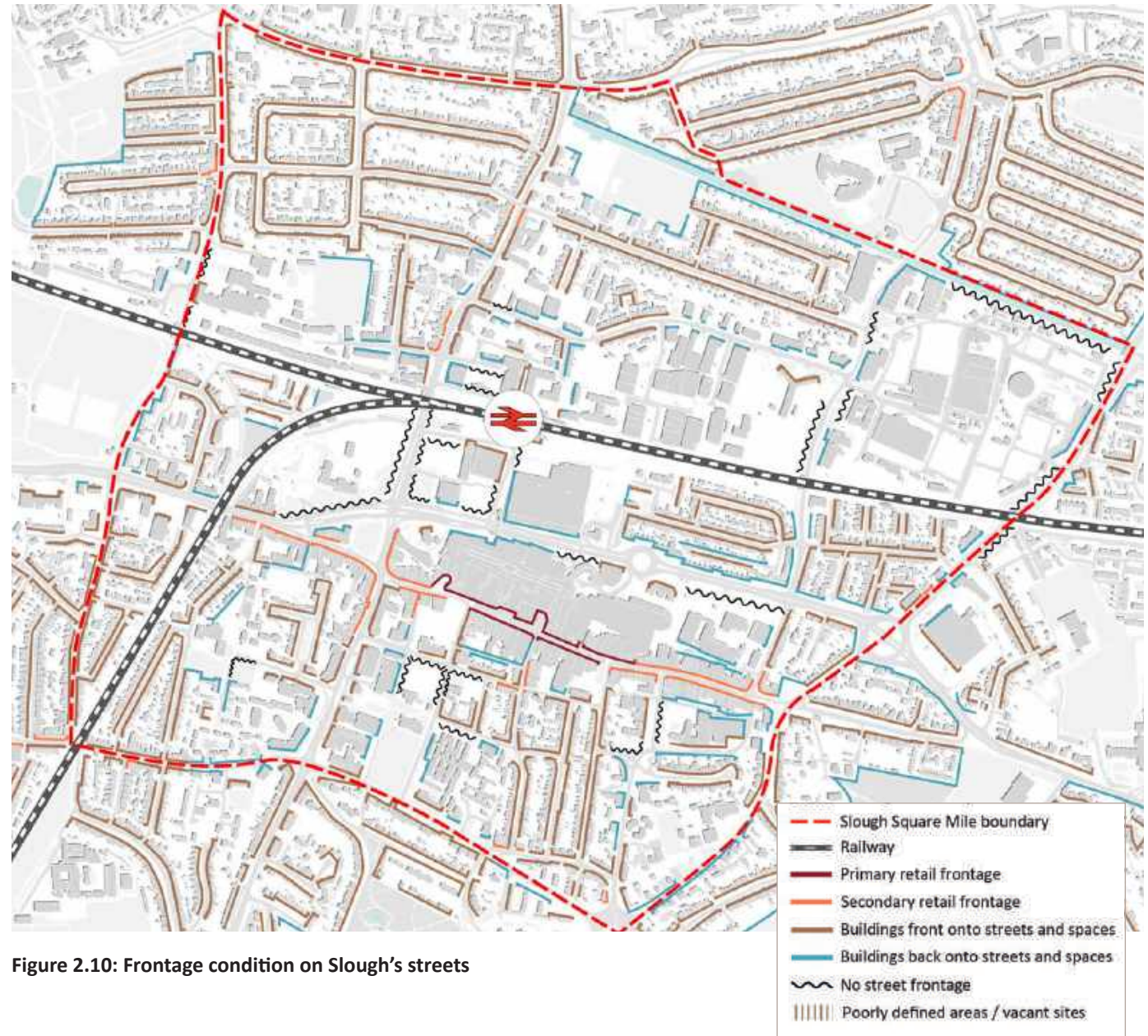
The High Street and the connected network of streets to the south of the centre are lined by buildings that overlook the streets. However in many parts of the centre poorly defined service yards, vacant sites and surface car parks present an environment that feels uncared for and abandoned and that neither feels safe or comfortable to walk in.

Wellington Street was designed as a highway that actively separates vehicular and pedestrian movement. Buildings along this route were designed to turn their back on the corridor creating a place that is both unattractive and inhospitable for pedestrians.

Whilst the recent public realm enhancements have delivered positive change Wellington Street will only feel like a street when the existing shopping centres and multi storey car parks are replaced with new buildings that positively address the street space.

Figure 2.10 indicates where buildings provide positive frontage to streets, where existing buildings either back onto the street space or provide no activity at ground floor level and where streets lack street frontage altogether.

Delivering better frontage to Slough's streets will be critical to making Slough's Square Mile a more attractive place to walk in and walk to.



2.9 BUILDING HEIGHT

Slough Square Mile is set within a hinterland of two storey housing. Historic properties on the High Street were built at a slightly greater scale (typically three or four storey). St. Mary's Church, must have been very prominent when its elegant tower was added to the original building in 1913. It is still one of the tallest buildings in the Square Mile but large scale buildings to the north and west have started to reduce its visibility.

Buildings of greater height have been developed on the strategic approaches to the town centre on Bath Road and Windsor Road. Here the greater scale, typically four to six storeys helps to provide a sense of enclosure to these broader streets.

A number of taller office buildings (ten storey) have also been developed to the east of the town on Hatfield Road and more recently in the heart of the centre. The most distinctive is the Future Works building with its distinctive angled roof form. This building is particularly prominent on the western approach into the town centre on Wellington / Bath Road. A cluster of taller buildings has also emerged north of the railway station and includes the tallest building in the town, the seventeen storey Lexington Apartments.



Slough's taller buildings are highly visible from a number of locations both in and within the setting of the town centre. Open views towards the town centre can be experienced from open spaces both close to the town (Salt Hill Park and Lascelles Park) and also further afield including from Windsor Great Park to the south. The taller buildings help to define the image and skyline of the town and can aid understanding and orientation. However located in the wrong place or poorly designed either in respect of their massing and form or materiality tall buildings can also undermine this image. Their design location and height must therefore be carefully considered and planned.



CLOCKWISE FROM TOP: View towards Slough town centre across Lascelles Park; Lexington apartments to the north of the railway station; and St Mary's Church

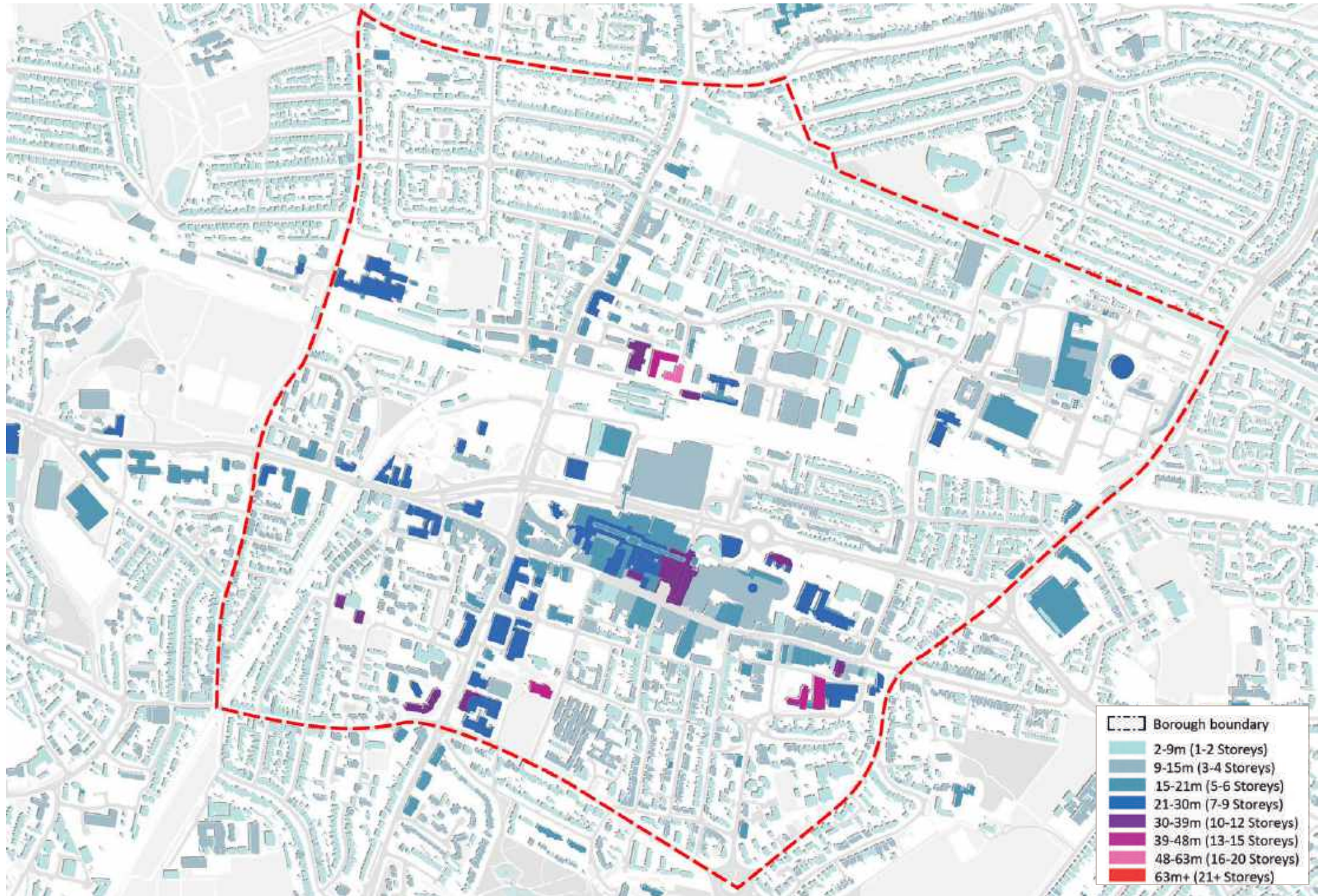


Figure 2.11: Building height

2.10 MOVEMENT NETWORK

STREETS

The reasons behind Slough's continued success as an attractive place to live and to work, as well as for companies to have office space, are varied, but many of them relate to its wider connections with Central London, Heathrow Airport and, more generally, the motorway and railway networks. The ongoing upgrades to the M4 motorway between junctions 3 and 12 (Slough can be accessed via junctions 5, 6 and 7) to 'smart motorway' standard will help to improve capacity, resilience and safety. In turn, this should help to relieve pressure on the A4 running through the heart of the town centre, which is currently the official diversionary route for the adjacent motorway when incident occur.

The Court of Appeal ruling in February 2020 that the construction of a third runway at Heathrow Airport would be illegal due to a lack of consideration of the UK's climate change commitments, has, at the very least, delayed the airport's expansion. However the Western Rail Link to Heathrow (WRLtH) still has clear benefits for the wider area and is not predicated on a third runway. The Court of Appeal decision will temper air quality issues affecting Slough (please see the section on Air Quality, below).

Whilst Slough's strategic connections have, on-balance, been a vital ingredient in the town's success, helping to make it the most productive town in the UK, this has sometimes been to the detriment of local movement, particularly for those who may choose to walk or cycle. Major highway infrastructure running through the centre of Slough can be uninviting to these modes of travel.

The A4, a four-lane dual-carriageway that flares to eight lanes at its junction with Stoke Road, that runs east-west immediately to the north of the town centre, is a significant barrier to local movement, both along it and across it. It is currently the only, continuous east-west vehicular route through the centre of Slough and, notably, divides the town centre from the train station. As such it is probably the most significant orientating feature in Slough.

North-south streets are more numerous, particularly to the north of the A4, but these must cross the Great Western Mainline via road bridges that can be particularly hostile to those walking and cycling. Slough High Street, which once formed part of the A4, now includes a 300m long pedestrianised section. At either end of this section are a network of one-way streets that discourage through-traffic.

The proportion of people living in Slough choosing to drive to work (62.9%, 2011 Census) is comparable with nearby towns such as Guildford (62.2%) and Woking (61.7%). Equally, there appears to be little quantitative evidence to suggest that a disproportionately high number of people drive into or out of Slough for work, again relative to comparable town centres such as Guildford and Woking.



Wellington Street - a major barrier for pedestrians in the centre

Where Slough appears to particularly struggle is in the high proportion of people who choose to drive for short commutes. The total proportion of people living in Slough who travel 2km or less to get to work (17.6%) is broadly the same for Guildford (15.2%) and Woking (14.1%). However, far more people complete these short commutes by car in Slough (46.6%) than they do in Guildford (32.3%) or Woking (40.5%), despite Slough's more urban makeup. The result is relatively high levels of traffic congestion, particularly in relation to commuting.

Combined with a current over-supply of cheap car parking in the town centre (approximately 80 spaces per 1,000m² of retail compared with just 47 in Guildford and 34 in Kingston-upon-Thames), the car has become the dominant mode of travel, making alternatives unattractive. This is despite 23.4% of all households in Slough having no access to a car.

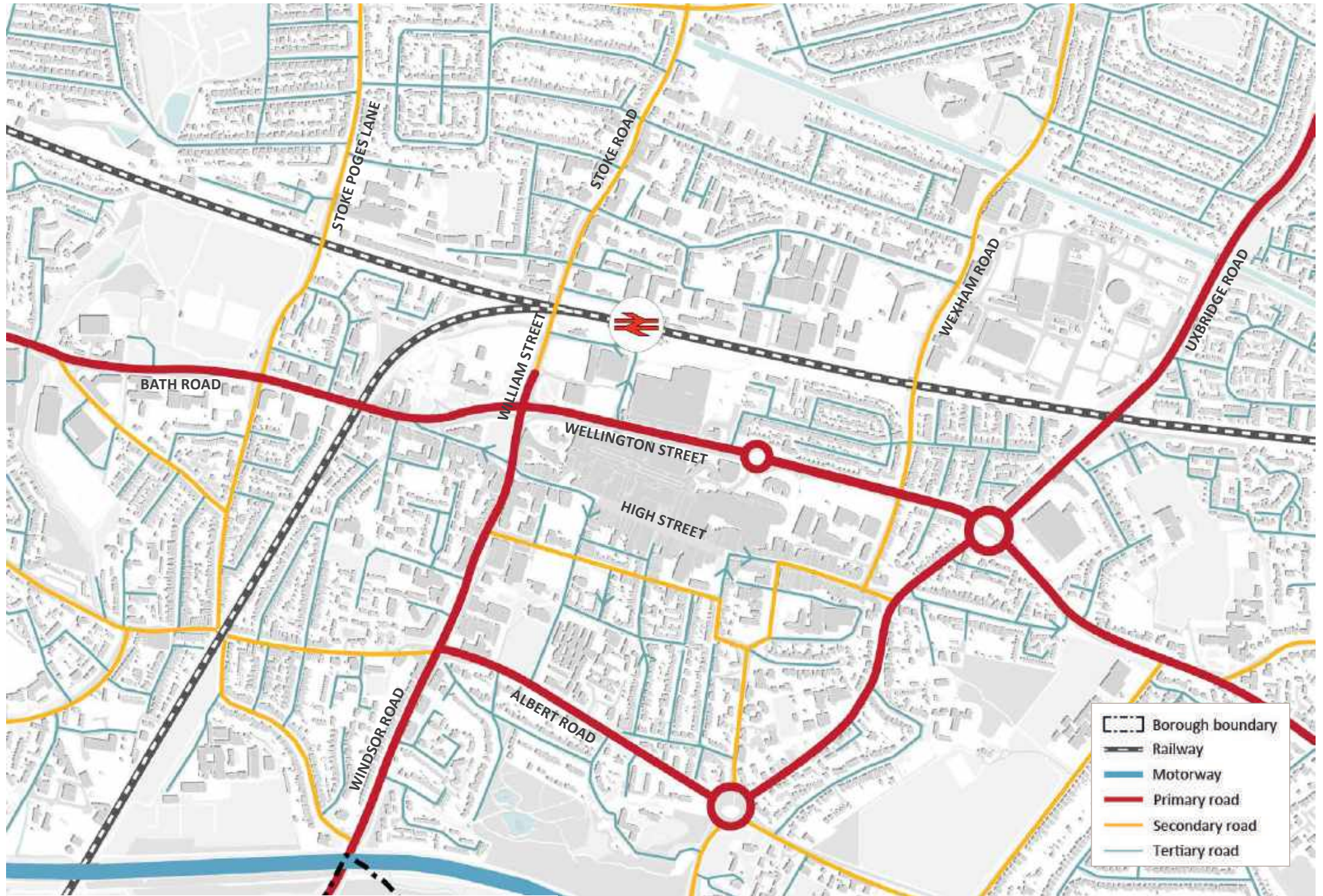


Figure 2.12: Vehicular movement network



A bus on Wellington Street with the station to the rear

PUBLIC TRANSPORT

The majority of bus services in Slough are run on a commercial basis (i.e. without subsidy) by First Berkshire & Thames Valley Buses Ltd. There are also third parties that procure and fund local bus services. These include BAA Heathrow, SEGRO and Transport for London.

The Slough Trading Estate Hoppa bus service operates up to four times an hour between the trading estate and Slough town centre, as well as Slough and Burnham rail stations and neighbouring residential areas. Bus services provide connections with most larger settlements nearby, including Langley, Windsor, Staines, Maidenhead, Hounslow and Uxbridge.

There are approximately 14,000 concessionary bus passes for residents aged over the female retirement age, plus there is a pass that offers students aged 16-19 half-price fares on First Berkshire bus services or Great Western train services (but not both).

The primary bus interchange point within the town centre is Slough bus station, located immediately to the south of Slough railway station.



Slough railway station

Slough railway station is located on the Great Western Mainline that runs between London Paddington and locations in the west of England and Wales. At peak times there are approximately six trains per hour between Slough and London Paddington, with fast trains completing the journey in 14 minutes. The station also has a branch line to Windsor & Eton Central. The station accommodates approximately 5.5 million entries and exits each year plus a further 1.6 million interchanges (predominantly people interchanging between the mainline and the branch line).

The station has level access from the adjacent highway to both sides of the station giving step free access. Lifts are available to cross platforms. The station has ticket barriers but sits outside of the Oyster network. It is covered by CCTV, and has toilets, baby change facilities and waiting rooms. There is storage for 144 bicycles and a taxi rank in the main station forecourt.

Slough railway station has a ticket office that is open Monday to Friday from 06:00 to 21:30, Saturdays from 06:60 to 21:30 and Sundays from 07:00 to 21:30. Staff assistance is available 24 hours a day, seven days a week.



Slough's dynamic new bus station

The arrival of the Elizabeth line, with services from Slough expected to commence by mid-2022, will result in journey times to Bond Street and Canary Wharf of 31 minutes and 46 minutes respectively. Slough railway station is receiving an improved ticket hall for the south entrance, new customer information screens and signage and improvements to the area around the station.

The arrival of the Elizabeth line is likely to result in both an increase in the number of people who work in Central London choosing to live in Slough as well as an increase in the number of businesses (re)locating to Slough. This is evidenced by the significant interest from landowners and developers in the Square Mile.

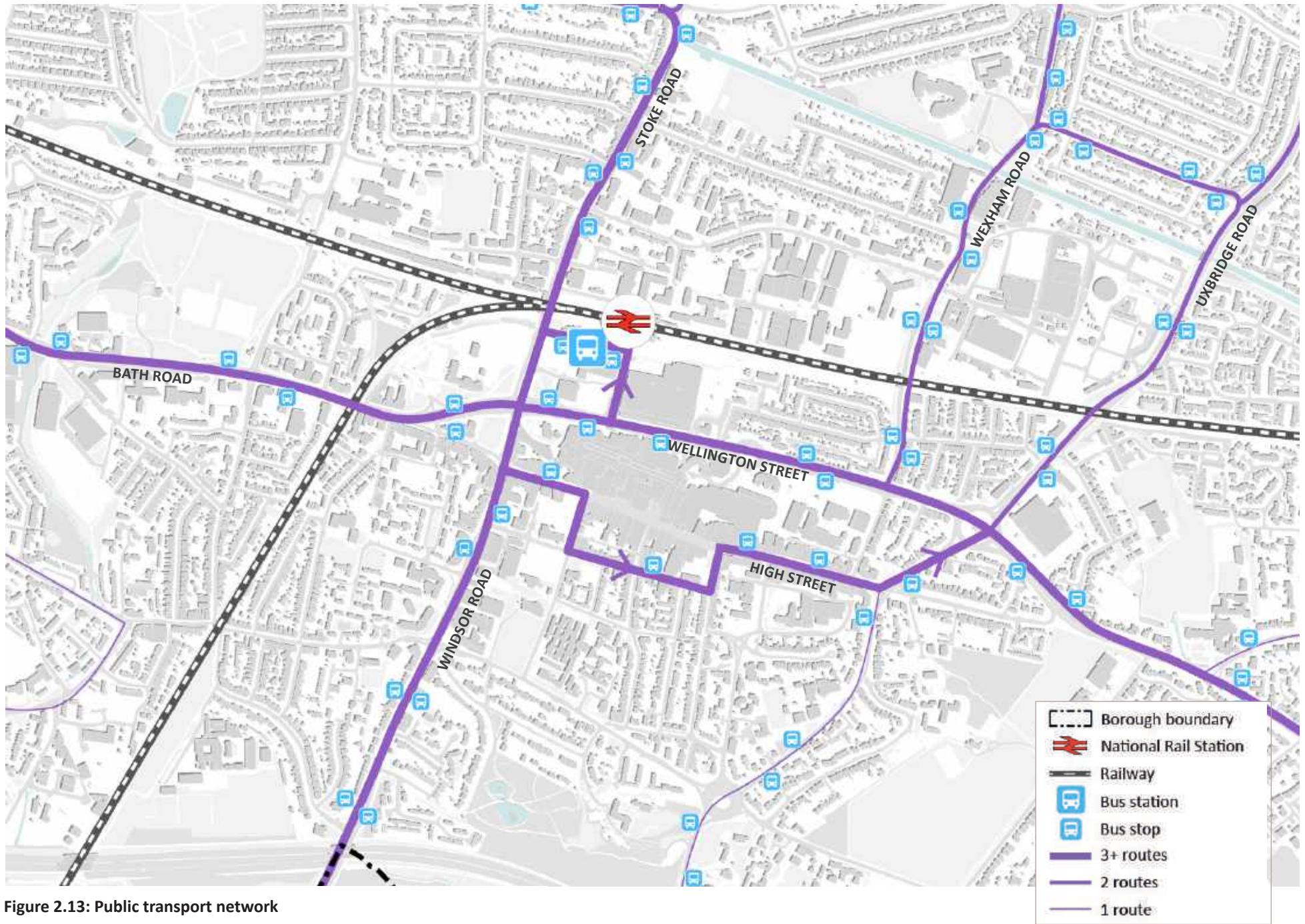


Figure 2.13: Public transport network



Crossing the railway line at Stoke Road

WALKING AND CYCLING

Slough is a relatively compact and flat town making it an ideal area for walking and cycling. At approximately seven miles east-west and three miles north-south, an average cyclist should only take 45 minutes to cross the Borough at its widest point. Perhaps more usefully, someone living in Colnbrook is less than a 30-minute bicycle ride from the town centre.

However, there are a number of issues that suppress the use of these modes. Firstly, the railway lines that cut across Slough can only be crossed at a number of bridges and tunnels that are often relatively hostile environments for those walking and cycling, with limited space and facilities, and this undermines an otherwise relatively compact town. Equally, many key walking and cycling routes are characterised by poor quality building frontage that can make these routes feel bleak and monotonous.



Inhospitable walking environment at the entrance to the Queensmere Centre on Wellington Street

The limited number of continuous east-west routes through Slough mean that those walking and cycling often have little choice but to share these corridors with relatively high volumes of motor traffic.

This is compounded by walking and cycling infrastructure that lacks adequate consistency, priority and segregation from this motor traffic in certain locations. For example, pedestrians are often expected to cross junctions in multiple stages some cycle lanes are sub-standard whilst off-carriageway cycle tracks tend to stop and start, switch sides and lack dedicated priority at junctions.

The result is that the cycle network is quite fragmented in certain locations as well as intimidating for all but the most experienced of cyclists.



Cycle route at the eastern end of High Street



Slough has a cycle hire scheme

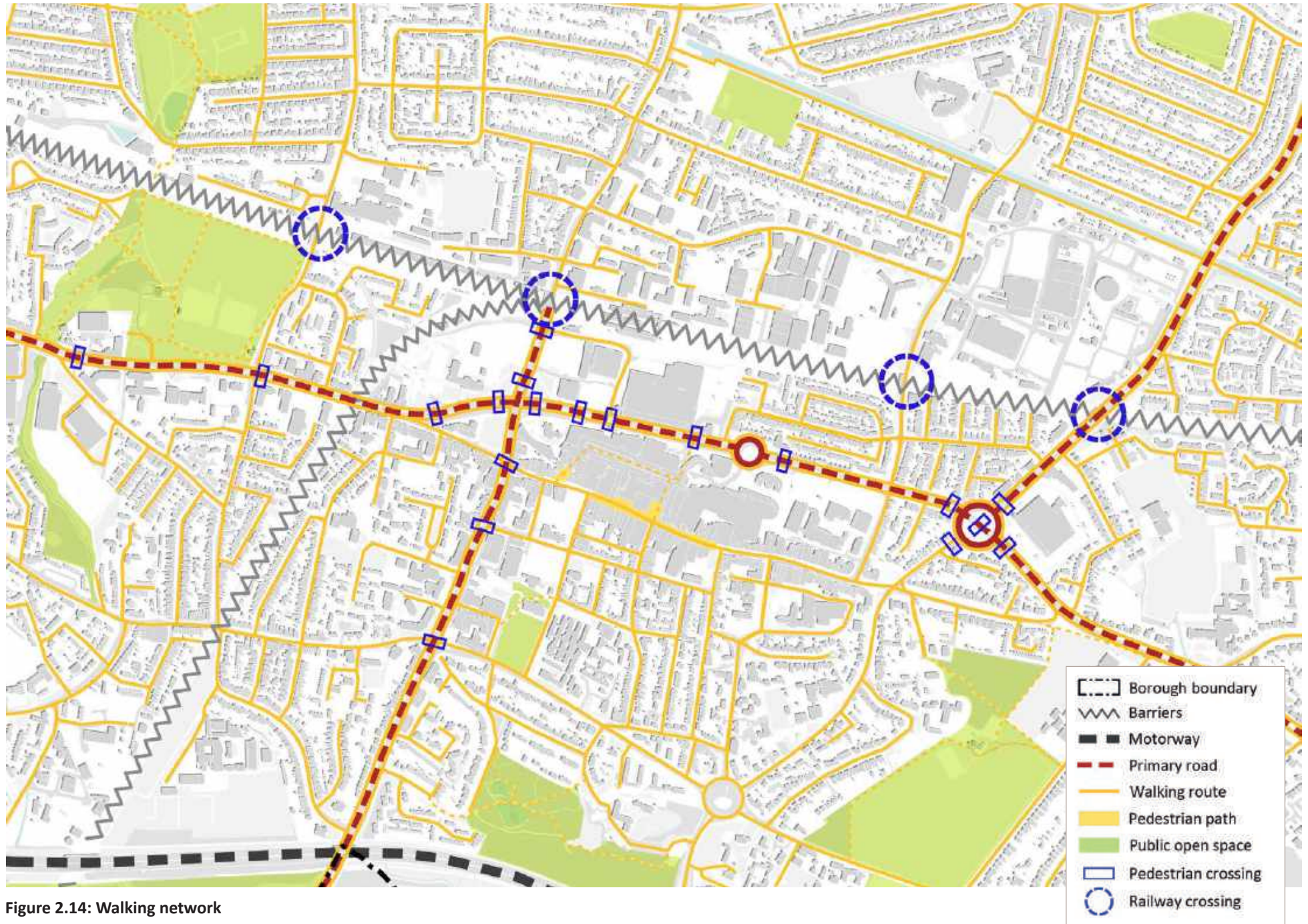


Figure 2.14: Walking network

CAR PARKING

Within Slough's Square Mile there are approximately 3,970 short/medium off-street car parking spaces that, notionally, are available to the public. This includes the car park associated with the Tesco supermarket, but excludes the long-stay car parks that serve Slough railway station.

This parking supply is spread across a number of multi-storey and surface car parks in both Council and private ownership, with approximately 550 spaces located on temporary surface car parks, situated on potential development sites.

In the short-to-medium term the Square Mile is likely to lose the temporary car parks on the former Octagon site and North West Quadrant site (totalling 376 publicly accessible spaces) as well as the Burlington car park. Additionally, although there is currently no active planning application, the Buckingham Gateway car park (120 spaces) may also be redeveloped.

On weekdays approximately 2,000 off-street car parking spaces are currently leased for use by rail commuters, nearby office occupiers, gym members and as airport parking. Therefore, in practical terms, the Square Mile currently has far fewer off-street short/medium stay parking spaces that are truly available to the public. Equally, a number of the car parks are less popular with shoppers due to their distance from the retail core (such as The Grove or Victoria Street car parks) and / or the quality of the car parks themselves (such as the Queensmere car park).

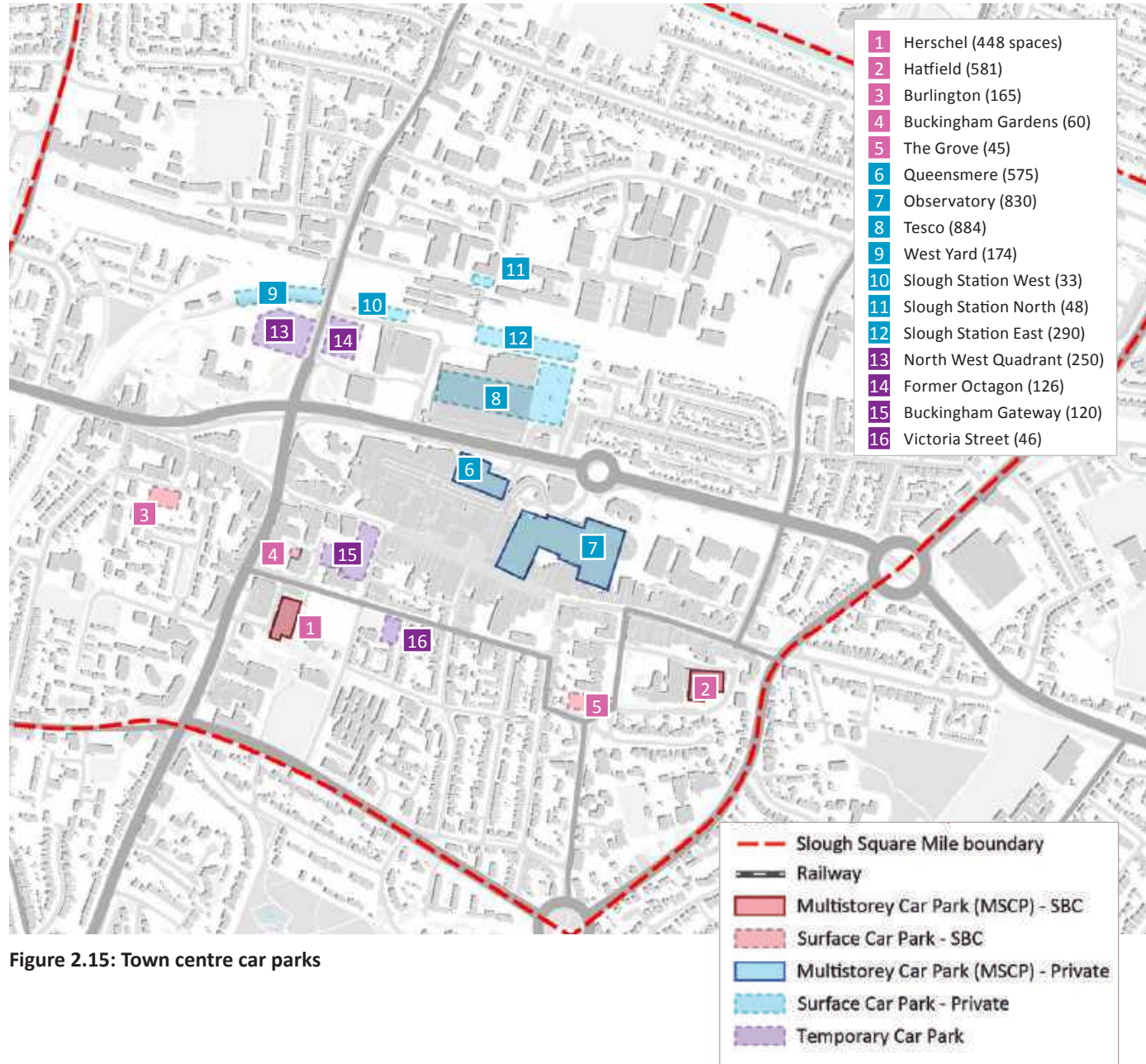


Figure 2.15: Town centre car parks



Hatfield car park has been recently refurbished

Information on the current usage of car parks is relatively limited, but current best estimates suggest that on weekdays approximately 1,000 short/medium stay parking spaces are occupied in addition to 2,000 contract spaces. This equates to approximately 22% spare capacity. On Saturdays approximately 2,210 short/medium stay parking spaces are occupied in addition to 180 contract spaces. This equates to approximately 40% spare capacity.

