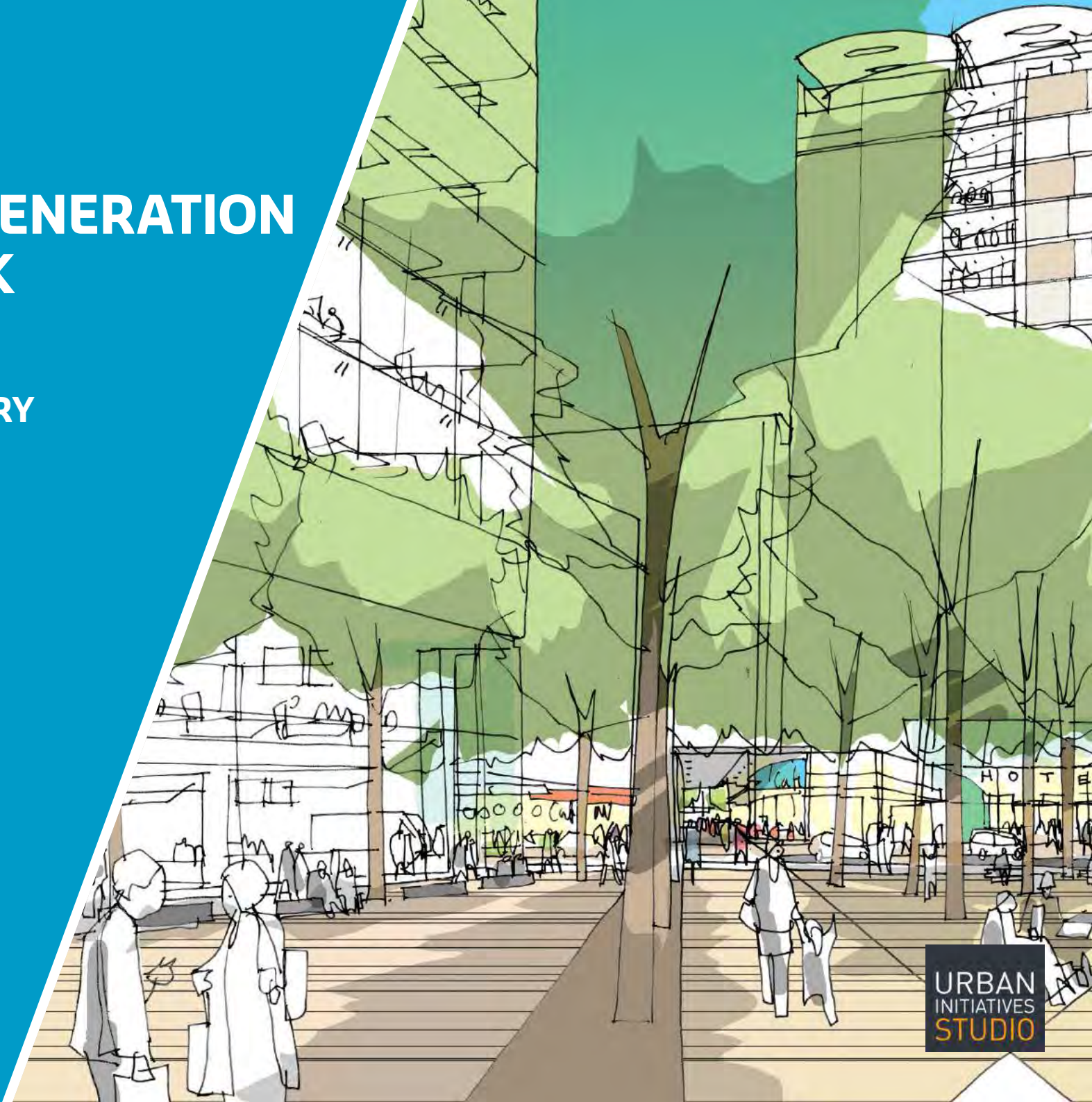


SLOUGH REGENERATION FRAMEWORK

EXECUTIVE SUMMARY

SEPTEMBER 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

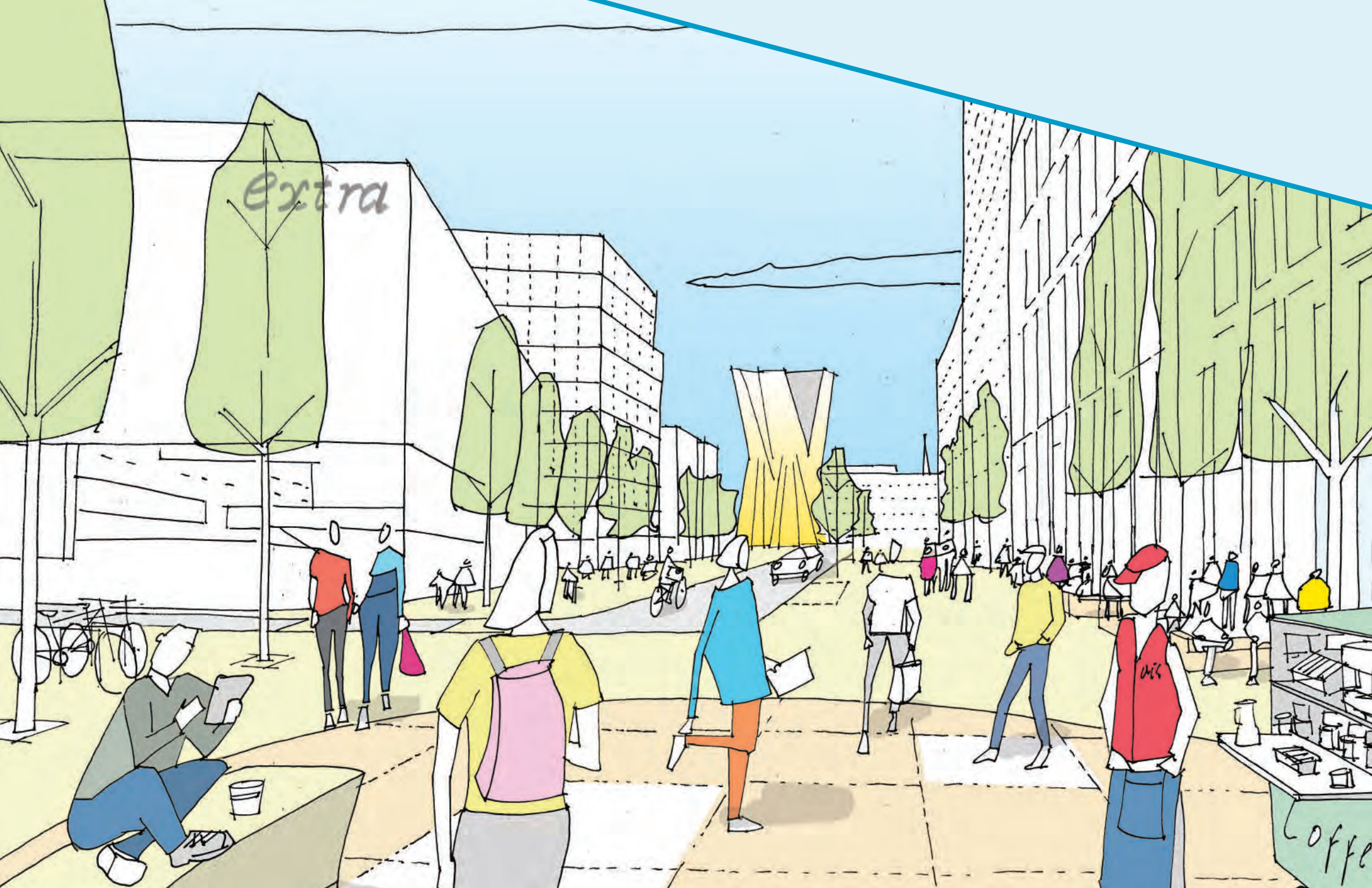
The Regeneration Framework has been prepared through a collaborative process working closely with, and reporting to the Town Centre Regeneration Group. Major landowners and developers have also been engaged in the process and have shared their proposals and aspirations for sites. Covid has placed some 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



