

LONDON BOROUGH OF RICHMOND UPON THAMES

REPORT TO: Finance, Policy and Resources Committee

DATE: Thursday 20th February 2020

REPORT OF: Director of Environment and Community Services

TITLE OF DECISION Twickenham Riverside Development

WARDS: Twickenham Riverside; South Twickenham; St Margarets and North Twickenham; West Twickenham

KEY DECISION? YES

IF YES, IN FORWARD PLAN? YES

For general release

1. MATTER FOR CONSIDERATION

1.1 This report details the outcome of the Twickenham Riverside RIBA Design Competition and the proposed ongoing programme for design and delivery of the Twickenham Riverside Development. It sets out details of; procurement of consultants required; scheme viability; site assembly; current thinking on scheme delivery; governance arrangements; funds required to take the scheme to the point of appointing a construction contract; design development; next steps; and community engagement and involvement.

2. RECOMMENDATIONS

2.1 The Committee is asked to:

- Approve the appointment of the design team identified by the Design Panel following the RIBA run Design Competition as outlined in 3.17 – 3.20.
- Approve the appointment of the professional client-side team, following a separate procurement process outlined in 3.21 – 3.23.
- Approve the capital budget required for fees required to take the project up to the award of a construction contract.
- Delegate to the Director of Environment and Community Services, in consultation with the Head of Legal Services, the power to enter into any contract or agreement required to secure the surrender of Diamond Jubilee Gardens lease; to acquire any interests in land that may be required to deliver the project and to enter into any contracts required to deliver the project up to the award of construction contract.
- Agree to advertising the Council's intention to dispose of the Diamond Jubilee Gardens under s123 of the Local Government Act 1972.
- Note that there will be a further report to the Finance, Policy and Resources Committee to agree the delivery route, approve the construction contract award and to confirm the construction costs and associated fees.

3. DETAIL

Introduction

- 3.1 Regenerating Twickenham Riverside (the Site) is a priority for the Council. The Riverside should be a flourishing centre for Twickenham and the local area but instead the proposed development options for the riverside area has been subject to a long and contentious history. Over the nearly 40-year history of this Site and since the closure of the public swimming pool there have been a number of proposals, but none have fully matched the ambitions of the Council and desires of the local community. Currently the Council has never been in a better position to finally deliver a scheme that could fulfil those ambitions and deliver improvements to this area and the wider Borough with the potential to create a destination for all to enjoy.
- 3.2 The Council recognises the importance of investment in the regeneration of Twickenham, with the Riverside site being key to this success, and is willing to support regeneration to ensure this site's future is finally resolved. The Council has been eager to listen to residents which led to the decision to run an open and transparent design competition managed by RIBA (Royal Institute of British Architects) Competitions. It is following the successful delivery of the competition and the identification of a preferred architect led team that has resulted in Officers now seeking approval to take the project forward and the funds required to do so, as set out in this report.

Background

- 3.3 The swimming baths that formerly stood on the site were closed in 1980, the site remained derelict until 2005 when Jubilee Gardens was developed on part of the site. This site was later extended to create the Diamond Jubilee Gardens which opened in 2012. In 2014 the Council brought 1, 1A, 1B and 1C King Street and the private car park (2/4 Water Lane) to the rear that adjoins the former swimming pool site, this presented new possibilities for the site.
- 3.4 Following the local elections in May 2018 the previous planning application was withdrawn. The current Administration considers regenerating Twickenham Riverside a priority and believed that the site had more to offer, could be better used and that a more ambitious design was needed in order to rejuvenate the Twickenham area.
- 3.5 At its meeting on 15 November 2018 Cabinet approved the commission of the RIBA to deliver a Design Competition to find a new architect led design team. Unlike previous attempts by the Council, this time the Site for redevelopment included the Embankment and, following discussions with the Twickenham Riverside Trust, the Diamond Jubilee Gardens. This is the first time a site of this size has been considered. The area included in the design competition and the intended area for regeneration (the Site) is identified edged red in 10.1.
- 3.6 Cabinet also agreed to the establishment of the Design Panel (consisting of four Councillors, two local residents with technical expertise, a representative from the local Stakeholder Reference Group and a RIBA appointed client adviser). This group was responsible for developing the site Brief. The Brief reflected many of the messages that the Council had heard from previous

engagement with local residents and gave the architects the scope to present their own concept for the site.