The refurbishment of the Council's Hatfield car park (581 spaces) has given the structure a lifespan of up to another 20 years. Plus, the recent decision to carry out a similar refurbishment to the Council's Herschel car park (448 spaces) will also see the life span of this structure extended to at least 2040. Therefore, given the spare capacity on both weekdays and Saturdays within Slough's car parks, even if the temporary car parks were to be redeveloped, Slough's Square Mile currently has sufficient car parking provision in the short to medium term.

AIR QUALITY

Slough has five designated Air Quality Management Areas (AQMA) (four original areas plus an extension) as a result of elevated NO₂ levels that breach National Air Quality Objectives. These areas are located around the M4, Tuns Lane, Bath Road, the Town Centre / A4 and Brands Hill A4, covering nearly 2,000 residential properties.

In August 2018, Slough Council produced the Slough Low Emission Strategy (LES) 2018 -2025 Technical Report. This document sets-out the Council's approach to targeting reductions in vehicle emissions by accelerating the uptake of cleaner vehicles and technologies.

Slough has the second highest rate of deaths to air pollution in the South East region with 6.5 per cent of deaths in Slough attributable to particulate air pollution. Only Portsmouth has a higher rate (6.7%) compared with an average for the region of 5.6% (Public Health England - Public Health Profiles <https://fingertips.phe.org.uk/>).

WIDER IMPLICATIONS

The current transport situation, described above, plays a significant role in contributing towards Slough's high rates of preventable ill health amongst children including obesity and higher levels of hospital admissions for some long-term conditions such as asthma.

Worryingly, 41.6% of children in Year 6 are overweight or obese in Slough compared to 34.2% in England and 30.6% in the South East (Slough Council's Five-Year Plan 2019-2024). Equally, levels of physical activity are poor among adults with Slough having particular challenges around cardiovascular health, obesity, diabetes and other preventable diseases, which cause both ill health and shorter lives. Slough is the 10th least active council area in England with 37.6% of adults classed as inactive (defined as having less than 30 minutes of moderate intensity activity per week over a 28 day period).

In addition to the ramifications of a car-dominated town centre in relation to public health, there are also significant economic implications for the high street. Numerous studies have now demonstrated the importance of pedestrians to the success of our High Streets (The Pedestrian Pound by Living Streets, Place Value Wiki by Matthew Carmona, Walking and Cycling Economic Benefits by Transport for London, Economic Benefits of Sustainable Streets by New York City Department for Transportation).

In essence, those who walk have consistently been shown to spend more on their high street over the course of a week than those who drive. Essentially, if making it easier for one person to drive to their High Street also discourages one person from walking then the net economic affect is likely to be negative. Therefore, it is not insignificant that many decisions in Slough have prioritised the motorist at the expense of those who walk.

2.11 PUBLIC REALM AND OPEN SPACES

OVERVIEW

The design of the public realm (the streets and spaces around buildings) is as important as the design of buildings. The public realm, together with landscape, can have a huge impact on the quality and experience of a place. It forms the backdrop to public activities and engagement and when designed well can encourage social interaction, act as meeting points for communities, add value to surrounding properties and generally add to the character of a town centre.

Trees and landscape incorporated into the public realm have multiple benefits, providing both physical and visual amenity, improving biodiversity and enhancing sense of place. They can provide shelter when its raining, shade when it is sunny and have a valuable role to play in reducing the impacts of the urban heat island effect in our increasingly warm summers. Trees and landscape also assist in enhancing air quality, soften the impact of buildings and structures, and indicate the passage of the seasons through their growth and change through the year. Numerous studies have demonstrated the significant benefits to health and well being that access to nature and green space can have for people.

Covid has shed new light on the value of open space in peoples' lives with the benefits of access to open spaces, gardens and even balconies increasingly recognised and the inequalities for people who lack this fundamental human need sharply defined.



Figure 2.16: Open space network

SLOUGH'S STREETS AND SPACES

There are few significant public spaces within the Square Mile and this means that Slough's streets have an even more important role to play in providing the setting for social interaction and public activities.

As reference earlier in this report many of Slough's streets lack quality frontage to provide animation and definition of the street space. Much of the public realm in the town is dominated by or heavily impacted by the movement and storage of vehicles and for many parts of the town the surface treatment of footways is inconsistent and lacking investment. There are few trees in the heart of the town centre and even fewer that are of significant size and maturity.

Whilst there are green open spaces on the edge of the town centre connections to these are not obvious and visits to these spaces are not likely to be linked to a trip to the town centre.

Spaces within or close to Slough town centre include:

- 1. High Street** - Slough's main street is pedestrianised through its central section from Church Street to Alpha Street and traffic flows are low at both the western and eastern ends. This busy linear space is animated by shops to either side and has been resurfaced in recent years. The space expands at the two entrances to the Queensmere Shopping Centre;
- 2. Wellington Street / The Curve** - The environment to either side of Wellington Street has been significantly enhanced from Brunel Way to the heart of Slough junction at Windsor Road. Here a co-ordinated public realm treatment has been introduced and includes a small open space at either end of 'The Curve'.



Salt Hill Park offers a range of landscape and leisure amenities

- 3. Yew Tree Road Rest Garden** - A small space with raised beds and seating at the eastern end of the High Street
- 4. St Mary's Churchyard** - This space provides visual rather than physical amenity as the churchyard is used as a graveyard. Mature trees enhance the setting.
- 5. Herschel Park** - An area of mature Victorian parkland with many mature trees and a pond located to the south of the centre. This space is a Grade II Registered Park.
- 6. Lascelles Park** - An open grassed space to the south east of the centre that provides sports pitches. The northern part of the park has a number of exotic mature evergreens.
- 7. Upton Court Park** - This extensive open space to the south of Lascelles Park provides open grassed areas and naturalistic tree planted areas. It has a car park, childrens' play area and provides a setting for events. A pedestrian bridge crosses the M4 from the park and provides a link to the Jubilee River and River Thames and onwards to Windsor.



Recently enhanced public realm on Wellington Street next to The Curve and Church of Our Lady Immaculate and St. Ethelbert

- 8. Salt Hill Park** - This park to the west of the centre was bequeathed to the town in 1907 and provides playing fields, tennis courts, multi-use games courts, childrens' play, a skateboard area, cafe and both formal and naturalistic landscape areas.
- 9. Grand Union Canal Slough Arm** - The canal extends from Stoke Road eastwards linking to the Grand Union Canal in West Drayton. The towpath provides a recreational walking route along its southern bank.
- 10. Bower Playing Fields** - This open space provides a sports pitch, multi-purpose games court and childrens' play. The space is only accessible from St. John's Road to the east.

2.12 PROPERTY MARKET

INTRODUCTION

This section examines the demand and supply characteristics of the Slough Square Mile's property market to inform future development potential and uses – and over the longer term. Town centres typically include a mix of activities and uses, namely; retail, leisure, hotels, offices, residential.

CONTEXT

Slough town centre is a metropolitan centre, some 20 miles west of central London and 17 miles north-east of Reading. Other nearby competing centres include Reading, Windsor, Basingstoke, Maidenhead and Central London. Slough benefits from excellent, strategic accessibility. The town lies in the Thames Valley area at the intersection of the M4, M40 and M25 motorways. Great Western Railway trains provide frequent train services to London Paddington in up to 15 minutes, and Slough will soon benefit from the Elizabeth line. Heathrow is a little over ten miles to the east. Even without the Elizabeth line, Slough is extremely well located to take advantage of strategic transport infrastructure.

THE RETAIL MARKET

The challenges faced by UK high streets are well documented. Although there has been growth in retail sales in recent years this has been focussed on internet sales not high street shops.

ONS figures indicate that online sales accounted for just 6% of total UK retail sales in 2010; the figure now is around 20%. The high street occupational market remains very subdued, with few new entrants willing to take large amounts of space.

Many retailers are in the process of rationalising their portfolio, either closing stores entirely, or downsizing often alongside Company Voluntary Arrangements (CVAs). This structural change in the UK retail market is exemplified by weakening investment yields in this sector. Prime shops commanded yields of 4.5% only 12 months ago; now they stand at 5.25% with the outlook very much negative.

Where retail vacancies are occurring, there has been a gradual shift toward other uses taking their place (with this shift generally occurring faster in areas of higher demand for other uses).

This picture of structural decline in physical retail is not however entirely uniform across the UK. Where the retail offer is oriented toward meeting local catchment needs, and less vulnerable to online sales competition, these centres have fared better (or least for now).

While the prognosis for high street retail is weak, it still remains a large and very important part of the UK economy. And although there have been a deluge of retail closures, a few sub sectors have performed reasonably well: barbers, beauty Salons, vaping shops, cafés and coffee shops, nail salons, takeaways, health clubs, mobile phones, bars, chemists, tattooists. Convenience stores too are showing signs of growth again, alongside foodstore discounters – and more general discounters.

Many of these retail uses are less likely to be impacted by the growing competition of online retailing. Conversely, in decline are banks, travel agents, newsagents, estate agents and fashion shops. This trend is very apparent in Slough town centre.

Slough has around 850,000 sq. ft retail and leisure floor space. Much of this is concentrated in the Queensmere and Observatory Shopping Centres and the High Street. High street chain retailers are concentrated more in the heart of the High Street and the malls - elsewhere the offer is dominated by smaller units and independent retailers. Overall, the town's retail mix is characterised by a mix of low to mid-range retailers, with an emphasis on discount oriented retailers. Slough town centre has too much retail space, some of poor quality and too many large floorplates.

The main foodstores present are Iceland, Sainsbury's and Tesco Extra along with small independents and grocers. This mix of independents and chains adds positive diversity and adds character to the centre. There may well be demand for more foodstore / convenience space. A varied and strong convenience offer is important for the vitality of the town. There is a fairly good representation of cafes and restaurants, with a considerable range of takeaways in Slough, though little by way of higher quality eateries.

In 2020 prime retail rents in Slough town stood at £45 per sq. ft. ITZA. Future rental growth is expected to be very limited in the short to mid-term. Retail yields have drifted out markedly too in the last few years, making new town centre retail development a marginal proposition: now new retail space may need cross funding from other uses such as residential and offices.

The demand from retailers for town centre pitches is very muted compared to ten years ago or so. Securing a raft of new multiple high street retailers would be challenging for Slough. Independents might show interest though, especially if their offer is shielded from the impact of internet shopping – and that again means a more service and food led proposition. Overall however contraction of retail uses in Slough is a realistic prospect, although modernising stock will be important too.

LEISURE MARKET

The leisure sector covers a wide range of uses including cinemas, health and fitness centres, casinos, bowling alleys and children's play facilities. The leisure market is also fast moving, with different concepts often emerging quickly, such as urban golf or escape rooms. Generally, new build development for these types of uses are rarely viable in their own right and developers look to cross fund such uses, with other more profitable types of development.

Research by Barclays in 2019 highlights 'leisure' expenditure increases in the 12 months prior and gives a good view of the types of occupiers that might fill space in a rejuvenated Slough town centre.

- Hospitality & Leisure 5.4%
- Eating & Drinking 6.3%
- Restaurants 4.2%
- Bars, Pubs & Clubs 5.5%
- Takeaways and Fast Food 6.9%
- Other Food & Drink 7.0%

Alongside this, the health and fitness sector has witnessed huge growth in both number of operators and customer demand in recent years. The emerging trends in recent years has a shift to low-cost models with 24/7 access and an increase in premium luxury lifestyle offers that offer a more holistic, wellbeing experience.

Traditional operators, such as bowling, bingo, arcades and casinos have maintained presence in the UK market but have witnessed a drop in penetration rates. The challenge with this type of use, and especially within a town centre environment, is finding suitably large units / formats which meet trading needs - and at an affordable rental level.

Cinema complexes remain a leisure mainstay. Their formats are amenable to both out of town and in town schemes. Increased appetite for cinemas has also coincided with continual rental growth. Average cinema rents have now risen to over £14 per square foot. Yields are typically in the order of 6% - 7%. Cinema and other leisure uses provide much needed diversity, extend dwell times and often support the evening economy.

In the context of Slough's existing and growing population – as well as a substantial likely increase in office floorspace – there will be opportunities for additional (or reprovided) leisure uses:

- **Cinema(s):** a redevelopment of the town centre's current cinema will open the gap for a new one. Slough's population is of a size that can support a large multi screen format – and perhaps complimented by a smaller (possibly boutique) offering too, say off the back of major office and retail development;
- **Health and fitness:** by virtue of the significant ongoing growth in this sector; and
- **Other participative leisure:** although difficult to pinpoint demand, there could be uses that diversify Slough's leisure – for example, bowling.

There is a limited cultural leisure offer in the town centre; the Curve is the main entertainment venue. There is scope for promoting this sector in the town. Cultural uses tend to be less commercial enterprises, and often require public sector backing. In some cases the presence of culture is a combination of activities (and may not always need physical buildings to operate from) together with a sense of place and diverse mix of uses. Cultural activities and uses are becoming a key differentiator and diversifier of town centres.

THE OFFICE SECTOR

As a whole, Slough offers over 5 million sq ft of office space and with over 89,000 employees. Renewed demand has allowed landlords to push top end rental values for high-quality spaces. This increased interest may well be stimulated by the arrival of the Elizabeth line. This, coupled with regeneration in the town, will be a likely key driver of future demand. Recent deals for co-working and serviced offices together with larger corporate occupiers shows that there is depth to Slough's potential occupier base, and this underpins a resilient employment market.

Prime office lettings are achieving in excess of £30 psf, with the headline rent now at £38.50psf. Refurbished stock has also seen success, demonstrating good demand for space. In 2019 prime office yields in Slough were reported at around 5.25%. The office rental tone, a fairly keen and stable yield, together with good occupier demand points toward office development in the town centre being a viable proposition.

While forecasting office take up over many years is very unpredictable, the view is that at least in the short to mid term there is likely to be healthy demand for space in Slough, and the wider Thames Valley area – and this would be expected to be spurred on by the Elizabeth line. Slough too may benefit from the impact of COVID and a potential trend and move toward less centralised office space becoming more attractive than that located within central London. To maximise this though, new office space needs to go hand in hand with modernised retail and leisure uses, and an enhanced environment, sense of place and quality. There will also be the need for Slough to differentiate itself from competing office centres and other schemes in the pipeline.

RESIDENTIAL SECTOR

The underlying pace of housing market activity has remained broadly stable for the last few years. Solid labour market conditions and low borrowing costs appear to be offsetting the drag from the uncertain economic outlook. Mortgage rates remain close to all-time lows.

Clear evidence of longer term demand for housing is set out in the Local Housing Need Assessment for RBWM, Slough and South Bucks Local Authorities (2019). For Slough Borough this assessment points to:

- A 11.3% population growth over the period 2019 – 2039;
- Household growth of 6,679 dwellings between 2019 - 2029 or 668 dwellings per annum; and
- Significant annual need for affordable housing.

Around 25% of the private market requirements are for 1 and 2 bed units, and 50%+ for affordable homes. This would support demand for higher density, flatted development in the town centre, with the prospect of lower density, larger homes in more peripheral locations.

To meet this high annual delivery rate development will need to come forward in phases. Promoting product diversification would serve to drive up sales rates too: such as a combination of houses and flats, private sales, private rental, senior living as well as differentiated affordable housing products.

Slough's housing market

Slough is more affordable compared to London and other commuter towns. The Elizabeth line though has already had a major impact. Over the last 10 years Slough has been one of the UK's fastest growing markets in terms of house price growth. In terms of property prices, the Elizabeth line has already had a major impact (property prices within a mile of the station have risen by 60% since 2009). Over the same period, the average UK house price has risen by around 40% (Land Registry, 2020).

Young professionals have been attracted to Slough - largely due to its excellent connectivity and relative affordability in comparison to more established commuter belt locations. Again this points to further flatted development in the town, with young professionals more inclined to take up such dwellings and smaller units. Research indicates that a value £500 per sq ft for new build homes can be achieved, and potentially higher.

Private rented sector (PRS)

The private rental sector has grown considerably in the last ten years, with 4.9 million households now calling private rented sector properties home. This figure has more than doubled since 2001. PRS is now established as a mainstream UK property sector.

The expansion of the PRS sector demonstrates that the appetite for this product now stretches well beyond Central London. While PRS has not yet been tested in Slough, a growing population and excellent accessibility will likely yield opportunities for PRS in the future in the town.

Retirement / senior living / care homes

There is very considerable activity in the retirement home sector, driven by the UK's ageing population. Developers and operators generally search for high quality, affluent locations with good demographics and no more than c. 1km from shops and amenities. Main road locations are also preferable, albeit not essential. On that basis Slough town centre ought to be a suitable location for this type of use: perhaps more so if improvement to Slough's environment occurred – albeit true of all property uses.

HOTEL SECTOR

There has been significant growth in the hotel sector during the last decade, especially in the budget sector - and an increase in the average size of budget hotels. Hoteliers typically seek highly visible locations in town centre locations or next to major infrastructure. Another growing trend is aparthotels and micro hotels. Slough has already seen a spate of hotel development within vicinity of the town centre. Whilst this market is already well supplied the imminent arrival of the Elizabeth line may well create demand from visitors seeking easy access into Central London and Heathrow. There too would be expected demand from business users, driven by the delivery of more - and modern - office space.

KEY PROPERTY MARKET MESSAGES

- The town centre retail sector continues to be very challenging, especially in terms of occupier demand;
- There are some retail growth sectors – in particular, convenience, some discount oriented offers and cafes as well as some service sector retailers. A reduction in the amount of retail space in the centre is a realistic proposition;
- A shift toward more service led retail uses is likely to be a more resilient and sustainable approach for Slough town centre;
- There is a limited number of good quality restaurants and cafes in the centre and there is an opportunity to deliver better quality eateries;
- The UK's leisure sector continues to grow and evolve. The addition of leisure based activities, would serve to increase diversity and interest in Slough town centre. Residential will be a key component and financial driver in any redevelopment of Slough town centre. There is already strong interest in the area for this use. Residential development will also help support other uses in the town, through greater use of retail, leisure and other services;
- Higher density, flatted development is clearly appropriate, given the town centre location, existing development and strong accessibility features of Slough. There is also a need to provide product diversity, including houses where appropriate;
- Private Rental Sector (PRS) development could form part of the housing mix in Slough town centre, especially due to the excellent locational and accessibility characteristics;
- There is increased interest in the retirement home sector as a result of the ageing population. Strong accessibility and improvement to Slough's general environment would increase appetite for this form of development;
- Slough town centre has the potential to be very attractive to office occupiers: both for corporates and in the form of flexible start up and managed workspace. Office development in Slough is expected to be a viable proposition; and
- Further demand from hoteliers may arise, driven by future office growth and Slough's excellent accessibility.

2.13 DEVELOPMENT CONTEXT

Slough's strategic location, good and improving transport accessibility, the availability of sites and the Council and their partners' proactive approach to regeneration has meant that there is considerable development activity in the Square Mile.

A number of significant developments have been delivered in recent years including The Curve, Porter Building, the first phase of Future Works and the Urban Building as documented earlier in this report.

Planning consent has also been granted for many other significant schemes and several of these are moving forward on site; some are nearing completion. Proposals with consent are identified in the adjacent table (Figure 2.17) and identified on Figure 2.18.

In addition to these sites there is development interest on a number of other sites in the Square Mile. The two most significant are:

- **Slough Central** – a proposal being promoted by British Land in association with ADIA (Abu Dhabi Investments) to redevelop the Queensmere and Observatory Shopping Centres in the heart of the town and replace these with an office led proposal that will deliver a new Central Business District for Slough together with retail, cultural and residential uses; and
- **The North West Quadrant** – a proposal being promoted by a public private partnership between the Council and Muse Developments to deliver a mixed use high density residential led scheme on the former Thames Valley College site.

Site	Proposal	Status
Former Horlicks Factory	1300 homes (1252 apartment; 48 houses); 239m ² of commercial uses	Part detailed (554 homes / part outline consent (746 homes)
18-24 Stoke Road	40 apartments	Prior approval – office to residential
64 Mill Street	27 apartments	Planning permission
Lion House, Petersfield Avenue	155 apartments	Nearing completion
Octagon site, Brunel Way	12,075m ² office; 329m ² ancillary retail	Planning permission
Future Works Phase 2	15,888m ² office	Outline consent
Old library site, 85 High Street	244 hotel bedspaces, 64 apartments; 460m ² of ancillary retail	Under construction
Tower House / Ashbourne House	197 apartments (net gain 77 apartments)	Planning permission
7 Windsor Road (Herschel Street)	24 apartments	Under construction
Aspire, Herschel Street	238 apartments	Under construction
15-23 Church Street	41 apartments	Planning permission
204-206 High Street	94 apartments	Planning permission
Alpha Corner, Alpha Street	14 apartments; 134m ² retail	Under construction
Alpha Street	14 apartments	Under construction
271-279 High Street	65 apartments	Outline consent
Thames Central	146 apartments	Prior approval – office to residential – under construction

Figure 2.17: Proposals with planning consent in the town centre and their status

These would both be transformational projects for Slough, changing the landscape and delivering a step change in the environment within the town centre.

To the eastern edge of the Square Mile a mixed-use development is also being promoted on the former Akzo Nobel site on Wexham Road. This also presents a significant opportunity for the town offering the potential to deliver both new homes and employment on this extensive site.

Beyond these larger sites there are numerous smaller sites in the Square Mile that offer opportunity for development and change. These are identified in Figure 2.18.

The Tesco superstore occupies a large site on Wellington Street and it is not anticipated that this site will be redeveloped in the 15 year timeframe of the Regeneration Framework or indeed the emerging Local Plan. However the longer-term potential for redevelopment of this site to facilitate an additional connection across the Great Western railway line has been considered. Equally it is not anticipated that change will take place on the Royal Mail parcel site on Wellington Street however the potential for redevelopment to consolidate and enhance the streetscape on Wellington Street has also been considered. This is anticipated to be a longer-term opportunity.

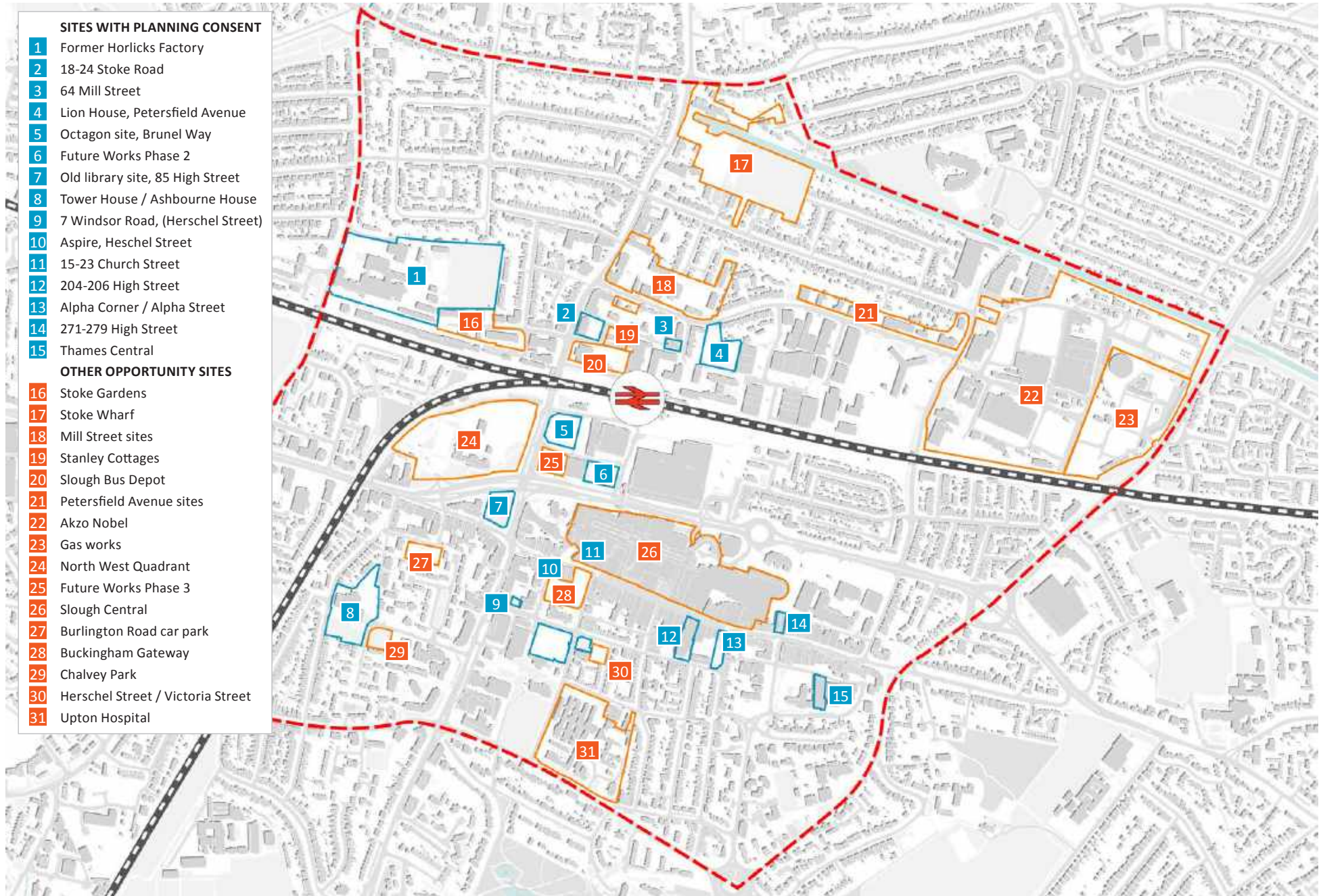
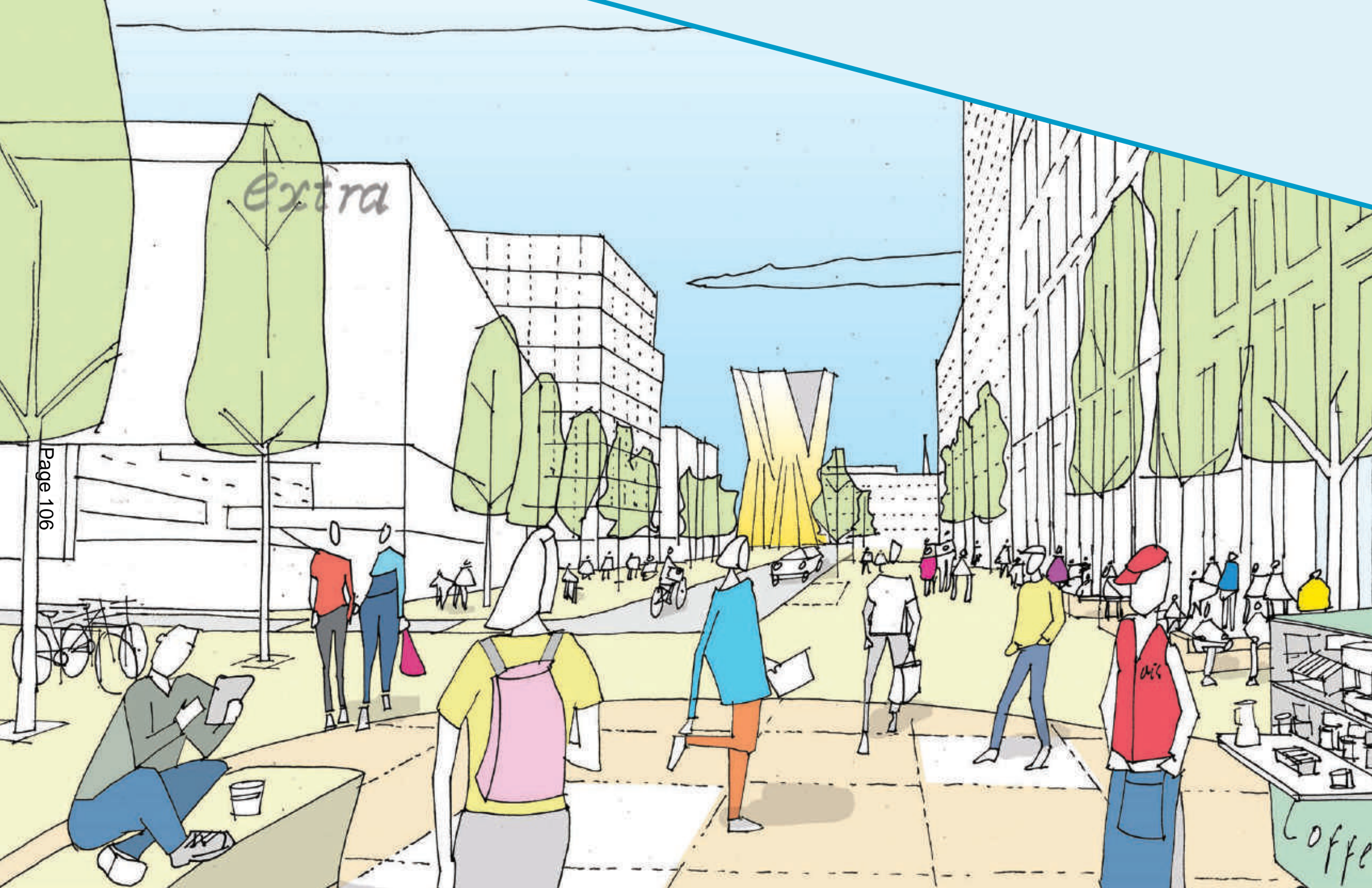


Figure 2.18: Town centre sites



3. Vision for Slough



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3.1 A VISION FOR SLOUGH

Slough will be transformed. **A beautiful, vibrant new urban centre** with striking economic opportunity is waiting to be born out of its strong industrial past and entrepreneurial spirit. New transport infrastructure, including the Elizabeth line and a new Mass Rapid Transit, will improve access to the centre, **attracting businesses and reducing the reliance on the motor vehicle.**

Where the town is fragmented it will be reconnected. The town's under used buildings and its vacant spaces will be filled with **places to live, work, shop and enjoy life** both throughout the day and into the evening. A diverse mix of **new employment growth** will feed off the dynamism of the centre and Slough's **enterprising young community** and an expanded **Central Business District** will make Slough an even stronger economic driver for the region. These opportunities will spawn **new demand for different types of housing** and renew the existing residential communities establishing the mix of different household sizes, income and choice that are characteristic of a successful town.

Walkable tree lined streets fronted by attractive new buildings will replace clogged highways and link the centre with its beautiful parks and the Grand Union Canal. New public spaces will provide opportunity for the community to meet, relax, celebrate and enjoy the towns' **rich and diverse cultural offer.**

All of Slough's residents will benefit from the town's regeneration with increased access to jobs, new educational opportunities and skills training and enhanced digital connectivity; the restored health of the centre will flow across the entire Borough **enriching the lives and well being of Slough's people.**

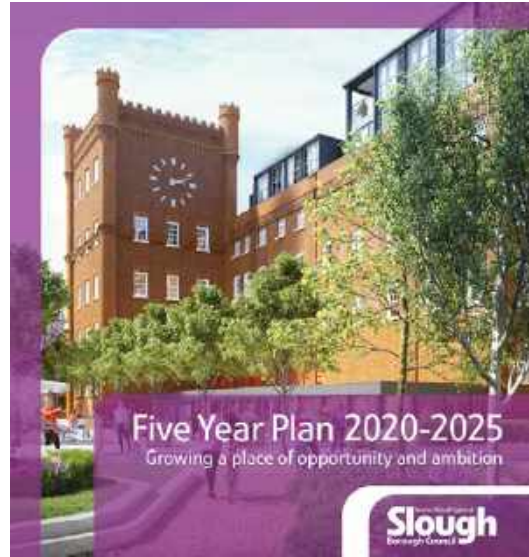
SLOUGH'S FIVE YEAR PLAN

Slough's Five Year Plan (2020-25) presents the Council Leadership Team's vision for Slough. It strives to make sure the growth Slough is enjoying is inclusive and that residents are able to access opportunities and services to help them build good lives for themselves and their families. The Plan sets out a series of priorities, including those with an economic development focus:

- Slough children will grow up to be happy, healthy and successful;
- Slough people will be healthier and manage their own care needs;
- Slough will be an attractive place where people choose to live, work and stay;
- Slough residents will live in good quality homes; and
- Slough will attract, retain and grow businesses and investment to provide opportunities

The Plan affirms the Council's commitment to the promotion of inclusive economic growth, ensuring the benefits from the regeneration and investment in Slough are shared by all residents.

