

- 2.2 Notes that the option in favour of SUR to redevelop the North West Quadrant will be signed in November 2019 and that a planning application for a mixed use scheme comprising residential, commercial, retail, food and beverage, entertainment and cultural uses will be submitted in 2020.
- 2.3 Notes that British Land is proposing the comprehensive redevelopment of the Queensmere and Observatory shopping centres and is reporting that public consultation will commence in quarter two 2020, with a planning application being submitted in spring 2021 for a scheme comprising three phases of mixed-use development.
- 2.4 Notes the activities that have been undertaken to deliver the town centre Clean, Safe and Vibrant programme since August 2018 (as set out in Appendix One).
- 2.5 Agrees that additional technical/specialist resources will be required to deliver the Council's regeneration aspirations within the square mile and delegate authority to the interim Director of Regeneration in consultation with the Director of Finance & Resources and Leader to establish and finance the additional resources required.
- 2.6 Approve recommendations 7.1 - 7.5 set out in Confidential Appendix Two.
- 2.7 Agrees that the next Town Centre Regeneration Progress Report will be presented to Cabinet in January 2020.

3. **The Slough Joint Wellbeing Strategy, the Joint Strategic Needs Assessment, and the 5-Year Plan**

Our commitment to creating a new town centre through the delivery of high quality housing, a range of employment, retail, leisure and cultural offerings with transformational public realm and a sustainable transport system will boost the Borough's economy and improve its appeal as a destination. In addition the associated growth will increase council tax and business rate receipts and provide an income stream, which could contribute to the provision of front line services.

3a. **Slough Joint Wellbeing Strategy Priorities**

The new town centre will improve via the development of housing, offices, retail and leisure facilities and create long-term employment opportunities. The redevelopment of a number of key sites will improve the quality of the built environment and the image of the town whilst providing much-needed housing. In addition the creation of new public realm and open space will support the Council's Health and Wellbeing priorities.

3b. **Five-Year Plan Outcomes**

Delivery of regeneration and development schemes are addressing the Five-Year Plan outcomes as follows:

- **Outcome 1** – Ensuring that schemes are designed in line with amenity requirements, creating safe, useable and interesting public spaces, and will contribute towards our children and young people having the best start in life.
- **Outcome 2** – High quality new homes and public spaces will attract residents who are likely to take responsibility for their own health, care and support needs.

- **Outcome 3** – An improved town centre will be a statement of quality next to the new Crossrail station and will encourage people to visit, live and work in Slough.
- **Outcome 4** – The delivery of mixed-tenure residential schemes directly contribute towards our residents having access to good quality homes.
- **Outcome 5** - Developing Grade A office space, retail and leisure uses on the sites will help attract and retain businesses.

4 Other Implications

a) Financial

See Confidential Appendix Two.

b) Risk Management

Recommendation from section 2	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>2.1 Notes that the option in favour of SUR to redevelop the North West Quadrant will be signed in November 2019 and that a planning application for a mixed use scheme comprising residential, commercial, retail and cultural uses will be submitted in 2020.</p>	<p>The final masterplan for the TVU site will be produced post option signing Nov 2019. This will be delivered via the NWQ LLP. The opportunity being pursued by all parties is the creation of a fit for purpose and high quality development scheme that meets the Council's requirements for the delivery of housing, employment, social/cultural uses and public realm.</p> <p>Risk: not agreeing a viable scheme within the time period needed to achieve that planning application deadline</p>	<p>Establishing the NWQ LLP with robust representation from key parties, will ensure that timetables are met</p>	<p>L: 4 I: 3 Score: 12</p>	<p>Early assessment of resourcing needs and meeting these, ensuring robust governance and reporting structures will ensure that workstreams are</p>

		The Town Centre Regeneration Group has a robust and updated work programme and risk register that is under constant review to ensure project risks are identified and mitigated against		delivered in a timely and efficient manner
2.2 Notes that British Land is proposing the comprehensive redevelopment of the Queensmere and Observatory shopping centres and is reporting that a planning application will be submitted in early 2021 for a scheme comprising three phases of mixed-use development.	Timetable for Delivery Work has been continuing between British Land and SBC on the successful planning application submission for the shopping centre sites. The delivery of the timetable is however also dependent on input and key decisions from third parties, which are not in SBC's control.	Ensure continued joined-up working internally and with key stakeholders British Land to ensure delivery remains on course. The Town Centre Regeneration Group has a robust and updated work programme and risk register that is under constant review to ensure project risks are identified and mitigated against	L: 4 I: 3 Score: 12	Continued discussions with the Town Centre Stakeholder group (town centre developers) and other stakeholders to ensure timely stakeholder engagement and input to enable the timely delivery of the project.
2.3 Notes the likely implications on workload as a consequence of the NWQ option going live at the same time as SBC is moving towards detailed negotiations with British Land and	The creation of a fit for purpose Client team will ensure the timely delivery of workstreams and ensure the best financial and social outcomes for SBC and its	The Service Lead Regeneration Development has undertaken a resource/ skills assessment and put forward	L: 3 I: 3 Score: 9	Continue to review the project resource plans and work programmes to ensure that the right capacity is in place for the duration of the delivery of the scheme/s and

delegates authority to the interim Director of Regeneration in consultation with the Director of Finance & Resources to establish and finance the additional resources required.	partners. The lack of appropriate resourcing can transversely have a significant negative impact on the programme timetable and quality of deliverables.	proposals to CMT for the resourcing of the TVU project and Regeneration Development teams that will ensure the appropriate level of resourcing needed to successfully progress workstreams.		timely requests for resourcing are made to ensure the successful delivery of the work programme.
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c) Human Rights Act and Other Legal Implications

There are no Human Rights Acts implications identified for this report.

