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SLOUGH BOROUGH COUNCIL  
SLOUGH CULTURAL INFRASTRUCTURE  
OPTIONS APPRAISAL AND OUTLINE BUSINESS PLAN

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# I EXECUTIVE SUMMARY

## Introduction

At a time of uncertainty - both in terms of 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.

## Options Assessment

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'.

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)

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)

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)

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), and there would be close proximity of HE rather than integration (as in option 2B)
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, potential lack of availability of capital funds due to high capital cost (unless borrowed on long term basis)
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 basis)
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 in close proximity

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

#### 1.1.1 Summaries

The following presents 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.

## I.1.2 Spatial Summary

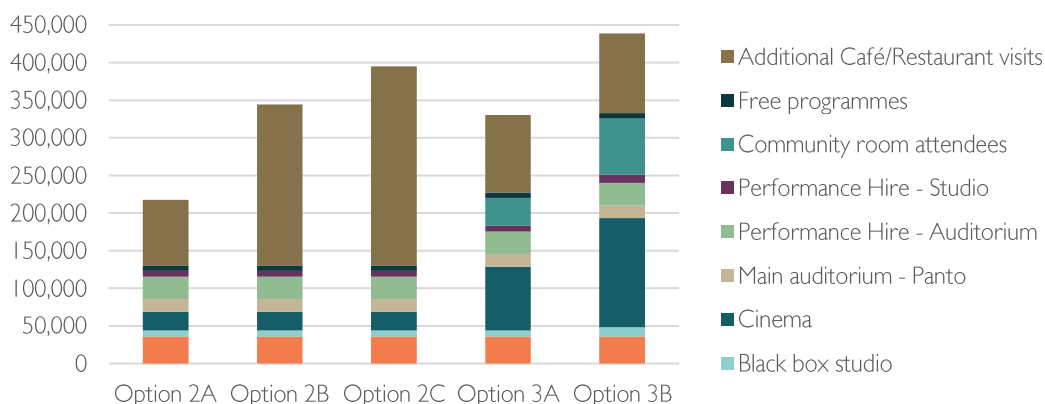
### Option 2A-C

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
<b>Total New Cultural Space</b>	<b>4,260</b>	<b>4,260</b>	<b>4,260</b>
University		3,000	3,000
Incubation/Acceleration		800	800
Circulation/Plant		760	760
<b>Total University + Incubation Hub Requirements</b>	<b>0</b>	<b>4,560</b>	<b>4,560</b>
Opportunity space			5,150
Circulation/Plant			1,030
<b>Total Opportunity space</b>	<b>0</b>	<b>0</b>	<b>6,180</b>
<b>Total GFA</b>	<b>4,260</b>	<b>8,820</b>	<b>15,000</b>

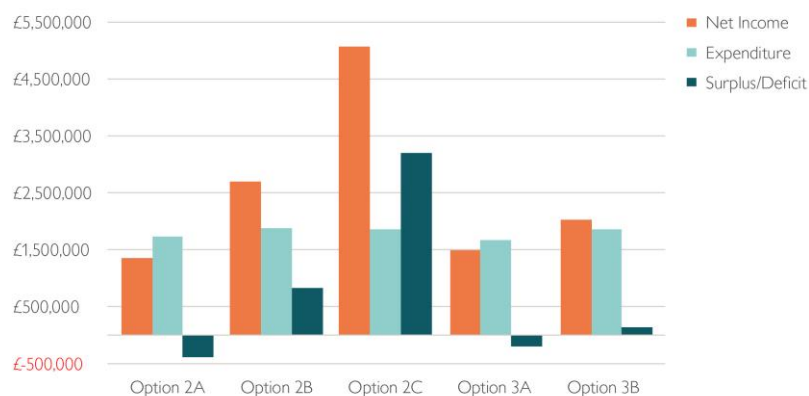
### Option 3A-B

British Land site	3A c.2,500 sqm	3B c.5,000 sqm
Foyer	200	300
Office	150	300
Cinema	350	600
Main auditorium including stage and orchestra pit with full height flying	550	550
Studio (including interpretation gallery of 100m <sup>2</sup> )	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
<b>NET</b>	<b>2,225</b>	<b>4,100</b>
<b>Circulation/Plant</b>	<b>445</b>	<b>820</b>
<b>Total GFA</b>	<b>2,670</b>	<b>4,920</b>

### Breakdown of Audiences per option



### Year 5 Financial Comparison for the Options



## Side by Side Financial and Impact Comparison

	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
<b>Total visitors</b>	<b>217,460</b>	<b>344,459</b>	<b>394,839</b>	<b>330,245</b>	<b>438,597</b>
<b>10-year Average Surplus/Deficit</b>	<b>-£438,455</b>	<b>£268,670</b>	<b>£1,418,898</b>	<b>-£209,991</b>	<b>£84,194</b>
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. As 2B but could be considered a game changing exemplar	1. Less-cohesive project with weaker identity 2. Complements other cultural provision	1. Less-cohesive project with weaker identity 2. Complements other cultural provision

## 2 SITUATION ANALYSIS

A full Situation Analysis has been developed – see separate Appendix. The following summarises the key points.

### 2.1 Significance of Slough

Since the 20th century, Slough has been an important industrial district and registered a spectacular growth by attracting many workers from many parts of the UK and abroad. Today, Slough is still known as an industrial town and is an important business and innovation hub, being second only to London as a UK location for global corporate headquarters. Slough's success in attracting a large workforce is also based around its proximity to Heathrow Airport, and the good transportation links to London, which are both accessible within 15 minutes or less.

The town is increasingly becoming a destination for people looking to move outside of the capital, and it is listed in Knight Frank's top 20 UK destinations for London leavers. Slough's attractiveness to residents is highlighted by the number of new residential schemes that are currently being built in the town. Many of these are close to the railway station and town centre, making them ideal for both people working in Slough and those wishing to commute to the capital or internationally.

### 2.2 Planning for the future

In the past few years, Slough Borough Council has started to set up comprehensive strategies to deliver major redevelopment of the town and the city centre<sup>1</sup>.

#### 2.2.1 Spatial Strategy

A total of 20,000 new homes are planned to be delivered in Slough over a 20-year period (2016-2036). The Core Strategy focuses on growth of housing within the town centre. In 2019, Slough Urban Renewal (SUR) - a partnership between Slough Borough Council and Morgan Sindall Investments Limited - notified its intention to deliver about 2,000 residential units of which c.1,400 units will be located within the town centre's North-West Quadrant (NWQ)<sup>2</sup> and the remaining c.600 units scattered around the town centre<sup>3</sup>. Besides residential units, the development also includes new offices spaces off which c. 200,000 sq. ft of grade A office spaces will be delivered by SUR in the town centre<sup>4</sup> and c. 337,900 sqft of office spaces will be built within the NWQ<sup>5</sup>.

#### 2.2.2 Transportation Strategy

Slough is situated in the Thames Valley - 2 miles (3km) north of Windsor and 20 miles (32 km) to the west of central London. Although Slough already is one of the most accessible towns in the South East, the town's transportation strategy includes five major developments to maximise Slough's strategic connectivity to make it a more attractive place to live, work, rest and stay<sup>6</sup>:

1. The implementation of the Western Rail Link, creating a direct and fast train link between Slough and Heathrow airport
2. The opening of a new train station in Slough as part of the Elizabeth Line which will provide direct services to central London<sup>7</sup>
3. The extension of the Slough Mass Rapid Transit (SMaRT) scheme between Slough town centre and Slough Trading Estate to the west and also between Slough and Heathrow<sup>8</sup>
4. The implementation of the Smart Motorway Scheme between London and the west of England and Wales<sup>9</sup>
5. The development of the Slough-Windsor branch railway as an important link between Slough, Windsor and Reading

<sup>1</sup> [http://www.slough.gov.uk/downloads/171101\\_planningctteeeps.pdf](http://www.slough.gov.uk/downloads/171101_planningctteeeps.pdf)

<sup>2</sup> North West Quadrant, Slough, Strategic Development Brief - 3 January 2020

<sup>3</sup> <http://www.slough.gov.uk/moderngov/documents/s55572/SUR%20PBP%202019%20Update%20-%20SUR%20Board%20approved%20220319%20Part%20One.pdf>

<sup>4</sup> <http://www.slough.gov.uk/moderngov/documents/s55572/SUR%20PBP%202019%20Update%20-%20SUR%20Board%20approved%20220319%20Part%20One.pdf>

<sup>5</sup> North West Quadrant, Slough, Strategic Development Brief - 3 January 2020

<sup>6</sup> <http://www.slough.gov.uk/moderngov/documents/s55135/Appendix%20A%20-%20Transport%20Vision%20Supplementary.pdf>

<sup>7</sup> <http://www.crossrail.co.uk/route/western-section/slough-station>

<sup>8</sup> Local Impact Report for Slough Borough Council (2015)

<sup>9</sup> <http://assets.highwaysengland.co.uk/roads/road-projects/m4-junctions-3-12-managed-motorway/M4+J3-12+Upgrade+to+smart+motorway+-+Summer+2019+newsletter-compressed.pdf>



Because of the circumstances caused by the global pandemic, construction might be delayed, and the implementation of some projects are uncertain, especially the Western Rail Link as it depends on the expansion of Heathrow airport.

### 2.2.3 Cultural Strategy

SBC intends to become an increasingly cultural place, with culture facilitating impacts such as reducing inequalities and improving cohesion, wellbeing, skills and employment. Currently, the most relevant cultural projects and institutions in Slough are: The Curve, Home Slough and The Creative Academy.

The council's draft 'Slough Cultural (Arts) Strategy' recommends the creation of a Cultural (Arts) Trust that would work closely with all stakeholders to ensure a coordinated approach and strategy. The culture strategy should also influence developers' spatial and economic growth plans. Moreover, a Public Art Strategy is also proposed - to be included within the emerging Public Realm Strategy for the borough - with the intention to drive the ambition of Slough to be an attractive cultural city. As part of this, the council is aiming at enhancing the high street to create more opportunities and attract creative industries.<sup>10</sup> The future Inclusive Growth Strategy has a new cultural facility as a key priority.

## 2.3 Market Summary and physical context

Slough is both the youngest city in the UK, and the city with the largest under-18 population, which mainly derives from Slough having the highest birth rates of all UK cities<sup>11</sup>. Besides, Slough has an extremely diverse population with communities representing 80 different countries and 150 different languages. Half of the school pupils do not have English as a first language, 39% of the residents were born outside of the UK and one third of the population comes from BAME communities<sup>12</sup>.

Slough suffers from a lack of higher education provision which results in a majority of the population achieving below London and UK average qualifications. The need for education is primarily among young people but also other age groups should be given higher learning opportunity support for social-economic advancement.

Slough has the highest levels of deprivation in the Thames Valley Local Economic Partnership (LEP) area and also falls within the top 25% most deprived local authorities in England. The town scores particularly high in Crime, Income Deprivation and Barriers to Housing and Services<sup>13</sup>.

Despite this, the town has an extraordinarily flourishing and competitive economy. Slough has a job density of 1.6 - higher than London - and it is one of the most productive areas in the UK with a Gross Value Added per Full Time Equivalent of £94,600. Slough is also expanding in terms of number of new businesses - both local and international - with a higher than national average trend between 2015 and 2018.

The NWQ regeneration project falls under the SUR Partnership and presents an added estimated Gross Development Value of £650 million. The project's key objective is to create an aspirational, sustainable and high - quality mixed - use extension to the town centre that will stand the test of time for generations to come. The vision for the NWQ site will deliver<sup>14</sup>:

- Residential accommodations: a total of 1,371 units split between 75% (1,035) private units - for sale or to rent - and 25% (336) affordable units
- Two office buildings: the construction of the 337,900 sqft of office space over, at least, three phases (phase 1: 108,000 sqft + phase 2: 152,900 sqft + phase 3: 117,000 sqft)
- Vibrant retail and leisure spaces
- An up to 150,000 sqft new cultural building including potential partnerships with higher education providers and a business innovation hub (the cultural and educational spaces are Community Facilities and therefore will be funded separately)
- Commercial parking spaces
- Residential parking spaces.

Urban Initiatives Studio has been appointed to undertake the Regeneration Framework.

<sup>10</sup> Slough Cultural (Arts) Strategy Revised

<sup>11</sup> <https://www.bbc.co.uk/news/uk-43316697>

<sup>12</sup> <https://migrationobservatory.ox.ac.uk/resources/briefings/south-east-census-profile/>

<sup>13</sup> <http://www.slough.gov.uk/downloads/Demographics.pdf>

<sup>14</sup> North West Quadrant, Slough, Strategic Development Brief - 3 January 2020

## 2.4 Funding Availability

It is fully recognised that there must be a practicality and deliverability of the project – and funding is a key part of this. 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. The following funding sources indicate potential, and would need further advocacy to test them further, and in particularly given the current situation:

### 2.4.1 Cultural Levy

Slough Borough Council could negotiate a percentage of annual business rates (a BID model) - which pre-virus were registering an increasing trend, but this may not be a timely option due to the impact of the Covid-19 virus. This could form part of ongoing operational funds rather than capital.

### 2.4.2 Art Council England

National Lottery Project Grants (£100,000 and over) funds projects that give opportunities for people to benefit from creativity and culture. Funds will be allocated to cover capital costs but also to support learning activities for young people in cultural settings, and projects involving creative media and digital technologies. The project would fulfil criteria to apply for both capital grants, and later to become a National Portfolio Organisation and receive annual grants to cover operational costs.

### 2.4.3 National Lottery Community Fund

The Partnerships programme offers a larger amount of funding - £1,000,000 - for organisations that work together with a shared set of goals to help their community thrive – by supporting people's potentials, building stronger relationships, ameliorating places and spaces that matter – and working with diverse communities.

### 2.4.4 Foundations

Various foundations support organisations with Revenue and Capital grants to support the cultural sector, and in particular cultural learning and performing arts spaces. Examples of such foundations are:

- Garfield Weston Foundation - awards grants for community, arts and education projects
- The Clore Duffield Foundation - a particular focus on cultural learning and on museum, heritage and performing arts learning spaces.

### 2.4.5 Local Enterprise Partnerships

Thames Valley Berkshire Local Enterprise Partnership is a business-led, multi-sector partnership mandated by the government to lead activities that drive local economic growth. To date it has secured and allocated £182m of UK and European public funds to deliver a wide range of initiatives in the Thames Valley Berkshire area. The LEP could be approached to fund a project that supports economic recovery, and then long term skills development.

### 2.4.6 Future High Street Fund

The Future High Street Fund intends to support local areas to prepare long-term strategies for their high streets and to improve regenerations also by investing in new infrastructure. As the Government looks to drive forward local growth, the £675 million allocated to the fund was enlarged by £325 million while taking the overall fund to £1 billion. The project could be funded in future phases of this scheme.

### 2.4.7 Future tenants

Additional capital funding could reasonably come from those partners that will be directly involved in the implementation of the cultural project. They will derive benefit from the colocation within the same building. Therefore, they could be asked to contribute towards capital costs (but this may be difficult given the pressure on say HE funds).

### 2.4.8 PWLB Standard Fixed Interest Rates

As a stand-alone project SBC could consider taking out a standard new loan over 30 years or longer from the Public Works Loan Board. Fixed rates for transactions agreed after 6 May 2020 for an annuity loan are offered at 2.5%.

### 2.4.9 Culture Investment Fund

As part of the new £250m Culture Investment Fund - the Cultural Development Fund aims to support towns and cities to develop transformative culture-led economic growth and productivity strategies and drive regeneration by investing in place-based cultural initiatives and the creative industries. The CDF is a product of the Creative Industries

Sector Deal that “uses investment in heritage, culture and creativity to drive regeneration”. This could be a key fund to act as a pioneer funder for the project.

#### 2.4.10 Heritage Fund

The Heritage Fund could be approached to fund part of the project, given its cultural focus, and also potentially the interpretation of Slough’s story. Funds are available up to £5m (£5m+ annually).

## 3 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.

### 3.1.1 Key Issues

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
- There are known barriers to accessing culture and learning
- Perceived weakness in the identity of the town.

One major gap in Slough is the absence of university and a lack of higher education causes skills shortages - which is reported by local businesses. Language diversity might be another barrier to skills development. As a result, the need of the numerous companies for local talent is not met. More specifically, there is a need to provide a workforce for the creative and digital businesses, which are a big priority in the economic development strategy.

The lack of cultural facilities does not help to sustain the economic growth. Start-ups in particular suffer from a lack of innovation facilities - and there is a high failure rate. There is a gap in complementary facilities that would create a better working environment - increasing the general wellbeing of workers has increasingly become a priority for businesses. Therefore, there is the desire for a more attractive offer in Slough Town Centre. This would not only make Slough more attractive for businesses and workers but would also increase staff retention - which has been a major issue for business. Slough needs to be able to retain its workforce for economic sustainability. Currently about 12,000 people commute outward daily. It is also important to retain young people, who are drawn away by opportunities outside Slough.

Slough has clear gaps in its cultural offer. More specifically, there aren't any large performance spaces or studio spaces (c500 seat), Slough has no permanent expression of its story and history, and creative spaces are generally limited, and not always easily accessible. Expanding the cultural offer would enhance the connection with local communities and businesses.

### 3.1.2 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.

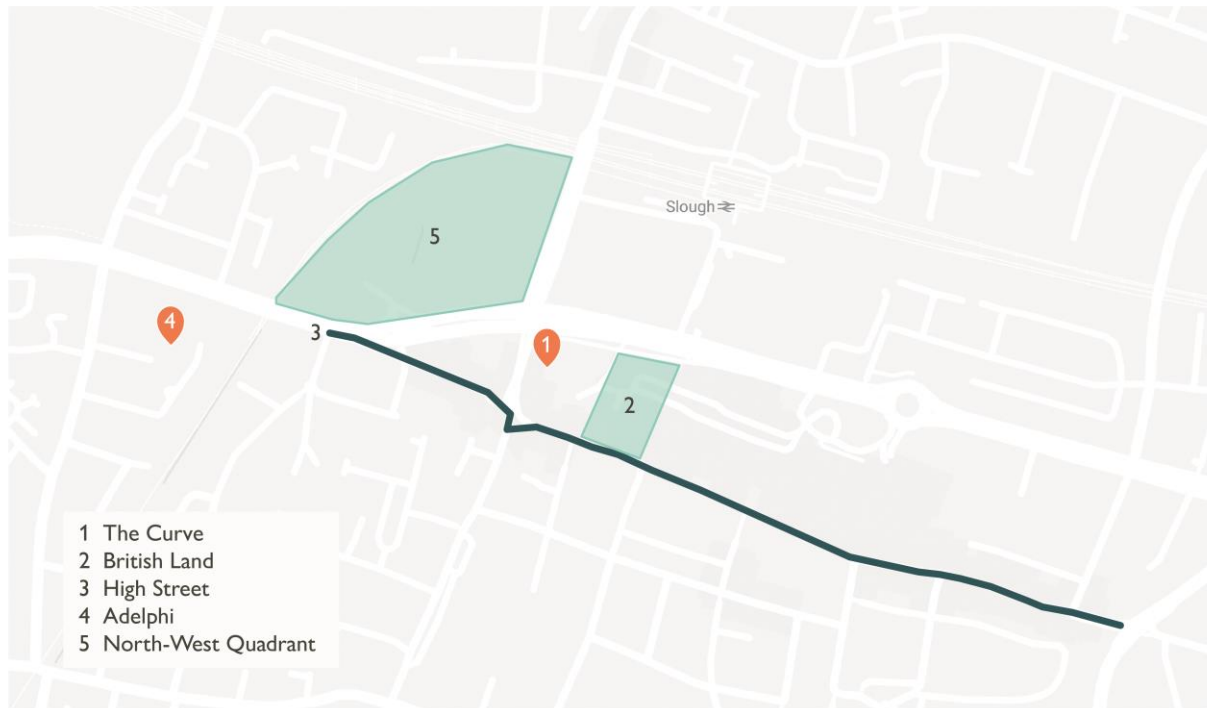
The fast urban development of the borough - which includes the expansion of transportation and the provision of modern and high-quality offices and residential units - increases the attractiveness for large and international firms. Improved cultural infrastructure, a positive identity for Slough and 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. Although the artistic and cultural activities provided by those organisations which are already active in the town are successful, there are further opportunities to fully engage with Slough's population.

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.

## 4 OPTIONS APPRAISAL AND BUSINESS PLAN

Following the Situation Analysis report a range of options were explored. This section includes a description of each option, and how they respond to the brief, their income and expenditure projections, spatial approach and projected capital expenditure parameters.

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



### 4.1 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.

### 4.2 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.

## 4.2.1 Spatial Breakdown

The option for a c. 4,260 sqm building has been developed using the following spatial area breakdown:

New Cultural Space	m <sup>2</sup>	
Lobby/Arrival	200	Permeable
Bar/Café	300	including 40% Back of House
Toilets	100	Over several levels
Main auditorium including stage and orchestra pit with full height flying	550	500-525 seats
Main Auditorium Storage	25	
Green rooms x 3	75	
Black box studio, retractable seating	150	125 seats
Temporary exhibition	200	
Temporary exhibition storage	50	
20 mixed use studios/rehearsal rooms, recording, mastering suite, visual, AR	150	
Immersive cinema	150	150 seats, projections on three walls
Innovation / MIT Lab space	100	30-40 persons
Creative partners office	300	Admin hub for SBC and partners
Story of Slough/Flexible gallery	100	Dynamic interpretive space
Museum storage	100	Open, linked to above
Roof top café/bar	150	Comparators: Netil360 (London), Stadpark DÅK (Rotterdam)
<i>Creative Academy spaces</i>		
6+ studios	700	Sprung floor and mirrors, some double height
Open plan area for staff with hot desking and some meeting rooms	75	
Locker/changing rooms	75	
<b>NET</b>	<b>3,550</b>	
<b>Circulation/Plant</b>	<b>710</b>	<b>20%</b>
<b>Total GFA</b>	<b>4,260</b>	

## 4.2.2 Audience numbers

Based on projections, the possible audience could be at a conservative baseline estimate of c.220,000 visits per year.

Visitors	
Venue	Sold tickets
Main auditorium - Live	36,000
Black box studio	8,125
Cinema	24,570
Main auditorium - Panto	16,875
Performance Hire - Auditorium	30,000
Performance Hire - Studio	7,500
	<b>123,070</b>
Free programmes	7,242
Additional Café/Restaurant visits	87,148
	<b>94,390</b>
<b>Total visits</b>	<b>217,460</b>

## 4.2.3 General Financial Assumptions

### 4.2.3.1 Inflation

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% is applied.

### 4.2.3.2 VAT

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.

## 4.2.4 Income

The income model for the NWQH has seven key income streams, which will be detailed in the following sections:

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.

### 4.2.4.1 Performance Income

The NWQH will be the heart of a cultural 'Jewel Box' – acting as the anchor of a cultural 'constellation' in Slough - in conjunction with The Curve and potentially a new leisure/cultural building on the British Land development. At the heart of the building is the three performance spaces: The Auditorium, The Black Box Studio, and The Immersive Cinema.