The Regeneration Framework takes these priorities as a starting point for the spatial vision for Slough's Square Mile.



3.2 SPATIAL OBJECTIVES

The spatial vision for Slough's Square Mile is set out in the ten objectives:

- **Objective One: To deliver a 21st century town centre that is accessible to everybody and enhances health and well being;**
- **Objective Two: To develop an expanded Central Business District to the south of the railway station;**
- **Objective Three: To revitalise the shopping and leisure offer in the town centre;**
- **Objective Four: To deliver a range of new homes in the Square Mile;**
- **Objective Five: To strengthen Slough's cultural offer;**
- **Objective Six: To create a people focused public realm;**
- **Objective Seven: To improve connections between the town centre and Slough's neighbourhoods and the wider area;**
- **Objective Eight: To deliver a step change in the quality of design and architecture in the Square Mile;**
- **Objective Nine: To provide the right amount of car parking in the right locations; and**
- **Objective Ten: To deliver small interventions, events and early wins.**

These objectives are detailed further on the pages that follow.



1

TO DELIVER a 21st century town centre that is accessible to everybody and enhances health and well being

- Prepare a **coherent and commercially viable strategy** that recasts the centre as a focus for entrepreneurial activity, jobs, shopping and culture throughout the day and evening;
- Ensure that the town benefits from 21st century **digital infrastructure** and attracts creative and digi-tech entrepreneurs and creative 'makers' to bring a new dynamism to the town centre;
- Plan for the long term, and make the town centre an **attractive and green place to invest**, establish a business, or live a healthy and happy life;
- Encourage a **shift from motorised travel to public transport, cycling and walking** to reduce carbon emissions and address air quality issues;
- Create stronger links to the natural environment and introduce **urban greening to increase biodiversity and enhance mental health**; and
- Deliver **fantastic sustainable buildings and architecture, public spaces and streets** and a place which residents will feel proud to call home.



2

TO DEVELOP an expanded Central Business District to the south of the railway station

- Deliver a **vibrant new office quarter** that takes full advantage of the enhanced access brought by the Elizabeth line and offers a high quality-working environment in the heart of the town;
- Provide **accommodation for a range of businesses** from established multi-national companies to new digital start-ups; and
- Provide **a focus for jobs in the town centre**, that reflects the town's strong entrepreneurial and industrial past and builds on the towns status as 'the best place in which to work' in the UK.



3

TO REVITALISE the **shopping and leisure offer** in the town centre

- Promote redevelopment of the town's shopping centres with these replaced with a **street based shopping environment** as part of mixed-use development;
- Focus on the quality of visitor experience with **enhanced leisure, cultural and food and drink offer**. This to include a town centre cinema and potential for street markets, events and meanwhile uses;
- Extend activity into the evening and establish a **strong evening economy** in the town; and
- Draw on the cultural diversity of Slough's residents to offer a **distinctive independent offer**.



4

TO DELIVER a **range of new homes** in the Square Mile

- Deliver a **significant proportion of the Council's housing need** within a highly accessible location;
- Increase the **catchment population to support a range of services** in the town centre;
- Deliver a **range of housing types and tenures** (including affordable homes), in response to the specific location and context of residential sites with higher density apartments close to the station and on central sites and more family accommodation on peripheral town centre site; and
- Ensure that appropriate **community infrastructure** is provided to meet future needs.



5

TO STRENGTHEN Slough's cultural offer

- Deliver **new cultural facilities and spaces** as part of a stronger cultural offer that will enhance the standing of the town and its cultural identity;
- Build on Slough's **multi-cultural and diverse community** and its grass roots arts and cultural organisations;
- Invest in **education, innovation and life long learning**;
- **Link cultural facilities** to complement the existing town centre offer including 'The Curve'; and
- Provide **affordable studios and start-up spaces** for creative industries.



6

TO CREATE a people focused public realm

- Enhance the attractiveness of the town centre through a **unified public realm** that seamlessly links different parts of the town centre with one another;
- Ensure that the main streets, including Wellington Street, William Street, Windsor Road and Stoke Road, are easy to cross for pedestrians;
- Deliver a **network of connected streets and spaces** that improves the town's sense of identity and legibility with new spaces providing a **focus for events and activities** within the town centre; and
- Improve linkages between the town centre and the green spaces on its edge.



7

TO IMPROVE **connections** between the town centre and Slough's neighbourhoods and the wider area

- Create a network of attractive and legible routes that **link the town centre with residential neighbourhoods**, employment areas and leisure attractions including the significant open spaces that surround the town;
- Promote and deliver **transport solutions**, (including a new Mass Rapid Transit system) that **favour walking, cycling and public transport**, as a means to access the town centre over the use of motor vehicles;
- Take advantage of the excellent public transport accessibility provided by the railway station and **the Elizabeth line**; and
- Ensure that walking and cycling into the town centre, and from the centre to employment sites and leisure destinations, becomes a realistic and **healthy choice for Slough's residents**.

8

TO DELIVER a **step change in the quality of design and architecture** in the Square Mile

- Establish **clear principles for the layout, scale and massing of development** across the town that reinforces the proposed network of routes and spaces in the town;
- Respect and **celebrate the town's history and heritage**, and consider views to and from the town when determining the form, layout and scale of new development;
- Promote new **buildings that positively respond to streets and spaces** whilst concealing servicing, parking and other non-active street frontages wherever possible;
- Minimise Co₂ emissions through sustainable building design;
- Locate buildings of civic importance in prominent locations and celebrate these through their architecture in order to aid legibility; and
- Utilise the **roofscape to deliver urban greening** and to take advantage of views to the wider countryside and to Windsor Castle.





9

TO PROVIDE the **right amount of car parking** in the **right locations**

- Deliver an appropriate level of car parking to meet the needs of the town whilst also recognising the need to reduce car borne trips;
- Locate **public parking at convenient locations** on the approaches into the centre so that visitors do not need to drive through the centre to access car parks;
- Ensure that the car **parking strategy is flexible and can embrace future changes** in mode share and allow conversion of surplus car parking in the future;
- Encourage a switch to electric vehicles and promote car club schemes; and
- In the longer term use **park and ride** to reduce private vehicular trips into the centre.

10

TO DELIVER **small interventions, events and early wins**

- Identify a programme of small interventions that **complement the larger scale development opportunities** but that are quicker and easier to implement in the short term;
- Interventions might include changes to parking management, temporary uses, public realm or shop-front improvements or arts installations;
- Celebrate the town's culture and community through events and activities that **bring life to the town centre**; and
- Encourage **community initiatives and activities** that bring greater pride and ownership in the town.

The principles combine in the **Spatial Plan for Slough set out in the next chapter.**

3.3 SPATIAL CONCEPTS

CHARACTER AREAS

Two concept plans indicate how the ten objectives will be delivered spatially in Slough's Square Mile and these in turn inform the masterplan and the indicative proposals for each site. As new development comes forward the character of the town will change; and an important role of the Regeneration Framework is to guide this change so that each part of the Square Mile has a clear role and defined character.

Section 2.8 of this study indicated how the Square Mile is currently composed of a number of character typologies shaped by the historic development and evolution of the town. Parts of the town have strong and coherent character; others are fragmented and offer significant opportunity for change.

Figure 3.1 identifies the character areas within the Square Mile and a brief description of each is provided below.

Urban Core

This will be the heart of the town, a dynamic urban centre that provides a mix of uses that both drive the economy of the town, attract visitors and form a focus for the residents of Slough. This part of the town is likely to change the most with an expanded Central Business District delivered both around the station and on what is currently the Queensmere Shopping Centre.

The CBD will drive the towns' economy and provide a range of jobs both for Slough's residents and also for commuters making use of the new Elizabeth line station. The area will also become home to people attracted to the easy access to work, shopping and the new cultural and leisure facilities that will be established in the area.

In turn this influx of workers and residents will help to support a buzzing shopping environment. High Street will remain the focus but with a network of smaller streets lined with shops, cafes and restaurants and other amenities replacing the internalised shopping centres.

Buildings on some sites in the northern part of this area will be at a city scale with an intensity that delivers energy and vitality to the centre and that also helps to deliver a new progressive identity to the town centre. However building heights will need to respond to the context of each site and step down towards the southern part of the Urban Core area to respond to heritage assets and the lower-scale context on the High Street (refer to Section 4.3).

Windsor Road

This area forms the southern approach to the town and already includes a mix of large-scale office and residential buildings. The area will continue to provide a mix of uses with the larger scale buildings defining the broad street and enhancements to the public realm will make this approach into the town more welcoming particularly for pedestrians and cyclists.

Stoke Road Corridor

This mixed-use corridor provides the northern approach into the town and will retain its mixed-use nature on the main street. Public realm improvements will enhance the streetscape. To the east of Stoke Road the fragmented pattern of sheds and yards will be replaced with a coherent pattern of residential streets providing a new residential quarter linked with the railway station's northern entrance.

Horlicks / Stoke Gardens

The former Horlicks factory site will be redeveloped to provide a new residential quarter to the west of Stoke Road. The former Horlicks factory main building and chimney will be retained providing character and identity and a link to the town's past. New homes will bring more people to this part of the town increasing footfall on Stoke Road and enhancing its vitality.

Akzo Nobel / Petersfield Avenue

Whilst much of this area is likely to remain in industrial use for the foreseeable future, the vacant Akzo Nobel and Gas Works site and some smaller sites on Petersfield Avenue, will bring new life to the area with a mix of new homes and employment space. This will transform the environments on Wexham Road and Petersfield Road providing positive frontage and animation to these streets.

Bath Road

Slough's success in attracting businesses to locate their headquarters in the town will continue to be displayed along the Bath Road and the main change in this area will be in the character of the streetscape with Bath Road being humanised from a busy and intimidating highway into a civilised street.

Herschel Village

To the south of the High Street the blocks of modest scaled residential terraces will be retained and enhanced. Vacant plots will be developed at a scale that is contextual with the terraces and the links to Herschel Park to the south enhanced through public realm improvements. Modest infill development of service yards on plots to the rear of the High Street will improve integration with the Urban Core to the north. The Upton Hospital site is located within this area and it is anticipated that it will be redeveloped for residential use including family homes.

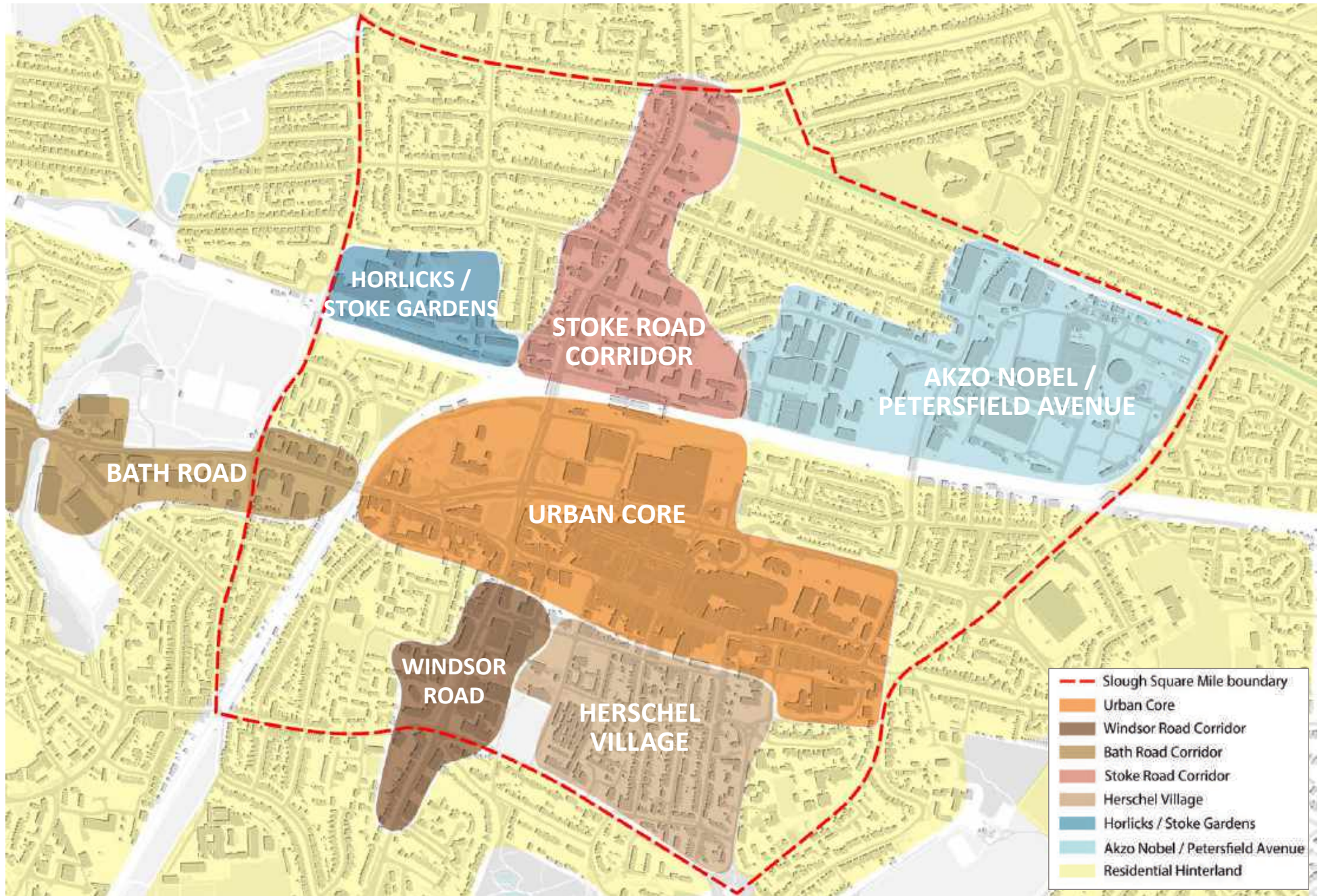


Figure 3.1: Spatial Concept One - Character areas

CONNECTIVITY AND OPEN SPACES

Improving connections and overcoming severance is fundamental to the vision for Slough's Square Mile creating an environment that is more attractive to pedestrians and cyclists, enabling residents to more easily access the Square Mile and to feel more connected with the town centre.

A network of new and improved routes and spaces are proposed making Slough a more pleasant and healthy place to live and work in. These will deliver seamless pedestrian connections from one part of the centre to another and from the residential neighbourhoods within and adjacent to the Square Mile making walking a more attractive and safe option.

Important moves are indicated on the spatial concept in Figure 3.2 and are detailed further in section 4.5.

These include:

1. Provision of new spaces in the centre that can provide locations to gather, meet, relax and play;
2. Introduction of a more permeable street-based urban form in the heart of the town between High Street and Wellington Street continuing the connected grid of streets that are found within the historic terraces area to the south;
3. Enhanced connections to and from the railway station to better integrate it into the network of routes in the town;
4. Improvements to routes across the railway lines and provision of new pedestrian / cycle connections to reduce the severance that it creates;
5. Transformation of the environment on the main streets through the centre to turn these from imposing highways into civilised, tree lined streets that have a more human-scale environment and that are safe for pedestrians and cyclists to walk or cycle along or to cross; and
6. Enhanced connections from the town centre to residential neighbourhoods and to the open spaces located on the edge of the Square Mile and beyond.

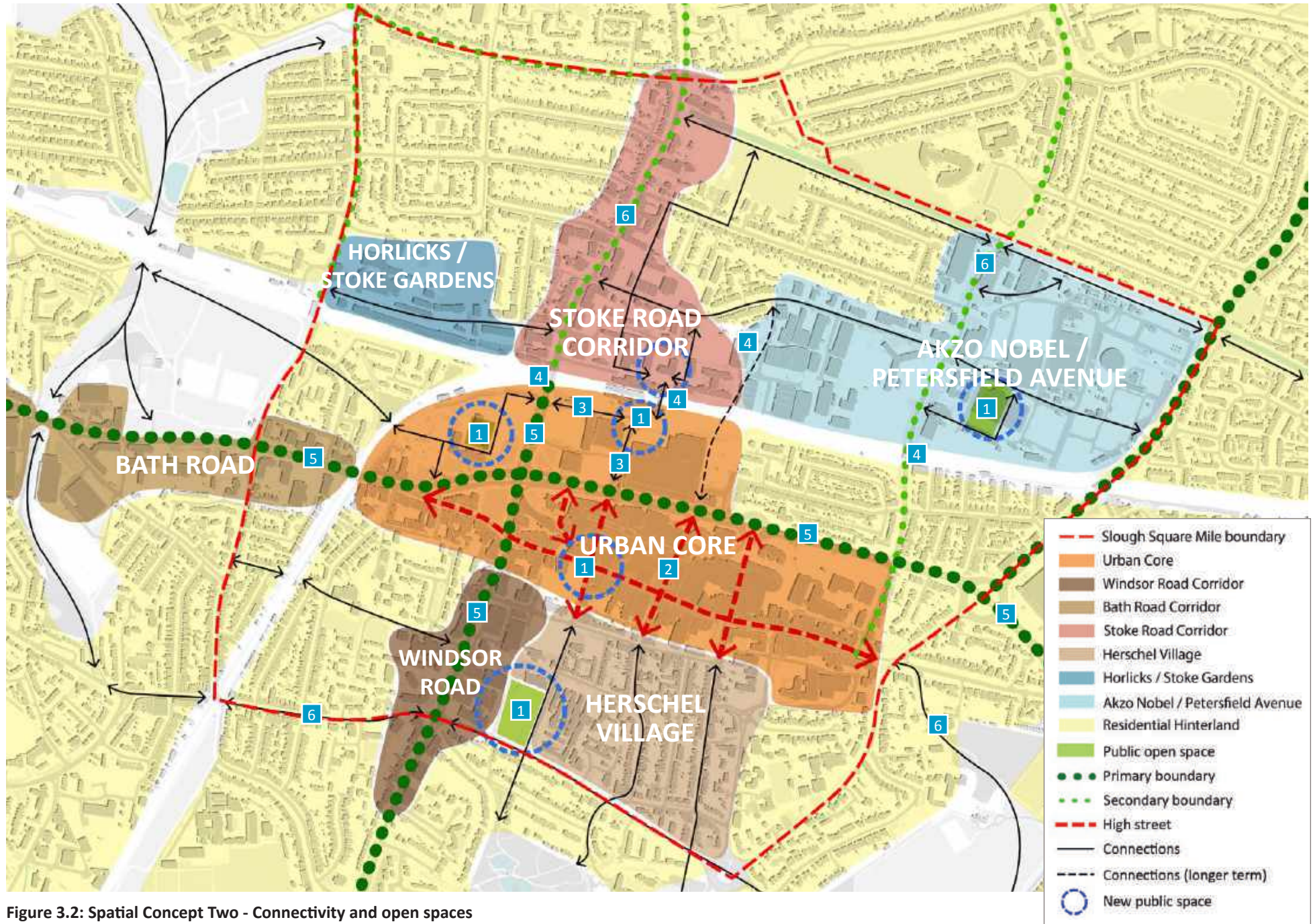
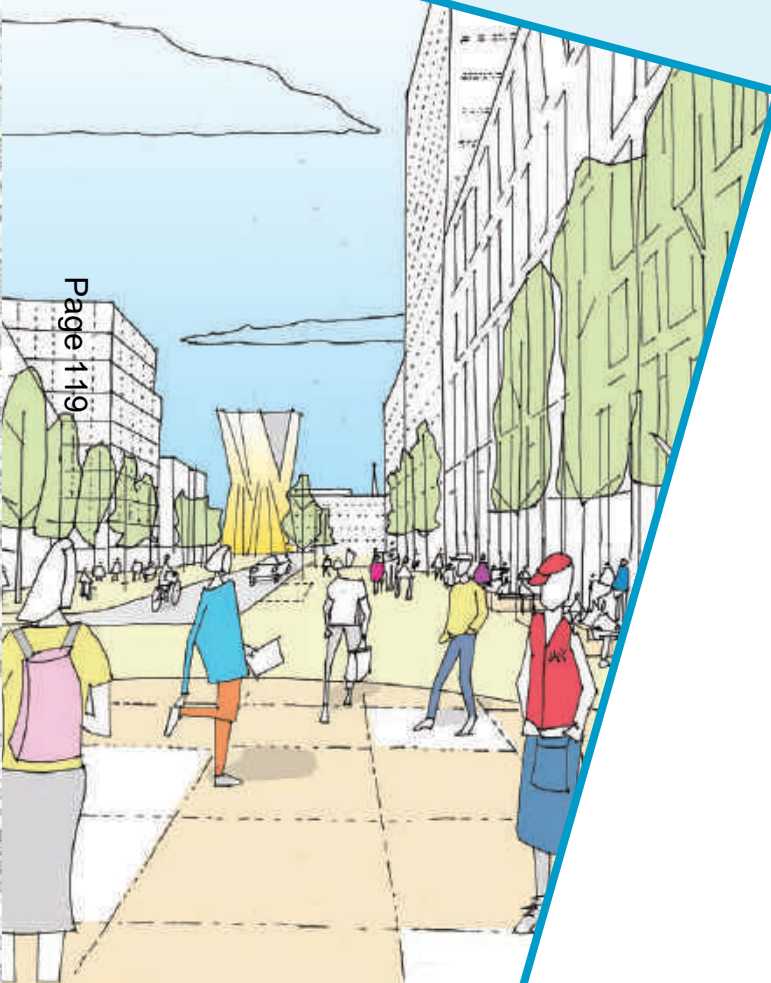


Figure 3.2: Spatial Concept Two - Connectivity and open spaces



Figure 4.1: Illustrative Masterplan

4. Masterplan



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4.1 ILLUSTRATIVE MASTERPLAN

INTRODUCTION

The illustrative masterplan demonstrates how the principles set out in the vision for Slough's Square Mile could be successfully applied over the next 15 years.

It shows public realm improvements, new open spaces and potential building footprints. For development sites, simple building forms have been modelled which adhere to the development principles set out later in this report and these have been used to estimate potential development capacities. The indicative proposals have been informed by deliverability / viability testing carried out by Montagu Evans. Where a planning application has already been consented on a site it is included within the plan.

In reality, the exact form and appearance of particular development will vary from those illustrated here. In general, the illustrated development on each site has been calibrated to provide a good quality of life for future residents, avoid impacts on the amenity of existing town centre users, provide ample public and private open space and deliver development quanta that contribute to the local need.

DEVELOPMENT POTENTIAL

The illustrative masterplan demonstrates how the framework can deliver approximately:

- 115 to 280,000m² office floorspace;
- 14 - 15,500m² retail floorspace;
- 6,700m² leisure / cultural floorspace;
- 5,000m² education / innovation floorspace;
- 48,000m² B8 industrial floorspace; and
- 7,400 new homes.

A more detailed estimate, providing a site by site breakdown, is provided in Figure 5.2 within the delivery section of this report. The new retail space indicated above does not take account of the loss of retail floorspace through redevelopment of the town's two shopping centres.

Other sites not identified in the Regeneration Framework may also come forward for development. These are considered as windfall. Section 4.3 sets out built form principles that would also apply to these developments.

Delivering a step change in Slough's Square Mile will not be delivered by building new homes but rather through the economic prosperity that comes with an expanded Central Business District. New jobs will support the local population, make town centre living more desirable and invigorate the retail, leisure and cultural activity and offer in the town.

The Regeneration Framework promotes a volume of office development that can deliver this step change. This volume is informed by the commercial approach taken by British Land / ADIA in relation to the Slough Central site rather than by being informed by market analysis and is in principle supported by the Council.

4.2 LAND USES

OVERVIEW

Creating vital and vibrant town centres means mixing uses so that there is activity at all times of the day. The traditional town centre with its shopping precinct, office quarter and residential hinterland is a thing of the past and creating a 21st century town centre means that leisure uses must be located to support the office space, and a myriad of uses from cultural spaces, schools, doctors surgeries, gyms and dentists, cafes, hairdressers and bars are needed to support the increasing number of people that will be living in the centre. A towns' shopping offer must meet the needs of both the immediate resident catchment population as well as those people who are drawn to the centre from further afield.

The increase in people living and working in Slough's Square Mile will start to change the dynamic of the town and help to support a richer and more diverse offer.

Whilst uses will be mixed across the Square Mile the Regeneration Framework identifies the locations where particular uses should be located in order to respond to existing character, take advantage of public transport accessibility or deliver vibrancy and activity to a particular part of the centre.

OFFICE / EMPLOYMENT

The Regeneration Framework promotes a step change in the town centre delivered through the expansion of the CBD. This will take in sites to the south of the railway station some of which have already been developed for office (Porter Building and Future Works), sites on William Street and with the concentration of office buildings on the Slough Central site. This will transform the environment on Wellington Street, provide a positive sense of arrival into the town and project an image of prosperity and success, changing perceptions of the town.

Slough has always been an attractive location for employers and has the highest number of HQ buildings in the UK (outside London) however historically most of these have been located on the trading estate or Bath Road.

Delivering office based employment uses in the centre will have a much greater impact on the town's economy and the economic prosperity will cascade across the other activities in the centre. Attracting occupiers will mean that the environment in the town centre must be enhanced to deliver a better sense of place and quality.

Office buildings will be large footprint and provide Grade A office accommodation; it will however be important to ensure that a range of accommodation, at a range of rents is provided within the Square Mile supporting and attracting a variety of occupiers from start ups, fledgling companies and smaller businesses to larger companies looking for an HQ. Incubator, secondary and studio space must also be available.



The expanded Central Business District should be developed around a high quality public realm

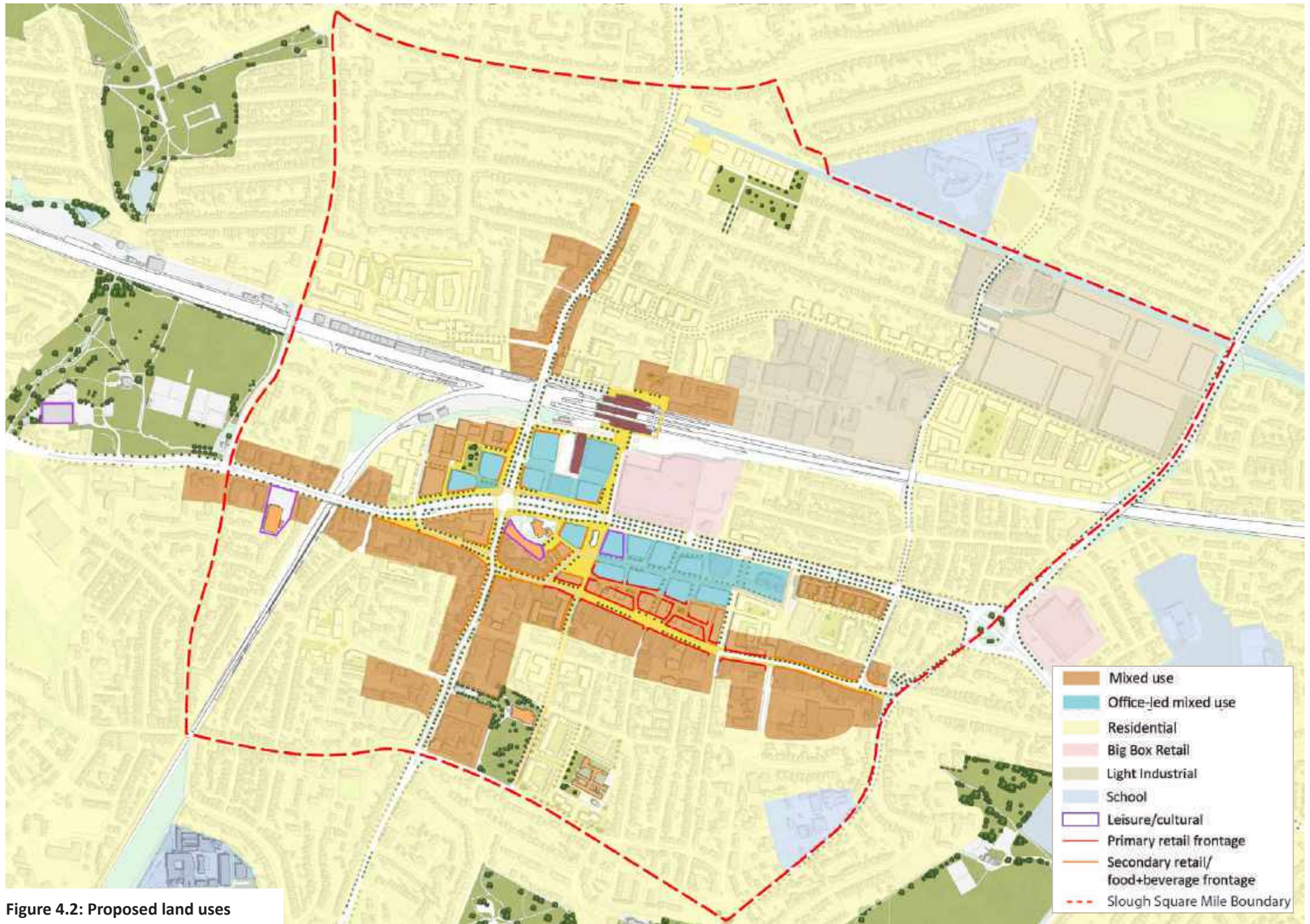


Figure 4.2: Proposed land uses

RETAIL

High Street is the main shopping street in Slough and this will continue to be the case in the future however the changing retail environment means that the overall amount of retail floorspace in the centre is likely to reduce significantly with space in the shopping centre replaced by a street based environment. Whilst some retail sectors are still performing well (as identified in the property market review in section 2.12) others are not fairing so well and there is likely to be a shift towards more leisure uses (cafes, bars, restaurants) in parts of the centre.

Retail uses rely on footfall and changes in the centre that increase permeability to the High Street will be important to its future success. The shopping experience in Slough is very linear – a processional route along the High Street. The potential to deliver shopping circuits on the Slough Central site (the Queensmere / Observatory site) would enhance the shoppers experience in the town.

The eastern end of High Street has already developed a differentiated offer with a high proportion of independent shops, cafes and restaurants. This part of town is more reflective of the multi-cultural make up of Slough's population and improvements to the public realm in this area could help to strengthen its draw and benefit local businesses.

Local retail provision is provided on Stoke Road and is also promoted on the North West Quadrant site.

LEISURE / CULTURAL USES

Leisure and cultural uses are an increasingly important part of the town centre mix with many people coming to the centre as a social activity rather than to shop.

The leisure market in the UK has diversified to reflect these changes with new experiences and activities becoming commonplace. Escape rooms, boutique cinemas, indoor play areas for children and competitive socialising activities for adults can all play a role in bringing people into a centre and animating its streets. These uses can also work in tandem with restaurant, cafes and pubs increasing dwell time, spend and activity in a centre.

Leisure uses in the Square Mile should go hand in hand with the delivery of a high quality public realm; the opportunity to sit outside to eat, drink or socialise has become increasingly popular in recent years.

Food and beverage uses are promoted around the new civic square in the Slough Central site, on the eastern and western ends of the High Street, and on Brunel Way, close to the station.

A town centre cinema is also promoted in the Slough Central site (to replace the existing cinema in the Queensmere Centre). A prominent site is required and one option is to locate a cinema close to the proposed Civic Square on Wellington Street.

INDUSTRIAL FLOORSPACE

Whilst the general presumption is to relocate industrial floorspace (B8 distribution uses) away from the Square Mile as these uses can be anti-social for residents both in terms of noise and the traffic that they generate, some sites in the area may be suitable by virtue of their location; with access onto the strategic road network and / or the considerable clean up costs associated with making the sites suitable for an alternative use. Two such sites are the Akzo Nobel site and the former Uxbridge Gas Works sites located between Wexham and Uxbridge Road. For these sites the northern (more contaminated portion) is identified for B8 distribution use and the southern portion for residential uses.

RESIDENTIAL

The Regeneration Framework identifies potential for 7,400 new homes across the Square Mile. Delivering a mix of homes of varying size and tenure will be important to creating a mixed and balanced community in the town and ensuring that new homes are available to Slough's existing residents. Planning policy requires that affordable homes are delivered as part of new development.