The Future Brunel Way

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.**

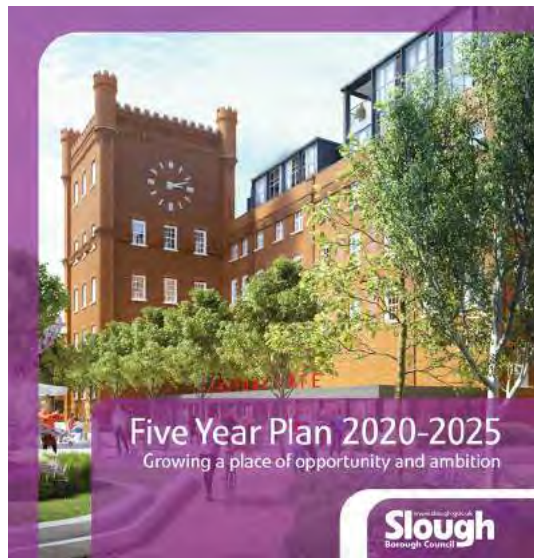
SLOUGH'S FIVE YEAR PLAN

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

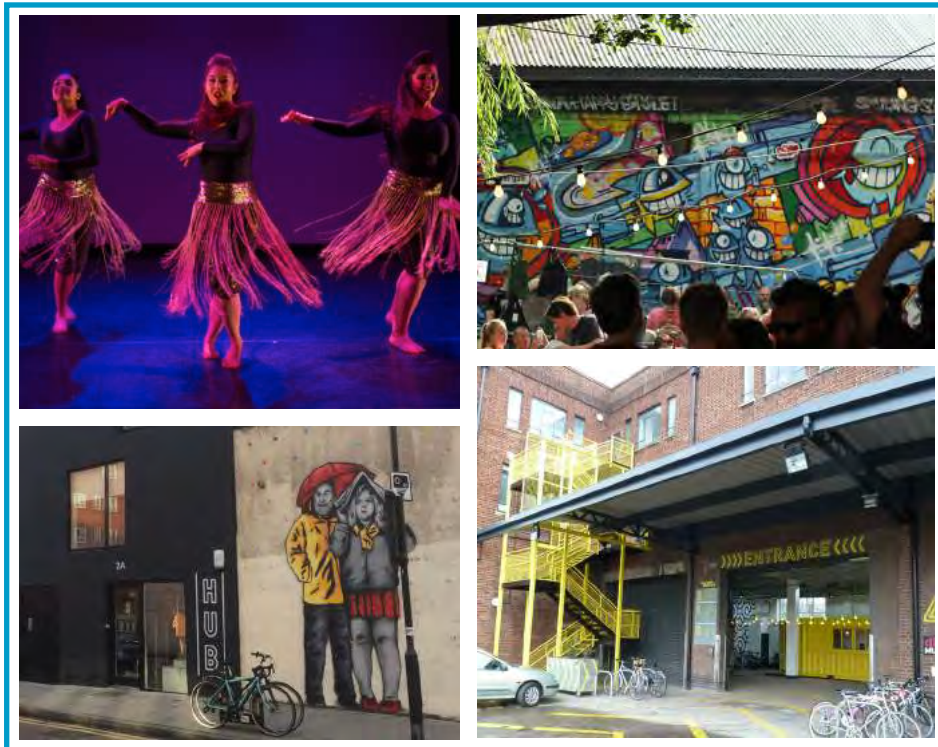
TO REVITALISE the **shopping and leisure offer** in the town centre

- 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.