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, and any other considerations which may be expected to affect those matters. 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 local planning authority for the neighbouring area in question.

d) Equalities Impact Assessment

A thorough Equalities Impact Assessment has not been undertaken at this stage. The expectation is that the emerging proposals for the town centre will include improved disabled access and a range of uses and events to cater for Slough's communities and accommodate the needs of the wider population, offering a more accessible and user friendly pedestrian environment, lifetime homes, flexible working/office space and community uses fit for all.

e) Property Issues

See section 5 below.

5. Supporting Information

Background

- 5.1 As part of the ongoing work on the Local Plan, the Local Planning Authority (“LPA”) produced an “Interim Planning Framework for the Centre of Slough”, which was approved by the Planning Committee in July 2019. This document sets out current thinking as to how various sites and areas could and should be used in the future. It promotes an “activity” led strategy, which seeks to maximise the opportunities for everyone to use the town centre for a range of retail, cultural, social, leisure and employment activities and suggests how they could be linked together to deliver the comprehensive regeneration of the town centre.
- 5.2 The Framework explains how Slough will become a major transport hub, and how the centre has the potential to be a thriving business area as well as being able to accommodate a large amount of new housing.
- 5.3 The LPA has identified sites and areas within the square mile of the centre of the town (see Figure 1 below) that could accommodate between 7,500 – 9,000 new homes, including the redevelopment of the North West Quadrant (“NWQ”) and town centre (it should be noted that the 7,500 – 9,000 new homes includes circa 1,400 properties at the NWQ, up to 1,300 new homes at the former Horlicks factory, up to 1,000 new homes on the former Akzo Nobel site and circa 250 homes at Stoke Wharf).

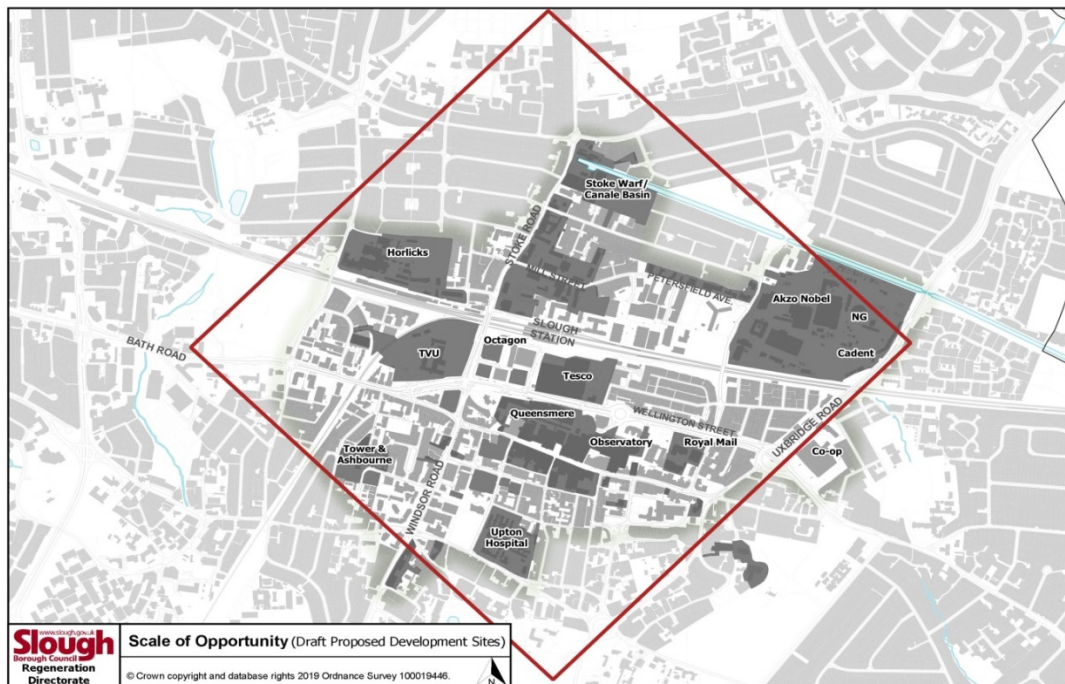


Figure One – Square Mile image

These homes are in a variety of locations which include the central area, infilling sites, redevelopment of existing buildings and large sites on the edge of the town centre such as Horlicks, Akzo Nobel and Stoke Wharf. Subject to these sites securing planning permission and including the retail, commercial and leisure/cultural uses, it could reasonably be assumed that their combined Gross Development Value (“GDV”) will exceed £3b within a period of 10 years.

