



# 1.1 VISION FOR THE SITE

Our ambition is to create an outstanding campus for education, skills and enterprise, bringing with it significant community benefits and urban improvements.

## 1.1.1 RICHMOND EDUCATION & ENTERPRISE CAMPUS VISION

The vision is to create a new Campus for Education and Enterprise: an innovative College of further and higher education working in partnership with Haymarket, Harlequins, their partners and other successful global companies and local employers; a new, much needed 11-16, five form secondary school; purpose built accommodation for Clarendon School's secondary pupils; and, Haymarket's new "Tech Hub" and digital media incubator.

The Campus will provide unparalleled opportunities for developing skills and pursuing employment through work experience, apprenticeships and, ultimately, jobs.

Through partners who share a strong common commitment to quality, innovation and enterprise, this is a unique opportunity to bring high quality teaching and learning together with a commercial and business portfolio and a new community offer.

Building on the success of the current organisations and the strength and expertise of their staff, the partnership will act as a launch pad for a new venture of national significance in the heart of Richmond-upon-Thames.

By sharing estate the College and schools will operate from a coherent basis,

providing seamless access to facilities and expertise. The *Richmond Education and Enterprise Campus (REEC)* will provide:

- Opportunities for joint curriculum development between the schools and College, and transition planning between them;
- Greater educational choice on a single site;
- Access to shared facilities and staff expertise that would not be possible in most school settings
- Opportunities to share best practice in teaching and learning;
- Economies of scale that strengthen the business model and provide a platform for further innovative developments;
- Access to work experience opportunities, internships and Apprenticeships - with Haymarket, Harlequins, and other local employers;
- For Clarendon School, the borough's day community special school, there will be a purpose built school for its secondary aged pupils with improved transition arrangements to and from courses, as well as a more accessible location in the borough;
- Co-location with a mainstream secondary school and the College will also improve the opportunities for inclusion for Clarendon's students;
- Access to the new Haymarket "Tech Hub", through the Haymarket Skills Academy, providing state of the art facilities, industry standard technology and the opportunity to work with established professionals.

## 1.1.2 COMMUNITY BENEFITS

The co-location and sharing of estate / facilities, alongside curriculum alignment and enterprise and employment opportunities will create a unique community offer in the heart of Twickenham.

The ambition is to create a local College for a global city providing access to learning and skills which will lead to sustainable employment opportunities across a number of growth sectors. This will include a community learning offer for adults through full and part time courses.

In addition the College's real working environments will be open to the local community including:

- Spa
- Gym
- Theatre
- Art gallery providing an opportunity for local artists and photographers to exhibit
- Silver service training restaurant
- Small business start-up advice centre
- Small business incubation spaces.

The College will also specialise in low carbon construction and renewable technologies, and its automotive programmes will provide services and workshops to the public.

A recruitment and employment service will provide a job search and transition service for those seeking new career opportunities.

A small conferencing facility will provide a public lecture series on key local and pan-London issues working in partnership with sector skills agencies, third sector and business forums.

The College's sporting facilities will also continue to be open for community use. Currently 25 local clubs and groups use the facilities every month for example toddler's soccer coaching, yoga classes and rugby coaching. Access to the proposed new facilities on the College Playing Fields, will enhance this local offer.

## 1.1.3 URBAN IMPROVEMENTS

In addition to the aforementioned benefits, the application seeks to provide:

- Purpose-built, sustainable and inclusive education facilities; and
- Improved sports infrastructure, including extensive new indoor facilities and improved outdoor sports pitches, including at least one all-weather pitch; and
- Community access to a range of services, facilities and open spaces; and
- Important upgrades to local pedestrian, cycle and vehicular infrastructure, including upgrades to Marsh Farm Lane and a revised junction to the A316 at Langhorn Drive; and
- Reduced impacts of traffic on the neighbouring residential community (Heatham Estate); and
- A high-quality enabling residential redevelopment providing much needed housing (including affordable housing, wheelchair-accessible housing, & lifetime homes) and open space.

## 1.2 ABOUT THE PARTNERS

Whilst Richmond-upon-Thames College is the applicant for the proposals, they have been developed as part of a partnership with local government, schools and businesses.

### 1.2.1 THE REEC PARTNERS

Whilst the partnership is not a formal entity, all of the organisations involved have committed to working together to create an innovative campus:

- Richmond-upon-Thames College,
- Haymarket Media Group,
- Harlequins,
- Clarendon School,
- Waldegrave School,
- Richmond Council,
- Achieving for Children

### 1.2.2 RICHMOND-UPON-THAMES COLLEGE

There has been education provision on the Egerton Road site in Twickenham since 1937. The College in its current form has existed since 1977. When at full capacity, around 4,500 students have been on site. Currently the College has 3,150 students. The newly redeveloped College will have the capacity for 3,000 day time students.

