

Report Title:	Vision for Windsor
Contains Confidential or Exempt Information	No - Part 1
Lead 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 – February 23, 2023
Responsible Officer(s):	Andrew Durrant - Executive Director of Place
Wards affected:	Windsor (Eton and Castle)

REPORT SUMMARY

The report sets out the Council’s draft Vision for Windsor, following a programme of stakeholder and resident engagement, working in Partnership with the Princes Foundation Trust (PFT). PFT is an independent body that was commissioned by the Council in March 2022 to implement their well-established Enquiry by Design (EbD) approach to engagement when developing Placemaking vision statements.

The Council is committed to establishing a series of ambitious vision statements, that ultimately support growth in the Windsor economy, whilst ensuring local connections to our residents and businesses. The full report is set out in Appendix A, which incorporates existing strategies and plans for the area whilst drawing on the many strengths and assets that exist, the Windsor Vision is an opportunity to set out what the next 20 years might look like including the transformation of the centre of our historic town, all of which has been informed by resident feedback and professional advice.

The project was also initiated to recognise the important role the council needs to play in bringing together several strategic players, key stakeholders, members of the council, residents and local leaders in order to understand key interests regarding the future of Windsor. It proposes that the Vision for Windsor document be finalised and adopted to provide a clear process for prioritising and managing the ambitions and opportunities for Windsor town centre and central Windsor riverside locations, set between Eton, Datchet, Old Windsor & Clewer East over the next 20 years.

OBJ:

The Cabinet Report presents the progress made and various stages of the approved EbD work by the Princes Foundation Trust. The main objective for this work is also explored by outlining the process and strategic pillars that identify some of the ambitions and how they will revitalise Windsor Town Centre. This will result in a strengthening of the resilience of the local economy, enhancements to the quality of place, and provision for the needs of the local community in line with the Council’s

Corporate Plan and economic growth plan. It will also incorporate the various public realm improvement projects already in progress. It highlights the progress to date of stakeholder engagement workshops over a 9-month period, between April 2022 – December 2022, with the consultation feedback being largely positive.

1. DETAILS OF RECOMMENDATION

That Cabinet;

1.1 Approves and adopts the Vision for Windsor outline report produced independently by the Princes Foundation Trust (Appendix A) and notes that there will be full preparation of a set of milestones and main objectives for the next 12 months.

1.2 Notes the progress made within the report.

1.3 Authorises delegation to the Director of Place, (in consultation, where relevant, with responsible Cabinet members) with responsibility for the Vision for Windsor Project to proceed with preparation of a full working plan and Programme Management including a set of task and finish groups.

2. CONTEXT AND SUPPORTING INFORMATION

2.1 On 1st April 2022 Princes Foundation Trust was appointed to deliver a stakeholder engagement plan for the Windsor Vision Project approved by Cabinet on 31st March 2022. A detailed project report has been produced by the Princes Foundation Trust and a copy is attached as Appendix A.

2.2 Following stage one of the project initiation plan, the team engaged with stakeholders to prepare a final draft report – details in Figure 1 below: (Internal briefings with members were held within this period).

The Vision for Windsor has been developed through a stakeholder engagement programme that took place over the course of several months, consisting of a number of opportunities for in-person and digital engagement.