For many of the Regeneration Framework sites there is opportunity to deliver homes at high densities and residential dwellings on these sites will take the form of apartments. On less central sites including Stoke Wharf, sites on Mill Street (both north of the railway line) and the Upton Hospital site a proportion of homes should be provided as family houses.

4.3 BUILT FORM PRINCIPLES

FRONTAGE AND ENCLOSURE

A major issue within Slough's Square Mile is that many streets, beyond the High Street, do not benefit from either active frontage or enclosure and definition by buildings.

The scale of redevelopment coming forward in the Square Mile is transformative and, if coordinated, presents an opportunity to establish a coherent block structure in areas that are currently fragmented or lack permeability. Comprehensive and joined-up design thinking can ensure that development encloses and fronts onto street spaces, that permeability through the town is improved and that opportunities for more and varied uses are created. New developments will have to be designed to a consistent building line with entrances on the street. Blank frontages on side roads should be minimised.

The illustrative masterplan (Figure 4.1) shows how bringing forward development on the main sites across the Square Mile can achieve this.

For main streets active frontages should be proposed at ground floor level. It is recognised that retail or food and beverage uses will not be appropriate everywhere and nor will there be sufficient demand to support retail uses away from central sites and on those streets with a lesser footfall. Alternative uses that may provide ground floor activity in these locations may include smaller scale offices, workspace, community or cultural use.

GENERAL BUILDING HEIGHTS

The height of new developments in Slough will need to respond to the existing or emerging character of the parts of the Square Mile within which they are located.

Figure 3.1 on page 59 set out a number of character areas across the Square Mile and the height principles respond to this.

The potential height of buildings has been modelled on the opportunity sites in order to test their impact from various locations in the town. These are shown on the following pages. As with the illustrative masterplan consented schemes have been included within the model.

Figure 4.3 on page 70 indicates broad building height zones for different parts of the Square Mile responding to the existing and proposed character. These heights have been informed by the modelling work and the need to create a skyline for the town that creates a harmonious and positive image and that works from different vantage points.

The height of any proposed new development will need to respond to the particular characteristics of its site and location within the Square Mile. General guidance is provided for each character area on the following pages.



Slough's skyline viewed from Upton Court Road across Lascelles Park from the south east of the Square Mile (blue buildings are existing; yellow consented; and orange representations of the scale of development promoted through the Regeneration Framework). This establishes a harmonious skyline where greater height marks the centre of town



Aerial view of indicative development massing in the Square Mile



VIEWS OF INDICATIVE MASSING FROM TOP:
View towards town centre approaching from the north on Stoke Road; View towards town centre approaching from the west on Bath Road; and Viewing west towards the Square Mile from Salt Hill Park



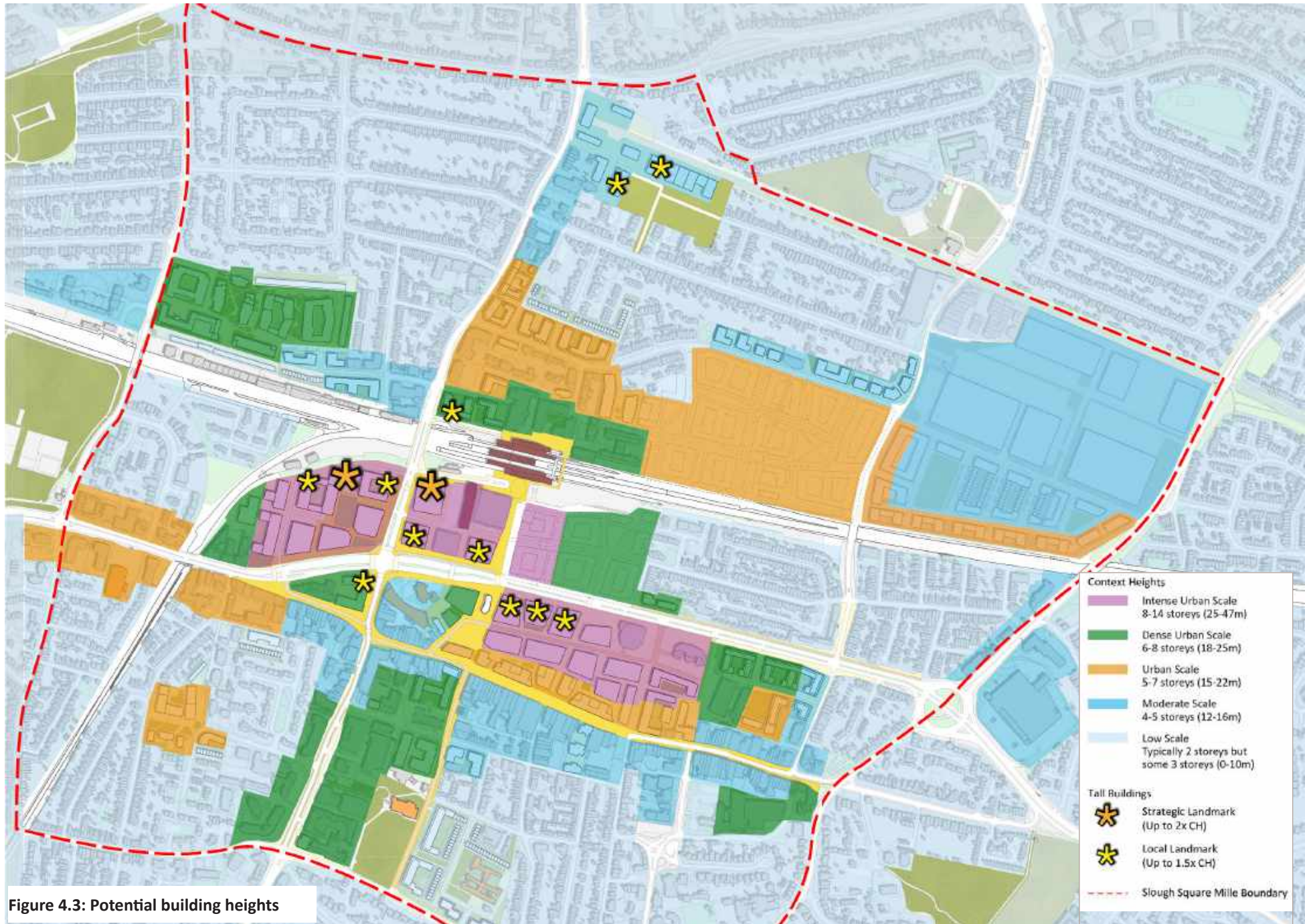


Figure 4.3: Potential building heights

Urban Core

Central Business District / North West Quadrant

Within the Urban Core there is opportunity to establish an intensely urban area where a mix of office and residential buildings deliver a new vibrant centre for the town. Within the northern part of the area the scale of buildings will range from 8 to 14 storeys but with the potential for some taller buildings that mark key arrival points into the town centre or the heart of the expanded CBD.

At this scale buildings will provide a strong sense of enclosure to the broad streets, Wellington Street and William Street that pass through the area.

The height of a building should respond to its location and heights should vary in order to create an interesting and dynamic skyline. Promoting all buildings at the upper level of the range indicated will not be acceptable.

Building heights will need to step down to respond to the setting of heritage assets within the area including Church of Our Lady Immaculate and St. Ethelbert.

High Street

Building heights must also step down towards the High Street where the existing context is of a more moderate scale. Many of the buildings that front onto the south side of the High Street are three or four storeys in height and this lower scale means that sunlight lands onto the street for much of the day.

The southern side of the High Street is composed of numerous small plots. Over time many have been redeveloped and in recent years several schemes have been built that deliver residential apartments over ground floor retail. Further developments of this kind may be acceptable so long as they deliver active ground floors and that the scale of buildings responds to the context – this typically means four storeys but with the potential for up to two additional set back storeys (refer to Figure 4.4). This scale will ensure that sunlight continues to shine onto High Street. Such proposals should also provide frontage, enclosure and definition to streets to the rear (Herschel Street and Chapel Street) with frontage aligned to the existing building line.

To avoid creating an unbalanced High Street buildings on the northern side of the street should typically be no higher than six storeys.

Windsor Road

Any new development within this area should respond to the scale of the existing context, typically four to six storeys. Some buildings in prominent locations for instance on the junction of Windsor Road and Albert Street could be of a greater stature but must ensure that rights to light are respected in adjacent properties.



Figure 4.4: High Street parapet principle

Stoke Road Corridor / Horlicks / Stoke Gardens

The context height of development north of the railway line is typically two or three storeys however buildings of significant height have been developed close to the railway station and the consented proposals for the Horlicks factory site include building of up to ten storeys.

Typical development height within this area should be four to six storeys but with greater height on sites closer to the centre. New developments within this area must step down where they interface with existing lower scale developments

Akzo Nobel / Petersfield Avenue

Typical residential development height within this area should be four storeys with potential for an additional set back storey on sites on the northern side of Petersfield Avenue and within the core part of the Akzo Nobel site. Greater height (five storeys plus a set back storey) may be acceptable on the Wexham Road and Uxbridge Road frontages and adjacent to the railway line.

Bath Road

Developments on Bath Road are typically four to six storey in height and this should remain the prevailing height within this area. Greater height would impact on the primacy of the Urban Core where greater heights are promoted.

Herschel Village

The typical building height of buildings within the Herschel Village area to the south of the High Street is two storey. New development should respect this context height. Greater height (four or five storeys) may be possible on sites on the edge of the area where the sites interface with areas where buildings are of greater scale.

POTENTIAL FOR TALL BUILDINGS

The previous section sets out the general height principles that development should adhere to in Slough's Square Mile. There are already a number of taller buildings within the area and in the right places they can play a role in the intensification of the town and in defining the it's character and identity. Tall buildings in the wrong places, or with excessive height, can be detrimental, lead to a fragmented skyline, harm the setting of the town's heritage assets and undermine the integrity of its townscape character.

Figure 4.3 indicates locations where tall buildings may be appropriate in the centre. In these locations a tall building can help to enhance the legibility of the centre, by marking an important location within the town's structure, reinforcing a point of arrival or indicating the primacy of a particular use (e.g. the railway station).

Any tall building should be:

- Of a height and scale, mass and volume that is proportionate to its role, and its position in the local context; and
- An outstanding and elegant design that makes a positive contribution to the skyline when viewed from any direction.

Tall buildings should also:

- Enhance the character and distinctiveness of an area without adversely affecting established valued townscapes and views including Conservation Areas and Listed Buildings and their settings;
- Present a positive relationship with the street and deliver a high-quality public realm; and
- Be designed to avoid creating any adverse impact on the microclimate and amenity of the proposal site and the surrounding area.

The evaluation in this study considers building height from the perspective of place making principles in relation to Slough's Square Mile and its future identity. Evaluation of this height in relation to longer distance views to the town centre, including from viewpoints from Windsor Great Park, have not been made. Tall buildings may, for example, be visible in the backdrop to views of Windsor Castle from some locations. Applicants promoting tall buildings will need to carry out their own heritage assessment to identify whether their proposals cause harm.

As with the illustrative masterplan this model demonstrates how the height principles set out in the vision for Slough could be successfully applied to the Square Mile.

4.4 MOVEMENT AND TRANSPORT

A VISION FOR THE FUTURE

Slough Council adopted its 'Town Centre Transport Vision' in February 2019 (subsequently referred to as the Transport Vision). This recognises that transport will play a vital role in delivering wider policy objectives for the town, including the significant levels of redevelopment described within this Regeneration Framework. Equally, the Regeneration Framework should help to facilitate the Transport Vision and maximise the benefits that it can bring.

Although this Regeneration Framework is focused primarily on Slough's Square Mile, as a hub for public transport, a major through-route for general traffic and the focus for many walking and cycling routes from the surrounding neighbourhoods, the role of the town's transport offer extends far beyond the Square Mile itself.

The Transport Vision promotes the following key principles:

- Make public transport the dominant mode of travel to and from the centre of Slough and the rest of the Borough and beyond;
- Provide the capacity for movement to and from the centre of Slough, in the form of a high quality, reliable, high capacity public transport network, which enables a higher scale of development.;
- Maximise the benefits of enhanced strategic public transport connectivity to London, Heathrow Airport and the wider Thames Valley;
- Make walking and cycling to and from the centre of Slough an attractive option, and greatly improve the permeability of the centre of Slough for pedestrians;
- Create an attractive environment in which people are put first in terms of movement and use of space for interaction, creating safe, healthy and vibrant urban spaces which encourage people to live, work and relax locally;
- Use the high-quality design of transport infrastructure to enhance the quality of the public realm;
- Significantly reduce the dominance of the car as a mode of travel to, from and through the centre of Slough; and
- Minimise the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety.

Most importantly, the Transport Vision seeks to deal with the problems of a car dominated town centre to achieve benefits in terms of local air quality, road safety and the quality of the urban realm. Improved journey times for buses and more space for pedestrians and cyclists would also result, and such changes are necessary in order to create a more attractive, healthy and vibrant urban core.

WALKING AND CYCLING

The most relevant key principles from the Transport Vision relating to walking and cycling are:

- Make walking and cycling to and from the centre of Slough an attractive option, and greatly improve the permeability of the centre of Slough for pedestrians;
- Create an attractive environment in which people are put first in terms of movement and use of space for interaction, creating safe, healthy and vibrant urban spaces which encourage people to live, work and relax locally; and
- Use the high-quality design of transport infrastructure to enhance the quality of the public realm.

As a minimum, both pedestrians and cyclists should each be provided with a more continuous, safe, legible and direct network. Just as importantly, other vehicles should be restricted to speeds and volumes that are appropriate to the street they are using, especially where these vehicles can mix with pedestrians and cyclists. For journeys under two kilometres walking should be the first choice for most people most of the time. Similarly, for journeys up to five kilometres cycling should be the first choice for most people most of the time.

The walking and cycling networks could comprise of two main elements. The first shares the main road network with private cars and public transport. On these streets it is most likely that the speed and volume of general traffic will be such that pedestrians and cyclists will need to be fully segregated from them, either in space (such as segregated cycle lanes along links) or in time (such as separate signal staging at junctions). Where facilities for cyclists of sufficient quality cannot be introduced due to other constraints then this should be recognised, and alternative routes provided rather than accepting low-quality infrastructure.

To compliment the main road network, there could also be a 'disaggregated' network on quieter, residential streets and also through open spaces. These 'low-traffic neighbourhoods' are formed of a number of connected residential streets, bordered by main roads in which vehicle speeds and volumes should be low enough that the majority of people should feel comfortable navigating them on foot or by bicycle without significant interventions (such as formal pedestrian crossings and segregated cycle lanes).

This can be achieved in a number of different ways, but the result is that through traffic is discouraged or removed whilst still enabling vehicles to access people's homes. Furthermore, two adjacent low traffic neighbourhoods can be joined together by introducing crossing facilities on the main road that separates them, potentially creating a network of quiet streets to enable people to walk or cycle across Slough whilst avoiding main roads.

Together, the combined networks of main road 'superhighways' and 'low-traffic neighbourhoods' could form a comprehensive network connecting the town centre with the rest of Slough.

Figure 4.5 shows the proposed network of routes. It also shows the future potential to deliver a new pedestrian / cycle bridge over the railway line either close to the existing station or, in the longer term further to the east (as part of the redevelopment / reconfiguration of the Tesco site).

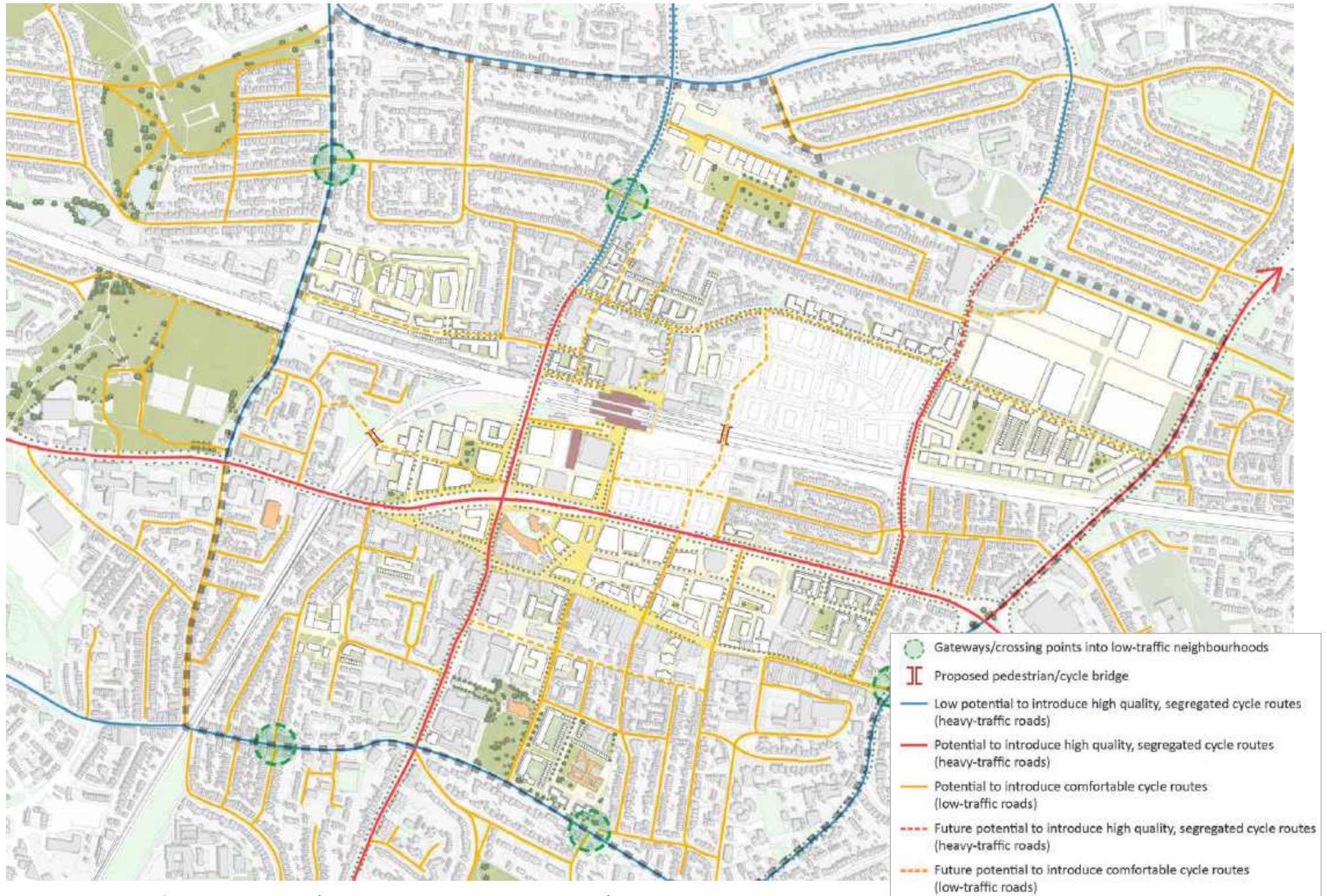


Figure 4.5: Proposed future cycle network (this also indicates the walking network)

PUBLIC TRANSPORT

The most relevant key principles from the Transport Vision relating to public transport are:

- Make public transport the dominant mode of travel to and from the centre of Slough and the rest of the Borough and beyond;
- Provide the capacity for movement to and from the centre of Slough, in the form of a high quality, reliable, high capacity public transport network, which enables a higher scale of development; and
- Maximise the benefits of enhanced strategic public transport connectivity to London, Heathrow Airport and the wider Thames Valley.

At the heart of an improved public transport offer for Slough is a proposed Mass Rapid Transit (MRT) network derived from a phased enhancement of the current 'SMaRT' network.

Ultimately, this will provide a Borough-wide network of infrastructure that provides 100% segregation of MRT vehicles from general traffic, thereby providing speed and reliability of journey times as well as higher ride quality than conventional buses.

The Council has already delivered Phase 1 of the 'SMaRT' bus priority scheme between Slough Trading Estate and the centre of Slough. A second phase is planned which would continue delivery east of the centre of Slough via the A4 London Road to M4 Junction 5 and beyond, possibly to Heathrow Airport.

Ultimately, the full MRT network could include a number of corridors, not only connecting the town centre with the trading estate and Heathrow Airport, but also Windsor, Uxbridge, Wexham Park Hospital, and key development sites including the northern expansion.

Such a network would have a total length of approximately 30km. The vehicles that might eventually operate on this network could range from a conventional bus through to full tram.

Whilst the exact alignment of the final variant of the MRT has yet to be finalised, for the purposes of the Regeneration Framework it has been assumed that the east-west spine will simply follow the A4 Bath Road / Wellington Street.

MRT stops should be located where they integrate with crossing points on Wellington Street and shelters must be provided within a high quality public realm setting for waiting passengers.

The other major changes to public transport serving Slough will be the arrival of the Elizabeth line in mid-2022. Slough currently has a relatively low mode share for rail commuting (8.4% compared with 12.9% in Guildford and 17.8% in Woking, 2011 Census), but faster services to central London are likely to change this; and the potential for the Western Rail link to Heathrow airport (WRLtH).

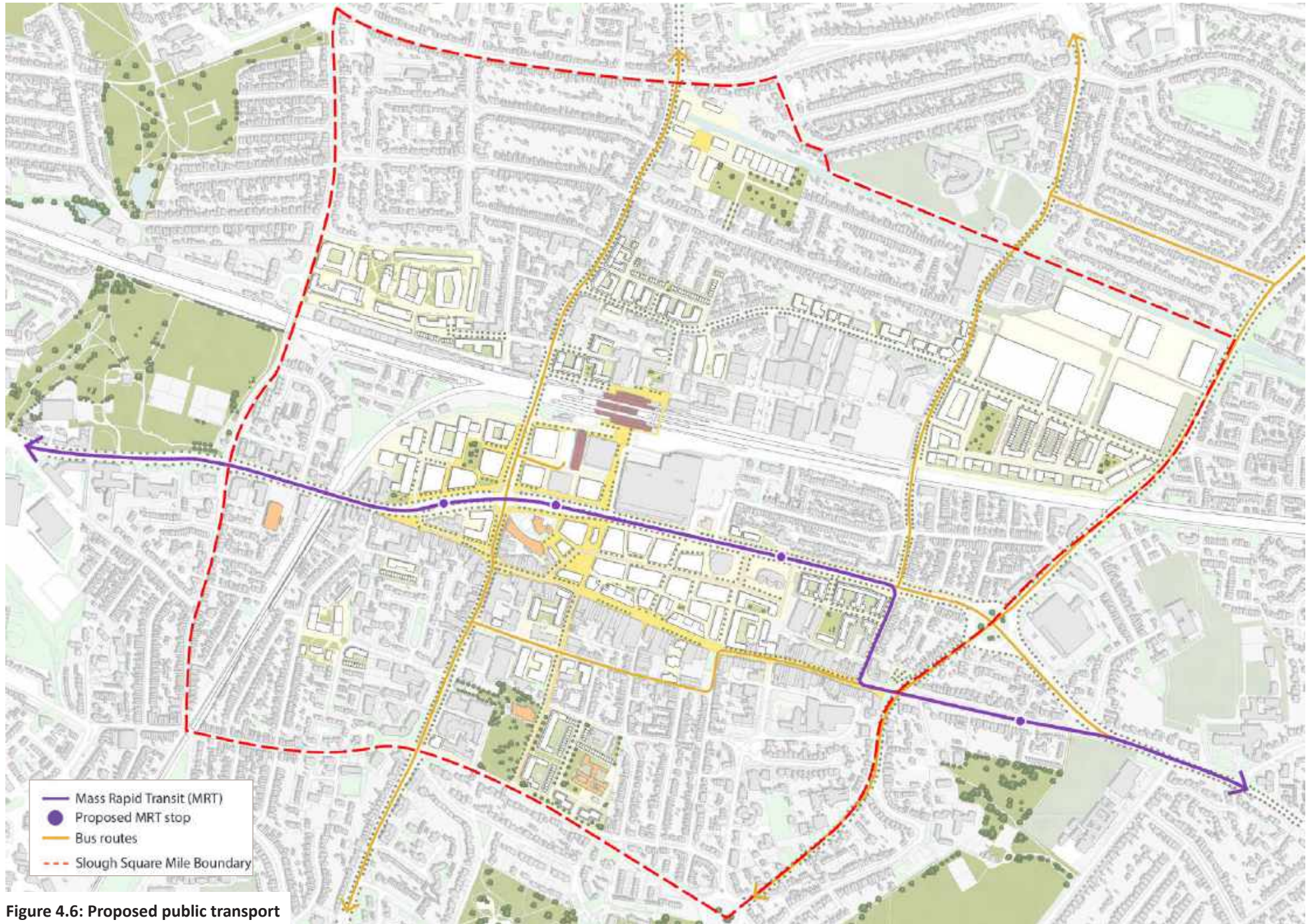


Figure 4.6: Proposed public transport

THE HIGHWAY NETWORK

The most relevant key principles from the Transport Vision relating to the highway network are:

- Significantly reduce the dominance of the car as a mode of travel to, from and through the centre of Slough; and
- Minimise the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety.

The Transport Vision promotes the creation of a low-car zone within the centre of Slough where the only motorised vehicles allowed in these areas are public transport vehicles and the impact of moving or parked cars will be significantly reduced. This will help to achieve the desired shift in the way people travel, away from the car towards walking and cycling. Equally, it will enable the streets and other public spaces within the low-car zone to provide a far better environment for people to spend time in the town centre.

The other key element of the Transport Vision relating to the highway network is the transfer of road space, and hence capacity, away from the private car towards walking, cycling, public transport and the public realm. This is primarily focused on important gateways to and corridors through the Square Mile, particularly to the north and the west of the area. Implicit within this approach is also the need to enhance the aesthetic and ecological quality of these corridors.

PARKING SUPPLY

The most relevant key principle from the Transport Vision relating to the parking supply in the Square Mile are:

- Minimise the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety.

The Transport Vision seeks to reduce the overall supply of public parking in the centre of Slough, particularly as complimentary policies encourage a shift towards other modes of travel.

Long-term predictions of the likely demand for car parking are difficult to make as peoples travel habits change. However, given the current surplus of car parking in the Square Mile and the fact that much of this is temporary it is expected that overall car parking provision will decline.

Future development will need to ensure that overall car parking provision in the Square Mile is sufficient, particularly as land uses change. Intelligent use and sharing of spaces at different times of the day by complimentary land uses will help to maximise the efficiency of car parking provision. Furthermore, limiting the use of public car parks for contract car parking will help to create increased capacity for visitors, particularly on weekdays when the existing car parking provision sees its highest demand.

For those private car trips that remain, appropriate infrastructure should be introduced to encourage the uptake of electric vehicles, which have the potential to offer improvements in local air quality and a reduction in carbon emissions.

Equally, the expansion of car clubs, whereby members can pay for the use of a vehicle on an hour-by-hour basis, can replace the need to purchase a private car. The provision of dedicated (and potentially cheaper) car parking for both electric and car club vehicles will help to increase the uptake of these alternatives. However, care will need to be taken to avoid these options taking mode share away from walking, cycling and public transport. Furthermore, the Square Mile must provide sufficient levels of cycle and e-scooter parking in the right locations to promote the uptake of these modes.

In the short to medium term the two Council owned car parks Herschel and Hatfield together with provision on the Slough Central site and elsewhere in the town will be sufficient to meet public need. Should the Queensmere and Observatory car parks be redeveloped some level of public car parking is likely to be required to replace this. This could be provided as part of an underground car park that also provides for that development or within a new multi storey structure on that site.

Longer-term, a significant share of car parking supply could be accommodated at peripheral park and ride sites, particularly for commuters. The provision of park and ride sites around Slough can help to encourage the use of non-car modes for the 'last mile' of journeys, thereby reducing the impact of cars on the centre of Slough. Park and ride sites could be linked to the centre of Slough by direct services on the proposed MRT network. As such, park and ride could offer competitive journey times, when compared to 'car only' journeys and be competitive financially by offering lower cost, or free, parking.

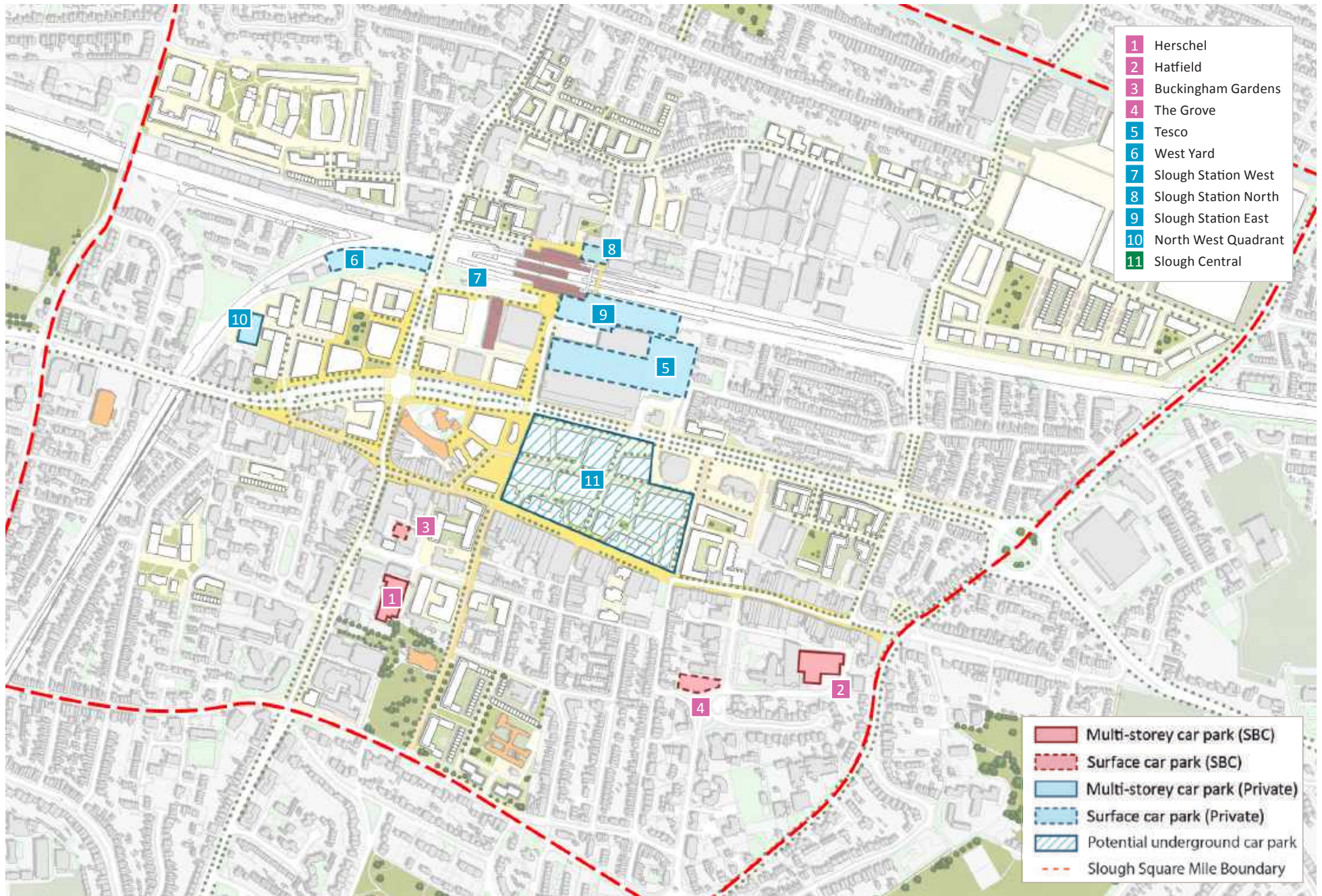


Figure 4.7: Future public parking provision

4.5 STREETS, SPACES AND PUBLIC REALM

STREETS AND SPACES

Delivering transformational change in Slough will require more than new buildings. Equally important will be the space between these buildings. Delivering a more connected network of routes and spaces will be critical to creating a place that people will enjoy spending time in, a place that will attract investment and a place that will deliver healthy and fulfilling lives.

The Regeneration Framework promotes a number of new spaces in the centre; redefines the way that other spaces are used and establishes a framework that will make the links to existing spaces on the periphery of the town more attractive to use.

The important spatial elements are identified below and in the adjacent Figure 4.8. A number of these elements are illustrated further on pages 84 to 93.