With this new development, the College will offer a wide range of courses and subjects, including A-Levels and an extensive choice of vocational qualifications from entry level through to Level 3 qualifications, including BTECs, NVQs and Apprenticeships. It will also offer a number of higher education courses as well as courses for adults, a GCSE pathway and a supported learning offer.

The redevelopment will enable the College to tailor its educational offer to deliver:

- A post-16 programme that will offer on-site opportunities for pupils graduating from the new secondary school to select from a wide range of options
- Progression routes for Clarendon School's pupils
- Young people whose qualifications and skills will make them strong contenders for available employment opportunities with Haymarket, Harlequins, other local employers as well as other major employers operating in the specialist fields

In collaboration with Haymarket, Harlequins and other employers, the

College is developing its curriculum to ensure that the programmes of study and qualifications available reflect the requirements of employers both locally and in the wider region. Specialisms include:

- Creative arts and media
- Digital technology
- Engineering and construction
- Sport

The specialisms will be delivered through a wide range and volume of Apprenticeship provision, through tailor-made vocational provision and through preparation for higher education where employers are looking to recruit at graduate level, Higher National Diploma or Higher National Certificate.

Furthermore, the curriculum will be enhanced through Haymarket and Harlequins' employees who will be able to provide:

- Visiting lecturers
- Careers talks
- Workshops
- Work placements
- Access to state-of-the-art facilities and equipment

The College and Haymarket are already working together to deliver a programme of visiting lecturers, seminars and workshops. This will be extended to the secondary school in future years.

The chance to build new premises also means it is possible to plan the future College curriculum using state-of-the-art, purpose-built buildings that will enable wider learning, not just inside the classroom.

### 1.2.3 RICHMOND COUNCIL

It has long since been an ambition for Richmond Council to create a new secondary school in the borough. The local authority's projections make clear that there will be sufficient need for an additional secondary school in the Twickenham area by 2017.

This is a result of the number of additional primary school places that have been created in the Twickenham and Whitton areas. In addition, places will be required to meet anticipated demand caused by high birth rates and large numbers of families moving to the area. One of the reasons for this is the consistently excellent primary schools and the three housing developments at Twickenham Stadium, Twickenham Station and the former Royal Mail sorting office site.

In addition, the Campus will also help realise another ambition to provide new, purpose built buildings for pupils with learning difficulties and additional complex needs. The existing Clarendon School is located at the western extreme of the borough, with relatively difficult public transport routes. The current building is no longer fit for purpose and around 90% of the current students already transition to the College post-16. Being located on the same site will enable a state-of-the-art facility and help ensure that pupils' transition is successful.

#### 1.2.4 RICHMOND-UPON-THAMES COLLEGE FREE SCHOOL

In June 2014, the Department for Education gave conditional approval for the Richmond-upon-Thames College Free School Trust to establish a new school for 11 to 16 year-olds on the site of the College, opening in September 2017. The School will be co-educational, non-selective and non-faith based and admit five forms of entry (150 children) per year.

Richmond-upon-Thames College, Harlequins, Haymarket, Waldegrave School, Achieving for Children and Richmond Council are all subscribing members of the Free School Trust.

The new school will link directly to the College for its Sixth Form and the curriculum offer in the two institutions will be closely aligned. This will allow for the close planning of transition from school to College and for joint curriculum development and associated training. The Campus will also provide students with seamless access to facilities and expertise.

Enterprise will play a key part in the school's curriculum. Students will benefit from a programme of visiting lecturers, seminars and workshops organised and delivered by members of the Trust, their and clients and partners. Harlequins and the Haymarket Skills Academy will also contribute to careers evenings, events and work experience placements.

The use of digital technologies will be commonplace and young people will be equipped with the skills to operate confidently and efficiently in a connected world. Haymarket will help develop the curriculum in these areas and through the Haymarket Skills Academy will provide access to the Tech Hub's state-of-the-art facilities.

The school's links with Harlequins and the College will also provide pupils with access to a very wide range of exercise, fitness and sporting activities, events and facilities. A significant amount of curriculum time will be devoted to physical activity which will be tailored to be accessible to all learners. There will be opportunities for study in health and fitness both within the school and through working with partners.

#### 1.2.5 CLARENDON SCHOOL

Clarendon is the Richmond-upon-Thames Local Authority day special school for pupils with complex learning difficulties. The school is currently located in Hampton and has 100 pupils.

