

PLANNING & HOUSING OVERVIEW & SCRUTINY PANEL

TUESDAY, 16TH APRIL, 2019

At 6.30 pm

in the

COUNCIL CHAMBER - TOWN HALL,

SUPPLEMENTARY AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
4.	<u>BOROUGH WIDE HERITAGE STRATEGY</u> To receive a report relating to the above titled item.	3 - 20

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Report Title	Borough Wide Heritage Strategy and Action Plan
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Coppinger
Meeting and Date:	Planning and Housing Overview & Scrutiny Panel 16 th April 2019
Responsible Officer(s):	Russell O'Keefe, Executive Director Place and Jenifer Jackson, Head of Planning
Wards affected:	All

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REPORT SUMMARY

1. This report seeks agreement of a brief for the development of a Borough wide Heritage Strategy and Action Plan Supplementary Planning Document as part of the Local Plan and emerging Borough Local Plan. These documents will identify and celebrate the importance of the Borough's heritage, provide strategies for its protection and enhancement, and consider how best to interpret and harness this special resource for the benefit of the community, visitors and the local economy.
2. This report recommends that the Cabinet approves the brief and confirms agreement to commence the Council's procurement process to engage suitable consultant to undertake the work.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Planning and Housing Overview & Scrutiny Panel notes the report and:

- i) **Agrees the brief for a Borough Wide Heritage Strategy and Action Plan; and**
- ii) **Authorises the Head of Planning to undertake the requisite procurement procedure to engage a consultant to undertake the project in accordance with the agreed brief.**

2 REASON(S)

- 2.1 A key element of the Council's future approach to the Borough's Historic Environment is contained within para 11.2.1 of the Borough Local Plan Submission Version (BLPSV). This advises that a Heritage Strategy Supplementary Planning Document (SPD) will be produced and adopted to guide the implementation of the Council's Historic Environment Policies.

Background

- 2.2 The purpose of the Heritage Strategy SPD is to set out a clear strategy for the borough to guide conservation and heritage activities. The borough has a unique and distinctive heritage which should be preserved and enhanced for present and future generations. The historic environment is a valuable asset which contributes to broader strategic objectives including economic development, urban and rural regeneration, tourism, leisure and recreation, community development, good urban design and won planning, provision of informal and formal education, development of skills, and achieving sustainable development. Whilst this Strategy will flow from the development plan it will not be a planning policy document *per se*. The Heritage Strategy should provide a vision and key aims and objectives for the borough's heritage; it should be supported by a detailed Background and Action Plan document.
- 2.3 Many local authorities already have Heritage Strategies, these tend to be varied in their approach and content, and most include lists of formally designated assets – listed building, conservation areas and scheduled ancient monuments - and are rather academic in tone. However, the Council is keen to provide a document that is driven by the local community and harnesses their views and experience of local heritage. It will aim to bring interested parties, local people, groups and other stakeholders together to generate a shared vision for the future of the borough's heritage and to provide priorities and proposals for how these will be implemented. Key aims of the Heritage Strategy will be to promote partnership and collaborative working between the councils, its partners and key stakeholders and to generate educational, cultural and economic benefits for the Borough as a whole. Initial discussions have been held with Historic England, who appears to support the approach in principle.
- 2.4 The appointed consultant will be required to provide a community led Strategy document, this is to be written in a manner that will be easily accessible to all. It is anticipated that it will cover a 15 year period, although it will be designed so that it can be reviewed by the council as part of a rolling programme. The issues and priorities identified will then be addressed through a number of agreed actions, such as projects, improvement schemes, guidance and events that will form part of the Action Plan. This will be designed to be reviewed and updated annually, and progress will be monitored by a steering group, made up of stakeholders. It is likely that, in the long term, the project will require a project officer and Historic England has indicated that it may be willing to assist with the cost of such a post.
- 2.5 It is important that the appointed consultant has a proven track record of undertaking this type of work, and in particular working with community and interest groups. The brief is very clear with regards to the nature and scope of the project and the required outcomes. Funding from the Government through the Planning Delivery Fund round in 2018/19 has already been secured for the production of the strategy.

Programme

- 2.6 It is anticipated that, if agreed, the project will be out to tender in May 2019. Following this, the initial tender bids/responses will be assessed by officers, and selected prospective consultants will then be interviewed. The section criteria to be used for the assessment are contained within the attached brief. A Council contract will then be awarded to the winning consultant. Once appointed the consultant will

be required to provide an inception report, this will outline their overall approach to the project, it will identify key stakeholders and agree how they, and the wider community, will be engaged by the project. Workshops/meetings will be held and a steering group consisting of local stakeholders will be appointed to oversee the project. Draft final reports will be produced, which will be subject to public consultation over a six to eight week period in line with the legislation and the adopted Statement of Community Involvement. All consultation responses will be considered and the reports adjusted accordingly. The final documents will be reported back to Cabinet in summer 2020 for final approval and adoption as SPD.

Table 1: Options

Option	Comments
<p>Do nothing, do not provide a Strategy or Action Plan</p> <p>This is not recommended.</p>	<p>This would mean that a key element proposed as part of the Borough Local Plan approach to the Historic Environment would not be provided. Opportunities to improve the Borough's historic environment would be missed as would opportunities to engage with local communities, providing cultural, educational and economic benefits across the borough.</p>
<p>To agree the brief and commence the procurement process</p> <p>This is the recommended option.</p>	<p>This approach would respond to emerging Council policies, current legislation and the requirements of the National Planning Policy Framework in terms of preserving and enhancing the significance of the historic assets of the borough. It would engage with stakeholders and ensure that the historic environment of the borough is properly understood and that action is taken to address identified issues. The action taken would also seek to maximise benefits to the community and support the borough's economy.</p>

3 KEY IMPLICATIONS

- 3.1** The aim of the first three years of the project would be to establish the Strategy and commence the first two years of the Action Plan with provision for the review and updating of the latter.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Yr 1 Project out to tender, consultant appointed, following consultation documents finalised and agreed by the Council	September 2020	Summer 2020	May 2020	March 2020	Summer 2020
Yr 2 Action Plan Year 1 projects identified, progressed/ completed and reviewed.	September 2021	Summer 2021	May 2021	March 2021	Summer 2021
Yr 3 Action Plan Year 2 projects updated, new projects identified, established projects completed and reviewed.	September 2022	Summer 2022	May 2022	March 2022	Summer 2022

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 All costs associated with year 1 of this project, to deliver the outcomes set out in Table 2, can be met from the awarded Planning Delivery Fund. The costs of a Project Officer post to continue the project beyond year one will be sought from Historic England through discussion, this may involve a bidding process. The identified projects will be considered for inclusion in formal capital bids made by the Planning

service through the Council's own processes, as appropriate, or for funding to be secured by other relevant mechanisms including future rounds of the Planning Delivery Fund, external funding sources and any section 106 funds specifically secured for the historic environment.

5 LEGAL IMPLICATIONS

- 5.1 Under the Planning (Listed Buildings and Conservation Areas) Act 1990 the Council has a duty to formulate and publish proposals for the preservation and enhancement of conservation areas. In addition, para 185 of the National Planning Policy Framework advises that plans should set out a positive strategy for the conservation and enjoyment of the historic environment, which should take into account the desirability of sustaining and enhancing the significance of heritage assets and also the wider social, cultural, economic and environmental benefits that the conservation of the historic environment can bring. It is expected that the Council will consult when the proposals are at a draft stage in line with best practice and as outlined in the 'Conservation Area Designation, Appraisal and Management' by Historic England 2016 (revised 2017).

6 RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
That the consultant does not fulfil the requirements of the brief	High	Ensure through the procurement process that the chosen consultant has the required expertise and experience in this type of project work; regular project meetings are to be agreed to ensure milestones are met and deadlines kept.	Low
That funding cannot be secured to implement the agreed Action Plan	High	Continue to pursue opportunities for funding and engage with stakeholders to ensure that those opportunities are maximised.	Low
That Historic England does not provide funding for a Project Officer to support and drive	Medium	Discussions ongoing over the last two years indicate that HE is prepared to make	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
the implementation of the agreed Action Plan		that financial commitment due to the importance of heritage in this borough.	
That the Borough Local Plan is not adopted prior to the adoption of the Heritage Strategy SPD	Medium	That the Heritage Strategy can be adopted against the relevant policies contained in the adopted Local Plan 1999.	Low

7 POTENTIAL IMPACTS

- 7.1 There is the possibility of enquiries from the public relating to this project that may involve front line staff.

8 CONSULTATION

- 8.1 As part of the project, the Strategy and Action Plan will be drafted by the consultants with input from communities across the borough together with other interested local parties. The final drafts of the document will be subject to both internal consultation and wider public consultation as required by the Act and in line with accepted good practice. This will include letters to Councillors; to relevant local bodies and groups, such as Parish Councils, local history societies, National Amenity Societies and statutory bodies, such as Historic England. The draft documents will be available to view in local libraries, on the Council and the project web sites, and in the Urban Room proposed as part of the project. An Urban Room creates a physical space where people can go to understand, debate and get involved in the past, present and future of the place where they live, work and play – where and what the urban room consists of in this context will require further consideration. All proposals will be advertised locally and be subject to public meetings, run and attended by the consultants.
- 8.2 All consultation responses will be reported to Cabinet prior to adopting the documents.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Table 5: Implementation timetable

Date	Details
May 2019	Tender process commenced.
April 2020	First draft of both documents following engagement detailed in the brief.
May/June 2020	Drafts out to public consultation.

Date	Details
September 2020	Final documents to Full Council for adoption.

10 APPENDICES

10.1 The appendices to the report are as follows:

- Appendix 1: Brief for Borough Wide Heritage Strategy and Action Plan (electronic format)

11 BACKGROUND DOCUMENTS

Planning (Listed buildings and Conservation Areas) Act 1990

National Planning Policy Framework 2019

Historic England 'Understanding Place Historic Area Assessment' 2017

Historic England 'Conservation Area, Designation Appraisal and Management' Advice Note 2016

12 CONSULTATION

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Coppinger	Lead Member	5.04.19	
Duncan Sharkey	Managing Director	5.04.19	
Russell O'Keefe	Executive Director	5.04.19	
Rob Stubbs	Section 151 Officer	5.04.19	
Louisa Dean	Communications	5.04.19	

REPORT HISTORY

Decision type: Key decision entered onto forward Plan on xx 2019	Urgency item? No	To Follow item? No
<p>Report Author: Victoria Goldberg, Development Management Manager- Enforcement and Conservation</p> <p>Sarah Harper, Principal Conservation Officer</p>		

Borough Wide Heritage Strategy and Action Plan

Invitation to Quote/Brief

Brief for a Borough Wide Heritage Strategy and Action Plan for The Royal Borough of Windsor and Maidenhead

Introduction

The Royal Borough of Windsor and Maidenhead has a rich history, and many national and internationally important historic buildings and places. It includes towns and villages, designed and rural landscapes and extensive stretches of the River Thames. All these elements contribute to the Borough's unique identity, its culture and economy.

The Council's emerging Borough Local Plan provides for the development of a Heritage Strategy SPD and the Council is now seeking to appoint a consultant to draft a community led Heritage Strategy and Action Plan. These documents will identify and celebrate the importance of the Borough's heritage, provide strategies for its protection and enhancement, and consider how best to interpret and harness this special resource for the benefit of the community, visitors and the local economy.

Key elements of the project

The Borough includes a number of diverse communities, for whom heritage will have many different meanings. It is essential that these groups, in particular those who would not normally be participate in heritage projects, are identified and involved, so that their views are included.

Heritage is also an important learning tool for developing knowledge and new skills. History belongs to us all, it can be exciting and inspiring, and the simple enjoyment of a new discovery is something that everyone can benefit from. The project will consider how best to maximise the educational benefits of the Borough's heritage for the community and for visitors. It should provide viable proposals for how this can be achieved, which will include how the Council and the wider community can make best use of existing cultural assets and resources.

Partnership will be a priority for the project. To achieve this, community and business networks, together with locally active heritage organisations will need to be identified and consideration given to how they can best work together. By establishing mutually beneficial partnerships, the synergy created between these groups will have the potential to provide significant heritage and economic benefits. Opportunities to improve the Borough's heritage "offer" for visitors, as well as improved marketing and management of historic areas, will need to be considered, and strategies proposed to maximise their potential. Options for future project funding and investment will also need to be explored.

Not only is heritage an important element in creating a sense of place and belonging, but it can also be a catalyst for regeneration. There are parts of the Borough, such as Maidenhead, where this is particularly important and the strategy will set out priorities and proposals for improvement within these areas, whilst linking with existing Council objectives and strategies. Within the area there are also major infrastructure projects ongoing, and proposed, and these will have an impact on how the Borough looks and functions in the future. The strategy will need to maximise the potential opportunities that these changes will bring.

It is important that the Heritage Strategy and Action Plan documents are provided in an attractive and readily accessible format that can easily understood by all interested parties. It is anticipated that the Strategy will initially be for a fifteen year period, but it should be designed as a rolling document to be updated as required by the Council. The Action Plan will be a separate document that will dovetail with this and should be designed so that it can be easily reviewed and updated annually.

Funding

The funding for this project comes from the Planning Delivery Fund, although there is also the possibility of grant assistance from Historic England for some elements of the scheme. Whilst the Council will consider good value for money when assessing bids, these will also be assessed on the basis of the appropriateness, quality of the proposed project, and the experience and expertise offered by the prospective team.

Scope

Key objectives

- To provide a shared future vision for the Borough's heritage, formulate a strategy with viable objectives and a long term program for achieving this (Action Plan)
- To support and work in partnership with stakeholders to address heritage issues to achieve social, cultural and educational gains, and promote commercial success
- To understand what heritage means to the community and what it values
- To understand the issues surrounding the Borough's heritage, its benefits and problems
- To promote and raise the profile of the Borough's heritage by proposing, for example, improvement projects, town trails, guidance, improved interpretation, award schemes, events, and by the use social media/technology
- To provide guidance on how to manage and market heritage assets to maximise their community and commercial benefits
- To create a gazetteer of heritage assets, designated and non-designated

- To propose a framework to guide and monitor the long term progress of the Strategy and Action
- To provide documents in an attractive and readily accessible format that can easily be reviewed and updated by the Council and are compatible with Council systems

Summary of work required

This work will be progressed as a community project, with the consultant as lead, the work will include to:

- Organise and run an initial workshop for all stakeholders
- Form a steering group to guide the project, and support the election of a chairman
- Run 4-5 meetings of the steering group to identify issues, strengths and opportunities, priorities and objectives- to form the basis of the Heritage Strategy.
- From objectives create a list of actions to form the basis of the Action Plan and its projects
- Action Plan projects to be discussed and agreed with the steering group
- Process for the implementation and review of both Strategy and Action Plan to be agreed with steering group
- Liaise with Council leads/client group, provide regular updates and monitoring reports- these may include video conference calls and updates by email subject to agreement with the Council.
- Create an interactive web page for project and provide social media updates
- Assist with the setting up of a urban room for the project
- Consultant to provide draft documents for approval, including layout and artwork/photography.
- An inception report outlining the scope of the project and how it will be achieved is required, following this a draft Strategy and Action Plan for agreement are to be submitted, and following public consultation, final reports submitted for Cabinet approval- see timetable.
- Consultant to produce documents to agreed formats and to meet agreed target dates

Project Timetable

Key Milestones	Date
Deadline for quotations	May/June 2019
Appointment of consultant	June 2019

Project inception meeting	June/July 2019
First draft of inception report	August 2019
Feedback from LPA on inception report	September 2019
First draft of Strategy and Action Plan	April 2020
Final draft of Strategy and Action Plan	April/May 2020
Public Consultation on draft documents	May/June 2020
Final report incorporating post consultation amendments	July 2020

The final project timetable will be reviewed and agreed during the inception stage of the project

Information required/available

The baseline information to inform this process will include an overview of current Council Strategies/ policies/ objectives. Consideration of the HERS (LBS, CAs, Registered Parks, Local List, SAMS, etc) and Historic England Building's At Risk Register. An assessment of currently available economic and tourism information, and familiarisation with the Council's and other local organisations archives and collections. Other relevant documents include the Borough Townscape/Landscape Assessments, Conservation Area Appraisals, the Local Plan, emerging Borough Local Plan and Local Plan Documents, SPDs and SPGs, Maidenhead Town Centre Action Plan, Neighbourhood Plans and associated documents. Other major local initiatives include Crossrail, M4 Smart Motorway and Heathrow 3rd Runway.

All GIS data will be supplied as ESRI shape files. Provision of GIS to a third-party is subject to the signing of a Contractor's Licence as provided under the Public Sector Mapping Agreement (PSMA).

Contractual requirements & fees

Fee payment will be subject to agreement, but up to three payments may be considered, e.g., one third at the completion of inception report, one third on the completion of the draft report and one third on Cabinet approval of the completed document following public consultation.

Invoices should be submitted at appropriate milestones as noted above. The invoices will be submitted against an RBWM Purchase Order. The Purchase Order will be based on the requirements of this specification and the accepted consultancy quotation.

The work undertaken by the consultant will be in accordance with this brief and the terms of the Purchase Order. No variation or deviation from this brief will be accepted without prior written approval from RBWM. Any agreed change or extension to the brief, or to the accepted quotation, will need to be supported by a new purchase order if a fee change incurs as a result of the changes.

Unless otherwise agreed with the Insurance & Risk Manager, the minimum levels of cover will be £5 million for public liability insurance, £2 million for professional indemnity insurance and £10m for employer's liability.

The key RBWM points of contact will be the Project Director and Manager and all contractual communications must be directed through them. Other officers in Conservation Team will assist as appropriate.

Project Manager	Sarah Harper Principal Planning Officer – Policy, RBWM	sarah.harper@rbwm.gov.uk Tel. 01628 796429
Project Director	Victoria Goldberg Planning Enforcement and Conservation Team Manager, RBWM	victoria.goldberg@rbwm.gov.uk Tel. 01628 796447

Quotations

Quotation submission

The consultant should provide a quotation for the entire project. Please provide an itemised breakdown for each of the five stages below:

- Draft Inception report
- Draft Heritage Strategy and Action Plan
- Final draft of the Heritage Strategy and Action Plan
- Consultation during drafting and for final document
- Preparation of final document for adoption

You should include reasonable expenses and costs in the above, including for an inception meeting and progress meetings.

To allow for any additional work not specified in this brief, for example presentations to Members of the emerging results, please also include a further hourly rate, ½ day rate and day rate for key personnel.

Consultants should submit their quotation to victoria.goldberg@rbwm.gov.uk by **5pm** on ******* 2019**. Submissions received after this will not be accepted.

Please be aware that the responses to all clarification questions will be shared with all bidders, with the requesting bidders' details removed. Bidders seeking clarification or from the procurement exercise contacting RBWM employees outside of this procurement exercise may be excluded from evaluation and interview.

Quotations will be evaluated in the following ratios:

Element of the Evaluation	Percentage Weighting
Price	40%
Quality (Understanding of the requirements in the specification, proposed methodology and team)	60%

Please provide a comprehensive description of how you will deliver this project, which will encompass these bullets:

- Demonstrate an understanding of community involvement and how this would be applied to the development of this Heritage Strategy and Action Plan.
- Provide details of the proposed methodology, including how the consultant would respond to the requirements of the brief. Particular attention should be given to timetabling and outputs.
- Provide examples of similar heritage projects the consultant has undertaken with references.
- Details of team members who will be undertaking the work, including sub-contractors, and their experience/CVs.
- Confirm that undertaking this project would not give rise to conflicts of interest
- Provide references.

The quality of submissions will be scored using the scoring matrix below.

Score	Rating of Response
0	No response provided and/or substantial omissions which make the response fundamentally unacceptable and gives the Authority cause for major concern.
1	Very poor standard of response; fails to meet nearly all requirements, Insufficient information provided or response generally not supported by evidence. Gives the Authority cause for a very high level of concern.
2	Poor response; fails to meet the majority of requirements, insufficient information provided and/or response is generally not supported by evidence. Gives the Authority cause for a high level of concern.

3	Inadequate response; fails to meet some requirements and is generally unsatisfactory and/or has omissions and/or is not supported by evidence. Gives the Authority cause for serious concern.
4	Basic response; borderline in meeting requirements and has some satisfactory elements but is generally unsatisfactory and/or has several omissions. Gives the Authority cause for concern in several areas.
5	Adequate response; generally meets requirements and is supported by a reasonable level of evidence but has a number of omissions which give the Authority cause for some concerns in few areas.
6	Competent standard of response; meets requirements and is supported by a satisfactory level of evidence although there are a few issues which give the Authority cause for some minor concerns.
7	Good standard of response; meets requirements and is supported by evidence although there are a few very minor omissions and/or very minor issues which gives the Authority cause for some very minor concerns.
8	Very Good standard of response; meets requirements and is supported by comprehensive evidence which gives the Authority a very good level of confidence.
9	Excellent standard of response; exceeds the requirements in a number of areas and is supported by strong evidence which gives the Authority a high level of confidence.
10	Exceptional standard of response; exceeds requirements in most areas and is supported by very strong evidence which gives the Authority a very high level of confidence.

The financial 'price' responses will be scored by the calculation model displayed below and according to the formula:-

$$\text{Score of other bid} = 100 \times \frac{\text{Lowest bid total price}}{\text{Your bid total price}} \%$$

The lowest priced tender will be awarded 100% of the available financial score, (50%). All other tenders will then be pro-rated relative to this. If any of the other bid prices are double or more than that of the lowest priced tender that other tender will receive 0% of the available financial score.

Draft March 2019

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