#### The Auditorium

The auditorium is a key part of the vision - an advanced space for all cultural activity including new digital forms and e-sports. The theatre needs 500 seats in order to attract mid-scale touring productions. The UK "mid-scale" touring theatre circuit consists of venues with capacities ranging from around 450 - 700 seats. There are many exciting companies touring into these theatres such as English Touring Theatre, English Touring Opera, Kneehigh, Gecko and Headlong as well as numerous dance and circus companies and comedy acts. One of the more exciting prospects is to attract the Rifco Theatre Company to use NWQH as its base to develop and produce plays and musicals based on British Asian experience, and especially considering the existing connection with Slough. It is assumed that most companies will present 3-8 shows per week depending on demand. The programming would be complementary to The Curve (and there would be joint promotion and work between the two sites).

The projection for live shows (including all genres such as theatre, stand-up, music and dance) income generated from the Auditorium is based on 120 annual performances with a 60% occupancy and a ticket yield of £21.00. The cost of production or income from revenue share is assumed to be 74%. Sales data for 2018 from auditoria of principally presenting theatres with a capacity between 500-1,000 across UK published by UK Theatre reveals an average occupancy of 56% and a yield after VAT of £18.20, with theatres in or near London achieving a substantially higher yield. Based on the projected number of events, attendance levels, and ticket prices, it is estimated that live performance will generate a net income of c.£228,000 in Year 1.

It is also assumed that NWQH will produce its own annual 'Pantomime', shown throughout December. Pantomime is one of the most lucrative art forms and is the only show that initially will be produced and performed by NWQH. The projections are based on 30 performances in December with a 75% occupancy and a ticket yield of £17.50. The number of performances could be increased if both matinee and evening performances are offered. Cost of production is assumed to be 52% including both production and performers. Sales data from the genre 'Pantomime' show an occupancy above 70% and a yield after VAT of £19.50. The financial model assumes a below average yield to be highly accessible for local families. Based on the projected number of events, attendance levels, and ticket prices, it is estimated that Pantomime will generate a net income of c.£164,000 in Year 1.

### The Black Box Studio

The flexible Studio, with a capacity of 125 (retractable seats), will host small-scale productions and events. This will be an excellent venue to introduce young people to live theatre but will also allow for cinema screenings, music performance and community events. The space would allow NWQH to include more contemporary eclectic productions and be a platform to offer support, research and rehearsal opportunities for emerging artists and companies. The offer will explicitly focus on diversity, and will act as a key, affordable entry point for a wide range of local and city-wide creative talent of all ages from diverse backgrounds working across artistic disciplines, and providing a home for that talent to develop and flourish. The projection for live show income generated from the flexible Studio is based on 100 annual performances with a 65% occupancy and a ticket yield of £12.00. Cost of production is assumed to be 74%. Sales data from smaller spaces, programmed frequently achieve a higher occupancy closer to 70% and a yield after VAT of £13.50. Based on the projected number of events, attendance levels, and ticket prices, it is estimated that the Studio will generate a net income of c.£29,000 in Year 1.

### The Immersive Cinema

The Immersive Cinema, with a capacity of 150 seats, will be screening a mixture of independent / arthouse films and main release (on second or third week) that will attract students and lower-income population. The cinema will also host talks, eSports events and be available for private hire. The projection for cinema income is based on 3 screenings in 182 days with a 30% occupancy and a ticket yield of £8.50. Cost of production is assumed to be 50% to cover distributor fee, fees to PRS and programming consultancy. Staff costs are assumed to be 20%, mainly zero hour contracted staff paid the UK Living Wage. Based on the projected number of events, attendance levels, and ticket prices, it is estimated that the cinema will generate a net income of c.£73,000 in Year 1. Advertising income and booking fees explained in the Other income section below.

### Performance Income summary

Based on the assumptions above, it is estimated that performances will generate a net income of c.£494,000 in Year 1. Net income from performances is shown in the table below.

Performance Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Main Auditorium	£876,411	£902,704	£929,785	£957,678	£986,409	£1,016,001	£1,046,481	£1,077,875	£1,110,211	£1,143,518
Black Box Studio	£113,029	£116,420	£119,913	£123,510	£127,215	£131,032	£134,963	£139,012	£143,182	£147,477
Cinema	£242,109	£249,372	£256,853	£264,559	£272,495	£280,670	£289,090	£297,763	£306,696	£315,897
Pantomime	£342,348	£352,619	£363,197	£374,093	£385,316	£396,875	£408,782	£421,045	£433,676	£446,687
<b>Performance ticket income</b>	<b>£1,573,897</b>	<b>£1,621,114</b>	<b>£1,669,747</b>	<b>£1,719,840</b>	<b>£1,771,435</b>	<b>£1,824,578</b>	<b>£1,879,315</b>	<b>£1,935,695</b>	<b>£1,993,766</b>	<b>£2,053,579</b>
Cost of sales	-£1,031,261	-£1,062,199	-£1,094,065	-£1,126,887	-£1,160,694	-£1,195,514	-£1,231,380	-£1,268,321	-£1,306,371	-£1,345,562
Staff costs	-£48,422	-£49,874	-£51,371	-£52,912	-£54,499	-£56,134	-£57,818	-£59,553	-£61,339	-£63,179
<b>Net Performance Income</b>	<b>£494,214</b>	<b>£509,041</b>	<b>£524,312</b>	<b>£540,041</b>	<b>£556,242</b>	<b>£572,930</b>	<b>£590,118</b>	<b>£607,821</b>	<b>£626,056</b>	<b>£644,837</b>

#### 4.2.4.2 Food and Beverage Income

NWQH will have several exciting food and beverage spaces including a rooftop café/bar and a café/restaurant/bar in the ground floor welcome area. The food and beverage offer is expected to be simple, but to a high quality, serving performance attendees, staff, public programme and exhibition visitors, families and walk up customers alike and provide a comfortable, appealing and affordable environment, which will contribute to the creation of a cultural hub and increased dwell time. The café/bar will also be a place of meeting, work and gathering for visitors as well as the artists and staff. A great ground floor café/restaurant/bar will act as the 'living room' for the community where patrons come to eat, meet, work and enjoy programmes such as installations, intimate gigs, community performance and conversation. This space would be programmed to reflect the cultural and social diversity of Slough - to make connections with new audiences. The space will also be inter-generational - so can appeal to a wide audience.

The two spaces will complement each other and provide a space outside of home and work ( which also works well with the flexible working/gig economy lifestyle which has been emphasised by the pandemic lockdown). With multiple outlets NWQH could offer an all-day trade appealing to the modern trend of mid-morning and mid-afternoon 'grazing' and act as a bar in the evening, serving meals throughout the day. The new food and beverage offering will



align design and operation to NWQH's customers. The projection for food and beverage income is based on several different audiences:

Performance	Penetration	SPH excl VAT	Patrons		Income
Main auditorium - Live	100%	£2.25	36,000		£81,000
Black box studio	100%	£2.25	8,125		£18,281
Cinema	100%	£2.00	24,570		£49,140
Main auditorium - Panto	100%	£2.25	16,875		£37,969
Hire - Auditorium	100%	£2.25	18,000	Walk up	£40,500
Hire - Black box	100%	£2.25	4,500	Walk up	£10,125
					<b>£237,015</b>

Learning & Participation	Penetration	SPH excl VAT	Patrons		Income
Participants	100%	£0.50	7,242	Walk up	£3,621
					<b>£3,621</b>

Non-culture/Tenants Walk ins	Days	People	Take up %	No of People	Sales Per Year	SPH excl VAT	Income
Breakfast	364	3,140	0.9%	28	10,085	£4.80	£48,408
Coffees	364	3,140	1.8%	55	20,170	£2.00	£40,340
Lunch	364	3,140	1.2%	37	13,447	£6.40	£86,058
Drinks	364	3,140	0.6%	18	6,723	£6.40	£43,029
Dinner	364	3,140	0.6%	18	6,723	£9.60	£64,544
	<b>364</b>			<b>157</b>	<b>57,148</b>	<b>£4.94</b>	<b>£282,378</b>

The walk-up customers are derived from the assumed number of employees in the two office buildings in the NWQ development, in total 337,900 sqf / 31,400 sqm. Using c.10 sqm per employee as the ideal amount of space per person, this allows for roughly 5 sqm desk space and another c. 5 sqm to accommodate space in communal areas, like breakout spaces, meeting rooms and kitchens. This is also in line with Regulation 10 of the Workplace, (Health Safety and Welfare) Regulations 1992. Based on the sqm of office space it is assumed that c. 3,140 people could work in NWQ.

One or both of the venues could be operated by an in-house team, external catering specialists or aspiring start-ups on either a fixed lease agreement or as a gross revenue share model. If the latter is preferred it is expected that NWQH can achieve a commission of 15-20% on gross revenue.

In-House model	
Pros	Cons
Greater hands-on control of products and service delivery	Need to secure a manager with a high level of expertise –significant salary for scale of business
Greater integration of teams	No economies of scale for production or buying
Potentially higher return	HR responsibilities in a sector with recruitment and retainment challenges
	Health & Safety and Environmental Health Officer compliance risk
	Significant immediate cash investment in fit-out and equipment

External caterer	
Pros	Cons
Less financial risk	Less control over product and service delivery
Lower compliance risk	Potentially lower return if highly successful
Easier to attract higher calibre of management	
Economies of scale and buying power	
Immediate cash return	

In the Outline Business Plan both venues are expected to be operated by an in-house team to secure control of products and service delivery and allow programmes delivered in the ground floor café/bar. In-house management would also give NWQH an opportunity to employ a local workforce and offer work placement. Cost of production is assumed to be 40% and staff cost is assumed to be 35%, mainly zero hour contracted staff paid the UK Living Wage to create flexibility depending on ticket sales. Based on the projected number of customers and spend per head, it is estimated that food and beverage operations will generate a net income of c.£179,000 in Year 1. Net income from the food and beverage operation is shown in the table below.

Food and Beverage Income,£	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
In house F&B operations	£717,944	£740,347	£763,448	£786,351	£809,942	£834,240	£859,267	£885,045	£911,597	£938,945
<b>Gross Food and Beverage Income</b>	<b>£717,944</b>	<b>£740,347</b>	<b>£763,448</b>	<b>£786,351</b>	<b>£809,942</b>	<b>£834,240</b>	<b>£859,267</b>	<b>£885,045</b>	<b>£911,597</b>	<b>£938,945</b>
Cost of Sales	-£287,178	-£296,139	-£305,379	-£314,541	-£323,977	-£333,696	-£343,707	-£354,018	-£364,639	-£375,578
Cost of Staff	-£251,280	-£259,121	-£267,207	-£275,223	-£283,480	-£291,984	-£300,744	-£309,766	-£319,059	-£328,631
<b>Net Food and Beverage Income</b>	<b>£179,486</b>	<b>£185,087</b>	<b>£190,862</b>	<b>£196,588</b>	<b>£202,485</b>	<b>£208,560</b>	<b>£214,817</b>	<b>£221,261</b>	<b>£227,899</b>	<b>£234,736</b>

#### 4.2.4.3 Private hire income

Private hire income is generated from hiring out the venue's flexible, high quality spaces that can be configured for cultural creation, meetings, presentations and training courses during the day as well as corporate hospitality, networking and social events in the evening. We anticipate that the building will offer the best spaces in the area for meetings, presentations and collaboration. The auditorium and studio will also be hired for performances by schools and cultural organisations. Not only does the venue hire increase audience numbers but also generates profitable catering income. There is a team of event managers, technical experts, caterers and front-of-house staff to support events.

Event	Hire charge per event/h	Event/Hour	Operational days	Sessions/day	Average attendees/session	Catering charge per attendee	15% commission income	Direct cost
Main auditorium performance	£1,500	Event	100	1	300			35%
Studio performance	£500	Event	100	1	75			35%
Cinema/h	£600	Hour	40	2	45			35%
Day event	£200	Event	42	1	63	£30	£4.50	35%
Evening event	£250	Event	28	1	63	£40	£6.00	35%
Studio spaces x 20	£10	Hour	364	40 (2 hours/day x 20 studios)				50%
Innovation/MIT Lab space	£500	Event	10	1	30			35%

The studio spaces are mainly assumed to be used for free by community groups, students and aspiring creatives. On average 2 hours per day per studio is assumed to be hired on commercial terms. It will take time to build up a reputation and penetrate the corporate market so the private hire operation is assumed to operate at 60% capacity Year 1, increasing to 80% in Year 2 and to 100% from Year 3. Based on the above assumptions, it is estimated that private hire income will generate a net income of c.£188,000 in Year 1. Net income from private hire is shown in the table below.

Private Hire Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rental income	£287,964	£395,470	£509,168	£524,443	£540,176	£556,381	£573,073	£590,265	£607,973	£626,212
Catering income	£15,644	£21,484	£27,661	£28,491	£29,346	£30,226	£31,133	£32,067	£33,029	£34,020
<b>Gross Income</b>	<b>£303,608</b>	<b>£416,954</b>	<b>£536,829</b>	<b>£552,934</b>	<b>£569,522</b>	<b>£586,607</b>	<b>£604,206</b>	<b>£622,332</b>	<b>£641,002</b>	<b>£660,232</b>
Cost of sale - rental	-£115,978	-£159,277	-£205,069	-£211,221	-£217,558	-£224,085	-£230,807	-£237,731	-£244,863	-£252,209
<b>Net Private Hire Income</b>	<b>£187,629</b>	<b>£257,677</b>	<b>£331,760</b>	<b>£341,712</b>	<b>£351,964</b>	<b>£362,523</b>	<b>£373,398</b>	<b>£384,600</b>	<b>£396,138</b>	<b>£408,023</b>

#### 4.2.4.4 Rental income

Creative Academy have expressed a strong interest in taking up residency in NWQH. With the introduction of a Masters in Dance degree in addition to their already very successful educational offer, Creative Academy have outgrown their current location. For this financial model it is assumed that Creative Academy will rent 1,020 sqm of purpose built space including double height studios with sprung floors and mirrors, changing rooms and office space. SBC would continue to support creative, higher education by leasing out the space at an affordable rent of £75/sqm. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. Based on the above assumptions from Montagu Evans, it is estimated that rental income will generate a net income of c.£61,200 in Year 1. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years. Net income from the rental operation is shown in the table below.

Rental Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Lettings income	£61,200	£61,200	£61,200	£61,200	£61,200	£67,570	£67,570	£67,570	£67,570	£67,570
<b>Net Lettings Income</b>	<b>£61,200</b>	<b>£61,200</b>	<b>£61,200</b>	<b>£61,200</b>	<b>£61,200</b>	<b>£67,570</b>	<b>£67,570</b>	<b>£67,570</b>	<b>£67,570</b>	<b>£67,570</b>

#### 4.2.4.5 Development income

##### Friends membership scheme

It is common at cultural institutions to have membership schemes where the core aim of the scheme is to create a loyal customer base and generate income. These schemes are often priced around £30 and give benefits such as free tickets and discounts to performances and in café/restaurants. Besides being the home for contemporary arts and culture in Slough, NWQH also provides a rich programme of talent development, creative learning and community engagement projects. It is proposed that NWQH invites the residents in Slough to engage and support these programmes by becoming a 'Friend' of NWQH.

Friend membership	£60 Basic	£96 Silver	£150 Gold
Membership card, no booking fee, 10% in our café/bar	✓	✓	✓
Advanced priority booking	✓	✓	✓
Season magazines	✓	✓	✓
Acknowledgment online	✓	✓	✓
Acknowledgment annual report		✓	✓
Invites to VIP events		✓	✓
Seat plaque gold			✓

Assuming 80 basic friends, 15 silver friends and 5 gold friends per year and direct costs of 25%, it is estimated that the Friend scheme will generate a net income of c.£29,000 in Year 1.

##### Corporate Sponsorship and Membership

Considering the expanding number of new businesses, the amount of global corporate headquarters, and a location at the centre of one of Slough's newest developments NWQH is right at the heart of the town's cultural and commercial regeneration. The NWQH would be an inspiring partner for any business looking to engage its staff or clients, reach new audiences, or expand its corporate social responsibility. The new rooftop event space and bar overlooking the town centre creates a unique hospitality venue. There is a clear opportunity for companies to sponsor a project or activity and associate its brand with creativity, entrepreneurship and experimentation. Sponsorships provide brand awareness, audience access, product showcasing, staff engagement, unique entertainment, opportunities for social investment, creative marketing and PR. It is estimated that sponsorships will generate a net income of c.£49,000 in Year 1 after direct costs of 15%. There is also an opportunity to offer a corporate membership. Members will enjoy a generous package of incentives to engage staff, clients and friends including cinema and theatre tickets, complimentary event hire, discounts on private cinema screenings, exclusive invitations to special events throughout the year, and discounts for staff in the café/restaurant.

Corporate membership		£3,000 + VAT Basic	£5,000 + VAT Silver	£7,500 + VAT Gold
Hospitality	Free venue hire of an Event space/Roof-top café/bar	1	2	2
	10% discount on all additional hires	✓	✓	✓
	Free AM cinema hire			1
Branding opportunities	Brand acknowledgement on the website	✓	✓	✓
	Acknowledgements in annual report	✓	✓	✓
	Acknowledgements on donor board in foyer			✓
	Tickets to Theatre or Cinema (only events organised by NWQ)	20	40	60
Networking	Invitations to VIP private views for up to 10 staff members	✓	✓	✓
	Double invitation to annual Members-Only/Tenant Party	✓	✓	✓
	Corporate membership cards providing 10% discounts on tickets and in our café/bar	20	40	60

Assuming 4 basic friends and 1 silver friend per year and direct costs of 25%, it is estimated that the membership scheme will generate a net income of c.£17,000 in Year 1 after direct costs of 15%.

### Other gifts and donations

Gifts do not have to be cash contributions but can also be contributed as equipment, maintenance and knowledge, as in-kind donations. It is estimated that other gifts and donations will generate a net income of c.£54,000 in Year 1 after direct costs of 15%.

### Grants

At the core of NWQH's mission is its Learning and Participation programme. These public programmes encompass free public sessions to engage and educate families and communities, school outreach, skills-training and talent development. Numerous free activities and festivals would be held at NWQH each year. It is assumed that NWQH will eventually become one of more than 800 National Portfolio Organisations (NPO), and as such benefit from Arts Council England funding. An annual grant of £225,000 is included in the financial model.

### Summary Development Income

Based on the assumptions above, it is estimated NWQH will generate a net development income of c.£375,000 in Year 1. Net income from development income is shown in the table below.

Development Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Friends Membership income	£29,470	£30,354	£31,264	£32,202	£33,168	£34,163	£35,188	£36,244	£37,331	£38,451
Grant income	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000
Corporate Sponsorship income	£49,269	£50,747	£52,270	£53,838	£55,453	£57,116	£58,830	£60,595	£62,413	£64,285
Corporate Membership income	£16,752	£17,254	£17,772	£18,305	£18,854	£19,420	£20,002	£20,602	£21,220	£21,857
Other gifts and Donation income	£54,196	£55,822	£57,497	£59,222	£60,998	£62,828	£64,713	£66,654	£68,654	£70,714
<b>Net Development Income</b>	<b>£374,686</b>	<b>£379,177</b>	<b>£383,802</b>	<b>£388,566</b>	<b>£393,473</b>	<b>£398,527</b>	<b>£403,733</b>	<b>£409,095</b>	<b>£414,618</b>	<b>£420,307</b>

#### 4.2.4.6 Other income

##### Advertising Income

It is customary to exhibit advertising prior to cinema screenings. This would be provided by one of the leading cinema advertisers. As a benchmark, an average 10 minutes of advertising provided by Digital Cinema Media per screening would generate approximately £0.19 that NWQH would receive as a revenue share per admission. With a projected cinema admission of c.25,000 annually it is estimated that the advertising will generate a net income of c. £6,000 in Year 1.

### Booking fees

It is customary to charge a booking fee in addition to the ticket face value when booking theatre and cinema tickets. The fee is to cover administrative and system costs. This fee can be charged either per ticket or transaction and is sometimes applied only to online bookings. A benchmark of local cinema providers shows that a variety of charging models applies, online booking fee varies from £0.70-£0.75 per ticket or £1.90 per transaction. It is recommended that NWQH introduce a booking fee of £1.00 per ticket on all tickets sold online or over the phone across all types of ticketed activities including those that are sold on behalf of third-party companies.

Table: Sold tickets per venue and art form a steady year

Visitors	
Venue	Sold tickets
Main auditorium - Live	36,000
Black box studio	8,125
Cinema	24,570
Main auditorium - Panto	16,875
Performance Hire - Auditorium	30,000
Performance Hire - Studio	7,500
	<b>123,070</b>

Through charging an average booking fee of £1.00 per sold ticket across all events and genres it is assumed that NWQH will achieve an average income of £0.50 per sold ticket considering that 50% of all tickets are purchased on site or by Friends. NWQH will generate a net booking fee income of £77,000 in Year 1. Net other income is shown in the table below.

Other Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cinema advertising	£5,697	£5,868	£6,044	£6,225	£6,412	£6,604	£6,802	£7,006	£7,216	£7,433
Booking fee	£71,336	£73,476	£75,680	£77,951	£80,289	£82,698	£85,179	£87,734	£90,366	£93,077
<b>Total Other Income</b>	<b>£77,033</b>	<b>£79,344</b>	<b>£81,724</b>	<b>£84,176</b>	<b>£86,701</b>	<b>£89,302</b>	<b>£91,981</b>	<b>£94,740</b>	<b>£97,583</b>	<b>£100,510</b>

#### 4.2.4.7 Learning and Participation Programme

The Learning and Participation programme would support the development of NWQH as a highly innovative, cultural base, and educational campus. The proposed programme focuses on four key groups:

- Children and Schools
- Families and Communities
- Young People
- Emerging Artists and Entrepreneurs.

The Learning and Participation programme will be delivered both by in-house staff as well as by partner organisations. In this financial model it is assumed that these programmes are all delivered free of charge. It is assumed that just over 300 activities are offered each year which will reach more than 7,200 participants. It will take time to develop the in-house programmes and partnerships with other organisations, so it is assumed that 60% of the programmes are delivered in Year 1, increasing to 80% in Year 2 and to 100% from Year 3.

#### 4.2.4.8 Total Income

In the table are the income projections for ten years following the opening of NWQH, which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Net Income, £	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
<b>Total Net Income</b>	<b>£1,374,248</b>	<b>£1,471,525</b>	<b>£1,573,660</b>	<b>£1,612,283</b>	<b>£1,652,066</b>	<b>£1,699,412</b>	<b>£1,741,617</b>	<b>£1,785,088</b>	<b>£1,829,864</b>	<b>£1,875,983</b>

## 4.2.5 Expenditure

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 of NWQH.

### 4.2.5.1 Staff structure and costs

These costs cover the staff for NWQH, including the operational and artistic management, facility management, the public programmes delivery, the operation of commercial activities and the delivery of the site-wide experience. They assume that the Bar/Café operations are run in-house but costs related to Bar/Café staff are included as a direct cost of sale in the Food and Beverage income section above. Direct staff costs to operate the cinema are included as direct cost of sales in the Cinema Income section. The artistic vision and expected community impact is ambitious, and the staffing structure reflects this ambition. The proposed salaries, including employer National Insurance, holiday and pension contributions, are based on benchmarks. The proposed staffing structure allows the site to be open to the public all year around for seven days per week and will also include opportunities for volunteering. There are roles proposed for learning and participation as well as community outreach - reflecting the project vision. These roles could also incorporate elements of well-being, and other community-related health and lifestyle initiatives.

### Staff costs - key assumptions

NWQH could potentially employ 28.5 FTE staff with additional employees operating the key spaces and café/restaurants. Human Resource costs are assumed to include an average on-cost for pension and national insurance of 16%.

