

## NOTICE OF MEETING

# ALEXANDRA PARK AND PALACE STATUTORY ADVISORY COMMITTEE

Thursday, 25th January, 2024, 6.30 pm – Londesborough Room,  
Alexandra Palace Way, Wood Green, London N22 (watch the live  
recording [here](#))

### STATUTORY ADVISORY COMMITTEE

#### ADVISORY COMMITTEE

Muswell Hill and Fortis Green Association	Mr John Crompton	M.Hill & Fortis Green Wards
Noel Park Residents Association	To be confirmed	Noel Park Ward
Palace Gates Residents Association	To be confirmed	Alexandra Park Ward
Palace View Residents Association	Ms Elizabeth Richardson	Hornsey Ward
The Rookfield Association	To be confirmed	Muswell Hill Ward
Three Avenues Residents Association	Mr Jason Beazley	Bounds Green Ward
Warner Estate Residents Association	Ms Joyce Rosser	Hornsey

#### Appointed Members

Bounds Green Ward	Cllr Emily Arkell
Muswell Hill Ward	Cllr Cathy Brennan
Noel Park Ward	Cllr Emine Ibrahim
Alexandra Park Ward	Cllr Alessandra Rossetti
Fortis Green Ward	Cllr Mark Blake
Hornsey Ward	Cllr Elin Weston
Council-Wide Member	Cllr Eldridge Culverwell
Council Wide Member	Cllr Sarah Elliott

**Quorum: 3**

### 1. FILMING AT MEETINGS

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## **2. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

## **3. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

## **4. URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items will be considered under the agenda item where they appear. New items will be dealt with under item 9 below).

## **5. MINUTES AND MATTERS ARISING**

To approve the minutes of the Statutory Advisory Committee held on 30 November 2023, the minutes of the Consultative Committee held on 30 November 2023 and the minutes of the Trustee Board held on the 9 November 2023 and 14 December 2023 as a correct record.

## **6. CEOS GENERAL UPDATE (PAGES 1 - 10)**

To consider the general update on activities in the Park and Palace.

## **7. FABRIC MAINTENANCE PLAN (PAGES 11 - 18)**

To consider the annual update report on repairs and maintenance progress since 2022 and the priorities for the next year.

## **8. SUGGESTIONS FOR FUTURE AGENDAS**

## **9. NEW ITEMS OF URGENT BUSINESS**

To consider any items of urgent business as identified at item 4.

## **10. DATES OF FUTURE MEETINGS**

Boshra Begum, Senior Democratic Services Officer  
Email: boshra.begum@haringey.gov.uk

Fiona Alderman  
Head of Legal & Governance (Monitoring Officer)  
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 17 January 2024

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**MEETINGS OF THE STATUTORY ADVISORY COMMITTEE  
& THE CONSULTATIVE COMMITTEE**

**25 JANUARY 2024**

**Report Title:** General Update

**Report of:** Emma Dagnes, Chief Executive, Alexandra Park & Palace

**Purpose:** To update the Advisory and Consultative Committees on Alexandra Park and Palace Charitable Trust activities and the events programme.

**Local Government (Access to Information) Act 1985 - N/A**

**1. Recommendations**

- **Advisory Committee:**  
To consider and note the content of the report and agree any comments / advice to the Trustee Board.
- **Consultative Committee:**  
To consider and note the content of the report and provide any feedback to the SAC and Trustee Board.

**2. Executive Summary**

- 2.1 The Statutory Advisory Committee (SAC) was established by the Alexandra Park and Palace Act, 1985 and its remit includes advising the Trustees on activities and events, car parking arrangements, planning related matters and maintenance of the Park. SAC membership consists of 8 Council Members and 8 representatives from residents' associations from specified surrounding areas. The Consultative Committee (CC) was created to extend the Trust's engagement with a wider group of representatives of appropriate local and national organisations.
- 2.2 This report provides both Committees with a general update including Creative Learning, Park, Property and Events activity.
- 2.3 The SAC and the CC are invited to consider the information during their respective meetings and provide advice or feedback to the Trustee Board.

### 3. Planning and Strategic Project Updates

#### 3.1 The Grove Masterplan:

The SAC & CC are invited to a Joint SAC/CC meeting in between their respective meetings on 25<sup>th</sup> January to meet the public engagement specialists undertaking the first phase fact-finding exercise to establish how users and non-users feel about The Grove, what improvements or changes they would like to see and provide recommendations on next steps.

