

Twickenham Riverside

Social & Additional
Value Assessment

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INTRODUCTION

The redevelopment of Twickenham Riverside is a priority for Richmond Council. Since the closure of the lido in 1980 there have been a number of failed attempts to rejuvenate the site and bring about wider benefits for Twickenham. Following the change of administration in 2018, a commitment was made to invest in the future of Twickenham and take a long-term view to financing, beyond the simple cost versus revenue approach. A key part of this approach is to understand the additional benefits the project will bring. Towards this, Project:00 were commissioned to work with the Council to establish the social and additional value benefits of the scheme.

Using a series of recognised social value measures, this report considers the various benefits of the Twickenham Riverside scheme and seeks to identify a value that can be put against each of them, to help inform the Council in their decision making. In the assessment, we are also considering and quantifying where possible the existing social value on site.

EXECUTIVE SUMMARY

The assessment of the social & additional value that can be delivered through the Twickenham Riverside development reveals that it has the potential to generate close to £20.9m in measurable local impact, as well as other non-quantifiable benefits. £6.49m of which can be considered real returns to the Council based on Business Rates and Council Tax, whereas the rest is additional value based on economic, housing, social, environmental and health & well-being improvements. It is important to note that not all social value outputs are financially quantifiable and often the real impacts need to be viewed through a lens that goes beyond a simple cost versus benefit analysis. Therefore, it can rightfully be assumed that this project's social value exceeds the estimates mentioned above. These outcomes are vast and will positively impact the local economy, contribute to the financial resilience of the council, deliver housing for those in need and support everyday life through social, environmental, health and well-being improvements.

Through procurement, the project will be able to generate investment in the local economy, provide jobs for local people and targeted training and apprenticeships for some of the more vulnerable residents in the borough. The delivery of housing will have a clear benefit to the local area with 17 of the units being let to those most in need.

Moreover, existing and future residents will benefit from improved social facilities such as play and recreational areas, and a diversified commercial offering such as a riverside pub/restaurant and a cafe. The environmental benefits support the Council's ambition for a greener borough which includes the opportunity to support wildlife and promote the natural resources in the area. The health and well-being improvements showcase a people centred approach to council led developments while also contributing to a fairer, more inclusive future for the neighbourhood.

ABOUT SOCIAL VALUE

Social value is the quantification of the relative importance that people place on the changes they experience in their lives. Some, but not all of this value is captured in market prices. It is important to consider and measure this social value from the perspective of those affected by an organisation’s work.

Examples of social value might be the value we experience from increasing our confidence, or from living next to a community park. These things are important to us, but are not commonly expressed or measured in the same way that financial value is.

The UK government describes social value derived from procurement as “the positive legacy created through the performance of a contract”. There are three categories of social value:

- Social (e.g. activities that promote a united community)
- Environmental (e.g. efforts to assist the community in reducing waste or pollution)
- Economic (e.g. training, employment or apprenticeship opportunities for disadvantaged groups)

RICHMOND SOCIAL VALUE POLICY

The Social Value Act triggered an important opportunity for the London Borough of Richmond upon Thames to engage with its supply chain in a way that delivers more value for the community. Using its commissioning and procurement process means the Council can unlock additional social value and improve the social mobility for employees and residents through contracts with third party organisations across a range of goods, works and services contracts. In line with this, the Council adopted a policy to implement social value more effectively within its procurement activity. This was following approval of the paper titled “Social Value in Supply Chain” considered by the Finance, Policy and Resources Committee on 15th January 2020.

The Council also agreed to adopt the National Social Value Task Force “TOM’s” Social Value Framework and to develop local, council specific TOMs aligned to LBRuT priorities as exemplified in the table below:

Richmond Policy Objectives	Examples of TOM’s Themes
A Greener Borough <ul style="list-style-type: none">• Putting the environment at the heart of local decision making• Safeguarding our beautiful borough, protecting our green spaces and improving air quality	<ul style="list-style-type: none">• Environment: De-carbonising and Safeguarding our World
A Safer Borough <ul style="list-style-type: none">• Being the safest London borough• Working in partnership with police and local communities to prevent and tackle crime and improve road safety	<ul style="list-style-type: none">• Social: Healthier, Safer, and more Resilient Communities
A Fairer Borough <ul style="list-style-type: none">• Investing in good local services that protect the most vulnerable• A borough that is affordable for all	<ul style="list-style-type: none">• Social: Healthier, Safer, and more Resilient Communities• Innovation: Promoting Social Innovation• Promote: local skills and employment
A Borough for Everyone <ul style="list-style-type: none">• Making sure residents have a real say over issues that affect them• Making our borough accessible for everyone and promoting opportunity for under-represented groups	<ul style="list-style-type: none">• Social: Healthier, Safer, and more Resilient Communities• Innovation: Promoting Social Innovation• Promote: local skills and employment

THE PROJECT

Twickenham Riverside is key to the regeneration of the wider town centre. The vision is to create a new heart for Twickenham and reconnect the town to the river.