1. **Civic Square** – a new public square in the heart of the town at the meeting place of two of the most significant routes; the north to south Brunel Way / Church Street axis and High Street. This predominantly hard surfaced space will provide the focus of civic life in the town; a place to gather, to celebrate and to have fun;
2. **Brunel Way** – this route provides the link between the railway station and the town's two largest regeneration sites the North West Quadrant and Slough Central. These routes must be designed as a seamless and attractive pedestrian connections to and from the station (refer to 'improved links to public transport hubs');
3. **Wellington Street** – new development will start to change the character of this street providing enclosure and animation. However transforming the environment for pedestrians and cyclists will be needed for this street to fully contribute to Slough's future success (refer to 're-imagining the A4');
4. **High Street** – new development to the north will transform the central setting of High Street and turn it from a linear processional route to one that interfaces with a more permeable fabric in the Slough Central site. The public realm will require an upgrade and there is opportunity to give further priority to pedestrians at both the western and eastern ends (refer to 'new types of public space' and 'a vibrant independent offer');
5. **Windsor Road** – this route forms the main southern approach into the town and is already well defined by buildings of civic scale. It has potential to become a grand tree lined, civic avenue (refer to Sustainable radial routes);
6. **Church Street** – This important north to south street provides a connection to St. Mary's churchyard and Herschel Park. This link can be made more legible through a coordinated public realm treatment and tree planting that delivers greater priority to pedestrians;
7. **St. Mary's Churchyard** – this is one of the few green spaces in the centre. The potential for part, or all of it, to offer a quiet and contemplative public space should be investigated;
8. **Stoke Road / Wexham Road / Uxbridge Road** – these three routes provide important connections into the town centre from the north. A unified and consistent public realm treatment that prioritises the environment for pedestrians and cyclists is required to encourage more walking and cycling into the town centre from the neighbourhoods to the north of the centre;
9. **Petersfield Avenue** - this route provides an important west to east connection and walking route between Stoke Road and Wexham Road and potentially onwards to Uxbridge Road through the Akzo Nobel and former Gas Works sites when these are brought forward for development. The route can also serve to link residential areas to the northern entrance to the railway station. The public realm needs improving on this route to deliver continuous footways and with tree planting improving the streets quality, and breaking up the visual impact of on street car parking.
10. **New pocket parks** – On larger development sites there is potential to deliver small public spaces that can provide places for relaxation, children's play, and that soften the built form through landscape.



Figure 4.8: Proposed network of streets and spaces



Trees enhance this cycle route



Incorporating street trees and planting into the streetscape (Maid Marian Way, Nottingham)



Roof gardens can provide amenity with a view



STREET TREES / PUBLIC REALM IMPROVEMENTS

There can be no doubt that street trees can make a huge contribution to the character and quality of an area providing both physical and visual amenity, improving biodiversity and enhancing sense of place.

The Regeneration Framework promotes tree planting within the streets and spaces within the Square Mile and this is indicated in the illustrative masterplan. On main routes avenue tree planting is advocated providing continuity, reinforcing the street space as well as protecting pedestrians from traffic and providing shelter from the elements (rain and sun).

Every effort should be made to ensure that trees are planted wherever this is practically possible however it is also recognised that in some locations narrow footways, underground services or a general lack of space may make this difficult to achieve. Where this is the case opportunity to introduce greenery in other forms from rain gardens to green walls should be taken.

The species selected must be suitable to the location with consideration given to the mature size of trees, their growth pattern and form and future management and maintenance.

LANDSCAPE, ROOF GARDENS AND GREEN WALLS

There are currently few open spaces in the Square Mile and whilst there are some opportunities to provide additional spaces as part of new development, larger open areas are located further afield on the edge of the centre.

This means that the town must be creative with the space that it has. There is considerable opportunity for tree planting to green Slough's streets and ground level planting along main streets can change the character.

Slough should also look to the towns' roofscape to add greenery and biodiversity. Roof gardens, green walls, when well designed, can deliver considerable amenity. In Slough there is the added benefit of views to Windsor Castle to add to the offer.



A high quality co-ordinated public realm treatment enhances the attractiveness of a centre



Well designed public spaces become a focus for people in a town centre

PUBLIC REALM STRATEGY

The Regeneration Framework establishes a vision and spatial plan for the Square Mile, and indicates a network of streets and spaces where public realm investment should be focused.

Figure 4.8 identifies the future network of streets and spaces in the Square Mile that, when delivered, will create attractive and seamless connection between different parts of the centre and the neighbourhoods close to the Square Mile.

This will form the starting point for the preparation of a more comprehensive Public Realm Strategy for the Square Mile. This will test further the concepts outlined in the Regeneration Framework and assign priority to proposals.

At this stage it is anticipated that the Public Realm Strategy will:

- Identify the role and character of spaces;
- Identify the role and character of streets;
- Set out principles for public realm design;
- Set out an approach to design to give more priority to pedestrians;
- Set out proposals that integrate cycling provision into the public realm;
- Consider further the integration of the MRT;
- Define a palette of materials, street furniture, lighting and detailing with consideration of different character / quality of provision for different parts of the centre;
- Set out principles for blue and green infrastructure including planting; and
- Provide guidance / consideration of future management and maintenance.

Concept designs will be prepared for important streets and spaces within the Square Mile and these will serve to outline the character and quality of the spaces that is anticipated and set a standard for other parts of the Square Mile.

INITIAL CONCEPTS

As a pre-cursor to the Public Realm Strategy the following pages provide initial concept ideas presented through plan, section and sketches for five important parts of the Square Mile.

These are :

- Brunel Way;
- Wellington Street;
- High Street (West);
- High Street (East); and
- Windsor Road.

These are represented as examples of what could be delivered to change the environment on these streets rather than definitive solutions. Some concepts, for instance the ideas for Brunel Way, may be delivered in the short term; others present a much longer term position (for instance in the case of the concept ideas for Windsor Road).

It is intended that the proposals will be interrogated further as part of the Public Realm Strategy and that concept proposals for other parts of the Square Mile (for instance Civic Square and William Street) will also be explored at that stage.

IMPROVED LINKS TO PUBLIC TRANSPORT HUBS

As key arrival points into the town centre and hubs for activity, public transport nodes create an important first impression for visitors and an opportunity to engage with the public realm as part of people's everyday routines. This will only become more important as Slough realises a shift away from the private car towards more sustainable modes of travel. Ensuring that these hubs form an integrated part of the town centres network of streets and spaces is therefore vital to its attractiveness as a destination.



EXAMPLE 1: BRUNEL WAY

The busiest public transport hub in Slough is the train station, which is set to become even more popular with the arrival of Elizabeth line services in mid-2022. With the train station located over 300 metres from the High Street and separated by the A4 dual-carriageway, the connection between the two must work extra hard to create a legible, welcoming and direct link.

Equally, new development opportunities to the west, such as the North West Quadrant, as well as connections with the bus station and the proposed Mass Rapid Transport system mean that this space must accommodate multiple desire lines. Furthermore, operational requirements such as access for maintenance by network rail and the need to accommodate rail-replacement bus services must all be considered.

Pedestrians travelling between the station and the town centre must currently contend with traffic on Brunel Way as well as the station / Tesco car park access with little assistance. Once beyond the immediate station environs there are relatively few opportunities to pause and rest, queuing taxis eat into potential footway space in this most valuable of locations and there is little sense of the importance of this route.

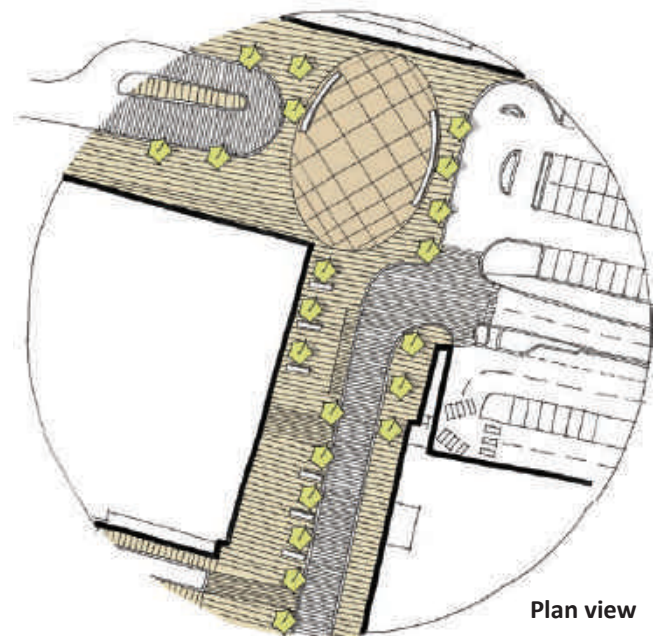
By reconfiguring traffic management along Brunel Way there is the potential to create a traffic-free route for pedestrians between the train station and Wellington Street, with only two minor crossovers to navigate. This would also have the benefit of encouraging pedestrians onto the western side of Brunel Way where the existing, wide pedestrian crossing on Wellington Street can operate most efficiently.

This will then lead directly into any future redevelopment of the Queensmere / Observatory shopping centres and the High Street beyond. The importance of this pedestrian link cannot be understated, forming a critical spine through the town centre.

Taxi drop-off and pick-up will need to be accommodated nearby, as will the bike hire dock. New tree planting and seating will help to create a more welcoming public realm along this route, complimenting the recent and future adjacent development on this side of the street whilst maintaining views to the steeple of St. Mary's Church.



Section through the Future Brunel Way



Plan view



The Future Brunel Way

RE-IMAGINING THE A4

The A4, running between London and Bath, is possibly the single most significant feature in Slough. Whilst it may help people to orientate themselves, its overall impact on the town centre is a negative one. Passing just to the north of the town centre, it is a significant actual and perceived barrier to north-south movement (compounded by the adjacent and parallel railway line), hostile to anyone walking or cycling and is a significant contributor to the town's poor air quality. Its hostility has also encouraged a generation of adjacent developments to create highly defensive architectural responses interfacing with it and these have further compounded its issues.



EXAMPLE 2: WELLINGTON STREET

The Council plans a phased reduction in general traffic capacity along the A4, enabling space to be reassigned to other modes, not least a possible transit corridor.

Whilst the exact alignment and final form of the MRT has yet to be confirmed, for the purposes of the Regeneration Framework it has been assumed that it will simply follow the A4 (rather than, for example, diverting past the train station) and will operate on one side of the A4 (rather than with-flow on either side of the corridor).

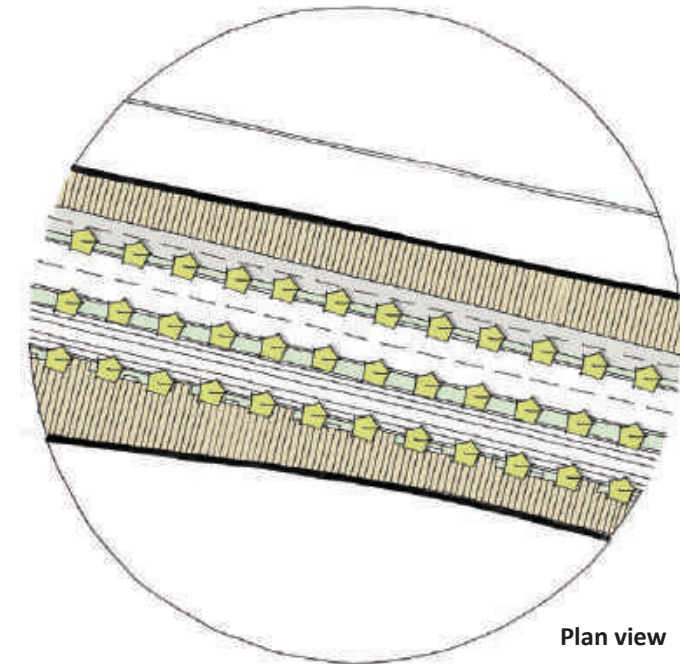
A reduction in general traffic will also enable the A4 to become a tree-lined avenue that becomes the focus of the wider walking and cycling networks. Both segregated cycling facilities on key radial routes and access to adjacent low-traffic neighbourhoods should connect conveniently and legibly with a high-quality, segregated bi-directional cycle track along the A4.



Section through the re-imagined A4

This cycle track should benefit from continuity and priority at junctions. Equally, pedestrian movements both along and across the A4 should be seamless and options to pause and rest should be frequent and attractive.

Wherever comprehensive improvements are made to the town centre streets, options to intercept water run-off and reduce or dissipate the load on the drainage network should be explored. The A4 represents a significant opportunity to incorporate Sustainable Urban Drainage features (SUDS), potentially acting as an exemplar for subsequent schemes. Furthermore, such interventions will help to soften the streets aesthetic and increase its biodiversity. More generally, the A4 has the potential to become one of Slough's most positive features.



Plan view



A re-imagined A4 incorporating the MRT (note the sketch shows a tram although the MRT may not take this form)

NEW TYPES OF PUBLIC SPACE

Focused almost entirely along a long (approximately 1km), linear High Street, Slough town centre can often feel one-dimensional when compared with other town centres that offer different types of spaces and experiences. Town squares, alleyways and street markets all help to compliment a 'standard' high street offer and broaden a town centres appeal. As such, Slough would benefit from creating new types of space.



EXAMPLE 3: HIGH STREET (WEST)

The western end of Slough High Street that connects Windsor Road with the A4 currently forms part of a small gyratory for northbound general traffic. Importantly, for those passing through Slough along the A4, this end of the High Street will be their only glimpse of the town centre.

As is common in Slough, space for moving and storing vehicles has been maximised with relatively little space provided for pedestrians, with no public seating or tree planting. Whilst connections for pedestrians to the rest of the High Street are direct via a signal-controlled crossing, they must cross four lanes of traffic on a sweeping bend. Despite the relative hostility of this environment, a number of restaurants and pubs cluster in this area.

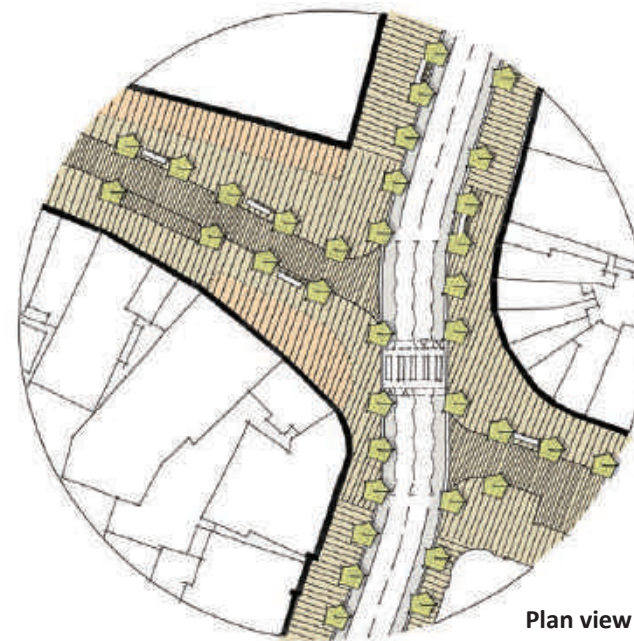
With plans to create a 'Low-Car Zone' in the town centre, which could see traffic on Windsor Road significantly reduced, the small gyratory could be removed and two-way general traffic reintroduced to William Street. The viability of this proposal in terms of traffic impacts has yet to be established.

Limiting general traffic to only those accessing the town centre could enable the removal of the existing bus lanes and the introduction of high-quality, segregated cycle lanes. Furthermore, this reduction in traffic volumes and the complexity of vehicle movements would enable the current signalised junction to potentially be removed and replaced with a wide Zebra crossing, reducing pedestrian delays and improving air quality.

Vehicular access to the western end of the High Street will need to be maintained for reasons of access and servicing, but this could be limited to certain times of the day. Essentially, the street would feel pedestrianised with any vehicle movements limited to a narrow corridor defined informally by the use of newly introduced tree planting and street furniture. Adjacent restaurants and pubs would then be able to benefit from the introduction of outdoor seating, helping to establish a new and vibrant area within the town centre.



Section through western end of High Street



Plan view



Giving space to people at the western end of High Street

A VIBRANT, INDEPENDENT OFFER

The way that we all use our town centre has been changing for some time. It is becoming less and less common for people to visit for their weekly shop (with many preferring to do this online), while many more people now visit their town centre for the experience. A cup of coffee, a haircut, meeting-up with friends and something to eat. Town centres need to adapt, providing the spaces to encourage these types of activities and allow the small, independent traders that create the foundations of this type of experience to thrive. Slough already benefits from a large number of independent retailers that are predominantly located beyond the pedestrianised core, but the street scene often does little to help these retailers flourish.

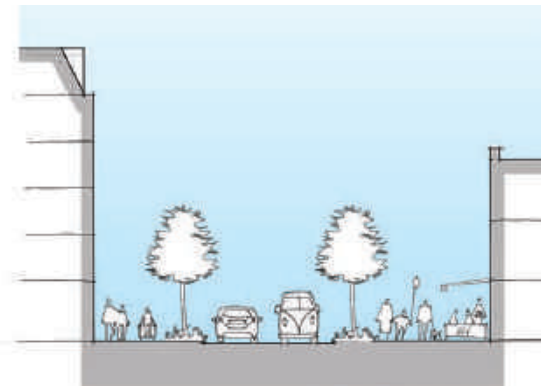
EXAMPLE 4: HIGH STREET (EAST)

The eastern end of the High Street is dominated by independent shops and restaurants, many specialising in Asian, Arabic and Eastern European produce. And while the paving and lighting has received a relatively recent upgrade, the street is still dominated by the movement and parking of a relatively small number of vehicles.

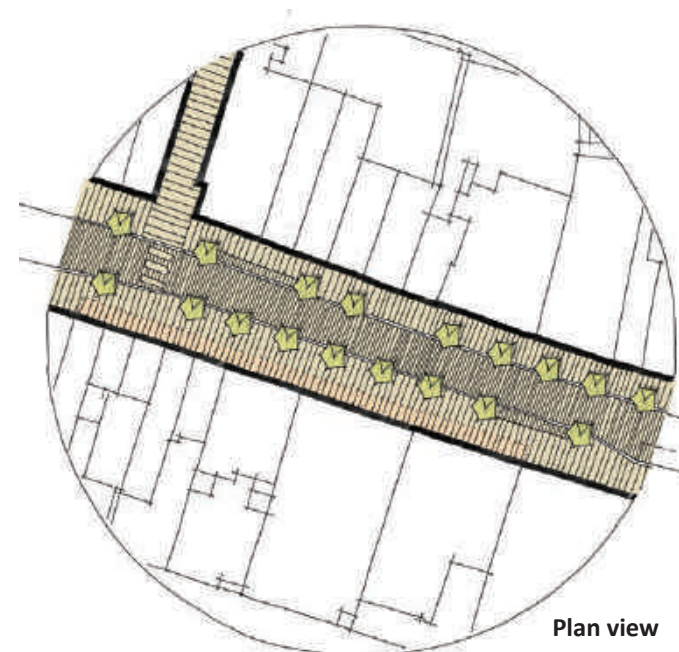
Currently, to enable nine vehicles to park at the side of the carriageway over 100 square metres of potential footway space are lost. Removing these nine car parking spaces could add an additional two metres in width to over 50 metres of footway, enabling trees to be planted, produce to be displayed, and tables and chairs to be introduced. Retailers already know that a softer edge between the public and private realm encourages shoppers to browse, just ask most green grocers who display their fruit and vegetables. It would also help to create a stronger identity for the area, further differentiating it from the pedestrianised area where High Street chains are more prevalent.

The dominance of the carriageway and the implied priority of motor traffic could be further reduced through the adoption of alternative materials or finishes for the carriageway.

The street already benefits from relatively high levels of footfall as it is on an important walking route that connects the town centres pedestrianised area with neighbourhoods to the east as well as the main pedestrian route to Hatfield car park. The challenge is to capture a greater share of this footfall, encouraging people to pause and explore rather than simply pass through. To this end, a new pedestrian crossing that aligns with the alleyway to Hatfield car park will make moving around the area on foot easier.



Section through the eastern end of High Street



Plan view



A more animated eastern High Street with wider footways and cafe seating

SUSTAINABLE RADIAL ROUTES

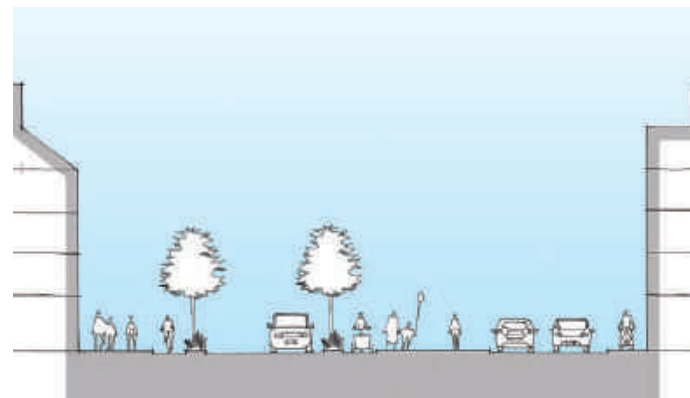
There are a number of significant north-south routes that meet the A4, connecting Slough town centre with the surrounding neighbourhoods. As direct, prioritised routes, they have the potential to offer all modes of travel an efficient and legible means of accessing the town centre. Uxbridge Road, Stoke Road, Wexham Road, Stoke Poges Lane, Yew Tree Road and Windsor Road are all important corridors, but generally they prioritise private car movements at the expense of other modes. A shift in the way that space is apportioned to various modes of travel will be essential if more attractive networks for walking, cycling and public transport use are to be created.



EXAMPLE 5: WINDSOR ROAD

With the introduction of the proposed 'Low-Car Zone' and the planned reduction in general traffic using the A4, corridors such as the Windsor Road can be re-evaluated in terms of the space and infrastructure that they afford different users. Currently, the width of this four-lane single carriageway encourages relatively high vehicles speeds, is daunting for pedestrians to cross and does very little to encourage someone to consider trying their bicycle to get into town. Furthermore, while many of the adjacent land uses, such as the Police station, County Court and Council offices suggest a strong civic quarter, the streetscape currently fails to articulate this.

Windsor Road has the potential to become a grand, tree-lined civic avenue and an important 'cycle superhighway' route, whilst still accommodating existing bus routes and facilitating access to nearby car parks. The existing four lanes for general traffic could be reduced to two, reducing the significant mass of asphalt that currently dominates the street scene. This can then be lined on both sides with trees and possible SUDS features to soften the street and help to break-up the relatively large distance between the set-back building lines. Behind these trees, with-flow cycle tracks will provide segregated and uninterrupted conditions for those travelling by bike.

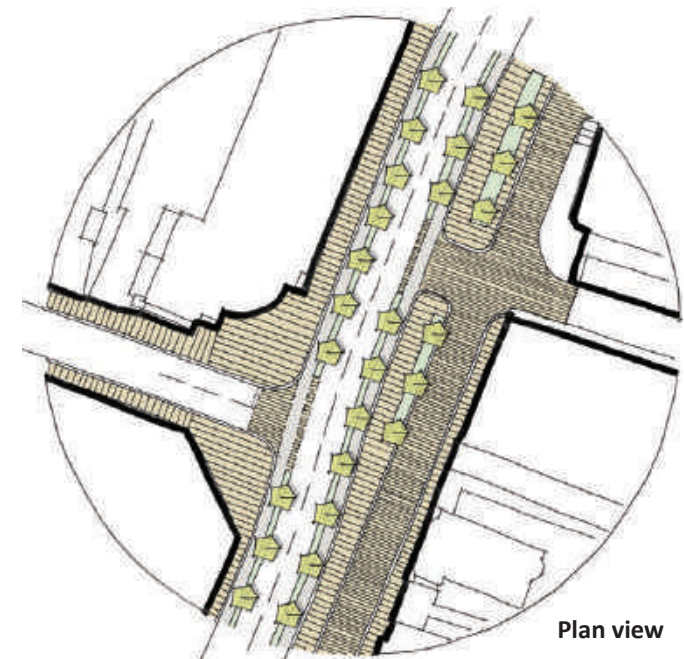


Section through Windsor Road

Combined with continuous footways, pedestrians and cyclists will have priority at minor side street junctions. Despite the footway widths remaining largely unchanged, the additional distance and features between pedestrians and vehicular traffic will help to reduce the hostility of the carriageway.

This could be further enhanced through the adoption of a 20 mph speed limit. Additional tree planting could also be introduced between the main carriageway and the adjacent service road, whilst an alternative surface finish, such as a coloured aggregate, imprint or a crushed stone resin bonded surface dressing, would help to reduce the current highway engineered aesthetic.

The viability of this proposal in terms of traffic impacts has yet to be established.



Plan view



Windsor Road, a grand civic street (long term vision)

4.6 CREATING A PLACE FOR CULTURE

CULTIVATE: SLOUGH

Slough is a town that aspires to be a Cultural City, with culture being at the heart and soul of the Borough. Culture's symbiotic relationships with cross cutting agendas makes it a driver toward inclusive growth outcomes, regeneration and a thriving economy; an economy that is activity-led and contributes towards the skills and wellbeing of Slough's diverse communities.

The word Slough means soil and was first recorded in 1195. The word culture comes from the Latin 'cultura' which means growing or cultivation and from the French 'colere' which means to till as in to till the ground.

CULTIVATE: SLOUGH is about creating a fertile place for culture and the arts to be nurtured and developed; supporting an eco-system of growth, regeneration and wellbeing, helping to promote the Borough as an attractive place to live, work and stay.

The ambition of CULTIVATE: SLOUGH - the developing Cultural (Arts) Strategy for Slough - is to recognise the strengths of the arts and cultural sector already working in the Borough, contributing not only to wellbeing, but also skills and employment, community cohesion, regeneration and good growth, and celebrate this success by ensuring delivery is sustainable in the wider strategic context.

The Council owns a number of potential cultural venues including:

- The former Adelphi Theatre on Bath Road, which once hosted performances from the likes of The Beatles and Rolling Stones;
- The recently built Curve, which includes The Venue, a 280 max capacity lecture, conference and performance space (150 seated capacity); and
- 4,000 sq.ft. of shell-and-core ground floor space at the western end of the High Street which forms part of the Old Library redevelopment scheme.

THE CULTURAL STRATEGY

The developing cultural strategy for the Borough is shaped by the priorities and ambition of the Council, whilst being responsive to local communities and the local cultural sector.

The ambition within the strategy is to:

- Widen participation and engagement in cultural and arts activities from all the diverse sectors and communities in the Borough;
- Ensure everyone is actively encouraged to access cultural opportunities irrespective of background, social or economic circumstances, health or any disability;
- Map current cultural provision, identify gaps and connect and advocate cultural opportunities to create a comprehensive and clear cultural offer;
- Connect to council priorities of: health & wellbeing, including isolation, cohesion and mental wellbeing; economic development & regeneration, in particular town centre regeneration; skills gap and skills development including life skills and pathways into creative industries; and
- Develop Slough as a destination town.

The Council is looking to take the strategy forward by identifying the longer term uses for key assets including the Adelphi Theatre, The Venue and the ground floor shell-and-core space at the Old Slough Library site.

4.7 MEANWHILE SLOUGH

OVERVIEW

Development across the UK suffers from vacant ground floors which, coupled with changing retail patterns, are proving hard to animate. As a result, town centres are losing some of their attraction and buzz.

Although street markets and festivals can transform parts of the city, there are missing time frames between the two extremes of permanent and temporary.

The realm of the meanwhile often gets little consideration. This interim usage, which is the missing time frame, is paid too little attention. Meanwhile spaces should not be confused with pop-up places, which are a quick fix, intended to titillate the weary consumer – although meanwhile uses may incorporate elements of the pop-up.

The value of meanwhile spaces lies in their refusal to waste time or let sites lie fallow. They represent a broader strategy for change that is by nature experimental, giving the freedom to try out, at scale, new and unfamiliar ideas about the more permanent city and negotiate more informal practices of governance. It is clear that ideas in this parallel commercial culture do travel. Freedom is infectious, the discoveries made in these laboratories for future change disseminate fast, with experiments tried out in one place swiftly inspiring others, on a very different kinds of site.

Meanwhile projects are diverse but many involve the capture and re-use of waste materials, often acting as social projects by capturing many kinds of human energy which happen to be unconnected, undervalued or just undiscovered.

They may have a cultural or educational dimension, promote or engender health and well being, help to nurture or support entrepreneurial behaviour or just be fun or playful.

Temporary urbanism is a tool for exploring the corners of larger sites; as a way to start building months or years before a main development can start; or as a strategy for building the identity of a place and drawing out talented local collaborators. A proliferation of supported experiments in the city enriches its culture, making it more inclusive and creating a series of interconnected memories that feed communities and keep places alive.



Blue House Yard, a temporary redevelopment of a car park in Wood Green to provide work and creative space

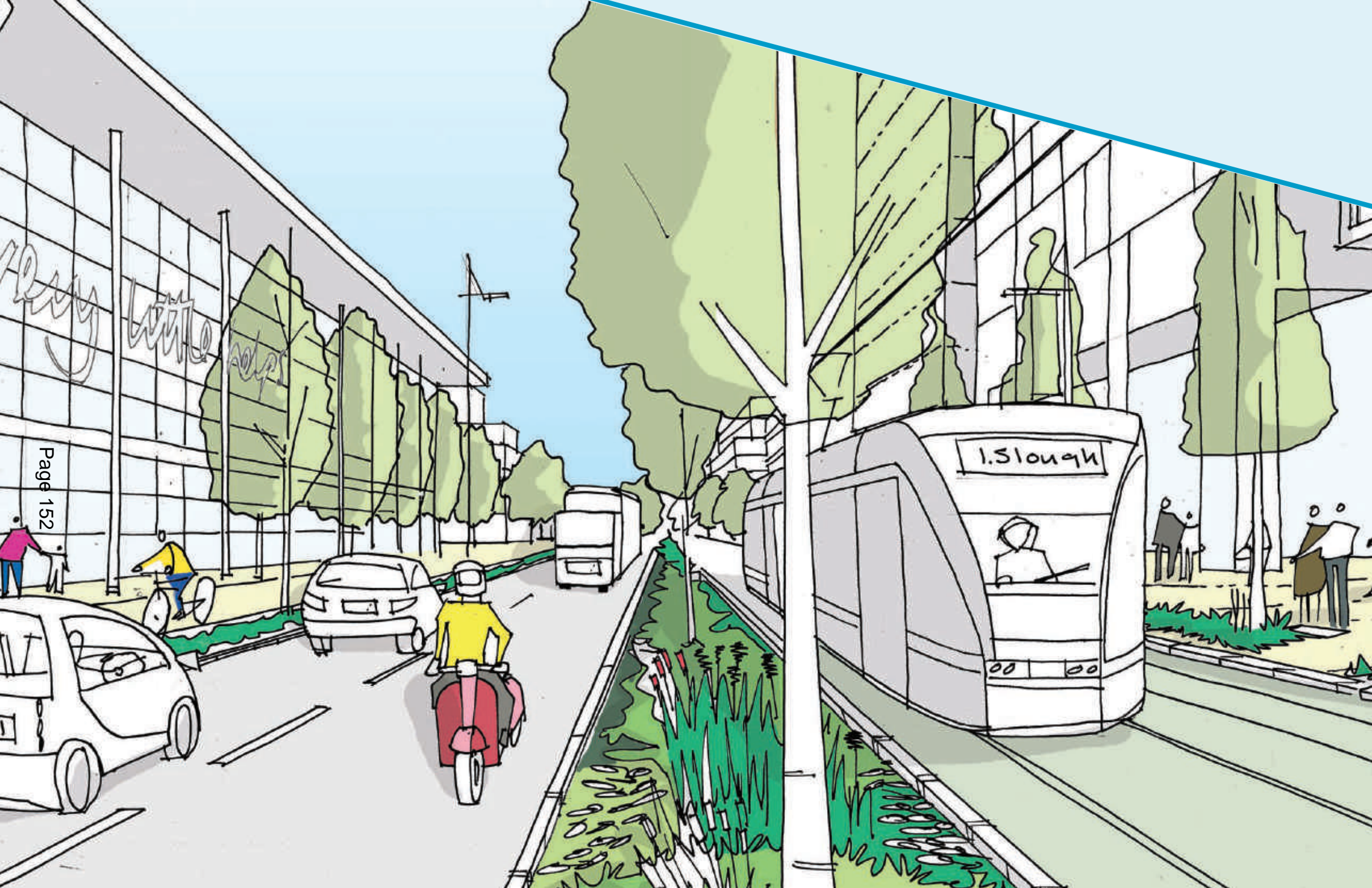
A MEANWHILE STRATEGY FOR SLOUGH

For Slough there are huge opportunities with substantial vacant sites and many developments in the offing.