#### 3.2 North East Office Building Repairs:

Following a competitive tender exercise, ROOFF Limited have been appointed as the Main Contractor. The first phase of works will start in January after the Christmas break. The programme is expected to run until end of May 2024.

#### 3.3 Campsbourne Building Reactivation

Discussions have been taking place about reactivating the building for community use. We are working to find a solution to a funding gap in order to bring the building up to the required standards for allowing public access.

3.4 Northern Area of the Park: Online visitor survey was launched in October to gather feedback and opinions on the northern part of the Park (skatepark, playground and Boating Lake). The purpose of the survey is to gather data that can be used to build the case for moving forward with improvement projects and to help with funding asks.

#### 3.5 The People's Picture (150 Lifetimes)

The project will culminate in the installation of a giant mural in the East Court, as well as the replacement of the various interpretation / information boards located around external areas of eastern end of the building (the BBC Tower, Transmitter Hall). Statutory applications including Listed Building Consent and Advert Consent will be required and, at the time of writing this report, are expected to have been drafted for submission to the Planning Authority in January.

#### 3.6 Café Restaurant

A multidisciplinary team are currently working on layout designs (RIBA 0-2) which will be discussed with the Planning Authority prior to a formal application being made later in the year.

### 4. 2022/23 Annual Report

4.1 On 14 December 2023 the Trustee Board approved the Annual Report for the year ended 31 March 2023. The report can be viewed on the Charity Commission pages <https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/281991/accounts-and-annual-returns> and has been emailed to committee members. A summary report is being designed and copies will be available at the meeting if printed in time.

4.2 A snapshot of the year's achievements is attached at Appendix 1.

## 5. Maintenance, Repairs & Improvements Since Last Reported

### November

- Fire alarm upgrades in Gracie Fields room (Theatre)
- Upgrades to lamppost cabling in the Park and on the South Terrace
- Upgraded cabling to link accessible WC's and alert Security Control
- Additional inspection and safety work to SW Colonnade interior elevations
- Completion of double glazed unit replacements to Great Hall roof (39no. in total predominately to northern bays)
- Masonry repairs to Great Hall and West Corridor plinths

### December

- Panorama Room: foyer drape installation, renewed coverings and framework to roof link between Panorama Room foyer and Palm Court
- Metalwork installations including East Court door threshold plates to entrance, Level 1 floor grille and North Service Yard handrails
- West Hall and BBC Tower fire door remedial works
- PAVA (Public Address and Voice Alarm System) major service

## 6. Park & Environmental Sustainability

- 6.1 The park crew have collected a total of 145 tonnes of rubbish (to November 2023) and, at the time of writing this report, another 10-15 tonnes were estimated for December. The expected 155-160 tonnes for the year is similar to 2022/23 figures (155.5 tonnes) and slightly higher than the pre-pandemic figure of 152.2 tonnes in 2018. The highest number registered was 181.9 tonnes in 2020.
- 6.2 This year the park team have increased collaboration with external volunteer groups, in particular the involvement of The Conservation Volunteers (TCV). Large corporate teams have provided support in expanding paths in the Blandford area, improving visibility, enhancing safety for the public, and maintaining tidiness. Gardening volunteers have been active caring for the Park's formal horticultural features, including the Rose Garden, south front lavender beds, and wildflower bed. They have also contributed to the installation of new planters by the Theatre Courtyard.
- 6.3 Significant efforts have been dedicated to enhancing traffic safety throughout the Park. In addition to the annual hard surface survey and repairs and continuous road signage maintenance, new road line markings were completed in April 2023. Temporary road safety measures were implemented near the farmers market site, and speed limit signs are currently being installed at the Paddocks slip road.
- 6.4 In 2023, eight new memorial benches were installed, and three benches were renovated with the financial support of bench donors. Additionally, three new rubbish bins were installed, replacing the most damaged ones. A process for refurbishing notice boards has been established; two signs will be taken off-site at a time for refurbishment and temporary signage will be in place during the process, which will include fundraising messaging to contribute towards the work.

