St Mary’s Hospital

New Outpatients Building

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Prepared for
Imperial College Healthcare NHS Trust

December 2016
Statement of Community Engagement

Phase one, St Mary’s Hospital redevelopment
December 2016

Imperial College Healthcare NHS Trust
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2. Introduction

2.1 Overview

This report is a Statement of Community Engagement (SCE) and provides a summary of the public pre-application consultation that has taken place on proposals for the phase one redevelopment of St Mary’s Hospital by Imperial College Healthcare NHS Trust (‘the Trust’).

This report summarises the community engagement process that has been undertaken to inform and help shape the planning application, which comprises a new, eight-storey outpatients building on the current location of Salton House, the Dumbell and the Victoria and Albert buildings. The new building would bring together the majority of our current St Mary’s adults and children’s outpatients clinics – currently provided from 40 different locations – with supporting diagnostics in a modern, flexible and welcoming facility. Full details of the proposed redevelopment can be found in the Planning Statement and Design and Access Statement accompanying the planning application.

The SCE provides information in support of the planning application, and should be read in conjunction with all other supporting documentation that accompanies the planning application. It describes how the local community has been engaged with and consulted along with details of the key issues, but excludes any statutory consultation which is further discussed in the Planning Statement and a number of the other supporting documents. Engagement activities included sending approximately 8,000 letters about the proposals, a three-day public exhibition and meetings with elected representatives, residents and community groups.

The Trust aims to continuously improve its communication and engagement with its patients, communities and stakeholders through a strategic programme of planned and co-ordinated activities.

There is a range of legal and policy requirements on NHS organisations that directly impact on the duty of the NHS to communicate with patients, communities, stakeholders and the wider public. NHS bodies are required to comply with this legislation and policy.

The Trust’s approach emphasises the importance of the Trust’s patients, communities and stakeholders to its activities and the strategic need on a planned and managed basis to: inform, communicate and engage, involve, and, where appropriate, partner with them.

This document focuses on the consultation that has taken place as relating to planning issues associated with the Trust’s proposals. However, the Trust’s clinical strategy, published in 2014, recognised that: “we need to focus much more on building two-way relationships with our patients, the local community and wider stakeholders, particularly as we embark on significant change. Working closely with local commissioners, we know that we need to find effective ways of using external views, concerns and ideas to help shape our plans from the start, as well as doing more to share and explain our thinking.”
To enable it to implement its clinical strategy – connecting services and specialties in the right way and supporting new models of care – the Trust needs to re-develop its estate. The poor condition of much of the estate makes this an increasingly pressing need. The proposed redevelopment of St Mary’s Hospital is underpinned by the objective of improving patient experience and ensuring the hospital can provide the very best care now and in the future.

2.2 Why this development?

The proposed redevelopment of St Mary’s Hospital is driven by three main needs:

- **To support better care** – healthcare and other advances are allowing us to live longer, often with a number of long-term health conditions. It is really important to provide integrated care, tailoring and combining different specialist services to meet each individual’s needs. The Trust also want to do more to help their patients to recover quickly and to stay well.

- **To improve patient experience** – the Trust want to provide our services in ways that will make it as easy and as stress-free as possible for patients, their carers and families, as well as ensuring their staff are able to work safely and effectively too.

- **To replace ageing buildings** – a third of the buildings on the St Mary’s site are over a hundred years old and are expensive to maintain and to run. The new building would be more efficient, using best practice in design and technology, to enhance patient and staff experience.

The proposed new building responds to these needs, and will deliver five key benefits for patients:

- **Everything in one place**
  - Most outpatient services in one building along with related diagnostic services including blood tests

- **Faster, more holistic care**
  - Co-ordinated, same-day appointments for patients with multiple health needs
  - Diagnostic tests, results and consultation all in one day, where possible

- **Improved access**
  - Evening and weekend clinics
  - Follow-up consultations via telephone or Skype, where appropriate
  - Technology to enable more efficient and flexible appointment scheduling

- **Better visitor experience**
  - Real-time service information throughout the building
  - Text message alerts with clinic and patient updates
- Fast check-in, café, children’s play area and easy-to-follow signage

- Health improvement
  - Space for community health and wellbeing sessions, research and training.
3. **Approach to Community Engagement**

3.1 **Objectives of engagement**

By working with the community through the pre-application process, the Trust sought to:

- Inform relevant local elected representatives, local groups, neighbours and residents living close to the site about the proposals;

- Engage the community on its proposals for the site and capture feedback;

- Identify concerns and respond to these where possible, whether through the design process, providing additional information, further liaison or the planning application itself;

- Understand local views about the site and the surrounding area to ensure the scheme benefits the area and the local community.