5.4 The Interim Framework promotes the redevelopment of the Queensmere and Observatory shopping centres in a way which “*rediscovers the High Street*” and makes it the focal point for new retail and leisure uses. This overall approach would also involve creating a new pedestrian street which links the High Street to the station via Mackenzie Square and Brunel Way (see Figure Two below). This will help to break down the barrier that is currently formed by the amount of traffic on the A4 Wellington Street and start to knit the centre back together

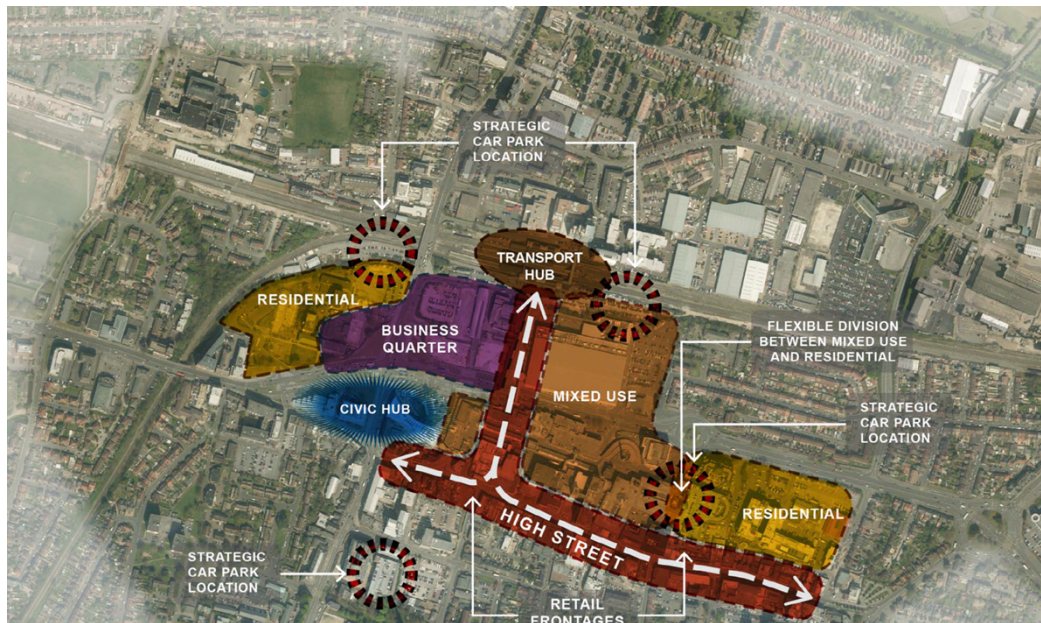


Figure Two – Interim Planning Framework

5.5 Further detailed work has begun to confirm that the proposed scale of development concentrated within the “square mile” can be delivered in a way which meets the Council’s aspirations for the centre of Slough to become an attractive vibrant hub which meets the needs of our diverse communities. Council officers are now preparing the final version of the Regeneration Framework for the Centre of Slough – this will be presented to members in Q2 2020.

5.6 This report will provide an update on the following sites within the square mile:

- 5.6.1 The North West Quadrant
- 5.6.2 The Hotels project
- 5.6.3 The Queensmere and Observatory sites
- 5.6.4 Former Akzo Nobel site, Wexham Road
- 5.6.5 Former Horlicks Factory
- 5.6.6 Octagon Site, Brunel Way
- 5.6.7 Buckingham Gateway
- 5.6.8 Stoke Wharf
- 5.6.9 Alpha Street
- 5.6.10 Former BHS store, High Street
- 5.6.11 186-188 High St at corner of Park Street

North West Quadrant Update

- 5.7 The Council purchased the former Thames Valley University (“TVU”) site from the University of West London in April 2017 to assemble the land known as the North West Quadrant (“NWQ”) within the Heart of Slough Strategy.
- 5.8 Situated adjacent to the town centre and the new Marriott branded hotels, the site is within easy walking distance to both the train station and bus station. The NWQ is one of the two most significant development sites within the scope of the square mile. Following the acquisition of the Queensmere and Observatory shopping centres by the Abu Dhabi Investment Authority (“ADIA”) in 2016, Cabinet noted the potential to take a much broader strategic perspective. In addition to developing the NWQ in the context of the Heart of Slough Strategy, members have been keen to ensure that the proposed development (subject to negotiation with the owners and the realisation of SBC guiding principles) complements and facilitates the emerging town centre regeneration proposals, noting that the combination of both initiatives will enhance the reputation of Slough as a place for people to live, work, shop, invest and do business. As a consequence, officers have been working collaboratively with the owners of the Queensmere and Observatory shopping centres to ensure that where possible, both parties can facilitate and maximise development opportunities where these opportunities deliver wider social, financial and regenerative benefits for Slough.
- 5.9 Having previously agreed to grant an option in favour of Slough Urban Renewal (“SUR”), SBC will enter into an Option Agreement to North West Quadrant LLP, a subsidiary of SUR managed by MUSE in November 2019. Muse is now working with Council officers to prepare the detailed masterplan. The masterplan will be presented to Cabinet for consideration by Q2 2020.
- 5.10 Having signed the option, this vehicle will then be funded with planning promotion funds and detailed design works have commenced in anticipation of a planning application by Q3 2020 for a scheme with Gross Development Value of circa £630m and is one of the most ambitious schemes to be developed by any local authority in the UK.
- 5.11 Based on the existing high level programme, the scheme will be developed over 5 phases. Works will commence on the first phase of development in Q3 2020 and will complete in 2028.