- 6.5 Additional security staff were deployed on New Year's Eve to oversee the c6,000 people who attended the site to watch fireworks across the London skyline. The road was closed to traffic (with the exception of buses and emergency vehicles) from 9pm and the South Terrace was fenced off to protect the building. Whilst no major incidents were recorded, fireworks were launched from the South Slope and among crowds by many of the visitors and security officers were required to extinguish a number of residual fires.
- 6.6 We have published a new blog about our plans to improve the Park. <https://www.alexandrapalace.com/blog/improving-the-park/>

## 7. Creative Learning

- 7.1 Focus on projects to commemorative Alexandra Palace's 150<sup>th</sup> Anniversary continue including outreach towards an exhibition and mural concluding in the Spring of 2024. <https://thepeoplespicture.com/alexandra-palace-150/>
- 7.1.1 1,800 People have submitted photographs and memories of Alexandra Palace to help create the mural by artist Helen Marshall.
- 7.1.2 16 community curators have been working with the Curation and Interpretation Manager and Head of Creative Learning to mount a new exhibition marking the 150<sup>th</sup>, which will launch in March. The exhibition will celebrate 150 people, past and present, who have helped shape and safeguard the future of the Park and Palace. The exhibition will focus on broadening the discussion of the Palace's history to include previously unheard stories and voices. The community curation team meet once every week to hear from experts including those from other heritage venues and organisations such as Bruce Castle, The Irish in England, The Whitechapel Gallery and Avril Nanton the author of Black London.
- 7.1.3 Alexandra Palace's Young Actors Company are currently working with the former Associate Director of The Hampstead Theatre, Jonny Siddle, on a version of Macbeth based on the young peoples experience of living in Haringey. The performance will take audiences on a tour of the Palace's basements, opening this rarely seen space for visitors as part of the 150<sup>th</sup> programme.
- 7.1.4 150<sup>th</sup> Anniversary inspired tours will take place in January for schools pupils and the public. Fifteen volunteers will deliver the Theatre tours with a steward that will talk about the By The People: 150 Lifetimes projects. At the end of each tour the visitors will be encouraged to share their memories of Ally Pally with the volunteers so that these can be captured and become part of the project.
- 7.1.5 Schools taking part in our 2024 Biblio-Buzz challenge will also be encouraged to participate in By The People: 150 Lifetimes by visiting with groups of children bespoke tours. The tours will be followed by workshops with one of our education facilitators about how the



children can put together their own exhibition in school. Six volunteers are devising a new tour script to include stories that will capture the imagination of the children.

- 7.1.6 At the time of writing, five of the schools had signed up for the project. With schools coming from across the borough many will not have visited the Palace before, so this will be an opportunity for them to create their first memories of the Palace as we celebrate 150 years of memories!
- 7.1.7 Educational specialists, 2 Simple are creating a digital learning resource for primary and secondary schools to help pupils learn heritage skills in curation, interpretation and running a heritage venue, which will form part of the legacy of the 150<sup>th</sup> commemorative programme.
- 7.1.8 Residents at Latimer House retirement home worked with 'dance for camera' artists to commemorate their own experiences of living in Haringey as part of documenting people's lives from a range of backgrounds for the commemorative programme.
- 7.2 Rhythm Stick, our night club for adults with disabilities, took place on the 14<sup>th</sup> December in Marcus Garvey Library as part of the Young Creative Network (YCN) programme. The event programme included a performance by Alexis Taylor (from the band Hotchip and ambassador for the YCN) and DJ's from the disabled community.
- 7.3 Alexis Taylor also delivered a 'round table' discussion with YCN members about his experience of working in and breaking into the music industry.
- 7.4 Artist/filmmaker Joe Bloom has been working with YCN members who self-identify as disabled at the John Dewey Community College to create a film and mural for the College grounds.
- 7.5 The Creative Learning and Events teams supported delivery of the Haringey Feast event in November, assisting with administration, programming and event co-ordination.
- 7.6 36 Haringey Schools are participating in Biblio-buzz 2024 (33 in 2023), Alexandra Palace's Children's book awards, officially launched in December with an event at Wood Green Central Library on 12<sup>th</sup> December. 30 people attended the launch event and participated in a workshop run by Alix Smith, a specialist in learning through visual art, on how to design an eye-catching book cover.
  - 7.6.1 This year Enfield libraries will be participating in the programme which launches in Enfield Central Library on January 13<sup>th</sup>.
  - 7.6.2 A Biblio-buzz tour of literary based activities is currently being finalised with Haringey and Enfield Libraries which will include author readings, performances, crafts workshops, and creative writing activities. The tour runs from January to March 2024.

- 7.6.3 As part of Biblio-Buzz 2024 the Creative Learning Team will run a four-day book festival across a range of spaces in the Palace, including in the Theatre. The programme includes literary luminaries such as Lemony Snicket, Justine Thurston and Natalie Haynes.

## 7.7 Volunteering at the Palace

- 7.7.1 60 Active volunteers are embedded in numerous departments across Alexandra Park & Palace and delivering: stewarding in the theatre/events, archive and interpretation, image moderation, curation, supporting creative learning activities, assistants teaching, designing/running tours, and gardening.
- 7.7.2 21 Volunteers supported the delivery of the Haringey Feast with all volunteer opportunities delivered by the Creative Learning team.

## 8. Events

- 8.1 Events in the Park will require temporary closures of Alexandra Palace Way and areas of the Park as well as changes to car parking and public transport. Details including reopening times will be publicised in due course including on Park entrances and on the Alexandra Palace website.

### 8.2 Red Bull - Saturday 22 June 2023

*The road will be closed on Friday 21 June until Sunday 23 June 2024*

### 8.3 Summer Series 2024

- Friday 12 July Bombay Bicycle Club
- Saturday 13<sup>th</sup> July Kaleidoscope Festival

*The road will be closed from Thursday 11<sup>th</sup> July until Sunday 14<sup>th</sup> July.*

- Thursday 18 July Suede + Manic Street Preachers
- Friday 19 July Tom Odell
- Saturday 20 July Noel Gallagher's High Flying Birds

*The road will be closed from Wednesday 17<sup>th</sup> July until Monday 22<sup>nd</sup> July.*

### 8.4 The Great Fete – Date & event TBC

### 8.5 Fireworks 2024 – Friday 2<sup>nd</sup> & Saturday 3<sup>rd</sup> November

The road will be closed from the afternoon of Thursday 31<sup>st</sup> October and will reopen on Sunday 3 November in the afternoon.

- 8.6 21 noise complaints have been received in the current year (April 2023 to March 2024) and are attributed to the following events:

Noise complaints recorded for the 2023/23 Year, since 1 <sup>st</sup> April 2023		
Date	Event	Number of complaints
23 May	150th Celebration Party	2
30 May	Four Tet	1
10 June	Fatboy Slim	1
14 June	Bastille	2
21 July	Hozier	3
05 September	Fred Again	1
09 September	Fred Again	3
24 September	Cavetown	1
03 November	Fireworks	5
04 November	Fireworks	1
11 Dec-5 Jan	Darts	1
7-14 January	Snooker	0
<b>Total complaints to date</b>		<b>21</b>

- 8.7 The schedule of events is attached at Appendix 2.  
Additional information is available in the What's On pages of our website:  
<https://www.alexandrapalace.com/whats-on/> .

## 9. Legal Implications

- 9.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report and has no comments.

## 10. Use of Appendices:

Appendix 1 – 2022/23 Annual Report Impact Matrix  
Appendix 2 – Schedule of Events

## 11. Background Papers – None

## Alexandra Park & Palace Charitable Trust – 2022/23 Performance Impact Matrix

Strategic Priorities	Inputs <i>Our resources</i>	Delivery activities <i>What we do</i>	Charitable outputs <i>What we deliver</i>	Impact <i>Wider public benefits</i>
<p><b>Strengthen our reputation and elevate our status in entertainment, heritage and recreation.</b></p> <p><b>Create a stronger lifelong connection with our visitors, supporters and community.</b></p> <p><b>Improve our overall resilience.</b></p>	<p>Board time &amp; expertise</p> <p>Staff time &amp; expertise</p> <p><b>2353</b> volunteer hours</p> <p>In kind support from partners and stakeholders</p> <p><b>Self-generated and fundraised income £551k</b></p> <p>Corporate Trustee Revenue Grant <b>£1.755m</b></p> <p>Corporate Trustee Capital Grant <b>£1,564,000</b></p>	<p>Deliver a repair programme to overcome the historic backlog.</p> <p>Ensure the building fabric remains safe and watertight.</p> <p>Improve and upgrade critical support infrastructure across the Park and Palace.</p> <p>Deliver quality events, leisure experiences and activities throughout the year to bring the venue to life for the purposes it was created.</p> <p>Manage the environmental impact of the organisation and leaseholder activities in the Park and the wider environment.</p> <p>Raise and generate funds to support the restoration and development of the charitable assets.</p> <p>Improve the energy efficiency of the building.</p> <p>Deliver a programme of restoration of the derelict areas of the Park and Palace.</p> <p>Deliver a programme of creative learning activities to engage a broad audience in the history and heritage of the Park and Palace.</p> <p>Record our history, conserve our historic records and make them accessible to the public.</p>	<p>The Park was open <b>365</b> days providing valuable green open space for recreation and enjoyment by .</p> <p><b>0%</b> of Palace restored out of dereliction in year.</p> <p><b>£1,148,000</b> invested in services, repairs, maintenance and on capital improvements.</p> <p><b>4.7m</b> beneficiaries</p> <p><b>4</b> (Park) designations/awards achieved for the historic &amp; natural environment</p> <p>Heritage tours of the Palace for more than <b>60</b> visitors</p> <p><b>462</b> Creative Learning events:</p> <ul style="list-style-type: none"> <li>• <b>3,676</b> school pupils engaged with local history</li> <li>• <b>3,852</b> participated in adult engagement programmes</li> <li>• <b>1,717</b> Young People aged 16-24 engaged</li> <li>• <b>2,051</b> took part in outdoor learning sessions</li> <li>• <b>297</b> volunteering opportunities provided</li> </ul>	<p><b>Health &amp; Wellbeing impact</b></p> <ul style="list-style-type: none"> <li>• Provision of site for low-cost physical activity - contributes to reducing mental health distress, depression and obesity. Supports and improves wellbeing</li> <li>• Improved mental health and happiness through connection with nature</li> </ul> <p><b>Economic Impact</b> (based on 2019/20 assessment)</p> <ul style="list-style-type: none"> <li>• On-site employment <b>230 full time equivalent</b> (FTE) including agency &amp; tenant employment. <b>£11.2m GVA</b> (Gross Value Added)</li> <li>• Supply-chain-expenditure: Haringey <b>£.51m</b>, London <b>£3.88m</b>, outside London <b>£5.81m</b></li> <li>• <b>£70m</b> Off-site visitor expenditure</li> </ul> <p><b>Environmental Impact</b></p> <ul style="list-style-type: none"> <li>• Improvement in wider visual amenity of Park and Palace engenders local pride</li> <li>• Pollution amelioration and cleaning of air of natural environment in urban areas</li> <li>• Provision of habitat for wildlife</li> </ul> <p><b>Educational impact</b></p> <ul style="list-style-type: none"> <li>• Educational resource and venue for school outings positive impact on child physical and cognitive development</li> </ul> <p><b>Profile Raising impact</b></p> <ul style="list-style-type: none"> <li>• Contribution to raising the profile of Haringey and North London as a cultural destination</li> <li>• Mast/ building lit to raise awareness of <b>7</b> causes</li> </ul> <p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>• Visual and physical amenity for local people and visitors (Park <b>3.8m</b>, Ice Skating <b>146,000</b>, Ice Hockey <b>51,598</b>, Creative Learning <b>12,055</b>, Theatre <b>73,000</b>, Events <b>630,000</b>, Phoenix Bar &amp; Kitchen <b>15,000</b>)</li> <li>• Reaching diverse groups and communities formally and informally - creating social opportunities to improve sense of inclusion in society</li> <li>• Venue for community events and meeting other people</li> <li>• <b>70</b> individuals regularly volunteering and engaged in activities, <b>40</b> volunteer newsletters</li> <li>• Offering cultural and curatorial experience for young people wanting a creative career</li> </ul>

Appendix 2 - Schedule of events January – December 2024

DATE	EVENT	LOCATION
11 Dec -5 January 2024	World Darts Championship	Palm Court ALL AREAS
20-31 January 24 January	Theatre Tours (with afternoon tea) Relax, Restore Reset: Breathwork & Sound Healing	Theatre Creativity Pavilion
8 February	What's Love Got to do with It	Theatre
17 February	Roisin Murphy	Palm Court ALL AREAS
20 February	Masego	Palm Court ALL AREAS
23 February	PinkPantheress	Palm Court ALL AREAS
1 March	The Ronnie Scott's Story	Theatre
9 March	Sarah Jane Morris – Sisterhood	Theatre
16-17 March	The London Festival of Railway Modelling	Palm Court ALL AREAS
20 March	Relax, Restore Reset: Breathwork & Sound Healing	Creativity Pavilion
23 March	Concert: The Smile	Palm Court ALL AREAS
28 March	Concert: Neck Deep	Palm Court ALL AREAS
29 March	Concert: Sonny Fodera	Palm Court ALL AREAS
30 March	Concert: Hybrid Minds	Palm Court ALL AREAS
1 April	London Squash Classic	Palm Court ALL AREAS
6 April	Concert: Underworld	Palm Court ALL AREAS
11 April	Nitin Sawhney	Theatre
12 April	Concert: Declan McKenna	Palm Court ALL AREAS

DATE	EVENT	LOCATION
13 April	Pierce The Veil (concert)	Palm Court ALL AREAS;
16-17 April	Tommy Tiernan: tommedian	Theatre
26 April	Concert: Sampha	Palm Court ALL AREAS
4 May	Johnny Flynn & Robert Macfarlane	Theatre
16 May	Ivo Graham: Organised Fun	Theatre
22 May-1 June	The Glass Menagerie	Theatre
13 June	Jimmy Carr: Laughs Funny	Theatre
22 June	Red Bull	Park
12 July	Bombay Bicycle Club	Park & ALL AREAS
13 July	Kaleidoscope Festival	Park & ALL AREAS
18 July	Suede + Manic Street Preachers	Park & ALL AREAS
19 July	Tom Odell	Park & ALL AREAS
20 July	Noel Gallagher's High Flying Birds	Park & ALL AREAS
30 Aug-21 Sept	An Inspector Calls	Theatre
28 Sept	Concert: The The	Palm Court ALL AREAS
18-20 October	Vegan Life, OM Yoga Show, Mind Body Soul Experience	Palm Court ALL AREAS
26 October	Concert: Beartooth	Palm Court ALL AREAS
9 November	Whitney: Queen of the Night	Theatre
29 November	Concert: IDLES	Palm Court ALL AREAS





**MEETINGS OF THE STATUTORY ADVISORY COMMITTEE  
& THE CONSULTATIVE COMMITTEE**

**25 JANUARY 2024**

**Report Title:** Annual Review of Fabric Maintenance & Repairs  
**Report of:** Iain McDonald, Head of Property & Facilities  
**Purpose:** To inform the Committees of the annual review of the Fabric Maintenance Plan (FMP)

**Local Government (Access to Information) Act 1985 - N/A**

**1. Recommendations**

1.1 To consider and note the maintenance and repairs progress made in 2022/23 and 2023/24 (including scheduled work not yet conducted) and priorities for the next year.

**2. Introduction**

- 2.1 A Fabric Maintenance Plan (FMP) was produced in 2014 and has since provided a schedule for building fabric and services repairs and renewals, over a ten-year timeframe.
- 2.2 Annual reporting on progress against the plan has become difficult as additional work not included in the plan has been conducted such as the East Wing Restoration Project. 59% of the original building fabric repair items on the FMP were still outstanding at end of Year 9 and are unlikely to be achieved in the remaining year of the scheduled plan. Therefore, as we approach the end of the ten year plan, rather than a schedule, the FMP will continue to be used as a framework for repairs and maintenance planning.
- 2.3 An annual review of the fabric maintenance plan will continue to be conducted to assess the current state of our facilities and identify priorities for maintenance and improvements. This report aims to summarise the key findings and recommend priorities for the board of trustees' approval.
- 2.4 A report of last year's progress and 2023/24 to date can be found in Appendix 1.

### **3. Key Findings**

#### **3.1 Structural Integrity:**

A structural survey has taken place and revealed several priority areas that require attention, including roof repairs and bridge repairs.

We have identified 147 Great Hall roof glazing units for immediate replacement and a requirement to carry out extensive repairs on our Emergency Exit Bridge serving the Great Hall and the public foot bridge.

#### **3.2 Safety**

Electrical installation systems in key visitor areas have been identified as a priority, such as Distribution board replacements, Emergency Lighting renewal and upgrades to detection systems.

#### **3.3 Energy Efficiency:**

Our buildings showed potential for energy efficiency improvement in various areas including continual work on our BMS controls and heating system infrastructure, LED lighting upgrades and feasibility studies to support future progress.

#### **3.4 Aesthetic Enhancements:**

Many of our facilities would benefit from aesthetic enhancements, including interior and exterior decorating and signage improvements to enhance the Palace and Park. Pathways across the estate need to be invested in to ensure minimal claims against slips and trips.

### **4. Recommended Priorities**

Based on the findings of the annual review, the following priorities for 2024/25 were approved by the Trustee Board on 14<sup>th</sup> December 2023:

#### **4.1 Roof Repairs:**

Urgent continual attention is needed for roof and glazing repairs to prevent further water damage and deterioration to the buildings.

#### **4.2 Safety Upgrades:**

Allocate resources for safety improvements, including replacement of Distribution boards, upgrade of Emergency lighting, Smoke vent and Damper remedials, CCTV infrastructure upgrade, hostile Vehicle Mitigation system.



- 4.3 Energy Efficiency Measures:  
Invest in energy-efficient upgrades to reduce operational costs and environmental impact.
- 4.4 Aesthetic Enhancements:  
Enhance the overall appearance of our facilities to improve the visitor experience, through interior and exterior improvements.
- 4.5 Long-Term Planning:  
Allocate funds for the development of a long-term maintenance and renovation plan.