Westminster City Council’s Statement of Community Involvement 2014, which outlines recommended consultation practices for planning applications, states: *The Council agrees with the suggestion in the National Planning Policy Framework that it should strongly encourage developers to involve the local community from an early stage. This may take a variety of forms such as local exhibitions, public meetings, circulation of leaflets or the creation of a well-publicised dedicated website, including a facility to make comments.*

Section 4 of this report sets out the programme of consultation activity.

3.2 **Development context**

The proposed new outpatient building is planned as the first phase of a full redevelopment of the St Mary’s Hospital site. At this stage, the ‘masterplan’ for the St Mary’s site is only indicative of the wider redevelopment that would be proposed but sets out the ambition of a comprehensive development which will deliver modern, fit-for-purpose facilities. It would be subject to separate consultations and planning applications. Additional detail relating to the future masterplan is outlined in the accompanying Design and Access Statement.

As part of the full redevelopment of the site that the Trust would like to follow phase one, we will look to redevelop other parts of the estate, making best use of the space available – this includes the site adjacent to the Queen Elizabeth Queen Mother building on South Wharf Road – the ‘Acrow’ site.

The Trust’s intention is to at least maintain the current capacity of the hospital by developing modern new facilities on the current areas of the site which will not be surplus to requirement. The capacity of the
Trust's new and refurbished healthcare facilities will include provision for the Western Eye Hospital which - as stated in the Trust’s clinical strategy - is due to be relocated to the St Mary's site in a future phase of development.

The Trust is proposing that the phase one new Outpatients building will be connected to the later phase hospital development by a bridge across South Wharf Road (which forms part of this planning application).

St Mary's Hospital provides care across a wide range of specialities and runs one of four major trauma centres in London in addition to its A&E department. Future proposals would include a helicopter pad as part of the later phase development to bring access to our major trauma centre into line with other units in London. While its operations would be during day-light hours and tightly regulated and monitored, the new helipad would help to ensure that trauma patients get the fastest access to the often life-saving treatment they require.
4. The consultation process

4.1 Process and publicity

During the public consultation period, the Trust used a number of different methods to publicise the proposals, secure feedback and respond to issues raised.

Consultation activity included:

- **Meetings and liaison with council officers** – as part of the pre-application process, the Trust and the project team has met regularly with officers from Westminster City Council as well as statutory and non-statutory consultees to discuss the proposals. Further detail is available in the Planning Statement accompanying this application.

- **Meetings with elected representatives** – the Trust met with a number of councillors as part of the consultation, details of whom are outlined in section 4.2. This is in addition to the Trust’s wider programme of meeting and discussion with partners and stakeholders, including MPs.

- **Direct mail to local residents and businesses** – approximately 8,000 addresses were sent letters providing details of the proposals, inviting them to the public exhibition and outlining feedback methods.

  See appendix 1 for a copy of the letter

  See appendix 2 for an illustration of the invitation distribution area

- **Direct mail to site neighbours** – in addition to the widely-distributed public exhibition invitations, a series of letters were sent to approximately 400 addresses closest to the site.

- **Community/political exhibition invitations** – in addition to individual meeting offers, emails were sent to relevant elected representatives and local groups inviting them to attend the public exhibition and submit their feedback.

- **Consultation webpage** – to make it as easy as possible for people to find out about the proposals, a consultation webpage was created - [www.imperial.nhs.uk/stmarysphase1](http://www.imperial.nhs.uk/stmarysphase1). This was launched on the day of the public exhibition and updated to provide details of the scheme to those who could not attend. It also offered a simple way for people to submit comments and get in touch.

  See appendix 3 for a screenshot of the webpage.
Media coverage – a press release was issued, detailing the redevelopment proposals. This resulted in an article in the Evening Standard newspaper published on Friday 9 September 2016.

Public consultation events – a three-day exhibition was held between 8-10 September, further details of which are presented in Chapter 5.

See appendix 4 for copies of the exhibition boards.

Feedback review and continued liaison with interested parties – a range of comments were received as part of the consultation, which the project team has considered.

Meetings with local residents – residents of the Westcliffe Apartments block, located directly opposite the hospital, took a particular interest in the proposals. The Trust corresponded both with individual residents and the West End Quay Residents Association. This is outlined in section 4.2.

Statutory consultees – consultation was undertaken with statutory consultees, details of which can be found in the Planning Statement and other supporting documentation.

4.2 Stakeholder contact

Regular communication, including meetings where appropriate, was arranged with local community stakeholders throughout the consultation period. This included:
• **Greater London Authority** – a presentation about the proposals were given to the Mayor of London on 25 July. The Assembly Member representing the site of St Mary's Hospital, Tony Devenish, was also contacted about the proposals. The Mayor and Assembly Members for the hospital site and neighbouring assembly constituencies were also invited to the public exhibition about the proposals.