The Hotels Quadrant

- 5.12 Detailed planning was achieved in November 2018 for the development of a project comprising two Marriot branded hotels including a 152 room Moxy) and 92 room Residence Inn and a 64 unit residential scheme with ground floor commercial space.
- 5.13 This project went on site in spring 2019. Whilst currently circa 7 weeks ahead of schedule, the hotels are still scheduled to complete by Q2 2021. The 64 residential units and ground floor commercial areas are being constructed concurrently and will complete by the end of December 2020. Having agreed the business plan to introduce Herschel Homes in December 2016, officers are exploring the potential to acquire all 64 properties by this wholly owned SBC company. This project includes 14 affordable housing units, which, with the approval of the LPA, have been commuted to Alpha Street (see below).

Current Position – Queensmere and Observatory Shopping Centres

- 5.14 As mentioned above, the Queensmere and Observatory shopping centres were purchased by the Abu Dhabi Investment Authority (ADIA) in 2016. Due to ADIA changing their delivery arrangement partner for the scheme, progress to date has been slower than hoped, this also reflects the increased scale of the project, the unprecedented change in dynamics of the retail sector and the investment uncertainty caused by Brexit.
- 5.15 Having considered several potential schemes, ADIA appointed British Land in a Development Management capacity in June 2019 to review existing assumptions, develop options and submit a planning application for a scheme that would combine retail, leisure, food & beverage, residential, employment and other uses.
- 5.16 Since their appointment, SBC has been engaged in strategic discussions with British Land. Officers are working with British Land to develop a Framework Masterplan for the town centre, with the objective of ensuring that the proposals being developed by both parties are aligned to the interim Planning Framework and are complementary to the emerging proposals for the NWQ. Whilst still evolving and not an exhaustive list, the Framework's scope (at this stage) will:
- Incorporate stakeholder's agreed vision and aspirations for the town centre;
 - Identify mutual objectives and aspirations on future site use, across the town;
 - Show how "meanwhile use" projects can be incorporated in the final plans for the town;
 - Embed relevant Council strategies, such as the Cultural (Art) Strategy, Transport Vision and MRT route to support the Town Centre regeneration efforts and ensure Corporate alignment;
 - Show a high level public realm and open space strategy and design proposals, including improved pedestrian access links to the town centre from Slough station.
- 5.17 Whilst not providing any detailed proposals, British Land has advised that it is confident that their emerging plans will deliver a modern, vibrant town centre within a reasonable timescale and is keen to make rapid and significant progress. Based on their most recent update, British Land has confirmed that they:
- Have completed extensive research into the town, people and businesses. This has given them a clear view on what the masterplan uses need to be to achieve success.
 - Have reached the conclusion that the approach to town centre regeneration needs to be workspace-led. This means a central plank of their strategy is likely to be the creation of offices (with a range of employment uses) within the proposed Central Business District ("CBD"). This will create the jobs to drive the footfall and expenditure for the benefit of all other town centre uses.
 - Believe that critical to the success of a CBD will be how customers can walk from the existing High Street to the station.
 - Have developed high level masterplan proposals that suggest a total of 3.5m sqft of mixed-use space is possible. They believe it is likely the workspace content could be up to 2m sqft.
 - Think that retail will still form an important element but it is more likely to be in the range of 250,000 sqft- 500,000 sqft.

- Will use the masterplan to restore north-south connections between High Street and the station and build in a retail offering around spaces, streets and buildings.
- Are working on the basis of obtaining planning permission by no later than Q2 2022 – but preferably earlier.
- Believe that the scale of the development is likely to require at least 3 phases, west to east.

5.18 The Council has engaged in high level discussions with British Land throughout the summer. British Land has indicated that the Council should not expect to see the existing shopping centres replaced by a covered shopping mall. There is also likely to be a reduction in retail space - although this will be compensated by an increase in food & beverage and leisure/entertainment uses.

5.19 To date, British Land has been non-committal about the number of residential properties that will be a major element of their scheme. The expectation is that their proposal will come forward with between 2,000 and 2,500 properties.

5.20 British Land has requested that SBC consider the establishment of a project structure (possibly a steering group), which allows ideas to be debated, policy and process to be properly considered and rapid decisions taken. Although this would need to sit outside the statutory planning processes, this structure would require dedicated input from suitably experienced officers that have sufficient delegated authority and technical knowledge (in Highways, Asset Management and Planning) to bring forward this transformational development.