A brand new, purpose built building will provide facilities and teaching spaces specifically designed for the particular needs of the school's cohort, including those with autism. The new school will have 115 Key Stage 3 and 4 pupils (including Newhouse Centre, which Clarendon manages).

Being co-located on the Campus with a mainstream secondary school and the College will provide opportunities for inclusion for students to and from each setting, and improved transition arrangements post-16. It will also allow access to shared facilities and improved opportunities for sharing staff expertise between settings.

A Twickenham location will allow far better access to transport links. This is fundamental to our goal of fostering the independence of the school's pupils and reducing their reliance on Special Educational Needs school transport. The new location will also provide the school with the opportunity for much improved community links, with the Campus partners and nearby town centre. This will allow closer co-operation with commercial,

retail and office-based businesses for work experience and the school's life-skills/independence programme.

Access to the wider Campus' purpose built facilities will also help build on Clarendon School's existing strengths including sport and the performing arts.

#### 1.2.6 HAYMARKET MEDIA GROUP

Haymarket Media Group is a global media and information company, managing over 70 multi-platform brands including FourFourTwo, Stuff, Clothes Show Live, WhatCar?, Campaign, PRWeek and Third Sector. Haymarket's content and digital agency, Haymarket Network, crafts compelling brand stories for clients, while the company's international conferences and events provide brand audiences with the opportunity to engage face-to-face.

Haymarket has a proud 35-year history in the London Borough of Richmond-upon-Thames. The company employs 1,200 staff in the borough, of which 20% live in the surrounding area. Haymarket also has a strong track-record of working with schools, Colleges and universities locally and nationally and recently launched the "Haymarket Skills Academy", an initiative that aims to tackle the current skills shortage and develop the next generation of media talent.

Richmond-upon-Thames College and Haymarket have recognised the way in which the College's proposed core curriculum specialisms would benefit from the global media group's skills and expertise. The company will offer invaluable curriculum support in a number of areas, including creative arts, graphic design, digital technology, media and photography. The group can also support students' development

with structured work experience programmes across a wide range of areas, from editorial to finance and marketing to digital development. Haymarket staff will also be able to provide support to the College's staff within their specialist area.

The introduction of the Haymarket "Tech Hub" on the College site will further cement the relationship between Haymarket and the College and also the secondary school in due course. It will enable students at the College to access, through the Haymarket Skills Academy, industry standard technology and work with established professionals who will be on hand to provide "master classes" and help shape curriculum content. The Haymarket "Tech Hub" will comprise state of the art facilities including digital labs for new technology and product development work, photographic studios, photographic archive, listening rooms for its consumer electronics brands, a gallery where creative, digital and photographic teams can showcase their best work and space for a media incubator.

So what's in it for Haymarket? The company believe that the perspective of young people will be invaluable to their research and development. The media landscape is constantly shifting and Haymarket believes that this insight is essential to secure a bright and sustainable future.

The collaboration will also help ensure that the next generation of talent is equipped with the relevant skills they need to thrive within the industry and achieve long-term success.

### 1.2.7 HARLEQUINS RUGBY CLUB

Founded in 1866, Harlequins is a rugby club that is recognised around the world.

The club has been in the borough for over 100 years with its original ground on the site that is now Twickenham Stadium. For the last 50 years the club has been based at the Twickenham Stoop stadium.

Harlequins are founding members of the RFU and boast more presidents than any other club as well as a healthy dose of international players. In recent years the club has supplied three England captains.

Harlequins currently employs over 200 people in the UK, located either at the main stadium at the Twickenham Stoop or at their training ground at Surrey Sports Park.

The club currently offers work experience opportunities to local students via Richmond-upon-Thames College and St Mary's University, as well as wider educational establishments, through match day roles and intern placements. Harlequins is in the process of setting up a Foundation which will drive an educational and community programme and support the growth of the Campus.

Harlequins have an existing dedicated Community and Customer Experience department who are actively involved in

supporting local charities, schools and rugby club programmes.

They also have a number of educational programmes, including the Aviva Schools and Chew On It scheme, the Hitz study programme and a full-time rugby programme to identify future talent in rugby.

# 1.3 THE CONSULTANT TEAM

The proposals have been developed with the input from a wide range of specialist consultants and subject-matter experts.

## 1.3.1 PROJECT MANAGERS

### FUSION PROJECT MANAGEMENT

**Fusion** is a dynamic, expert consultancy company which provides business, property, education and construction advice and services throughout the United Kingdom.