• **MPs** – MPs representing both the hospital site and neighbouring constituencies in North West London were contacted about the proposals and invited to the public exhibition. In addition, Karen Buck MP (Westminster North) and Mark Field MP (Cities of London and Westminster) visited the site on 16 July and 12 October respectively, and the Trust provided a briefing to MPs Andy Slaughter MP (Hammersmith), Karen Buck and Mark Field on 8 September and 25 November as part of its regular programme of updates with these local elected representatives.

• **Councillors** – all Westminster City councillors were contacted about the proposals and invited to the public exhibition. In addition, the Trust met the Cabinet Member for Adults and Public Health Cllr Rachael Robathan on 22 June, the Deputy Leader and Cabinet Member for the Built Environment Cllr Robert Davis MBE on 19 July, Cllr Antonia Cox (Hyde Park ward) on 20 July and the Cabinet Member for Sustainability and Parking, Cllr Heather Acton (Hyde Park ward) on 2 August. Councillors were regularly updated on the progress of the scheme, and a follow-up meeting was held with Cllr Robert Davis MBE on 18 November. In addition, the Trust provided a report to and took part in a meeting of Westminster City Council’s Adult, Health and Public Protection Scrutiny Committee on 23 November.

• **Local groups** – a significant list of local groups and community organisations were contacted regarding the proposals and public exhibition, including:
  - Paddington Waterside Partnership/Paddington BID
  - Hyde Park Estate Association
  - West End Quay Residents Association
  - South East Bayswater Residents Association (SEBRA)
  - Bayswater Residents Association
  - The St Marylebone Society
  - Marylebone Association
  - Westminster Society
  - Westbourne Neighbourhood Association
  - The Victorian Society
  - Star Street Residents Association
  - St John’s Wood Society
  - Residents Society Mayfair and St James
  - North Paddington Society
  - Notting Hill East Neighbourhood Forum
  - One Westminster
  - Paddington Residents Active Concern on Transport
In addition, meetings were held with Westminster Fire Brigade on 25 August, with Kay Buxton the Chief Executive of the Paddington BID and Paddington Waterside Partnership on 2 September, the West End Quay Residents’ Association on 5 September and the Hyde Park Estate Association on 15 November. The Trust has also attended meetings of the Hyde Park and Paddington Neighbourhood Forum.

- **Westcliffe Apartments residents** – This group of residents were some of the site's closest neighbours. Letters were sent to all Westcliffe residents informing them of the proposals and inviting them to the public exhibition. A meeting was held with West End Quay Residents Association, which encompasses the wider residential area including Westcliffe Apartments, on 5 September. The Trust also provided information boards which were displayed inside the Westcliffe Apartments building lobby for residents to view.

At the time of writing, a follow-up meeting to discuss updated proposals was due to be arranged. The main issues raised by residents from Westcliffe Apartments were as follows:

- Height, massing and design of building
- Impact on neighbours’ amenity, notably sunlight, daylight and noise
- Traffic and traffic safety, including the proposed new Winsland Street access
- Appropriateness of the site for the proposed use and associated increase patient numbers

These issues are considered in section 6, and have been assessed in detail through the Environmental Impact Assessment submitted in the planning application.
5. Public exhibition

5.1 Exhibition event

A public exhibition of the proposals was held over three days between 8-10 September at St John's, Hyde Park Crescent, London W2.

These events provided the local community with information on the plans, as well as an opportunity to provide their comments and discuss the proposals with the development team. Exhibition boards with high-quality illustrations were used to display information about the proposals. Trust staff, clinicians and representatives of the wider project team were on hand to answer any questions about the proposals throughout the exhibition.

Details of the feedback received at the exhibition are outlined in Chapter 6.

5.2 Feedback mechanism

A number of methods to provide feedback were used and publicised in exhibition materials for both consultation events, including:

- Freepost address: FREEPOST RRAJ-KGLE-AYTR, Imperial NHS Consultation, 5th Floor, 198 High Holborn, London WC1V 7BD

- Website: www.imperial.nhs.uk/stmarysphase1
Email address: Trust.Communications@imperial.nhs.uk

Telephone: 020 3312 7674 (answered during normal office hours, Monday to Friday);

Feedback forms: These were available at the public exhibitions, and attendees were encouraged to fill them in with their comments.

See appendix 5 for a copy of the feedback form.
6. Consultation response

6.1 Feedback summary

Attendees could submit their feedback forms either at the exhibition, or after the exhibition by email, post, telephone or online.

A total of 239 people attended the public exhibition events. A number of issues were discussed with attendees on the day, and wherever possible the project team provided comprehensive answers to the questions raised. At the time of writing, 138 people had provided feedback on the proposals, either during or after the exhibition. The key themes raised by those who provided feedback are as identified in section 6.2, and the Trust’s response to these issues can be found in section 7 of this report.

