

Committees: Streets and Walkways Sub - <i>for decision</i> Projects and Procurement Sub - <i>for information</i>	Dates: 30 January 2024 12 February 2024
Subject: St Bartholomew's Hospital environmental enhancements Closedown Report	Gateway 6: Outcome Report Regular
Unique Project Identifier: 11057	
Report of: Executive Director of Environment	For Decision
Report Author: Emmanuel Ojugo, Policy and Projects,	
PUBLIC	

Summary

1. Status update	<p>Project Description:</p> <p>This project involves improvements to the public highway surrounding St Bartholomew's Hospital and is wholly funded by the Section 106 agreement, related to the extensive redevelopment of the hospital complex. The project was to be delivered in two phases to meet the developer's timetable and these are as follows.</p> <ul style="list-style-type: none"> • <u>Phase 1</u>: Little Britain – Resurfacing of footways in Yorkstone, installation of planters with multi-stem trees with underplanting, planting of new street trees, seating and cycle stands. Reinstatement of historic street lighting. • <u>Phase 2</u>: West Smithfield/Giltspur Street – Resurfacing of footways in Yorkstone adjacent to St Bartholomew Hospital. Widening a section of footway to improve pedestrian movement. Planting of street trees and seating. <p><u>Summary</u></p> <p>Phase 1 works are complete. Some delays in the developer's programme means, although largely complete, Phase 2 works will deliver some minor elements in January 2024. These elements include the planting of three street trees on Giltspur Street, installation of street furniture and the re-installation of the bus shelter, to be delivered by Transport for London (TfL). This has meant some additional officer resource to communicate the revised programme with the hospital, TfL and other local stakeholders.</p>
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	<p>Appendix 4, shows a breakdown of the funding total and funding sources attributable to this project.</p> <p>RAG Status: Amber (as last report to Committee).</p> <p>Risk Status: Low (as last report to committee).</p> <p>Costed Risk Provision Utilised: N/A.</p> <p>Final Outturn Cost: £ 542,296</p>
<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <ol style="list-style-type: none"> I. Agree to adjust the budget as set out in appendix 3 to cover the additional staff time expended. II. Approve outstanding actions in Section 13 of this report are completed on which final accounts and project closure can commence.
<p>3. Key conclusions</p>	<p><u>Expected Programme Delays</u></p> <p>The redevelopment of St Bartholomew Hospital was an extensive, programme initiated by Bart’s and the London NHS Trust in March 2005. The final phases of works on Giltspur Street, were only substantially complete by March 2023. It is accepted the City’s project programme was subject to the developer’s programme as this would affect the City’s ability to access public highway.</p> <p>The developer reported a number of programme delays that were not unusual over such an extended period which would impact the project programme. Due to some of this work relating to planting, a delay in the developer’s programme often had larger impacts on our programme due to the best planting season being between November and March.</p> <p><u>Unforeseen Programme Delays</u></p> <p>The impact of the COVID-19 pandemic in March 2020 was an unforeseen risk and affected work activity. In addition, there was an officer resource issue that affected tree planting and other planting delivery. These issues affected the Phase 1 works programme.</p> <p><u>Summary</u></p> <ul style="list-style-type: none"> • Phase 1 works were successfully completed in March 2022. • Phase 2 works are substantially complete with some outstanding elements such as tree planting to be delivered in January 2024. These outstanding elements are considered quite minor. • The redevelopment of the St Bartholomew Hospital complex has taken almost 18 years to complete. This has

	<p>meant that the delivery of the public realm enhancements has been piecemeal to tie in with the redevelopment.</p> <ul style="list-style-type: none"> • The development has been a catalyst for other transformative improvements in the area, such as the Bart's Close neighbourhood, adjacent to the project area. • The developer's aspirations and requirements were met by ensuring the surrounding highways work was completed to the City standard in accordance with the public realm enhancement Supplementary Planning Document (SPD) 2016. <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> • Continuous engagement with the developer and the City's development management division is essential to ensure the developer discharges conditions in accordance with their planning approval prior to the commencement of public realm works. The developer sought extensions to hoarding licences that had lapsed and were deemed no longer necessary by the City's highways division and looked to extend their presence through a non-material amendment to their planning approval. Therefore, engagement was necessary to agree removal of hoarding occupying highway, that provided convenience for the developer but was non-essential to the viability of the development at such an advanced stage. • The developers' programme is prone to change which is often the case with Listed Buildings especially in the case of St Bartholomew Hospital. Flexibility must be built into the project programme to accommodate changes in the environment. This was achieved by negotiating temporary ambulance routes to the hospital to allow for perimeter footway works and agreeing to rebuild a cross-over point outside the newly refurbished King Henry VIII's Gate on the weekend when access was not required.
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Main Report