The Council are currently commissioning consultants to prepare a meanwhile use strategy for the town. This strategy will identify in greater detail:

- Which sites are most suitable for meanwhile activity;
- Which types of meanwhile activity is best suited to that particular site or area;
- Who are the most suited meanwhile activity operators that can deliver from there; and
- What operating models are most suited

This work will be strongly linked to the Council's inclusive growth and cultural strategies.



5. Delivery Plan



5.1 OVERVIEW

The Regeneration Framework contains a series of development projects. It sets out the sites that have scope for transformation and will shape the Square Mile over the next 15 years and beyond. It is visionary, yet provides flexibility to ensure that it can meet changes in circumstances, especially economic and property related.

To be an effective Regeneration Framework there needs to be an understanding of how projects and initiatives will be delivered and programmed. This chapter provides an outline delivery plan and explains the proposals, the rationale and scope for change and how sites are anticipated to come forward over time.

While this delivery plan outlines the programme to realise change in the Square Mile, it is a starting point. Schemes and initiatives evolve, seizing opportunities as they arise and responding to challenges which projects may face. Reviewing and updating a delivery plan is therefore an important and a necessary process. It is therefore a living document.

The delivery plan describes each of the key sites on an individual, site by site, basis. For these key development projects the following information is provided:

1. Site description;
2. Development opportunity;
3. Development principles;
4. Potential capacity;
5. Overarching delivery approach;
6. Key delivery partners; and
7. Delivery timeframe

This information is set out in the Regeneration Framework Appendix.

The opportunities described in the Regeneration Framework are focused on the core town centre and its environs - the Square Mile, reflecting the contribution of the less central sites in the overall functioning of this area. Their inclusion ensures the masterplan takes an integrated approach to the town centre, the surrounding area and community it serves and supports.

5.2 DELIVERY PARTNERS, PROCESS AND FUNDING

DELIVERY AGENCIES

Delivering change in Slough's Square Mile will need to be supported by activity from a wide range of stakeholders, delivery partners and agencies – both public and private.

While Slough Borough Council is expected to play a central role (including as landowner, economic development, highways and planning authority – it too may use its powers where necessary to enable development, such as Compulsory Purchase) other agencies will also be fully expected to contribute to its delivery. Without this, the masterplan will not come to fruition.

In addition to Slough Borough Council, agencies that may be involved with enabling, funding and delivering the projects may include, among others:

1. Landowners;
2. Developers;
3. Businesses;
4. Thames Valley Berkshire LEP;
5. Slough Urban Renewal (SUR);
6. North West Quadrant LLP (JV with Muse);
7. Stoke Wharf LLP (JV with Canal and River Trust);
8. Arts Council;
9. Universities and Higher Education establishments;
10. Herschel Homes (Slough Council's wholly owned housing company);
11. Registered Providers;
12. SCVS (Slough Community Voluntary Service);
13. HOME (community and arts organisation);
14. STAR: Slough Residents Association;
15. Slough Business Improvement District (BID);
16. Other public sector organisations – such as Homes England and the NHS; and
17. Transport bodies - such as Network Rail and bus operators.

Other organisations may also be identified – or be founded during the lifetime of the framework – which can assist in the shaping and the delivery of projects.

DELIVERY MECHANISMS

There is unlikely to be a one size fits all delivery mechanism for the Regeneration Framework projects – the choice should reflect the size, scale, financials and nature of the individual masterplan initiatives.

In describing development projects overarching delivery mechanisms are suggested. In very broad terms, delivery mechanisms fall into several key categories:

1. Public sector led;
2. Private sector led; and
3. Public Private Partnerships.

The delivery of the masterplan will also be expected to rely on support of statutory planning mechanisms and policies, and particularly Slough's emerging Local Plan, as well as developer obligations / S106 requirements.

Other strategies too will build on the foundations and concepts set out in this framework and enable the delivery approaches and programmes to be refined; for example, through the Borough's emerging transport and cultural strategies.

The framework also looks to support the Council's Inclusive Growth and Climate strategies. These strategies will look to influence and leverage from the framework development proposals, say through agreements with developers to employ local workers or adopt more sustainable construction and travel to work practices.

FUNDING THE MASTERPLAN'S DELIVERY

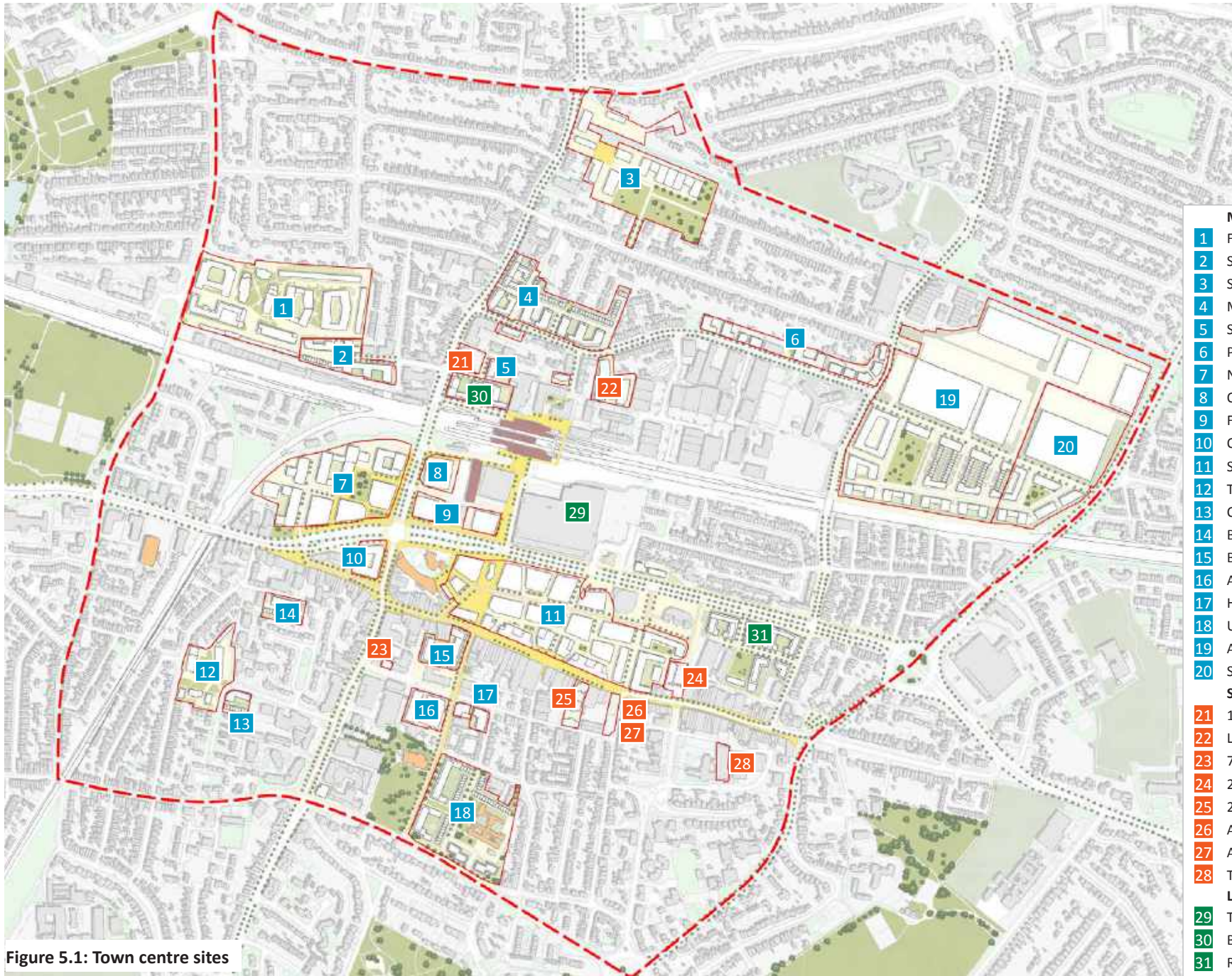
Not all of the proposals contained in the masterplan are wholly commercial in nature. Project delivery is fully expected to be secured using a combination of public and private sector investment, with the balance of need for funding varying depending on the type, nature, cost and commercial viability of the project. Where projects are less commercial in nature, funding avenues might include:

1. Prudential Borrowing;
2. S106 Agreements / developer contributions;
3. Housing Revenue;
4. Arts Council;
5. Council's Capital Programme;
6. National Lottery Heritage Fund;
7. Transport Funds;
8. LEP funds;
9. Government agencies, such as Homes England; and / or
10. Other ad hoc funding opportunities.

Crucially, funding opportunities continue to evolve and will undoubtedly do so over the lifetime of the Regeneration Framework. Any funding strategy must be refreshed and reviewed as time progresses.

Supporting broad brush viability work has been undertaken to help shape views on the development scope within the framework, acknowledging that further site specific information may be unearthed as projects move forward.

This too may shape the financial outputs of the developments further. And in the context of the long term timeframe attached to the framework, then a degree of flexibility may be expected, including from a viability perspective; where relevant and justified through the planning process - for residential schemes this may be reflected in the amount of affordable housing they can reasonably support.



- MAIN SITES**
- 1 Former Horlicks Factory
- 2 Stoke Gardens
- 3 Stoke Wharf
- 4 Mill Street sites
- 5 Stanley Cottages
- 6 Petersfield Avenue sites
- 7 North West Quadrant
- 8 Octagon site, Brunel Way
- 9 Future Works
- 10 Old Library site, 85 High Street
- 11 Slough Central
- 12 Tower House / Ashbourne House
- 13 Chalvey Park
- 14 Burlington Road car park
- 15 Buckingham Gateway
- 16 Aspire, Herschel Street
- 17 Herschel Street sites
- 18 Upton Hospital
- 19 Akzo Nobel
- 20 Slough Gas Works
- SMALLER SITES**
- 21 18-24 Stoke Road
- 22 Lion House, Petersfield Avenue
- 23 7 Windsor Road, (Herschel Street)
- 24 271-279 High Street
- 25 204-206 High Street
- 26 Alpha Corner
- 27 Alpha Street
- 28 Thames Central
- LONGER TERM SITES**
- 29 Tesco Extra, Wellington Street
- 30 Bus Depot, Stanley Cottages
- 31 Royal Mail Sorting Office

Figure 5.1: Town centre sites

5.3 SITE OPPORTUNITIES AND PHASING

SITE OPPORTUNITIES

The masterplan contains a considerable number of key site or area based development opportunities. These are:

1. Former Horlicks Factory
2. Stoke Gardens
3. Stoke Wharf
4. Mill Street sites
5. Stanley Cottages
6. Petersfield Avenue
7. North West Quadrant
8. Octagon site, Brunel Way
9. Future Works
10. Old Library site
11. Slough Central
12. Tower House / Ashbourne House
13. Chalvey Park
14. Burlington Road car park
15. Buckingham Gateway
16. Aspire
17. Herschel Street sites
18. Upton Hospital
19. Akzo Nobel
20. Slough Gas Works

Further information on each of these sites including development opportunity, design principles, potential development capacity and the delivery approach and timeframe is detailed in the Appendix to the Regeneration Framework.

A number of smaller sites are also identified with capacity for change and redevelopment. While not fully detailed in this outline delivery plan, these sites will also contribute to the rejuvenation of Slough town centre and its wider environs during the lifetime of this framework. These sites are:

21. 18 – 24 Stoke Road
22. Lion House, Petersfield Avenue
23. 7 Windsor Road
24. 271-279 High Street
25. 204-206 High Street
26. Alpha Corner
27. Alpha Street
28. Thames Central

These have either received planning permission or are consented under permitted development rights: many are under construction.

There are several large, strategic sites where potentially there is scope for change too, and particularly if the opportunity arises for current occupiers to relocate or consolidate their activities. Although these sites presently offer less certain outcomes, the Regeneration Framework alludes to the prospect of longer term change on these sites too. These sites are:

29. Tesco Extra, Wellington Street
30. Bus Depot, Stanley Cottages
31. Royal Mail Sorting Office and BT car park, Wellington Street

The location of each of the above sites is indicated in Figure 5.1.

POTENTIAL SCHEME OUTPUTS, PROJECT PHASING AND DELIVERY TIMESCALE

Delivery of schemes will be phased across the lifetime of the Regeneration Framework. Figures 5.2, 5.3 and 5.4 summarise the scale of development envisaged, its delivery timeframes and phasing, noting:

1. They provide broad proxy of delivery timescales. Inevitably, some projects will take longer to come to deliver; others more quickly.
2. Many have considerable delivery lead in times before project implementation will actually take place: this is particularly the case for physical development projects where substantial enabling activities are required, especially for complex sites.
3. Some sites will have very long build out periods. This though does vary, not least due to economic circumstances but also due say to the number of competing sites at any one time.

The delivery of the commercial uses will be phased over time, and particularly office development. Offices, alongside new residential will be the most prevalent land uses to come forward. Smaller, short term interim activities are expected to be developed too, and as part of a strategy to mitigate the impact COVID has on the town centre. A Meanwhile Strategy will be developed to identify and inform those activities.

	SITE	OFFICE Sq m (nia)	RETAIL Sq m (nia)	LEISURE Sq m (nia)	INDUSTRIAL Sq m (nia)	RESIDENTIAL Units
1	Former Horlicks Factory site	0	239	0	0	1,300
2	Stoke Gardens	0	0	0	0	127
3	Stoke Wharf	0	0	0	0	320
4	Mill Street sites	1,970	0	0	0	429
5	Stanley Cottages	0	0	0	0	36
6	Petersfield Avenue	0	0	0	0	124
7	North West Quadrant*	28,000 - 43,500	2,400 - 4,000	0	0	1,300
8	Octagon Site	12,075	326	0	0	0
9	Future Works	25,065	0	0	0	0
10	Old Library site**	0	460	0	0	64
11	Slough Central	50,000 - 200,000	10,000	5,000	0	1,000
12	Tower House / Ashbourne House	0	0	0	0	77
13	Chalvey Park site	0	0	0	0	36
14	Burlington Road car park	0	0	0	0	48
15	Buckingham Gateway	0	376	1,730	0	175
16	Aspire, Herschel Street	0	0	0	0	238
17a	Herschel Street site (15-23 Church Street)	0	0	0	0	41
17b	Herschel Street site (Victoria St Junction)	0	0	0	0	36
18	Upton Hospital	0	0	0	0	294
19	Akzo Nobel	0	0	0	36,785	1,000
20	Slough Gas Works	0	0	0	11,430	217
21	18-24 Stoke Road	0	0	0	0	40
22	Lion House, Petersfield Avenue	0	0	0	0	155
23	7 Windsor Road	0	0	0	0	24
24	204-206 High Street	0	0	0	0	94
25	271-279 High Street	0	0	0	0	65
26	Alpha Corner	0	134	0	0	14
27	Alpha Street	0	0	0	0	14
28	Thames Central	0	0	0	0	146
	TOTAL	117,110 - 282,610	13,935 - 15,535	6,730	48,215	7,414

*NWQ also includes 5,000m² educational / innovation space **Old Library includes 244 hotel bed spaces

Figure 5.2: Potential development quantum from opportunity sites (excludes longer term strategic sites)

SCHEME PHASING

Phasing of development shows strong activity in the near term – perhaps spurred on by the anticipated arrival of the Elizabeth line. Yet, there is also very significant development activity forecast for the mid to long term, particularly given many larger sites will be coming through the development pipeline over that time.

Figure 5.4 indicates this phasing spatially over time.

	SITE	YEARS 0-5	YEARS 6-10	YEARS 11-15
1	Former Horlicks Factory site			
2	Stoke Gardens			
3	Stoke Wharf			
4	Mill Street sites			
5	Stanley Cottages			
6	Petersfield Avenue			
7	North West Quadrant			
8	Octagon Site			
9	Future Works			
10	Old Library site			
11	Slough Central			
12	Tower House / Ashbourne House			
13	Chalvey Park site			
14	Burlington Road car park			
15	Buckingham Gateway			
16	Aspire, Herschel Street			
17a	Herschel Street site (15-23 Church Street)			
17b	Herschel Street site (Victoria St Junction)			
18	Upton Hospital			
19	Akzo Nobel			
20	Slough Gas Works			
21	18-24 Stoke Road			
22	Lion House, Petersfield Avenue			
23	7 Windsor Road			
24	204-206 High Street			
25	271-279 High Street			
26	Alpha Corner			
27	Alpha Street			
28	Thames Central			

Figure 5.3: Anticipated phasing of development on opportunity sites



INDICATIVE HOUSING TRAJECTORY

The indicative housing trajectory as indicated in Figure 5.7 shows the spread of dwellings to be delivered over the short, medium and long term.

The development outputs show the scale of the opportunity and change in the town. It too underlines residential developer interest in Slough, with many of the scheme promoters / landowners having already secured planning consent or moving toward seeking it.

Delivering a diverse mix of residential types and tenures will be key to meeting this housing trajectory. Collectively, the sites can offer that product diversity; there is scope to deliver houses and apartments, private sales, PRS / BTR and senior living for example, as well as a wide range of affordable products – social, intermediate, rent to buy. Indeed the framework should be flexible and where realistic to do so, invite diverse of residential types and tenures to meet different buyers' needs, thus helping to drive sales and the overall delivery of Slough town centre's regeneration programme.

	SITE	YEARS 0-5	YEARS 6-10	YEARS 11-15	TOTAL DWELLINGS
1	Former Horlicks Factory site	554	746		1300
2	Stoke Gardens		127		127
3	Stoke Wharf	320			320
4	Mill Street sites	27		402	429
5	Stanley Cottages			36	36
6	Petersfield Avenue			124	124
7	North West Quadrant	300	500	500	1300
10	Old Library site	64			64
11	Slough Central	119	257	624	1000
12	Tower House / Ashbourne House*	77			77
13	Chalvey Park site			36	36
14	Burlington Road car park		48		48
15	Buckingham Gateway		175		175
16	Aspire, Herschel Street	238			238
17a	Herschel Street site (15-23 Church Street)	41			41
17b	Herschel Street site (Victoria St Junction)		36		36
18	Upton Hospital		150	144	294
19	Akzo Nobel	300	500	200	1000
20	Slough Gas Works			217	217
21	18-24 Stoke Road	40			40
22	Lion House, Petersfield Avenue	155			155
23	7 Windsor Road	24			24
24	204-206 High Street	94			94
25	271-279 High Street	65			65
26	Alpha Corner	14			14
27	Alpha Street	14			14
28	Thames Central	146			146
	TOTAL	2592	2539	2283	7414

*Net additional dwellings

Figure 5.5: Indicative housing trajectory

CULTURAL DEVELOPMENT

Culture will be at the heart of Slough's future. Culture is a broad definition; the activities undertaken in buildings, the building and public spaces themselves, a programme of events – or a combination of these and other facets.

In terms of physical development of culture in the town, the framework identifies initial potential locations to develop further Slough's cultural offer – The Adelphi Theatre, the Old Library and Slough Central. These will add to the offer in The Curve. The new open spaces and enhanced public realm in the centre will extend the potential opportunity for cultural activities to take place with thin Square Mile.

The approach to invigorating Slough's cultural offer will likely be dispersed across the town centre. It will draw on the Council's assets where suitable, as well as seek cultural elements in other locations where felt relevant, justified and deliverable, say because of its highly strategic location.

A Cultural Strategy will be prepared (with the foundations for this set in the emerging Cultivate:Slough proposition), and supported by business cases as appropriate. The Meanwhile Strategy too will identify and plan for smaller scale opportunities to enable and deliver an attractive, diverse cultural offer in the town. Refer to sections 4.6 and 4.7.

INFRASTRUCTURE IMPROVEMENTS

The success of the framework lies in the delivery of both sites and associated infrastructure improvements. Together they will change the landscape of Slough town centre. In a town centre setting – and seeking to achieve a more sustainable, inclusive and healthy environment – many of these are geared toward improving pedestrian and cycleways to encourage local patronage of these modes of travel. The framework identifies a series of improvements, and a number are beyond those related to individual sites. These are indicated in Figure 5.6.

Many of these public realm and cycling enhancements do not readily relate themselves to a single site, yet their benefit will be shared by all who live in the area and use this infrastructure. While some funding for these wider initiatives will, in part, come from the public sector, where relevant, fair and necessary the expectation is that development sites too will contribute to their delivery (say by S106 / S278 agreements) and beyond the typical curtilage of the development site.

The framework provides a strategic outline of these infrastructure improvements, and further detailed design, feasibility, costing and funding workstreams will inform their final form, how and when they are delivered and paid for. These will be informed by the preparation of a public realm strategy for the town centre.

OTHER MOVEMENT INITIATIVES

There are a number of other movement and public transport initiatives illustrated in the masterplan. These include the delivery of a Mass Rapid Transit system for the Borough which will ensure rapid and efficient public transport connectivity between key destinations in the Borough and an efficient means to access the town centre.

This reflects the Council's 2019 Transport Vision, and will be further defined and planned for in the Council's new Transport Strategy.

A balance will be struck between the need for car parking to support development and that of meeting climate change and healthy living and inclusivity objectives.

This will acknowledge that Slough town centre is very accessible – and more so with the arrival of the Elizabeth Line. The Transport Strategy will set car parking ratios for new development, reflecting different accessibility levels for areas in the town, and recognising that over the life of the framework, pedestrian, cycling and public transport improvements and initiatives will offer attractive alternative travel options, thus reducing the need for cars and associated parking over the longer term. This strategy may be complimented by new Park and Ride facilities set at the edge of the town.

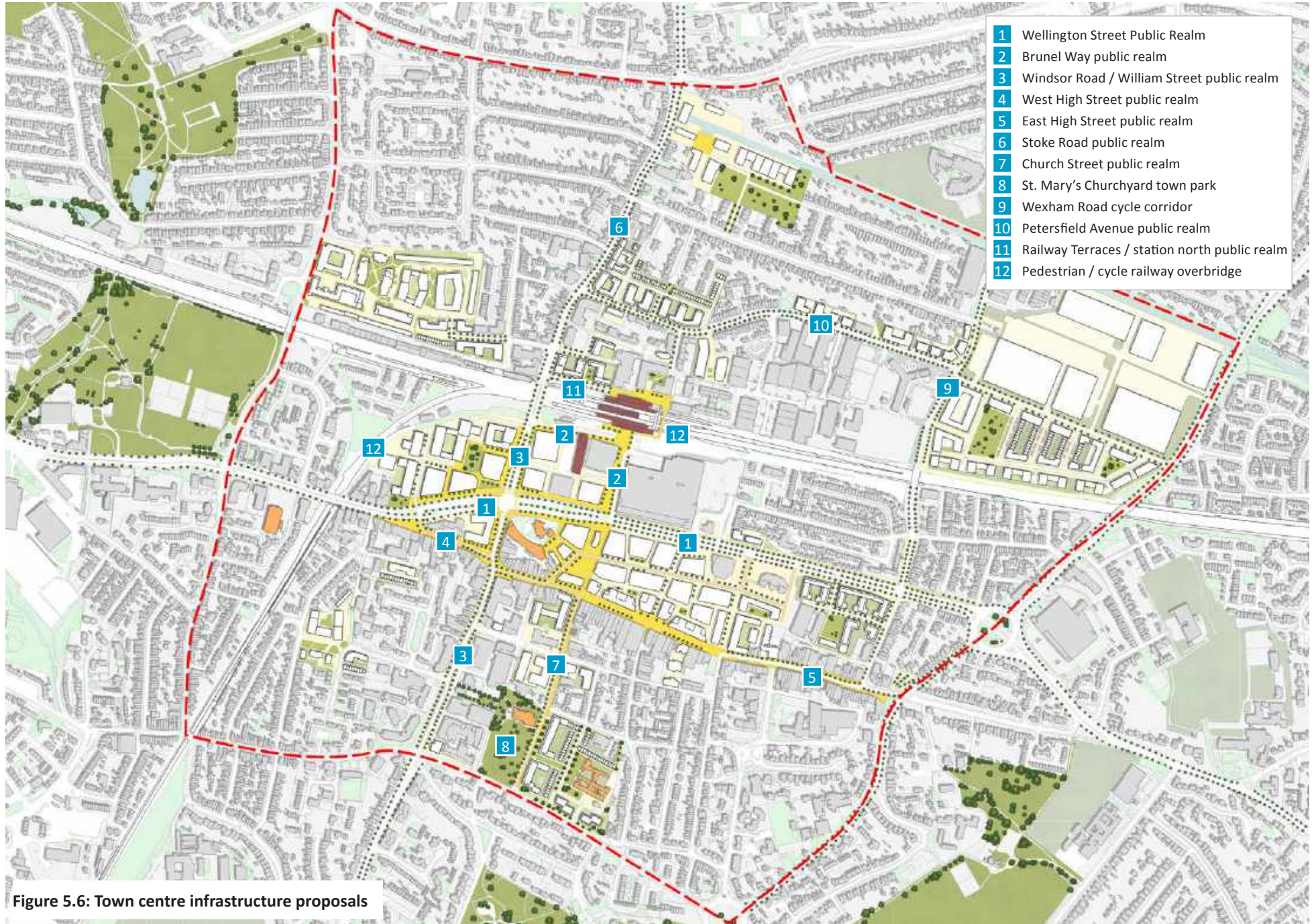


Figure 5.6: Town centre infrastructure proposals







Appendix: Development sites



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APPENDIX

Proforma sheets are provided in the appendix providing details on the following important sites in the town centre

1. Former Horlicks Factory
2. Stoke Gardens
3. Stoke Wharf
4. Mill Street sites
5. Stanley Cottages
6. Petersfield Avenue
7. North West Quadrant
8. Octagon site, Brunel Way
9. Future Works
10. Old Library site
11. Slough Central
12. Tower House / Ashbourne House
13. Chalvey Park
14. Burlington Road car park
15. Buckingham Gateway
16. Aspire
17. Herschel Street sites
18. Upton Hospital
19. Akzo Nobel
20. Slough Gas Works

1. FORMER HORLICKS FACTORY

SITE DESCRIPTION:

A large (c.5ha), former industrial site of the Horlicks factory. Lying some 500m west of Slough station, this site is surrounded principally by low rise residential. Access off Stoke Road and Ploughlees Lane. Characterised by an attractive clock tower and chimney.

DEVELOPMENT OPPORTUNITY:

Re-use of the site for residential uses, bringing a brownfield site back into positive use. Refurbishment of existing clock tower and chimney to act as a placemaking and way finding features. Scale of opportunity lends itself to potentially a wide range of tenures, and delivery of a sustainable, inclusive new residential quarter.

DEVELOPMENT PRINCIPLES:

- Residential blocks of significant urban scale (from 5 to 13 storeys) set within a high quality landscape;
- Height of development steps down at the interface with lower-scale residential homes to the north and east;
- Mix of residential accommodation including a small proportion of mews and town houses;
- Residential blocks are laid out to front onto a series of high quality landscaped spaces which providing opportunity for relaxation and children's play;
- Layout is permeable and provides east-west pedestrian routes through the site and providing a connection from Stoke Poges Lane to Stoke Road;
- Buildings provide positive frontage to Stoke Poges Lane and align with the existing building line; and
- Retention of the historic factory facade, clock tower and chimney as centre piece of scheme and visibility to these features maintained from the railway line.

POTENTIAL CAPACITY:

- 1300 residential dwellings (including 48 houses)
- 239 sq m retail

OVERARCHING DELIVERY APPROACH:

Private sector: planning permission secured (part detailed / part outline)

KEY DELIVERY PARTIES:

Landowner / developer

DELIVERY TIMEFRAME:

0-10 years



2. STOKE GARDENS

SITE DESCRIPTION:

Industrial site lying c.250m west of Slough train station, presently accommodating a collection of small scale independent car repair businesses in a poor environmental setting. Access is off Stoke Gardens or Bristol Way. Surrounding land uses are a mix of industrial and new build residential apartments

DEVELOPMENT OPPORTUNITY:

Either in an individual plot basis – or collectively – to deliver new flatted residential development in a sustainable location close to the train station, alongside benefit of improving the townscape.

DEVELOPMENT PRINCIPLES:

- Residential development that provides a continuous and defined frontage to either side on Stoke Gardens and a positive connection to the Horlicks factory site;
- Scale and massing to respond to the scale of existing development to the north of the street and to be up to four storeys with potential for an additional storey set back storey; and
- Where the plot narrows to the southern side of the street finer grain mews houses to be developed, continuing the proposed mews homes on the southern side of the Horlicks factory site.

POTENTIAL CAPACITY:

- 127 residential dwellings (including 12 mews houses)

OVERARCHING DELIVERY APPROACH:

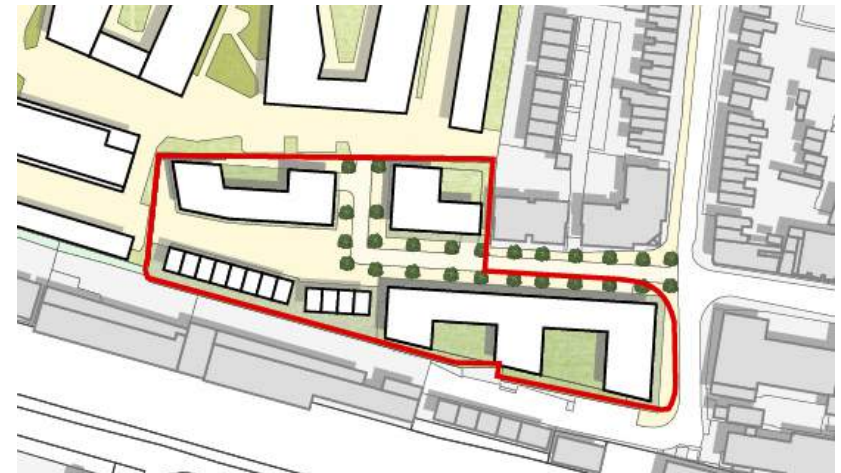
Private sector led / developer; secure planning and vacant site before delivery. Potential for Council to facilitate site assembly using requisite powers, if justified.)

KEY DELIVERY PARTIES:

Landowner / developer

DELIVERY TIMEFRAME:

6-10 years



3. STOKE WHARF

SITE DESCRIPTION:

Number of former industrial plots now assembled and cleared for development. Located adjacent to the Grand Union Canal Slough Arm, with other surrounding land uses a mix of playing fields, low rise housing and a church. Access off and site frontage to Stoke Road.

DEVELOPMENT OPPORTUNITY:

New residential (mostly flats) on a brownfield / greenfield site, with enhancement of – and connection to - the canal waterway, associated towpath and neighbouring playing fields. Sustainable re-use of brownfield site with scope to deliver improved open space and health benefits.

DEVELOPMENT PRINCIPLES:

- Residential blocks establishing a new residential quarter alongside the canal and set within a high quality public realm, including a hard paved space around the winding hole (the turning head for vessels towards the end of the canal);
- Potential for a canalside café in this location where it is also visible from Stoke Road;
- New homes to overlook and provide a frontage to the canal towpath and also to Bower playing fields and create a permeable interface between the two areas;
- Development to also provide frontage to Stoke Road and a more positive ‘gateway’ to the canal; and
- Residential blocks towards the western edge of the site to be of a modest scale relating to their context (two to four storey) with taller residential blocks (up to seven or eight storeys) to the east of the site adjacent to the canal.
- Mix of housing types including a small number of town houses.

POTENTIAL CAPACITY:

- 320 residential dwellings

OVERARCHING DELIVERY APPROACH:

Public private partnership: via Slough Urban Renewal (SUR) and Canal & River Trust.

KEY DELIVERY PARTIES:

Slough Borough Council / Canal & River Trust / developer

DELIVERY TIMEFRAME:

0-5 years



4. MILL STREET SITES

SITE DESCRIPTION:

A series of industrial, car repair and office landholdings of mixed quality and age on the north side of Mill Street leading west to the junction of Stoke Road. The southern side of Mill Street is characterised by mid-rise residential uses, with similar uses to the north. Generally low intensity of development, with large areas of surface parking.

DEVELOPMENT OPPORTUNITY:

To regenerate an area of mixed commercial quality to create new residential neighbourhood, with a mix of flats and houses in order to diversify the town centre residential offer. Scope for new commercial space fronting Stoke Road to create and retain local employment space. Benefit of an improved pedestrian environment and linkages, alongside general uplift in townscape in this area through redevelopment.