Salary Grade	Package
1	58000
2	50000
3	40800
4	37,400
5	36,400
6	35,700
7	35,300
8	30,900
9	30,300
10	27,500
11	25,700
12	25,000
13	23,700
14	22,000
15	21,600
16	19,600

### Retention rate

The staff turnover rate (voluntary as opposed to involuntary) is assumed to be 20% annually.

## Recruitment costs

Estimates for the cost of recruitment ranges vary depending on the level of complexity of the position to be filled and the availability of candidates in the market, so it is assumed at a flat rate of 15%.

Human resource costs for the 10-year period follows:

Staff Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Basic salary	£956,749	£985,451	£1,015,015	£1,045,465	£1,076,829	£1,109,134	£1,142,408	£1,176,680	£1,211,981	£1,248,340
Recruitment cost	£28,702	£29,564	£30,450	£31,364	£32,305	£33,274	£34,272	£35,300	£36,359	£37,450
Pension contribution/On cost	£153,080	£157,672	£162,402	£167,274	£172,293	£177,461	£182,785	£188,269	£193,917	£199,734
<b>Total Staff Expenditure</b>	<b>£1,138,531</b>	<b>£1,172,687</b>	<b>£1,207,868</b>	<b>£1,244,104</b>	<b>£1,281,427</b>	<b>£1,319,870</b>	<b>£1,359,466</b>	<b>£1,400,250</b>	<b>£1,442,257</b>	<b>£1,485,525</b>

### 4.2.5.2 Learning and participation costs

Direct costs to deliver the Learning and Participation programme is assumed to be £225,000 p.a., mainly payment to partners who deliver the programme.

Learning and participation costs for the 10-year period follows:

Learning & Participation Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Learning & Participation	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
<b>Total Learning &amp; Participation Expenditure</b>	<b>£289,819</b>	<b>£298,513</b>	<b>£307,468</b>	<b>£316,693</b>	<b>£326,193</b>	<b>£335,979</b>	<b>£346,058</b>	<b>£356,440</b>	<b>£367,133</b>	<b>£378,147</b>

### 4.2.5.3 Other indirect costs

Other indirect costs include non-domestic rates, facility maintenance cost, marketing expenditure and other office and administrative costs. A marketing budget per performance and programme visitors of £1.00 is recommended. This budget is essential to ensure that NWQH is adequately promoted during the first few years post-opening, and that there is a robust promotional strategy in the long term. The cost is assumed to promote both cultural and commercial activities in the building besides direct marketing activities to promote private hire.

Costs for utilities, waste, cleaning, building maintenance and insurance are calculated using benchmarked cost per sqm over the cultural space usage's total internal area of 3,240 sqm. It is assumed that Creative Academy either will pay their own facility management cost directly or indirectly via a service charge. The cost for Non-Domestic Rate is based on benchmarks of other mixed-use multi-cultural venues pro-rata based on the footprint.

Other indirect costs for the 10-year period follows:

Other Indirect Costs, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cleaning and waste management cost allowance	£5,634	£5,803	£5,977	£6,157	£6,341	£6,531	£6,727	£6,929	£7,137	£7,351
Utility cost allowance	£71,365	£73,506	£75,711	£77,982	£80,322	£82,731	£85,213	£87,770	£90,403	£93,115
Building maintenance cost allowance	£86,389	£88,981	£91,650	£94,400	£97,232	£100,149	£103,153	£106,248	£109,435	£112,718
Rent and rates	£28,570	£29,427	£30,310	£31,220	£32,156	£33,121	£34,114	£35,138	£36,192	£37,278
Marketing spend	£104,236	£107,363	£110,584	£113,902	£117,319	£120,839	£124,464	£128,198	£132,044	£136,005
Office supplies	£76,188	£78,473	£80,827	£83,252	£85,750	£88,322	£90,972	£93,701	£96,512	£99,408
Professional services incl. insurance	£20,658	£21,278	£21,916	£22,574	£23,251	£23,949	£24,667	£25,407	£26,169	£26,954
Other admin cost	£10,476	£10,790	£11,114	£11,447	£11,791	£12,144	£12,509	£12,884	£13,270	£13,669
<b>Total Other Indirect Costs</b>	<b>£403,516</b>	<b>£415,622</b>	<b>£428,091</b>	<b>£440,933</b>	<b>£454,161</b>	<b>£467,786</b>	<b>£481,820</b>	<b>£496,274</b>	<b>£511,163</b>	<b>£526,497</b>

### 4.2.5.4 Total Expenditure

In the table are the expenditure projections for ten years following the opening of NWQH which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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
<b>Total Expenditure</b>	<b>£1,831,866</b>	<b>£1,886,822</b>	<b>£1,943,427</b>	<b>£2,001,730</b>	<b>£2,061,781</b>	<b>£2,123,635</b>	<b>£2,187,344</b>	<b>£2,252,964</b>	<b>£2,320,553</b>	<b>£2,390,170</b>

#### 4.2.6 Cashflow

The following table shows the summary of the overall projected operational result for the project. It illustrates that through the proposed scheme, NWQH can generate a total net income of c.£1.1m in its first year after opening, while this is likely to increase to c.£1.5m in Year 10. This would result in an operational deficit of c.£0.5m in Year 1 and in Year 10.

Cashflow, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Income	£1,084,430	£1,173,012	£1,266,191	£1,295,591	£1,325,873	£1,363,432	£1,395,558	£1,428,648	£1,462,730	£1,497,835
Expenditure	-£1,542,048	-£1,588,309	-£1,635,958	-£1,685,037	-£1,735,588	-£1,787,656	-£1,841,286	-£1,896,524	-£1,953,420	-£2,012,022
<b>Total Cashflow</b>	<b>-£457,618</b>	<b>-£415,297</b>	<b>-£369,767</b>	<b>-£389,446</b>	<b>-£409,716</b>	<b>-£424,223</b>	<b>-£445,727</b>	<b>-£467,876</b>	<b>-£490,689</b>	<b>-£514,187</b>

#### 4.2.7 Capital Cost Estimate

To give an indication of the level of Capital Expenditure required to deliver the project the estimate is c. £40m.

Mixed use cultural venue	CAPEX	Unit	Quantity	Rate	
Building	19,170,000	m2	4,260	£4,500 /m2	Benchmarked against other mixed-used cultural building projects
Landscape	100,000	nr	1	£100,000 /nr	
Performance	1,000,000	nr	1	£1,000,000 /nr	Technical and Performance Fit Out for Theatre, Studio Theatre and Cinema
FFE	500,000	nr	1	£500,000 /nr	Fixed and loose furniture, fittings and equipment
Exhibition/Interpretation	300,000	m2	100	£3,000 /m2	
<b>SUB</b>	<b>21,070,000</b>				
Inflation [10%]	2,107,000				
<b>Base build costs</b>	<b>23,177,000</b>				
Design team fees [15%]	3,476,550				
Prelims [20%]	9,966,110				
<b>SUB</b>	<b>36,619,660</b>				
Contingency [12.5%]	4,577,458				
Other surveys / consultancy	100,000	nr	1	£100,000 /nr	
<b>TOTAL</b>	<b>41,297,118</b>				

#### 4.3 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.



### 4.3.1 Spatial Breakdown

The option for an 8,820 sqm building has been developed using the following spatial area breakdown:

New Cultural Space	m <sup>2</sup>	
Lobby/Arrival	200	Permeable
Bar/Café	300	including 40% BoH
Toilets	100	Over several levels
Main auditorium including stage and orchestra pit with full height flying	550	500-525seats
Main Auditorium Storage	25	
Green rooms x 3	75	
Black box studio, retractable seating	150	125 seats
Temporary exhibition	200	
Temporary exhibition storage	50	
	150	
20 mixed use studios/rehearsal rooms, recording, mastering suite, visual, AR		
Immersive cinema	150	150 seats, projections on three walls
Innovation / MIT Lab space	100	30-40 persons
Creative partners office	300	Admin hub for SBC and partners
Story of Slough/Flexible gallery	100	Dynamic interpretive space
Museum storage	100	Open, linked to above
Roof top café/bar	150	Comparators: Netil360 (London), stadpark DÂK (Rotterdam)
<i>Creative Academy spaces</i>		
6+ studios	700	Sprung floor and mirrors, some double height
Open plan area for staff with hot desking and some meeting rooms	75	
Locker/changing rooms	75	
<b>NET</b>	<b>3,550</b>	
<b>Circulation/Plant</b>	<b>710</b>	<b>20%</b>
<b>Total GFA</b>	<b>4,260</b>	

University + Incubation Hub Requirements - co-located with above in single building	m <sup>2</sup>	To be further defined
Grow from 300 to 1.000 students over 10 years		
Classrooms		Seating 30 students
Computer labs		Seating 60 students
Break out spaces/co-working spaces		
Small library		
Reception/Arrival		
Open plan area for staff with hot desking and plenty of meeting rooms for student consultation.		
<b>University</b>	<b>3,000</b>	
Incubation/Acceleration	800	including reception, breakout spaces, booths, meeting rooms, small offices, co-working desk space
<b>NET</b>	<b>3,800</b>	
<b>Circulation/Plant</b>	<b>760</b>	<b>20%</b>
<b>Total GFA</b>	<b>4,560</b>	
<b>CULTURAL + UNIVERSITY GFA</b>	<b>8,820</b>	

### 4.3.2 Audience numbers

Based on projections, the possible audience could be at a conservative baseline estimate of c.345,000 visits per year.

Visitors	
Venue	Sold tickets
Main auditorium - Live	36,000
Black box studio	8,125
Cinema	24,570
Main auditorium - Panto	16,875
Performance Hire - Auditorium	30,000
Performance Hire - Studio	7,500
<b>Sub</b>	<b>123,070</b>
Free programmes	7,242
Additional Café/Restaurant visits	214,147
<b>Sub</b>	<b>221,389</b>
<b>Total visits</b>	<b>344,459</b>

### 4.3.3 General Financial Assumptions

#### 4.3.3.1 Inflation

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% is applied.

#### 4.3.3.2 VAT

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.

### 4.3.4 Income

The income model for the NWQH has seven key income streams, which will be detailed in the following sections:

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.

#### 4.3.4.1 Performance income

##### Performance Income summary

Based on the assumptions in Option 2 above, it is estimated that performances will generate a net income of c.£494,000 in Year 1. Net income from performances is shown in the table below.

Performance Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Main Auditorium	£876,411	£902,704	£929,785	£957,678	£986,409	£1,016,001	£1,046,481	£1,077,875	£1,110,211	£1,143,518
Black Box Studio	£113,029	£116,420	£119,913	£123,510	£127,215	£131,032	£134,963	£139,012	£143,182	£147,477
Cinema	£242,109	£249,372	£256,853	£264,559	£272,495	£280,670	£289,090	£297,763	£306,696	£315,897
Pantomime	£342,348	£352,619	£363,197	£374,093	£385,316	£396,875	£408,782	£421,045	£433,676	£446,687
<b>Performance ticket income</b>	<b>£1,573,897</b>	<b>£1,621,114</b>	<b>£1,669,747</b>	<b>£1,719,840</b>	<b>£1,771,435</b>	<b>£1,824,578</b>	<b>£1,879,315</b>	<b>£1,935,695</b>	<b>£1,993,766</b>	<b>£2,053,579</b>
Cost of sales	-£1,031,261	-£1,062,199	-£1,094,065	-£1,126,887	-£1,160,694	-£1,195,514	-£1,231,380	-£1,268,321	-£1,306,371	-£1,345,562
Staff costs	-£48,422	-£49,874	-£51,371	-£52,912	-£54,499	-£56,134	-£57,818	-£59,553	-£61,339	-£63,179
<b>Net Performance Income</b>	<b>£494,214</b>	<b>£509,041</b>	<b>£524,312</b>	<b>£540,041</b>	<b>£556,242</b>	<b>£572,930</b>	<b>£590,118</b>	<b>£607,821</b>	<b>£626,056</b>	<b>£644,837</b>

#### 4.3.4.2 Food and beverage income

The projection for food and beverage income is based on several different audiences:

Performance attendees, see Option 2A

Learning and Participation Participants, see Option 2A

Non-culture/Tenants Walk ins, see Option 2A

Royal Holloway/Creative Academy Spend Workings	Working Days	Students	Penetration %	Patrons	Sales Per Year	SPH excl VAT	Income
Students/Staff Breakfast	190	1000	5%	50	9,500	£4.80	£45,600
Students/Staff Coffees	190	1000	20%	200	38,000	£2.00	£76,000
Students/Staff Lunch	190	1000	15%	150	28,500	£6.40	£182,400
Students/Staff Drinks	190	1000	10%	100	19,000	£6.40	£121,600
Students/Staff Dinner	190	1000	5%	50	9,500	£9.60	£91,200
	<b>190</b>			<b>550</b>	<b>104,500</b>	<b>£4.95</b>	<b>£516,800</b>

Incubator Tenants Spend Workings	Working Days excluding 25 days holiday	People	Take up %	No of People	Sales Per Year	SPH excl VAT	Income
Tenants Breakfast	229	150	10%	15	3,435	£4.80	£16,488
Tenants Coffees	229	150	20%	30	6,870	£2.00	£13,740
Tenants Lunch	229	150	10%	15	3,435	£6.40	£21,984
Tenants Drinks	229	150	10%	15	3,435	£6.40	£21,984
Tenants Dinner	229	150	5%	8	1,718	£9.60	£16,488
Tenants Visitors Breakfast	229	15	10%	2	344	£4.80	£1,649
Tenants Visitors Coffees	229	15	75%	11	2,576	£2.00	£5,153
Tenants Visitors Lunch	229	15	10%	2	344	£6.40	£2,198
Tenants Visitors Drinks	229	15	5%	1	172	£6.40	£1,099
Tenants Visitors Dinner	229	15	5%	1	172	£9.60	£1,649
	<b>229</b>			<b>98</b>	<b>22,499</b>	<b>£4.55</b>	<b>£102,432</b>

Assumes 1,250 sqm of Incubator space including kitchen, 2 meeting rooms for 4 people and 2 meeting rooms for 8 people

Based on the projected number of customers and spend per head, it is estimated that food and beverage operations will generate a net income of c.£347,000 in Year 1. Net income from the food and beverage operation is shown in the table below.

Food and Beverage Income,£	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
In house F&B operations	£1,388,220	£1,430,731	£1,474,544	£1,518,780	£1,564,343	£1,611,274	£1,659,612	£1,709,400	£1,760,682	£1,813,503
<b>Gross Food and Beverage Income</b>	<b>£1,388,220</b>	<b>£1,430,731</b>	<b>£1,474,544</b>	<b>£1,518,780</b>	<b>£1,564,343</b>	<b>£1,611,274</b>	<b>£1,659,612</b>	<b>£1,709,400</b>	<b>£1,760,682</b>	<b>£1,813,503</b>
Cost of Sales	-£555,288	-£572,292	-£589,817	-£607,512	-£625,737	-£644,509	-£663,845	-£683,760	-£704,273	-£725,401
Cost of Staff	-£485,877	-£500,756	-£516,090	-£531,573	-£547,520	-£563,946	-£580,864	-£598,290	-£616,239	-£634,726
<b>Net Food and Beverage Income</b>	<b>£347,055</b>	<b>£357,683</b>	<b>£368,636</b>	<b>£379,695</b>	<b>£391,086</b>	<b>£402,818</b>	<b>£414,903</b>	<b>£427,350</b>	<b>£440,171</b>	<b>£453,376</b>

#### 4.3.4.3 Private hire income

Event	Hire charge per event/h	Event/Hour	Operational days	Sessions/day	Average attendees/session	Catering charge per attendee	15% commission income	Direct cost
Main auditorium performance	£1,500	Event	100	1	300			35%
Studio performance	£500	Event	100	1	75			35%
Cinema/h	£600	Hour	40	2	45			35%
Day event	£200	Event	42	1	63	£30	£4.50	35%
Evening event	£250	Event	28	1	63	£40	£6.00	35%
Studio spaces x 20	£10	Hour	364	40 (2 hours/day x 20 studios)				50%
Innovation/MIT Lab space	£500	Event	50	1	30			35%

Based on the above assumptions, it is estimated that private hire income will generate a net income of c.£197,000 in Year 1. Net income from private hire is shown in the table below.

Private Hire Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rental income	£301,875	£414,575	£533,765	£549,778	£566,272	£583,260	£600,757	£618,780	£637,344	£656,464
Catering income	£15,644	£21,484	£27,661	£28,491	£29,346	£30,226	£31,133	£32,067	£33,029	£34,020
<b>Gross Income</b>	<b>£317,519</b>	<b>£436,059</b>	<b>£561,426</b>	<b>£578,269</b>	<b>£595,617</b>	<b>£613,486</b>	<b>£631,890</b>	<b>£650,847</b>	<b>£670,372</b>	<b>£690,484</b>
Cost of sale - rental	-£120,847	-£165,964	-£213,678	-£220,089	-£226,691	-£233,492	-£240,497	-£247,712	-£255,143	-£262,797
<b>Net Private Hire Income</b>	<b>£196,672</b>	<b>£270,096</b>	<b>£347,748</b>	<b>£358,181</b>	<b>£368,926</b>	<b>£379,994</b>	<b>£391,394</b>	<b>£403,135</b>	<b>£415,229</b>	<b>£427,686</b>

#### 4.3.4.4 Rental income

For this financial model it is assumed that Creative Academy will rent 1,020 sqm of purpose-built space including double height studios with sprung floors and mirrors, changing rooms and office space. SBC would continue to support creative, higher education by leasing out the space at an affordable rent of £75/sqm. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years.

Barker Langham are not involved in the ongoing negotiations between SBC, RHU and the terms, including capital contribution and annual rent, to be agreed for Royal Holloway to take up occupancy in NWQH is yet to be agreed. For this financial model it is assumed that RHU will rent 3,600 sqm of purpose-built space including classrooms, labs, library and staff facilities. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. Market rate for Grade A office space is appr. £350/sqm. Barker Langham assumes that SBC would subsidise delivery of higher education in Slough by leasing out the space at a rent of £200/sqm with an initial 18 month rent free period. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years.

For this financial model it is assumed that the Incubation Centre will rent 960 sqm of purpose-built office space including meeting rooms, breakout spaces and facilities. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. Since incubation space is offered well below market rate to start-ups, it is assumed that SBC would subsidise the space by leasing it out at a rent of £100/sqm with an initial 18 month rent free period. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years.

Based on the above assumptions from Montagu Evans, it is estimated that rental income will generate a net income of c.£61,000 in Year 1 increasing to c.£790,000 in Year 10. Net income from the rental operation is shown in the table below.

Rental Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Lettings income	£61,200	£387,600	£714,000	£714,000	£714,000	£788,314	£788,314	£788,314	£788,314	£788,314
<b>Net Lettings Income</b>	<b>£61,200</b>	<b>£387,600</b>	<b>£714,000</b>	<b>£714,000</b>	<b>£714,000</b>	<b>£788,314</b>	<b>£788,314</b>	<b>£788,314</b>	<b>£788,314</b>	<b>£788,314</b>

#### 4.3.4.5 Development income

##### Friends membership scheme

Assuming 80 basic friends, 15 silver friends and 5 gold friends per year and direct costs of 25%, it is estimated that the Friend scheme will generate a net income of c.£29,000 in Year 1.

##### Corporate Sponsorship and Membership

With the inclusion of Higher Education and Incubation space more businesses will know about NWQH, which will lead to more companies taking the opportunity to support NWQH and benefit from its offer. It is estimated that sponsorships will generate a net income of c.£74,000 in Year 1 after direct costs of 15%.

Assuming 6 basic friends, 2 silver friends and 1 gold friend per year and direct costs of 25%, it is estimated that the membership scheme will generate a net income of c.£35,000 in Year 1 after direct costs of 15%.

##### Other gifts and donations

Gifts do not have to be cash contributions but can also be contributed as equipment, maintenance and knowledge, as in-kind donations. It is estimated that other gifts and donations will generate a net income of c.£54,000 in Year 1 after direct costs of 15%. Net development income is shown in the table below.

##### Grants

At the core of NWQH's mission is its Learning and Participation programme. These public programmes encompass free family sessions to engage and educate families and communities, school outreach, skills-training and talent development. Numerous free activities and festivals would be held at NWQH each year. It is assumed that NWQH will eventually become one of more than 800 National Portfolio Organisations (NPO), and as such benefit from Arts Council England funding. An annual grant of £225,000 is included in the financial model.

##### Summary Development Income

Based on the assumptions above, it is estimated NWQH will generate a net development income of c.£418,000 in Year 1. Net income from development income is shown in the table below.

Development Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Friends Membership income	£29,470	£30,354	£31,264	£32,202	£33,168	£34,163	£35,188	£36,244	£37,331	£38,451
Grant income	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000
Corporate Sponsorship income	£73,904	£76,121	£78,404	£80,757	£83,179	£85,675	£88,245	£90,892	£93,619	£96,428
Corporate Membership income	£34,981	£36,031	£37,111	£38,225	£39,372	£40,553	£41,769	£43,022	£44,313	£45,642
Other gifts and Donation income	£54,196	£55,822	£57,497	£59,222	£60,998	£62,828	£64,713	£66,654	£68,654	£70,714
<b>Net Development Income</b>	<b>£417,550</b>	<b>£423,327</b>	<b>£429,277</b>	<b>£435,405</b>	<b>£441,717</b>	<b>£448,219</b>	<b>£454,915</b>	<b>£461,813</b>	<b>£468,917</b>	<b>£476,235</b>

#### 4.3.4.6 Other income

##### Advertising Income

See option 2A for more details. With a projected cinema admission of c.25,000 annually it is estimated that the advertising will generate a net income of c. £6,000 in Year 1.

##### Booking fees

See option 2A for more details NWQ will generate a net booking fee income of £71,000 in Year 1.

Net other income is shown in the table below.

Other Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cinema advertising	£5,697	£5,868	£6,044	£6,225	£6,412	£6,604	£6,802	£7,006	£7,216	£7,433
Booking fee	£71,336	£73,476	£75,680	£77,951	£80,289	£82,698	£85,179	£87,734	£90,366	£93,077
<b>Total Other Income</b>	<b>£77,033</b>	<b>£79,344</b>	<b>£81,724</b>	<b>£84,176</b>	<b>£86,701</b>	<b>£89,302</b>	<b>£91,981</b>	<b>£94,740</b>	<b>£97,583</b>	<b>£100,510</b>

#### 4.3.4.7 Learning and Participation

See Option 2A.

#### 4.3.4.8 Total Income

The table shows the income projections for ten years following the opening of NWQH, which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Net Income, £	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 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
<b>Total Net Income</b>	<b>£1,593,724</b>	<b>£2,027,089</b>	<b>£2,465,696</b>	<b>£2,511,497</b>	<b>£2,558,672</b>	<b>£2,681,576</b>	<b>£2,731,624</b>	<b>£2,783,173</b>	<b>£2,836,269</b>	<b>£2,890,958</b>

#### 4.3.5 Expenditure

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 of NWQH.

##### 4.3.5.1 Staff structure and costs

These costs cover the staff for NWQH, including the operational and artistic management, facility management, the public programmes delivery, the operation of commercial activities and the delivery of the site-wide experience. They assume that the Bar/Café operations are run in-house but costs related to Bar/Café staff are included as a direct cost of sale in the Food and Beverage income section above. Direct staff costs to operate the cinema are included as direct cost of sales in the Cinema Income section.