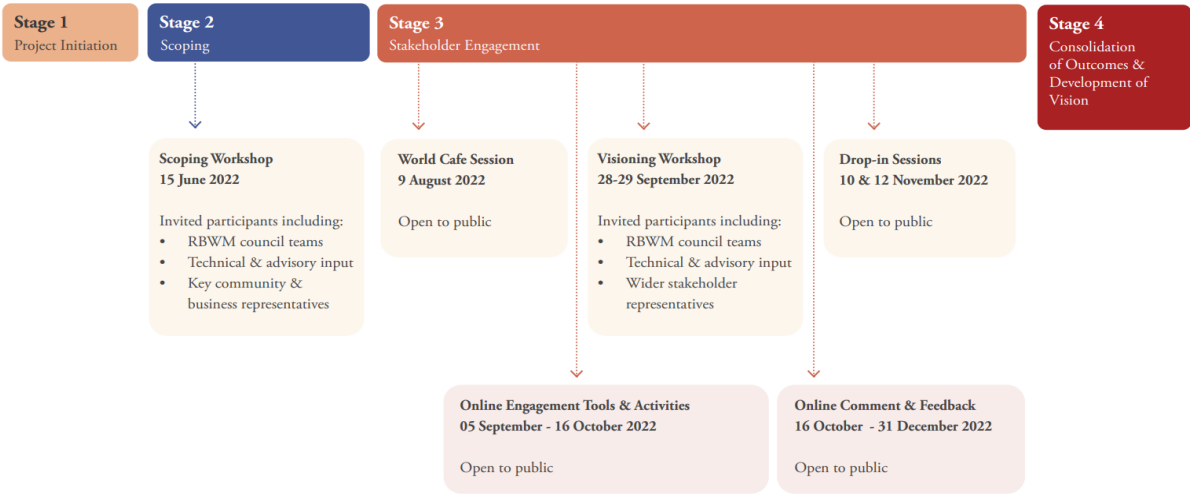


Figure 1: Vision for Windsor Timeline (appendix A report, page 6)

2.3 The workshops created an open and positive environment for residents to give the feedback on the co-design plans for the Windsor Town, together with the Princes Foundation Trust and it created a one stop shop for residents to discuss opportunities and concern directly with officers from the council. The project will further enhance the opportunities to coproduce by fully engaging the residents and stakeholders going forward.

2.4 Points raised at all of the sessions and briefings have been incorporated within the main report. From the outset, officers have been conscious of existing plans that should be incorporated within intelligence gathering. These include the Windsor Neighbourhood Plan .

2.5 The work of the Princes Foundation has resulted in the following vision statement for Windsor:

‘A Vibrant Future for Windsor – An attractive, thriving and welcoming town for the local and global community.’

2.6 Additionally, the report details five key themes or ‘vision statements’ that significantly contribute to and are aligned to the goals of the Corporate Plan:

2.7 Corporate Goal 1: Thriving Communities.

- **Theme 1.** The Local Community – Create a thriving local economy of business and community partnerships that benefit from Windsor’s global brand. Business tourism and engagement are a key strand, and the Council is seeking to maximise economic benefits for residents. The emerging impact from COVID 19 on the national economy shows that this is an opportunity in Windsor to enhance its unique heritage. It is, therefore, vital that we move forward to ensure that our town will not only attract visitors to it but also create local opportunities for employment and workspace opportunities especially for our younger age groups, by encouraging them to stay or settle within Windsor.
- **Theme 2.** The Global Community – Deliver a world class visitor experience supported by a strong, diverse, and resilient hospitality sector. There is an opportunity to deliver a vibrant mixed-use scheme in line with the objectives and aspirations of the Windsor Vision, which includes provision of creative and cultural spaces, creating opportunities for independent businesses, supporting a vibrant daytime local economy and stimulating and enhancing the evening economy. The limited night time economy has contributed to a lack of over-night tourism which can drive 9 times the spend of a day only visitor. This must change to support a sustainable community in the future, and to ensure the town continues to attract people to live, shop and work.

2.8 Corporate Goal 2: Inspiring Places:

- **Theme 3.** Transport and Movement - Develop sustainable, convenient, and affordable travel options to travel into Windsor town centre for both residents and visitors. Keeping residents local as well as new job opportunities by growing the local economy, positively impacting on a greater sense of community and sustainability. In addition, sustainable transportation within the Windsor Vision project (particularly increased cycling and walking), will have both financial and carbon reduction benefit to the council. This will contribute to the climate change priorities within our Corporate Plan.
- **Theme 4.** The Built Environment - Protect and enhance the heritage, character and identity of Windsor. Windsor has a substantial amount of heritage buildings including the Crown Estate, The Guildhall and local listed buildings that are of special architectural or historic interest. The immensely rich and varied architecture and history of the town are of national and international interest. Our historic environment is an important and essential community benefit, contributing many tangible and intangible benefits to wellbeing, culture, and the sense of place and identity. We must consider and protect these and find a balance between our commitment to the historic environment and any development ambitions of the Windsor Vision project over the next 20 years.
- **Theme 5.** The Natural Environment – Promote, activate, and improve access to natural assets and resources. The natural environment, like the historic environment, makes a positive contribution to community life by boosting wellbeing, increasing mutual understanding and cohesion, and encouraging a stronger sense of place.