How the regeneration meets the Council's priorities

- 3.7 The Council has a number of options available to it in regard to the Twickenham Riverside site, these include selling the Site, doing nothing or developing it. The first option is not considered suitable, the Site not only has a number of constraints and current leases, but the Council purchased the King Street and Water Lane property in 2014 with the intention of delivering a regeneration scheme which would better link the existing site by the river to the town. This is an important site in Twickenham and the Council wishes to retain it. The option to do nothing is also unsuitable, there are still disused old swimming pool buildings which are often the target of anti-social behaviour and recently the Christmas Tree and children's play equipment in the Diamond Jubilee Gardens was set alight. The Council and local residents are keen to see this Site improved, and made safe, which will bring a wider benefit for the town. It is therefore considered that the redevelopment of the Site is the best option which will help realise a number of the Council's priorities and ambitions for Twickenham, and the wider area. There are a number of Council plans and policies (see section 9) which demonstrates that redevelopment of the site will benefit the residents and businesses of the Borough.
- 3.8 The Site will allow the Council to deliver key Corporate Plan priorities, such as delivering more affordable homes, creating a better environment and supporting car free developments.
- 3.9 The Riverside/Site is recognised in the Local Plan as one of the sites in Twickenham that provides an excellent opportunity to rejuvenate and contribute to the vitality and viability of Twickenham Centre. The Site offers the opportunity, in a constrained borough, to provide more housing, retail, business, leisure and community services that the Local Plan identifies as needed to support growth in the borough. The Local Plan also identifies Twickenham as one of the keys areas of the borough expected to deliver the highest number of new housing units as part of the targets set out in the London Plan. Residential units delivered as part of this regeneration would help meet the overall demands for homes.
- 3.10 The Council's ownership of the Site also provides an opportunity to develop housing to help meet the housing needs and demands of Richmond Borough residents and workers. An approach to delivery that would align with the objectives set out in the Council's Housing and Homelessness Strategy and one that would seek to maximise the level of affordable housing delivered.
- 3.11 The Site is identified as an opportunity area (TW 7) in the Twickenham Area Action Plan (TAAP). The plan provides a framework for development and change and has revitalising the town centre at the heart of strategy. The TAAP details how the future use and appearance of the Riverside site is critical to the success of Twickenham as a visitor and tourist destination and that a comprehensive approach is required to ensure enhanced connections between the Riverside and the town. It details a number of principles and objectives for this area, many of which can be seen in the preferred bidder's concept design. This design offers the opportunity to help deliver the

revitalisation that Twickenham needs, and it is anticipated, should the regeneration proceed, will subsequently positively impact residents and businesses.

- 3.12 The Local Economic Assessment, which is a holistic view of how the Borough's economy works, identified Twickenham as a centre in need of revitalisation and the need to secure investment in the town centre. While further work is required, the concept design proposes a number of new commercial units which will create new jobs in the area and proposes a market space next to the river which, combined with other uses and improved public realm next to the river, may help to draw people to Twickenham, making it a more attractive destination helping sustain and improve the local economy.
- 3.13 In the backdrop to the Council's plan to develop the Riverside site is the growing threat of climate change and the Council's declaration of a climate change emergency. The Council's Climate Change and Sustainability Strategy has strong links to the ambitions of the Riverside, and the redevelopment can put into action some of the targets set out. It will improve the biodiversity, linking to the Biodiversity Action Plan, and ecology of the green space on the Riverside; it will increase the number of plants on the site; it will address flood risks; it will lead the way in shifting to cleaner modes of transport by providing a car free development and removing parking along the Embankment (Water Lane to Wharf Lane); it will create a cycling and pedestrian friendly environment, linking to the Council's Cycling Strategy and the emerging Active Travel Strategy; it will also deliver a sustainable design which looks to minimise its carbon footprint.
- 3.14 There are also clear links to existing Council policies on health and wellbeing as much of this site will be public open space with better connection from the town to the riverside and it is anticipated that there will be uses that encourage people of all ages to be more active. The positive links between green and blue space, and health and wellbeing are strongly documented. Creating an improved events space in Twickenham may also have the benefit of increasing social interactions and cohesion.
- 3.15 The Corporate Plan puts an emphasis on making sure Richmond is a Borough for everyone, and as such making sure residents have a real say over issues that affect them. This has always been a key Council priority and over the last decade the Council has run a series of listening events about Twickenham and the Site. The starting point was the 2010 Barefoot Consultation followed by the Twickenham Conference, All in One Survey and all the consultations leading to the adoption of the TAAP in 2013, which highlighted local desire for the riverfront to be improved. Since then there have been periods of engagement with residents on the Site itself and following the 2018 Local Election a number of Community Conversation events. The response and interest to all these are testament to the importance of the future of Twickenham Riverside to local residents.
- 3.16 Reviewing the various policies, plans and strategies it becomes clear that the regeneration of this site will bring benefits to Twickenham, the Borough, residents, businesses, the local economy and the environment. The investment the Council will be looking to make needs to be considered with these aspects in mind and recognising the opportunity this development offers to make good on the various ambitions and targets the Council has

