

<b>Committees:</b> Corporate Projects Board – Urgency Streets and Walkways Sub Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i>	<b>Dates:</b> 01 December 2021 02 December 2021 15 December 2021
<b>Subject:</b> Bartholomew Close and Little Britain enhancement scheme  <b>Unique Project Identifier:</b> 16100298,16100343	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of the Environment Department Choose an item. <b>Report Author:</b> Maria Herrera	<b>For Decision</b>
<b>PUBLIC</b>	

### Summary

<b>1. Status update</b>	<b>Project Description:</b> The public realm scheme evolved as a result of the mixed-use development in Bartholomew Close and Little Britain (approved in 2010) and the adoption of the West Smithfield Area Enhancement Strategy. The enhancement scheme was fully funded by the developer of Bart’s Square (Helical Plc), under the terms of a voluntary contribution under the Section 106 agreement and the Section 278 obligations.  The project created a high-quality public space on the south side of Bartholomew Close through the closure of the southern-most junction with Little Britain. The project incorporated planting and seating areas with York stone paving, historic interpretation artwork, and feature lighting. Additional public realm improvements were also delivered throughout Little Britain, Albion Way and Bartholomew Close, improving accessibility and ease of movement for pedestrians and cyclists.  <b>RAG Status:</b> Green (as per last gateway) <b>Risk Status:</b> Low (as per last gateway) <b>Costed Risk Provision Utilised:</b> none utilised <b>Final Outturn Cost:</b> £3,932,594 <i>(inclusive of staff costs, works and fees)</i>
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<p><b>2. Next steps and requested decisions</b></p>	<p><b>Requested Decisions:</b></p> <ul style="list-style-type: none"> <li>• Approve to close this project once the outstanding actions referred to in section 13 are complete.</li> <li>• Approve the budget adjustment outlined in Appendix 4, table 4 existing funding commitments with JB Riney to be receipted.</li> <li>• Authorise the return of any underspend funds to the developer or their successor in title following closedown of the accounts related to the Section 278 and Section 106 contributions.</li> </ul>
<p><b>3. Key conclusions</b></p>	<p>The project was the result of a collaborative approach working closely with the developer and residents and ward members to achieve a high-quality and inclusive design that responds to the context and character of the area.</p> <p>The design development was led by the project’s Working Party which was formed by ward members, residents, stakeholders, CoL officers and the developer. This process of early engagement with occupiers and stakeholders, alongside a two-stage public consultation exercise on the public realm proposals and traffic changes, proved to be successful and enabled the local community to be part of the design process.</p> <p>Feedback from the developer and residents has been positive and highlighted the importance of working in partnership with stakeholders. Below is a summary of statements from the local community on the public realm works:</p> <p><i>(Client statement from Helical Plc)</i></p> <p>The project transformed the public spaces and streets in and around Bart’s Square development, delivering a high-quality urban environment for all users. The creation of a public space on the south side of Bartholomew Close, built around three existing London Plane trees is the focal point of the scheme, which provides an attractive place to visit and spend time in. The scheme incorporated planting and seating areas with high quality York stone paving and raised carriageways throughout Bartholomew Close to improve accessibility and pedestrian comfort in an area where footways were previously below safety standards.</p> <p>The project key delivery milestones were met, and overall construction timescales were as envisaged and adjusted throughout the process to meet stakeholder’s needs. A project completion target date was not set at the outset due to the coordination needed with the developments.</p> <p>Adjustments to parking arrangements and loading provision were also delivered in association with the public realm works to enable the adjustment to the street layout to create a new public square. Detailed</p>