Investment into aging plant and roof structures to prevent water ingress and further damage to masonry and interior spaces.

**5. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values?**

The proposed priorities are in line with the charitable purpose *to uphold, maintain and repair* the Palace. These measures will not only ensure the safety and functionality of our facilities but also contribute to our long-term sustainability and success as outlined in the Vision.

**6. Risk**

- 6.1 Due to limited resources the Trust has had to spend below the recommended amount to bring the fabric and services into good condition within the 10-year plan and the general condition has only improved slightly in certain areas and 29% of the building remains derelict. Q4 2023/24 will see conservation repairs of the North East Office Building (NEOB) further to the successful application to Historic England, and further funding applications will be made in 2024/25 to bring this area back from dereliction and into public use.
- 6.2 The Trust holds valid Public and Employer Liability Insurance and property insurance (with specialist insurers for historic buildings) as previously reported. The insurers are fully aware of the building condition and our programme of repair and maintenance, and their representatives attend annual meetings and inspections of the building. Any areas or faults highlighted by the insurers at the time of inspection are prioritised and the insurers are kept well informed of the progress to avoid any risk of invalidating the insurance by not complying with insurers' recommendations.

**7. Legal Implications**

- 7.1 The functions of the Trust stipulated in the Alexandra Park and Palace Acts and Orders include: to uphold, maintain and repair the Palace as a place of public resort. Under charity law the Trustee Board Members also have individual and collective responsibility for safeguarding the Charity's assets for the benefit of the public.
- 7.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and has no comments.

**9. Use of Appendices**

Appendix 1 – Year 9 (2022/23) and Year 10 (2023/24) Progress

**10. Background Papers - APP Fabric Maintenance Plan & Budget Documents**

**Year 9 (2022/23) completed items:**

Year 9 continued to focus on risk to safety and resilience and the renewal of services, with Life Safety and Critical installations, including fire alarm network, lighting, electrical distribution, central battery systems upgrading. Not all costs included below.

**Sector 1 –West Entrance, Palm Court and Adjoining Spaces**

- Palm Court Roof vent upgrade £14,800 and access £5,000
- SW Pavilion roof repair and decoration £10,620

**Sector 2 –West Hall, West Corridor and Adjoining Rooms**

- West Hall Roof leak repairs £1,000

**Sector 3 –Service Yard, Stores and North West Tower**

- North West Hall parapet repairs £17,000 and access/hoist £6,500

**Sector 5 –Panorama Room and South West Colonnade**

- Panorama Room roof and gutter repairs £6,700

**Sector 6 –The Great Hall**

- Structural and architectural fees £16,000 and Trial holes and metalwork investigations £8,000
- Great Hall DGU replacements to main roof Bays 1-4 £61,000
- Great Hall Extra DGU replacements Bays 5-15 £12,000
- Great Hall Roof repairs £9,000
- Great Hall Floor duct panel replacements (Phase 1) £56,000

**Sector 7 – Ice Rink and Adjoining Spaces**

- Ice Rink Install Plexiglass & posts to rink £82,500
- Ice Rink Install netting above Plexiglass to rink £26,000

**Sector 8 –Theatre, North East Tower and Adjoining Spaces**

- Spider access for bi-annual inspections of ceiling, walls & proscenium arch July 22
- Theatre Bi-annual ceiling, proscenium arch and walls inspections January 23
- Theatre loading bay doors replacement £4,500
- Theatre Courtyard install graduated external ramp £19,000

**Sector 9 - Former BBC Studios**

- Roof Repairs to BBC Wing and other areas £6,500

**Sector 11 - East Court, Ice Rink Foyer and Adjoining Spaces**

- East Court Roof vent upgrade £16,000 and access £3,500
- East Court glazing repairs £13,000
- SEOB/East Court VS door openings and East atrium wall repointing including scaffolding £38,000
- SEOB staircase beam and ceiling including redecoration £10,000

**Sector 13 – North Basement**

- Level 1 leak and bund £6,000

### **Services - Life Safety**

- PAVA emergency repairs £14,500
- Fire Alarm upgrade Great Hall & West Hall ASD £73,000
- Smoke Vent work £6,000
- Emergency lighting CBS £13,500

### **Services - Critical**

- West Hall rewiring/lighting controls £9,500
- Power distribution 5 year fixed wiring testing 20% per annum
- West Hall lighting project fees £5,500
- West Hall rewire £28,000 (retention)
- Back of house areas/BBC Tower lighting project £33,500
- BBC Wing/Tower distribution upgrades £98,500
- Distribution boards upgrade (Part – General areas) £14,500

### **Services – Operational**

- Boiler replacement zone valves & actuators £10,000
- CCTV headend upgrade £22,000
- IT equipment – Firewall & installation £33,500
- Street lighting repairs/replacement

### **2023/24 Works completed:**

#### **Sector 1 – Palm Court**

- Essential glazing repairs to dome and atriums. £5,000
- Conclusion of projects to Palm Court (Fire Alarm)

#### **Sector 2 – West Hall**

- Conclusion of projects to the West Hall (Wiring/Lighting/Fire Alarm),

#### **Sector 5 –Panorama Room and South West Colonnade**

- Replacement of the Link roof between Palm court and the Panorama room £5,000
- Repair existing toilets in the Panorama room £21,000.

#### **Sector 6 –The Great Hall**

- Faulty Glazing units have been replaced in several locations where they were deemed a danger to fall or blown. 10no. in August and 40no. in November 2023. £90,000
- We had to carry out substantial repairs to the floor ducts in the Great Hall including purpose made new duct covers. £6,000 (Phase 2).
- Survey and repair some of our Gantry walkways across/within the roof and fire escape staircases for our team to continue maintaining the roofs and safe public/staff usage to escape staircases. £9,000
- Conclusion of projects to Great Hall (Fire Alarm)

## **Sector 7 – Ice Rink and Adjoining Spaces**

- Plexiglass was installed around our Ice rink. Improving visitor experience and safety, improving energy efficiency and providing a facility that supports the progress of the Ice Hockey team to a higher league.

## **Sector 11 – East Court**

- Essential glazing repairs to dome and atriums

## **Services – Water Main**

- The water main serving the entire Palace, including the tanks serving the sprinkler systems and essential water provision, burst in the North Service Yard, and we have managed to contain and fix a section that was in immediate need for repair but still need to plan future works before failure happens down the rest of the line.

## **Services – Critical**

- Distribution boards (phase one) various locations across the estate.

## **Services – Operational**

- We have upgraded some of our CCTV cameras that were failing.

## **Grounds and Park**

- Bedford Road retaining walls were rebuilt after finding sections of wall and path in danger of collapse.
- Boundary fencing to North Service Yard was replaced.
- Speed tables were restored on our road to ensure safety to the public.

It is worth reiterating that the FMP had to take a pragmatic approach to the renewal of the business-critical services items (including high voltage breakers, power distribution, generators, transformers and IT), as these date from the late 1980's and are beyond their standard serviceable life but are well built and operational. In the event of a breakdown, it may not be possible to restart these systems or obtain replacement parts, which proved the case for the smoke vents and emergency central battery units.

The condition of the services was originally rated as Poor throughout largely due to the age of the installations. Sectors such as the Theatre and East Court previously improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and progress had been made on the Life Systems and some Operational Systems, including the main lifts. The renewal of the services remains slightly greater than that included within the FMP by Year 10 based on the average/extra spends to date.

Installing safe access to all roof areas has been deferred one further year (with previous progress on EWRP and WYP in Year 4 and part Great Hall in Year 3), due to

other H&S and operational priorities. Further elements of the Listed Building Consent for Great Hall roof access upgrade will be realised as part of the Skywalk (rooftop adventure) to assist with the attraction but to also improve maintenance access provision.

## **Further planned work in the remainder of 2023/24**

### **Sector 3 – Service Yard & Stores, and North West Tower**

- The West Yard Building and NW Tower (Level 5 & 4) will be finished.

### **Sector 5 – Panorama Room & SW Colonnade**

- GWG replacements to West Lightwell lantern.

### **Sector 6 –The Great Hall**

- Wire & Sky rooftop experience will commence to ensure a revenue income to the Palace.
- Distribution boards will be replaced in further locations.

### **Sector 7 – Theatre, North East Tower & Adjoining Spaces**

- Cyclical redecoration of doors and plastered walls to Theatre auditorium, foyer and dressing rooms.

### **Sector 11 - East Court, Ice Rink Foyer and Adjoining Spaces**

- The urgent fabric repairs to the derelict NE Office Building, between the East Court entrance and the Theatre Courtyard, are subject to a funding application to Historic England, with essential external roof and parapet repairs and internal stabilization within the scope of the project. This should save the NEOB from further dereliction and/or roof and lantern collapse and be a catalyst for the restoration and reuse of the interior spaces for APPTC functions.

### **Services – Critical Life Safety Systems**

- We are replacing Emergency Lighting within the Palace, the first phase of a larger project across the next 3 years.