outlined in these documents and deliver on its vision for Twickenham and the Borough. The Council must also consider the strong position it is in with a widely accepted concept scheme for development, and support from residents for the outcome of the design competition.

The Design Competition and appointment of the Architect and Design Team

- 3.17 Following the launch of the Design Competition it became clear that there was great interest in the riverside site. RIBA Competitions and the RIBA appointed adviser supported the Design Panel in the development of a new brief for the site, finding a balance between setting the vision for the area whilst leaving enough room for creative solutions. The first stage of the competition resulted in the Council receiving 54 expressions of interest from architect teams locally and internationally. The evaluation of the expressions of interests received resulted in five firms being selected to develop a concept design for the site and move forwards to the second stage of the competition. Through a thorough process of evaluation against the pre-published criteria in the brief, the Panel selected a preferred team, led by Hopkins Architects.
- 3.18 As part of the competition process the five design teams were required to submit concept designs for the site. From the 4th September to the 2nd October 2019 there was a period of engagement with members of the public on the concept designs including an online questionnaire and several drop-in sessions in Clarendon Hall, York House. The results of the engagement were analysed and summarised in a report by the Council's Consultation Team. This report was presented to the Panel before their final decision was taken. While public opinion was not part of the evaluation criteria it helped for the Panel to understand the strengths and weaknesses of each scheme, as seen by the community, and informed some of the questions asked during the final interviews. It also has provided qualitative feedback which can be used during design development.
- 3.19 The Panel scored the concept designs submitted against each of the evaluation criteria. Hopkins and their team emerged as the highest scoring bidder. The evaluation criteria were weighted 80% quality and 20% cost. The quality criteria included the overall quality and architectural distinction of the design concept, the proposals ability to meet the aspirations for the Twickenham Riverside Development, the schemes ability to reconnect Twickenham and the proposed team structure, amongst other considerations. See 5.2 of the exempt report.
- 3.20 To finalise the competition, the Committee are being asked to make available the funds required, and approve the appointment of Hopkins Architects and their team which includes:
- Studio Weave – Collaborating Architects / Public Realm
 - LDA Design – Landscape Architects
 - Webb Yates – Civil and Structural Engineers
 - Skelly and Couch – MEP Engineers
 - WSP – Transport Consultants

Appointment of the Council's Project Management Team

- 3.21 Alongside the architect led design team the Council must appoint a client-side team to project manage the project, taking instructions from the Council. The project management team will manage the design and contracting teams for the duration of the development. The Council has run a separate procurement exercise, via the Crown Commercial Service (CCS) framework, to ensure best value for the following services:
- Project manager
 - Cost Consultant
 - Contract Administrator
 - Planning Consultant
 - BIM Manager
 - BIM Coordinator
- 3.22 The winner is the highest scoring bidder against the evaluation criteria. The Committee is asked to approve the resources required to appoint the team.
- 3.23 Further consultants will need to be appointed as the project progresses, their fees are estimated at this stage. Their appointment will follow the Council's relevant procurement policies.