The Council has identified the following core objectives:

- To deliver a compelling contribution to the architectural heritage of Twickenham.
- To strengthen the green character of Richmond upon Thames by enhancing the public realm through careful design.
- To create an exciting destination for residents and visitors that champions the river and builds upon Twickenham's identity.
- To provide a creative solution and river-front experience which prioritises people over cars.
- To deliver affordable housing for those who need it.
- To achieve the objectives of the Twickenham Area Action Plan.

Through careful integration of building, landscape and river-front experience, the design team seeks to create a new flourishing centre for the local area, where people can enjoy the full beauty and utility of the riverside, improving the physical, social, and psychological links between the river and the town.

An entirely mixed-use development of shops, offices, food and beverage options and new homes, together with a newly invigorated Diamond Jubilee Gardens, will create a location where people can work, live, play, enjoy and thrive. The upper levels of the two main buildings will consist of apartments ranging from studios to 3-bedroom flats, with 50% of them being affordable. The residential has been designed to optimise daylight, natural ventilation, and river views. The ground floor will have new shop units running from the town centre down Water Lane, a cafe in the gardens overlooking the play area, a new pub / restaurant at the end of the square creating an excellent destination point for residents and visitors, and flexible office space ensuring there is activity throughout the day.

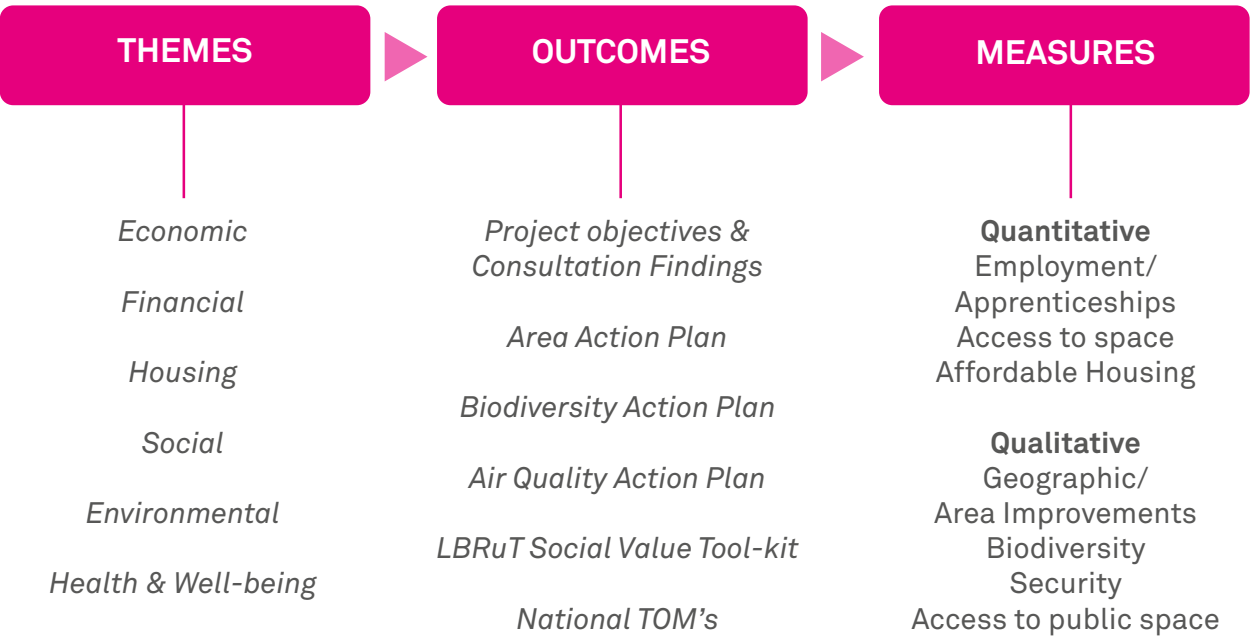
The revitalised gardens provide new play space for old and young, with open views across the river. This space naturally extends into the riverside promenade, free of cars with ample opportunity to get close to the water. There will be a new event space acting as a focal point and a river activity zone encouraging people to be more active and improving access to the river itself.