Town Centre Meanwhile Use Strategy & Clean, Safe and Vibrant Update

5.21 In conjunction with British Land, three main projects are being developed:

5.21.1 **Incubation Hub** - SBC is currently exploring the potential to introduce an Incubation Hub in the former M&S store. This project is predicated on an external funding application to the European Regional Development Fund (“EDRF”) that can support start up businesses in the digital technology and creative sector. It will be delivered in partnership with Heathrow Airport Limited, Royal Holloway University, Brunel University and an operator secured through a procurement exercise. Timelines for reporting success of this partnership are planned in Q2 2020 with a view of starting to operate in Q3 2020. Subject to securing funding, the Incubation Hub will support start-up companies in the digital technology sector to take their product or service to market. It is proposed that the companies will have access to a business support eco-system consisting of an operator, universities, and the wider business support network across Thames Valley and West London.

5.21.2 **Royal Holloway University and SBC are at discovery stage in exploring a partnership that will offer Higher Education provision in the Borough** - The current data is highlighting a need to upskill the adult population so that they can fulfil higher skilled jobs that exist in Slough now and in the future, which is informed by the future skills needs of our Businesses. This could be delivered through a Study Skills Centre or a satellite campus in the centre of town. Both parties are working up demand and costings for such a facility and will be able to share a business case in July 2020. Such a facility could be co-located with the Incubation Hub to deliver business support and skills development for residents and small businesses.

5.21.3 **Social Enterprise Quarter** – In collaboration with British Land, SBC is exploring the potential to introduce a Social Enterprise Quarter. This would be based in a variety of units tailored to the individual enterprise’s needs. The idea is to introduce non-retail services and enterprises into the town centre and fill the otherwise empty units. This approach will encourage greater footfall, community services and engagement into the centre during the transitional period until the town centre is redeveloped.

5.21.4 **A Food Hall / Market** – This meanwhile offering will most likely be located in the former Debenhams’s store and will provide a day and evening offer for grab & go / sit-down food, ingredients and other food related things. **Subject to negotiation**, the Food hall / Market will be 100% funded by British Land.

5.22 As a distinct workstream, the Council launched it’s **Clean, Safe & Vibrant Programme** in autumn of 2018. Appendix One provides an update, setting out 30 activities that have been undertaken in this timeframe.

Transport Vision

5.22 Cabinet approved the high level Transport Vision in February 2019. In doing so, members agreed to:

- Provide a public transport network with the capacity to enable a higher scale of development, and which maximises the benefits of Crossrail and Western Rail Access to Heathrow;
- Make walking and cycling to and from the centre of Slough an attractive option;
- Reduce the dominance of the car, improving air quality and road safety;
- Create a safe, healthy and vibrant urban space which encourages people to live, work and relax locally; and
- make public transport the dominant mode of travel to and from the centre of Slough

Cabinet has also agreed that the commencement of work on the next stages of technical work should be approved to feed into the final version of the Regeneration Framework and the Local Plan, therefore providing evidenced-based data to support subsequent decisions on implementation.

5.23 Looking ahead, the Council expects that the modal shift towards public transport will include a significant degree of road space currently allocated to traffic to be assigned to bus lane infrastructure which will contribute to calming the main arterial routes such as the A4, A355, A332, A412 and B416 into the town centre. This will be undertaken over a period of time and will be broken down into key sections; these will be determined through modelling exercises as well as new development impacts.

5.24 To minimise disruption on the public highway, incremental changes will take place initially starting where public transport currently faces extensive delays which in turn affects journey time and punctuality. The Council intends to start introducing more bus lane infrastructure to support the current Mass Rapid Transit (“MRT”) services. However, before doing so, alterations will be necessary at all junctions to ensure buses are not waiting behind regular traffic.

- 5.25 Large sections of the A4 have already been widened to accommodate bus lanes with further widening proposed in the Colnbrook area. However there are still areas in the west from the borough boundary to the trading estate and from the Tuns Lane junction to the Heart of Slough which need to be reallocated to buses.
- 5.26 As the Council adopts more elements of the new Transport Vision, the expectation is that residents will see significant changes to bus reliability and improved journey times. In order to make bus travel more sustainable and affordable, it is essential that a significantly increased number of residents and commuters will use this form of transport so it will be essential that routes connect people with places whether it is offices, retail or leisure.
- 5.27 The Service Lead for Major Infrastructure Projects will present a report to Cabinet in Q1 2020 if not before that sets out the Council's Transport Strategy and explains how this relates to the Interim Planning Framework.

Car Parking Vision

- 5.28 Linked to the Transport Vision, the location and supply of Multi Storey Car Parks ("MSCP") for the Town Centre will need to take into account the changing trends and demands of a fully functioning town centre and will therefore need to be flexible and fit for the future. This will include future proofing for potential conversion into alternative uses.
- 5.29 The Car Park Strategy within the Transport Vision is looking at all the issues in the town centre with a view to reducing the overall amount of availability. There are currently in the region of 5,000 spaces, the majority of which are under-utilised. The proposal, subject to detail assessment, is to reduce this to somewhere between 4,000 and 3,500 spaces but still have sufficient capacity to cope with requirements for offices, retail and leisure uses once the new town centre (including the proposed Central Business District) is established. Car parking standards/ratios may be subject to change in the town centre to ensure that the town is not congested and therefore this has to align with the Transport Vision to focus on public transport.
- 5.30 Detailed discussions on the Network Rail car park are continuing with Network Rail and Great Western Rail on the minimum requirements to meet rail user demand, given both the Elizabeth Line and the Western Rail Link to Heathrow expected to arrive before the NWQ is completed.
- 5.31 SBC is currently considering the potential to locate two new MSCP's on suitable sites around the town centre. Whilst further work needs to be done to explore options for car parking, this exercise will include a review of options to the MSCP's and surface level car parks that the council currently owns/manages.
- 5.32 A separate report presenting the findings with recommendations tied into the Transport Vision and Town Centre Regeneration Strategy will be presented to Cabinet by the Service Lead, Major Infrastructure Projects, in or before January 2020 and will include proposals for how the new MSCP will be funded.