Site Assembly

- 3.24 There are a number of risks associated with delivery of this scheme which should be considered in coming to a decision as to how the Council should progress. While these are all being mitigated, further information of which can be seen in the exempt report, it is most important to note that the Council currently does not have immediate possession or control over all of the Site. The Council could seek to defer the appointments and progression of the scheme to achieve more certainty, but it cannot secure possession of some of the site without proceeding with development of the scheme. Officers consider it a prudent approach to progress the design development and preparation of a planning application along with progressing to RIBA 4 simultaneously with pursuing a strategy to secure acquisition of all land interests required for the delivery of the development. This is common practice for Councils and developers to adopt when seeking to deliver development of large schemes with land in different ownership where leases have protection of security of tenure under the Landlord and Tenant Act 1954. If required, an update will be provided to the Committee on land assembly. There are three key areas of the site that are subject to lease agreements with external organisations – King Street properties; Diamond Jubilee Gardens and parts of the Embankment.
- 3.25 One of the key areas under third party control is the Diamond Jubilee Gardens which is subject to a lease granted by the Council in 2014 to the Twickenham Riverside Trust; the lease is for a term for 125 years. The Twickenham Riverside Trust gave their permission and support for the Diamond Jubilee Gardens to be included as part of the Site for the competition and negotiations with them are ongoing. The Trust have been consulted throughout the Design Competition process and the section in the Design Brief regarding the re-provision of the Gardens, including the redlines, came from the Trust. While further work on the design is needed, the Hopkins' concept meets the Trust's redlines. Conversations with the Trust will

continue, with control of the open space being key to delivery of any scheme. The scheme cannot proceed without securing control over Diamond Jubilee Gardens by way of a surrender of the lease to Twickenham Riverside Trust.

- 3.26 The redevelopment offers an exciting opportunity to improve the Diamond Jubilee Garden and help the Trust realise some of its charitable objectives, including “to preserve, protect and improve, for the benefit of the public, the riverside and its environs in Twickenham” and “to provide facilities there for public recreation and community activities”.
- 3.27 Any proposals relating to Diamond Jubilee Gardens will take account of the legislative requirements affecting the open space and these are currently being considered as part of the wider negotiations with the Trust which may, subject to the legal advice, form the basis of a further report to Committee.
- 3.28 The King Street building which forms part of the site is owned by the Council, however 1, 1A and 1B King Street are currently held subject to leases, all of which will come to an end or will do so in the next two years. This building will need to be demolished for any scheme of development. Two of these units are occupied pursuant to commercial business lease and have the benefit of security of tenure granted under the Landlord and Tenant Act 1954. This means that these leases are protected under legislation from being terminated and can only be brought to an end if terminated in accordance with the Landlord and Tenant Act 1954 or if a surrender is agreed between the parties. Officers are developing a commercial and legal strategy to consider the most effective and efficient way to secure full possession of the Site noting that any risks associated with this and the need to adhere to the statutory provisions contained in the Landlord and Tenant Act 1954 and associated legal requirements. Council officers will be engaging with the current tenants to secure possession when required.
- 3.29 The Council is also in correspondence with the Port of London Authority regarding parts of the Embankment.
- 3.30 The Site may also be affected by third party rights such as informal easements and rights of light which will need to be addressed before development can proceed. The Council may need to consider appropriation of the Site to effectively deal with any such rights and these matters will be referred to committee for full consideration.

Viability

- 3.31 Consideration of the scheme’s viability needs to extend beyond a simple financial appraisal of cost versus direct revenues, and to consider the wider and longer term economic, environmental and social benefits the scheme could deliver. The Council is taking a long-term view on the proposed development funding the scheme to unlock these wider benefits for Twickenham and its residents – and beyond – and rejuvenate an area that has been lost to generations.
- 3.32 The need to further invest in the town has been a consistent message, as has the need to consider factors beyond a straight financial appraisal including the provision of affordable forms of housing. All of these matters will be taken into

account when considering the preferred option for delivery of the regeneration and the options that can be explored for funding.