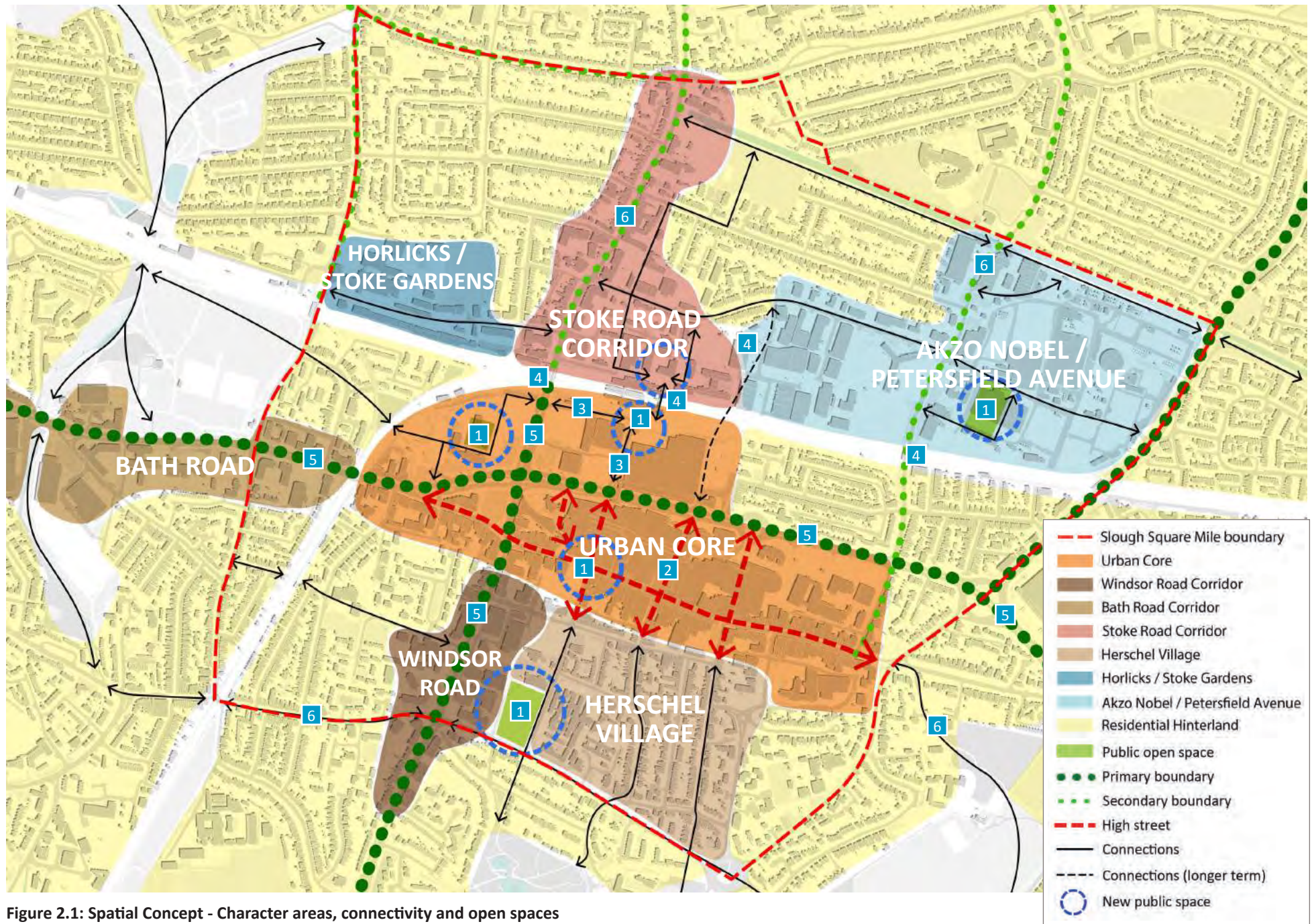


Figure 2.1: Spatial Concept - Character areas, connectivity and open spaces



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.