DEVELOPMENT PRINCIPLES:

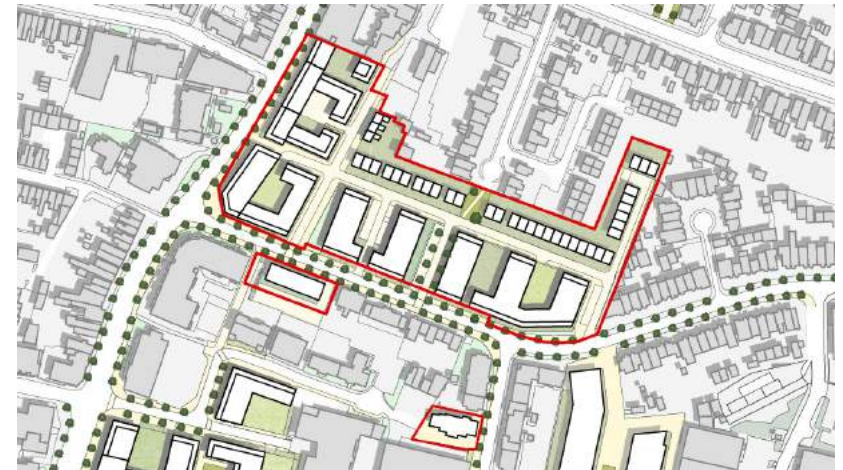
- Residential blocks establishing a new residential quarter on a series of sites on Mill Street;
- Blocks aligned to provide a defined frontage to Mill Street and Stoke Road. Comprehensive development promoted but if brought forward incrementally development on each site must be co-ordinated to deliver a coherent development (as indicated);
- Active uses (office / workspace) to be provided at ground floor level on Stoke Road;
- The scale of development to step down from five storeys, with an additional set back storey, on the Stoke Road and Mill Street frontages towards the smaller-scale, two storey properties on Fleetwood Road and St. Paul's Avenue to the north. This to be achieved through delivery of a street fronted by town houses parallel with and to the north of Mill Street;
- Provision of a pedestrian connection linking this street with the southern end of Fleetwood Road;
- Provision of a south to north connection linking Mill Street to St. Paul's Avenue to the rear of properties that front onto Stoke Road; and
- Car parking provided at ground floor level with podium deck above providing courtyard amenity space.

POTENTIAL CAPACITY:

- 429 residential dwellings (including 38 houses)
- 1970 sq m office / workspace

OVERARCHING DELIVERY APPROACH:

Private sector / developer led, with plots coming forward either individually or collectively (permission already in place for 64 Mill Street). Potential for Council to facilitate site assembly using requisite powers, if justified.



KEY DELIVERY PARTIES:

Landowners / developer

DELIVERY TIMEFRAME:

0-15+ years; flexibility in delivery timescales to allow development plots to come forward as opportunities arise.

5. STANLEY COTTAGES

SITE DESCRIPTION:

Modest sized site in commercial use 100m west of Slough train station, with access from Stanley Cottages. Poor quality low-rise offices and surface parking characterises the Stanley Cottages site. Surrounding land uses are a mix of industrial and offices. Lies immediately north of the bus depot – a longer term opportunity for change.

DEVELOPMENT OPPORTUNITY:

To realise the full potential of the site, and in the longer term the adjacent bus depot site for higher density housing in a sustainable location, enabling improvement to the adjacent pedestrian environment and routes to the northern Slough train station access.

DEVELOPMENT PRINCIPLES:

- Residential block of four storeys with additional set back storey providing frontage to Gray's Place to the northern and western side of the site; and
- Car parking accessed off Stanley Cottages provided to the rear at ground floor level and decked over to provide a podium level courtyard amenity space.

POTENTIAL CAPACITY:

- 36 residential dwellings

OVERARCHING DELIVERY APPROACH:

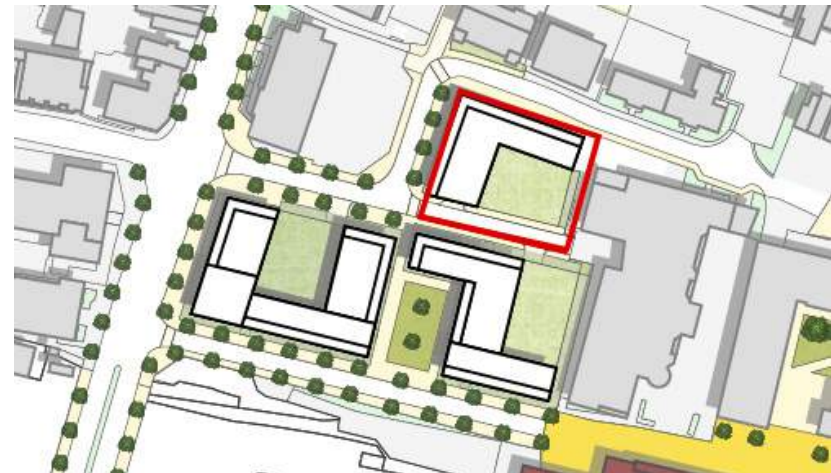
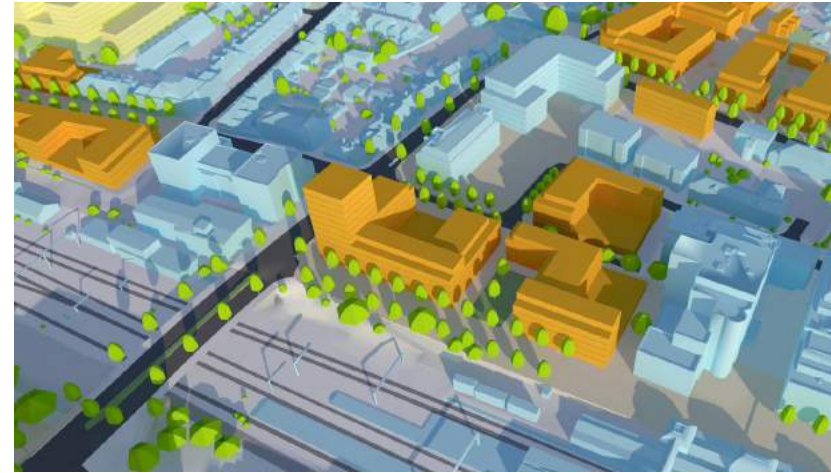
Private sector: secure planning and vacant site before delivery .

KEY DELIVERY PARTIES:

Landowner, developer

DELIVERY TIMEFRAME:

11-15 years



6. PETERSFIELD AVENUE NORTH

SITE DESCRIPTION:

A mix of small to mid-sized commercial plots stretching along the north side of Petersfield Avenue from Wexham Road to Whitenham Close. A range of light industrial, car show room and trade counter operations, set with mainly single storey buildings. Many present blank and inactive frontages to Petersfield Avenue. Access off Petersfield Avenue, with surrounding land uses residential to south and industrial to the north.

DEVELOPMENT OPPORTUNITY:

To intensify development at these sites through conversion to residential (principally flatted) uses and improvement of the pedestrian environment along Petersfield Avenue – and generally to transform this street to residential in nature.

DEVELOPMENT PRINCIPLES:

- Residential development on a series of sites on Petersfield Avenue establishing a new character to the northern side of the street;
- Buildings to establish a consistent building line 1.5m back from the footway to the rear of a landscaped privacy strip;
- Buildings to be four storey with an additional set back storey above and reducing to three storey at the Wexham Road end of the street; and
- Car parking to be provided to the rear of blocks where it does not impact on the character of the street.

POTENTIAL CAPACITY:

- 217 residential dwellings (124 assumed within years 0-15)

OVERARCHING DELIVERY APPROACH:

Private sector / developer led, with plots coming forward either individually or collectively. Potential for Council to facilitate site assembly using requisite powers, if justified.

KEY DELIVERY PARTIES:

Private sector / developer led; secure planning and vacant site before delivery

DELIVERY TIMEFRAME:

10-15+ years; flexibility in delivery timescales to allow development plots to come forward as opportunities arise, and may be earlier than envisaged.



7. NORTH WEST QUADRANT

SITE DESCRIPTION:

Major development opportunity fronting the west side of Stoke Road, with site access off Stoke Road and Wellington Street. In very close proximity to Slough train station and town centre (c.100m). Former site uses were offices and educational, with the site now largely cleared for redevelopment. Presently used as temporary surface parking and the Grove Academy. Surrounding uses are a mixture of residential, commercial, road and rail infrastructure.

DEVELOPMENT OPPORTUNITY:

Large scale mixed-use development opportunity to re-use a brownfield site in a very sustainable location. The scale and location of the site lends itself to higher density flatted development together with commercial uses. Scope for differing residential products: affordable, private sales and Private Rental Sector (PRS). Scale of office development capable of meeting broad range of space needs, including larger occupiers and generate significant job opportunities. Scheme offers scope for education use and ancillary supporting retail and food & beverage uses given the scale of the project. Significant placemaking potential while contributing to the wider townscape improvements in and around the train station and town centre as well as an improved sense of arrival in the heart of Slough.



7. NORTH WEST QUADRANT (CONTINUED)

DEVELOPMENT PRINCIPLES:

- Establishment of a mixed-use quarter on this large and prominent site within Slough's urban core;
- A series of large-scale buildings and blocks to establish a strong and consistent building line to enclose the northern side of Wellington Street and the western side of William Street;
- Buildings to be set within a high quality public realm with new landscaped open spaces for the town and the layout of buildings to provide a permeable network of pedestrian connections through the site. The potential for a pedestrian / cycle route connecting westwards to Lansdowne Avenue to be safeguarded;
- Streets and spaces to be animated by ground floor uses with the frontage to William Street and Wellington Street in particular providing active ground floor uses including food and beverage use;
- The eastern portion of the site to include office use as part of the towns expanded CBD; the western portion to be residential led. There is also opportunity for education and / or cultural uses to add to the towns' offer and mix of activities on the site;
- Buildings to have a significant scale and massing; typically eight to twelve storeys in height but with the potential for tall buildings to mark the point of arrival into the town centre from the north on William Street;
- The site will be highly prominent in views along Wellington Street from the east and particular care will need to be taken in the architectural design of the buildings that define the heart of Slough junction and of any tall buildings on the site. These will need to be of the highest architectural quality and will contribute to the future image and identity of the centre; and
- Car parking to be located so that it neither impacts visually on the site nor on pedestrian movement.

POTENTIAL CAPACITY:

- 1,300 dwellings
- 28,000 to 43,500 sq m offices
- 5,000 sq m education/innovation use
- 2,400 to 4,000 sq m retail

OVERARCHING DELIVERY APPROACH:

Public private partnership: delivery via joint venture between Slough Borough Council and Muse Developments; secure planning before delivery

KEY DELIVERY PARTIES:

Slough Borough Council / Muse Developments, private developer

DELIVERY TIMEFRAME:

0-15 years; long delivery time frames reflecting the scale of development expected

8. OCTAGON SITE

SITE DESCRIPTION:

Highly accessible, centrally located and prominent site, situated immediately to the south of the Slough rail station entrance. Currently used as a temporary surface car park. Slough bus station neighbours to the east, with other cleared development sites to the south and west (Future works and North West Quadrant). Access off Brunel Way.

DEVELOPMENT OPPORTUNITY:

Redevelopment of this plot has the capacity to delivery higher density development and create new employment space and job opportunities, and improve the quality of the urban landscape; including the setting of the train station and Brunel Way – with its highly accessible location next to the rail and bus stations a key benefit for workers. Site likely to appeal to commercial (office) occupiers given its location next to the train station, with small scale ground floor retail uses to activate frontage.

DEVELOPMENT PRINCIPLES:

- The consented scheme for this site is for an eight storey office building that provides frontage to William Street and Brunel Way;
- Activity is provided at ground floor level through food and beverage uses;
- Car parking is provided at ground floor level to the rear of the building and accessed off William Street using the bus station access; and
- Whilst office development is currently promoted on the site, the site may also be suitable for a residential scheme and given its location close to the railway station and at the point of arrival into the town a tall building may be possible in this location.

POTENTIAL CAPACITY:

- 12,075 sq m office
- 326 sq m retail

OVERARCHING DELIVERY APPROACH:

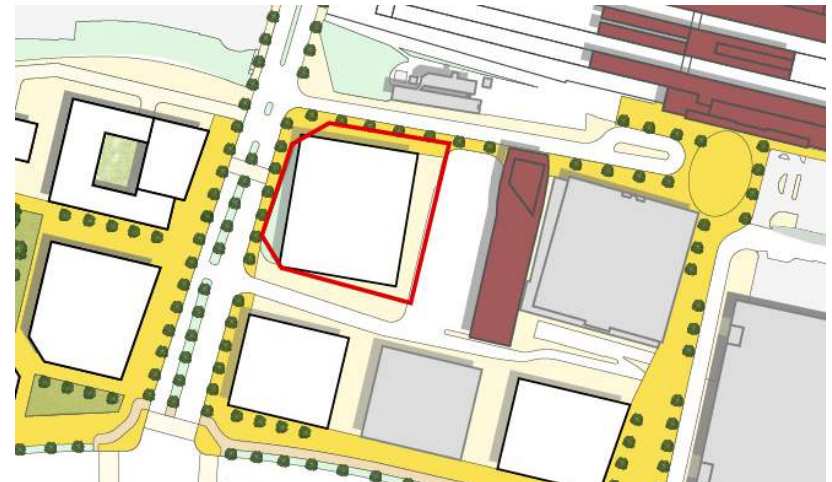
Private sector / developer led. Permission secured.

KEY DELIVERY PARTIES:

Landowner, developer

DELIVERY TIMEFRAME:

0-5 years.



9. FUTURE WORKS

SITE DESCRIPTION:

Highly accessible and visible cleared sites lying c.100m south of Slough train station and next to the bus station, onto a modern road either side of a new office development (phase 1 Future Works). Other surrounding land uses are principally infrastructure (road / rail), with the town centre's main foodstore set just to the east and the Octagon site to the north. Vehicle access off Brunel Way

DEVELOPMENT OPPORTUNITY:

Higher density sustainable development for commercial (office) uses supporting job creation with the attraction of lying adjacent to the station for workers. Able to help help frame Wellington Road and Brunel Way as part of transforming the latter street into a high quality multi modal area.

DEVELOPMENT PRINCIPLES:

- Future Works 1 is a prominent building on Wellington Street and sets a scale and design approach that the two buildings to either side must respond to;
- There is potential to deliver office buildings of a significant scale on this site on Wellington Street and this will support the delivery of the new CBD for Slough. Future Works 1 is nine office storeys (similar or greater scale could be promoted to either side);
- Future Works 1 delivered a dynamic building form with a sloping roof form that is prominent and distinctive in views providing identity to the town centre. Further office developments on this site should respond positively to this design language;
- New office buildings must provide activity at ground floor level delivering animation to Wellington Street, William Street and Brunel Way. Building entrances must address these streets and ideally should be located on the corners of buildings (Brunel Way / Wellington Street for the eastern building) and Wellington Street / William Street for the western building; and
- Car parking should be located below ground and be accessed off Brunel Way.

POTENTIAL CAPACITY:

- 25,065 sq m office

OVERARCHING DELIVERY APPROACH:

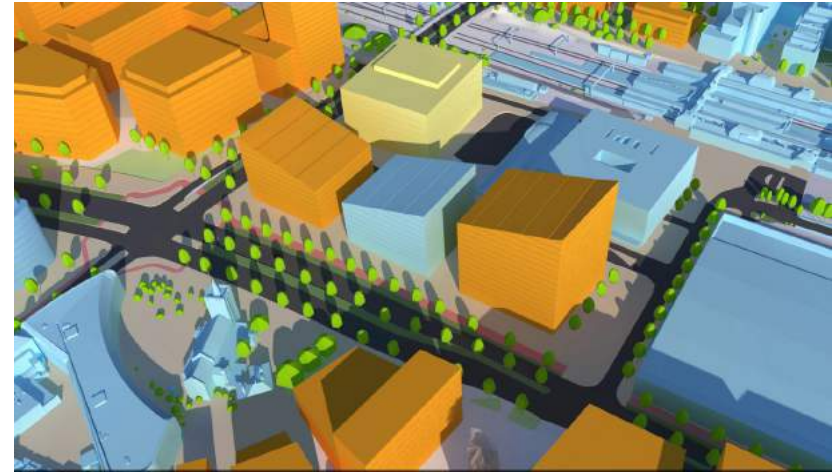
Private sector / developer led. Outline planning consent in place.

KEY DELIVERY PARTIES:

Landowner, developer

DELIVERY TIMEFRAME:

0-10 years



10. OLD LIBRARY SITE, HIGH STREET

SITE DESCRIPTION:

Site in highly prominent location fronting William Street, Stoke Road and Wellington Street. Access of William Street. Surrounding land uses include an office block, The Curve and retail uses along William Street. Site cleared and under construction

DEVELOPMENT OPPORTUNITY:

To realise the full potential of this site by redeveloping for higher density residential uses together with hotel. Development is nearing completion on site.

DEVELOPMENT PRINCIPLES:

- The consented scheme provides a U-shaped building that provides frontage and enclosure to the western end of High Street, the southern end of William Street and to Wellington Street at the south western corner of the heart of Slough junction;
- The site is prominent in views from the east along Wellington Street and looking south from William Street / Stoke Road and needs to hold this important corner with considerable scale and massing. The building is ten storeys on the corner but steps down to eight and then six storeys on High Street; and
- Active food and beverage uses are proposed at ground floor level to animate the street.

POTENTIAL CAPACITY:

- 64 residential dwellings
- 244 bedroom hotel
- 460 sq m retail

OVERARCHING DELIVERY APPROACH:

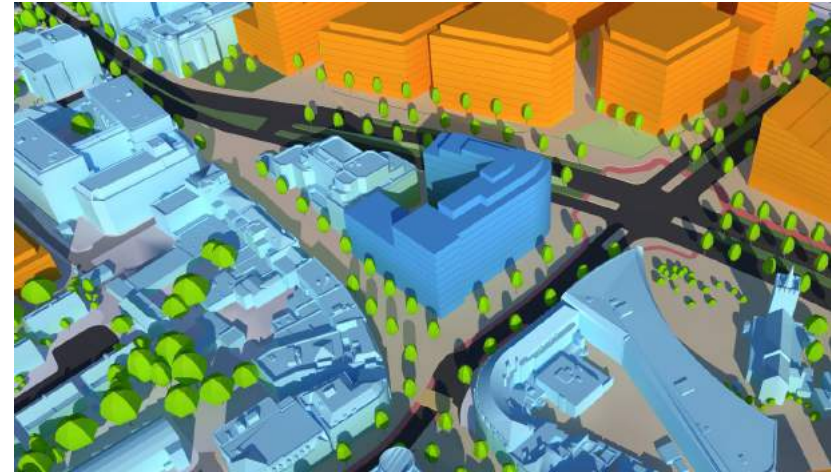
Public private partnership: via Slough Urban Renewal (SUR) and MSIL. Permission secured: under construction

KEY DELIVERY PARTIES:

Slough Borough Council / developer

DELIVERY TIMEFRAME:

0-5 years



11. SLOUGH CENTRAL

SITE DESCRIPTION:

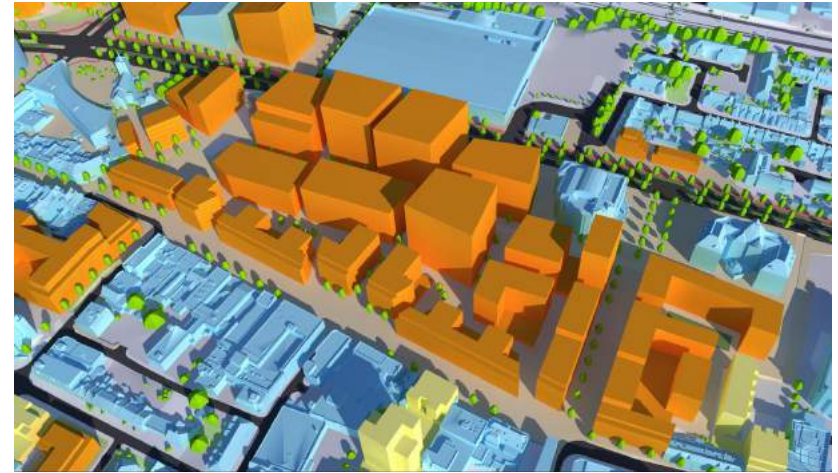
The largest, centrally located development opportunity in Slough town centre. Highly visible and accessible site presently occupied by two dated covered shopping centres – Queensmere and The Observatory. These malls physically dominate Slough’s north side of the High Street, and accommodate the town centre’s main retail and leisure offer, including a multiplex cinema. The shopping centres are though punctuated with vacancies. Wedged between the High Street and Wellington Street with the train station some 150m to the north, the site is in a highly strategic location. Permeability between these two destinations is very weak. Two main car parks serve the shopping centres, with access gained off Wellington Street. Immediately to the west lies The Curve and the attractive St Ethelbert’s Church, though the current layout of the malls means they turn their back on these assets.

DEVELOPMENT OPPORTUNITY:

To redevelop these shopping centres so to provide a modern town centre layout and mix, which replaces the covered centres with a permeable, open street environment. Redevelopment will enable the scheme to embrace and integrate The Curve and St. Ethelbert’s Church, as well as strike a clear pedestrian link between the train station and the High Street, alongside creating a more permeable and positive pedestrian environment. The scale and location at the heart of the town centre lends itself to a diverse and layered mix of uses: including retail, leisure, offices, residential, together with supporting parking - and a range of new public spaces. Cultural activities too will add interest and diversity to the scheme. The sustainable location points toward much higher density development than is currently there: and particularly offices and residential, with modern – yet consolidated – retail and leisure space, including a cinema. The site has scope to deliver a substantial new business district alongside a neighbourhood residential quarter, with typically ground floor shopping and leisure facilities. The scheme will be able to meet demand from both large and smaller scale office and retail occupiers. Car parking will support the development as well as the town centre’s retail and leisure offer more generally, with supply of spaces managed throughout the development period to avoid undersupply. Over time, other appropriate town centre uses might become part of the mix. The development will be set within a significantly improved public realm, as well as mitigating the significant pedestrian barrier caused by the traffic dominated Wellington Street, thus enabling easier access to the train station.

DEVELOPMENT PRINCIPLES:

- Establishment of a mixed-use quarter on this large and prominent site within Slough’s urban core;
- Towards the southern edge of the site development to front onto High Street defining this main street with retail uses at ground floor but with residential uses above; towards the northern edge of the site large footprint office buildings to establish a new Central Business District for Slough;



11. SLOUGH CENTRAL (CONTINUED)

- The east of the site to be established as a new residential quarter;
- The layout of development on the site to be permeable with new south to north links extending Church Street, Park Street and Alpha Street through the site to Wellington Street. A network of smaller streets, lanes and squares to provide a choice of routes through the area that encourages shoppers to step off the High Street to explore. These streets to have active ground floors, predominantly with retail use but also including a food and beverage, leisure and cultural offer;
- Pedestrian links and connectivity to extend westwards to integrate the site with The Curve and the Church of Our Lady Immaculate and St. Ethelbert. Further food and beverage uses could be provided in a new space that responds to the eastern entrance to The Curve;
- The site should include a cinema use replacing the existing tow cinema in the Queensmere site. The ideal location would be on a publically visible site on Wellington Street;
- A strong north to south pedestrian route to be established on Brunel Way connecting Slough Central and the wider town centre with the railway station. A direct and broad pedestrian crossing facility should be provided on Wellington Street to facilitate the best possible movement across the street. The north to south route to extend through the site to High Street and beyond to Church Street;
- A new predominantly hard paved town square to be provided on this axis. This 'Civic Square' to provide a space to congregate in the centre and a focus for activities and events in the centre. Active ground floor uses to be provided in the buildings that surround and enclose the space on all edges with potential to establish a focus for food and beverage uses;
- Whilst good visual and spatial links from the space to Wellington Street should be provided proposals should avoid opening up too much of the civic space to the impacts of traffic on the main street. A sculptural element could be used to draw people from the station to the civic square and CBD;
- Development to respond to the scale, height and massing of its surroundings to the south and west but with the opportunity to establish a new character and scale on the northern part of the site;
- Along the northern edge of the High Street buildings should be six storeys in height but with potential to step upwards to heights of typically eight to twelve storeys to the north. The office buildings on Wellington Street, with their greater floor to floor heights could be of even greater scale (up to 14 office storeys);
- Building height should step downwards close to the Church of Our Lady Immaculate and St. Ethelbert to respect its setting;
- Three office buildings should establish a clear building line to Wellington Street and with office entrances located on the main street;
- The environment throughout the development to be pedestrian focused with buildings set in a high quality public realm that includes areas of planting and semi-mature tree planting;

- Opportunity should be taken to utilise the roofscape for amenity with landscaped roof gardens located on the tops of buildings. The general arrangement of building height stepping upwards from south to north means that views southwards towards Windsor Castle can be maximised. A public viewing area should be provided allowing wider appreciation of these views;
- Car parking should be provided either below ground or with in a multi storey structure. The site currently incorporates two multi-storey car parks serving the town and some car parking spaces should be provided to serve shoppers in the town. Parking provision for offices should be available for wider use at weekends and in the evening; and
- The impact of car parking and servicing on the streetscape must be minimised and wherever possible

POTENTIAL CAPACITY:

- Minimum of 1,000 residential dwellings
- Minimum 50,000 up to 200,000 sq m offices
- Minimum 10,000 sq m retail
- Minimum 5,000 sq m leisure (inc F&B/cinema)

OVERARCHING DELIVERY APPROACH:

Private sector / developer led. Phased development. Potential for Council to facilitate site assembly using requisite powers, if justified.

KEY DELIVERY PARTIES:

Landowner, developer

DELIVERY TIMEFRAME:

0-15 years; phased development to allow relocation of existing retailers / occupiers and in order to allow market absorption of new stock into the market. Phase 1: 0-10 years: phase 2: 5 -15 years

12. TOWER HOUSE / ASHBOURNE HOUSE

SITE DESCRIPTION:

Two 1960 tower blocks of 11 storeys accommodating 120 flats for social housing set within a generous area of open, amenity space. Site lies circa 500m south west of the heart of the town centre. Access to the tower blocks is off The Crescent or Chavley Park. Surrounding land uses are low rise residential houses of mixed age.

DEVELOPMENT OPPORTUNITY:

To provide modern new dwellings and replace and re-provide existing social housing with an increased dwelling numbers overall. Lower maintenance costs, scope to provide a better integrated design and development with appropriate amenity space for residents are anticipated benefit

DEVELOPMENT PRINCIPLES:

- The consented scheme for this site provides residential blocks that wrap around courtyard gardens and front onto a central green space;
- Residential blocks are typically four to six storeys with a sixteen storey tower to the north-eastern corner of the space marking the western end of and the view along Chalvey Park;
- The central green space provides pedestrian connectivity between Chalvey Park and Burlington Avenue / The Crescent;
- Existing mature trees and integrated either into courtyards or the central green space. This also incorporates childrens' play; and
- Car parking is provided in the heart of the northern block beneath a podium deck.

POTENTIAL CAPACITY:

- 77 residential dwellings (net additional)

OVERARCHING DELIVERY APPROACH:

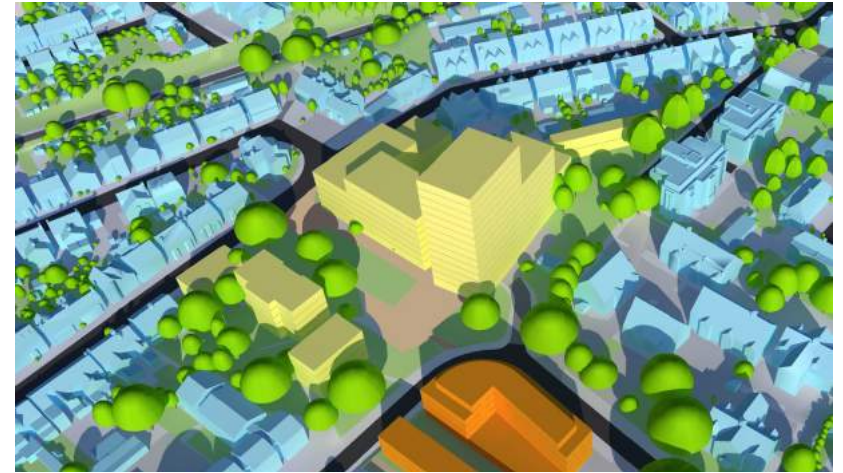
Public sector led: Slough Borough Council. Consented scheme

KEY DELIVERY PARTIES:

Slough Borough Council (landowner and potential developer via Herschel Homes)

DELIVERY TIMEFRAME:

0-5 years



13. CHALVEY PARK

SITE DESCRIPTION:

Vacant corner site characterised by scrubland lying immediately to the east of Ashbourne House and circa 500m south west of the heart of the town centre. Site accessed off Chalvey Park Road. Surrounding land uses are primarily housing, save the land to the east is bordered by low rise offices and court buildings.

DEVELOPMENT OPPORTUNITY:

To re-use this vacant brownfield plot to provide a mix of townhouses and flats that provide an attractive corner development which benefits the urban landscape.

DEVELOPMENT PRINCIPLES:

- Residential development providing a continuous and defined frontage to Chalvey Park on this important corner site;
- An apartment building to front the street and to be five storey with the upper storey set back;
- A row of townhouses to the south of the site back onto the modest scaled houses located to the south of the site; and
- Car parking to be located at ground floor level to the rear of the apartment block and with courtyard deck over.

POTENTIAL CAPACITY:

- 36 residential dwellings (including 8 townhouses)

OVERARCHING DELIVERY APPROACH:

Private sector led; secure planning and construct scheme. Potential for Council to facilitate delivery using requisite powers, if justified.

KEY DELIVERY PARTIES:

Landowner / developer

DELIVERY TIMEFRAME:

11-15 years



14. BURLINGTON ROAD CAR PARK

SITE DESCRIPTION:

Surface pay and display car park of 165 spaces, c.200m west of the High Street. Access gained off Burlington Avenue (currently in use as works compound for a nearby development site). Surrounding land uses are varied, though principally low to mid rise residential with some offices to the north.

DEVELOPMENT OPPORTUNITY:

To use this site more intensively through redevelopment for residential – flats and houses - while ensuring that the town centre retains sufficient parking to meet its needs.

DEVELOPMENT PRINCIPLES:

- Development that provides a mix of apartments and town houses with an apartment building proving frontage to Burlington Road and townhouses backing onto the rear of homes on Beechwood Gardens; and
- The apartment building on the northern part of the site to be five storey with the upper storey set back; and
- Lower scale houses responding to the scale of houses to the south.

POTENTIAL CAPACITY:

- 48 residential dwellings (including 14 houses)

OVERARCHING DELIVERY APPROACH:

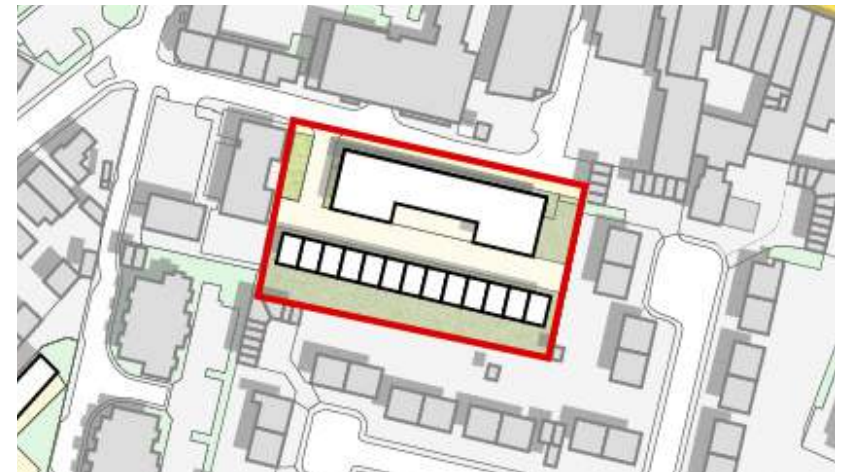
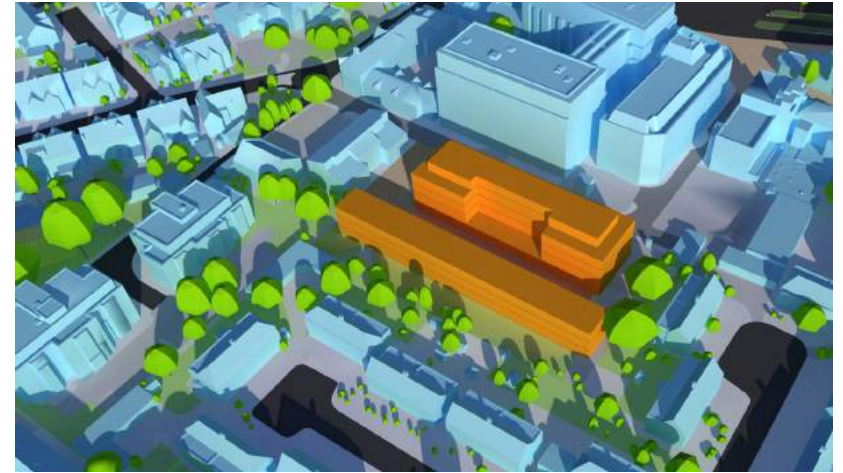
Public sector led, with potential for disposal to private sector for delivery.