- 3.33 For the evaluation of the five concept designs the Council commissioned work to look at the scheme's construction costs and viability. The figures for the selected scheme have been included in the exempt report (paragraph 3.12) for the Committee's information and include the estimated long-term investment the Council will be looking to make.
- 3.34 A more detailed viability assessment will be conducted in order to provide a full estimate of the scheme once the technical and detailed design is completed. The figures in the exempt report (paragraph 3.12) should therefore not be treated as the final figures. Over the course of the design development phase the Council and its project management team will work with the design team to develop a scheme which meets all quality, design and safety requirements while trying to reduce the capital investment required. It must be appreciated that negative net scheme costs may go up or down.
- 3.35 See 3.12 of the exempt report for a table showing the breakdown of scheme's construction costs and viability.

Scheme Delivery

- 3.36 Subject to a planning consent being granted, and any legal and financial impediments to delivery addressed, there are options available to the Council for developing the final scheme. These range from devolving all responsibility for the development of the scheme to a private developer, to the Council taking full responsibility and procuring the works directly.
- 3.37 Based on the Council's aspirations to ensure delivery and control of the redevelopment of Twickenham Riverside, the current preferred option is for the Council to deliver the development itself without transferring responsibilities to a developer. This was the direction the previous scheme took, with a report going to Cabinet in October 2017 seeking approval for the Council to assume full development responsibility and detailing the options.
- 3.38 In this scenario it would be recommended that the Council utilise a Design and Build process for the building contract. A Design and Build procurement methodology would require some devolution of design responsibility to a contractor. To maintain control over the quality of the final scheme the Council would need to ensure that the level of construction detail available for the tendering exercise is sufficient. This is why this report seeks approval for the fees up to RIBA Stage 4 (Technical Design). With a Design and Build if the specification is sufficiently detailed in the Employer's Requirements, and a design submission procedure is included that allows the client to approve or reject the design submitted by the contractor, and finally that there is sufficient supervision by a design team to ensure that the Employer's Requirements are being fulfilled.
- 3.39 The budget required to procure a construction contract under a Design and Build process will be presented in a further report to the Committee with further information on the procurement method and costs involved, including detail of the construction costs. This report will also provide details on the Council's involvement in the scheme delivery, the structure for development

such as how to deal with the housing and seek the relevant approvals and Committee support.

Governance

- 3.40 For the purpose of the Design Competition evaluation a Design Panel was established, as outlined in the report of 15th November 2018. During the competition the Design Panel oversaw the brief development, process and evaluation of a preferred bidder supported by RIBA and Council Officers, however as the competition ends, new governance arrangements are being proposed.
- 3.41 A Sponsor Board will be formed to oversee the project. Chaired by the Leader of the Council this will comprise of a group of Councillors with relevant portfolio and/or ward interests. The Senior Responsible Officer will also sit on this Board.
- 3.42 The Senior Responsible Officer for this project will be the Director for Environment and Community Services. Supporting them will be the Programme Team and the Project Board. The Project Board will be formed of Officers with relevant service responsibilities and they will be responsible for supporting the delivery of the project and carrying out work required to progress the project within agreed timescales.
- 3.43 The Senior Responsible Officer with support from Programme Team will liaise with the Client Project Manager (external) who will be the main interface between the Council and the wider Design Team.
- 3.44 It is anticipated that these governance arrangements will remain in place until the award of a construction contract, at which point they will be reviewed. Any changes to these will be reported in the next Committee report.

Resources Required

- 3.45 The estimated fee envelope required to take the project up to the award of a construction contract is broken down in tables 3.13 and 3.14 of the exempt report as procurement is still ongoing. It details of all the professional fees, though it should be recognised discussions with suppliers are ongoing and the table includes some estimates where costs are not yet known, and fees required to carry out two periods of engagement on the emerging designs.
- 3.46 All fees are up to RIBA Stage 4, before the award of a construction contract. Further approval for the fees for the client-side team, required during construction, will be sought in the next Committee report.
- 3.47 This scheme has had a long and contentious history and given the site constraints, riverside and town centre location, there may be issues that arise during the development of the design and studies or work required which means that additional resource is required. Therefore, approval is being sought to delegate decision making powers to the Director of Environment and Community Services to enter into any additional contract required or approve additional work so that these issues can be addressed in a timely manner and not cause delay to the programme. These additional contracts will be covered by the fee envelope provided in this report.