Questionnaire responses

The feedback form provided at the public exhibition contained a number of questions about peoples’ views on the scheme with tick box responses, and a breakdown of how these were answered is set out below.

Do you support the aims of the proposed new building at St Mary’s Hospital?

Supporting better care:
- Yes - 133
- No - 1
- No opinion - 0
- No response - 4

Improving patient experience:
- Yes - 132
- No - 1
- No opinion - 1
- No response - 4

Replacing ageing buildings:
- Yes - 128
- No - 3
- No opinion - 3
- No response - 4
Do you support the design for the proposed new building at St Mary’s Hospital?

Support the design:
- Yes - 83
- No - 21
- No opinion - 7
- No response - 27

Do you support the proposal for a new road via Winsland Street that will improve access to St Mary’s Hospital for all vehicles including for emergency and patient transport, and will enable the full closure of London Street to transform the public realm?

Support the proposed new road via Winsland Street:
- Yes - 79
- No - 17
- No opinion - 8
- No response - 34

Support the aspiration to close London Street to vehicles and transform it into a new pedestrianised link:
- Yes - 73
- No - 10
- No opinion - 8
- No response - 47

6.2 Thematic overview

A large number of people, both staff, members of the community, the Trust’s stakeholders and contacts provided feedback on the proposals. This document does not intend to provide a full breakdown of each individual response, but to capture the most prevalent, or important matters raised:

- Vehicle and disabled access arrangements at the new outpatients building.
- Height, design and size of buildings.
- Relationship to, and impact on, site neighbours.
- Explanation of proposed new access route operation/Winsland Street.

- Security and public space/access through the courtyard.

- Use of renewable energy.

- Ensuring neighbour amenity during construction.

By the nature of public consultation, some wider issues beyond the remit of a planning application will have been raised by some respondents. These are not dealt with here, but will be considered and responded to, where appropriate, by the Trust.
7. Response to feedback

This section sets out the Trust’s responses to the main issues raised in consultation. This is in addition to information supplied in other supporting documentation contained within the planning application (notably, the Environmental Impact Assessment), which will detail how full consideration has been given to the key planning issues.

Vehicle and disabled access arrangements at the new outpatients building

Issue – some respondents asked how the Trust would make sure that the outpatients building would be fully accessible to disabled patients, patient transport users and other visitors that need assistance.

Response – full access to the new outpatients building for all patients and visitors is a vital consideration for the Trust as it develops these proposals. Indeed, bringing together the majority of St. Mary’s outpatients services in one modern building is intended to make visits to hospital more convenient, less time consuming and better for patients.

An Accessibility Statement will form part of the planning application, which provides a more detailed explanation of the main considerations and features. A brief summary of physical access includes:

- **Pedestrian access** – Pedestrian access from the footpath to the new outpatients building will be provided from both South Wharf Road and Praed Street via the proposed courtyard. This courtyard will provide a flush entrance to the building. A staff entrance will be located on Praed Street, at the eastern end of the building, providing access to lifts to all floors as well as the cycle parking and changing facilities at basement level. A separate pedestrian entrance will also be located on the northern side of the building, fronting on to South Wharf Road, which will provide easy access to the patient transport services lounge.

- **Vehicle/patient access for pick up/drop off** – The main vehicle access will be via South Wharf Road (to the north of the site). A pickup/drop-off point is proposed to provide a dedicated facility without interrupting the flow of traffic on South Wharf Road. Parking bays will be located in the drop off area, accessible to patient transport services (non-emergency ambulances) and members of the general public picking up and dropping off. The parking area has been designed to accommodate up to six ambulances as a minimum, providing the level of capacity required to meet the demand identified. It is also proposed to provide a dedicated taxi pickup/drop-off bay on Praed Street adjacent to the courtyard entrance.

- **Vehicle access and street parking** – At present seven parking bays are located along the site frontage on South Wharf Road. This parking is the responsibility of Westminster Council as the highway authority. Whilst not part of our planning application, with the separate agreement of Westminster Council it is proposed that these bays will be reconfigured to suit the entrance and exit points to the patient pick-up/drop-off facility. The existing resident permit holder spaces are
proposed to be retained, at least two spaces re-designated for disabled users, while a dedicated loading bay for the development will also be accommodated. It is proposed that further bays will be re-designated for short term pay and display only. The level of disabled parking provision accords both with planning policy and the expected level of mobility impaired users anticipated to visit the building.