KEY DELIVERY PARTIES:

Slough Borough Council / developer or contractor

DELIVERY TIMEFRAME:

6-10 years



15. BUCKINGHAM GATEWAY

SITE DESCRIPTION:

A cleared site presently used as a temporary surface car park, fronting the southern side of the High Street. Access off Herschel Street. Surrounding land uses are varied: retail, offices, hotel, residential, with building heights up to around eight storeys. Poor quality environment offered by current land use.

DEVELOPMENT OPPORTUNITY:

Re-use of this site for a higher density mixed use development, reflecting its location in the heart of the town centre. Modern retail / leisure space uses would be attracted to space fronting the High Street, with scope for residential or other accommodation forms to be stacked above and to the south of the site

DEVELOPMENT PRINCIPLES:

- Mixed use development that provides frontage to High Street, Church Street and Buckingham Gardens;
- The building scale and massing to respond to the context with four storey frontage onto High Street rising to six storeys on Church Street and Buckingham Gardens and with two additional set back storeys above;
- Retail / leisure uses (possibly a gym) to be provided at ground floor level fronting onto and animating the High Street and Church Street frontages;
- Residential apartments to be located at upper floor levels; and
- Car parking to be located in the heart of the block where it is not visible from the street and decked over. Car parking to be accessed from Buckingham Gardens.

POTENTIAL CAPACITY:

- 175 residential dwellings
- 1,730 sq m leisure
- 376 sq m retail

OVERARCHING DELIVERY APPROACH:

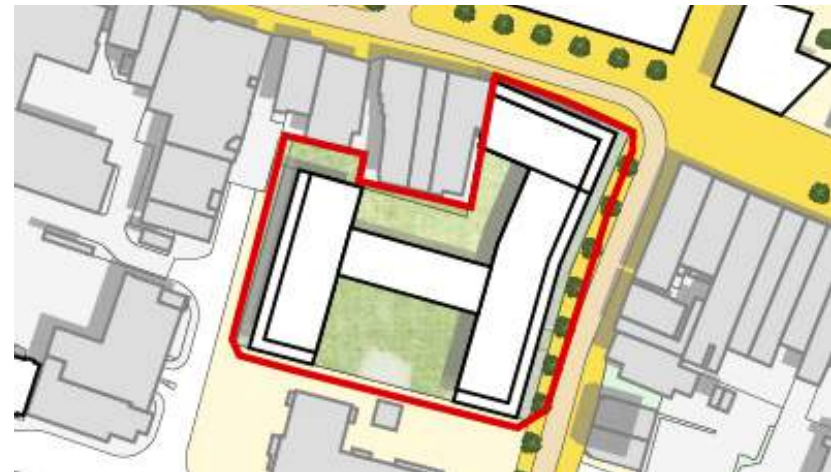
Private sector / developer led: secure planning and construct development

KEY DELIVERY PARTIES:

Landowner, developers

DELIVERY TIMEFRAME:

6-10 years



16. ASPIRE

SITE DESCRIPTION:

This site lies c.100m south of the High Street, with direct pedestrian connections to the heart of the centre. Currently cleared and enabling works underway. Accessed off Herschel Street, with surrounding land uses being residential, low rise industrial, offices and a multi storey car park.

DEVELOPMENT OPPORTUNITY:

Consented scheme for high density residential (flatted) development transforming this brownfield site to increase town centre population with associated benefits. Enabling works underway.

DEVELOPMENT PRINCIPLES:

- The consented proposal for this site is high-density with two deep floorplan residential buildings that rise to ten storeys;
- Car parking is integrated into the centre of the block and covered by a deck which provides a courtyard garden;
- The buildings provide a defined frontage to both Church Street and Herschel Street; and
- The two buildings are laid out on the site so that they frame a view of the spire of St. Mary's church from Herschel Street.

POTENTIAL CAPACITY:

- 238 residential dwellings (all apartments)

OVERARCHING DELIVERY APPROACH:

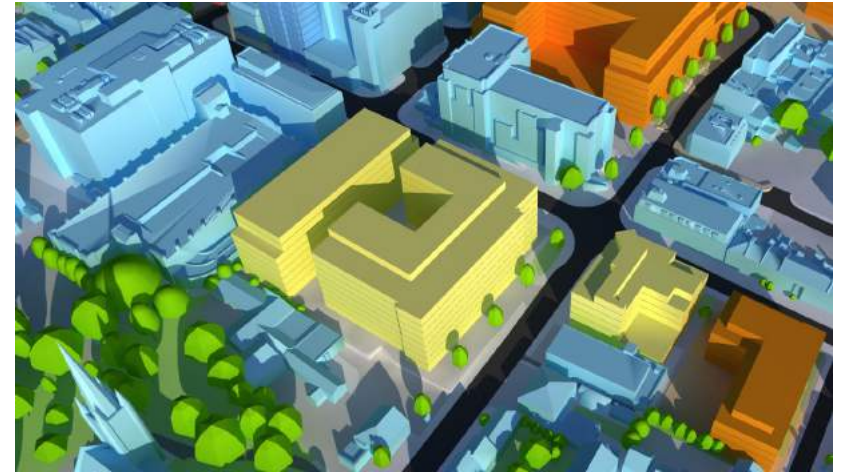
Private sector / developer led: under construction

KEY DELIVERY PARTIES:

Landowner / developer

DELIVERY TIMEFRAME:

0-5 years



17. HERSCHEL STREET SITES

SITE DESCRIPTION:

Two small parcels in separate ownership, comprising car parking, dated offices and a cleared site currently under construction for residential development ready for development. The site lies c.100m to the south of the High Street, with access from either Victoria Street, Church Street and Herschel Street. Surrounding land uses are predominantly low rise housing, save to the west where there is consent to deliver higher density residential development (Aspire site).

DEVELOPMENT OPPORTUNITY:

To more intensively use this site for housing, and by doing so replacing dated, poor quality existing buildings and surface car parking, with benefits to the town centre of increasing the town centre residential population in a sustainable location, that brings about an improved townscape.

DEVELOPMENT PRINCIPLES:

- New residential apartment buildings that respond to the development pattern of the adjacent largely historic area by providing a continuous frontage to the surrounding streets (Herschel Street, Church Street and Albert Street) both defining the street space and completing the development block; and
- At five storeys, and with the upper storey set back, the height of buildings mediates from the larger-scale development proposed on the Aspire site to the east (ten storeys) and the modest scaled terraces to the south and east which are two and three storeys.

POTENTIAL CAPACITY:

- 77 residential dwellings across the two sites

OVERARCHING DELIVERY APPROACH:

Private sector / developer led; potential for Council to use site assembly powers to facilitate cohesive scheme delivery.

KEY DELIVERY PARTIES:

Landowners, developers

DELIVERY TIMEFRAME:

0-10 years



18. UPTON HOSPITAL

SITE DESCRIPTION:

Large site some 500 metres directly south of the High Street. Presently accommodates Upton Hospital together with other medical services, such as a health centre. Buildings are of very mixed quality ranging from low rise prefabricated premises to the older main hospital building (Grade II listed), with heights up to 4 storeys. Main access to the site is off Albert Street. Surrounding land use are mainly low rise houses, except to the west where the site overlooks parkland and the attractive St Mary's Church.

DEVELOPMENT OPPORTUNITY:

Subject to relocating the hospital services, the scheme offer scope for residential - houses and flats (and possibly senior living / care home) - to provide a more diverse housing offer in and around the town centre. Re-purposing of the listed buildings for residential uses to create an attractive setting for wider development, whilst demolition of other buildings of poor quality as part of the transformation of this site.

DEVELOPMENT PRINCIPLES:

- New residential development providing a mix of apartment buildings and townhouses and laid out to deliver a connected network of streets and pedestrian connections that integrate with the surrounding street pattern;
- New buildings to front onto both the existing and new streets and a central open space that enhances the setting of the hospital buildings;
- The listed hospital building to be retained as a centre-piece of the development and sensitively converted to residential apartments;
- Existing mature trees, both on the Albert Street boundary and to the south of the hospital building, to be retained; and
- Development height to respond to the surrounding context with three storey townhouses to the north and west of the hospital (looking over the new space) and apartment buildings rising to five storeys (with the top storey set back) defining the sites western boundary on Church Street; and
- Car parking for apartments to be integrated into the centre of blocks beneath a courtyard garden; car parking for the refurbished hospital to be or located to the rear of the former hospital building.



POTENTIAL CAPACITY:

- 294 residential dwellings (including 47 townhouses)

OVERARCHING DELIVERY APPROACH:

Public sector led: marketing of site for disposal to developer.

KEY DELIVERY PARTIES:

NHS / developers

DELIVERY TIMEFRAME:

6-15 years

19. AKZO NOBEL

SITE DESCRIPTION:

Very large site (c.13 ha) formerly used as Dulux paint factory and research and development facility. The heart of the town centre lies c. 1000m to the south west. A mix of dated manufacturing buildings, together with large tracts of parking and hardstanding are present. Access to the site is via Wexham Road. Surrounding land uses are mainly infrastructure: roads, rail lines, gas works and Grand Union Canal Slough Arm. To the west is an associated industrial area. Contamination is present.

DEVELOPMENT OPPORTUNITY:

Wholesale redevelopment of a brownfield site for residential and industrial uses, with the scale of residential uses able to create a new residential quarter, and offer a broad range of tenures and typologies, both private and inclusive / affordable. New industrial uses will help meet a sector in high demand. Significant scope to improve surrounding public realm areas and footpaths, as well as the possibility to secure a new access from the site from Uxbridge Road.

DEVELOPMENT PRINCIPLES:

- Large footprint light industrial sheds to be laid out on the northern portion of the site where ground contamination levels are greater;
- Sheds to be laid out so that they are accessed from a central servicing area with the buildings screening activity and noise from the residential accommodation;
- A new residential quarter to be established on the southern portion of the site. A mix of apartments and family homes / houses to be provided;
- Residential blocks to front onto streets and spaces within the site and to provide a positive frontage to Wexham Road;
- Blocks to be typically four storey with an additional set back storey but with potential for greater height (five storey with a setback storey) along Wexham Road and on the interface with the railway line;
- A new open space to provide amenity for residents in the heart of the new residential area and tree planting and landscape to enhance the streets and spaces; and
- The layout of development to be designed to integrate with the adjacent gas works site.

POTENTIAL CAPACITY:

- Between 700 and 1,000 residential dwellings
- 36,785 sq m B8 industrial

OVERARCHING DELIVERY APPROACH:

Private sector / developer led: site subject to planning application



KEY DELIVERY PARTIES:

Landowner / developer

DELIVERY TIMEFRAME:

0-15 years; phased development reflecting scale of opportunity.

20. SLOUGH GAS WORKS

SITE DESCRIPTION:

A visible, large site lying c.1000m to the north east of the core town centre. Gas works currently undergoing decommissioning of existing facilities, including a gasometer. Other current land uses are principally hardstanding, parking and service areas. Access off Uxbridge Road. Surrounding land uses are infrastructure (roads and rail line) and industrial to the north and east (Akzo Nobel site). Constrained by pipelines and contamination present.

DEVELOPMENT OPPORTUNITY:

Redevelopment of this brownfield site to deliver housing and industrial stock, helping to meet demand for these products. Possible opportunity to improve access to the site and better manage segregation of residential and commercial traffic in the area.

DEVELOPMENT PRINCIPLES:

- Large footprint light industrial sheds to be laid out on the northern portion of the site where ground contamination levels are greater;
- Sheds to be laid out so that they are accessed from a central servicing area with the buildings screening activity and noise from the residential accommodation;
- Residential development to be established on the southern portion of the site as an extension of the quarter established on the adjacent Akzo Nobel site (assuming that development on that site is delivered first);
- Residential blocks to front onto streets and spaces within the site and to provide a positive frontage to Uxbridge Road;
- Blocks to be typically four storey with an additional set back storey but with potential for greater height (five storey with a setback storey) along Uxbridge Road and on the interface with the railway line;
- A new open space to provide amenity for residents in the heart of the new residential area and tree planting and landscape to enhance the streets and spaces; and
- The layout of development to be designed to integrate with that on the adjacent Akzo Nobel site.

POTENTIAL CAPACITY:

- 217 residential dwellings
- 11,430 industrial

OVERARCHING DELIVERY APPROACH:

Private sector / developer led



KEY DELIVERY PARTIES:

Landowner, developers

DELIVERY TIMEFRAME:

10-15 years; phased delivery of industrial and residential uses.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee
DATE 10th September 2020
CONTACT OFFICER: Paul Stimpson, Planning Policy Lead Officer
(For all Enquiries) (01753) 875820
WARD(S): All

PART I

FOR COMMENT & CONSIDERATION

SLOUGH LOCAL PLAN CONSULTATION ON PROPOSED SPATIAL STRATEGY

1 Purpose of Report

1.1 The purpose of the report is to explain the proposed content of the Spatial Strategy part of the Local Plan for Slough which is due to go out for public consultation in November and December..

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve that

- a) the proposed content of the Local Plan Spatial Strategy be noted; and
- b) any comments be forwarded to the Cabinet for consideration..

3 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

3a Slough Joint Wellbeing Strategy Priorities

Ensuring that needs are met within the local area will have an impact upon the following SJWS priorities:

- *Economy and Skills*
- *Regeneration and Environment*
- *Housing*

3b Five Year Plan Outcomes

The proposed Spatial Strategy for the Local Plan will have impact upon the Five Year Plan outcomes:

- **Outcome 3: Slough will be an attractive place where people choose to live, work and stay.** The Preferred Spatial Strategy will seek to protect and enhance the local environment.
- **Outcomes 4: Our residents will live in good quality homes.** The Preferred Spatial Strategy will seek to ensure that we have a balanced housing market that can meet the range of housing needs in Slough.
- **Outcome 5: Slough will attract, retain and grow businesses and investments to provide opportunities for our residents.** The Preferred Spatial Strategy will promote areas for employment growth in Slough.

4 Other Implications

(a) Financial

There are no financial implications.

(b) Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
That the Committee approves the recommendation.	Failure to agree the proposed Spatial Strategy for consultation will affect the Council's ability to bring forward the Local Plan and plan for development in the most sustainable way.	Agree the recommendations.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications as a result of this report.

5 Supporting Information

Introduction

- 5.1 All Councils have a duty to produce a Local Plan and the Government has set a target for all Local Planning Authorities to have one adopted by 2023.
- 5.2 We have been working on our local Plan for some time beginning with the Issues and Options consultation in 2017 and following this up by agreeing an "emerging" Preferred Spatial Strategy. We were unable to progress this through the next formal stages because of the uncertainty as to what was happening with Heathrow. It is now very unlikely that any proposal for the third runway will come forward in the short term and so we can now proceed with our plan on the basis that any new proposals for Heathrow can be dealt with in a review.
- 5.3 We are proposing to carry out public consultation on the Spatial Strategy in

November and December.

- 5.4 The Spatial Strategy is just the first, but important part of the Local Plan. It sets out what the pattern, scale and nature of development will be in Slough. It has to make provision to meet housing, employment and other needs, whilst conserving the natural, built and historic environment.
- 5.5 It will not contain any policies but will set out the principles for what will be required to deliver the Strategy and help to mitigate any impacts. Environmental issues, and the need to deal with climate change, are embedded in the choices made in the Spatial Strategy as to “what goes where” in the most sustainable way.
- 5.6 In considering how to decide what the best use of scarce land in the Borough should be, the following factors have to be taken into account:
- Based upon the Government’s standard methodology, there is a need for 15,460 additional homes over the remaining 16 years of the plan period at an average of 966 a year.
 - There is also a significant need for affordable housing and for a range of house types including family housing.
 - We are unable to set a target for the number of jobs that are required to support the Slough economy but will continue to aim to provide an additional 15,000 jobs in order to meet the needs of the growing resident workforce. This should not be regarded as a maximum figure.
 - There is a general demand for land for warehousing in the Slough area.
 - There will be a significant reduction in the amount of retail floorspace in Slough town centre in recognition that it will no longer be a sub-regional shopping centre.
 - Slough will become an increasingly important transport hub
 - There continues to be a shortage of public open space in the Borough.
- 5.7 The Spatial Strategy has a Vision, a set of Objectives and some guiding principles. These are:
- We should aim to meet as many of our needs as possible in Slough, or as close as possible to where the needs arise.
 - Development should be located in the most accessible locations, which have the greatest capacity to absorb growth and deliver social and environmental benefits.
 - We should promote inclusive growth with more of the wealth generated in Slough staying in Slough.

- 5.8 The overall aim is to make Slough a place where people want to “*work rest play and stay*”
- 5.9 We have divided Slough into distinct geographical areas and produced a strategy for each of these components. These can be summarised as:
- ***Delivering*** major comprehensive redevelopment within the “Centre of Slough”;
 - ***Selecting*** other key locations for appropriate *sustainable* development;
 - ***Enhancing*** *our distinct suburbs, vibrant neighbourhood centres and environmental assets*;
 - ***Protecting*** the “*Strategic Gap*” between Slough and Greater London;
 - ***Promoting*** the cross border expansion of Slough to meet unmet housing needs.
- 5.10 The main outcome of this strategy is that nearly all of the growth will take place in the centre of Slough. There will continue to be on going redevelopment in places like the Trading Estate and support will be given to our existing District and Neighbourhood centres.
- 5.11 There may have to be some release of Green Belt sites on the edge of Slough to meet housing needs. The suburban residential areas will be protected from major development and there will be no loss of public open space.
- 5.12 Any unmet housing needs will be met in a major expansion of Slough outside of its borders. More details of each component are set out below.

Delivering major comprehensive redevelopment within the “Centre of Slough”;

- 5.13 As explained above, the overall guiding principle for the Spatial Strategy is that development should be located in the most accessible locations which have the greatest capacity to absorb growth and deliver social and environmental benefits.
- 5.14 One of the other core principles is to make the most effective use of land by using that which has been previously developed. The centre of Slough contains a lot of these brownfield sites which should be capable of being regenerated without a significant environmental impact. The Centre of Slough is also the area with the most demand for new development and so should be the area most likely to be able to deliver this.
- 5.15 As a result concentrating development in the Centre of Slough is at the heart of the Spatial Strategy. The “square mile” as it is sometimes referred to will provide the bulk of housing that will be built in the Borough. The proposed expansion of the Central Business District with new office development provides the main opportunity for employment growth in Slough.

- 5.16 The centre's role as a transport hub will make it the focus for the Council's forthcoming Transport Strategy. Although it is currently failing as a shopping centre it has the potential to provide a smaller but more attractive retail offer. There is a lack of leisure and cultural facilities in Slough and so there is the opportunity to create a range of these throughout the centre.
- 5.17 The Centre of Slough will provide the bulk of the new housing proposed in Slough on a range of sites. The key thing is to ensure that all of these new housing developments are linked and integrated with the centre so that full use is made of facilities on offer.
- 5.18 The Spatial Strategy takes into account the work that has been carried out to produce the Centre of Slough Regeneration Framework which is the subject of a separate report to this Committee. As a result it is not proposed to duplicate this here.

Selecting other key locations for appropriate sustainable development;

- 5.19 There is potential for development to take place outside of the centre to help meet local needs.. The opportunities are, however, limited.
- 5.20 The largest and most important part of the Borough, outside of the centre, is Slough Trading Estate .As a result it is identified as a Selected Key Location where continual renewal will take place to meet changing needs. This is likely to be implemented through the preparation of a new Simplified Planning Zone for the Estate.
- 5.21 The Poyle Trading Estate is the second largest employment area in the Borough which also needs to be identified as a Selected Key Location. Proposals have be set out for this could regenerated primarily for airport related development.
- 5.22 The regeneration of Chalvey has been underway for some time. It has been decided to continue to identify this as a Selected Key Location for regeneration in order to ensure that that the remaining major sites are fully integrated with the neighbourhood.
- 5.23 There is an opportunity to redevelop the former Trade Sales area on the Bath Road for residential use. This has been identified as a Selected Key Locaton known as the Cippenham Central Strip.
- 5.24 Elsewhere we have previously considered expanding the centre of Langley around the railway station. The opportunity for doing this appears to have gone because key sites, such as Langley Business Centre, are no longer available for large scale residential or commercial use. As a result this is no longer identified as a Selected Key Location. Suggestions have been put forward for

this Key Location should circumstances change.

- 5.25 Langley and Farnham Road are both District Shopping Centres which have an important role to play. They have therefore been identified as Key Locations but it is not envisaged that there will be any major new development in these areas. There will be no new major out of centre retail development.
- 5.26 Due to the shortage of land for housing in Slough and the lack of opportunities to provide family and affordable housing it is proposed to consider releasing some green field/Green Belt land for residential development. Ten possible sites have been identified but they will have to go through a separate consultation process which also takes account of the results of the Wider Area Growth Study. As a result none of these have been identified as Selected Key Locations for development at this stage.
- 5.27 As a result it can be seen that there are selective opportunities for major development outside the Centre of Slough, but these are not likely to produce much of a net increase in commercial floorspace or a significant number of new residential units.

Enhancing our distinct suburbs, vibrant neighbourhood centres and environmental assets;

- 5.28 Enhancing the areas where most people live is an important part of the Spatial Strategy. We recently produced a “Protecting the Suburbs” which showed why it was not practical, viable, sustainable or desirable to allow any of the family housing to be lost. There is, however, scope for redevelopment on non garden land such as garage courts and other brownfield sites.
- 5.29 It is also important that we protect and enhance the open spaces, parks and other assets of community value within the residential areas in order to support healthy and active lifestyles.
- 5.30 At the same time we want to our neighbourhood centres to be vibrant and have an improved range of facilities within them so that people are able to “live locally” if they want to, without the need to travel. This will enable residents to live positive, healthy, active and independent lives. This will be partly implemented through the Council’s hubs strategy.

Protecting the “Strategic Gap” between Slough and Greater London;

- 5.31 In the “emerging” Spatial Strategy the proposals for the Colnbrook and Poyle area was to “accommodate the proposed third runway at Heathrow and mitigate the impacts”
- 5.32 For the purposes of the Local Plan it is now assumed that proposals for the third runway will not come forward in the short to medium term which means

that if they do, they can be dealt with by a review of the plan.

- 5.33 In the absence of any policy support or any demonstrable need for airport related development it is considered that the most appropriate approach is to revert back to restraining development in order to protect the Green Belt, Colne Valley Park and Strategic Gap between Slough and Greater London. This will also effectively safeguard land from being developed which could be needed for the expansion of the airport in the future.
- 5.34 Proposals for the improvement of the area have been included within this component of the Spatial Strategy. Although the Poyle Trading Estate sits within the Strategic Gap, it has been identified as a Selected Key Location where regeneration can take place in order to take advantage of its location next to Heathrow and provide new airport related facilities.

Promoting the cross border expansion of Slough to meet unmet housing needs.

- 5.35 The main conclusion from the results of the Issues and Options consultation was that there were no reasonable options, or combinations of options, which would enable all of Slough's housing and employment needs to be met within the Borough. This is one of the reasons that the Council has been promoting the proposed Northern Expansion of Slough.
- 5.36 It should be noted that the proposed "garden Suburb" has also been promoted as the best way of meeting unmet needs in southern Buckinghamshire as well as Slough. It would also be able to provide much needed family housing and create a more balanced housing market in the area.
- 5.37 Although a Northern Expansion of Slough remains the Council's preferred option, it is just one of many that are currently being assessed in the joint Wider Area Growth Study. We are not seeking to anticipate the results of Part 2 of the study which will not be available until the end of the year. As a result the Spatial Strategy is just promoting the "cross border" expansion of Slough.

Next Steps

- 5.38 The formulation of the Spatial Strategy has been overseen by the Planning Committee. Final approval of the plan will be sought at the Cabinet meeting on 12th October. Any comments from this Committee can be reported to this meeting.
- 5.39 There will then be a six week public consultation period from 2nd November to 11th December.

6 Conclusions

- 6.1 The Spatial Strategy is an important part of the Local Plan which seeks to determine how much development goes where. The proposals set out in this report are intended to be put out for public consultation in November.

7 Background Papers

Review of the Local Plan for Slough – Issues and Options Consultation Document (2017)

Reports to Planning Committee meetings on 24th June, 29th July, 26th August and 9th September 2020

Draft Centre of Slough Regeneration Framework (August 2020)

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 10 September 2020

CONTACT OFFICER: Thomas Overend, Policy Insight Manager
(For all Enquiries) (01753) 875657

WARDS: All

PART I**FOR CONSIDERATION & COMMENT****OVERVIEW AND SCRUTINY COMMITTEE – FORWARD WORK PROGRAMME
2020/21****1. Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2020/21 municipal year.

2. Recommendations/Proposed Action

2.1 That the OSC consider its work programme for the remainder of the 2020/21 municipal year.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, alongside the 3 Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of scrutiny also reflects the priorities of the Five Year Plan, as follows:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

3.3 Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved.

4. **Supporting Information**

- 4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.
- 4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.
- 4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:
- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
 - scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
 - strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability
- 4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:
- *To what extent does this issue impact on the lives of Slough's residents?*
 - *Is this issue strategic and pertinent across the Borough?*
 - *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

- 5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.
- 5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

- 6.1 Overview and Scrutiny will be supported by all members of the Policy Insight Team - one Policy Insight Manager and three Policy Insight Analysts. The Policy Insight Manager will support the Overview and Scrutiny Committee, and each of the other three scrutiny panels will be supported by one Policy Insight Analyst. However, scrutiny will only be one aspect of their work. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.

7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2020/21 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

- A - Draft Work Programme for 2020/21 Municipal Year
- B - Cabinet Work Programme

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2020/2021

Meeting Date
4 November 2020
<ul style="list-style-type: none"> • Presentation from the Thames Valley Police and Crime Commissioner and Chief Constable • Localities strategy update (including detail on hubs) • Poverty - Index of Multiple Deprivation Data and impact of COVID
7 January 2021
<ul style="list-style-type: none"> • Panel: impact of COVID on partners • Transformation programme update • Performance and Projects - Q2 2020/21 • Revenue Financial Budget Monitoring - Q2 2020/21 • Capital Monitoring Report - Q2 2020/21
28 January 2021
<ul style="list-style-type: none"> • Capital Strategy 2021/22 • Treasury Management Strategy 2021/22 • Revenue Budget 2021/22 • Adult Social Care Strategy
18 March 2021
<ul style="list-style-type: none"> • Performance and Projects - Q3 2020/21 • Revenue Financial Budget Monitoring - Q3 2020/21 • Capital Monitoring Report - Q3 2020/21

8 April 2021

- Overview & Scrutiny Annual Report 2020/21.
- For information: Petitions – Annual Summary

Further suggested items to be programmed

- Carbon Management Plan

NOTIFICATION OF DECISIONS

1 SEPTEMBER 2020 TO 30 NOVEMBER 2020

Date of Publication: 14th August 2020

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

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This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email nicholas.pontone@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader – Governance & Customer Services | Councillor Akram |
| • Sustainable Transport & Environmental Services | Councillor Anderson |
| • Inclusive Growth & Skills | Councillor Bains |
| • Planning & Regulation | Councillor Mann |
| • Housing & Community Safety | Councillor Nazir |
| • Health & Wellbeing | Councillor Pantelic |
| • Children & Schools | Councillor Carter |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at Observatory House, 25 Windsor Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: nicholas.pontone@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

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Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

Cabinet - 14th September 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Covid-19 Decisions Update</u></p> <p>To update and ratify the significant decisions taken by officers in response to the Covid-19 pandemic and to take any further executive decisions, if required, in response to new Government announcements or regulations.</p>	R&S	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<p><u>Revenue Budget Monitor - Quarter 1 2020/21</u></p> <p>To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<p><u>Capital Monitoring Report - Quarter 1, 2020/21</u></p> <p>To receive an update on the capital programme for the first quarter of the year and take any decisions relating to the in-year re-profiling of the programme.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<p><u>Performance & Projects Report, Quarter 1 2020/21</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2020/21.</p>	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Medium Term Financial Strategy Update</u> To consider an update on the Council's Medium Term Financial Strategy and financial planning assumptions.	R&S	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<u>Centre of Slough: Regeneration Framework Masterplan</u> To approve the final Slough Regeneration Framework, the council's corporate aspirations for the centre of Slough over the next 10-15 years.	R&S	All	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<u>Stoke Wharf – Slough Urban Renewal – Draft Indicative Site Development Plan</u> To approve the Draft Indicative Site Development Plan (“DISDP”) prepared by Slough Urban Renewal (“SUR”) in Partnership with Waterside Places.	R&S	Central	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<u>Heart of Slough - North West Quadrant - Community Site Update</u> To receive an update on community site business planning and to seek approval to the amended 'direction of travel' in relation to community site and the cultural strategy.	R&S	Central	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<u>Britwell Hub</u> To receive an update and take any decisions required on the community hub in Britwell in line with the agreed localities strategy.	R&S	Britwell and Northborough	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Statutory Service Plan</u> To recommend to Council the Statutory Service Plans (SSP) in relation to the Food Safety Service and any other regulatory services in accordance with the requirements laid down by external agencies.	P&R	All	All	Ginny de Haan, Service Lead Regulatory Services Tel: 01753 477912	Council, 24/9/20	None		
<u>HRA Asset Management Plan Update</u> To receive an update and take any further decisions on the Housing Revenue Account Asset Management Plan.	H&C	All	Housing	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None	√	Yes, p3 LGA
<u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

Cabinet Commercial Sub-Committee - 14th September 2020

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Terms of Reference Review</u> To review the terms of reference for the Commercial Sub-Committee.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Everyone Active Contract Negotiations - Covid-19</u> To consider a report and take any necessary decisions on leisure services contract in view of the impact of the Covid-19 pandemic.	H&W	All	All	Alison Hibbert, Leisure Strategy Manager Tel: (01753) 875896	-	None	√	Yes, p3 LGA
<u>Interest Rate Strategy</u> To review, and if necessary, agree any adjustments to the strategy on interest rates.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	Yes, p3 LGA

Cabinet - 12th October 2020

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Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek approval to ratify the executive decisions.	R&S	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<u>Local Plan - Spatial Strategy Consultation Draft</u> To consider a report on the consultation draft spatial strategy as part of the process for developing the new Local Plan for Slough.	P&R	All	All	Paul Stimpson, Strategic Lead Planning Policy & Projects Tel: (01753) 875820	Planning Committee (July, August and September 2020)	(f) Spatial Strategy Overall Approach, 29/07/2020 Planning Committee	√	

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Treasury Management Strategy Annual Report</u> To receive the annual report on the Council's treasury management strategy.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<u>Carbon Management Plan 2020-23</u> To approve the Council's Carbon Management Plan.	T&E	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None	√	
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

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Cabinet - 16th November 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Revenue Budget Monitoring - Quarter 2 2020/21</u> To receive an update on the latest revenue position and consider an write off request, virements and other financial decisions requiring Cabinet approval.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None	√	

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	R&S	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<u>Capital Monitoring Report - Quarter 2 2020/21</u> To receive an update on the capital programme for the second quarter of the year and take any decisions regarding the in-year re-profiling of the programme.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None	√	
<u>Notification of Key Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

MEMBERS' ATTENDANCE RECORD 2020/21
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	21/05/20 Extraordinary	11/06/20	09/07/20	10/09/20	04/11/20	07/01/21	28/01/21	18/03/21	08/04/21
Basra	P	P	P						
Dhaliwal	P	P	P						
Gahir	P	P	P						
Hulme	P	P	P						
Matloob	P	P	P						
*Mohammad		P	P						
D Parmar	P	P	P						
S Parmar	P	P	P						
Sarfraz Six Months' Maternity Leave									
R Sandhu	P	P	P*						

P = Present for whole meeting P* = Present for part of meeting Ap = Apologies given Ab = Absent, no apologies given

*Mohammad appointed to the Committee on 09.06.20

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