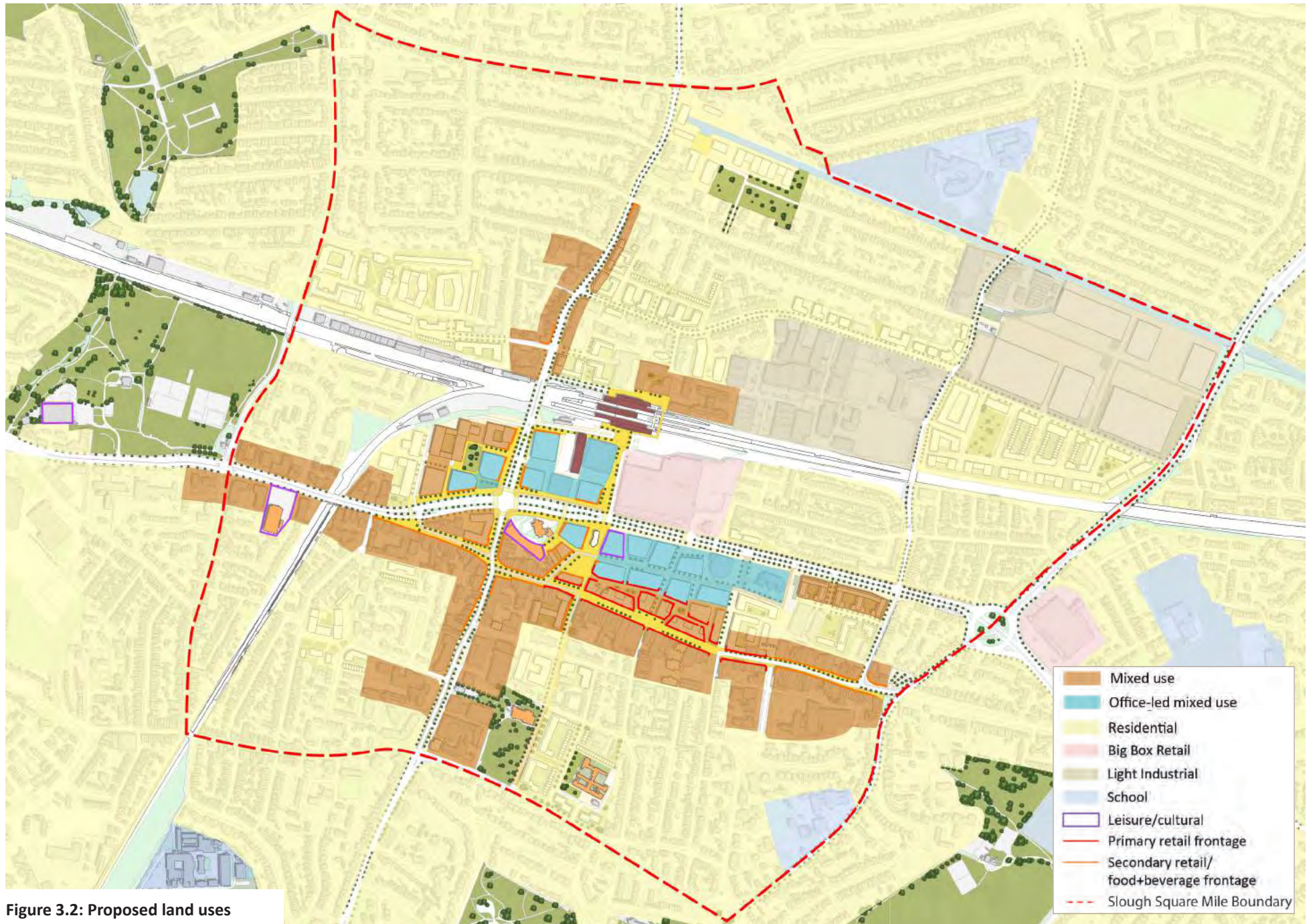


Figure 3.2: Proposed land uses

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.



Figure 3.4: Proposed future cycle network (this also indicates the walking network). The longer term potential for additional crossings over the railway are also indicated on this plan

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.