**Height, design and size of buildings**

**Issue** – Some respondents, particularly the residents and property owners from Westcliffe Apartments, immediately adjacent to the proposed development, queried the design and location of the new outpatients building. These comments and questions can be broadly summarised as:

- Why has this site been chosen for the first phase of redevelopment/could others be selected?
- Why is the building as tall/significant as proposed? (the proposed building is eight storeys)
- Has consideration been given to the context for the building – suggesting it is not in keeping with the character and scale of nearby buildings, and conservation area.

**Response** – A full explanation of the proposed design is available in the Design and Access Statement, which forms an important part of the planning application. For ease of reference, the following is a summary of the key points that the Trust would mention in response to questions about these issues:

- The Trust is particularly conscious of the need to continue developing good relationships with the community, neighbours, patients and anyone else with an interest in the future of the hospital. The new building has been designed to make an overall positive contribution to the area, not least by ensuring that St Mary’s is able to meet the changing needs of its patients now, and in the future.

- The size and scale of the building has been determined by careful evaluation of the needs of patients, the space required to meet modern standards, and enable hospital staff to provide the best possible care. The overall number of outpatient attendances is planned to remain the same, not increase, though the Trust expects its new model of care for outpatient services to be more efficient as well as better quality, allowing additional capacity to build over time.

- This site was chosen because it was the right size to accommodate the majority of St Mary’s outpatient services in one location, while also avoiding disruption to the operation of the hospital during the build process (i.e. services can remain open in their current locations before moving to the new facility). In addition, bringing the majority of outpatients services into the same location will ensure both patients and the hospital benefit from these clinical adjacencies – which will enable the delivery of new models of care, and a more efficient and effective service. Finally, it is important to note that, although there are other sites in the hospital estate, the intention is to develop these in later stages of the whole hospital redevelopment masterplan.
The building design and overall proposal has been developed with particular reference to Westminster City Council and Greater London Authority guidance, including policy which encourages the redevelopment and renewal of the hospital, and wider development of the Paddington area. This is further detailed in the Planning Statement, Design and Access Statement and Environmental Impact Assessment.

**Relationship to and impact on site neighbours**

*Issue –* Linked to the design points above, this matter was raised primarily by residents and property owners from Westcliffe Apartments, adjacent to the site. The points raised included:

- The proposed building will impact on levels of daylight and sunlight in nearby properties.
- Intensifying activity at this location through the development, will attract more traffic to the location and potentially create safety issues.
- A general comment/question as to whether the site can accommodate the proposed increase in patient numbers.

*Response –* As noted above, the Trust is very conscious of the importance of its relationship to near neighbours, staff, patients and anyone with an interest in the role and future of the hospital. Further information on a number of these issues is provided in the Design and Access Statement, the Daylight and Sunlight chapter of the Environmental Impact Assessment and its accompanying appendices, and the Transport Assessment. By way of brief outline and in response to the point above:

- **Sunlight and daylight** – The Trust acknowledged that a taller building on this site would have some impact on nearby residents. At the time of writing, it had held some initial meetings with residents and corresponded with some individuals. The Daylight and Sunlight chapter of the Environmental Impact Assessment considers these matters in detail and should be referred to for more information.

- **Traffic and traffic safety** – Bringing together the majority of outpatients services (currently provided from 40 locations at St Mary’s) will bring more people to the location of the new building than at present. However, the Trust does not plan to increase the overall number of outpatient visits to St Mary’s. The Transport Assessment provides further detail on this. An independent road safety audit was undertaken, which informed development of the scheme’s design and the Trust’s team is confident that this is satisfactory.

- **Suitability of the site** – As mentioned previously, the Trust chose this site for the outpatients building for a number of reasons, primarily to meet the needs of patients. Although more people and activity will take place at the site than at present, it is considered that the site can accommodate the new building and patients that will visit without undue impact on the area. Further information about the main planning considerations is set out in the Environmental Impact Assessment.
In addition to this, further information can be found in the Design and Access Statement. The following considerations within the design have been made, with the amenity and privacy of near neighbours in mind:

- The stair core at the east end of the building facing Westcliffe apartments has obscure glazing to prevent views into Westcliffe Apartments.
- A number of windows will have deep vertical fins to reduce the angle of view into Westcliffe Apartments.
- All windows will have internal blinds for privacy control.
- All windows will have obscure glazing to 1100mm high to increase privacy.
- The façade is a light coloured reflective ceramic finish which will reflect the ambient light and create a bright outlook from Westcliffe Apartments (as opposed to a dark masonry finish).
- The distance from Westcliffe Apartments to the proposed future bridge link has been maximised and is 20m away at the nearest corner.

**Explanation of proposed new access route/Winsland Street operation**

**Issue** – A variety of questions about the operation of the proposed new road access from Winsland Street, including support for this proposal, desire for coordination with the wider development context and questions about whether it provides the most appropriate solution.

