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# CABINET

THURSDAY, 31ST MARCH, 2022

At 7.00 pm

in the

**GREY ROOM - YORK HOUSE, WINDSOR** 

# SUPPLEMENTARY AGENDA

#### <u>PART I</u>

<u>ITEM</u>	<u>SUB</u>	JECT	<u>PAGE</u> <u>NO</u>
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	vi.	The Queen's Platinum Jubilee 2022	11 - 16

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# Agenda Item 6iii)

Report Title:	Vision for Windsor
Contains	No
Confidential or	
Exempt Information	
Cabinet Member:	Councillor Andrew Johnson - Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property
	Councillor Samantha Rayner - Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage and Windsor
Meeting and Date:	Cabinet - 31st March 2022
Responsible	Andrew Durrant
Officer(s):	Executive Director of Place Services
Wards affected:	



#### **REPORT SUMMARY**

The purpose of this project is to create a robust vision for the future of Windsor. The vision will incorporate the relevant emerging and existing strategies and plans for the area, whilst drawing on the many strengths and assets of the historic Town. Through stakeholder and resident engagement, challenges within the area will be considered and opportunities for the future will be recognised.

This paper seeks approval to commission The Prince's Foundation to support the Council to engage collaboratively with key stakeholders and residents through an Enquiry by Design (EbD) approach. It's estimated the project will last for a period of nine-months and will include a number of engagement opportunities and three key workshops to ultimately shape a Vision for Windsor.

#### 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Agrees the scope for a 'Vision for Windsor' project to commence.
- ii) Agrees to commission The Prince's Foundation and implement the Enquiry by Design (EbD) approach for engagement with stakeholders and residents.

## 2. REASON(S) FOR RECOMMENDATION(S)

### Background

- 2.1 We have a perfect opportunity to build on our strong relationships with stakeholders locally to reflect on how the Town has adapted and changed over the past few years. Working in partnership with The Princes Foundation, we will consider how we would like the Town to evolve over the next 20+ years.
- 2.2 In recent years there has been a number of consultations within and surrounding the Windsor area, some of which have led to strategies or plans being developed for the area, such as the Windsor Neighbourhood Plan (WNP).
- 2.3 The focus area for this work includes Windsor town centre and central Windsor riverside locations, set between Eton, Datchet, Old Windsor & Clewer East shown in the map below. This area was not part of the adopted WNP, however this work will complement & support any future Neighbourhood Plan (known as Windsor 2030 Business Neighbourhood Plan).



- 2.4 In addition, the council has recently adopted the Corporate Plan, Borough Local Plan and the Environment and Climate Change Strategy. There is a need to bring together these strategic components in the area alongside our stakeholders' aspirations to create a vision for Windsor Town going forwards with a cohesive narrative.
- 2.5 There is an opportunity to reflect on how Windsor Town has developed and changed in the wake of the pandemic. Along with our stakeholders we need to capture what is going well in the Town, pre and post pandemic, what have we learnt and what would we like to take forwards.
- 2.6 Windsor's Royal connection brings in a great deal of domestic and international tourism to the area and creates many commercial opportunities. In this regard, the pandemic created a significant challenge for the Town. It is therefore

important to consider the future of the Royal residency and the associated opportunities and implications.

2.7 The Prince's Foundation has significant experience of working with communities and partners in the UK and around the world. Their Royal connection will also present a unique opportunity which will be advantageous to delivering a Vision for Windsor.

#### **Project Aims**

- 2.8 The project will be driven through a series of thematic workshops supported by a dedicated core team at The Princes Foundation. They will lead the council, community leaders and stakeholders through a process to develop the vision. The workshops will engage residents and gather important information whilst exploring critical deliverables that will evolve as feedback is generated. Sessions will particularly focus on:
  - Articulating what makes Windsor a distinctive 'place'.
  - Refining the opportunities and constraints plan for the area.
  - Hearing a series of technical briefings from local stakeholders.
  - Producing a context analysis for understanding the wider community.
  - Carrying out a site walk with attendees to see first-hand the opportunities.
  - Holding a roundtable discussion / focus groups to develop a shared hypothesis.
  - Forming an early consensus around wider aspirations and goals for the next stage.
- 2.9 Windsor Town has many beneficial assets, which are well utilised; however, other assets, such as the riverside location, are underutilised at present but could potentially create prosperous opportunities in the future. This project will allow us to draw on our assets and those of our partner organisations and local businesses to create a shared concept for the Town.
- 2.10 The project will consider the workforce demographic within this area of the borough, i.e., the mix between commuter vs residency workforce. This will highlight opportunities to enhance new markets and understand the types of businesses being established in the town.
- 2.11 Through engaging with stakeholders and residents we will develop a coherent concept for the look and feel of the Town through design pallets, shop frontage and street scenes. This will create consistency across the Town and contribute to a sense of place, which is attractive to those shopping, visiting, working, and living within the area.
- 2.12 The project will empower the local community through the Enquiry by Design (EbD) approach, and this will strengthen our relationship with key stakeholders, partners, and residents within Windsor. It is also important that the project identifies those partners that may be less represented, an example of this might be our armed forces based within the Town's barracks.
- 2.13 Supported by The Princes Foundation we will develop a clear brand for the Windsor Vision project and its associated projects thereafter. The branding should

be identifiable and relatable to key stakeholders, residents, and visitors to the Town. The joint branding with The Princes Foundation should inspire, reflect our values and encourage trust. It should also be unique, innovative and engaging.

#### 3. KEY IMPLICATIONS

- 3.1 The project outcomes will support elements of the Corporate Plan such as 'creating a sustainable borough of opportunity and innovation through thriving communities and inspiring places.' In addition, the project will contribute to many of the goals outlined within the plan, such as: an increase in footfall in Windsor between 2021-2026 and the Master Planning exercise for central Windsor by 2023.
- 3.2 The Enquiry by Design (EbD) approach will engage and empower key stakeholders, partners, and residents to have their say in the project and can therefore shape its outcomes and ultimately the Vision for Windsor going forwards.
- 3.3 Through our partnership working we will create a coherent narrative and concept for the Town which is consistent. We will also make the best use of the Towns assets and create opportunities for investment and addressing local challenges.
- 3.4 The Council and The Prince's Foundation will each appoint a representative for the purpose of reporting and monitoring the project on a day-to-day basis. Both parties will also need to appoint a Communications Officer during Stage One to agree all external materials and agree joint Communications.
- 3.5 The programme is based on a project commencement starting from April 2022 onwards and will include milestone review periods quarterly.

# 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Prince's Foundation total contract value has been estimated at £50,300 and officers have identified existing budget provision through CIL & S106 investment to facilitate the work.
- 4.2 The Prince's Foundation total cost has been broken down by stage, see table below. The costs exclude any expenses occurred by The Prince's Foundation, although these are nominal as RBWM will provide on-site resource for workshop visits.

Stage	Cost (£)
Stage 1: Project Start-Up Period	£3,100
Stage 2: Key Stakeholder Workshop	£15,200
Stage 3: Windsor Vision Charter	£32,000
Total Estimated Contract Value	£50,300

- 4.3 The Council will need to provide all meeting and workshop event spaces. Each space will need to have adequate wireless, access to washrooms, and include refreshments for attendees.
- 4.4 The Prince's Foundation will issue an output report following each quarter of the programme to justify their payment against milestones.

# 5. LEGAL IMPLICATIONS

- 5.1 The Prince's Foundation contract will be effective for an estimated period of ninemonths from the date of signature. It will assume that both parties agree that the contract, and any arrangements anticipated by it, may be terminated by one party giving the other party (90 days) notice to close and handover any activities.
- 5.2 Schedule 1 of the contract outlines the Terms & Conditions with The Prince's Foundation to which the Royal Borough of Windsor and Maidenhead will be bound.
- 5.3 Procurement colleagues have been consulted in respect of this requirement and provided commentary on the proposed contract and assignment. Any risks in using the provider's own terms and conditions has been highlighted and poses minimal risk. This is a below threshold service, and therefore Procurement Law is not applicable. The Contracts and Tendering Rules require a waiver for above £50k contract awards without competition.

#### 6. RISK MANAGEMENT

- 6.1 There is some risk associated with engaging stakeholders, partners, and residents within the project as successful engagement is key to the Enquiry by Design (EbD) approach. However, The Prince's Foundation have set-out an approach for encouraging engagement within their proposal.
- 6.2 There is a risk associated with the outcomes of the project and having the necessary resource and capacity in the short-term and long-term to work towards the outcomes.

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Engagement with stakeholders, partners, and residents		An external communication consultant appointed by The Prince's Foundation will create a robust external communication strategy	Low
Appropriate resources, capacity, and	Medium	During the project resources should be identified in the short-	Low

influence to implement the outcomes of the project	term and long-term to work towards the outcomes of the project. We should work in partnership with others to increase access to resources, capacity, and
	influence.

### 7. POTENTIAL IMPACTS

7.1 Equalities. Equality Impact Assessments completed and will be published on the council's website.

7.2 Climate change/sustainability – The project specifically identifies this as a key RBWM strategy that the Windsor Vision will support

7.3 Data Protection/GDPR. No personal data has been processed.

# 8. TIMETABLE FOR IMPLEMENTATION

8.1 The project sets out a 7-month programme of activity and is set within 3 stages:

#### 1. Project Start-Up Period (April 2022)

- Planning and Preparation stage, which will inform look & feel of the later stages
- Creation of 'core team' (RBWM & PF) and ratify the work programme & defined milestones
- Review baseline information and prepare mapping
- Agree stakeholder participants
- Windsor Town Walk and start-up meetings this will inform the brief for future workshops

# 2. Key Stakeholder Workshop (June 2022)

- Involve a small immediate group of stakeholders that will take part in a tour, roundtables and focus groups
- Aspirations and reflections on future of Windsor
- Technical briefings from local stakeholders to share ideas and opportunities for the area
- Context of wider community
- Form a consensus for wider aspirations and goals for next stage
- Outcomes will be packaged into a presentation, with coherent SWOT analysis ahead of stage 3

# 3. Visioning Charter Workshop (October 2022)

- 2-day location-based 'Visioning' workshop in Windsor involving a wider group of stakeholders / community
- Includes opportunity for public drop-ins (special characters of the Town and priorities) and how to remain involved

8.2 Workshop outcomes will include:

- Agree an emerging framework vision for Windsor and recommendations for short to longer term delivery
- Articulate of the distinctiveness of 'place' and agree consensus on shape and cornerstones of the vision
- Consensus around quality, place and character that the council finds acceptable
- Revisit the communication and engagement strategy in terms of outcomes

## 9. APPENDICES

9.1 This report is supported by one appendix:

- Appendix A: The Prince's Foundation proposal
- Appendix B: Equality Impact Assessment Form

#### **10.BACKGROUND DOCUMENTS**

- 10.1 Windsor Neighbourhood Plan (<u>WNP Home (windsorplan.org.uk)</u>)
- 10.2 Corporate Plan (<u>Corporate Plan 2021-2026 | Royal Borough of Windsor and</u> <u>Maidenhead (rbwm.gov.uk)</u>)
- 10.3 Borough Local Plan (<u>Adopted local plan | Royal Borough of Windsor and</u> <u>Maidenhead (rbwm.gov.uk)</u>)
- 10.4 Environment and Climate Change Strategy (<u>Environment and climate strategy</u> <u>| Royal Borough of Windsor and Maidenhead (rbwm.gov.uk)</u>

Name of	Post held	Date	Date
consultee		sent	returned
Mandatory:	Statutory Officers (or		
	deputies)		
Adele Taylor	Executive Director of	21/03/22	21/03/22
	Resources/S151 Officer		
Emma Duncan	Deputy Director of Law and	07/03/22	09/03/22
	Strategy / Monitoring Officer		
Deputies:			
Andrew Vallance	Head of Finance (Deputy S151	07/03/22	09/03/22
	Officer)		
Elaine Browne	Head of Law (Deputy	21/03/22	21/03/22
	Monitoring Officer)		
Karen Shepherd	Head of Governance (Deputy		
	Monitoring Officer)		
Mandatory:	Procurement Manager (or		
	deputy) - if report requests		
	approval to award, vary or		
	extend a contract		
Lyn Hitchinson	Procurement Manager		

#### **11.CONSULTATION**

Other			
consultees:			
Directors			
Duncan Sharkey	Chief Executive	07/03/22	
Andrew Durrant	Executive Director of Place	07/03/22	07/03/22
Kevin McDaniel	Executive Director of		
	Children's Services		
Hilary Hall	Executive Director of Adults,	07/03/22	08/03/22
	Health and Housing		

Confirmation relevant Cabinet Member(s) consulted	Councillor Andrew Johnson - Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	Yes
	Councillor Samantha Rayner - Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage and Windsor	Yes

# **REPORT HISTORY**

Decision type:	Urgency item?	To follow item?
Key decision	No	No
First entered into the Cabinet Forward Plan:		

Report Author:	Andrew Durrant and Claire Kellow
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Date	Event/Project	Description	Funding Arrangements	Notes
Council Events				
06 February 2020	Civic Service	A Civic Service held at Windsor Parish Church to to mark the 70th Anniversary of Her Majesty's Accession to the Throne.	Fully funded. To be met from existing budget.	
21 April 2022		Annual 21 Gun salute to mark HM The Queen's Birthday held on the Long Walk. The birthday tribute will be led by the Mayor and a number of children attending are invited to fire a cannon.	Fully funded. To be met from existing budget.	
21 April 2022	HM The Queen's birthday - Platinum Jubilee Reception	The Mayor will be hosting a champagne reception to celebrate HM The Queen's birthday in her Platinum Jubilee year.	Fully funded from the sale of tickets.	
May - July	Garden In Bloom Competition	The Annual Garden in Bloom scheme acknowledges the important contribution private gardens can make to the appearance of neighbourhoods. Entrant's for this year's competition, which will be open to any garden visible to passers-by from the footpath or road, will be encouraged to have a Platinum Jubilee theme.	Fully funded. To be met from existing budget and sponsorship funding.	
23 May 2022		The Mayor will be inviting two children aged between 5-11 from all schools in the Borough to a Platinum Jubilee Party in the Guildhall. The chidren will be shown around the museum and then they will make platinum jubilee crowns. Wearing the crowns the children will be served a specially baked Platinum Jubilee cake and a drink.	Fully Funded. To be met from exisiting budget	
May/June		Local residents have been invited to share their photos of Royal Jubilee street parties and memorabilia from The Queen's previous milestone anniversaries, to help create an exciting exhibition. The exhibition, entitled 70 Years 70 Photos, will be on display around local libraries, ahead of the main Platinum Jubilee weekend in June.	Fully Funded. To be met from exisiting budget	
30 July 2022	En Plein Air - Windsor Castle	RBWM Largest Arts competition held in the grounds of Windsor Castle with prize money for the winner and their painting being donated to the Queen's private collection.	Fully Funded. To be met from sponsorship funding.	
June - September	Bandstand Live	A 13 week programme of free live musical entertainment on the Queen's Bandstand in Alexandra Gardens, Windsor from June - September every weekend.	Fully funded. To be met from existing budget.	
20 August 2022			Fully Funded. To be met from exisiting budget	

Date	Event/Project	Description	Funding Arrangements	Notes
Council Projects				
22 March 2022	Commemorative Plaque - Guildhall, Windsor		Fully funded. To be met from existing budget.	Planing consent granted for the erection of the plaque.
April/May	Platinum Jubilee Mugs		Fully funded. To be met from the Mayor's Allowance.	
April - September	Street decorations - bunting	Installation of bunting in the Town Centres. Street bunting is to be erected in Eton, Maidenhead and Windsor to ensure that the towns are suitably decorated and look their best for the jubilee activities.	Fully funded. To be met from existing budget.	
Nov/Dec 2022	Proposal to Illuminate Windsor and Eton Bridge	Windsor and Eton Bridge has been proposed by the Mayor. The illumination of the bridge to bring Windsor and Eton's most famous crossing alsive and allow for a range of lighting options as appropriate for different occasions for thousands to enjoy for generations to come. The proposal is to implement a scheme similar to	It is proposed that the funding of the illumination works is sought through a public appeal. The annual maintenance/running costs to be met by the Council.	The potential cost of the scheme is £50-70,000. The estimated ongoing running costs is estimated at £5,000.

Date	Event/Project	Description	Funding Arrangements	Notes
Events being Su	upported by RBWM			
12-15 May	Royal Windsor Horse Show - Platinum Jubilee Celebration: A Gallop Through History	The annual International Show Jumping, the Land Rover International Driving Grand Prix, International Endurance and Horse Show held in the grounds of Home Park Private. The event also includes a special Platinum Jubilee Celebration: A Gallop Through History, which will be a military, musical and equestrian spectacular, taking the form of a play charting the majesty of monarchy from Queen Elizabeth I to Queen Elizabeth II.	organisers.	
May - June	Street decorations - Ceremonial Flags, Windsor	The Ceremonial Flagpoles in Windsor will be erected as usual for the Windsor Horse Show. Following the Horse Show the flagpoles will remain in place and the Horse Show banners will be replaced with Union Flag banners. There will ensure that the town is suitably dressed for the extended Platinum Jubilee weekend.	Ceremonial Flagpoles/Flags to be installed and funded by DCMS.	
<b>)</b> 23-27 May	Windsor Platinum Jubilee Schools' Week	Opportunity for schools to participate in Jubilee activities organised within school time. The range of activities is broad, spanning from art and poetry competitions to rowing, soccer and cricket challenges. The Jubilee Schools' Week was launched on the 14th February at Windsor Boys' School.	To be funded by the schools participating in the event.	
02-Jun	Ox Roast – Bachelors Acre	An ox donated the Queen's own farm will provide the centrepiece for a day of celebration and joy on the historic Bachelors Acre. The Acre has been used as a meeting place and an area for Markets and fetes from the Middle Ages and is still used for those activities today, hosting a number of ox roasts in the past. The Governor and Constable of Windsor Castle, Sir James Perowne, will carve the first slice watched by the town's residents. Over 1000 slices (including vegetarian options) will be eaten on the day. There will also be live entertainment and community stalls.	Organised through the Windsor Platinum Jubilee Committee with cost being met through sponsorship funding.	
02-Jun	Beacon Lighting and Fireworks	The Platinum Jubilee weekend in Windsor will commence with the lighting of the Windsor beacon, as part of the National Beacon lighting event which will see over 1,500 beacons lit throught the UK. This will take place on the Long Walk as darkness falls. People are invited up to the Beacon site where there will be music and entertainment. Alternatively, many will choose to watch the spectacle from closer to home and savour the start of a wonderful extended bank holiday weekend. The lighting of the beacon will be followed by a wonderful firework display, which will be best viewed from the Long Walk.	Fully funded. To be met from exisiting budgets and funding from the Windsor Platinum Jubilee Committee.	

Date	Event/Project	Description	Funding Arrangements	Notes
2/3 June	Jubilee Picnic in the Park - Clewer Recreation Ground	A fun packed afternoon of activities for local residents to enjoy. There will be a sgae for live music and stalls in the car park.	Fully Funded by the event organisers.	
04-Jun	Jubilee Picnic in the Park and Classic Car Show	The Queen's reign held on the Long Walk, Windsor. There'll be a variety of musical performances throughout the afternoon and evening from local bands, groups and	Organised through the Windsor Platinum Jubilee Committee with cost met through sponsorship funding.	
05-Jun	Windsor's Big Lunch – the longest lunch!	As part of the Big Jubilee Lunch an event is planned for the Long Walk to create the longest recorded picnic table – one very long table running from Cambridge Gate, down the Long Walk to Albert Road! Also included will be live entertainment and large screens on which will be shown the official Platinum Pageant parade in London.	Organised and fully funded by the Windsor Platinum Jubilee Committee.	
05-Jun	Street Parties - The Big Jubilee Lunch	and friendship and take part in the Big Jubilee Lunch. Central government has		
03 - 05/06/2022	Street Parties - (that fall outside of the criteria to be considerd a "small street party")	There are some street party applications that fall outside the criteria for a small street party to which a light touch approach is to be taken. These need to be considered as an event due to their implications on the road network. These events necessitate the formal application for traffic management measures that require the advertising of the road closures as they are on classified roads or roads that are part of a bus route. For these applications organisers are required to pay the usual application fee. Known events to date include: - Cookham High Street - Eton High Street - Holyport	Road closure applications to be submitted by 25 March 2022. The applcation fee to be waived for those specific events	

Date	Event/Project	Description	Funding Arrangements	Notes
11-Jun	The Royal Windsor Rose and Horticultural Society Summer Show	The annual flower show, with a Platinum Jubilee emphasis. To be held at the York Club, Windsor Great Park.	To be funded by the event organiser.	
April - November	Volunteer Parking	A large number of volumteers will be supporting the Platinum Jubilee events over the coming months. They give their time for free but are essential for the successful running of the event. It is proposed that volunteers be provided free parking in an appropriate car park whilst working at an event to usure that the events are able to function with the correct number of people.	To be met from existing budgets	

	Date	Event/Project	Description	Funding Arrangements	Notes
	Projects being Supported by RBWM				
	Jan 2022 - Feb 2023	Queen's Green Canopy	Everyone from individuals to Scout and Girlguiding groups, villages, counties, schools and corporate organisations are being encouraged to play their part to enhance their environment by planting trees. Children from more than 36 schools across the Royal Borough have already participated and planted trees as part of the initiative. A total of 1,080 trees have been supplied to 36 schools, colleges and nurseries and these were planted before Christmas, the majority in their grounds.	Fully Funded. To be met from exisiting budget.	
16	2022	Platinum Jubilee Drinking fountain	A wonderful Jubilee Fountain is being designed and created to commemorate The Queen's Platinum Jubilee. The drinking fountain will be located in Windsor at the junction of the High Street and Castle Hill. It will provide a valuable source of drinking water to help play our part in protecting the planet for future generations by reducing single use plastics.	the fountain, including the	The ongoing running costs is estimated at £5,000. The funding raised for the project to include a sum of money to fund the ongoing revenue costs for up to 5 years. A planning application has been submitted. A legal agreement to be entered into to formalise the handover of the fountain to the Royal Borough. The Royal Borough is providing project management support from the Corporate Projects Team to help deliver this project.
	2022	Heritage Garden Project	Match funding to support the redevelopment of Windsor's smallest heritage garden location on the Guildhall. Over 400 spring bulbs have been planted by an army of volunteers. A local garden designer is currently developing a new seating area for visitors to enjoy one of Windsor's greatest kept secrets and space for quiet contemplation.	Match funding provided in kind	