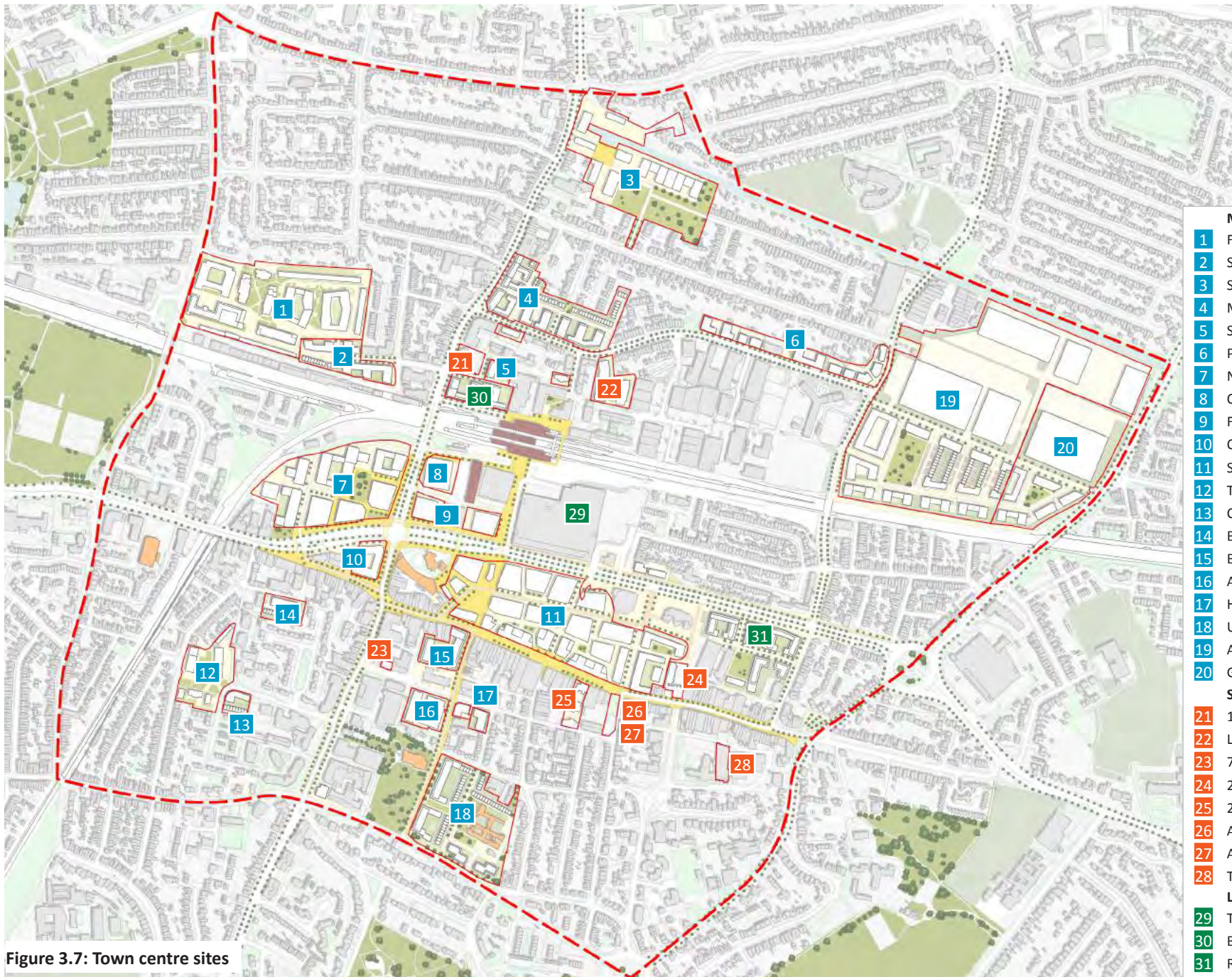
While Slough Borough Council is expected to play a central role (including as landowner, economic development, highways and planning authority – it too may use its powers where necessary to enable development, such as Compulsory Purchase) other agencies will also be fully expected to contribute to its 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, Herschel Street |
| 17 | Herschel 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



URBAN
INITIATIVES
STUDIO

urban
movement