Slough Station Forecourt (North side)

- 5.33 The Council has been successful in securing funding from Thames Valley Berkshire LEP to deliver improvements along the Stoke Road corridor including a new public realm scheme on Railway Terrace (the northern forecourt of Slough Station). The

improvements on Railway Terrace will include a new public realm area directly outside the station to encourage better use of the area, improvements to formalise parking, cycling and walking infrastructure and landscaping between Stoke Road and the Station entrance and a landmark gateway structure. The works will be delivered over the next 12 months and will be in place by the time the Elizabeth Line (Crossrail) fully opens. This scheme will help alleviate some of the traffic issues on Brunel Way in terms of Taxi parking and “Kiss and Ride” but more importantly help bring the un-used retail units on Railway Terrace back in to use.

Other Key Town Centre Development Projects within the Square Mile

Former Akzo Nobel Site - Wexham Road

- 5.34 Panattoni are soon to submit a planning application for a mixed-use development that includes circa 35,000 sqm of commercial space comprising either warehousing or data centres or a combination of both inclusive of ancillary offices and circa 1,000 new homes plus supporting retail and community uses.
- 5.35 The 1,000 new homes, which may include family maisonettes, will be located at the southern end of the site and within walking distance of the town centre and railway station (via Petersfield Ave). Negotiations continue regarding affordable housing and future proofing for the provision of a transport link through to Uxbridge Road for the proposed MRT service. The residential development would take place after the existing Akzo Nobel paint research centre relocates within 3 years.
- 5.36 The entire site was allocated for business use in 2010 but Planning Committee, in February 2018, supported the principle of a primarily residential development for the site. Panattoni are already clearing part of the site and preparing for decontamination work.

Former Horlicks Factory

- 5.37 On 6 November 2019, the Planning Committee approved the planning application submitted by Berkeley Homes for up to 1,300 new homes, 325 of which are affordable (see image below), and ancillary facilities on the Horlicks site. This development includes the change of use of the main factory building for flats and the restoration of the iconic clock tower and chimney. It also involves the removal of other buildings and construction of five new blocks.



- 5.38 The development promises to transform the Horlicks Factory into a vibrant mixed community. The completed development will encourage the use of sustainable modes of transport, biodiversity, water features and open spaces where people can relax and play. The whole development will introduce a new public square, a new nursery and a café and very high quality public space and amenities. A new access will be created onto Stoke gardens to provide access to the town centre. The Planning Committee have approved the planning application subject to the signing of a satisfactory legal agreement to cover affordable housing, infrastructure and employment etc.

Octagon Site, Brunel Way

- 5.39 Aberdeen Standard Investments submitted, in May, a proposal for a 21-storey residential building for 180 homes and a 7-storey office of 9,570 sqm plus ground floor uses and new public realm to create an attractive and vibrant walking route from the station to the North West Quadrant site. Officers were to recommend approval of the scheme in terms of design but the applicant withdrew the application before concluding negotiations on planning obligations. A previous scheme for a hotel and residential development was also withdrawn. The site is a prominent part of the proposed business quarter and a strategic housing site.

- 5.40 Officers will seek the owner's views on how development will come forward.

Buckingham Gateway

- 5.41 The Council is working collaboratively with the owner of the land at Buckingham Gateway to bring forward this strategically important site. Located at 102 to 146 High Street and adjacent to the former Marks & Spenser store, the redevelopment of this site, which is being used for a temporary car park, has been stalled for several years.

- 5.42 The owners have ambitious proposals for a very high quality mixed-use scheme that will include residential, leisure and retail uses. Whilst only at the beginning of

these discussions, the potential exists to enter into an agreement that would allow SBC to purchase some or all of the affordable properties associated with this development. Having already met with the LPA, the owner understands the parameters within which they should design the scheme and will be in a position to submit a planning application before March 2020. Subject to a successful planning application, the scheme could be on-site by Q3 2021 and be complete by Q3 2023.