	<p>traffic studies were undertaken to ensure that sufficient loading and parking provision was retained to meet local needs. To date, the area has been operating successfully. The new residential blocks have private parking and loading areas within the building, which has enabled the streets to be utilised by other users.</p> <p>The delivery of the works was undertaken in three main phases, with multiple phases in between given the complexity of the site. Bart's Square development was being constructed at the same time and therefore the close coordination with contractors on-site was fundamental to enable the area to operate safely and functionally.</p> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• Close coordination of the public realm works had to be planned to avoid impacts on programme, due to the construction of the mixed-use development alongside works planned in the Butchers' Livery Hall which also impacted on the sequencing of works. CoL Highways Team, led by Katherine Warry, and JB Riney worked collaboratively to accommodate changes in the programme.</li> <li>• Trees planted in the scheme were selected and 'tagged' in the tree nursery two years before delivery, which resulted in high quality specimens with good impact.</li> <li>• Trees planted in plant pots in the main Square proved to be problematic due to their size and weight, resulting in soil compaction and poor drainage around the root balls. Planting smaller plants and inclusion of structural supporting soils under the root balls within the pots, were necessary to alleviate this problem.</li> </ul>
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**Main Report**

**Design & Delivery Review**

<p><b>4. Design into delivery</b></p>	<p>Officers worked closely with the Working Party and the landscape architect throughout the design process and engaged fully with the key stakeholders to ensure that the chosen design option enabled a delivery of comprehensive improvements to the streets in and around Bart's Close development, fulfilling stakeholders' requirements.</p> <p>The enhancement proposals have been well received by the public and stakeholders and minor alternations to the design were made to</p>
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	<p>accommodate comments received during the public consultation exercise.</p> <p><b>Impacts on the Delivery Programme</b></p> <p>Due to the presence of two additional developments on site, Bart’s Square and Butcher’s Hall refurbishment works, it was essential to maintain a close working relationship to accommodate three separate logistic plans. This proved challenging as competing programmes created different issues, however these were resolved by coordinating construction phases and understanding priorities for the development and occupiers.</p> <p>The main contractor of Bart’s Square development, Carillion, went into administration in December 2017 and was replaced by McLaren and Mace. As a result, this caused a delay in the delivery of the highway works due to a period of transition in the development’s programme. Refer to details in section 9.</p> <p>The global pandemic also had an impact on the delivery of works throughout 2020 when works had to slow down and/or stop during the lockdown period.</p>
<p><b>5. Options appraisal</b></p>	<p>The chosen option met the project’s objectives. The delays to implementation were caused by several external factors, mainly the need to accommodate the developers’ programme and access requirements.</p> <p>A summary of the works (section 106 and section 278) delivered is provided below, in line with the recommended option submitted at Gateway 5:</p> <p><b>Bartholomew Close South – New Public Space</b></p> <ul style="list-style-type: none"> <li>• Create a new high quality public space paved in York stone with the closure of the southern-most junction with Little Britain.</li> <li>• Retain existing London Plane trees and provide additional planting, seating areas and enhanced lighting.</li> <li>• A historic interpretation bronze feature integrated into the design of the square, as well as feature lighting to enhance the space.</li> </ul> <p><b>Bartholomew Close North and Middlesex Passage</b></p> <ul style="list-style-type: none"> <li>• Retain existing granite setts on the carriageway.</li> <li>• Plant additional flowering trees.</li> <li>• Maintain sufficient on-street parking and loading space.</li> <li>• Provide cycle parking</li> </ul> <p><b>Bartholomew Close Central</b></p> <ul style="list-style-type: none"> <li>• Raise carriageway to footway level paved in granite setts, with the aim to improve accessibility and ease of movement for pedestrians</li> <li>• Plant flowering trees and install plant pots</li> <li>• Maintain sufficient on-street parking and loading space.</li> </ul>

	<p><b>Little Britain north (near Barts Hospital)</b></p> <ul style="list-style-type: none"> <li>• Raise carriageway to footway level in part of the street to improve accessibility and ease of movement for pedestrians.</li> <li>• Pave footways in York stone</li> <li>• Maintain sufficient parking and loading space on street, without obstructing the ambulance route to the hospital.</li> </ul> <p><b>Albion Way and Kinghorn Street</b></p> <ul style="list-style-type: none"> <li>• Raise carriageway to footway level in part of the street to improve accessibility and ease of movement for pedestrians.</li> <li>• Resurface of carriageway areas and improvement of footways.</li> <li>• Tree planting</li> </ul> <p><b>Traffic management changes:</b></p> <p>Adjustments to parking arrangements and loading provision were delivered in association with the public realm and highway changes.</p> <p>The traffic management changes include the removal of one pay and display bay. This is as a result of widening the footways to create a safer and more comfortable pedestrian environment. In total, five parking bays (3 Pay &amp; display and 2 disabled bays) were retained in the North Close along with kerbside loading space throughout the area.</p>
<p><b>6. Procurement route</b></p>	<ul style="list-style-type: none"> <li>• The detailed design and construction information was prepared by Gross Max landscape architects appointed by Helical Plc, under the supervision of the Highways and City Public Realm teams. The procurement of design services via an external team was successful and enabled a fast-paced design process.</li> <li>• The construction of the scheme was undertaken by the City's term contractor (JB Riney), enabling a shorter contractor mobilisation period, and providing flexibility in terms of programme and sequencing of works.</li> <li>• Bespoke materials, street furniture, historic interpretation details and bronze features were procured via the City's term contractor, which also led to reduced timescales on mobilisation and installation of infrastructure, due to all being managed by the lead contractor (JB Riney).</li> <li>• All soft landscaping elements were delivered by the City's Open Spaces Department, under procurement regulations</li> </ul>

<p><b>7. Skills base</b></p>	<ul style="list-style-type: none"> <li>• The project team had the skills, knowledge, and experience to manage delivery of this project.</li> <li>• The CoL project team (Melanie Charalambous, Katherine Warry, Bradley Viljoen and Maria Herrera) alongside the external consultants and CoL term contractor (JB Riney), created a strong working relationship which is reflected in the detail and outstanding quality of the work delivered. Working with the term contractor allowed the flexibility needed to accommodate the uncertainties of the developers' programme and phasing of works.</li> <li>• Gross Max landscape architects produced the concept design and construction package, under an existing appointment with Helical Plc.</li> <li>• Design (external consultants): Buro Happold, SWECO, and Lighting Design International. Appointed and funded separately by the developer.</li> <li>• Utility and topographical surveys were commissioned via external consultants.</li> </ul>
<p><b>8. Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• The project was delivered in close liaison with the developer and key stakeholders, including the following: <ul style="list-style-type: none"> <li>- Helical Plc representatives</li> <li>- City of London Open Spaces, Highways, Public Realm and Transportation officers.</li> <li>- Ward Members</li> <li>- Residents</li> <li>- The Worshipful Company of Butchers and Information Technologists.</li> <li>- The Neaman NHS practice</li> <li>- Bart's Health Trust</li> </ul> </li> <li>• Comments from the public consultation were considered during the development and delivery of the project.</li> <li>• Regular updates were provided to all interested parties throughout the project's life, with a small number of complaints received during the construction process which were promptly resolved.</li> </ul>

## Variation Review

<p><b>9. Assessment of project against key milestones</b></p>	<p>Authority to start works (Gateway 5) was obtained in November 2016. Subsequently a process of contractor mobilisation period and procurement commenced.</p> <p>Due to the complexity of the site, a construction timeline for the whole project was not set at Gateway 5. The programme for each construction phase was agreed with the developer as the project moved forward, flexibility was required throughout the process.</p> <p>The work was delivered in three phases as follows:</p> <p><b>Phase 1</b> Public realm works commenced in April 2017 and progressed until the end of December 2017 when Carillion (contractor of the mixed-use development) collapsed and went into administration.</p> <p><b>Phase 1 and 2</b> McLaren and Mace were appointed as the contractors with McLaren doing the residential elements for Phase 2 and Mace finishing One Bartholomew Place (also Phase 2). Public Realm works by Riney around the residential blocks for Phases 1 and 2 restarted at the end of June 2018 with the works (also Riney) starting for One Bartholomew Place in September 2018. Phase 1 and 2 works were substantially completed at the beginning of March 2019.</p> <p><b>Phase 3</b> Works to Phase 3 did not start until January 2020 due to McLaren not being able to give up the area around the final stage of the development. Works were then stood down at the end of March 2020 due to COVID-19 for a period of approximately 9 weeks. Works restarted on site at the end of May 2020 and Phase 3 works were substantially completed in March 2021.</p> <p>Final details on the scheme and snagging were undertaken between May - September 2021.</p>
<p><b>10. Assessment of project against Scope</b></p>	<p>All aspects of the project were delivered in line with the objectives at Gateway 5. The scope remained unchanged, and it is summarised below:</p> <ul style="list-style-type: none"> <li>• Provision of an enhanced and accessible pedestrian environment with new public space, raised carriageway to footway level, additional greenery, and improved street lighting.</li> <li>• Improvement to the historic character and appearance of the area.</li> <li>• Retention of key functional uses of the streets including parking and loading in the local area.</li> <li>• Improved safety for all users of the streets and spaces.</li> </ul>

	<ul style="list-style-type: none"> <li>• Support the local community and provided an enhanced residential environment.</li> </ul>
<b>11. Risks and issues</b>	<p>The top risk at Gateway 5 was the impact on programme due to the construction and access requirement of Bart's Square development. This risk did materialise and was managed throughout the process by implementing the public realm works in small phases, this maintained progress, albeit slower than originally anticipated. Periods of stand down were managed by CoL and JB Riney, in consultation with stakeholders.</p> <p>The risk related to other developments in the area impacting the programme also materialised. The Worshipful Company of Butchers undertook a substantial refurbishment project of the Hall which required the need for constant site access in the area. As per above, JB Riney's was able to accommodate a change in sequence by adjusting the programme where feasible.</p> <p>Throughout the project implementation, there were numerous issues with coordination of works with the development that needed to be managed carefully. This included the developer's contractor entering into administration and a new contractor coming on board.</p> <p>The need for flexibility of the City's programme to accommodate the development's requirements was key for the successful delivery of the scheme. This was possible with the support from JB Riney and Katherine Warry's coordination of the works.</p>
<b>12. Transition to BAU</b>	<p>This project utilised standard design practices with a clear plan for transitioning to business as usual. The project has remained within scope with commonly agreed maintenance regime that will commence when the project has been closed.</p>

### Value Review

<b>13. Budget</b>	<p><i>Detailed tables are included in Appendix 4.</i></p> <p>The project is practically complete with minor outstanding actions to be carried out as summarised below:</p> <ul style="list-style-type: none"> <li>• Install up to 6 bicycle racks outside One Bartholomew Close</li> <li>• Install up to 6 single seats in the area</li> <li>• Adjustment of bollards on Bartholomew Close</li> <li>• Adjustment of lighting fittings in Bart's Square</li> </ul> <p>A total of £25,000 will be spent on the outstanding actions inclusive of works and staff costs. These works are low risk and require minimal intervention.</p>
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Project accounts are to be closed once invoices from the works are received and line with the Chamberlain project's account processes. An existing works commitment for JB Riney is yet to be receipted, which has been accounted for in the overall project overrun costs.

Due to the nature of the voluntary contribution to deliver the works, there is a commitment to return the underspend funds as soon as practically possible.

**Reasons for underspend:**

- Utilities costs throughout the scheme proved to be lower than expected which resulted in cost savings.
- The extensive liaison with stakeholders at the outset, meant that only minor adjustments to the design were required which is reflected in the cost savings.
- A thorough design process with external consultants and CoL project team enabled for construction information to be accurate and with only minor changes required during the construction period.
- Detailed planning of work flows by Katherine Warry (project engineer) and JB Riney's team, which resulted in time efficiencies and materials' savings.
- Actual works costs were lower than originally anticipated due to savings being made in various areas such as concrete base in the carriageway in some instances was in good condition and did not require complete demolition, material bulk costs were able to be secured in advance, careful planning of work's flow by optimizing the programme, amongst others.
- A contingency element was included for the design and procurement of the bespoke elements in the project (bronze inlay feature, granite benches and bronze planters) which was not utilised due to the early engagement with suppliers.
- Utility works were minimal, resulting in cost savings overall.
- No additional design costs were incurred due to the work being undertaken by external consultants appointed by the developer. In the instances where minor adjustments were required, these were done in house by the project team.
- No underground additional surveys were required.

	<ul style="list-style-type: none"> <li>Traffic management costs were lower than anticipated due to existing construction works on site which enabled the use of road closures in place to deliver the work.</li> </ul> <p><b>Please confirm whether or not the Final Account for this project has been verified.</b></p> <p>Final account will be verified upon approval of this report and payment of invoices. Any unspent funds will be returned to the developer of Bart's Square, in accordance with the Section 106 and Section 278 Agreements with the City of London.</p>
<b>14. Investment</b>	<p>This project is primarily funded by a voluntary contribution from the developer of Bart's Square to improve the public realm within the vicinity of the development.</p> <p>The developer recognised the value of investing in the creation of high quality and inclusive public spaces as they could see the social, environmental, and economic benefits of this approach.</p> <p>The works on public highway were funded by the section 278 agreement connected to the development.</p>
<b>15. Assessment of project against SMART objectives</b>	<p>Please refer to section 16.</p> <p>SMART objectives were not set at Gateway 5 as this was approved before this recent assessment criteria were put in place.</p>
<b>16. Key benefits realised</b>	<p><u>Success criteria met:</u></p> <ul style="list-style-type: none"> <li>Provision of an enhanced and accessible pedestrian environment with new public space, greenery, and improved street lighting.</li> <li>Improvement to the historic character of the area, responding to the needs of the new residential cluster in the City.</li> <li>Retention of key functional uses of the streets including parking and loading.</li> <li>Improved safety for all users of the streets and spaces.</li> </ul>

### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<ul style="list-style-type: none"> <li>The partnership established between the developer and the City to deliver this high-quality scheme is an example of a collaborative approach established at the outset and through engagement with stakeholders at the planning stage.</li> </ul>
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	<ul style="list-style-type: none"> <li>• The project stemmed from the adoption of the West Smithfield Area Strategy (2014) which outlined a series of priority projects for the area in response to the arrival of Crossrail and the relocation of the Museum of London. The clear strategic approach for project delivery supported the need to improve the urban environment in and around the most comprehensive residential mixed-use development in the City in the last 5 years.</li> <li>• The delivery of the scheme was possible due to a voluntary Section 106 contribution from the developer, who recognised the importance and added value of an attractive urban environment to match the quality of the architecture of the development.</li> <li>• Close coordination and engagement with stakeholders and City project teams enabled the successful delivery of this scheme. This was an essential component of this project given the existing residential community and other local stakeholders (GP practice, Bart's Hospital, Livery Companies).</li> <li>• A positive working relationship between CoL's project team, external consultants' team, City's Term contractor and Barts's Square development was fundamental for the smooth running of the project.</li> <li>• The excellent contribution from project engineer, Katherine Warry was key to the efficient management of the construction and implementation budget.</li> </ul>
<p><b>18. Improvement reflections</b></p>	<p>Ensuring communication with external contractors is consistent and coordinated with other stakeholders and other works in the area.</p> <p>Communication with suppliers of the bespoke elements to be undertaken beforehand to understand the details and constraints of such design solutions.</p>
<p><b>19. Sharing best practice</b></p>	<p>Lessons regarding the importance of engaging with developers at planning stage to outline the ambition and objectives of the stakeholders is fundamental to define projects which deliver long term benefits for the local community.</p> <p>The establishment of a Working Party to lead the design of the scheme proved very successful to consider all users' objectives and needs and ultimately result in an efficiently delivered and highly impactful scheme.</p> <p>Information has been disseminated through team and project staff briefing and site visits.</p>

<b>20. AOB</b>	<i>NA</i>
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### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Before and after images
<b>Appendix 3</b>	Site plan
<b>Appendix 4</b>	Funding tables

### **Contact**

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