3. GOVERNANCE

At this stage, officers have managed the project within a small working group alongside PFT, however the future success and progress of each vision statement and the associated activity needs careful resourcing and overarching programme management. Therefore, it is proposed to:

- Review existing groups & forums with involvement in Windsor before establishing any new stakeholder groups
- Form a Programme Board to monitor and steer progress across all vision statements and key priorities within each
- Form task and finish groups to wrap-around the key priorities, with adequate subject matter experts to drive these forward

The project will consider its regional positioning and emerging work with neighbouring Berkshire authorities, to ensure that it can leverage a global brand for corporate and community benefits.

4. COMMUNICATIONS AND CO-PRODUCTION

Our Corporate Plan makes a commitment to consult, listen and communicate with the public and our stakeholders to ensure services are driven by their needs and priorities.

The project will incorporate a continued **communication campaign** to underpin the key priorities of continual improvements and achievements, as well as integrating planned public realm improvements and other initiatives taking place in Windsor that fit within the strategic umbrella of the Windsor Vision.

The ambitions of embedding and building **co-production and ownership of solutions** by the wider stakeholder community, as a central part of the vision is critical to success. This will be delivered through the establishment of start-finish groups to drive some of the actions, that will be designed and delivered with our communities. This will explore community led approaches to and a commitment to work alongside residents to enable them to develop the tools and knowledge they need to influence, own and co-produce the key deliverables developed as a result of this project.

5. DELIVERY PLANS AND PRIORITIES

As with all vision work and when attempting to look ahead over a period of 20 years there is an acute need to prioritise each strand of work. Indeed, there are more immediate tasks to action in the short term and also more detailed work to understand the opportunities that are outlined in the report to take forward during the medium to longer term.

In early 2023 Windsor will see several projects go live, all of which are designed to improve the public realm, attractiveness and ultimately enhance our 'Welcome to Windsor', these include:

- Castle Hill pedestrian improvement scheme
- Platinum Jubilee Fountain
- Windsor Footbridge (Coach Car Park)
- Welcome to Windsor – a scheme of improved public realm, signage and wayfinding to enhance our resident and visitor experience

Access & transport, which includes Windsor's existing parking arrangements, continued to come through strongly at each stage of the engagement process. In conclusion to these findings, officers will be recommending these aspects are prioritised as they have the potential to truly unlock many other aspects of the Vision.

6. KEY IMPLICATIONS

The Vision for Windsor is a key priority for the council and supports the Council Plan priorities by working to deliver vibrant, thriving and inspiring communities.

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.

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.

The Council declared a Climate Emergency in June 2019 and is committed to tackling climate change. Our Environment and Climate Change Strategy 2020 ensures all council activity is undertaken with a view to supporting our commitment to achieving net zero carbon emissions. We will be working with partners to ensure that development in the Windsor Vision is undertaken sustainably. The future developed programmes would align to this ambition.

7. FINANCIAL DETAILS / VALUE FOR MONEY

The current programme of activity was supported by CIL & S106 investment to facilitate the work, a Joint Delivery Plan with stakeholders following the approval of the recommendations for the project will be financially viable by accessing external funding opportunities, including support by Local Enterprise Partnership funding that is already secured, based on the information at the time of writing this report.

However, future resourcing & investment will be an obvious but essential requirement to take all of this work forward. The council is committed to supporting its overall programme management and support through the Project Management Office, however more substantial funding and inward investment will be part of ongoing discussion with Berkshire authorities who are considering a Berkshire Devolution Deal in the future and therefore raising the town's profile and opportunity directly with Government. Equally the project set out to consider council assets and stock within Windsor and the riverside locations that are possibly underutilised at the moment and access is poor. Each of these present a longer term opportunity to realise investment and possible regeneration of these areas.

8. LEGAL IMPLICATIONS

Section 1(1) of the Localism Act 2011 introduced the “general power of competence” for local authorities, defined as “the power to do anything that individuals generally may do” and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area”. The generality of the power conferred by subsection (1) is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power. Therefore, this power may be relied on to carry out the Windsor of Vision programme as recommended in this report.

The Council also has a general power under section 111 of the Local Government Act 1972, “to do anything which is calculated to facilitate, or is conducive or incidental to the discharge of its function”, including enter into the arrangements proposed in this report.

The council’s objectives for the Vision of Windsor described in Appendix A of this report and its main purpose is not investment within the meaning of section 12 of the Local Government Act 2003. The purpose is the advancement of the Windsor of Vision project, which is a long-term public benefit. As such, the council is not under an obligation to have regard to statutory guidance on the exercise of investment powers under the Local Government Act 2003. Likewise, the council is not pursuing a commercial purpose requiring it to set up a company (pursuant to section 4 of the Localism Act 2011).

In reaching a decision, Cabinet members should consider whether resultant expenditure (and other financial consequences) is prudent, having regard to the Council’s general fiduciary duties. It must also reach a decision by reference to all relevant considerations, disregarding irrelevant ones, and be satisfied that the recommended course of action is a rational course of action for the Council.

9. RISK MANAGEMENT

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Insufficient resource and budget to progress proposals	MEDIUM	Staffing levels will be reviewed, costed and sufficient resource / capacity will be assessed before commitments are made.	MEDIUM
Insufficient budget to progress proposals	MEDIUM	Funding applications will be submitted particularly for LEP funding	MEDIUM

Lack of resident and stakeholder support/buy-in	MEDIUM	Encouragement of co-production approach. Working with stakeholder groups to own solutions	LOW
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10. POTENTIAL IMPACTS

Equalities. Equality Impact Assessments are published on the Council's website.

Climate change/sustainability. There is no potential impact of the recommendation in relation to climate change / sustainability.

Data Protection/GDPR. No personal data is being processed by RBWM.

11. ORGANISATIONAL IMPACTS

Environmental – The Vision for Windsor future programme will continue to consider the council's Climate Change Emergency and Environmental and Climate Change Strategy 2020.

Health – Projects within the programme will be designed to consider addressing issues within the community, with the community and build on resilience as well as social and cultural life.

Corporate Parenting - The programme (where relevant) will continue to support corporate parenting outcomes, to include children and young people in care within any relevant consultations.

Responsible Procurement – The Windsor for Vision project will continue to follow Public Contracts Regulations 2015, over the lifetime of the project. It will plan on the approach to sustainability, resident engagement and social investment.

12. TIMETABLE FOR IMPLEMENTATION

The timetable below details the stages and deadlines for implementing the recommendations

Project Start	01 April 2022
Scoping stage	April-June 2022
Stakeholder Engagement stage	Sept – Dec 2022
Cabinet	23 rd Feb 2023
Next stage planning	30 th April 2023

13. APPENDICES

This report is supported by three appendices:

- Appendix A: The Prince’s Foundation report
- Appendix B: Equality Impact Assessment Form
- Appendix C: Original Cabinet Paper (March 2022)

14. BACKGROUND DOCUMENTS

This report is supported by 4 background documents:

Windsor Neighbourhood Plan (WNP Home (windsorplan.org.uk))

Corporate Plan (Corporate Plan 2021-2026 | Royal Borough of Windsor and Maidenhead (rbwm.gov.uk))

<https://www.rbwm.gov.uk/home/council-and-democracy/strategies-and-policies/corporate-plan-2021-2026>

Borough Local Plan ([Adopted local plan](#)) Royal Borough of Windsor and Maidenhead

Environment and Climate Change Strategy [Environment and climate strategy Royal Borough of Windsor and Maidenhead](#)

15. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>			
<i>Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	17/01/23	20/01/23
Emma Duncan	Director of Law and Strategy / Monitoring Officer	17/01/23	20/01/23
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	17/01/23	25/01/23
Elaine Browne	Head of Law & Governance (Deputy Monitoring Officer)	17/01/23	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Tony Reeves	Interim Chief Executive	17/01/23	18/01/23
Andrew Durrant	Executive Director of Place	17/01/23	17/01/23
Kevin McDaniel	Executive Director of People Services	17/01/23	25/01/23
<i>Deputies:</i>			
Chris Joyce	Head of Service ISEG	17/01/23	

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 First entered into the Cabinet Forward Plan: 26 th July 2021.	No	No

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