The artistic vision and expected community impact is ambitious, and the staffing structure reflects this ambition. The proposed salaries, including employer National Insurance, holiday and pension contributions, are based on benchmarks. The proposed staffing structure allows the site to be open to the public all year around for seven days per week and will also include opportunities for volunteering. There are roles proposed for learning and participation as well as community outreach - reflecting the project vision. These roles could also incorporate elements of well-being, and other community-related health and lifestyle initiatives.

##### Staff costs - key assumptions

NWQH could potentially employ 31.5 FTE staff with additional employees operating the key spaces and café/restaurants. Human Resource costs are assumed to include an average on-cost for pension and national insurance of 16%.

##### Salary grades

See Option 2A.

##### Retention rate

The staff turnover rate (voluntary as opposed to involuntary) is assumed to be 20% annually.

##### Recruitment costs

Estimates for the cost of recruitment ranges vary depending on the level of complexity of the position to be filled and the availability of candidates in the market, so it is assumed at a flat rate of 15%.

Human resource costs for the 10-year period follows:

Staff Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Basic salary	£1,058,881	£1,090,647	£1,123,367	£1,157,068	£1,191,780	£1,227,533	£1,264,359	£1,302,290	£1,341,359	£1,381,599
Recruitment cost	£31,766	£32,719	£33,701	£34,712	£35,753	£36,826	£37,931	£39,069	£40,241	£41,448
Pension contribution/On cost	£169,421	£174,504	£179,739	£185,131	£190,685	£196,405	£202,297	£208,366	£214,617	£221,056
<b>Total Staff Expenditure</b>	<b>£1,260,068</b>	<b>£1,297,870</b>	<b>£1,336,806</b>	<b>£1,376,911</b>	<b>£1,418,218</b>	<b>£1,460,765</b>	<b>£1,504,587</b>	<b>£1,549,725</b>	<b>£1,596,217</b>	<b>£1,644,103</b>

### 4.3.5.2 Learning and participation costs

Direct costs to deliver the Learning and Participation programme is assumed to be £225,000 p.a., mainly payment to partners who deliver the programme. Learning and participation costs for the 10-year period follows:

Learning & Participation Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Learning & Participation	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
<b>Total Learning &amp; Participation Expenditure</b>	<b>£289,819</b>	<b>£298,513</b>	<b>£307,468</b>	<b>£316,693</b>	<b>£326,193</b>	<b>£335,979</b>	<b>£346,058</b>	<b>£356,440</b>	<b>£367,133</b>	<b>£378,147</b>

### 4.3.5.3 Other indirect costs

Other indirect costs include non-domestic rates, facility maintenance cost, marketing expenditure and other office and administrative costs. A marketing budget per visitor of £1.00 is recommended. This budget is essential to ensure that NWQH is adequately promoted during the first few years post-opening, and that there is a robust promotional strategy in the long term. The cost is assumed to promote both cultural and commercial activities in the building.

Costs for utilities, waste, cleaning, building maintenance and insurance are calculated using benchmarked cost per sqm over the cultural space usage's total internal area of 3,240 sqm. It is assumed that Creative Academy, Royal Holloway and the Incubation Centre either will pay their own facility management cost directly or indirectly via a service charge.

The cost for Non-Domestic Rates is based on benchmarks of other mixed-use multi-cultural venues pro-rata based on the footprint.

Other indirect costs for the 10-year period follows:

Other Indirect Costs, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cleaning and waste management cost allowance	£5,634	£5,803	£5,977	£6,157	£6,341	£6,531	£6,727	£6,929	£7,137	£7,351
Utility cost allowance	£71,365	£73,506	£75,711	£77,982	£80,322	£82,731	£85,213	£87,770	£90,403	£93,115
Building maintenance cost allowance	£86,389	£88,981	£91,650	£94,400	£97,232	£100,149	£103,153	£106,248	£109,435	£112,718
Rent and rates	£28,570	£29,427	£30,310	£31,220	£32,156	£33,121	£34,114	£35,138	£36,192	£37,278
Marketing spend	£104,236	£107,363	£110,584	£113,902	£117,319	£120,839	£124,464	£128,198	£132,044	£136,005
Office supplies	£76,188	£78,473	£80,827	£83,252	£85,750	£88,322	£90,972	£93,701	£96,512	£99,408
Professional services incl. insurance	£20,658	£21,278	£21,916	£22,574	£23,251	£23,949	£24,667	£25,407	£26,169	£26,954
Other admin cost	£10,476	£10,790	£11,114	£11,447	£11,791	£12,144	£12,509	£12,884	£13,270	£13,669
<b>Total Office and Administrative Cost</b>	<b>£403,516</b>	<b>£415,622</b>	<b>£428,091</b>	<b>£440,933</b>	<b>£454,161</b>	<b>£467,786</b>	<b>£481,820</b>	<b>£496,274</b>	<b>£511,163</b>	<b>£526,497</b>

### 4.3.5.4 Total Expenditure

The table shows the expenditure projections for ten years following the opening of NWQH, which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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 Office and Administrative Cost	£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
<b>Total Expenditure</b>	<b>£1,953,403</b>	<b>£2,012,005</b>	<b>£2,072,366</b>	<b>£2,134,536</b>	<b>£2,198,573</b>	<b>£2,264,530</b>	<b>£2,332,466</b>	<b>£2,402,440</b>	<b>£2,474,513</b>	<b>£2,548,748</b>

### 4.3.6 Cashflow

The following table shows the summary of the overall projected operational result for the project. It illustrates that through the proposed scheme, NWQH can generate a total net income of c.£1.3m in its first year after opening, while this is likely to increase to c.£2.5m in Year 10. This would result in a n operational deficit of c.£0.4m in Year 1 and an operational profit of c.£0.3m in Year 10.

Cashflow, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Income	£1,303,905	£1,728,576	£2,158,228	£2,194,805	£2,232,479	£2,345,597	£2,385,566	£2,426,733	£2,469,136	£2,512,810
Expenditure	-£1,663,585	-£1,713,492	-£1,764,897	-£1,817,844	-£1,872,379	-£1,928,551	-£1,986,407	-£2,045,999	-£2,107,379	-£2,170,601
<b>Total Cashflow</b>	<b>-£359,680</b>	<b>£15,084</b>	<b>£393,331</b>	<b>£376,961</b>	<b>£360,100</b>	<b>£417,046</b>	<b>£399,158</b>	<b>£380,734</b>	<b>£361,756</b>	<b>£342,210</b>

### 4.3.7 Capital Cost Estimate

To give an indication of the level of Capital Expenditure required to deliver the project the estimate is c. £80m.

Mixed use cultural venue + HE + Incubation	CAPEX	Unit	Quan-	Rate	
Building	39,690,000	m2	8,820	£4,500 /m2	Benchmarked against other mixed-used cultural building projects
Landscape	100,000	nr	1	£100,000 /nr	
Performance	1,000,000	nr	1	£1,000,000 /nr	Technical and Performance Fit Out for Theatre, Studio Theatre and Cinema
FFE	500,000	nr	1	£500,000 /nr	Fixed and loose furniture, fittings and equipment
Exhibition/Interpretation	300,000	m2	100	£3,000 /m2	
<b>SUB</b>	<b>41,590,000</b>				
Inflation [10%]	4,159,000				
Base build costs	45,749,000				
Design team fees [15%]	6,862,350				
Prelims [20%]	19,672,070				
<b>SUB</b>	<b>72,283,420</b>				
Contingency [12.5%]	9,035,428				
Other surveys / consultancy	100,000	nr	1	£100,000 /nr	
<b>TOTAL</b>	<b>81,418,848</b>				

### 4.4 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 these options could use a proportion of the allocation either on its own or any combination up to c.6,000 sqm.

#### 4.4.1 Spatial breakdown

The option for an up to 15,000 sqm building has been developed using the following spatial area breakdown:

Other potential use options	m <sup>2</sup>	To be further tested, could be a mix of these functions
Large Innovation/Incubation/Acceleration space with test facilities and office space	6,180	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



#### 4.4.2 Audience numbers

Based on projections, the possible audience could be at a conservative baseline estimate of c.395,000 visits per year.

Visitors	
Venue	Sold tickets
Main auditorium - Live	36,000
Black box studio	8,125
Cinema	24,570
Main auditorium - Panto	16,875
Performance Hire - Auditorium	30,000
Performance Hire - Studio	7,500
	<b>123,070</b>
Free programmes	7,242
Additional Café/Restaurant visits	264,527
	<b>271,769</b>
<b>Total visits</b>	<b>394,839</b>

Note: Community room/Studio room attendees not included

#### 4.4.3 General financial assumptions

##### 4.4.3.1 Inflation

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% is applied.

##### 4.4.3.2 VAT

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.

#### 4.4.4 Income

The income model for the NWQH has seven key income streams, which will be detailed in the following sections:

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

##### 4.4.4.1 Performance Income

Based on the assumptions in Option 2A above, it is estimated that performances will generate a net income of c.£494,000 in Year 1. Net income from performances is shown in the table below.

Performance Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Main Auditorium	£876,411	£902,704	£929,785	£957,678	£986,409	£1,016,001	£1,046,481	£1,077,875	£1,110,211	£1,143,518
Black Box Studio	£113,029	£116,420	£119,913	£123,510	£127,215	£131,032	£134,963	£139,012	£143,182	£147,477
Cinema	£242,109	£249,372	£256,853	£264,559	£272,495	£280,670	£289,090	£297,763	£306,696	£315,897
Pantomime	£342,348	£352,619	£363,197	£374,093	£385,316	£396,875	£408,782	£421,045	£433,676	£446,687
<b>Performance ticket income</b>	<b>£1,573,897</b>	<b>£1,621,114</b>	<b>£1,669,747</b>	<b>£1,719,840</b>	<b>£1,771,435</b>	<b>£1,824,578</b>	<b>£1,879,315</b>	<b>£1,935,695</b>	<b>£1,993,766</b>	<b>£2,053,579</b>
Cost of sales	-£1,031,261	-£1,062,199	-£1,094,065	-£1,126,887	-£1,160,694	-£1,195,514	-£1,231,380	-£1,268,321	-£1,306,371	-£1,345,562
Staff costs	-£48,422	-£49,874	-£51,371	-£52,912	-£54,499	-£56,134	-£57,818	-£59,553	-£61,339	-£63,179
<b>Net Performance Income</b>	<b>£494,214</b>	<b>£509,041</b>	<b>£524,312</b>	<b>£540,041</b>	<b>£556,242</b>	<b>£572,930</b>	<b>£590,118</b>	<b>£607,821</b>	<b>£626,056</b>	<b>£644,837</b>

#### 4.4.4.2 Food and beverage income

The projection for food and beverage income is based on several different audiences:

Performance attendees, see Option 2A

Learning and Participation Participants, see Option 2A

Incubator Tenants staff, see Option 2B

Royal Holloway/Creative Academy Staff and Students, see Option 2B

Non-culture/Tenants Walk ins, see Option 2A.

Based on the projected number of customers and spend per head, it is estimated that food and beverage operations will generate a net income of c.£387,000 in Year 1. Net income from the food and beverage operation is shown in the table below.

Food and Beverage Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
In house F&B operations	£1,549,814	£1,597,173	£1,645,979	£1,695,358	£1,746,219	£1,798,605	£1,852,563	£1,908,140	£1,965,384	£2,024,346
<b>Gross Food and Beverage Income</b>	<b>£1,549,814</b>	<b>£1,597,173</b>	<b>£1,645,979</b>	<b>£1,695,358</b>	<b>£1,746,219</b>	<b>£1,798,605</b>	<b>£1,852,563</b>	<b>£1,908,140</b>	<b>£1,965,384</b>	<b>£2,024,346</b>
Cost of Sales	-£619,925	-£638,869	-£658,391	-£678,143	-£698,487	-£719,442	-£741,025	-£763,256	-£786,154	-£809,738
Cost of Staff	-£542,435	-£559,010	-£576,092	-£593,375	-£611,177	-£629,512	-£648,397	-£667,849	-£687,885	-£708,521
<b>Net Food and Beverage Income</b>	<b>£387,453</b>	<b>£399,293</b>	<b>£411,495</b>	<b>£423,839</b>	<b>£436,555</b>	<b>£449,651</b>	<b>£463,141</b>	<b>£477,035</b>	<b>£491,346</b>	<b>£506,087</b>

#### 4.4.4.3 Private Hire Income

Event	Hire charge per event/h	Event/ Hour	Operational days	Sessions/day	Average attendees/session	Catering charge per attendee	15% commission income	Direct cost
Main auditorium performance	£1,500	Event	100	1	300			35%
Studio performance	£500	Event	100	1	75			35%
Cinema/h	£600	Hour	40	2	45			35%
Day event	£200	Event	42	1	63	£30	£4.50	35%
Evening event	£250	Event	28	1	63	£40	£6.00	35%
Studio spaces x 20	£10	Hour	364	40 (2 hours/day x 20 studios)				50%
Innovation/MIT Lab space	£500	Event	100	1	30			35%

Based on the above assumptions, it is estimated that private hire income will generate a net income of c.£208,000 in Year 1. Net income from private hire is shown in the table below.

Private Hire Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rental income	£319,264	£438,456	£564,512	£581,447	£598,891	£616,858	£635,363	£654,424	£674,057	£694,279
Catering income	£15,644	£21,484	£27,661	£28,491	£29,346	£30,226	£31,133	£32,067	£33,029	£34,020
<b>Gross Income</b>	<b>£334,908</b>	<b>£459,940</b>	<b>£592,173</b>	<b>£609,938</b>	<b>£628,237</b>	<b>£647,084</b>	<b>£666,496</b>	<b>£686,491</b>	<b>£707,086</b>	<b>£728,298</b>
Cost of sale - rental	-£126,934	-£174,322	-£224,440	-£231,173	-£238,108	-£245,251	-£252,609	-£260,187	-£267,993	-£276,032
<b>Net Private Hire Income</b>	<b>£207,974</b>	<b>£285,618</b>	<b>£367,734</b>	<b>£378,766</b>	<b>£390,128</b>	<b>£401,832</b>	<b>£413,887</b>	<b>£426,304</b>	<b>£439,093</b>	<b>£452,266</b>

#### 4.4.4.4 Rental Income

For this financial model it is assumed that Creative Academy will rent 1,020 sqm of purpose-built space including double height studios with sprung floors and mirrors, changing rooms and office space. SBC would continue to support creative, higher education by leasing out the space at an affordable rent of £75/sqm. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years.

Barker Langham are not involved in the ongoing negotiations between SBC, RHU and the terms, including capital contribution and annual rent, to be agreed for Royal Holloway to take up occupancy in NWQH is yet to be agreed. For this financial model it is assumed that RHU will rent 3,600 sqm of purpose-built space including classrooms, labs, library and staff facilities. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. Market rate for Grade A office space is approx. £350/sqm. Barker Langham assumes that SBC would subsidise delivery of higher education in Slough by leasing out the space at a rent of £200/sqm with an initial 18 month rent free period. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years.

For this financial model it is assumed that the Incubation Centre will rent 960 sqm of purpose-built office space including meeting rooms, breakout spaces and facilities. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. Since incubation space is offered well below market rate to start-ups, it is assumed that SBC would subsidise the space by leasing it out at a rent of £100/sqm with an initial 18 month rent free period. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years.

For this financial model it is assumed that the Opportunity tenant will rent 6,180 sqm of purpose-built space. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. Market rate for Grade A office space is approx. £350/sqm. Barker Langham assumes that SBC would subsidise several of the proposed tenants by leasing out the space at a rent of £262.50/sqm with an initial 12 month void period followed by an 18 month rent free period. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years.

Based on the above assumptions from Montagu Evans, it is estimated that rental income will generate a net income of c.£61,200 in Year 1 increasing to c.£2,220,000 in Year 10. Net income from the rental operation is shown in the table below.

Lettings Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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
<b>Net Lettings Income</b>	<b>£61,200</b>	<b>£387,600</b>	<b>£1,362,900</b>	<b>£2,011,800</b>	<b>£2,011,800</b>	<b>£2,221,190</b>	<b>£2,221,190</b>	<b>£2,221,190</b>	<b>£2,221,190</b>	<b>£2,221,190</b>

#### 4.4.4.5 Development income

##### Friends membership scheme

Assuming 80 basic friends, 15 silver friends and 5 gold friends per year and direct costs of 25%, it is estimated that the Friend scheme will generate a net income of c.£29,000 in Year 1.

##### Corporate Sponsorship and Membership

With the inclusion of Higher Education, Incubation space and possibly more business more businesses will know about NWQH, which will lead to more companies taking the opportunity to support NWQH and benefit from its offer. It is estimated that sponsorships will generate a net income of c.£99,000 in Year 1 after direct costs of 15%.

Assuming 8 basic friends, 3 silver friends and 1 gold friend per year and direct costs of 25%, it is estimated that the membership scheme will generate a net income of c.£46,000 in Year 1 after direct costs of 15%.

### Other gifts and donations

Gifts do not have to be cash contributions but can also be contributed as equipment, maintenance and knowledge, as in-kind donations. It is estimated that other gifts and donations will generate a net income of c.£54,000 in Year 1 after direct costs of 15%. Net development income is shown in the table below.

### Grants

At the core of NWQH's mission is its Learning and Participation programme. These public programmes encompass free family sessions to engage and educate families and communities, school outreach, skills-training and talent development. Numerous free activities and festivals would be held at NWQH each year. It is assumed that NWQH will eventually become one of more than 800 National Portfolio Organisations (NPO), and as such benefit from Arts Council England funding. An annual grant of £225,000 is included in the financial model.

### Summary Development Income

Based on the assumptions above, it is estimated NWQH will generate a net development income of c.£453,000 in Year 1. Net income from development income is shown in the table below.

Development Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Friends Membership income	£29,470	£30,354	£31,264	£32,202	£33,168	£34,163	£35,188	£36,244	£37,331	£38,451
Grant income	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000
Corporate Sponsorship income	£98,538	£101,494	£104,539	£107,675	£110,906	£114,233	£117,660	£121,190	£124,825	£128,570
Corporate Membership income	£45,820	£47,195	£48,611	£50,069	£51,571	£53,118	£54,712	£56,353	£58,044	£59,785
Other gifts and Donation income	£54,196	£55,822	£57,497	£59,222	£60,998	£62,828	£64,713	£66,654	£68,654	£70,714
<b>Net Development Income</b>	<b>£453,024</b>	<b>£459,865</b>	<b>£466,911</b>	<b>£474,168</b>	<b>£481,643</b>	<b>£489,343</b>	<b>£497,273</b>	<b>£505,441</b>	<b>£513,854</b>	<b>£522,520</b>

#### 4.4.4.6 Other income

##### Advertising Income

See option 2A for more details. With a projected cinema admission of c.25,000 annually it is estimated that the advertising will generate a net income of c. £6,000 in Year 1.

##### Booking fees

See option 2A for more details NWQ will generate a net booking fee income of £71,000 in Year 1.

Net other income is shown in the table below.

Other Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cinema advertising	£5,697	£5,868	£6,044	£6,225	£6,412	£6,604	£6,802	£7,006	£7,216	£7,433
Booking fee	£71,336	£73,476	£75,680	£77,951	£80,289	£82,698	£85,179	£87,734	£90,366	£93,077
<b>Total Other Income</b>	<b>£77,033</b>	<b>£79,344</b>	<b>£81,724</b>	<b>£84,176</b>	<b>£86,701</b>	<b>£89,302</b>	<b>£91,981</b>	<b>£94,740</b>	<b>£97,583</b>	<b>£100,510</b>

#### 4.4.4.7 Learning and participation

See Option 2A.

#### 4.4.4.8 Total Income

The table shows the income projections for ten years following the opening of NWQH, which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Net Income, £	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
<b>Total Net Income</b>	<b>£1,680,899</b>	<b>£2,120,761</b>	<b>£3,215,075</b>	<b>£3,912,790</b>	<b>£3,963,070</b>	<b>£4,224,248</b>	<b>£4,277,589</b>	<b>£4,332,531</b>	<b>£4,389,122</b>	<b>£4,447,410</b>

#### 4.4.5 Expenditure

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 of NWQH.

##### 4.4.5.1 Staff structure and costs

These costs cover the staff for NWQH, including the operational and artistic management, facility management, the public programmes delivery, the operation of commercial activities and the delivery of the site-wide experience. They assume that the Bar/Café operations are run in-house but costs related to Bar/Café staff are included as a direct cost of sale in the Food and Beverage income section above. Direct staff costs to operate the cinema are included as direct cost of sales in the Cinema Income section.

The artistic vision and expected community impact is ambitious, and the staffing structure reflects this ambition. The proposed salaries, including employer National Insurance, holiday and pension contributions, are based on benchmarks. The proposed staffing structure allows the site to be open to the public all year around for seven days per week, and will also include opportunities for volunteering. There are roles proposed for learning and participation as well as community outreach - reflecting the project vision. These roles could also incorporate elements of well-being, and other community-related health and lifestyle initiatives.

##### Staff costs – key assumptions

NWQH could potentially employ 31.5 FTE staff with additional employees operating the key spaces and café/restaurants. Human Resource costs are assumed to include an average on-cost for pension and national insurance of 16%.

##### Salary grades

See Option 2A

##### Retention rate

The staff turnover rate (voluntary as opposed to involuntary) is assumed to be 20% annually.

##### Recruitment costs

Estimates for the cost of recruitment ranges vary depending on the level of complexity of the position to be filled and the availability of candidates in the market, so it is assumed at a flat rate of 15%.

Human resource costs for the 10-year period:

Staff Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Basic salary	£1,058,881	£1,090,647	£1,123,367	£1,157,068	£1,191,780	£1,227,533	£1,264,359	£1,302,290	£1,341,359	£1,381,599
Recruitment cost	£31,766	£32,719	£33,701	£34,712	£35,753	£36,826	£37,931	£39,069	£40,241	£41,448
Pension contribution/On cost	£169,421	£174,504	£179,739	£185,131	£190,685	£196,405	£202,297	£208,366	£214,617	£221,056
<b>Total Staff Expenditure</b>	<b>£1,260,068</b>	<b>£1,297,870</b>	<b>£1,336,806</b>	<b>£1,376,911</b>	<b>£1,418,218</b>	<b>£1,460,765</b>	<b>£1,504,587</b>	<b>£1,549,725</b>	<b>£1,596,217</b>	<b>£1,644,103</b>

##### 4.4.5.2 Learning and participation costs

Direct costs to deliver the Learning and Participation programme is assumed to be £225,000 p.a., mainly payment to partners who deliver the programme. Learning and participation costs for the 10-year period follows:

Learning & Participation Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Learning & Participation	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
<b>Total Learning &amp; Participation Expenditure</b>	<b>£289,819</b>	<b>£298,513</b>	<b>£307,468</b>	<b>£316,693</b>	<b>£326,193</b>	<b>£335,979</b>	<b>£346,058</b>	<b>£356,440</b>	<b>£367,133</b>	<b>£378,147</b>

#### 4.4.5.3 Other indirect costs

Other indirect costs include non-domestic rates, facility maintenance cost, marketing expenditure and other office and administrative costs. A marketing budget per performance and programme visitors of £1.00 is recommended. This budget is essential to ensure that NWQH is adequately promoted during the first few years post-opening, and that there is a robust promotional strategy in the long term. The cost is assumed to promote both cultural and commercial activities in the building besides direct marketing activities to promote private hire.