**Response** – The proposed new road access at Winsland Street will be subject to a separate planning application, so is not addressed in detail here. In summary, the Trust believes that the proposed permanent new access road would bring significant benefits, especially for emergency and other patient transport, and would allow the full closure of London Street to support major improvements to the public realm. It will be subject to a Transport Assessment and has been developed in discussion with transport and hospital stakeholders.

**Security and public space/access through the courtyard**

**Issue** – There was a desire to make sure that any public space, i.e. the courtyard and link between Praed Street and South Wharf Road, would be well maintained and kept safe at night.

**Response** – The Trust has introduced gates at the entrance to the building (which will be closed at night), to ensure safety and security.

**Use of renewable energy**

**Issue** – A limited number of people asked what provisions would be made for the use of renewable energy at the development.
Response – Sustainability and the carbon footprint of the development is a very important consideration. The Trust’s focus has first been to ensure the new outpatients building is as energy efficient as possible by using carefully-selected building technologies and materials. This means it will consume less energy.

Some renewable energy technologies, such as wind turbines, are not practical in central London, while others are not suited to the building’s demand profile. Instead of providing renewable technologies that do not make a meaningful contribution to reducing carbon emissions, it is proposed to make a future connection to a new low-carbon energy centre provided as part of a later phase of the site’s redevelopment.

Further details of the building’s energy consumption and corresponding carbon dioxide emissions, including the feasibility of renewable technologies, are contained in the Energy Strategy document submitted as part of the planning application.

Ensuring neighbourly amenity during construction

Issue – Several neighbours and consultation responses asked how the amenity of neighbours and the surrounding area would be maintained during the construction process.

Response – Minimising any form of disruption, whether for neighbours, patients or staff, is a critical consideration for the Trust as its first priority is to ensure the hospital remains operational during the construction phase. It is also important to develop and maintain a good relationship with near neighbours.

In addition to this, and before any construction work or clearance of existing buildings can take place, a construction management agreement would have to be agreed with Westminster City Council. This will take into account matters such as neighbour amenity, timings of work on site and methodologies used.
8. Conclusion and next steps

The Trust is grateful to everybody that has taken the time to submit their views on the proposed phase one redevelopment of St Mary’s Hospital. The team has taken into account feedback from a wide range of stakeholders and the local community while developing the planning application.

The Trust has ongoing meetings with the local community and proposes to continue talking beyond the submission of a planning application to Westminster City Council. This is to ensure that the community is kept up to date in relation to the progress of the planning application. The consultation email address and telephone consultation line will remain active during this time and, wherever possible, questions and requests for information will receive a response.

If you require further information on this report, please contact Mick Fisher:

Email: trust.communications@imperial.nhs.uk

Telephone: 0203 312 7674

Post: FREEPOST RRAJ-KGLE-AYTR, Imperial NHS Consultation, 5th floor, 198 High Holborn, London WC1V 7BD
9. Appendices

Appendix 1 – direct mail letter

Imperial College Healthcare NHS

Communications Division
St Mary’s Hospital
Praed Street
London W2 1NY

Owner/Occupier
ADDRESS 1
ADDRESS 2
ADDRESS 3
POSTCODE
26 August 2016

Dear Neighbour,

Public exhibition invitation—proposed redevelopment of St Mary’s Hospital

I am writing to invite you to a public exhibition on proposals to redevelop part of St Mary’s Hospital in Paddington. This will help us achieve major improvements in the quality of our services, both now and for the future.

We want to develop a new building on the east of the St Mary’s Hospital estate – on the current site of Salton House and the Victoria and Albert and Dumfries buildings (between South Wharf Road and Praed Street). This will allow us to bring together the majority of the hospital’s outpatient services - currently provided from 60 different locations on the site - with supporting diagnostics in a modern, flexible and welcoming facility.

Our public exhibition will take place at St John’s Church, Hyde Park Crescent, W2 2QD on:

- Thursday 8 September, 2pm to 8pm
- Friday 9 September, 2pm to 9pm
- Saturday 10 September, 10am to 4pm

St Mary’s Hospital plays a vital role in the community and across northwest London. We want to work with everyone who has an interest in the hospital’s future to achieve the best for patients and our local community. I hope you will be able to attend our public exhibition, where you will be able to meet our redevelopment project team as well as Trust clinicians and managers.

We want to gather your views on our plans and will also be able to answer any questions you have. Details of our plans and other ways to get involved will be available at www.imperial.nhs.uk from 9th September.

If you have any questions in the meantime please contact our Communications Division on 0203 312 7674 or trust.communications@imperial.nhs.uk.