- 3.48 It is considered that, based on the current policies and proposals, the completed scheme delivers wide ranging improvements for the benefit or development of the area. It is anticipated committing the funds for professional fees at this stage without securing all of the land elements at this stage is not unreasonable and having successfully run a design competition and procurement for the client side team the Council would like to move forward and deliver to programme. The appointments are considered reasonable as these are required for the delivery of the scheme and to secure the anticipated social, economic and environmental improvements of the Riverside and the wider area that would be provided by this scheme.

Design Development

- 3.49 The design submitted as part of the Design Competition is an outline design covering vision, site plan and movements, elevations and floor layout, open space and landscaping, i.e. aesthetics, space, layout and use. Over the course of the coming months the design team will be developing the design from RIBA Stage 1 (Preparation and Brief) to RIBA Stage 3 (Developed Design) in the lead up to a planning application under instruction of the Council.
- 3.50 The period of engagement on the five concept designs between 4th September and 2nd October 2019 collated residents' feedback through a questionnaire, which included questions on what people liked about the scheme and where they thought there was room for improvement or further consideration needed. The Council therefore has a good understanding of where the local community might want to see adjustments and will seek to incorporate that into their directions to the Design Team. The Council will also look to reduce the capital investment required through the design and development process, though not at the expense of their desire for a high quality design.
- 3.51 Work over the coming months will also include further exploration on the best uses for commercial units and ensure that the scheme reacts and is complementary to the town's needs, with work to explore this being commissioned if required, while seeking to make Twickenham Riverside a destination for local residents and visitors alike.
- 3.52 Alongside the design development work the Highway Authority will continue its work looking at the wider Twickenham Controlled Parking Zone and a report will go to the Transport and Air Quality Committee in 2020 detailing a separate Council consultation on options for parking in the wider controlled parking zone to complement the scheme and help address the removal of existing parking from the site.

Next Steps

- 3.53 Following approval of the recommendations in this report the Council will issue the 10 day standstill period for the appointment of the architect led design team and client-side team, after which appointments will be made. The Council and design team will then work towards the submission of a Planning Application. Following these appointment and the end of the procurement

processes the Council will upload the engagement report onto the Council's website. Below is the high-level indicative programme.

3.54	Professional appointments	March 2020
	Design Development	Q1-Q4 2020
	Planning Consultation	Q3 2020
	Submit / validate detailed planning application	Q4 2020
	Planning consent granted	Q1-Q2 2021
	Committee report to approve route and construction contract	Q1-Q2 2021
	Construction commences	Q2-Q3 2021
	Project complete	Q2-Q3 2023

4 COMMENTS OF THE DIRECTOR OF RESOURCES ON THE FINANCIAL IMPLICATIONS

- 4.1 Redevelopment of the site has the potential to generate Strategic Community Infrastructure Levy (SCIL) receipts and future ongoing income to the Council in the form of Council Tax, business rates and rental income. The total annual income is dependent on the size, number, type of use and ownership structure of the units it contains. This project will be subject to a future procurement exercise, and therefore a forecast of income and expenditure for the development of the scheme is commercially sensitive information and is included in the exempt report.

5. PROCUREMENT IMPLICATIONS

- 5.1 The Head of Procurement can confirm that the procurement process to date has been in accordance with UK and internal procurement regulations. The Head of Procurement will continue to offer advice and guidance as this project progresses.

6. COMMENTS OF THE ASSISTANT DIRECTOR, PROPERTY SERVICES

- 6.1 As mentioned in the report, to obtain possession of the whole site to enable the construction to proceed, the Council will need to terminate the occupational leases held by Santander and Superdrug. It would also need to negotiate the surrender of the lease held by the Diamond Jubilee Trust and in return grant them a lease of the new open space created within the scheme. For these negotiations to succeed all parties must be prepared to compromise and act in good faith. Progress on these negotiations will be provided as part of any future reports to Committee.
- 6.2 It is likely that the Council may have to use its powers to appropriate any third

party legal easements that may exist across the Site, which may include rights of way and rights of light. Where owners of these rights are known the Council will first seek to amicably negotiate the surrender of these rights in return for a financial consideration, but as a last resort the Council may have to use its powers of appropriation under the provisions of s.203 of the Housing and Planning Act 2016.