Stoke Wharf

- 5.43 The Council acquired Stoke Wharf from Travis Perkins Plc in June 2017 as the final piece of this circa 7-acre mixed-use regeneration scheme around the end of the Slough arm of the Grand Union Canal. The Council owned land was optioned to SUR in August 2017. The Council demolished the Travis Perkin depot buildings in July 2018 and a Partnership Agreement between SUR and Waterside Place was signed in March 2019 that brought together all the landholdings for this comprehensive regeneration project.
- 5.44 Subject to planning, the proposed scheme will provide a mixed-use development of circa 250 homes, comprising a mix of 1, 2 and 3-bed units; commercial space for a potential café and restaurant and significant public realm improvements. A limited amount of Bowyer Playing Field will be developed adjacent to the canal via the development. As required by Policy SSA17, new public amenity space will be created around the canal basin with hard and soft landscaping. In addition, further compensatory improvements are proposed to the facilities within the Bowyer Playing Field including the provision of a new purpose-built multi-use games area, cricket practice area, play equipment and new cycling routes. The scheme will provide Section 106 affordable housing; expected to be purchased by the Council. The Council is also exploring the opportunity for Herschel Homes to purchase further homes which could be allocated to, for example, key workers. A Design Review Panel was undertaken in June 2019 and their feedback incorporated in the emerging Concept design. During July 2019 to October 2019, an extensive public consultation exercise was undertaken; a series of public exhibitions were held at the Canal Festival (7/8 September) and at the Curve on 23/24 September. Over 550 people visited the exhibition at the festival followed by a further 50 at the Curve. The consultation window closed on 13 October 2019. Public engagement has been generally positive reflecting enthusiasm to see this area regenerated and making the canal a destination and place for water-based activities. The percentage of positive comments received overall was 71% with 14% negative and 15% neutral.
- 5.45 Taking this regeneration vision forward, a planning application is currently being prepared for submission in February 2020 with a target Planning Committee date of June 2020 and a start onsite by the end of 2020.

Alpha St

- 5.46 This 14-unit affordable housing development is being constructed via SUR and is linked to the 64 unit commercial project being constructed at the hotel quadrant. The Council signed a development agreement and build contract in August 2019, with works scheduled to commence during December 2019 and complete in 2020.
- 5.47 All 14 apartments will be purchased by Herschel Homes, which is one of the Council's wholly owned housing companies; therefore the properties will be

allocated to people on the housing waiting list which will help to meet the need for more affordable homes in the borough.

- 5.48 The Alpha Street site forms part of the council's wider 'small sites' initiative, which aims to bring sites such as old garages and temporary car parks into use for new homes. So far SBC (through SUR) has built over 70 new homes with a further 35 new houses in construction. The total cost allocated to building homes within the small sites programme to date is £25m.

Former BHS 204-206 High St

- 5.49 WMC Slough Ltd are expected to soon receive planning permission for 78 flats in 3 buildings at podium level with flexible retail space on the ground floor level on the High Street frontage and some commercial or leisure space at first floor. Building heights are 5, 11 and 4 storeys. 12% affordable housing is proposed. The scheme has been agreed by Planning Committee including the key obligations for a Section 106 agreement. This will remove the vacant former BHS store. The Council will explore the potential to purchase all of the affordable housing apartments created in this development.

186-188 High St. (corner of Park St)

- 5.50 Greenslade Properties have started work on the old River Island store building to enlarge it for 14 apartments above refreshed retail space. The site is opposite Boots and will provide a more attractive backdrop to the adjacent Town Square.

SBC Workload and Capacity

- 5.51 When approving the acquisition on the former Thames Valley University ("TVU") site in 2016, it was understood that the workload for staff in Asset Management, Finance, Planning, Housing, Transport, Highways and Economic Development would increase to reflect the size, scale and complexity of this scheme. In response, Cabinet agreed that the Council would need to review its internal capacity and implement a resource plan to manage the increase in workload. Having considered what was agreed previously and taking account of the additional workload associated with the town centre, it is suggested that:

5.51.1 The Interim Director for Regeneration will be the **Project sponsor**, with responsibility to drive forward any activity by SBC to support the redevelopment of the NWQ and Town Centre Regeneration Project.

5.51.2 **Project steering groups** – As part of a new project governance structure agreed with SUR, SBC will appoint three members to sit on the NWQ project steering group, which will meet monthly with Muse representatives. The Council representatives will include the Interim Director for Regeneration, an existing SBC Board representative and an advisor. This report suggests that a similar approach is adopted for the Town Centre Redevelopment, with interim Director for Regeneration, in consultation with the Chief Executive, appointing two other members to meet with British Land and act on behalf of SBC in future negotiations.

5.51.3 **Commercial Project Management** – The Council requires an additional Commercial Project Management resource to support the Principle Asset Manager and spend 100% of their time dedicated to the NWQ and evolving town centre strategy. To 'hit the ground running', this resource needs to

come from a highly experienced commercial Surveyor who has significant experience in delivering complex, mixed-use commercial schemes and the ability to understand the SUR structure. In addition, the Council will need an additional highly experienced Commercial Project Management resource to manage the day-to-day responsibilities associated the redevelopment of the town centre.