Yours faithfully,

Mick Fisher
Communications Division
Appendix 2 – invitation letter distribution area
Appendix 3 – Webpage

About us

The proposed phase one redevelopment of St Mary’s Hospital would see the creation of a brand new building on the eastern side of the estate at the location of Salton House, the Dumbell, and Victoria and Albert buildings.

St Mary's Hospital redevelopment phase one

Quick links
- Imperial College Healthcare NHS Trust exhibition display first 2016 FINAL
- Shape our future
Appendix 4 - exhibition board (board 1)

Welcome

Imperial College Healthcare NHS Trust is currently consulting on proposals to redevelop the eastern part of St Mary’s Hospital.

The hospital is an important part of the local community and so we really want your feedback on our plans.

The starting point for everything is our patients. This redevelopment will create a brand new building to help us provide you with the very best care, both now and in the future. It is also a major step towards our goal of a full redevelopment of our site.

Please see the Your comments section at the end of this display for how to give us your feedback.

Dr Tracey Batten
Chief executive

www.imperial.nhs.uk/stmarysphyase1
Appendix 4 - exhibition board (board 2)

Responding to changing needs

St Mary’s Hospital is the major acute hospital for north west London. It has a proud history of great care and innovation. Today, we provide a wide range of healthcare services for around 500,000 adults and children each year, including a 24/7 accident and emergency department and consultant and midwife-led maternity units.

As part of Imperial College Healthcare NHS Trust and in partnership with Imperial College London, we are also an academic health science centre, supporting rapid translation of research and excellence in education.

The hospital’s estate has grown and evolved since it was opened in 1845, meeting vastly changing needs over the decades. Milestones include the discovery of penicillin in 1928, the creation of the NHS in 1948, pioneering robotic surgery in 2001 and, in more recent times, the development of our major trauma centre.

The hospital must continue to respond to changing needs. We want our patients and staff to be able to take advantage of new technologies and practices to make care as safe and effective as possible, as well as ensuring the best possible experience for everyone visiting and using our facilities.

www.imperial.nhs.uk/stmarylphase1
Appendix 4 - exhibition board (board 3)

Our proposal

We are proposing a brand new, eight-storey building on the current location of Salton House, the Dumbell and the Victoria and Albert buildings.

This will allow us to bring together the majority of St Mary’s outpatients services, with supporting diagnostics, currently provided from 40 different locations. This will include all services provided in the Jefferson Wing, Winston Churchill building, the main outpatients department and part of the Mary Stanford building.

www.imperial.nhs.uk/stmarysphase1
Appendix 4 - exhibition board (board 4)

Why a new building is so important

Our proposal is driven by three main needs:
• To support better care – healthcare and other advances are allowing us to live longer, often with a number of long-term health conditions. It is really important to provide integrated care, tailoring and combining different specialist services to meet each individual’s needs. We also want to do more to help our patients to recover quickly and to stay well.
• To improve patient experience – we want to provide our services in ways that will make it as easy and as stress free as possible for our patients, their carers and families, as well as ensuring our staff are able to work safely and effectively too.
• To replace ageing buildings – a third of the buildings on the St Mary’s site are over a hundred years old and are expensive to maintain and to run. Our new building will be more efficient, using the best practice in design and technology, to enhance patient and staff experience.

Our proposed new building responds to these needs, and will deliver the key benefits for patients:
• Everything in one place
• The majority of outpatient services in one building along with related diagnostic services including blood tests.
• Faster, more holistic care
• Co-ordinated, same day appointments for patients with multiple health needs.
• Diagnostic tests, results and consultation all in one day, where possible.
• Improved access
• Evening and weekend clinics.
• Follow-up consultations via telephone or Skype, where appropriate.
• Technology to enable more efficient and flexible appointment scheduling.
• Better visitor experience
• Real-time service information throughout the building.
• Text message alerts with clinic and patient updates.
• Fast check-in, café, children’s play area and easy-to-follow signage.
• Health Improvement
• Space for community health and wellbeing sessions, research and training.

www.imperial.nhs.uk/stmarysphase1
Appendix 4 - exhibition board (board 5)
Appendix 4 - exhibition board (board 6)

Proposed design

Artist’s impression – On Praed Street looking towards Paddington Station

Artist’s impression – New entrance on Praed Street

www.imperial.nhs.uk/stmarysphase1
Proposed design

Cross section

Overview

- Eight storeys.
- Open and inviting walk-in entrances from Padeed Street and South Wharf Road.
- Public courtyard linking both streets.
- Atrium at the centre of the building, drawing in light to create a welcoming environment.
- Pick up / drop off spaces on South Wharf Road, including hospital transport for patients.
- Reception next to café and blood tests, for convenience.
- Ground floor pharmacy.
- Flexible design, allowing space for specific clinics to be increased or decreased in response to need and enabling multiple uses where possible, including for research, teaching and health and wellbeing sessions.