METHODOLOGY

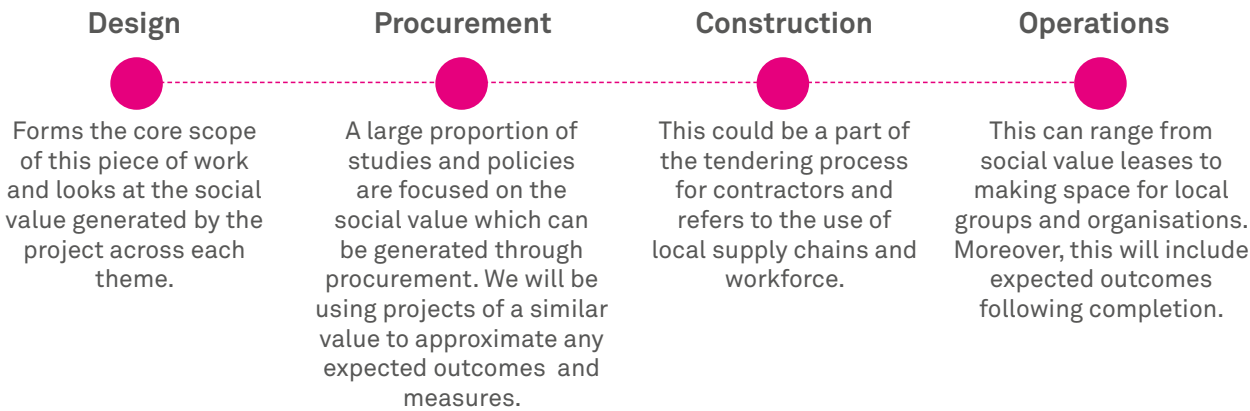
Our approach to measuring the social & additional value generated by the Twickenham Riverside project is rooted in the methodology of the The National Social Value Measurement Framework – or National TOMs. TOMs stands for:

- Themes: Social Value Areas (i.e. Economic, Social, Environmental)
- Outcomes: The positive changes the project is able to bring
- Measures: The measurements used in assessing the outcomes (qualitative or quantitative)



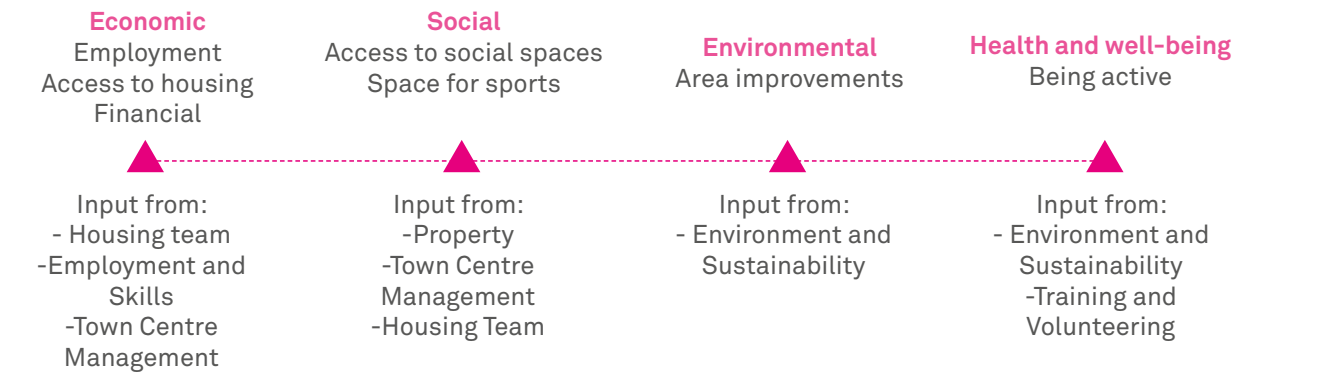
PROJECT STAGES

The assessment will consider the potential value which can be delivered throughout the different stages of the project. Due to the early stages of the development, we have decided to focus on expected outcomes which can later be confirmed as successful on the basis of an evidence based assessment upon completion.



CALCULATORS

For the quantitative assessment of the additional social value generated by the project we used a range of measurements, the most prominent being HACT which takes its headline figures from the UK Social Value Bank. Alongside this, we used the National TOMs for some missing figures, as well as the Local Multiplier 3 for assessing how local spending generates local economic impact and benefit to communities. Where a quantitative value was not found, we spoke with the relevant council departments to understand how these outputs are accounted for internally or linked them with existing specialist research highlighting the impact.



IDENTIFYING THE OUTCOMES

The identification of project outputs has been done on the basis of the planning application and supporting documents, as well as expected social value outcomes through procurement.

a. Direct Project Outputs

Firstly, we identified direct outputs such as the creation of new socially rented units or spaces for play and socialising. Secondly, we identified areas of improvement which responds to existing issues such as improved lighting and public realm accessibility. Thirdly, we identified changes to the local area which bring social value and an improved living quality such as a reduction of car presence and improved air quality or an increase in biodiversity.

b. Procurement Outputs

In order to get an understanding of expected procurement outputs we have worked with procurement officers who were able to provide us with the headline figures of a similarly-valued project.

c. Consequential Outputs

Certain project outputs do not have a directly linkable value assessment but qualitative research highlights their impact on other aspects of life. For example, a space for seasonal events is likely to increase the feeling of belonging to a neighbourhood by creating a space where residents could talk regularly with their neighbours.

A. ECONOMIC

The following section will list all the items covered by the assessment under the Economic theme. The assessment approach and associated values will be highlighted, but full calculations can be found in Appendix 1: The Assessment. For those items which do not have an associated quantitative value, this section will expand on the qualitative value such an outcome can generate.

Full time employment
Calculator: HACT
Project stage: construction
Value/unit: £14,433

This item refers to individuals who are going from unemployment into full-time employment. As such, other contractor staff who are already employed can not be used in the calculation.

The value of 22 FTE is based on a project in Wandsworth of a similar value and formed part of the contractor's social value commitments. Due to the Twickenham Riverside project being procured in line with Richmond's Social Value Policy, it has been assumed that the contractor commitments will be similar.

In order to generate an evidence-based assessment at a later date, it is necessary to collect employment records that attest to it.

Work Placements
Calculator: National TOM's
Project stage: construction
Value/unit: £162

For work placements to be quantifiable outputs, they need to be longer than 5 days. The value of 24 work placements is based on a project in Wandsworth of a similar value and formed part of the contractor's social value commitments. Due to the Twickenham Riverside project being procured in line with Richmond's Social Value Policy, it has been assumed that the contractor commitments will be similar.

Apprenticeships
Calculator: HACT
Project stage: construction
Value/unit: £2353

The value of 15 work placements is based on a project in Wandsworth of a similar value and formed part of contractor's social value commitments. Due to the Twickenham Riverside project being procured in line with Richmond's Social Value Policy, it has been assumed that the contractor commitments will be similar.

In order to generate an evidence-based assessment at a later date, it is necessary to collect employment records that show people enrolling in these apprenticeships.

General Training for job
Calculator: HACT
Project stage: construction
Value/unit: £1567

The value is linked to each training event provided. In order to generate an evidence-based assessment at a later date, it is necessary to maintain a record of attendance at these events.

The value of 24 training events is based on a project in Wandsworth of a similar value and formed part of contractor's social value commitments. Due to the Twickenham Riverside project being procured in line with Richmond's Social Value Policy, it has been assumed that the contractor commitments will be similar.

*Employment of NEET (not engaged in education, employment or training)/
Rehabilitating or ex-offenders*
Calculator: National TOM's
Project stage: construction
Value/unit: £14,782 / £24,527

This item refers to individuals in particular contexts who are going from unemployment into full-time employment. In order to generate an evidence-based assessment at a later date, it is necessary to collect employment records that attest to it.

The overall number (5) is based on a project in Wandsworth of a similar value and formed part of contractor's social value commitments. Due to the Twickenham Riverside project being procured in line with Richmond's Social Value Policy, it has been assumed that the contractor commitments will be similar.

Because there was no breakdown in the above mentioned project, we assumed 3 FTE for NEET and 2 FTE for rehabilitating or ex-offenders.

Local volunteering hours
Calculator: National TOM's
Project stage: construction
Value/unit: £16/h

The value of 240 volunteering hours is based on a project in Wandsworth of a similar value and formed part of contractor's social value commitments. Due to the Twickenham Riverside project being procured in line with Richmond's Social Value Policy, it has been assumed that the contractor commitments will be similar.

New commercial units
Consequence: Full-time employment
Calculator: HACT
Project stage: operations
Value/unit: £14,433

We have assumed that the new commercial units are able to generate additional economic value through full-time employment. We assumed the following value based on the unit sizes:

- Retail unit x5: 3 FTE/ unit
- Pub/Restaurant: 4 FTE + 4 PTE
- Cafe: 3 FTE
- Office: 4 FTE

We assume that a turnover of staff is taking place every 5 years.

Existing commercial units (negative value)
Consequence: Loss of full-time employment
Calculator: HACT
Project stage: operations
Value/unit: £14,433

The existing uses on site need to be considered when assessing the social and additional value delivered through the project, both added and removed. As such, we included the employment generated through the existing leisure, retail and office spaces as a negative figure as follows:

- Sunshine Cafe- 1x FTE, 5xPTE
- Retail unit x 2 - 4 FTE x 2
- Retail (vacant) - not included in assessment
- Office (vacant) - not included in assessment

Increased footfall in the town centre

Qualitative

Project stage: operations

The increase in footfall is likely to be triggered by a variety of project outputs:

- Pedestrianisation of the river-front
- Increased public realm and accessible routes through the site
- Expansion of the town centre towards the river and diversification of uses
- An increase in local residents
- Event space on the Embankment

The economic impact of increased footfall is difficult to quantify and measure because (Ecotec, 2007):

- The quality of the public realm is often influenced by interrelated processes, making it difficult to isolate the impact of different variables.
- The public realm is not clearly defined, particularly given its rising privatisation.
- The economic impacts of investment in the public realm are often long-term (and beyond the time scale of the evaluation).
- In addition to the direct economic impacts, it is important to recognise the contribution made by the social and environmental impacts of the public realm.

Despite quantitative measurement methods, it has been found that investment in better walking environments benefits businesses too. For example, the transformation of a canal tow-path in London into a high-quality route for walking and cycling is estimated to have produced £5,487,130 of benefit through reduced absenteeism stemming from health benefits (Davis, 2010).

Total amount (£) spent in LOCAL supply chain through the contract

Calculator: Local Multiplier 3

Project stage: construction

Value/unit: £1 spent with a local supplier is worth £1.76 to the local economy

LM3 (Local Multiplier 3) is a methodology that can be used by companies, government, or community organisations to measure how their spending generates local economic impact and benefit to communities. The methodology has been developed by the New Economics Foundation.

B. FINANCIAL

The following section will list all identified items which inform the financial value generated through the Twickenham Riverside development.

Business Rates
Calculator: Approximative Calculation
Project stage: operations

We were able to approximate the Business Rates returns by checking the Rateable Values for nearby units of a similar size. The RV will be assessed close to project completion and the values can be double-checked and amended. There are units on the current site and therefore existing Business Rate payments which will be considered.

Council Tax
Calculator: Approximative Calculation
Project stage: operations

Unlike Business Rates, it is difficult to estimate the Council Tax Band associated with each residential unit. This process will be undertaken very close to project completion. For the scope of the assessment, we used Band D as an average multiplier.

C. HOUSING

The following section will list all the identified social value outcomes generated through the development of affordable housing.

Able to pay for housing
Calculator: HACT
Project stage: operations
Value/unit: £7,347

The value linked to the ability to pay for housing -via affordable rent in this case- is triggered when the occupier is otherwise unable or finds it difficult to do so. As such, we have only included the affordable rent units which are to be let to social tenants in different queues (temporary accommodation queue, disability queue, rough sleeping, etc.).

In the absence of official allocation percentages, the split below is informed by conversations with Housing Services:

- 7 units allocated to under-occupying social tenants in order to release those larger homes (non-quantifiable)
- 5 units allocated to the temporary accommodation queue
- 5 units allocated to the rough sleeping queue

Temporary accommodation to secure housing
Calculator: HACT
Project stage: operations
Value/unit: £8,019

See above.

Rough sleeping to secure housing
Calculator: HACT
Project stage: operations
Value/unit: £8,019

See above.

D. SOCIAL

The following section will list all the items covered by the assessment under the Social theme. The assessment approach and associated values will be highlighted, but full calculations can be found in Appendix 1: The Assessment. For those items which do not have an associated quantitative value, this section will expand on the qualitative value such an outcome can generate.

Benefits to local sports clubs

Qualitative + Consequence: Frequent moderate exercise; Hobbies

Calculator: HACT

Project stage: operations

The investment in the boathouse and pontoon is able to create activity around the riverside which in turn can increase footfall, the interaction between people as well as contribute to a sense of place and community. On top of the above mentioned qualitative improvements, the investment triggers consequential quantitative outputs such as ‘Frequent moderate exercise’ and ‘Hobbies’.

Moreover, research by KPMG (2018) suggests that investment in sports and recreation facilities has a series of other benefits:

- Reduced risk of chronic disease, dementia and falls
- Improved mental health and well-being and volunteering benefits
- Improved education and employment outcomes
- Increased levels of trust
- Reduced anti-social behaviour
- Urban renewal
- Increased community pride and identity creation

Consequential outputs will be assessed separately to avoid double counting.

Access to public toilet

Qualitative

Project stage: operations

Public toilets have a great social value but further work is required to quantify it. Yet, there are numerous governmental and third sector organisations that highlight their importance and the risks posed by the current scarce provision. The London Assembly states that publicly accessible toilets are integral to making London accessible, inclusive and economically viable. The National Organisation of Residents’ Association (NORA) points out the negative impact on residents where lack of good provision results in street fouling, an increasing problem because of extended licensing laws. Help the Aged and other groups stress the importance of public toilets to give older people the confidence to leave their homes and to avoid problems arising from isolation and dependency.

Increase in informal social space

Qualitative + Consequence: Feel belonging to neighbourhood; Talks to neighbours regularly; Good neighbourhood

Calculator: HACT

Project stage: operations

The (qualitative) social value of public space is wide-ranging and lies in the contribution it makes to ‘people’s attachment to their locality and opportunities for mixing with others, and in people’s memory of places’ (Dines and Cattell et al., 2006). Places can provide opportunities for social interaction, social mixing and social inclusion, and can facilitate the development of community ties. People interviewed in Newham said that their regular visits to the street market provided a ‘feel-good’ factor due to the buzz of activity, though they also appreciated ‘places of retreat’, such as parks, a cemetery, or footpaths.

On top of the above mentioned qualitative value, the increase in informal social space (i.e. public realm, play space, increased accessibility to existing green spaces) can be associated with consequential outputs quantifiable in HACT such as ‘Feel belonging to neighbourhood’, ‘Talks to neighbours regularly’ and ‘Good neighbourhood’.

Consequential outputs will be assessed separately to avoid double counting.

Increased security (lighting)

Consequence: Not worried about crime

Calculator: HACT

Project stage: operations

Some of the negative aspects of the site which have been identified for the Twickenham Riverside project were antisocial behaviour, dark areas at night and a lack of passive surveillance (mentioned by young people). The development of the site as a whole, but also an increase in lighting in the area will help address those concerns. As such, we included “Not worried about crime” as a consequential output of this investment.

Consequential outputs will be assessed separately to avoid double counting.

*Space for seasonal events (Accounts for loss of existing events space)
Qualitative + Consequence: Feel belonging to neighbourhood; Talks to
neighbours regularly; Good neighbourhood
Calculator: HACT
Project stage: operations*

Seasonal events have qualitative outputs similar to an increase in informal social space as they aid social interaction and a sense of community.

On top of that, any future market can support new businesses and traders by creating affordable spaces in a prime town-centre location. There is also a potential to generate economic value through customers' purchases, rental income for the market operator, and increase footfall to the Riverside. Depending on the offer, the market has the potential to target low-income communities, older people, migrants and black and minority ethnic groups

Consequential outputs will be assessed separately to avoid double counting.

It should be noted that Diamond Jubilee Gardens are currently undertaking some events throughout the year. While this space will be used by the development, the proposed space for seasonal events is larger and will also see an increase in the number of such activities.

*No litter problems
Calculator: HACT
Project stage: operation
Value/unit: £3,555*

Some of the negative aspects of the site which have been identified for the Twickenham Riverside project were littering and fly-tipping. The increase in lighting, passive and active surveillance, and activity around the site is likely to address these concerns.

E. ENVIRONMENTAL

The following section will list all the items covered by the assessment under the Environmental theme. The assessment approach and associated values will be highlighted, but full calculations can be found in Appendix 1: The Assessment. For those items which do not have an associated quantitative value, this section will expand on the qualitative value such an outcome can generate.

*Increased access to the river & increase in green space and public realm
(Accounts for loss of existing green space)*

Qualitative + Consequence: Feel belonging to neighbourhood; Talks to neighbours regularly; Good neighbourhood; Walking

Calculator: HACT

Project stage: operations

There is increasing evidence that ‘nature’ in the urban environment is good for both physical and mental health. Natural views – of elements such as trees and lakes – promote a drop in blood pressure and are shown to reduce feelings of stress. Many people express this effect by saying that a park or green space is a good place to ‘get away from the stresses of life’.

Moreover, one suggested way to obtain both physical and mental health improvements is through ‘green exercise’ – taking part in physical activities ‘whilst at the same time being directly exposed to nature’. As such, a better access to the river and an increase in green space and public realm produces substantial public health benefits and has the potential of reducing healthcare costs. While these are not directly quantifiable, we can assume consequential improvements as listed above.

Consequential outputs will be assessed separately to avoid double counting.

It should be noted that while Diamond Jubilee Gardens are currently offering access to green space and public realm, this space is less inclusive due to the lack of level access from the south. Moreover, the overall quantum of green space and public realm will be increased through the development.

Increased biodiversity (Accounts for loss of existing trees)

Qualitative + Consequence: Feel belonging to neighbourhood; Talks to neighbours regularly

Calculator: HACT

Project stage: operations

Biodiversity may be reflected by, or associated with other benefits e.g. recreation, pollination, water quality and amenity. Moreover, it is associated with indirect social outcomes such as a feeling of calm and happiness, it has the ability to bring people together and it creates a sense of identity and belonging. These consequential outcomes have been included in the assessment.

Environmentally speaking, it can help to cleanse the air, clean water, and cool our cities. This can help reduce the risk of water shortages, flooding and overheating, and in doing so provide resilience to climate change – an ever more important topic in a warming world.

Consequential outputs will be assessed separately to avoid double counting.

It should be noted that despite a slight reduction in the number of trees on site, the development is likely to increase biodiversity through well considered landscaping and planting.

Flood mitigation & Increased capacity for rain water management

Quantitative (no data): The Green Book

Project stage: operations

The development of the Twickenham Riverside site is interlinked with a better flood mitigation system & an increased capacity for rain water management. This is achieved through carefully considered site levels, an increase in green space and public realm as well as other design considerations. This has the potential to ameliorate the negative impacts of any future flooding. The Green Book suggests that the value of flood mitigation equals the otherwise damage cost, if the site had no intervention.

Resolution of problems with scruffy gardens/ landscaping & Resolution of problems with condition of road, pavements and street furniture

Quantitative (no data): The Green Book

Project stage: operations

Some of the negative aspects of the site which have been identified for the Twickenham Riverside project were scruffy landscaping, issues with the road condition, pavement and a lack of street furniture. These concerns will be addressed through the development of Twickenham Riverside which will deliver a new and improved public realm and improved routes along and through the site.

F. HEALTH & WELL-BEING

The following section will list all the items covered by the assessment under the Health & Well-being theme. The assessment approach and associated values will be highlighted, but full calculations can be found in Appendix 1: The Assessment. For those items which do not have an associated quantitative value, this section will expand on the qualitative value such an outcome can generate.

Increased Cycle Parking
Consequential: Keep Fit; Active Travel
Calculator: HACT
Project stage: operations

An increase in cycle parking is a positive step towards more active forms of travel. Moreover, their location on the high street is positive - research from the Department of Transport ('The Value of Cycling') suggests that cyclists visit local shops more regularly, spending more than users of most other modes of transport.

Moreover, if cycling is successfully supported through the scheme, there are social benefits that would also arise such as improving accessibility, increasing employment access, contributing to vibrant communities and individual well-being.

Consequential outputs will be assessed separately to avoid double counting.

Reduce car presence & improved air quality
Consequential: Keep Fit; Active Travel
Calculator: HACT
Project stage: operations

Residents on a lightly trafficked street had three times more friends and twice as many acquaintances as those on a street with heavy traffic. Residents on the heavily trafficked street almost never extended their perceived 'home territory' beyond their own front yard. While those on the lightly trafficked streets marked out the entire road as their home territory. Moreover, people living on the heavily trafficked streets tended to sell their homes more quickly and move on, further undermining any sense of a stable community.

Moreover, residential property values rise 1% if motor vehicle traffic is reduced by 50%.

Accessible route to the gardens
Consequential: Good neighbourhood, Feel belonging to neighbourhood, Talks to neighbours regularly, Walking
Calculator: HACT
Project stage: operations

By making the route to the gardens accessible the project is able to increase the number of visitors and ultimately bring it closer to residents and passersby. This increased connection with nature has many benefits which is affecting people's satisfaction with their neighbourhood. It has also been found that green spaces can aid community cohesion and social interaction between neighbours - these have been included as consequential outputs.

G. CONSEQUENTIAL OUTCOMES

The following section lists and groups all consequential outcomes and explains the their assessment approach.

In the context of an evidence-based assessment, the social value outputs are calculated on the basis of a survey. Due to the nature of this work, we were unable to carry out surveys to gather accurate data and as such we will be using approximate figures derived from the answers received at the community consultation events in January and February 2021. It is recommended that a Post Occupancy Evaluation is carried out after completion. This should include both residents' feedback and the wider community's in order to check these assumptions.

The calculation of outputs is based on the number of surveyed respondents who mention a certain assessment item as an improvement, as well as the degree of improvement, rated between 0.25 (partial) and 1 (full). This multiplier (number of respondents x level of improvement) is then applied to the corresponding value from the Social Value Bank.

Keep Fit, Walking, Frequent moderate exercise and Hobbies

For Keep Fit, Walking, Frequent moderate exercise and Hobbies we will be using 211 people and a degree of improvement of 50% (multiplier 105.5). The 211 figure is derived from public consultation, which highlights an increase from 21% to 47% of people (211 out of 815) would be more likely to visit the Riverside and engage in light or moderate physical activities. (see question 13 of the Public Consultation Feedback, Appendix 2, Design & Access Statement)

Good Neighbourhood, Feel belonging to neighbourhood, Talks to neighbours regularly and Not worried about crime

For Good Neighbourhood, Feel belonging to neighbourhood, Talks to neighbours regularly and Not worried about crime, we will be using 442 and a degree of improvement of 0.5 (multiplier 221). The 442 figure is derived from public consultation, which highlights that 56% of respondents (442 out of 819) are more likely to visit the Riverside for a variety of reasons such as an increase in green and open space, the pedestrianisation of the Riverside and their perception of the space as a community hub and central focus of the town centre.

CONCLUSION & NEXT STEPS

CONCLUSION

Twickenham Riverside represents an enormous opportunity to create a heart for the town and the community. As competing narratives and interests have thwarted efforts for nearly forty years, it is now time to think about the future more holistically.

The assessment has shown that there is a significant amount of social and additional value which can be generated through the development of the Twickenham Riverside project. From investment in the local economy and improved financial resilience for the Council, to the delivery of housing for those in need and a positive impact on everyday life through social, environmental, health and well-being improvements, the project has the potential to bring beneficial change to the area.

NEXT STEPS

A. PROCUREMENT

Many of the outcomes presented in this report and calculated in the assessment are based on the Twickenham Riverside development following a procurement process in line with the Council's Social Value policy. While some of the outcomes might differ, the indicative numbers used in the assessment are based on a similarly valued project and as such could be used as a comparative benchmark.

B. POST OCCUPANCY EVALUATION

Due to the scope of this work, the assessment is based on expected outcomes and as such is indicative only. For an evidence based assessment it is recommended that a similar study is done at a post-occupancy stage. An evidence-based social value assessment will incorporate surveys and local engagement to determine the level of impact of different outcomes. For example, we assumed that better street lighting and commercial presence will increase the sense of safety. At a later stage, a survey should ask local residents and visitors if the area feels safer and to what extent. This will in turn give the correct multiplier associated to each item.

C. ADDITIONAL SOCIAL VALUE

Additional social value could be generated at the operational stage of the project through a mixed curation of the commercial units and the cafe & pub/restaurant operators. For example, the marketing strategy of the units could target start up businesses or social enterprises that could afford commercial rates. If the asking rent is flexible and as such some units could be let at an affordable rate, this could open the market to VCS organisations. Another model is that of a portfolio approach where some of the units are let to higher paying tenants while others are aimed at businesses or organisations with a high social and local giveback.

APPENDIX: SOCIAL & ADDITIONAL VALUE ASSESSMENT

[illegible]