Costs for utilities, waste, cleaning, building maintenance and insurance are calculated using benchmarked cost per sqm over the cultural space usage's total internal area of 3,240 sqm. It is assumed that Creative Academy, Royal Holloway and the Incubation Centre either will pay their own facility management cost directly or indirectly via a service charge. The cost for Non-Domestic Rates is based on benchmarks of other mixed-use multi-cultural venues pro-rata based on the footprint.

Other indirect costs for the 10-year period follows:

Other Indirect Costs, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cleaning and waste management cost allowance	£5,634	£5,803	£5,977	£6,157	£6,341	£6,531	£6,727	£6,929	£7,137	£7,351
Utility cost allowance	£71,365	£73,506	£75,711	£77,982	£80,322	£82,731	£85,213	£87,770	£90,403	£93,115
Building maintenance cost allowance	£86,389	£88,981	£91,650	£94,400	£97,232	£100,149	£103,153	£106,248	£109,435	£112,718
Rent and rates	£28,570	£28,570	£28,570	£28,570	£28,570	£33,121	£33,121	£33,121	£33,121	£33,121
Marketing spend	£104,236	£107,363	£110,584	£113,902	£117,319	£120,839	£124,464	£128,198	£132,044	£136,005
Office supplies	£76,188	£78,473	£80,827	£83,252	£85,750	£88,322	£90,972	£93,701	£96,512	£99,408
Professional services incl. insurance	£20,658	£21,278	£21,916	£22,574	£23,251	£23,949	£24,667	£25,407	£26,169	£26,954
Other admin cost	£10,476	£10,790	£11,114	£11,447	£11,791	£12,144	£12,509	£12,884	£13,270	£13,669
<b>Total Other Indirect Costs, £</b>	<b>£403,516</b>	<b>£414,765</b>	<b>£426,351</b>	<b>£438,284</b>	<b>£450,575</b>	<b>£467,786</b>	<b>£480,826</b>	<b>£494,257</b>	<b>£508,091</b>	<b>£522,340</b>

#### 4.4.5.4 Total expenditure

The table shows the expenditure projections for ten years following the opening of NWQH, which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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
<b>Total Expenditure</b>	<b>£1,953,403</b>	<b>£2,011,148</b>	<b>£2,070,626</b>	<b>£2,131,887</b>	<b>£2,194,987</b>	<b>£2,264,530</b>	<b>£2,331,472</b>	<b>£2,400,423</b>	<b>£2,471,442</b>	<b>£2,544,591</b>

#### 4.4.6 Cashflow

The following table shows the summary of the overall projected operational result for the project. It illustrates that through the proposed scheme, NWQH can generate a total net income of c.£1.4m in its first year after opening, while this is likely to increase to c.£4.1m in Year 10. This would result in an operational deficit of c.£0.3m in Year 1 and an operational profit of c.£1.9m in Year 10.

Cashflow, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Income	£1,391,080	£1,822,248	£2,907,606	£3,596,098	£3,636,876	£3,888,268	£3,931,531	£3,976,091	£4,021,988	£4,069,262
Expenditure	-£1,663,585	-£1,712,635	-£1,763,157	-£1,815,195	-£1,868,793	-£1,928,551	-£1,985,414	-£2,043,982	-£2,104,308	-£2,166,444
<b>Total Cashflow</b>	<b>-£272,504</b>	<b>£109,612</b>	<b>£1,144,449</b>	<b>£1,780,903</b>	<b>£1,768,083</b>	<b>£1,959,718</b>	<b>£1,946,117</b>	<b>£1,932,109</b>	<b>£1,917,680</b>	<b>£1,902,818</b>

#### 4.4.7 Capital cost estimate

To give an indication of the level of Capital Expenditure required to deliver the project the estimate is c. £130-140m.

Mixed use cultural venue + HE + Incubation + Opportunity	CAPEX	Unit	Quantity	Rate	
Building	67,500,000	m2	15,000	£4,500 /m2	Benchmarked against other mixed-used cultural building projects
Landscape	100,000	nr	1	£100,000 /nr	
Performance	1,000,000	nr	1	£1,000,000 /nr	Technical and Performance Fit Out for Theatre, Studio Theatre and Cinema
FFE	500,000	nr	1	£500,000 /nr	Fixed and loose furniture, fittings and equipment
Exhibition/Interpretation	300,000	m2	100	£3,000 /m2	
<b>SUB</b>	<b>69,400,000</b>				
Inflation [10%]	6,940,000				
Base build costs	76,340,000				
Design team fees [15%]	11,451,000				
Prelims [20%]	32,826,200				
<b>SUB</b>	<b>120,617,200</b>				
Contingency [12.5%]	15,077,150				
Other surveys / consultancy	100,000	nr	1	£100,000 /nr	
<b>TOTAL</b>	<b>135,794,350</b>				

#### 4.5 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:

##### 4.5.1 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. (GIA c.2,500 sqm, capital cost c.£25m for British Land).

##### 4.5.1.1 Spatial Breakdown

The option for a c. 2,670 sqm building has been developed using the following spatial area breakdown:

British Land site c.2,500 sqm	sqm
Foyer	200
Office	150
Cinema	350
Main auditorium including stage and orchestra pit with full height flying	550
Studio	150
Bookable space	100
Creative Academy	N/A
Back of house including storage and green rooms	400
Toilets	75
Bar/Café	250
<b>NET</b>	<b>2,225</b>
<b>Circulation/Plant</b>	<b>445</b>
<b>Total GFA</b>	<b>2,670</b>

### 4.5.1.2 Audience numbers

Based on projections, the possible audience could be at a conservative baseline estimate of c.330,000 visits per year.

Visitors	
Venue	Sold tickets
Main auditorium - Live	36,000
Black box studio	8,125
Cinema	84,575
Main auditorium - Panto	16,875
Performance Hire - Auditorium	30,000
Performance Hire - Studio	7,500
<b>Sub</b>	<b>183,075</b>
Community room attendees	37,128
Free programmes	7,242
Additional Café/Restaurant visits	102,800
<b>Sub</b>	<b>147,170</b>
<b>Total visits</b>	<b>330,245</b>

### 4.5.1.3 General Financial Assumptions

#### Inflation

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% is applied.

#### VAT

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

### 4.5.1.4 Income

The income model for the project has six key income streams, which will be detailed in the following sections:

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

#### Performance Income

The new leisure/cultural building on the British Land development in conjunction with The Curve will create a new cultural hub in Slough. At the heart of the building is the performance spaces: The Auditorium, The Black Box Studio, and The three Cinema screens.

#### The Auditorium

See Option 2A for details. It is estimated that live performance will generate a net income of c.£228,000 in Year 1. It is also assumed that the venue will produce its own annual 'Pantomime', shown throughout December. See Option 2A for details. It is estimated that Pantomime will generate a net income of c.£164,000 in Year 1.

#### The Black Box Studio

See Option 2A for details. It is estimated that the Studio will generate a net income of c.£29,000 in Year 1.



## Cinema

Barker Langham reviewed the viability of a cinema operation in Slough, see Situation Analysis, and the conclusion was that the demand for a cinema in Slough has the potential to generate up to 500,000 annual admissions. This is sufficient to sustain a 10-screen cinema. This option could be increased to accommodate more screens. The proposed cinema operation will be key for the venue to maximise audience numbers and generate income over time.

With three dedicated screens a flexible approach to programming would drive occupancy rates. Retaining films on holdovers if they continue to achieve high daily box office and expanding high performing films across multiple screens will increase box office. To show first release films is a necessity to reach young, under-represented and hard to reach groups. To capture the full demographic of Slough the programme of cinemas should include Event Cinema - live by satellite broadcasts to local cinemas of opera, ballet, theatre and musical performance - which at the end of 2017, occupied up to 10% of programme space at many cinemas but accounting for up to 20% of box office revenue. A recent trend is to develop talent-based events – introductions, Q & A's, panel discussions – which elevate the programme above the standard and bring a distinctiveness and deeper audience engagement to the programme and venue. If the screens are well designed with sufficient variations in scale, the operation will be enabled to both (a) programme efficiently across the screens and (b) programme dynamically across the screens.

It is proposed that Slough offers a flexible pricing strategy with a Standard cinema ticket price of £9-10.00 - independent cinemas normally peg their standard ticket price around the local market rate - and a range of lower tiered prices arranged around the usual concessionary terms as well as pricing for specific shows, or certain times on certain days of the week. The majority of full-time commercial cinemas offer as a minimum 4 screenings per day, with additional early matinees. It is proposed that Slough offer a minimum of 3 screenings per day rising to 4 times per day during peak periods. Additional screenings will increase admissions overall but reduce the occupancy rate. It is worth considering increasing admissions and offering greater daytime access to the cinema, if the cost of opening the cinema for the additional screening times is low.

The venue will offer a minimum of 63 screenings per week in the dedicated screens (a seven-day operation with on average three screenings per day per screen) for 52 weeks per year, operating on a 30% occupancy rate. Cost of production is assumed to be 55% to cover distributor fee, fees to PRS and programming consultancy. Staff costs are assumed to be 20%, mainly zero hour contracted staff paid the UK Living Wage. Based on the projected number of events, attendance levels, and ticket prices, it is estimated that the cinema will generate a net income of c.£208,000 in Year 1. Advertising income and booking fees explained in the Other income section below.

## Performance Income summary

Based on the assumptions above, it is estimated that performances will generate a net income of c.£630,000 in Year 1. Net income from performances is shown in the table below.

Performance Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Main Auditorium	£876,411	£902,704	£929,785	£957,678	£986,409	£1,016,001	£1,046,481	£1,077,875	£1,110,211	£1,143,518
Black Box Studio	£113,029	£116,420	£119,913	£123,510	£127,215	£131,032	£134,963	£139,012	£143,182	£147,477
Cinema	£833,392	£858,393	£884,145	£910,669	£937,990	£966,129	£995,113	£1,024,967	£1,055,716	£1,087,387
Pantomime	£342,348	£352,619	£363,197	£374,093	£385,316	£396,875	£408,782	£421,045	£433,676	£446,687
<b>Performance ticket income</b>	<b>£2,165,180</b>	<b>£2,230,136</b>	<b>£2,297,040</b>	<b>£2,365,951</b>	<b>£2,436,929</b>	<b>£2,510,037</b>	<b>£2,585,338</b>	<b>£2,662,898</b>	<b>£2,742,785</b>	<b>£2,825,069</b>
Cost of sales	-£1,368,572	-£1,409,629	-£1,451,918	-£1,495,476	-£1,540,340	-£1,586,550	-£1,634,147	-£1,683,171	-£1,733,666	-£1,785,676
Staff costs	-£166,678	-£171,679	-£176,829	-£182,134	-£187,598	-£193,226	-£199,023	-£204,993	-£211,143	-£217,477
<b>Net Performance Income</b>	<b>£629,930</b>	<b>£648,827</b>	<b>£668,292</b>	<b>£688,341</b>	<b>£708,991</b>	<b>£730,261</b>	<b>£752,169</b>	<b>£774,734</b>	<b>£797,976</b>	<b>£821,915</b>

## Food and Beverage Income

The venue will have a street accessible food and beverage outlet in the ground floor welcome area. The food and beverage offer will be similar to Option 2A but although the location is more central, close to the high street there will be a high competition for customers. The great ground floor café/restaurant/bar will act as the 'living room' for the community where patrons come to eat, meet, work and enjoy programmes such as installations, intimate gigs, community performance and conversation. This space would be programmed to reflect the cultural and social diversity of Slough - to make connections with new audiences. The space will also be inter-generational - so can appeal to a wide audience.

The venue could offer an all-day trade appealing to the modern trend of mid-morning and mid-afternoon 'grazing' and act as a bar in the evening, serving meals throughout the day. The new food and beverage offering will align design and operation to its customers. The projection for food and beverage income is based on several different audiences:

Performance	Penetration	SPH excl VAT	Patrons		Income
Main auditorium - Live	100%	£2.25	36,000		£81,000
Black box studio	100%	£2.25	8,125		£18,281
Cinema	100%	£2.00	84,575		£169,151
Main auditorium - Panto	100%	£2.25	16,875		£37,969
Hire - Auditorium	100%	£2.25	18,000	Walk up	£40,500
Hire - Black box	100%	£2.25	4,500	Walk up	£10,125
					<b>£357,026</b>

Learning & Participation	Penetration	SPH excl VAT	Patrons		Income
Participants	100%	£0.50	7,242	Walk up	£3,621
					<b>£3,621</b>

Non-culture Walk ins	Days	People	Take up %	No of People	Sales Per Year	SPH excl VAT	Income
Breakfast	364	40	100.0%	35	12,740	£4.80	£61,152
Coffees	364	100	100.0%	80	29,120	£2.00	£58,240
Lunch	364	50	100.0%	45	16,380	£6.40	£104,832
Drinks	364	20	100.0%	20	7,280	£6.40	£46,592
Dinner	364	20	100.0%	20	7,280	£9.60	£69,888
	<b>364</b>			<b>200</b>	<b>72,800</b>	<b>£4.68</b>	<b>£340,704</b>

The walk-up customers are based on the venue's central location and assumptions that the wider development will be a mix-use of residential, office, leisure and retail. The venues could be operated by an in-house team, external catering specialists or aspiring start-ups on either a fixed lease agreement or as a gross revenue share model. If the latter is preferred it is expected that a commission of 15-20% on gross revenue can be achieved.

In the Outline Business Plan the venue is expected to be operated by an in-house team to secure control of products and service delivery and allow programmes delivered in the ground floor café/bar. In-house management would also give the outlet an opportunity to employ a local workforce and offer work placement. Cost of production is assumed to be 40% and staff cost is assumed to be 35%, mainly zero hour contracted staff paid the UK Living Wage to create flexibility depending on ticket sales. Based on the projected number of customers and spend per head, it is estimated that food and beverage operations will generate a net income of c.£188,000 in Year 1. Net income from the food and beverage operation is shown in the table below.

Food and Beverage Income,£	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
In house F&B operations	£752,690	£776,136	£800,311	£824,320	£849,050	£874,521	£900,757	£927,779	£955,613	£984,281
<b>Gross Food and Beverage Income</b>	<b>£752,690</b>	<b>£776,136</b>	<b>£800,311</b>	<b>£824,320</b>	<b>£849,050</b>	<b>£874,521</b>	<b>£900,757</b>	<b>£927,779</b>	<b>£955,613</b>	<b>£984,281</b>
Cost of Sales	-£301,076	-£310,454	-£320,124	-£329,728	-£339,620	-£349,808	-£360,303	-£371,112	-£382,245	-£393,712
Cost of Staff	-£263,442	-£271,648	-£280,109	-£288,512	-£297,167	-£306,082	-£315,265	-£324,723	-£334,464	-£344,498
<b>Net Food and Beverage Income</b>	<b>£188,173</b>	<b>£194,034</b>	<b>£200,078</b>	<b>£206,080</b>	<b>£212,262</b>	<b>£218,630</b>	<b>£225,189</b>	<b>£231,945</b>	<b>£238,903</b>	<b>£246,070</b>

### Private hire income

Private hire income is generated from hiring out the venue's flexible, high quality spaces that can be configured for cultural creation, meetings, presentations and training courses during the day as well as corporate hospitality, networking and social events in the evening. The auditorium and studio will also be hired for performances by schools and cultural organisations. Not only does the venue hire increase audience numbers but also generates profitable catering income. There is a team of event managers, technical experts, caterers and front-of-house staff to support events.

Event	Hire charge per event/h	Event/Hour	Operational days	Sessions/day	Average attendees/session	Catering charge per attendee	15% commission income	Direct cost
Main auditorium performance	£1,500	Event	100	1	300			35%
Studio performance	£500	Event	100	1	75			35%
Cinema/h	£600	Hour	40	2	45			35%
Day event	£200	Event	15	1	63	£30	£4.50	35%
Evening event	£250	Event	15	1	63	£40	£6.00	35%
Black box	£500	Event	10	1	30			35%
Community Room	£25	Hour	364	10 (5 hours/day x 2 rooms)	17			10%

The project includes two community rooms for hire. The hirers could be local, small creative businesses or community groups offering regular activity groups for carers and toddlers, public dance classes, yoga etc. With two rooms the venue can give reassurance to regular hirers that regular bookings will be fulfilled.

On average 5 hours per day per room is assumed to be hired on commercial terms. It will take time to build up a reputation and penetrate the corporate market, so the private hire operation is assumed to operate at 60% capacity Year 1, increasing to 80% in Year 2 and to 100% from Year 3. Based on the above assumptions, it is estimated that private hire income will generate a net income of c.£181,000 in Year 1. Net income from private hire is shown in the table below.

Private Hire Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rental income	£243,969	£335,051	£431,378	£444,320	£457,649	£471,379	£485,520	£500,086	£515,088	£530,541
Catering income	£6,902	£9,478	£12,203	£12,570	£12,947	£13,335	£13,735	£14,147	£14,572	£15,009
<b>Gross Income</b>	<b>£250,871</b>	<b>£344,529</b>	<b>£443,582</b>	<b>£456,889</b>	<b>£470,596</b>	<b>£484,714</b>	<b>£499,255</b>	<b>£514,233</b>	<b>£529,660</b>	<b>£545,550</b>
Cost of sale - rental	-£69,565	-£95,536	-£123,003	-£126,693	-£130,494	-£134,408	-£138,441	-£142,594	-£146,872	-£151,278
<b>Net Private Hire Income</b>	<b>£181,306</b>	<b>£248,993</b>	<b>£320,579</b>	<b>£330,196</b>	<b>£340,102</b>	<b>£350,305</b>	<b>£360,814</b>	<b>£371,639</b>	<b>£382,788</b>	<b>£394,272</b>

### Development income

#### Friends membership scheme

See details in Option 2A. It is estimated that the Friend scheme will generate a net income of c.£50,000 in Year 1.

#### Corporate Sponsorship and Membership

See Option 2A for details. It is estimated that sponsorships will generate a net income of c.£49,000 in Year 1 after direct costs of 15% and that the corporate membership scheme will generate a net income of c.£17,000 in Year 1 after direct costs of 15%.

#### Other gifts and donations

See Option 2A for details. It is estimated that other gifts and donations will generate a net income of c.£54,000 in Year 1 after direct costs of 15%.

#### Grants

See Option 2A for details. It is assumed that NWQH will eventually become one of more than 800 National Portfolio Organisations (NPO), and as such benefit from Arts Council England funding. An annual grant of £225,000 is included in the financial model.

#### Summary Development Income

Based on the assumptions above, it is estimated the venue will generate a net development income of c.£395,000 in Year 1. Net income from development income is shown in the table below.

Development Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Friends Membership income	£50,135	£51,639	£53,188	£54,784	£56,427	£58,120	£59,864	£61,660	£63,509	£65,415
Grant income	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000
Corporate Sponsorship income	£49,269	£50,747	£52,270	£53,838	£55,453	£57,116	£58,830	£60,595	£62,413	£64,285
Corporate Membership income	£16,752	£17,254	£17,772	£18,305	£18,854	£19,420	£20,002	£20,602	£21,220	£21,857
Other gifts and Donation income	£54,196	£55,822	£57,497	£59,222	£60,998	£62,828	£64,713	£66,654	£68,654	£70,714
<b>Net Development Income</b>	<b>£395,352</b>	<b>£400,462</b>	<b>£405,726</b>	<b>£411,148</b>	<b>£416,732</b>	<b>£422,484</b>	<b>£428,409</b>	<b>£434,511</b>	<b>£440,796</b>	<b>£447,270</b>

## Other income

### Advertising Income

It is customary to exhibit advertising prior to cinema screenings. This would be provided by one of the leading cinema advertisers. As a benchmark, an average 10 minutes of advertising provided by Digital Cinema Media per screening would generate approximately £0.19 that the venue would receive as a revenue share per admission. With a projected cinema admission of c.84,500 annually it is estimated that the advertising will generate a net income of c. £20,000 in Year 1.

### Booking fees

It is customary to charge a booking fee in addition to the ticket face value when booking theatre and cinema tickets. The fee is to cover administrative and system costs. This fee can be charged either per ticket or transaction and is sometimes applied only to online bookings. A benchmark of local cinema providers shows that a variety of charging models applies, online booking fee varies from £0.70-£0.75 per ticket or £1.90 per transaction. It is recommended that the venue introduce a booking fee of £1.00 per ticket on all tickets sold online or over the phone across all types of ticketed activities including those that are sold on behalf of third-party companies.

By charging an average booking fee of £1.00 per sold ticket across all events and genres it is assumed that the venue will achieve an average income of £0.50 per sold ticket considering that 50% of all tickets are purchased on site or by Friends. The operation will generate a net booking fee income of £106,000 in Year 1.

Net other income is shown in the table below.

Other Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cinema advertising	£19,609	£20,197	£20,803	£21,428	£22,070	£22,732	£23,414	£24,117	£24,840	£25,586
Booking fee	£106,117	£109,301	£112,580	£115,957	£119,436	£123,019	£126,710	£130,511	£134,426	£138,459
<b>Total Other Income</b>	<b>£125,726</b>	<b>£129,498</b>	<b>£133,383</b>	<b>£137,385</b>	<b>£141,506</b>	<b>£145,751</b>	<b>£150,124</b>	<b>£154,628</b>	<b>£159,267</b>	<b>£164,045</b>

## Learning and Participation Programme

The Learning and Participation programme would support the development of a highly innovative, cultural base, and educational campus. The proposed programme focuses on four key groups:

- Children and Schools
- Families and Communities
- Young People
- Emerging Artists and Entrepreneurs.

The Learning and Participation programme will be delivered both by in-house staff as well as by partner organisations. In this financial model it is assumed that these programmes are all delivered free of charge. It is assumed that just over 300 activities are offered each year which will reach more than 7,200 participants. It will take time to develop the in-house programmes and partnerships with other organisations, so it is assumed that 60% of the programmes are delivered in Year 1, increasing to 80% in Year 2 and to 100% from Year 3.

## Total Income

In the table are the income projections for ten years following the opening, which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Net Income, £	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
<b>Total Net Income</b>	<b>£1,520,486</b>	<b>£1,621,815</b>	<b>£1,728,058</b>	<b>£1,773,150</b>	<b>£1,819,594</b>	<b>£1,867,432</b>	<b>£1,916,705</b>	<b>£1,967,456</b>	<b>£2,019,730</b>	<b>£2,073,572</b>

#### 4.5.1.5 Expenditure

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.

##### Staff structure and costs

This option is assumed to have the same staff structure and costs as Option 2A.

##### Staff costs - key assumptions

The site could potentially employ 28.5 FTE staff with additional employees operating the key spaces and café/restaurant. Human Resource costs are assumed to include an average on-cost for pension and national insurance of 16%.

##### Salary grades

See Option 2A

##### Retention rate

The staff turnover rate (voluntary as opposed to involuntary) is assumed to be 20% annually.

##### Recruitment costs

Estimates for the cost of recruitment ranges vary depending on the level of complexity of the position to be filled and the availability of candidates in the market, so it is assumed at a flat rate of 15%.