www.imperial.nhs.uk/stmarysphase1
Appendix 4 - exhibition board (board 8)
Appendix 4 - exhibition board (board 9)

The proposed new building is planned as the first phase of a full redevelopment of the St Mary’s site:

- At this stage, our ‘masterplan’ is indicative only of the redevelopment that we would propose. It would be subject to separate consultations and planning applications.
- Linking in with, and supporting the wider regeneration of the Paddington area, we want to develop other new and refurbished buildings as part of St Mary’s Hospital and for the land surplus to our requirements to be used for a mixture of purposes.
- The capacity of our new and refurbished healthcare facilities will be as large as that provided by our current facilities, and will include provision for the West End Eye Hospital which is due to be relocated on the St Mary’s site in a future phase of development.
- We are proposing that the phase 1 building will be connected to the later phase hospital development by a bridge across South Wharf Road.
- We are proposing that there is a new road, incorporating an extended Windmill Street, to improve access to the hospital, especially for emergency and other patient transport. This will be subject to a separate planning application.
- We are proposing a helicopter pad as part of the later phase development to bring access to our major trauma unit into line with other units in London.

www.imperial.nhs.uk/stmarysphase1
Appendix 4 - exhibition board (board 10)

Thank you

We very much appreciate the time you have taken to visit our exhibition to find out about our proposal. We hope that you will be happy to provide your feedback.

Your comments

You can share your views with us by:
- Filling in a response form today, or returning it to us by freepost [see address below]
- Writing to FREEPOST RRAJ-KGLE-AYTR, Imperial NHS Consultation, 5th Floor, 198 High Holborn, London WC1V 7BD
- Emailing trust.communications@imperial.nhs.uk
- Calling the communications team on 0203 312 7674
- Visiting our website www.imperial.nhs.uk/stmarysphase1

What happens next?

We hope to submit a planning application to Westminster City Council in October 2016. Before this, we will carefully review and incorporate the feedback from our staff, patients, community and partners. Our estimated project timings are:
- Initial engagement and consultation with community, patients and staff, July to October 2016
- Planning application, October 2016
- Planning decision, Spring 2017
- Building begins after site clearance, late 2018
- Building complete, late 2020

Engagement will continue as we progress with further detailed design of the building and ways of working during this time.

We want to keep you informed and to provide opportunities for you to continue to shape our plans over the coming months. Please make sure you give us permission to keep in contact.

Supported by
www.imperial.nhs.uk/stmarysphase1
Appendix 5 – feedback form (page 1)

Imperial College Healthcare NHS Trust

Your views on proposed phase one redevelopment of St Mary’s Hospital

Thank you for attending Imperial College Healthcare NHS Trust’s public exhibition. We have provided this feedback questionnaire as one way for you to comment on the proposals for redeveloping part of the St Mary’s Hospital site.

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We would like to use your contact details to provide further updates. If you prefer not to be contacted please tick this box.

You can provide your comments and place in the feedback box today, or take it with you and return using this FREEPOST address:

FREEPOST RAJ.KGLE.AYTR
Imperial NHS consultation
4th Floor
185 High Holborn
London WC1V 7BD

You can also contact the communications team:

telephone: 0203 212 7674
email: trust.communications@imperial.nhs.uk

In addition, you can provide your comments and find information by visiting:

website: www.imperial.nhs.uk/stmaryphase1

Your feedback

Aims of the proposal

Do you support the aims of the proposed new building at St Mary’s Hospital?

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<th>Aims of the proposal</th>
<th>Yes</th>
<th>No</th>
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<td>Supporting better care</td>
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Your comments:

We have a legal duty to protect any personal information we collect from you. The personal information you supply to Imperial College Healthcare NHS Trust in this questionnaire will only be used for the reason that you have provided it. Your information will only be held as long as necessary to fulfil that purpose. We will not share your information with any other parties unless it is made clear to you at the time you supplied it.
Appendix 5 – feedback form (page 2)

Proposed design

Do you support the design for the proposed new building at St Mary’s Hospital?

| Support the proposed design for the new building at St Mary’s Hospital |
|---|---|---|
| Yes | No | No opinion |

Your comments:

Proposed access road

Do you support the proposal for a new road via Winsland Street that will improve access to St Mary’s Hospital for all vehicles including for emergency and patient transport, and will enable the full closure of London Street to transform the public realm?

| Support the proposed new road via Winsland Street |
|---|---|---|
| Yes | No | No opinion |

| Support the aspiration to close London Street to vehicles and transform it into a new pedestrianised link |
|---|---|---|
| Yes | No | No opinion |

Your comments:

Other comments

Do you have any other comments or points you would like to make?

Your comments: