

Report Title:	Vision for Windsor
Contains Confidential or Exempt Information	No
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 Officer(s):	Andrew Durrant Executive Director of Place Services
Wards affected:	Windsor (Eton and Castle)

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 nine-months 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	Low	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.	
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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 ([WNP Home \(windsorplan.org.uk\)](http://windsorplan.org.uk))

10.2 Corporate Plan ([Corporate Plan 2021-2026 | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](http://rbwm.gov.uk))

10.3 Borough Local Plan ([Adopted local plan | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](http://rbwm.gov.uk))

10.4 Environment and Climate Change Strategy ([Environment and climate strategy | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](http://rbwm.gov.uk))

11. CONSULTATION

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

<i>Other consultees:</i>			
<i>Directors</i>			
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, Health and Housing	07/03/22	08/03/22

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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