Our mission is to provide personal and tailor-made management support to our clients. The large majority of our work is gained via referral, recommendation and repeat business, which demonstrates our successful relationships with our clients.

### VALIDUS LM

**ValidusLM** is an independent consultancy that provides leadership and management support to private and public sector property clients.

We specialise in programme management, project delivery and team leadership, offering a balance of support and challenge to achieve outstanding outcomes. We help our clients to set the strategic direction, engage the right people, establish an effective organisation and create an environment where individuals, teams and projects can thrive. We work to understand the often competing agendas and constraints that are in play and mitigate tensions before they can affect the business.

A small company of experienced and committed people, we offer intelligent and resourceful individuals and teams who are able to establish long term and client focused relationships throughout the life of a programme or project.

We aim to be the client's trusted advisor.

### STRATEGY

Projects and programmes are inherently complex and often business-critical. We help clients to understand the full scope of the intended change and to plot the best route to long-term success.

### PERFORMANCE

We work with clients to build high performing programme and project teams, which operate within structures that reinforce best practice and enable change as the landscape varies. Merely following rigid process will not lead to success.

### DELIVERY

We design, implement and manage systems that encourage teams to be collaborative, motivated and output-focused. We ensure that everyone understands their part in the enterprise and all maintain clear line of sight to the ultimate goal.

## 1.3.2 PLANNING CONSULTANTS

### CGMS CONSULTING

**CgMs** Ltd was formed in 1997 by the founding Directors Paul Chadwick, Kevin Goodwin, Erica Mortimer and John Stockdale. The company provides specialist and independent consultancy advice to clients in the combined disciplines of planning and development, archaeology, historic buildings, conservation and associated environmental consultancy issues.

On 8 August 2014 CgMs became part of RPS Group Plc. RPS is an international consultancy providing advice upon:

- The exploration and production of oil, gas and other natural resources.
- The development and management of the built environment and natural environment.

RPS has grown into one of the world's pre-eminent consultancies by maintaining its local connections whilst underpinning these with the resources and knowledge of a global business.

RPS employs 5,000 people in the UK, Ireland, the Netherlands, the United States, Canada, Brazil, Africa, the Middle East, Australia and Asia. Our international presence allows us to undertake co-ordinated and integrated projects throughout the world.

The integration of CgMs Ltd into the RPS Group makes RPS one of the UK's leading specialist planning and heritage consultancies, with 120 planning consultants and 50 heritage (archaeology and built heritage) consultants.

The benefit to our clients is an enhanced level of planning and heritage consultancy expertise working in association with our extensive RPS environmental consultancy services throughout the UK.

## 1.3.3 ARCHITECTS

### HOK INTERNATIONAL

**HOK** is a global design, architecture, engineering and planning firm.

We use design to enrich people's lives and help organizations succeed. Our 1,800 people collaborate across a network of 25 offices on three continents.

HOK's mission is to deliver exceptional design ideas and solutions for our clients through the creative blending of human need, environmental stewardship, value creation, science and art.

Our design solutions result from a collaborative process that encourages multidisciplinary professional teams to research alternatives, share knowledge and imagine new ways to solve the challenges of the built environment.

#### ATKINS GLOBAL

**Atkins** is one of the world's most respected design, engineering and project management consultancies. We build long-term trusted partnerships to create a world where lives are enriched through the implementation of our ideas.

#### PLAN

From cost and risk planning, feasibility studies and logistics to impact assessments and stakeholder engagement activity, we plan every aspect of our clients' projects.

#### DESIGN

Atkins designs intellectual capital such as management systems and business processes; physical structures such as office towers, schools, aircraft, bridges and highways; and also advanced technology systems such as biometric scanners and superfast broadband networks.

#### ENABLE

Our clients entrust us with the management of projects, people and issues – ensuring that deadlines are met, costs are controlled and success is delivered. Our skills lie in the expansive area of infrastructure – the wiring of society – encompassing buildings; land, sea, and air transport; information communications and security systems; and utilities (including energy and water); as well as in our experience of working for a broad range of clients, including national and local governments as well as the commercial sector. The social and environmental framework of our work is crucial, and we view all our projects in the context of the communities in which they are delivered.

### 1.3.4 ENVIRONMENTAL CONSULTANTS

#### CASCADE CONSULTING

**Cascade** Consulting is an independent practice offering a comprehensive range of specialist services within the environmental consultancy sector.

We specialise in environmental assessment, which forms a core part of our work. Cascade has a significant track record in environmental assessment at both the strategic and project level, from SEA of water sector plans to EIA of complex multi-disciplinary projects in the energy, water and commercial and mixed use development sectors.

Our project portfolio reflects our expertise in EIA project management, and we deliver all EIA topics in-house or through our specialist sub-consultants, as well as supporting documents such as HRA, FRA, WFD and Energy and Sustainability Assessments. We are involved with all stages of the EIA process from pre-application consultations and preparation of Environmental Statements, through Public Inquiry if required, to post-application support on the discharge of planning conditions and implementation of Environmental Management Plans. We have particular experience in multi-consent applications.

As founder members of the IEMA Quality Mark scheme, our expertise in

environmental assessment is drawn upon by clients requiring independent reviews of EIA Scoping Reports and Environmental Statements, and we have prepared best practice guidance on aspects of EIA for both IEMA and the Environment Agency.

#### SPECIALIST SUB-CONSULTANTS

As lead Environmental Consultant, Cascade has benefitted from the skills and expertise provided by a number of specialist sub-consultants, including:

Topic	Consultancy
Transport	Transport Planning Practice
Noise and Vibration	Anglia Consultants
Air Quality	Entran
Ground Conditions	RMS Environmental
Waste	RMS Environmental
Construction and Demolition	Waterman
Water Resources and Flood Risk	Cascade Consulting (in association with ESI International)
Daylight Sunlight and Overshadowing	Nathaniel Lichfield and Partners
Ecology	Cascade Consulting (in association with Applied Ecology, Lockhart Garratt and Dr Jonty Denton)
Townscape and Visual Amenity	Nathaniel Lichfield and Partners
Cultural Heritage	Oxford Archaeology
Socio-economics	Nathaniel Lichfield and Partners

### 1.3.5 TRANSPORT CONSULTANTS

#### TRANSPORT PLANNING PRACTICE

Established in 2005, Transport Planning Practice (**TPP**) is an independent consultancy which offers client-focused pragmatic advice on all transport aspects of development. Majoring on the private sector, our team is actively involved in a wide range of projects from a 5,150 home urban extension in central Bedfordshire to luxury apartments in Mayfair; from parking and Travel Planning advice to Waitrose on their campus in Bracknell to addressing all transport issues associated with the O2 Arena in Greenwich.

We pride ourselves on delivering high quality advice to major blue-chip clients including British Land, AXA, Grosvenor, Hammerson, John Lewis, St James Group, Linden Homes, Bellway Homes and Brockton Capital. We make sure that one of our senior staff is actively involved throughout every project in order to ensure excellence founded on experience. Our senior staff have also acted as expert witnesses at planning appeal and Local Plan public inquiries and hearings.

Whilst the majority of our work tends to be focussed on London and the South East, we have worked across the UK and overseas including projects in Italy, Hungary, Egypt, Qatar, Sri Lanka and Bermuda.

### 1.3.6 ENERGY CONSULTANTS

#### NORMAN DISNEY & YOUNG

**NDY** are a leading firm of consulting engineers with a global presence. We set ourselves apart by our ability to deliver highly innovative and tailored solutions for clients in a wide range of markets including buildings, sustainability, health, transport, mission critical, defence, industrial and utilities. Established in 1959, we have a long history of engineering excellence and our expertise extends to a range of unique specialties.

Our long history demonstrates our resilience as a business. We are strong yet flexible, stable yet dynamic, united yet diverse. We have grown as our clients and the markets in which we operate have grown. We have stable ownership and a unified mission: to deliver excellent solutions through a clear understanding of our clients' business and community expectations.

With offices in Australia (Sydney, Melbourne, Brisbane, Perth, Canberra, Adelaide, Darwin and Gold Coast), the United Kingdom (London), New Zealand (Auckland, Wellington and Christchurch), and Dubai, we work closely with our clients to ensure delivery of world-class solutions. In Malaysia, NDY (Malaysia) Sdn Bhd is operated by local directors as an engineering services consultancy and

are a licensee of the NDY Group, which includes the use of the Norman Disney & Young trading name and associated logos.

At NDY, we are committed to delivering innovative and sustainable solutions for our diverse group of clients. We have an intimate understanding of the markets in which we operate and a depth of knowledge that few firms can rival. We understand that not all clients are the same and we are highly adept at tailoring our services to meet their unique needs.

Our success is dependent on our clients' success. We take this responsibility seriously and work hard to ensure that our clients' receive the best service standards available.

Wherever our clients are located they have access to the best expertise available in the NDY group; common ownership of the practice as a whole facilitates the transfer of both information and key personnel. Directors are actively involved in project design delivery, ensuring our clients receive full benefit from our extensive experience. We work closely with clients (both large and small) to ensure close collaboration.