Design & Delivery Review

<p>4. Design into delivery</p>	<p>The design of the scheme utilised the City's existing palette of materials in accordance with the Public Realm SPD (2016).</p> <p>The scope of the scheme was specified in the Section106 Agreement.</p> <p>One of the aspirations was to increase greenery in the area and improve pedestrian movement around St Bart's Hospital. This has</p>
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	been achieved, with a further two trees to be planted on Giltspur Street.
5. Options appraisal	The design scope was agreed with the developer as part of the Section 106 Agreement. A single option was therefore considered that utilised the City's standard palette of materials.
6. Procurement route	<ul style="list-style-type: none"> • The design was developed and completed in house by City Engineers working closely with the developer of St Bart's Hospital to progress the scheme and finalise the construction design. • Hard landscaping and civils works on-site were to be undertaken by the City's term contractor. • Where Transport for London (TfL) require their assets to be relocated, such as the bus shelter and flag, the TfL contractor was inducted in the City's works area and managed by the City's Term Contractor.
7. Skills base	<ul style="list-style-type: none"> • The project team had the skills, knowledge and experience to manage delivery of this and similar future projects. • A communication strategy was developed in the early stages of the project to include the numerous stakeholders and ensure good coordination of the public realm works whilst managing the expectations of local occupiers and Ward Members. • The landscape design was delivered in-house, developing designs that would inform the final construction package. • City officers were also engaged in the process to ensure that utilities companies programmes were accommodated and monitored in the City's Highways Activities Programme
8. Stakeholders	<p>The main stakeholders are:</p> <ul style="list-style-type: none"> • St Bartholomew Hospital (Section 106 contribution) • London Ambulance • Transport for London • Developer of Bart's Close • Ward Members

Variation Review

9. Assessment of project against key milestones	<p>Gateway 5 – July 2020 Committee Approval</p> <p>Expected start – October 2020 Actual start – January 2021</p> <p>Expected end – March 2023 Actual end – February 2024*</p>
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	<p>*Phase 2 works began on 2nd October 2023 and whilst civils works were completed by the end of 2023, the trees are expected to be planted on Giltspur Street will be installed in late January 2024.</p> <p>Impacts on the Delivery Programme</p> <ul style="list-style-type: none"> • Phase 1 works have been completed. • Delays to Phase 2 were mainly due to changes in the developer’s programme. Much of the delay centred around achieving statutory approvals to refurbish Listed Building elements such as King Henry’s VIII Gate on Giltspur Street. • As reported to Members in November 2022, the developer notified the City of changes to their expected completion of the Giltspur Street phase of works. The latest information shared at the time of reporting was for the building to be occupied by Summer 2023. • As a result of the developer’s shifting programme, it was agreed that due to the minor impact of the works, these could occur post occupation without impacting the local street network. • Overall, the project originally anticipated that work would be complete in September 2021, but the changes to the developer’s programme, coinciding with the pandemic, these timescales had to be extended. The last outstanding elements of work to complete Phase 2 are considered minor, they are still to take place but will be completed the upcoming planting season.
<p>10. Assessment of project against Scope</p>	<p>The project scope remained unchanged in keeping with the Section 106 Agreement.</p>
<p>11. Risks and issues</p>	<p>During the construction phase a few risks materialised affecting the overall programme:</p> <ul style="list-style-type: none"> • The impact to the programme was mainly as a result of the developer’s shifting programme to meet conditions of what is an extensive complex of Listed Buildings. • The other main impact was the global pandemic, slowing activity through uncertainty, procurement issues, competing highway activities in the City . • There were very few complaints regarding noise as a result of construction, but there were some anxieties expressed regarding the programme. Officers looked to reduce this risk by working with Environmental Health officers to minimise the impact on local occupiers and businesses.
<p>12. Transition to BAU</p>	<p>This project utilised standard design practices with a clear plan for transitioning to business as usual. The project has remained within</p>

	scope with a commonly agreed maintenance regime that will commence when the project has concluded.
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Value Review