7. COMMENTS OF THE SOUTH LONDON LEGAL PARTNERSHIP ON THE LEGAL IMPLICATIONS

- 7.1 The Council has wide powers to deliver regeneration under the General Power of Competence contained in s2, Localism Act 2012. This provision empowers local authorities to do anything that individuals, including for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area but this is subject to the remit of powers contained in existing legislation. It is noted that this report sets out a wide range of matters relating to the benefits and risks of this proposed scheme including impediments to delivery of development and how this proposed regeneration may deliver for the betterment of the area and the wider Borough. These are all matters that members are entitled to take into account in this case, particularly in the context where the current assessments are that, in purely financial terms, the scheme is expected to incur a net cost as the Council has stated in paragraph 4.2. Members' assessment under s2 is not limited to matters of finance, and they are entitled to take into account all the potential non-financial benefits highlighted herein.
- 7.2 A local authority is empowered by the Local Authorities (Land) Act 1963 to erect any building and construct or carry out works on land for the benefit or improvement of their area. It is noted that the proposed scheme intends to deliver a number of mixed tenure housing units and, as the housing authority, it is noted that the Council is empowered pursuant to the Housing Act 1985 to deliver housing in reference to the housing needs of the Borough.
- 7.3 Members are reminded, the Council, its committees and Officers are obliged at all times to act in accordance with their fiduciary duty; to act with reasonable care, skill and caution and with due regard to the interests of the Council's taxpayers. In view of the fiduciary duty and the general legal requirement of reasonableness, the Committee should approve the recommendations only if they consider, on a rational basis and having fully considered the officers' advice, the identified benefits of progressing with this scheme are such that they outweigh the identified risks and that those risks are not, in themselves, unreasonable.

8. CONSULTATION AND ENGAGEMENT

- 8.1 During the Design Competition the Council held a 4-week period of engagement, encouraging feedback and comments on the five concept designs. All comments received through the online engagement were collated into a report which was made available to the Design Panel prior to the final interviews.
- 8.2 In line with the Corporate Plan priority to make sure residents have a real say over issues that affect them and to promote opportunities for

underrepresented groups, engagement sessions were delivered with approximately 300 children and young people between the ages of 7-15. The team also delivered a session with the Richmond Mencap group.

- 8.3 During the competition process a Local Stakeholder Reference Group was established to formalise the Council's engagement with the various community groups with an interest in the Riverside redevelopment and to enable groups to engage with the RIBA Design Competition process. Group attendance will be revised as we move forward to ensure that the Council has allowed full representation of resident's needs, however this group will continue to meet and will be revised at the point that a planning application is submitted.
- 8.4 As the design is developed in a lead up to the submission of a Planning Application there will be a period of statutory engagement. It is also suggested that there may be an additional engagement period before this, but that will be decided during design development and could extend the delivery programme. The funds have been sought for two periods.

9. WIDER CORPORATE IMPLICATIONS

9.1 POLICY IMPLICATIONS / CONSIDERATIONS
See 3.7 – 3.16 and 10.
9.2 RISK CONSIDERATIONS
Please see exempt report 3.20.
9.3 EQUALITY IMPACT CONSIDERATIONS
All necessary Equality Impact Needs Assessments will be prepared for the Planning Application and future Committee decisions.
9.4 ENVIRONMENTAL CONSIDERATIONS
An EIA screening letter has been prepared for submission.

10. BACKGROUND INFORMATION:

[November 2018 Cabinet Report](#)

[Corporate Plan](#)

[Twickenham Area Action Plan](#)

[Local Plan](#)

[Local Economic Assessment](#)

[Housing and Homelessness Strategy](#)

[Climate Change and Sustainability Strategy \(draft\)](#)

[Biodiversity Action Plan](#)

[Richmond Cycling Strategy](#)

11. BACKGROUND PAPERS