5.51.4 **Planning** – The level of planning resources required for the NWQ and Town Centre will be linked to a Planning Performance Agreements (“PPA”) model. This will set out an efficient and transparent process for engaging in pre-application discussions, considering and determining the planning application(s). The PPA’s will include an agreed timetable, development objectives and responsibility for tasks. The PPA model will also extend to matters beyond the formal application process – such as programming the negotiation of the Section 106 agreement and related non-planning consents. It is also important that other parts of the Council are sufficiently resourced to enable these sites to be delivered in a sustainable manner to meet the Council’s 5 year plan. As well as additional dedicated planning resources, there will need to be resources from Asset Management, Building Control, Transport, Highways, Environmental Quality, Housing, Economic Development and Community Partnership. This approach will enhance collaboration with SUR and British Land and will help to bring together other parties such as statutory consultees.

5.51.5 **Legal Services** - Consideration will also need to be given to establishing an agreement that is equivalent to a PPA for legal services. This will ensure resources are allocated with an agreed programme so that there is an efficient and transparent process for agreeing documentation relating to property, development, planning obligations and other contractual matters relating to the NWQ and emerging workload associated with British Land.

To ensure that appropriate funding is in place, resource allocation will be discussed during the scheduled Star Chamber process in October/November 2019.

5.52 Confidential Appendix Two contains additional recommendations associated with resourcing these key projects.

Comments of other Committees

6.1 In July 2019, the Planning Committee resolved that the Interim Planning Framework for the Centre of Slough should be adopted and approved for publication.

7. Conclusions

7.1 Since May 2019, the Council has been developing a refreshed masterplan for the NWQ. At the same time it has been working-up proposals for a Framework for the Slough Town Centre, with the objective of delivering the best allocation of uses across the town centre. Officers have been working collaboratively with British Land regarding their aspirations for the Queensmere and Observatory sites. These have provided important input on the potential quantum and type of growth and regeneration opportunities in the town centre, with further discussions continuing between both parties, which will inform the next iteration of the “Town Centre Regeneration Framework”.

7.2 The aim is for an updated masterplan for the NWQ and the “Town Centre Regeneration Framework” to be produced by Q2 2020, which will also show the

integration of the MRT route and car parking sites as per the emerging car parking strategy. The next phase of the production of the Town Centre Regeneration Framework will be produced with the input of key stakeholders and the draft masterplan will undergo public consultation, as part of a non statutory process.

- 7.3 In addition to providing a key update on the town centre, this report demonstrates that the Council is delivering on its key commitments in relation to affordable housing, regeneration, community hubs (via meanwhile uses) and improved paths and walking routes (northern forecourt). At the same time, it has responded to things that matter to local people, like introducing regular intensive cleaning of the town centre.

8 Appendices

- 8.1 Appendix One – Town Centre Clean, Safe and Vibrant Update
8.2 Confidential Appendix Two - Finance Report

9 Background Papers

- 9.1 “Centre of Slough Interim Planning Framework”

Appendix One – Town Centre - Clean, Safe & Vibrant Update

1. In the autumn of 2018, the Town Centre became a key strategic focus for the council and its partners with the launch of Clean Safe Vibrant. Since then work has been underway to deliver a 'meanwhile' strategy which focuses on tackling anti social behaviour, keep the town centre clean and free from litter and develops initiatives to encourage residents and visitors to keep visiting Slough while we await large scale regeneration plans.
2. This has included putting in place a monthly market, keeping the town vibrant through window vinyl's on empty shops, winning funding from the government for Open Doors project, Slough Business Improvement District being implemented, a dedicated Town Centre Facebook page went live in 2018 and a Purple Flag assessment took place in October 2018.
3. The Town Team have held numerous walkabouts in the town centre with key stakeholders and also in June 2019 held a conference to celebrate the achievements of the **Clean, Safe and Vibrant Programme** so far.

Clean

4. This has included, but is not limited to:
 - Deep Cleans implemented in the High Street
 - Additional floral displays
 - Flowers and hanging baskets being regularly maintained
 - Paradise Gardens designed and completed
 - The Curve living wall replanted.
 - Abandoned bicycles been removed.
 - Curry's yard and other 'grey' areas cleared
 - Painting and replacement of street furniture to improve visual amenity
 - Mural covering the graffiti wall by The Curve Plaza
 - Enforcement action taken in relation to trade waste concerns

Safe

5. This has included, but is not limited to:
 - Improved lighting columns in the Town Centre
 - Wardens continue to patrol the high street.
 - Dedicated Town Centre Enforcement Team established
 - Extension of CPO to include 'loitering'
 - Established homelessness team supported by government funding
 - Partial closure orders in place in the car park areas
 - Ongoing refurbishment and improved lighting at Hatfield
 - Off licenses warned to restrict single can slues of alcohol
 - Evening and late night partnership enforcement operations completed
 - Support given to food businesses to improve hygiene ratings

Vibrant

6. This has included, but is not limited to:

- Markets have been implemented and work is being undertaken to look at improvements.
- Colourful and attractive Window Vinyls on empty shops
- Explore Slough App launched in June 2019. Linking events and offers
- Promotion of Curve events in window posters
- Home Slough operating from the old Top Shop site since 2018
- Set up of STAR (Community Engagement Group) who meet monthly.
- Slough Business Improvement District (BID) implemented
- Successful Open Doors Slough pilot scheme in Queensmere
- Continued to promote school holiday activities in the town centre at one central site
- Reviews posted for town centre restaurants