<p>13. Budget</p>	<p>Final minor works (Phase 2) are currently underway and include the widening of a section of footway on West Smithfield/Giltspur Street and resurfacing the footway in Yorkstone. See Appendix 4.</p> <p>Outstanding Actions</p> <p>*The project is practically complete with the following minor outstanding actions to be carried out in January 2024:</p> <ul style="list-style-type: none"> • Plant three street trees • Install street furniture • Re-instate the bus shelter removed to facilitate footway works. <p>*Note – this element is to be delivered by Transport for London.</p> <table border="1" data-bbox="491 958 1366 1111"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost (including risk):£400k-£500k Estimated cost (excluding risk): £400k-£500k</td> </tr> </table> <table border="1" data-bbox="491 1146 1374 1413"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£20,000</td> <td>£14,968</td> </tr> <tr> <td><i>Staff Costs</i></td> <td>£94,798</td> <td>£ 157,638</td> </tr> <tr> <td><i>Works</i></td> <td>£427,498</td> <td>£ 369,690</td> </tr> <tr> <td><i>Other*</i></td> <td>£23,100</td> <td>£0</td> </tr> <tr> <td><i>Total</i></td> <td>£565,396</td> <td>£ 542,296</td> </tr> </tbody> </table> <p>*Commuted Maintenance to be spent once project is complete.</p> <p>The budget of £565,369 is expected to be utilised in full, no additional funding is sought and the project is being delivered wholly within the existing budgetary constraints. These figures represent the expected spends to complete the project elements including minor outstanding elements.</p> <p>Final account will be verified upon completion of works and payment of invoices. Although considered unlikely, any unspent funds (including unspent interest accrued against the funds) will be returned to the developer of St Bartholomew Hospital, in accordance with the Section S106 Agreement with the City of London.</p>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk):£400k-£500k Estimated cost (excluding risk): £400k-£500k		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£20,000	£14,968	<i>Staff Costs</i>	£94,798	£ 157,638	<i>Works</i>	£427,498	£ 369,690	<i>Other*</i>	£23,100	£0	<i>Total</i>	£565,396	£ 542,296
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<p>14. Investment</p>	<p>N/A</p>																				

<p>15. Assessment of project against SMART objectives</p>	<p>Objectives from Gateway 2 report: Note: When this project was originally initiated, the template at the time cited success criteria:</p> <ul style="list-style-type: none"> - Improved walking routes and connections - Improved accessibility and comfort - Providing an enhanced environment <ul style="list-style-type: none"> • The project delivered a high-quality environment by utilising natural materials in keeping with the City’s approved palette of materials. • New materials provide a smoother surface for people walking and wheeling, and wider pavements increase their comfort. • Places to stop and rest have also been included.
<p>16. Key benefits realised</p>	<ul style="list-style-type: none"> • Increasing greenery in an area that previously had a limited planting palette. • Increased provision of opportunities for formal seating with the furniture provided in line with City’s access requirements and incorporating anti-skating measures. • Better experience for people walking and wheeling by delivering high quality enhancements that improve legibility and tie in with the adjacent Bart’s development.

Lessons Learned and Recommendations

<p>17. Positive reflections</p>	<p>Efficient, joined up thinking between City officers ensured a co-ordinated clear approach to resolving potential issues. This was further strengthened by officers’ regular communication with the developer and other stakeholders to facilitate the success of the project, resulting in a much-improved environment.</p> <p>Cost increases in materials and labour in the last few years have been managed within the existing budget. Where possible savings were made by re-using materials that may have been discarded to respond to reduce environmental impacts.</p>
<p>18. Improvement reflections</p>	<p>Aside from the extensive redevelopment of St Bartholomew Hospital, activity in the Smithfield area has seen great changes. This is evidenced by the nearby Bart’s Close development, the emergence of a new cultural quarter and the planned relocation of the Museum of London to the area.</p> <p>As the hospital redevelopment has taken many years to complete, the public realm works were also impacted by other</p>

	development work making it difficult to programme these relatively small-scale changes for the hospital in a timely manner. With the volume of change planned in the Smithfield area in the coming years, good communication and stakeholder engagement will be required to ensure that the future public realm schemes in the area can be delivered effectively and in a timely manner.
19. Sharing best practice	By engaging in regular meetings to share ideas, disseminate and record best practice, improvements are assured. Lessons learnt are captured as part of the end of year review process.
20. AOB	Whilst there is some work outstanding, they are minor and are programmed to take place in January 2024. It is requested that the Gateway 6 findings are noted and that when the final elements of the work are complete, that the final account is requested, and the project closed.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Site Location/Works Phase Plan, S106/Indicative General Arrangement Plan
Appendix 3	Finance Tables
Appendix 4	Site Photos
Appendix 5	Risk Register

Contact

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