Human resource costs for the 10-year period follows:

Staff Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Basic salary	£956,749	£985,451	£1,015,015	£1,045,465	£1,076,829	£1,109,134	£1,142,408	£1,176,680	£1,211,981	£1,248,340
Recruitment cost	£28,702	£29,564	£30,450	£31,364	£32,305	£33,274	£34,272	£35,300	£36,359	£37,450
Pension contribution/On cost	£153,080	£157,672	£162,402	£167,274	£172,293	£177,461	£182,785	£188,269	£193,917	£199,734
<b>Total Staff Expenditure</b>	<b>£1,138,531</b>	<b>£1,172,687</b>	<b>£1,207,868</b>	<b>£1,244,104</b>	<b>£1,281,427</b>	<b>£1,319,870</b>	<b>£1,359,466</b>	<b>£1,400,250</b>	<b>£1,442,257</b>	<b>£1,485,525</b>

##### Learning and participation costs

Direct costs to deliver the Learning and Participation programme is assumed to be £225,000 p.a., mainly payment to partners who deliver the programme. Learning and participation costs for the 10-year period follows:

Learning & Participation Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Learning & Participation	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
<b>Total Learning &amp; Participation Expenditure</b>	<b>£289,819</b>	<b>£298,513</b>	<b>£307,468</b>	<b>£316,693</b>	<b>£326,193</b>	<b>£335,979</b>	<b>£346,058</b>	<b>£356,440</b>	<b>£367,133</b>	<b>£378,147</b>

##### Other indirect costs

Other indirect costs include non-domestic rates, facility maintenance cost, marketing expenditure and other office and administrative costs. A marketing budget per performance and programme visitors of £1.00 is recommended with the exception for cinema visitors where a budget of £0.50 is recommended. This budget is essential to ensure that the site is adequately promoted during the first few years post-opening, and that there is a robust promotional strategy in the

long term. The cost is assumed to promote both cultural and commercial activities in the building besides direct marketing activities to promote private hire. Costs for utilities, waste, cleaning, building maintenance and insurance are calculated using benchmarked cost per sqm over the cultural space usage's total internal area of 2,670 sqm. The cost for Non-Domestic Rate is based on benchmarks of other mixed-use multi-cultural venues pro-rata based on the footprint.

Other indirect costs for the 10-year period follows:

Other Indirect Costs, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cleaning and waste management cost allowance	£4,643	£4,782	£4,926	£5,073	£5,226	£5,382	£5,544	£5,710	£5,881	£6,058
Utility cost allowance	£58,810	£60,574	£62,392	£64,263	£66,191	£68,177	£70,222	£72,329	£74,499	£76,734
Building maintenance cost allowance	£71,191	£73,327	£75,527	£77,792	£80,126	£82,530	£85,006	£87,556	£90,183	£92,888
Rent and rates	£23,544	£24,250	£24,978	£25,727	£26,499	£27,294	£28,113	£28,956	£29,825	£30,720
Marketing spend	£105,213	£108,370	£111,621	£114,969	£118,418	£121,971	£125,630	£129,399	£133,281	£137,279
Office supplies	£62,784	£64,668	£66,608	£68,606	£70,664	£72,784	£74,968	£77,217	£79,533	£81,919
Professional services incl. insurance	£17,024	£17,535	£18,061	£18,603	£19,161	£19,735	£20,327	£20,937	£21,565	£22,212
Other admin cost	£8,633	£8,892	£9,159	£9,433	£9,716	£10,008	£10,308	£10,617	£10,936	£11,264
<b>Total Other Indirect Costs</b>	<b>£351,842</b>	<b>£362,397</b>	<b>£373,269</b>	<b>£384,468</b>	<b>£396,002</b>	<b>£407,882</b>	<b>£420,118</b>	<b>£432,722</b>	<b>£445,703</b>	<b>£459,074</b>

### Total Expenditure

In the table are the expenditure projections for ten years following the opening which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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
<b>Total Expenditure</b>	<b>£1,780,192</b>	<b>£1,833,598</b>	<b>£1,888,606</b>	<b>£1,945,264</b>	<b>£2,003,622</b>	<b>£2,063,730</b>	<b>£2,125,642</b>	<b>£2,189,412</b>	<b>£2,255,094</b>	<b>£2,322,747</b>

### 4.5.1.6 Cashflow

The following table shows the summary of the overall projected operational result for the project. It illustrates that the proposed scheme can generate a total net income of c.£1.2m in its first year after opening, while this is likely to increase to c.£1.7m in Year 10. This would result in an operational deficit of c.£0.3m in Year 1 and in Year 10.

Cashflow, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Income	£1,230,668	£1,323,302	£1,420,590	£1,456,457	£1,493,401	£1,531,453	£1,570,647	£1,611,016	£1,652,597	£1,695,424
Expenditure	-£1,490,373	-£1,535,085	-£1,581,137	-£1,628,571	-£1,677,428	-£1,727,751	-£1,779,584	-£1,832,971	-£1,887,960	-£1,944,599
<b>Total Cashflow</b>	<b>-£259,706</b>	<b>-£211,783</b>	<b>-£160,548</b>	<b>-£172,114</b>	<b>-£184,027</b>	<b>-£196,298</b>	<b>-£208,937</b>	<b>-£221,955</b>	<b>-£235,364</b>	<b>-£249,175</b>

### 4.5.1.7 Capital Cost Estimate

It is assumed that British Land takes on all capital costs for the project.

### 4.5.2 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. (GIA 5,000 sqm, capital cost c.£45m, but with a shared investment model between BL and SBC).

#### 4.5.2.1 Spatial Breakdown

The option for a c. 4,920 sqm building has been developed using the following spatial area breakdown:

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

#### 4.5.2.2 Audience numbers

Based on projections, the possible audience could be at a conservative baseline estimate of c440,000 visits per year.

Visitors	
Venue	Sold tickets
Main auditorium - Live	36,000
Black box studio	12,188
Cinema	144,986
Main auditorium - Panto	16,875
Performance Hire - Auditorium	30,000
Performance Hire - Studio	11,250
<b>Sub</b>	<b>251,299</b>
Community room attendees	74,256
Free programmes	7,242
Additional Café/Restaurant visits	105,800
<b>Sub</b>	<b>187,298</b>
<b>Total visits</b>	<b>438,597</b>

#### 4.5.2.3 General Financial Assumptions

##### Inflation

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% is applied.

##### VAT

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

#### 4.5.2.4 Income

The income model for the project has seven key income streams, which will be detailed in the following sections:

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.

### Performance Income

The new leisure/cultural building on the British Land development in conjunction with The Curve will create a new cultural hub in Slough. At the heart of the building is the performance spaces: The Auditorium, The two Black Box Studios, and six Cinema screens.

### The Auditorium

See Option 2A for details. It is estimated that live performance will generate a net income of c.£228,000 in Year 1.

It is also assumed that the venue will produce its own annual 'Pantomime', shown throughout December. See Option 2A for details. It is estimated that Pantomime will generate a net income of c.£164,000 in Year 1.

### The Black Box Studio

See Option 2A for details. With two studios it is assumed that the number of performances will increase by 50%. It is estimated that the Studios will generate a net income of c.£44,000 in Year 1.

### Cinema screens

Barker Langham reviewed the viability of a cinema operation in Slough, see Situation Analysis Appendix A, and the conclusion was that the demand for a cinema in Slough has the potential to generate up to 500,000 annual admissions. This is sufficient to sustain a 10-screen cinema. The proposed cinema operation will be key for the venue to maximise audience numbers and generating income over time.

With six dedicated screens a flexible approach to programming would drive occupancy rates. Retaining films on holdovers if they continue to achieve high daily box office and expanding high performing films across multiple screens will increase box office. To show first release films is a necessity to reach young, under-represented and hard to reach groups. To capture the full demographic of Slough the programme of cinemas should include Event Cinema - live by satellite broadcasts to local cinemas of opera, ballet, theatre and musical performance - which at the end of 2017, occupied up to 10% of programme space at many cinemas but accounting for up to 20% of box office revenue. A recent trend is to develop talent-based events – introductions, Q & A's, panel discussions – which elevate the programme above the standard and bring a distinctiveness and deeper audience engagement to the programme and venue.

If the screens are well designed with sufficient variations in scale, the operation will be enabled to both (a) programme efficiently across the screens, placing appropriate films in each screen with more commercial mainstream films on release date and strong crossover titles, in the biggest screen; second release films and art-house, classic films and documentaries in the smaller screens; whilst at the same time enabling (b) programme dynamically across the screens, moving titles from week to week from one screen to another in order to maximise box office potential on any given film by finding the most appropriate of the three screens in terms of each film's performance level. In order to achieve this style of programming, the cinema requires a very experienced and skilful Cinema Programmer who is completely familiar with the holdover process and can understand equally well the potential appeal of commercial and art-house films alike. This service can be bought from external providers such as Picturehouse Cinemas.

It is proposed that Slough offers a flexible pricing strategy with a Standard cinema ticket price of £9-10.00 - independent cinemas normally peg their standard ticket price around the local market rate -, and a range of lower tiered prices arranged around the usual concessionary terms as well as pricing for specific shows, or certain times on certain days of the week.

The majority of full-time commercial cinemas offer as a minimum 4 screenings per day, with additional early matinees. It is proposed that Slough offer a minimum of 3 screenings per day rising to 4 times per day during peak periods. Additional screenings will increase admissions overall but reduce the occupancy rate. It is worth considering increasing



admissions and offering greater daytime access to the cinema, if the cost of opening the cinema for the additional screening times is low.

The venue will offer a minimum of 126 screenings per week in the dedicated screens (a seven-day operation with on average three screenings per day per screen) for 52 weeks per year, operating on a 30% occupancy rate. Cost of production is assumed to be 55% to cover distributor fee, fees to PRS and programming consultancy. Staff costs are assumed to be 20%, mainly zero hour contracted staff paid the UK Living Wage. Based on the projected number of events, attendance levels, and ticket prices, it is estimated that the cinema will generate a net income of c.£357,000 in Year 1. Advertising income and booking fees explained in the Other income section below.

### Performance Income summary

Based on the assumptions above, it is estimated that performances will generate a net income of c.£793,000 in Year 1. Net income from performances is shown in the table below.

Performance Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Main Auditorium	£876,411	£902,704	£929,785	£957,678	£986,409	£1,016,001	£1,046,481	£1,077,875	£1,110,211	£1,143,518
Black Box Studio	£169,544	£174,630	£179,869	£185,265	£190,823	£196,548	£202,444	£208,518	£214,773	£221,216
Cinema	£1,428,671	£1,471,531	£1,515,677	£1,561,148	£1,607,982	£1,656,222	£1,705,908	£1,757,085	£1,809,798	£1,864,092
Pantomime	£342,348	£352,619	£363,197	£374,093	£385,316	£396,875	£408,782	£421,045	£433,676	£446,687
<b>Performance ticket income</b>	<b>£2,816,974</b>	<b>£2,901,484</b>	<b>£2,988,528</b>	<b>£3,078,184</b>	<b>£3,170,530</b>	<b>£3,265,645</b>	<b>£3,363,615</b>	<b>£3,464,523</b>	<b>£3,568,459</b>	<b>£3,675,513</b>
Cost of sales	-£1,737,797	-£1,789,931	-£1,843,629	-£1,898,938	-£1,955,906	-£2,014,583	-£2,075,020	-£2,137,271	-£2,201,389	-£2,267,431
Staff costs	-£285,734	-£294,306	-£303,135	-£312,230	-£321,596	-£331,244	-£341,182	-£351,417	-£361,960	-£372,818
<b>Net Performance Income</b>	<b>£793,443</b>	<b>£817,247</b>	<b>£841,764</b>	<b>£867,017</b>	<b>£893,027</b>	<b>£919,818</b>	<b>£947,413</b>	<b>£975,835</b>	<b>£1,005,110</b>	<b>£1,035,263</b>

### Food and Beverage Income

The venue will have a street accessible food and beverage outlet in the ground floor welcome area. The food and beverage offer will be similar to Option 2A but although the location is more central, close to the high street there will be a high competition for customers. The great ground floor café/restaurant/bar will act as the 'living room' for the community where patrons come to eat, meet, work and enjoy programmes such as installations, intimate gigs, community performance and conversation. This space would be programmed to reflect the cultural and social diversity of Slough - to make connections with new audiences. The space will also be inter-generational - so can appeal to a wide audience.

The venue could offer an all-day trade appealing to the modern trend of mid-morning and mid-afternoon 'grazing' and act as a bar in the evening, serving meals throughout the day. The new food and beverage offering will align design and operation to its customers. The projection for food and beverage income is based on several different audiences:

The walk-up customers are based on the venue's central location and assumptions that the wider development will be a mix-use of residential, office, leisure and retail.

The venue could be operated by an in-house team, external catering specialists or aspiring start-ups on either a fixed lease agreement or as a gross revenue share model. If the latter is preferred it is expected that a commission of 15-20% on gross revenue can be achieved.

In the Outline Business Plan the venue is expected to be operated by an in-house team to secure control of products and service delivery and allow programmes delivered in the ground floor café/bar. In-house management would also give the outlet an opportunity to employ a local workforce and offer work placement.

Cost of production is assumed to be 40% and staff cost is assumed to be 35%, mainly zero hour contracted staff paid the UK Living Wage to create flexibility depending on ticket sales. Based on the projected number of customers and spend per head, it is estimated that food and beverage operations will generate a net income of c.£226,000 in Year 1.

Net income from the food and beverage operation is shown in the table below.

Food and Beverage Income,£	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
In house F&B operations	£903,353	£931,318	£960,148	£988,953	£1,018,621	£1,049,180	£1,080,655	£1,113,075	£1,146,467	£1,180,861
<b>Gross Food and Beverage Income</b>	<b>£903,353</b>	<b>£931,318</b>	<b>£960,148</b>	<b>£988,953</b>	<b>£1,018,621</b>	<b>£1,049,180</b>	<b>£1,080,655</b>	<b>£1,113,075</b>	<b>£1,146,467</b>	<b>£1,180,861</b>
Cost of Sales	-£361,341	-£372,527	-£384,059	-£395,581	-£407,449	-£419,672	-£432,262	-£445,230	-£458,587	-£472,345
Cost of Staff	-£16,173	-£325,961	-£336,052	-£346,133	-£356,517	-£367,213	-£378,229	-£389,576	-£401,264	-£413,301
<b>Net Food and Beverage Income</b>	<b>£225,838</b>	<b>£232,830</b>	<b>£240,037</b>	<b>£247,238</b>	<b>£254,655</b>	<b>£262,295</b>	<b>£270,164</b>	<b>£278,269</b>	<b>£286,617</b>	<b>£295,215</b>

### Private hire income

Private hire income is generated from hiring out the venue's flexible, high quality spaces that can be configured for cultural creation, meetings, presentations and training courses during the day as well as corporate hospitality, networking and social events in the evening. We anticipate that the building will offer the best spaces in the area for meetings, presentations and collaboration. The auditorium and studio will also be hired for performances by schools and cultural organisations. Not only does the venue hire increase audience numbers but also generates profitable catering income.

There is a team of event managers, technical experts, caterers and front-of-house staff to support events.

Event	Hire charge per event/h	Event/Hour	Operational days	Sessions/day	Average attendees/session	Catering charge per attendee	15% commission income	Direct cost
Main auditorium performance	£1,500	Event	100	1	300			35%
Studio performance	£500	Event	100	1.5	75			35%
Cinema/h	£600	Hour	40	2	45			35%
Day event	£200	Event	30	1	63	£30	£4.50	35%
Evening event	£250	Event	20	1	63	£40	£6.00	35%
Black box	£500	Event	10	1	30			10%
Community Room	£25	Hour	364	20 (5 hours/day x 4 rooms)	17			10%

The project includes four community rooms for hire. The hirers could be local, small creative businesses or community groups offering regular activity groups for carers and toddlers, public dance classes, yoga etc. With two rooms the venue can give reassurance to regular hirers that regular bookings will be fulfilled.

On average 5 hours per day per room is assumed to be hired on commercial terms. It will take time to build up a reputation and penetrate the corporate market, so the private hire operation is assumed to operate at 60% capacity Year 1, increasing to 80% in Year 2 and to 100% from Year 3. Based on the above assumptions, it is estimated that private hire income will generate a net income of c.£257,000 in Year 1. Net income from private hire is shown in the table below.

Private Hire Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rental income	£327,611	£449,919	£579,271	£596,649	£614,548	£632,985	£651,974	£671,533	£691,679	£712,430
Catering income	£11,174	£15,346	£19,758	£20,351	£20,961	£21,590	£22,238	£22,905	£23,592	£24,300
<b>Gross Income</b>	<b>£338,785</b>	<b>£465,265</b>	<b>£599,029</b>	<b>£616,999</b>	<b>£635,509</b>	<b>£654,575</b>	<b>£674,212</b>	<b>£694,438</b>	<b>£715,271</b>	<b>£736,730</b>
Cost of sale - rental	-£82,146	-£112,814	-£145,248	-£149,606	-£154,094	-£158,717	-£163,478	-£168,382	-£173,434	-£178,637
<b>Net Private Hire Income</b>	<b>£256,639</b>	<b>£352,451</b>	<b>£453,780</b>	<b>£467,394</b>	<b>£481,416</b>	<b>£495,858</b>	<b>£510,734</b>	<b>£526,056</b>	<b>£541,838</b>	<b>£558,093</b>

### Rental income

Creative Academy have expressed a strong interest in taking up residency in a new bigger venue with the introduction of a Master's in Dance degree in addition to their already very successful educational offer, Creative Academy have outgrown their current location. For this financial model it is assumed that Creative Academy will rent 840 sqm of purpose-built space including double height studios with sprung floors and mirrors, changing rooms and office space. It is assumed that a gross to net ratio of 80% of the floorspace is chargeable. SBC would continue to support creative, higher education by leasing out the space at an affordable rent of £75/sqm. Based on the above assumptions from Montagu Evans, it is estimated that rental income will generate a net income of c.£50,000 in Year 1 increasing to c.

£56,000 in Year 10. The lease is assumed to be an upward only rent, adjusted by a 2% compounded inflation every 5 years. Net income from the rental operation is shown in the table below.

Rental Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Lettings income	£50,400	£50,400	£50,400	£50,400	£50,400	£55,646	£55,646	£55,646	£55,646	£55,646
<b>Net Lettings Income</b>	<b>£50,400</b>	<b>£50,400</b>	<b>£50,400</b>	<b>£50,400</b>	<b>£50,400</b>	<b>£55,646</b>	<b>£55,646</b>	<b>£55,646</b>	<b>£55,646</b>	<b>£55,646</b>

## Development Income

Friends membership scheme

See details in Option 2A

It is estimated that the Friend scheme will generate a net income of c.£50,000 in Year 1.

Corporate Sponsorship and Membership:

See Option 2A for details.

It is estimated that sponsorships will generate a net income of c.£49,000 in Year 1 after direct costs of 15% and that the corporate membership scheme will generate a net income of c.£17,000 in Year 1 after direct costs of 15%.

Other gifts and donations

See Option 2A for details. It is estimated that other gifts and donations will generate a net income of c.£54,000 in Year 1 after direct costs of 15%.

Grants

See Option 2A for details. It is assumed that NWQH will eventually become one of more than 800 National Portfolio Organisations (NPO), and as such benefit from Arts Council England funding. An annual grant of £225,000 is included in the financial model.

## Summary Development Income

Based on the assumptions above, it is estimated the venue will generate a net development income of c.£418,000 in Year 1. Net income from development income is shown in the table below.

Development Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Friends Membership income	£72,339	£74,509	£76,744	£79,047	£81,418	£83,861	£86,377	£88,968	£91,637	£94,386
Grant income	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000	£225,000
Corporate Sponsorship income	£49,269	£50,747	£52,270	£53,838	£55,453	£57,116	£58,830	£60,595	£62,413	£64,285
Corporate Membership income	£16,752	£17,254	£17,772	£18,305	£18,854	£19,420	£20,002	£20,602	£21,220	£21,857
Other gifts and Donation income	£54,196	£55,822	£57,497	£59,222	£60,998	£62,828	£64,713	£66,654	£68,654	£70,714
<b>Net Development Income</b>	<b>£417,556</b>	<b>£423,332</b>	<b>£429,282</b>	<b>£435,411</b>	<b>£441,723</b>	<b>£448,225</b>	<b>£454,922</b>	<b>£461,819</b>	<b>£468,924</b>	<b>£476,242</b>

## Other Income

Advertising Income

It is customary to exhibit advertising prior to cinema screenings. This would be provided by one of the leading cinema advertisers. As a benchmark, an average 10 minutes of advertising provided by Digital Cinema Media per screening would generate approximately £0.19 that the venue would receive as a revenue share per admission. With a projected cinema admission of c.145,000 annually it is estimated that the advertising will generate a net income of c. £34,000 in Year 1.

Booking fees

It is customary to charge a booking fee in addition to the ticket face value when booking theatre and cinema tickets. The fee is to cover administrative and system costs. This fee can be charged either per ticket or transaction and is sometimes applied only to online bookings. A benchmark of local cinema providers shows that a variety of charging models applies, online booking fee varies from £0.70-£0.75 per ticket or £1.90 per transaction. It is recommended

that the venue introduce a booking fee of £1.00 per ticket on all tickets sold online or over the phone across all types of ticketed activities including those that are sold on behalf of third-party companies.

By charging an average booking fee of £1.00 per sold ticket across all events and genres it is assumed that the venue will achieve an average income of £0.50 per sold ticket considering that 50% of all tickets are purchased on site or by Friends. The operation will generate a net booking fee income of £146,000 in Year 1.

Net other income is shown in the table below.

Other Income, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cinema advertising	£33,616	£34,624	£35,663	£36,733	£37,835	£38,970	£40,139	£41,343	£42,583	£43,861
Booking fee	£145,662	£150,032	£154,533	£159,169	£163,944	£168,862	£173,928	£179,146	£184,520	£190,056
<b>Total Other Income</b>	<b>£179,278</b>	<b>£184,656</b>	<b>£190,196</b>	<b>£195,902</b>	<b>£201,779</b>	<b>£207,832</b>	<b>£214,067</b>	<b>£220,489</b>	<b>£227,104</b>	<b>£233,917</b>

### Learning and Participation

The Learning and Participation programme would support the development of a highly innovative, cultural base, and educational campus. The proposed programme focuses on four key groups:

- Children and Schools
- Families and Communities
- Young People
- Emerging Artists and Entrepreneurs.

The Learning and Participation programme will be delivered both by in-house staff as well as by partner organisations. In this financial model it is assumed that these programmes are all delivered free of charge. It is assumed that just over 300 activities are offered each year which will reach more than 7,200 participants. It will take time to develop the in-house programmes and partnerships with other organisations, so it is assumed that 60% of the programmes are delivered in Year 1, increasing to 80% in Year 2 and to 100% from Year 3.

### Total Income

In the table are the income projections for ten years following the opening of NWQH, which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Net Income, £	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
<b>Total Net Income</b>	<b>£1,923,154</b>	<b>£2,060,916</b>	<b>£2,205,460</b>	<b>£2,263,362</b>	<b>£2,323,000</b>	<b>£2,389,674</b>	<b>£2,452,945</b>	<b>£2,518,114</b>	<b>£2,585,238</b>	<b>£2,654,376</b>

#### 4.5.2.5 Expenditure

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.

#### Staff structure and costs

This option is assumed to have the same staff structure and costs as Option 2A.

#### Staff costs - key assumptions

The venue could potentially employ 28.5 FTE staff with additional employees operating the key spaces and café/restaurants. Human Resource costs are assumed to include an average on-cost for pension and national insurance of 16%.

Salary grades  
See Option 2A.

#### Retention rate

The staff turnover rate (voluntary as opposed to involuntary) is assumed to be 20% annually.

#### Recruitment costs

Estimates for the cost of recruitment ranges vary depending on the level of complexity of the position to be filled and the availability of candidates in the market, so it is assumed at a flat rate of 15%.

Human resource costs for the 10-year period follows:

Staff Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Basic salary	£956,749	£985,451	£1,015,015	£1,045,465	£1,076,829	£1,109,134	£1,142,408	£1,176,680	£1,211,981	£1,248,340
Recruitment cost	£28,702	£29,564	£30,450	£31,364	£32,305	£33,274	£34,272	£35,300	£36,359	£37,450
Pension contribution/On cost	£153,080	£157,672	£162,402	£167,274	£172,293	£177,461	£182,785	£188,269	£193,917	£199,734
<b>Total Staff Expenditure</b>	<b>£1,138,531</b>	<b>£1,172,687</b>	<b>£1,207,868</b>	<b>£1,244,104</b>	<b>£1,281,427</b>	<b>£1,319,870</b>	<b>£1,359,466</b>	<b>£1,400,250</b>	<b>£1,442,257</b>	<b>£1,485,525</b>

#### Learning and participation costs

Direct costs to deliver the Learning and Participation programme is assumed to be £225,000 p.a., mainly payment to partners who deliver the programme. Learning and participation costs for the 10-year period follows:

Learning & Participation Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Learning & Participation	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
<b>Total Learning &amp; Participation Expenditure</b>	<b>£289,819</b>	<b>£298,513</b>	<b>£307,468</b>	<b>£316,693</b>	<b>£326,193</b>	<b>£335,979</b>	<b>£346,058</b>	<b>£356,440</b>	<b>£367,133</b>	<b>£378,147</b>

#### Other indirect costs

Other indirect costs include non-domestic rates, facility maintenance cost, marketing expenditure and other office and administrative costs. A marketing budget per performance and programme visitors of £1.00 is recommended. This budget is essential to ensure that the venue is adequately promoted during the first few years post-opening, and that there is a robust promotional strategy in the long term. The cost is assumed to promote both cultural and commercial activities in the building besides direct marketing activities to promote private hire.

Costs for utilities, waste, cleaning, building maintenance and insurance are calculated using benchmarked cost per sqm over the cultural space usage's total internal area of 4,080 sqm. It is assumed that Creative Academy either will pay their own facility management cost directly or indirectly via a service charge.

The cost for Non-Domestic Rate is based on benchmarks of other mixed-use multi-cultural venues pro-rata based on the footprint.

Other indirect costs for the 10-year period follows:

Other Indirect Costs, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cleaning and waste management cost allowance	£7,095	£7,308	£7,527	£7,753	£7,985	£8,225	£8,472	£8,726	£8,987	£9,257
Utility cost allowance	£89,867	£92,563	£95,340	£98,200	£101,146	£104,180	£107,306	£110,525	£113,841	£117,256
Building maintenance cost allowance	£108,786	£112,050	£115,411	£118,874	£122,440	£126,113	£129,897	£133,793	£137,807	£141,941
Rent and rates	£35,977	£37,057	£38,168	£39,314	£40,493	£41,708	£42,959	£44,248	£45,575	£46,942
Marketing spend	£144,939	£149,287	£153,766	£158,379	£163,130	£168,024	£173,065	£178,257	£183,605	£189,113
Office supplies	£95,940	£98,818	£101,783	£104,836	£107,981	£111,221	£114,557	£117,994	£121,534	£125,180
Professional services incl. insurance	£26,014	£26,795	£27,598	£28,426	£29,279	£30,157	£31,062	£31,994	£32,954	£33,943
Other admin cost	£13,192	£13,587	£13,995	£14,415	£14,847	£15,293	£15,752	£16,224	£16,711	£17,212
<b>Total Other Indirect Costs</b>	<b>£521,810</b>	<b>£537,465</b>	<b>£553,589</b>	<b>£570,196</b>	<b>£587,302</b>	<b>£604,921</b>	<b>£623,069</b>	<b>£641,761</b>	<b>£661,014</b>	<b>£680,844</b>

## Total Expenditure

In the table are the expenditure projections for ten years following the opening which are based on the spatial area breakdown proposed, and the various assumptions explored previously.

Expenditure, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
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	£521,810	£537,465	£553,589	£570,196	£587,302	£604,921	£623,069	£641,761	£661,014	£680,844
Total Learning & Participation Expenditure	£289,819	£298,513	£307,468	£316,693	£326,193	£335,979	£346,058	£356,440	£367,133	£378,147
<b>Total Expenditure</b>	<b>£1,950,160</b>	<b>£2,008,665</b>	<b>£2,068,925</b>	<b>£2,130,993</b>	<b>£2,194,922</b>	<b>£2,260,770</b>	<b>£2,328,593</b>	<b>£2,398,451</b>	<b>£2,470,405</b>	<b>£2,544,517</b>

### 4.5.2.6 Cashflow

The following table shows the summary of the overall projected operational result for the project. It illustrates that through the proposed scheme the project can generate a total net income of c.£1.6m in its first year after opening, while this is likely to increase to c.£2.3m in Year 10. This would result in close to break even in Year 1 as well as in Year 10.

Cashflow, £	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Net Income	£1,633,336	£1,762,402	£1,897,991	£1,946,669	£1,996,807	£2,053,695	£2,106,886	£2,161,674	£2,218,105	£2,276,228
Expenditure	-£1,675,860	-£1,726,136	-£1,777,920	-£1,831,257	-£1,886,195	-£1,942,781	-£2,001,064	-£2,061,096	-£2,122,929	-£2,186,617
<b>Total Cashflow</b>	<b>-£42,524</b>	<b>£36,267</b>	<b>£120,072</b>	<b>£115,412</b>	<b>£110,612</b>	<b>£110,914</b>	<b>£105,822</b>	<b>£100,577</b>	<b>£95,175</b>	<b>£89,611</b>

### 4.5.2.7 Capital Cost Estimate

To give an indication of the level of Capital Expenditure required to deliver the project the estimate is c. £25m for SBC above the cost for British Land's current proposal of footprint of a culture/leisure building. This assumes that British Land and SBC agree to a split of the capital cost for the project.

Mixed use cultural venue BL site (SBC's part)	CAPEX	Unit	Quantity	Rate	
Building	10,890,000	m2	2,420	£4,500 /m2	Benchmarked against other mixed-used cultural building projects
Landscape	100,000	nr	1	£100,000 /m2	
Performance	1,000,000	nr	1	£1,000,000 /m2	Technical and Performance Fit Out for Theatre, Studio Theatre and Cinema
FFE	500,000	nr	1	£500,000 /m2	
Exhibition/Interpretation	300,000	m2	100	£3,000 /m2	Fixed and loose furniture, fittings and equipment
<b>SUB</b>	<b>12,790,000</b>				
Inflation [10%]	1,279,000				
<b>Base build costs</b>	<b>14,069,000</b>				
Design team fees [15%]	2,110,350				
Prelims [20%]	6,049,670				
<b>SUB</b>	<b>22,229,020</b>				
Contingency [12.5%]	2,778,628				
Other surveys / consultancy	100,000	0	1	£100,000 /nr	
<b>TOTAL</b>	<b>25,107,648</b>				

## 4.6 Evaluation of options

The options themselves have been modelled in terms of space, scale and function, alongside an outline business case for each scenario. The capital costs and sqm allocations are pre-design estimates, and would be subject to further development through the RIBA process. The options evaluated were:

- Option 1: Do Nothing
- Option 2A: NWQ Mixed-use Cultural Venue + Creative Academy
- Option 2B: NWQ Mixed-use Cultural Venue + Creative Academy + Royal Holloway University + Incubation Hub
- Option 2C: NWQ Mixed-use Cultural Venue + Creative Academy + Royal Holloway University + Incubation Hub + Opportunities Spaces
- Option 3A: Royal Holloway University/Incubation Hub in NWQ + 2,500 sqm Cultural Venue at British Land site
- Option 3B: Royal Holloway University/Incubation Hub in NWQ + 5,000 sqm Cultural Venue at British Land site

The options were scored against the following criteria:

Themes	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%
Success Factors	<ul style="list-style-type: none"> <li>• Creates connections between residents and commercial enterprises</li> <li>• Provides work opportunities for creative / digital businesses</li> <li>• University / Higher Education offer in Slough</li> </ul>	<ul style="list-style-type: none"> <li>• Creates inspiring and accessible facilities / spaces</li> <li>• Facilitates start-ups and spaces to grow</li> <li>• Promotes collaborations / networking opportunities for local businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Offers something for all sectors of the community, improved meaningful space for the community to congregate together or individually</li> <li>• Future proofs the asset for increased demand from population/housing growth / meets the needs of the evolving market</li> <li>• Positions the Council in developing wider partnership working in relation to arts and culture.</li> <li>• Closes gaps in provision for performance and creative spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates 'bridges' to engagement for communities</li> <li>• Promote activities for "hard to reach" groups including the delivery of community, education and outreach programmes</li> <li>• University / Higher Education offer in Slough</li> <li>• Engages youth directly as a core priority</li> </ul>	<ul style="list-style-type: none"> <li>• Improving health and wellbeing</li> <li>• Enhancing the quality of people's lives</li> <li>• Enabling a flourishing local economy</li> <li>• Promotes image of Slough as visitor attraction and place to live and invest</li> </ul>	<ul style="list-style-type: none"> <li>• Operates with no deficit to Council /generate surplus</li> <li>• Capital investment including interest can be paid back</li> <li>• Adds vibrancy to the area and contributes to the nighttime economy</li> </ul>

SCORE (0-5), 5 being achieves the requirement

#### 4.6.1 Option 1 – Do Nothing

	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%
Opt 2A	9%	11%	12%	12%	16%	2%	62%
Opt 2B	12%	12%	14%	14%	18%	4%	73%
Opt 2C	15%	15%	15%	15%	20%	6%	86%
Opt 3A	8%	9%	9%	9%	12%	10%	57%
Opt 3B	11%	11%	11%	11%	16%	8%	66%

In the first scenario, the regeneration of the NWQ or town centre would not include a new cultural site. As cultural facilities, higher education training and innovative working spaces would not be put in place, there would not be any response to Slough's current gaps in provision. The borough would still be missing key cultural facilities, access to culture would not be enhanced, local communities would miss opportunities for interaction and social cohesion would not be supported. Learning opportunities and the access to higher education would still be limited, so that young people would not be given the chance to develop strong skills to achieve a higher standard of employment. The economic growth would not be boosted as particularly digital businesses and start-ups would not be supported and offered high-innovative and creative working spaces. There would be a potential loss of opportunity in the long term,

and the potential to miss out on a key partnership development project. In conclusion, doing nothing isn't an advisable option as there is a clear need for Slough to develop a successful project that would support a holistic development.

#### 4.6.2 Option 2A - NWQ Mixed-use Cultural Venue + Creative Academy

	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%
<b>Opt 2A</b>	<b>9%</b>	<b>11%</b>	<b>12%</b>	<b>12%</b>	<b>16%</b>	<b>2%</b>	<b>62%</b>
Opt 2B	12%	12%	14%	14%	18%	4%	73%
Opt 2C	15%	15%	15%	15%	20%	6%	86%
Opt 3A	8%	9%	9%	9%	12%	10%	57%
Opt 3B	11%	11%	11%	11%	16%	8%	66%

The second option would create a new cultural hub for the town. It would allow the creation of a cultural programme that would reach out to "hard to reach" groups, and invite interaction and cohesion. It would also remove barriers to the community as it becomes the 'living room' for Slough. The cultural hub would also attract young people through its inspiring and accessible spaces and programme.

In addition, the venue could be a real catalyst for cultural and economic development. Its architecture would create a visible icon for Slough and the high-inspirational project would make the town known for its innovative approach to cultural activities. The strengthening of Slough's identity would also generate a positive economic impact as it would attract and retain people and investment.

Nonetheless, learning opportunities would be limited to arts and culture as there would be no full integration with higher education providers. In this scenario, local businesses will be missing the benefits deriving from the connection with university and young people involved in the project. However, the cultural building will help to create a better environment and attractive district for businesses, thus contributing to workers' wellbeing and retention, and stimulating investment (in the NWQ and throughout Slough).

The building would require some ongoing financial support by the Council (i.e. the operation would not be long-term sustainable), but it would generate deep and positive social and economic impacts. Although needing ongoing financial support, the development of a cultural site would be a great anchor for the NWQ, and provide the cultural infrastructure the town craves.

#### 4.6.3 Option 2B - Mixed-use Cultural Venue + Creative Academy + Royal Holloway University + Incubation Hub

	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%
Opt 2A	9%	11%	12%	12%	16%	2%	62%
<b>Opt 2B</b>	<b>12%</b>	<b>12%</b>	<b>14%</b>	<b>14%</b>	<b>18%</b>	<b>4%</b>	<b>73%</b>
Opt 2C	15%	15%	15%	15%	20%	6%	86%
Opt 3A	8%	9%	9%	9%	12%	10%	57%
Opt 3B	11%	11%	11%	11%	16%	8%	66%

In the third option, the cultural spaces are unchanged but Royal Holloway University's new spaces and innovation hub for businesses would be integrated in the building. The Royal Holloway University would provide higher education training on digital and innovation and the campus would include several classrooms, laboratories and other functional facilities. The innovation hub would welcome local businesses while offering working spaces and serving as an incubator and accelerator.



While the cultural site would ensure the same social benefits, the inclusion of a university campus would fulfil the current gap in education: an early interaction – particularly with young people and other schools – would promote more local residents going into higher education in a local and familiar environment.

The full integration of higher education and businesses in the building would be of significant interest for the local economy - as a real talent pipeline would be developed and be aligned with skills and workforce demand. The innovation hub would then enhance the cross fertilisation between university and creative business, whilst being anchored to university partners to support transition of students from education to working environment.

In this scenario, the venue would be more powerful and impactful, and financially, the project would not need ongoing support for operational expenditure. Overall, this project would be a vibrant new UK example of deep integration between higher education and culture for maximum benefit.

#### 4.6.4 Option 2C - Mixed-use Cultural Venue + Creative Academy + Royal Holloway University + Incubation Hub + Opportunities Spaces

	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%
Opt 2A	9%	11%	12%	12%	16%	2%	62%
Opt 2B	12%	12%	14%	14%	18%	4%	73%
<b>Opt 2C</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>15%</b>	<b>20%</b>	<b>6%</b>	<b>86%</b>
Opt 3A	8%	9%	9%	9%	12%	10%	57%
Opt 3B	11%	11%	11%	11%	16%	8%	66%

The fourth option includes adding further typologies of space that could potentially be used for purposes that relate to the vision. Ongoing discussions intend to identify which facilities could most relevantly complement those included in the previous option. Ideas collected so far comprise: an enlargement of the innovation hub, student accommodation, co-living spaces for young professionals or older people, a new Cultural / Creative Academy (sixth form potentially), and new commercial workspaces.

Additional innovation, incubation and acceleration spaces - including meeting rooms, offices, testing facilities with high-tech prototypes - will give birth to a larger but also better equipped innovation hub. A greater number of local businesses would be able to join the hub where the increased opportunities for interaction and collaboration would create a thriving enterprise network. Businesses will be given the access to high-quality resources - which would be beneficial particularly to start-ups and other small businesses - increasing survival and growth rates. Also, the more innovative facilities could attract numerous researchers and other technical and creative companies. Students will be inspired by a more active hub: they will accelerate learning by interacting with highly innovative businesses, further develop skills in accordance with the sector demands, and be given work opportunities in successful business.

Student accommodation is a gap in the local market. Currently, there is no such accommodation in Slough at present. As an alternative, co-living spaces for young / new professionals could be included in the building. This would potentially create more creative cross fertilization between business innovation, technologies, arts and culture - and generate a new audience for the NWQ and town.

As an alternative, space could be rented at a subsidised rate by an organisation offering higher education training related to the arts sector. These programmes would increase the cultural offer by enhancing the Creative Academy and Royal Holloway University's provision. The number and the variety of learning opportunities would thus increase - potentially attracting more young people while ensuring them greater opportunities of employment. It would also be beneficial for the project's financial sustainability as rental income will increase.

Commercial office spaces targeting the creative/cultural sector, could serve as an endowment for the project. The aim would be to attract companies from a wide variety of fields - from theatre and music production to virtual and interactive arts, computer graphics and animation, augmented and virtual reality technologies, e-Sports and video gaming -, and could act as a natural transition from the Incubation Centre. The tenants would form part of the overall talent pipeline being created in the building. It would also be beneficial for project finances - as the increase in commercial revenue would move the venue to a strong positive cashflow. The USP of NWQH will attract new

tenants from the niche target market and the spaces would not be in direct competition with the overall offer of NWQ development.

#### 4.6.5 Option 3A - ROYAL HOLLOWAY UNIVERSITY/INCUBATION HUB IN NWQ + 2,500 sqm CULTURAL VENUE AT BRITISH LAND SITE

	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%
Opt 2A	9%	11%	12%	12%	16%	2%	62%
Opt 2B	12%	12%	14%	14%	18%	4%	73%
Opt 2C	15%	15%	15%	15%	20%	6%	86%
Opt 3A	8%	9%	9%	9%	12%	10%	57%
Opt 3B	11%	11%	11%	11%	16%	8%	66%

In this scenario, the cultural provision would be integrated within the 2,500 sqm currently proposed by British Land. The site would deliver a three-screen cinema, a performance space, a studio, two bookable community spaces and thus would still create a good living room for the local community. Cultural provision won't be as rich and inclusive as in previous options, although the spaces would still offer well-programmed activities. Nonetheless, the cinema and bookable community rooms would help to break down barriers to culture.

The creation and provision of learning and employment opportunities would be reduced since the location of Royal Holloway University as well as the Incubation Hub would be more dispersed. A new location would need to be found for Creative Academy or it can continue to reside in its current location.

The reduction in space and addition of more cinema screens would reduce the deficit but the project would still need to be subsidised by SBC. No capital contribution would be needed by the council.

This option would bring cultural activities to the High Street, improve night-time footfall and would serve as a driver for the town regeneration while complementing other facilities, such as the Curve. Nonetheless, it would not strengthen Slough's identity as much as a new site within the NWQ; and the talent pipeline would not be supported as well, due to the lack of co-location and partnerships, as in previous options.

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.

#### 4.6.6 Option 3B - ROYAL HOLLOWAY UNIVERSITY/INCUBATION HUB IN NWQ + 2,500 sqm CULTURAL VENUE AT BRITISH LAND SITE

	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%
Opt 2A	9%	11%	12%	12%	16%	2%	62%
Opt 2B	12%	12%	14%	14%	18%	4%	73%
Opt 2C	15%	15%	15%	15%	20%	6%	86%
Opt 3A	8%	9%	9%	9%	12%	10%	57%
Opt 3B	11%	11%	11%	11%	16%	8%	66%

In this option, the allocation on the British Land site provided for by option 3A, would be expanded from 2,500 sqm to c.5,000 sqm. Therefore, the site would provide an increase in cinema screens, performance space and provide some space for Slough's story interpretation. There would also be 840 sqm available for Creative Academy to co-locate

within the site. As a consequence, more learning and employment opportunities will be created, although the talent pipeline won't be supported adequately due to the weaker connection with RHU and creative businesses.

The site would be a living room for the community with a larger footprint that could accommodate wider facilities for local and creative communities. Also, the site would become more accessible and help more successfully to decrease barriers to culture.

Similarly to option 3A, this option would largely support the High Street regeneration and connect with other cultural facilities but would increase further footfall and potentially create opportunities for more exciting projects.

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.

#### 4.6.7 The Adelphi Theatre

There are other elements of the existing assets of Slough, that must also be considered. The Adelphi Cinema opened as an Independent cinema in 1930 but was transformed into a Bingo Club hall in 1973.

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 Theatre could be developed to fulfil that need. 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.

### 4.7 Economic Impact Assessment

It is expected that this project will have a positive economic impact for Slough. The proposed project will foster economic growth through the expected visitor numbers to the site and corresponding boost in visitor spend, jobs creation, salaries paid and local procurement. Once opened, the new project will inevitably lead to increase the footfall in the area. The project is expected to generate between c.120,000 and 310,000 visitors (including performance attendees, but only 50% visiting Cinema, and community programmes) a stable year, generating economic impact. Further impact will be generated by education providers and businesses co-located in the building (in Option 2 and it is assumed the deadweight impact that would have occurred without the project to be 100%).

Located in the very heart of the town centre with its proximity to the train station and SBC's commitment to shift the perception of Slough as a place 'to go to' rather than 'go through' this can even become a destination for a wider audience. The project would be an essential component of the larger regeneration project and act as a central node in

the new cultural 'spine'. The proposal would help to brand Slough as a cultural destination and instigate further economic and cultural development that spreads across the area.

The following shows the annual economic impacts per option:

Direct Economic Impact	Option 2A	Option 2B	Option 2C	Option 3A	Option 3B	
Capital cost of the project	£41,297,118	£81,418,848	£135,794,350	£0	£25,107,648	
Construction jobs created during the project	413	814	1358	0	251	based on 1 job per £100K spent
Jobs created	29	32	32	29	29	FTE's created through the project (new)
Salaries paid	£1,335,926	£1,472,717	£1,472,717	£1,469,025	£1,603,023	excluding FTE in F&B and Cinema operation
Estimated induced spending	£2,137,482	£2,356,347	£2,356,347	£2,350,440	£2,564,837	1.6 x expenditure on salaries
Estimated employment supported by induced spending	36	39	39	39	43	£60K supports 1 FTE
<b>Total Direct Economic Impact</b>	<b>£3,473,407</b>	<b>£3,829,064</b>	<b>£3,829,064</b>	<b>£3,819,464</b>	<b>£4,167,861</b>	

Indirect Economic Impact						
Additional day visitors	11,803	11,803	11,803	20,991	30,981	10% - new day users
Additional staying visitors	2,361	2,361	2,361	4,198	6,196	20% - new staying
Spend by day visitors	£236,054	£236,054	£236,054	£419,819	£619,615	spending an estimated £20 per person per day
Spend by staying visitors	£141,632	£141,632	£141,632	£251,892	£371,769	spending an estimated £60 per overnight stay
Total spending by new day / staying users	£377,686	£377,686	£377,686	£671,711	£991,385	
Full time equivalent staff supported by that spending	6	6	6	11	17	£60K supports 1 FTE
<b>Total Indirect Economic Impact</b>	<b>£377,686</b>	<b>£377,686</b>	<b>£377,686</b>	<b>£671,711</b>	<b>£991,385</b>	

<b>Total Economic Impact</b>	<b>£3,851,094</b>	<b>£4,206,751</b>	<b>£4,206,751</b>	<b>£4,491,175</b>	<b>£5,159,245</b>	
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Each option would deliver an annual economic impact of c. £4-5million in total.

## 5 EMERGENT PROJECT VISION AND USP – PREFERRED OPTION 2

Slough is rapidly moving towards becoming a UK powerhouse<sup>15</sup> and is not just redefining its image but tearing it apart and creating a powerful new one. It will be one of the most competitive small cities in the country in the future. 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 business is a strong context for change. The huge £3bn regeneration plans will create iconic buildings, new open spaces and huge connectivity with London and Heathrow. 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 is highly innovative - creating a synergy between university education, innovative businesses, arts and culture. It will be a platform for an extraordinary mix of complementary functions that many projects have managed to achieve only partially. The approach has been inspired by 'excellence': the futuristic Forum in Groningen combines culture, community and leisure spaces; the RDM in Rotterdam is a start-up accelerator created in partnership with the local university; Culture Mile in London connects local businesses with cultural organisations to enhance wellbeing and creativity. This new hub is something unique, and is an exciting new model, both on a national and international level.

It will be a highly connected space, visible, and symbolic, with cafes and activity at ground level, and embedded in the new urban realm. It will have shared space, welcoming areas for gathering and relaxing - and will become the 'living room' for the people of Slough - where, like the Forum in Groningen, there is something for everyone and everyone is welcome. It will be a palette for creativity, learning and experimentation - with a 500-seat auditorium, flexible exhibition spaces, well equipped studios, high-tech media labs, co-working spaces, accelerator/incubation zones, classrooms and educational areas. It will also express the rich culture and story of Slough through a new interpretation of its heritage and significance as a place of creativity and ideas. The project's strength will be the synergy between the partners - a synergy that shapes the building structure with the hub being purpose-driven rather than design driven. It will be a democratic and open site where all people can see, be inspired and engaged with the works taking place around the site.

### 5.1 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 hubs as a result of a synergy with the university.

### 5.2 Attraction and connection

By connecting a set of places, projects and cultural elements, the building will become a cultural 'jewel box' that will respond directly to Slough's huge diversity and youth context. 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. The building aims at becoming a communities' connectors, a welcoming meeting point, a common ground for sharing interests, a crossroad of ideas. The variety of programmes and yet the cohesiveness of the partners and permeability of spaces will ensure the development of activities that is driven by the local diversity. 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. Its fertile 'soil' not only will support Slough's educational competitiveness, but it will also drive the talent

<sup>15</sup> <https://www.getreading.co.uk/news/property/huge-developments-changing-slough-forever-16714762>

pipeline by attracting and retaining creative and innovative talents. The main target audience is primarily local young people: the current lack of university programmes does not match with Slough being both the youngest city in the UK and the city with the largest under-18 population. Because of this, the project represents a brilliant opportunity to take advantage of those two features which will in fact support the town's ongoing economic growth - and ensure its economic success in the future.

### 5.3 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. The combination of The Curve's library, museum and performance provision and the diverse, flexible cultural spaces of the new building within the NWQ will be complementary and meet the full range of Slough's cultural needs. Besides, this nexus will be closely tied to the nearby High Street transforming the centre of the town into an ecosystem incorporating culture, leisure, commercial and residential.

The building will be embedded in a great economic environment and will flourish in the NWQ. Here, the new site and the numerous corporations will have a positive and reciprocal influence. 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 hubs, the students' education will be improved and stimulated by the collaboration with important corporations whereas the latter will gain direct access to talented students to ensure high-qualified workforces for the future.

Furthermore, the local economy will benefit from the lively cultural programme. Whilst the town has been reporting difficulties in attracting and retaining staff and workforce, there is evidence to suggest that an 'enriched environment' - including art in the workplace - increases productivity and motivation and fosters staff wellbeing<sup>16</sup>. A McKinsey study has shown that companies that place greater emphasis on creativity perform better financially<sup>17</sup>. Also, culture supports a strong employer brand that can increase staff retention<sup>18</sup>. As such, the building will offer NWQ corporate tenants an enriched environment with unique opportunities to realise these benefits, alongside top-quality spaces and facilities.

The building's development through a competitive process will lead to the rise of profile, the creation of momentum, and the communication of a strong vision. The project will be extremely beneficial for Slough's reputation and will contribute in the shaping and strengthening of its identity while also inspiring pride in the NWQ residents and widely in Slough's communities. 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. The quality of its environment and activity is such that it will draw national and international attention. Therefore, the project will ultimately allow Slough to be an exemplar for the innovative provision of culture for a 'city of the future'.

### 5.4 Potential Programming

Finally, the project will be beneficial to Slough on a more inspirational level. It could act as a catalyst to support the progress of the town's regeneration - whilst potentially becoming a strong symbol of a creative approach to recovery. It will strengthen the local communities' pride in the town, improve their sense of belonging, and promote cohesion.

The new building aims at becoming the beating heart of Slough, and one of the UK's most successful hubs for creative innovation. It will be a cultural crossroads for unexpected encounters crossing social, linguistic and religious boundaries; it will create a fertile ground for inspiring cross-cultural exchange by providing a vibrant programme of multidisciplinary artforms. The programme will mainly ensure the following:

- Recognition and welcoming of the diversity of Slough's population with a catering to the multiple ethnic minority communities most prevalent in Slough and to those who have reduced access to culture
- Offer of a ladder of opportunity for artists, emerging talent and entrepreneurs
- Strong focus on partnership working and platforming local partners.

<sup>16</sup> 'Designing your own workspace improves health, happiness and productivity,' University of Exeter News, 7 September 2010, accessed online: [https://www.exeter.ac.uk/news/featurednews/title\\_98638\\_en.html](https://www.exeter.ac.uk/news/featurednews/title_98638_en.html)

<sup>17</sup> Brodherson, Heller, Perrey and Remley, 'Creativity's bottom line.'

<sup>18</sup> 65 HR and Recruiting Stats for 2018,' Glassdoor, 2018, accessed online: <https://glassdoor.lookbookhq.com/content-11-13/65-hr-recruiting-stats-2018>; Lars Schmidt, 'Three Days, Three Key Themes: My Review of Talent Connect 2012,' LinkedIn Talent Blog, 2012, accessed online: <https://business.linkedin.com/talent-solutions/blog/2012/10/talent-connect-2012-3-themes>

## Creative vision

The creative vision is to create a various but cohesive programme of cutting-edge culture. This would happen through the collaboration between many partners and the involvement of different communities which will provide opportunities for experimentation.

There are three strategic aims that underpin the artistic vision and programme:

- Cohesive programme – this will see a greater 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 presence both locally and nationally as a pioneering cultural hub; an open and democratic public space. Programme wise this is realised through consolidating and strengthening the offer over time, responding to the feedback and behaviour of our audiences.
- Creative communities – this manifests itself as ensuring all parts of the programme either respond, reflect, involve or nurture the diverse communities on the doorstep.

## Programme Partnerships

Partnership working is intrinsic to the new venue and programme, especially for embedding the space as a place for Slough partners and audiences to co-own.

Proposed programme / event	Partner(s)	Space	Description	Audience(s)
Creative Academy Showcase	Creative Academy	Main auditorium	Showcase for BA Foundation Degree in Dance	Friends, family & prospective students
Creative Academy Open Rehearsals	Creative Academy	Main auditorium	Open rehearsals for young people interested in dance	Young people and students
Creative Academy Masterclass	Creative Academy	Studio	Masterclass for dancers	Emerging artists, young people
Mushy	Rifco	Main auditorium	Performance	Theatre audiences incl. BSL, Relaxed, 8+
Mushy post show discussion	Rifco	Main auditorium	Discussion exploring themes of the show	Theatre audiences
Using Your Voice (Mushy Schools Workshop)	Rifco	Studio	Making your own documentary – about the local community.	8 – 11 years school pupils
Touring Theatre Workshop	Rifco	Studio	Insights into how to tour small-scale theatre	Emerging theatre and arts producers
Write Now	Rifco, Creative People and Places (HOME Grown)	Studio	Monthly workshops on new writing culmination in a public scratch night	16+ emerging artists and writers
Write Now: Drafts	Rifco, Creative People and Places (HOME Grown)	Main auditorium	Public scratch night from new writers from the Write Now programme	All – local community, family and friends
HOME Slough Festival Takeover	Creative People and Places	Studio	Family fun all day (workshops, screenings) with an evening of slam poetry and music	Families, those engaged with Creative People and Places
Slough Philharmonic	Slough Philharmonic	Main auditorium	Rachmaninov – Piano Concerto No 3	All
Slough Philharmonic – Chorus workshop	Slough Philharmonic	Mixed use studio	An introduction to choral singing – bring the joy of music to the local community	All – families and communities
Beat Routes Showcase	Beat Routes	Main auditorium	Showcase of music	Friends and families

## Live events

The building should host a vibrant multi-art form programme that is appealing to the diverse communities of Slough in order to ensure there is an entry point for all culturally curious people whilst also making sure it is sustainable in terms of revenue.

Programme / event	Partner(s)	Space	Description	Audience / strand
Vaisakhi Parade Base	Local Gurdwara	All	A base to prepare for the Vaisakhi parade in Slough	Sikh residents
Lunchtime lectures	Residents, local businesses	Immersive Cinema	Monthly every Thursday. Bring a packed lunch. Topics this month: VR, AI, Robotics, Internet of Things	Innovation & tech
Who Are We	Art Beyond Belief	Temporary exhibition	Emerging local artist exhibiting digital artwork on topic of mental health	Visual arts, tech, local, emerging
Hip Hop and Grime	External promoter	Main auditorium	A night of emerging talent	Live music and electronic
Indian Classical	External promoter	Main auditorium	Western ensemble meets North Indian classical music	Live music
Latin American	External promoter	Main auditorium	Album launch for all female Brazilian band	Live music
Arabic Jazz	External promoter	Main auditorium	Jazz-infused Arabic melodies from Slough based singer-songwriter	Live music
Caribbean	External promoter	Main auditorium	Carnival party with stalls, cocktails, DJs and more	Day festival
Tongue Twist	External promoter	Main auditorium	Monthly spoken word with open mic	Spoken word
Storytelling Slam	External promoter	Main auditorium	Monthly story slam	Spoken word
Slough Remixed	External promoter	All	DJs and VJs in all spaces	Festival + music, 18-30s
Queertopia	External promoter	Main auditorium	A night of experimental queer performance	LGBTQIA+
Open mic		Rooftop	Weekly open mic nights	
Jazz Sundays		Rooftop	Weekly jazz nights	
Touring theatre and comedy programming	Touring theatres, stand-ups and dance companies	Theatre	Hosting well-known entertaining touring shows	Families, theatre-goers, young professionals

## Cinema

A mixture of independent arthouse films and main release (on second or third week) will ensure a competitive programme and pricing, which can guarantee good revenue and audience choice, also attracting the student and lower-income population. As an immersive space, Marvel hero films will engage family audiences and creative industries interested in the capabilities of the technology.

It will feature a programme to engage directly with the community, with festivals such as UK Asian Film Festival and Bollywood retrospective. Added value events would come in the form of Q&As and post-screening discussions.



Programme / event	Partner(s)	Space	Description	Audience / strand
Black Widow	Resource Production. Art Beyond Belief.	Immersive Cinema	Based on Marvel comics, Natasha Romanoff returns her quests between Civil War and Infinity War.	10 – 30 years.
UK Asian Film Festival	UK AFF, Creative Junction. Resource Production. Slough Library	Immersive Cinema	UK Asian Film Festival offers the chance to check out the very best of contemporary South Asian Films celebrating the vibrant of South Asian culture through film, intertwining relevant social messages with top call entertainment	12+
Kids club	Sough Library Service. Young Creative. Artwork. Festival Development	Immersive Cinema	Sat & Sun early morning kids Big experience for little people.	8 and under
Bollywood: Raj Kapoor Retrospective season	Resource Productions. Slough Library. Slough CVS. Creative Junction. Festival Development. Reaching out to the local residences.	Immersive Cinema	Every Sunday in April we will showcasing the work of one of the greatest and most influential actors and filmmakers in the history of Hindi Cinema	All ages
Independent Films	Resource Production. All the communities around Sough.	Immersive Cinema	Evening shows the latest independent films, Parasite, Calm with Horses.	Dependent on film selection and rating given by The BBFC
Major Release of a film.		Immersive Cinema	Third week of release, 2 evening slots of Black Widow	35 and under

### Learning and participation

The Learning and Participation programme would support the development of Slough NWQ as a highly innovative, cultural base, and educational campus. The proposed programme focuses on four key groups:

- Children and Schools
- Families and Communities
- Young People
- Emerging Artists and Entrepreneurs

Programme / event	Partner(s)	Space	Description	Audience / strand
Meet the Inventors	Tech Businesses Sixth Form Colleges	Innovation/MIT Lab Space	Slough Tech Firms run a series of workshops for young creative entrepreneurs showcasing the latest technological advances	Emerging Artists/Young People & Entrepreneurs
Ready Player	Art Beyond Belief Tech businesses Primary Schools	Schools Innovation/MIT Lab Space Immersive Cinema	A nine-month education programme of workshops over three terms in gaming and coding for primary school pupils to develop technical and creative skills and CPD for teachers - culminating in a "Game-a-thon" for all pupils, families and tech experts in the immersive cinema	Children and Schools
End of Year Showcases	Local schools	Main auditorium	Local schools offered our main auditorium for their end of year school productions; building links with Slough NWQ	Children and Schools
Creative ESOL (Weekly term time)		Mixed use studios	It will help you to develop your English through creative approaches to ESOL teaching including arts & crafts, drama, storytelling and access to a wide range of opportunities at Rich Mix. The course also aims to increase your confidence and skills for looking for jobs and volunteering and accessing local services.	Families & communities
Youth Club		Mixed use studios	Providing after school creative and literacy activities for 7-12 year olds to bring younger people together, using the arts to improve confidence	Young People & Entrepreneurs
Stay and Play	Slough Children's Services	Mixed use studios	A rich and exciting environment where you and your child will have an opportunity to get active, develop skills and most importantly have fun in a safe soft play area. Additional support with talking and communication skills, building your child's confidence and independence and hopes to enable your child to be ready for nursery/school.	Families & communities

Bookswap	Slough Library Services Local schools Slough CVS	Mixed use studios/foyer	Our very own inimitable Bookswap! A perfect opportunity to freshen up those bookshelves and talk to new friends in your community about the books you love. As enthusiastic book lovers, our team will be on hand to help you choose books for and with your children. We'll also have impromptu readings in the cosy story-tent, great to have a quiet snuggle and read.	Families & communities
New Generations (with Slough NWQ Takeover Festival)	The Arts Excite Creative Academy Resource Productions	Mixed use studios/foyer/ Studio Theatre	A 12-months programme of two weekly workshops for young people aged 16-25 to develop a range of skills across technical, producing, stage management marketing and performance culminating in a New Generations Takeover Festival produced, curated and performed by the New Generations and Slough Artists	Young People Emerging Artists and Entrepreneurs
Made in Slough	Associate Artists Rifco Creative Academy	Mixed use studios/ Studio Theatre	A programme of professional mentoring and development training for emerging artists to develop and showcase their work – through commissions, subsidised space, work placements and scratch performances	Emerging Artists and Entrepreneurs

### Food and Beverage

Café/Restaurant/Bar to remain open throughout the day to serve breakfast, lunch and dinner and provide evening openings to serve as late night bars. Food and Beverage areas could host:

- Regular programmed open mic and jazz nights – to cater to both students and local residents
- Three months pop-up residencies from local food creatives - that should create excitement and support local businesses
- Distinctive "destination" feature - particularly on the rooftop bar

It is important that non-cultural customers (food and beverage) could collide with art experiences and be converted to cultural attendees.

## 5.5 Health & Wellbeing

### 5.5.1 Health and Wellbeing issues in Slough

Current health and wellbeing issues among Slough's population include an unhealthy and inactive lifestyle, high income deprivation, and mental health disorders. Slough is the most inactive local authority in Berkshire. On a national level, Slough is the 319th most inactive local authority of 326<sup>19</sup>. In 2017, 66.8% of adults, 26.2% of children between 10 and 11, and 10.4% of children aged 4-5 were overweight or obese. Nonetheless, at the same time the percentage of underweight children in Slough is more than double that of the national average<sup>20</sup>.

<sup>19</sup> <https://www.publichealthslough.co.uk/jsna/>

<sup>20</sup> Ibid.

In 2019, about 15.1% (5,540) of all children in Slough still lived in low-income families<sup>21</sup>, despite this figure having decreased from 19.5% in 2015<sup>22</sup>. At 3.6% in 2016, family homelessness in Slough is significantly higher than the national (1.6%) and regional (1.9%) averages and homelessness among young people has steadily increased<sup>23</sup>.

The estimated prevalence of mental health disorder in those aged 5-16 in Slough is higher than the England average and in 2017, with conduct disorder - defiance, aggression, and anti-social behaviours - being the most prevalent (among 5.9% of all children and young people). Between 2014 and 2015, only 48.1% of all 15-year olds in Slough reported feeling mental wellbeing (50.1% in the UK) and only 62% of them reported experiencing a positive life satisfaction (compared to 63.8% in the UK).<sup>24</sup>

### 5.5.2 How the project responds to Slough's health and wellbeing issues

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.<sup>25</sup>

Likewise, the inclusive and collaborative programmes and spaces will contribute towards removing barriers for social integration.<sup>26</sup> 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' stress<sup>27</sup>, prevent them from burnout<sup>28</sup>, and increase their happiness and satisfaction<sup>29</sup>.

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.<sup>30</sup>

## 5.6 Post Covid-19 Recovery

The project will have a powerful role in this. It will be a strong signal of the commitment to learning, economy and communities in Slough. This project is also an important catalyst to stimulate investment, a visible signifier of long-term strategy. Covid-19 has exacerbated existing social and economic issues, so never before has community cohesion, skills, jobs and economy been so important.

The recovery from Covid-19 will be a long term task, and the impact will be felt for many years, and particularly by communities that were already experiencing deprivation and isolation. 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 following paragraphs report sets out how the sector has helped nations to recover from major crises, with a particular reference to financial collapse and natural disasters / pandemics. In view of this analysis, the potentials of the NWQH cultural project to help Slough recover from COVID-19 will be considered and discussed.

<sup>21</sup> <https://fingertips.phe.org.uk/static-reports/health-profiles/2019/e06000039.html?area-name=slough>

<sup>22</sup> <https://www.publichealthslough.co.uk/jsna/>

<sup>23</sup> Ibid.

<sup>24</sup> Ibid.

<sup>25</sup> <https://www.mhcc.org.au/wp-content/uploads/2018/05/mhcc-social-inclusion.pdf>

<sup>26</sup> 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>

<sup>27</sup> Lily Martin et al., 'Creative Arts Interventions for Stress Management and Prevention – A Systematic Review,' Behavioural Sciences 8: 28 (2018)

<sup>28</sup> '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>

<sup>29</sup> 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>

<sup>30</sup> '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>

## Arts and Culture vs Financial crisis

Global exports of creative goods and services, including ideas and creativity-centred industries more than doubled from 2002 to 2008, reaching nearly \$600 billion<sup>31</sup>. Such a successful trend has incredibly remained robust despite a decline in global commerce as the result of the world financial crisis in 2008. When the world's commerce declined by 12% that year, the global trade in services and products of creativity continued to an annual average growth of 14%<sup>32</sup>. The resilience of the creative economy was evident for the employment rate as well as job creation. In the cultural and creative industries this continued to grow at 0.7% annually between 2008 and 2012, whereas the number of jobs in the rest of the economy fell of 0.7%<sup>33</sup>.

For instance, between 2011 and 2012, when much of the UK economy was struggling to recover from the recession, creative industries across the UK were driving local and national economic growth: local economies have grown their creative industries employment by an average of 11% between 2011-2014 and 2015-2016, twice as fast as other sectors (where local economies experienced, on average, 5.5% of growth)<sup>34</sup>.

Since the recession began in 2007, the United States has had a major economic contraction, with the loss of over 7 million jobs and a 23% drop in new business creation in the following four years. While facing the need of boosting economic growth to overcome the economic crisis, with many states reporting numerous projects where the arts and culture have been key drivers for a successful economic growth, and have led to wider social impacts.

In 2012, the National Governors Association (NGA) published the "New Engines of Growth: Five Roles for Arts, Culture and Design"<sup>35</sup> - a report that outlines and formalizes how arts, culture, and design can assist with economic growth by providing a competitive edge in five significant ways:

- Providing a fast-growth, dynamic industry cluster
- Helping mature industries become more competitive
- Providing the critical ingredients for innovative places
- Catalysing community revitalization
- Delivering a better-prepared workforce

Among the numerous projects, a major trend - which is particularly relevant for Slough's regeneration - was the transformation of cities into powerful creative places through the creation of innovation hubs. Governors started supporting open innovation business models, fostering and promoting co-location of many different industries to allow a constant interaction among a wide variety of creative workers, from artists to scientists and engineers. Cultural districts, creative enterprise zones were launched as vehicles to promote the collaboration between digital businesses, new technologies and creative talents.

## Arts and Culture vs Urban distress

In 2018, UNESCO proposed the so-called "CURE framework"<sup>36</sup> for city reconstruction and socio-economic recovery of people's livelihoods in the aftermath of disasters, armed conflicts, and severe urban distress. The innovation is the integration of culture as a core element: it allows the achievement of a sustainable urban future thanks to the adoption of people-centred and place-based policies.

People-centred strategies are critical to strengthen community ownership and to accelerate the socio-economic recovery of cities. This requires prioritizing the safeguarding and promotion of norms, traditions, local knowledge, crafts and cultural industries in reconstruction and recovery processes.

Culture can also support the reconciliation process through the (re)construction of cultural landmarks, monuments and other places of significance to communities. While current place-based strategies prioritize the reconstruction of

<sup>31</sup> <https://news.un.org/en/story/2011/03/370782-un-report-outlines-creative-industries-potential-boost-development>

<sup>32</sup> Creative Economy Report 2010: A Feasible Development Option. United Nations. Accessed online: [https://unctad.org/en/Docs/ditctab20103\\_en.pdf](https://unctad.org/en/Docs/ditctab20103_en.pdf)

<sup>33</sup> Creating growth: Measuring cultural and creative markets in the EU. December 2014. Accessed online: <https://www.biblit.it/wp-content/uploads/2014/12/EY-Creating-Growth-Measuring-Cultural-and-Creative-Markets-in-the-EU1.pdf>

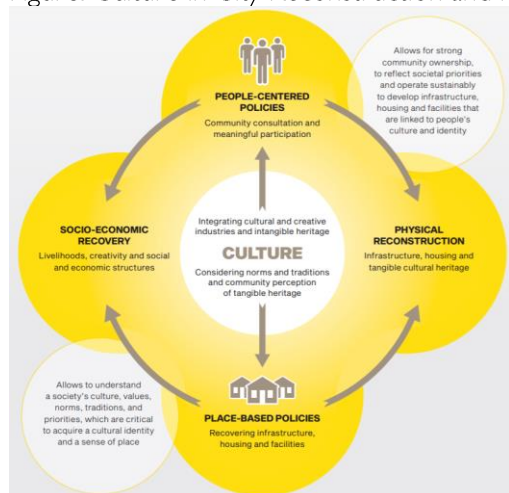
<sup>34</sup> <https://www.nesta.org.uk/news/creative-industries-are-driving-economic-growth-across-the-uk-on-track-to-create-one-million-new-creative-industries-jobs-between-2013-and-2030/>

<sup>35</sup> New Engines of Growth: Five Roles for Arts, Culture and Design; NGA, 2012. Accessed online: <https://www.gjarts.org/sites/default/files/New-Engines-of-Growth.pdf>

<sup>36</sup> UNESCO and World Bank. 2018. Culture in City Reconstruction and Recovery. Paris: UNESCO. Accessed online: <https://openknowledge.worldbank.org/bitstream/handle/10986/30733/9789231002885.pdf?sequence=11&isAllowed=y>

physical assets, integrating culture strengthens a community's sense of belonging, as well as the live-ability of the built environment.

Figure: Culture in City Reconstruction and Recovery Framework



### Perspectives for the project

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.

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 Naoraji Street   
London WC1X 0GB

+44 (0)20 7278 7847  
info@barkerlangham.co.uk   
www.barkerlangham.co.uk