

EXECUTIVE SUMMARY

Introduction

At a time of uncertainty - both in the short and long term - there is an inherent need for a balance of aspiration and pragmatism. The new context created by Covid-19 means that the options for a new cultural project in Slough are highly fluid - and must be responsive to this situation. It is also important to emphasise that Slough must develop its cultural and Higher Education infrastructure in order to assist with Covid-19 recovery, but also to make the economy more resilient and keep the Borough competitive in the long term (to be set out in the Inclusive Growth Strategy 2020-2025). Regardless of the option, there must be a direct response to the issues of a lack of cultural infrastructure, limited Higher Education provision locally, a poor talent pipeline for local business, and barriers to accessing cultural activities for the local community. Never have these things been more important. The project's potential has been considered through the lens of a detailed Situation Analysis document - which sets out in detail the context and issues (see separate Appendix). This analysis was also based on engagement with Slough Borough Council officers and managers (across regeneration, planning, culture), MUSE Developments, the Town Centre Regeneration Group, the project architects, advisers (Urban Initiatives Studio, Montagu Evans), Royal Holloway University (RHU), and local stakeholders including HOME Slough and the Creative Academy.

1.1 Summary of Brief

Slough Borough Council (SBC) are creating a Masterplan for the 9-acre site North West Quadrant (previously the location for Thames Valley University) for a residential/office led mixed use scheme – as part of a wider regeneration strategy including the High Street. This site will also include cultural and educational uses. The brief is to:

- Undertake a holistic review of the 'situation' e.g. demographics, economics, current cultural infrastructure, location, story, historic assets / collections, competitors, best / new practice, and comparators to establish a robust recommendation on cultural needs and a potential way forward
- Test a range of options - by way of scoring them using weighted criteria (CAPEX, OPEX, fit with vision, experience, impacts, best fit partners etc)
- Deliver an Outline Business Case and emergent Project Brief (space, experience, vision, operation etc), which can be used to advocate the project.

1.2 Observed issues and potential opportunities

There is a strong will to supercharge Slough's development - in a place that is rapidly transforming into a small city. The urban renewal, transport, and cultural strategies all signal growth. The town also has a strong corporate sector that is projected to grow further. However, there are still major needs around many aspects - such as higher education provision, skilled workforce and cultural offers. Slough's current gaps are as follows:

- Lack of learning opportunities to support employers
- As a result, there is a limited local talent pipeline
- Slough has small-town scale cultural infrastructure (lacking large performance space, creative multi-use studios and spaces, incubation, interpretation (museum) type space, a home for cultural organisations)
- There are known barriers to accessing culture and learning
- Perceived weakness in the identity of the town.

1.2.1 Opportunities

Slough's rich social and cultural contexts offer many interesting opportunities. The large percentage of young people represents the potential future workforce of Slough, and therefore high-quality higher education is required. Demand is present across young people and adults. The fast urban development of the borough - which includes the expansion of transportation and the provision of modern and high-quality offices and residential units - increases the attractiveness for large and international firms. Improved cultural infrastructure, a positive identity for Slough and access to a skilled workforce would enhance this. Cultural diversity needs to be further celebrated in a variety of ways and requires new and different cultural programmes. The North West Quadrant is an area with a huge potential. It can successfully support cultural, social and economic growth and improve Slough's identity and reputation. It will be the hub of a new cultural 'spine' stretching from Slough High Street to the iconic Horlicks building and incorporating The Curve and new public realm. There is also the potential of the British Land site which would bring culture to the heart of the High Street.

1.2.2 Health and Wellbeing

Current health and wellbeing issues among Slough's population include an unhealthy and inactive lifestyle, high income deprivation, and mental health disorders. The proposed project is particularly beneficial to resolve mental health disorders, and wellbeing issues and will promote social mobility. The new cultural hub will be community-centric, and offer highly accessible spaces where people will be encouraged to gather, connect, share and engage through social, recreational and inclusive activities and programmes. Engaging in society will help people to feel a sense of purpose and agency, feel safe and secure, free from violence or the threat of violence, and have hope for the future.¹ Likewise, the inclusive and collaborative programmes and spaces will contribute towards removing barriers for social integration.² Also, the numerous cultural and creative activities and programmes will benefit the local business community as it will be embedded within an incredibly thriving, engaging and stimulating environment. Art interventions and creativity in the workplaces has been proven to reduce employees' stress³, prevent them from burnout⁴, and increase their happiness and satisfaction⁵. Learning programmes and interaction with local business will help to decrease the level of income and employment deprivation: young people will be supported in developing skills and talents and in gaining the necessary competences to access fulfilling working positions and progress with their careers.⁶

1.2.3 Post Covid-19 Recovery

The project could directly contribute to Slough's recovery from the social and economic crisis caused by the spread of the Coronavirus. Local communities, businesses and the urban realm will benefit - but only if there is a long range vision. Whilst it is no silver bullet, the "creative economy" has proven to be successful in boosting economic growth, especially in situations of economic and social distress. This is because the arts and culture can assist directly in being a catalyst for employment, entrepreneurship, innovation, social revitalisation and cohesion. The project will support the provision of higher education and learning opportunities which will give young people the chance to develop skills and ensure employment in the future. Simultaneously, it will provide the business community of Slough with the talent pipeline that they need to recover, grow further and more successfully - which will make them even more resilient in an uncertain short to medium term future. New working opportunities will be created with the opening of the project. This is now more essential than ever not only for the most deprived people in the borough, but also for those who have lost their jobs as a result of the lockdown during the Coronavirus crisis and need access to training. This will be essential in the context of a major recession.

¹ <https://www.mhcc.org.au/wp-content/uploads/2018/05/mhcc-social-inclusion.pdf>

² Social Mobility Strategy, 2018-28. Potential today, success tomorrow' City of London, accessed online:

<https://www.cityoflondon.gov.uk/business/responsible-city/Documents/social-mobility-strategy-2018-28.pdf>

³ Lily Martin et al., 'Creative Arts Interventions for Stress Management and Prevention – A Systematic Review,' Behavioural Sciences 8: 28 (2018)

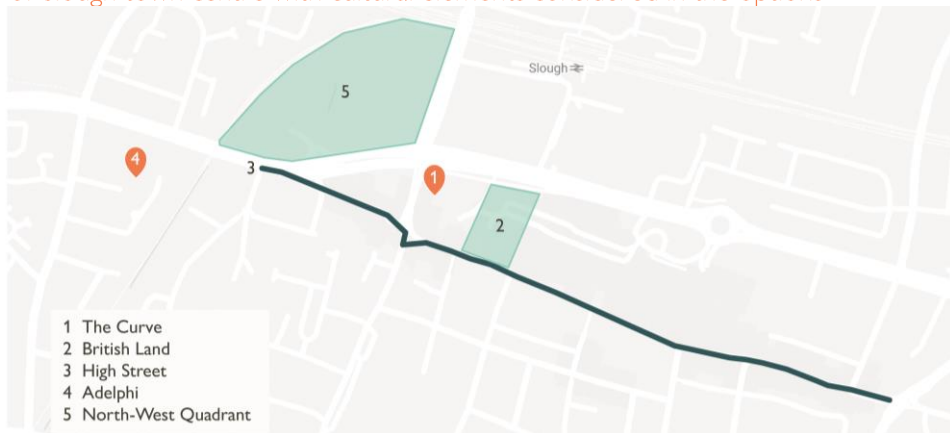
⁴ 'Can Art Therapy Defuse Teacher Burnout?' Columbian College of Arts & Sciences, George Washington University, 9 May 2018, accessed online: <https://columbian.gwu.edu/can-art-therapy-defuse-teacher-burnout>

⁵ Tamlin Conner, Colin DeYoung and Paul Silvia, 'Everyday creative activity as a path to flourishing,' The Journal of Positive Psychology, 13:2, (2018), accessed online: <https://www.tandfonline.com/doi/full/10.1080/17439760.2016.1257049?scroll=top&needAccess=true>

⁶ 'A Broken Social Elevator? How to Promote Social Mobility' OECD, June 2018, accessed online: <https://www.oecd.org/social/soc/Social-mobility-2018-Overview-MainFindings.pdf>

I.3 Options Assessment Summary

Map of Slough town centre with cultural elements considered in the options



The following options were assessed against a robust scoring criteria, and with a high-level assessment of capital and operational costs and potential incomes:

Option 1: Do Nothing

Option 2: Consolidated 'Hub' - a high quality landmark new building on the North West Quadrant (NWQ) site will be the core creative, community, business, cultural and learning hub, enhanced by integrating Royal Holloway University and incubation space in the same building. The cultural element would include a 500 seat performance venue, a black box studio space, immersive digital studio, studio spaces, interpretive gallery and associated collections storage, space for the creative community of Slough (e.g. Home Slough, RIFCO etc), a base for Creative Academy, and a 'living room' for the community - supported by excellent food and beverage space. This assumes the British Land site will be used for cinema, and that The Adelphi will be repurposed for large scale events and conferencing in the future. This 'hub' would work with all of the key cultural elements including The Curve - creating a 'constellation' of elements, with the new hub as the key and powerful 'anchor'. This option has three sub-options:

2A. NWQ Mixed-use Cultural Venue + Creative Academy (GIA 4,260 sqm, capital cost c. £40m)

2B. Mixed-use Cultural Venue + Creative Academy + Royal Holloway University + Incubation Hub (GIA 8,820 sqm, capital cost c. £80m)

2C. Mixed-use Cultural Venue + Creative Academy + Royal Holloway University + Incubation Hub + Opportunities Spaces (GIA up to 15,000 sqm, capital cost c.£135+m)

NWQ 'Hub', sqm	Option 2A	Option 2B	Option 2C
New Cultural Space	2,700	2,700	2,700
Creative Academy	850	850	850
Circulation/Plant	710	710	710
Total New Cultural Space	4,260	4,260	4,260
University		3,000	3,000
Incubation/Acceleration		800	800
Circulation/Plant		760	760
Total University + Incubation Hub Requirements	0	4,560	4,560
Opportunity space			5,150
Circulation/Plant			1,030
Total Opportunity space	0	0	6,180
Total GFA	4,260	8,820	15,000

Option 3: Dispersed Model - this option locates the Royal Holloway University spaces and the Incubation Hub in the wider 300,000 sqft office provision on NWQ (so no specific new build, and a rental agreement with RHU), and links with The Curve, British Land site and The Adelphi - which share a dispersed selection of the required cultural provision for Slough. The proposed new leisure/cultural building on the British Land development is significant here, and would contain key cultural spaces - in a High Street location. This option has two sub-options:

3A. Integrating cultural provision within the c.2,500 sqm currently allocated by British Land - to include a 500 seat performance space, 4 cinema screens, studio space, hireable space, and a home for key creative organisations, and street accessible food and beverage, and the potential to be the 'living room' for the town. This option doesn't include the Creative Academy spatial needs. In this model The Adelphi could be developed in the future to deliver Creative Academy space and a large event venue. (GIA c.2,500 sqm, capital cost c.£25m for British Land)

3B. Expanding 3A allocation to c.5,000 sqm on the British Land site - this would include the spaces above and add the Creative Academy, additional cinema screens, and an interpretive space for telling the Slough story, again with street accessible food and beverage, and the potential to be the 'living room' for the town. This model could be expanded to accommodate more screens. (GIA 5,000 sqm, capital cost c.£45m, but with a shared investment model with British Land and SBC)

British Land site	3A c.2,500 sqm	3B c.5,000 sqm
Foyer	200	300
Office	150	300
Cinema	350	600
Main auditorium incl stage and orchestra pit with full height flying	550	550
Studio (incl interpretation gallery of 100m2)	150	400
Bookable space	100	200
Creative Academy		700
Back of house including storage and green rooms	400	600
Toilets	75	100
Bar/Café	250	350
NET	2,225	4,100
Circulation/Plant	445	820
Total GFA	2,670	4,920

Clearly the impact of Covid-19 has to be taken into account in terms of the development of the project, but in either form it would have a highly positive impact for Slough in the long term as a catalyst for culture, training and creativity for the local community.

Options Scoring

The options were scored against the following weighted criteria:

Scoring Criteria	Creating new opportunities for learning and employment	Support economic development - needs for talent and pipeline	Delivering the cultural infrastructure of small-city scale	Creating new access to culture / learning	Developing a strong identity for Slough	Financially sustainable and capital expenditure needs
Weight of importance	15%	15%	15%	15%	20%	20%

The following table shows the options scoring outcomes:

	TOTAL BENEFIT	
Option 1	0%	Doing nothing isn't an option, as there is a clear need to deliver on the Cultural Strategy given the limited cultural infrastructure of Slough
Option 2A	62%	The development would be a great anchor for the NWQ, and provide the infrastructure the town needs - but would need ongoing financial support, lack of availability of capital funds (unless borrowed on long term)
Option 2B	73%	This project would be a vibrant new UK example of HE / cultural integration for high benefit - and financially the project would not need ongoing opex support, lack of availability of capital funds due to high cost (unless borrowed on long term)
Option 2C	86%	This would be a real gamechanger, a new model of cultural / HE integration and with the ability to create its own incomes to support its capital and operational costs, lack of availability of capital funds due to high cost (unless borrowed on long term)
Option 3A	57%	This would locate some key cultural infrastructure to the heart of the High Street close to The Curve, and also provide a home for RHU in the NWQ. However, it doesn't create the full scope of the cultural space required
Option 3B	66%	As above, but expanding the cultural and community offer to a higher critical mass, with key partners being part of this hub, and increased cinema provision. It could be argued that this in many ways 'completes' the set of spaces offered by The Curve, so leverages that investment

The table indicates that *Option 2B or 2C are the preferred key long-term aspirational options* which would create something unique and 'landmark' for Slough and 'super charge' the NWQ, but there is considerable risk in terms of the assembly of significant capital costs. The project will essentially develop a cohesive, creativity, culture and learning 'hub' in the NWQ (NWQH) - a single building powered by interaction across all these elements. The options appraisal scoring suggests that a standalone high quality cultural venue (Option 2A: c. 4,260 sqm, cost c. £40m) is needed to meet local needs for creative, performance, programming, and interpretive space - but would require ongoing financial support for its operation, and significant capital to deliver. The most powerful and sustainable option is to work with RHU to deliver a big vision (Option 2B: c. 8,820 sqm building, cost c. £80m), which would also include incubation space for businesses. (Note: Option 2C scores most highly – but has a very high capital cost, so at the present time would be hard to fund). Slough Borough Council's Cultural Strategy supports this, as does the MoU between the Council and RHU. Further strong sustainability could be developed by adding further space to generate income from appropriate commercial sectors (e.g. creative business). This could be further enhanced through the addition of sector specific space for rent which would essentially 'endow' the project with further funds into the future and assure its sustainability. Given the significant capital costs this is an aspirational option - but the one that would deliver the most impact in the long term – which is why this is the option recommended.

However, in a context where capital in the short to medium term would be hard to access from external funds (we would see NHS, Education, lottery and Arts Council funds being highly competitive certainly for the next 12-24 months as funders support existing organisations to deal with the implications of Covid-19) there are other ways forward.

What is also clear is that there is a more pragmatic way forward which in *Option 3 could create a strong anchor in the High Street*, and create a dispersed but still impactful alternative and creative way of delivering the scheme, with a lower capital cost requirement for the Council. There is also the potential of RHU being a 'pioneer' tenant in the NWQ. Whilst this option doesn't offer a co-located set of functions, it leverages the various sites and partners, and also seeks to enhance the High Street in new ways. This approach has a 'balance' and activates multiple locations. The more dispersed nature of the functions can be managed through a solid governance structure - which would ensure that the maximum benefit could be realised.

There is also a strong need to fully assess the potential of The Adelphi (a full options appraisal for this site didn't form part of the NWQ options brief), and this piece of work will be vital to ensure that the site is fully integrated into planning.

The full report outlines the key options, their assessment, and an emergent outline Business Plan for each.

1.4 Business Plan Summary

The following presents a summary of the Outline Business Cases for the range of options that emerged through the project. Work has been undertaken to incorporate the thoughts of the Council team. Below are summary tables of the spatial elements, the key income and expenditure assumptions and the resulting breakdown of Year 1 income for the two key options:

	Option 2A	Option 2B	Option 2C	Option 3A	Option 3B
Construction jobs created during the project	413	814	1,358	0	251
Capital cost of the project	£41,297,118	£81,418,848	£135,794,350	£0	£25,107,648
Sqm	4,260	8,820	15,000	2,670	4,920
Number of FTE (F&B + Cinema mainly hourly contracts)	29	32	32	29	29
Performance visitors	123,070	123,070	123,070	183,075	251,299
Programme visitors (studio attendees not included in option 2A-C)	7,242	7,242	7,242	44,370	81,498
Food & Beverage visitors	87,148	214,147	264,527	102,800	105,800
Total visitors	217,460	344,459	394,839	330,245	438,597
10-year Average Surplus/Deficit	-£438,455	£268,670	£1,418,898	-£209,991	£84,194
Annual Economic Impact	£3,851,094	£4,206,751	£4,206,751	£4,491,175	£5,159,245
Social impact	1. Cultural programmes and activities involving 'hard to reach' groups	1. Highly accessible site with the creation of a 'living room' for the local communities 2. Great opportunities for connection and collaboration 3. Barriers to culture removed	1. Highly accessible site with the creation of a 'living room' for the local communities 2. Great opportunities for connection and collaboration 3. Barriers to culture removed	1. Partially accessible 2. The cinema helps to break down barriers to culture	1. Larger spaces and a more varied programme increase accessibility 2. The cinema helps to break down barriers to culture
Skills Training and Employment	1. Learning opportunities within the cultural sector	1. Brings Higher Education to Slough 2. Opportunities for students to learn skills needed to enter the job market 3. Increases survival rate for start-ups and supports local business growth	1. Brings Higher Education to Slough 2. Opportunities for students to learn skills needed to enter the job market 3. Increases survival rate for start-ups and supports local business growth	1. Some spaces for learning provided 2. Higher Education offered in NWQ	1. Some spaces for learning provided 2. Higher Education offered in NWQ
Perception of Slough	1. Innovative cultural hub to attract and retain people	1. Highly innovative hub providing a new model of integration between culture, education and business for UK	1. Highly innovative hub providing a new model of integration between culture, education and business for UK	1. Less-cohesive project with weaker identity 2. Complements other cultural provision	1. Less-cohesive project with weaker identity 2. Complements other cultural provision

1.5 Business Plan analysis

The income model projects seven key income streams:

1. Performance income
2. Food and beverage income
3. Private hire income
4. Rental income
5. Development income
6. Other income
7. Learning and Participation.

The operation of the site has a range of indirect costs, including human resources, National Non-Domestic Rates, upkeep and maintenance of the building, marketing and office and administrative costs. These costs are based on the venue operating as an active and vibrant place and are required to ensure the day-to-day operation.

The Consumer Prices Index (CPI) 12-month rate was 1.5% in Mar 2020, as reported by the Office for National Statistics, which is below the Monetary Policy Committee's 2% target. Retail Price Index (RPI) for the same period was 2.6%. RPI have, for the past five years, been approximately 1 percentage point higher than CPI, and given that The Bank of England's CPI target is 2%, a 3% inflation has been applied to all income and expenditure generators throughout the forecast except for rental income where 2% has been applied.

The VAT position is yet to be confirmed for NWQH so all income and cost projections are calculated excluding VAT for the purposes of this Outline Business Plan.

1.5.1 Option 1 - Do Nothing

Without investment in the NWQ or British Land sites or in culture generally, SBC will not fully address the identified 'gaps' in learning and cultural infrastructure, although several issues can be partially addressed elsewhere with a smaller higher education offer potentially in Observatory House (pilot incubation space) etc The provision would lack critical mass and remain fragmented. The future of The Adelphi would remain in doubt.

	Creating new opportunities for learning and employment	Support economic development - needs for talent and pipeline	Delivering the cultural infrastructure of small-city scale	Creating new access to culture / learning	Developing a strong identity for Slough	Financially sustainable and capital expenditure needs	TOTAL BENEFIT
Opt 1	0%	0%	0%	0%	0%	0%	0%

1.5.2 Option 2A - NWQ Mixed-Use Cultural Hub + Creative Academy (or NWQH)

The proposed mixed-use cultural hub responds directly to the essential gaps in Slough's current cultural provision. The venue would include interpretation space (telling the story of Slough, alongside a home for its collection, and a temporary gallery), an art house cinema, a large performance venue/ theatre with 500 seats, a black box studio, high-quality small studios and experimental spaces, and outdoor cultural activity spaces. The bar and cafe would be the 'living room' for Slough and communicate the diversity of the community. Given the vibrant local cultural scene around dance, music and community arts, there is a clear need for these spaces. This option would still not address access to higher education and job creation. It would be home for creative organisations in Slough, and re-unite the RIFCO Theatre Company with its hometown and audience. The Creative Academy and Home Slough would also be based in the building as key partners.

	Creating new opportunities for learning and employment	Support economic development - needs for talent and pipeline	Delivering the cultural infrastructure of small-city scale	Creating new access to culture / learning	Developing a strong identity for Slough	Financially sustainable and capital expenditure needs	TOTAL BENEFIT
Opt 2A	9%	11%	12%	12%	16%	2%	62%

The option for a c. 4,260 sqm building at an estimated cost of c. £41m has the following projected income and expenditure:

Surplus/Deficit	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Performance Income	£494,214	£509,041	£524,312	£540,041	£556,242	£572,930	£590,118	£607,821	£626,056	£644,837
Net Programme Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Food and Beverage Income	£179,486	£185,087	£190,862	£196,588	£202,485	£208,560	£214,817	£221,261	£227,899	£234,736
Net Private Hire Income	£187,629	£257,677	£331,760	£341,712	£351,964	£362,523	£373,398	£384,600	£396,138	£408,023
Net Lettings Income	£61,200	£61,200	£61,200	£61,200	£61,200	£67,570	£67,570	£67,570	£67,570	£67,570
Net Development Income	£374,686	£379,177	£383,802	£388,566	£393,473	£398,527	£403,733	£409,095	£414,618	£420,307
Total Other Income	£77,033	£79,344	£81,724	£84,176	£86,701	£89,302	£91,981	£94,740	£97,583	£100,510
Total Net Income	£1,374,248	£1,471,525	£1,573,660	£1,612,283	£1,652,066	£1,699,412	£1,741,617	£1,785,088	£1,829,864	£1,875,983
Total Staff Expenditure	£1,138,531	£1,172,687	£1,207,868	£1,244,104	£1,281,427	£1,319,870	£1,359,466	£1,400,250	£1,442,257	£1,485,525
Total Other Indirect Costs	£403,516	£415,622	£428,091	£440,933	£454,161	£467,786	£481,820	£496,274	£511,163	£526,497
Total Learning & Participation Expenditure	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
Total Expenditure	£1,831,866	£1,886,822	£1,943,427	£2,001,730	£2,061,781	£2,123,635	£2,187,344	£2,252,964	£2,320,553	£2,390,170
Total Surplus/Deficit	£-457,618	£-415,297	£-369,767	£-389,446	£-409,716	£-424,223	£-445,727	£-467,876	£-490,689	£-514,187

1.5.3 Option 2B - as Option 2A + Royal Holloway University + Incubation Hub

The proposed mixed-use cultural hub responds directly to the essential gaps in Slough's current cultural provision. However, to supercharge the NWQH and bring much needed high-quality higher education provision to Slough in a way that adds value and creates impact this option would be a direct partnership between the Council and Royal Holloway University. The University would bring key courses to the building (building to 1,000 students a year). The vision would be to fuse the cultural and learning together into a powerful 'game changer'. The cultural elements would work symbiotically with the educational and new business incubation elements - with a singular vision to break down barriers to culture and learning, and power opportunities for economic and social mobility. The direct focus being

developing the talent pipeline of Slough, using culture to break down barriers to learning, and the building to nurture and showcase that talent. The way in which this building works could be highly fluid, with spaces not seen as either 'university only', or 'culture only'. This would be a vibrant new model, and Slough would be at the forefront of new practice.

	Creating new opportunities for learning and employment	Support economic development - needs for talent and pipeline	Delivering the cultural infrastructure of small-city scale	Creating new access to culture / learning	Developing a strong identity for Slough	Financially sustainable and capital expenditure needs	TOTAL BENEFIT
Opt 2B	12%	12%	14%	14%	18%	4%	73%

The option for a c. 8,820 sqm building at an estimated cost of c. £81 m has the following projected income and expenditure:

Surplus/Deficit	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Performance Income	£494,214	£509,041	£524,312	£540,041	£556,242	£572,930	£590,118	£607,821	£626,056	£644,837
Net Programme Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Food and Beverage Income	£347,055	£357,683	£368,636	£379,695	£391,086	£402,818	£414,903	£427,350	£440,171	£453,376
Net Private Hire Income	£196,672	£270,096	£347,748	£358,181	£368,926	£379,994	£391,394	£403,135	£415,229	£427,686
Net Lettings Income	£61,200	£387,600	£714,000	£714,000	£714,000	£788,314	£788,314	£788,314	£788,314	£788,314
Net Development Income	£417,550	£423,327	£429,277	£435,405	£441,717	£448,219	£454,915	£461,813	£468,917	£476,235
Total Other Income	£77,033	£79,344	£81,724	£84,176	£86,701	£89,302	£91,981	£94,740	£97,583	£100,510
Total Net Income	£1,593,724	£2,027,089	£2,465,696	£2,511,497	£2,558,672	£2,681,576	£2,731,624	£2,783,173	£2,836,269	£2,890,958
Total Staff Expenditure	£1,260,068	£1,297,870	£1,336,806	£1,376,911	£1,418,218	£1,460,765	£1,504,587	£1,549,725	£1,596,217	£1,644,103
Total Other Indirect Costs	£403,516	£415,622	£428,091	£440,933	£454,161	£467,786	£481,820	£496,274	£511,163	£526,497
Total Learning & Participation Expenditure	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
Total Expenditure	£1,953,403	£2,012,005	£2,072,366	£2,134,536	£2,198,573	£2,264,530	£2,332,466	£2,402,440	£2,474,513	£2,548,748
Total Surplus/Deficit	-£359,680	£15,084	£393,331	£376,961	£360,100	£417,046	£399,158	£380,734	£361,756	£342,210

1.5.4 Option 2C - as Option 2B + Opportunity space(s)

This option builds on Option 2B and creates further spaces that add value to the site, create further income to ensure long-term sustainability without a need for subsidy and create further benefits for Slough. The quantum of space for this building was outlined initially as possibly 15,000 sqm, and each of the following options could use a proportion of the allocation either on its own or any combination up to c.6,000 sqm.

Other potential use options	m2	To be further tested, could be a mix of these functions
Large Innovation/Incubation/Acceleration space with test facilities and office space	c6,000	Part of an enterprise network collaborating with students, start-ups, researchers and other innovative technical/creative companies. Common meeting rooms, reception and entrance. Space with high tech prototype and test facilities and office space.
Student / live work		The lack of student accommodation will be emphasised by the introduction of HE students and growth of Creative Academy
Co-Living for young professionals / and / or older people		Co-living that combines thoughtfully designed private space with one-of-a-kind amenities, shared spaces, a cultural events programme and co-working spaces. Comparator: The Collective Old Oak, Co-Living Spaces Hove
A new Cultural Creative Academy		Space to develop a new sixth form academy for creatives in the building, innovative new courses, linked to universities
Commercial workspace		Purely commercial space targeted at cultural/creative business, used as an endowment for the project, developing incomes for the site operation and programme

	Creating new opportunities for learning and employment	Support economic development - needs for talent and pipeline	Delivering the cultural infrastructure of small-city scale	Creating new access to culture / learning	Developing a strong identity for Slough	Financially sustainable and capital expenditure needs	TOTAL BENEFIT
Opt 2C	15%	15%	15%	15%	20%	6%	86%

The option for a c. 15,000 sqm building at an estimated cost of c. £136m has the following projected income and expenditure:

Surplus/Deficit	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Performance Income	£494,214	£509,041	£524,312	£540,041	£556,242	£572,930	£590,118	£607,821	£626,056	£644,837
Net Programme Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Food and Beverage Income	£387,453	£399,293	£411,495	£423,839	£436,555	£449,651	£463,141	£477,035	£491,346	£506,087
Net Private Hire Income	£207,974	£285,618	£367,734	£378,766	£390,128	£401,832	£413,887	£426,304	£439,093	£452,266
Net Lettings Income	£61,200	£387,600	£1,362,900	£2,011,800	£2,011,800	£2,221,190	£2,221,190	£2,221,190	£2,221,190	£2,221,190
Net Development Income	£453,024	£459,865	£466,911	£474,168	£481,643	£489,343	£497,273	£505,441	£513,854	£522,520
Total Other Income	£77,033	£79,344	£81,724	£84,176	£86,701	£89,302	£91,981	£94,740	£97,583	£100,510
Total Net Income	£1,680,899	£2,120,761	£3,215,075	£3,912,790	£3,963,070	£4,224,248	£4,277,589	£4,332,531	£4,389,122	£4,447,410
Total Staff Expenditure	£1,260,068	£1,297,870	£1,336,806	£1,376,911	£1,418,218	£1,460,765	£1,504,587	£1,549,725	£1,596,217	£1,644,103
Total Other Indirect Costs	£403,516	£414,765	£426,351	£438,284	£450,575	£467,786	£480,826	£494,257	£508,091	£522,340
Total Learning & Participation Expenditure	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
Total Expenditure	£1,953,403	£2,011,148	£2,070,626	£2,131,887	£2,194,987	£2,264,530	£2,331,472	£2,400,423	£2,471,442	£2,544,591
Total Surplus/Deficit	-£272,504	£109,612	£1,144,449	£1,780,903	£1,768,083	£1,959,718	£1,946,117	£1,932,109	£1,917,680	£1,902,818

1.5.5 Option 3: Dispersed model

This option locates Royal Holloway University and the Incubation Hub in the wider 300,000 sqft office provision on NWQ (so no specific new build, and a rental agreement with RHU), and links with The Curve, British Land leisure/cultural building and the Adelphi - which share a dispersed selection of the required cultural provision for Slough. The proposed new leisure/cultural building on the British Land development is significant here, and would contain key cultural spaces - in a High Street location. This option has two sub-options:

1.5.5.1 Option 3A

Integrating cultural provision within the c.2,500 sqm currently allocated by British Land - to include a 500 seat performance space, 3 cinema screens, studio space, hireable space, and a home for key creative organisations, and street accessible food and beverage, and the potential to be the 'living room' for the town. This option doesn't include the Creative Academy's spatial needs. In this model the Adelphi could be developed in the future to deliver Creative Academy space and a large event venue.

	Creating new opportunities for learning and employment	Support economic development - needs for talent and pipeline	Delivering the cultural infrastructure of small-city scale	Creating new access to culture / learning	Developing a strong identity for Slough	Financially sustainable and capital expenditure needs	TOTAL BENEFIT
Opt 3A	8%	9%	9%	9%	12%	10%	57%

This option would need further debate in terms of project finance and deliverability. It is not known what British Land's appetite is in terms of including a more community-oriented performance / cultural venue and negotiations about funding and ownership model will be required. It is clear that an option of this type is more complex to assemble, as the Council doesn't own the site. Slough Borough Council could compensate British Land for lost return on investment equal to lost rental income over a long period. Slough Borough Council would also have to find an alternative arrangement for a 'multi-plex' cinema complex to meet the potential demand from residents.

The option for a c. 2,670 sqm building at an estimated cost of c. £25m for British Land has the following projected income and expenditure:

Surplus/Deficit	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Performance Income	£629,930	£648,827	£668,292	£688,341	£708,991	£730,261	£752,169	£774,734	£797,976	£821,915
Net Programme Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Food and Beverage Income	£188,173	£194,034	£200,078	£206,080	£212,262	£218,630	£225,189	£231,945	£238,903	£246,070
Net Private Hire Income	£181,306	£248,993	£320,579	£330,196	£340,102	£350,305	£360,814	£371,639	£382,788	£394,272
Net Lettings Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Development Income	£395,352	£400,462	£405,726	£411,148	£416,732	£422,484	£428,409	£434,511	£440,796	£447,270
Total Other Income	£125,726	£129,498	£133,383	£137,385	£141,506	£145,751	£150,124	£154,628	£159,267	£164,045
Total Net Income	£1,520,486	£1,621,815	£1,728,058	£1,773,150	£1,819,594	£1,867,432	£1,916,705	£1,967,456	£2,019,730	£2,073,572
Total Staff Expenditure	£1,138,531	£1,172,687	£1,207,868	£1,244,104	£1,281,427	£1,319,870	£1,359,466	£1,400,250	£1,442,257	£1,485,525
Total Other Indirect Costs	£351,842	£362,397	£373,269	£384,468	£396,002	£407,882	£420,118	£432,722	£445,703	£459,074
Total Learning & Participation Expenditure	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
Total Expenditure	£1,780,192	£1,833,598	£1,888,606	£1,945,264	£2,003,622	£2,063,730	£2,125,642	£2,189,412	£2,255,094	£2,322,747
Total Surplus/Deficit	£-259,706	£-211,783	£-160,548	£-172,114	£-184,027	£-196,298	£-208,937	£-221,955	£-235,364	£-249,175

1.5.5.2 Option 3B

Expanding the allocation to c.5,000 sqm on the British Land site - this would include the spaces above and add the Creative Academy, additional cinema screens, and an interpretive space for telling the story of Slough, again with street accessible food and beverage, and the potential to be the 'living room' for the town. This model could be expanded to accommodate more screens.

	Creating new opportunities for learning and employment	Support economic development - needs for talent and pipeline	Delivering the cultural infrastructure of small-city scale	Creating new access to culture / learning	Developing a strong identity for Slough	Financially sustainable and capital expenditure needs	TOTAL BENEFIT
Opt 3B	11%	11%	11%	11%	16%	8%	66%

This option would need further debate in terms of project finance and deliverability. It is not known what British Land's appetite is in terms of including a more community-oriented performance / cultural venue and negotiations about funding and ownership model will be required. It is clear that an option of this type is more complex to assemble (even more so with this option which increases the cultural provision), as the Council doesn't own the site. Slough Borough Council could compensate British Land for lost return on investment equal to lost rental income over a long period. Slough Borough Council would also have to find an alternative arrangement for a 'multi-plex' cinema complex to meet the potential demand from residents.

The option for a c. 4,920 sqm building at an estimated cost of c. £45m but with a shared investment model between British Land and SBC has the following projected income and expenditure:

Surplus/Deficit	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Performance Income	£793,443	£817,247	£841,764	£867,017	£893,027	£919,818	£947,413	£975,835	£1,005,110	£1,035,263
Net Programme Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Net Food and Beverage Income	£225,838	£232,830	£240,037	£247,238	£254,655	£262,295	£270,164	£278,269	£286,617	£295,215
Net Private Hire Income	£256,639	£352,451	£453,780	£467,394	£481,416	£495,858	£510,734	£526,056	£541,838	£558,093
Net Lettings Income	£50,400	£50,400	£50,400	£50,400	£50,400	£55,646	£55,646	£55,646	£55,646	£55,646
Net Development Income	£417,556	£423,332	£429,282	£435,411	£441,723	£448,225	£454,922	£461,819	£468,924	£476,242
Total Other Income	£179,278	£184,656	£190,196	£195,902	£201,779	£207,832	£214,067	£220,489	£227,104	£233,917
Total Net Income	£1,923,154	£2,060,916	£2,205,460	£2,263,362	£2,323,000	£2,389,674	£2,452,945	£2,518,114	£2,585,238	£2,654,376
Total Staff Expenditure	£1,138,531	£1,172,687	£1,207,868	£1,244,104	£1,281,427	£1,319,870	£1,359,466	£1,400,250	£1,442,257	£1,485,525
Total Other Indirect Costs	£537,329	£553,449	£570,052	£587,154	£604,768	£622,911	£641,599	£660,847	£680,672	£701,092
Total Learning & Participation Expenditure	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
Total Expenditure	£1,965,678	£2,024,649	£2,085,388	£2,147,950	£2,212,388	£2,278,760	£2,347,123	£2,417,537	£2,490,063	£2,564,764
Total Surplus/Deficit	-£42,524	£36,267	£120,072	£115,412	£110,612	£110,914	£105,822	£100,577	£95,175	£89,611

1.5.6 The Adelphi Theatre

The spacious venue could be transformed into a conference or events hall given Slough's strong need for a large-scale venue to accommodate private hires, and business events. The Adelphi would serve the entire local business community as there are no other spaces for large conferences in the borough, and the demand is expected to increase further with the expected expansion of the business community. Not only a great number of new enterprises will be located in Slough, but also the proximity to Heathrow Airport could attract international workers and travelling delegates - for instance one-day international business events and large conferences could be organized.

Were the NWQH mixed-use site not to be delivered and the cultural provision integrated in the British Land site, the Adelphi could be converted into a theatre and host large scale performances. However, because the venue at its full capacity accommodates 2,014 seats, operating such a large theatre would not be economically feasible. Therefore, it should be considered to break up the building into smaller spaces to include both a 500-seat theatre and conference hall facilities. However, in this scenario the conference centre would be less attractive and of a small-scale compared to the market demand.

A further variation of the 'dispersed model' would be to pursue a multiplex cinema at the British Land site, and develop a mixed-use cultural centre at the Adelphi. However, because the Adelphi is located further from the High Street, the cultural centre would be less integrated with the other cultural elements in Slough which consequently reduces synergies and collaboration opportunities and also generates a smaller footfall to the town centre.

The Adelphi building needs to be fully assessed before any feasible recommendations, including capital cost, can be delivered. This is a further piece of work that falls outside Barker Langham's current scope.

1.6 Risks

1.6.1 Lack of funding

The landscape for arts and cultural funding is more competitive than it has ever been, and even more so as a result of the impact of Covid-19. Funding will be increasingly hard won – and impact driven. Funding is also less available, due to reduced budgets across the sector – much of the funding going toward recovery for existing organisations.

1.6.2 Financial pressure on Higher Education providers

The impact of the COVID-19 pandemic on Higher Education Institutions will be acute. London Economics is indicating a potential sector-wide loss of tuition fees estimated at £2.6bn next year. With further pressure likely to land on research funding from stretched public, charitable and commercial sources, universities are facing significant financial challenges ahead. The pandemic is forcing Higher Education institutions to challenge the status quo of their operations,

both to preserve resources in the immediate term and to build financial resilience for the future with a likely deferral of any/all capital or investment commitments as a response.⁷

1.6.3 Fear of proximity in institutions post Covid-19

It is unknown how people will react to public proximity when the lock down ends. There might be medium/long term hesitation to attend mass 'gatherings' like cinema/theatre performances for fear of transmission.

1.7 Emergent project vision and USP – Preferred Option 2

Slough is rapidly moving towards becoming a UK powerhouse⁸ and is not just redefining its image but tearing it apart and creating a powerful new one. It will become one of the most competitive small cities in the country. The ambition and enthusiasm for the future is palpable. The large population of young people who are hungry for opportunity, a current lack of cultural and higher education infrastructure, and the growing presence of international and digital businesses is a strong context for change. The future is about super-charging the talent pipeline - creating new and real opportunities for people, breaking down cultural barriers, raising skills levels through higher education, and powering the local economy. Critical to this is a vital new partnership with Royal Holloway University.

Slough Borough Council's Masterplan for the area will include a vast range of new cultural spaces - and at its heart will be a revolutionary cultural and learning hub, which responds directly to Slough's context and potential. The project's strength will be the synergy between the partners.

Creative vision

The creative vision is to create a varied but cohesive programme of cutting-edge culture through collaboration between partners and involvement of different communities. There are three strategic aims that underpin the artistic vision and programme:

- Cohesive programme –cross-pollination of audiences, artists and partners and an overlap of spaces through a more cohesive approach to programming
- Destination venue – the building and programme should have a presence both locally and nationally as a pioneering cultural hub and an open and democratic public space. The programme will constantly respond to the feedback and behaviour of our audiences.
- Creative communities – all parts of the programme either respond, reflect, involve or nurture the diverse communities on the doorstep.

Collaboration

This can't happen without the rich network and partnerships between the various organisations that drive the building's vision. The project development process indicates the passion for the project amongst partners. Arts and cultural organizations – such as the Creative Academy and RIFCO Theatre Company – will find space for rehearsals and large performances, HOME Slough would be highly connected widely with local communities. Pivotaly, Royal Holloway University will not only offer their students high-quality HE courses but also will ensure they are embedded into a dynamic environment where they can receive multiple cultural, creative and working stimuli. Numerous small businesses and start-ups will find a supportive environment in the new innovation hub as a result of a synergy with the university.

Attraction and connection

By connecting a set of places, projects and cultural elements, the building will become a cultural 'jewel box'. From university students, young professionals and occupants of incubation spaces, to visitors and community arts participants, the new site will be a magnet for a rich variety of audiences. As Slough is one of the most ethnically diverse local authorities in the country, the project's intention is that of capturing and supporting such diversity to enrich the experiences. The new building will be a catalyst particularly for young people through educational programmes and innovative workplaces and support Slough's educational competitiveness. The project will in fact support the town's ongoing economic growth - and ensure its economic success in the future.

Opportunities

The building's location in the NWQ is paramount for the sustainability of the project, as the site would be at the heart of the cultural and economic ecosystem. NWQ's proximity to The Curve creates a cultural nexus at the heart of Slough which will be complementary and meet the full range of Slough's cultural needs. Besides, this nexus will be

⁷ COVID-19 and impacts on the higher education sector, 2020, Deloitte, Accessed 200522 <https://www2.deloitte.com/uk/en/pages/public-sector/articles/covid-19-and-impacts-on-the-higher-education-sector.html>

⁸ <https://www.getreading.co.uk/news/property/huge-developments-changing-slough-forever-16714762>

closely tied to the nearby High Street transforming the centre of the town into an ecosystem incorporating culture, leisure, commercial and residential.

The collaboration between the businesses and Royal Holloway University is eased by the proximity of the many office spaces to the building - a proximity that will ensure an ongoing dialogue between students and professionals. Through the lively innovation hub, the students' education will be improved and stimulated by the collaboration with important corporations whereas the latter will gain direct access to talented students. The building will be a new icon for Slough today and into the future, projecting a dynamic, innovative and creative image not only of the town but also of the businesses and organisations which make up its ecosystem.

Potential Programming

Finally, the project will be beneficial to Slough on a more inspirational level. It will strengthen the local communities' pride in the town, improve their sense of belonging, and promote cohesion. The building can become one of the UK's most successful hubs for creative innovation - being a cultural crossroads for unexpected encounters across social, linguistic and religious barriers. A sample programme has been developed – see full report.