

ALEXANDRA PARK AND PALACE CHARITABLE TRUST

BOARD MEETING

11th September 2018

Report Title: Fabric Maintenance Plan (FMP)

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Purpose: This cover report summarises the annual review of the Fabric Maintenance Plan and seeks the Board's approval to proceed with the recommended priorities.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To approve the Fabric Maintenance Plan priorities for 2018/19 that will be presented in the PowerPoint document during the meeting.

2. Reason for the decision/ background

- 2.1 Further to the preparation of the 10-year Fabric Maintenance Plan by the Surveyor to the Fabric, Purcell, in 2014 an update has been undertaken and the priorities for Year 5 2018/19 are proposed within Appendix 1.
- 2.2 Over 10 years the plan identified that the Trust needed to spend £14.7m on the building fabric repairs, services repair/renewals, and improved roof access. This covered maintaining and repairing the existing elements, rather than wholesale enhancements which would be covered by major projects. The Trust's capital budget and project funds do not cover all of the scheduled works.
- 2.3 The services elements (electrics, fire systems etc) on the Theatre, East Court and BBC Studios were excluded from the FMP, as complete redesign and renewal was envisaged under the East Wing Restoration Project (EWRP).
- 2.4 Overall progress to date on the 10-year Fabric Maintenance Plan is 21% (actual against target of 43% for end of Year 4).
- 2.5 The requirements (not actual funds available) break down as:
- | | | |
|-------------------------|----------|-------------|
| Building Fabric Repairs | 18.5% of | £11,850,200 |
|-------------------------|----------|-------------|

Services Repair/Renewal	44%	of	£2,569,400
Roof Access Installations	1%	of	£279,800

- 2.6 Year 4 continued to focus on Health and Safety and making the building weather-tight, and has been predominately successful, although there has been some deterioration particularly in the roofs over the TV studios.
- 2.7 The fabric repairs within the FMP for the Theatre and East Court and associated spaces have been progressed as part of the main East Wing Restoration Project with the Enabling Works having been completed in Year 3, and the fabric repair therefore falling primarily into Year 4 of the FMP.
- 2.8 Deferral of the TV studios restoration (as originally part of the East Wing Restoration Project) will further delay the progress of the FMP scheduled fabric repair and services renewal in these areas into Year 6 and beyond.
- 2.9 Installing safe access to all roof areas is a priority for Years 5 and 6 and some permanent roof access installations are incorporated in the East Wing Restoration Project and West Yard Project in Year 4.
- 2.10 The condition of the East Court glazing has continued to deteriorate, with urgent investigations and repairs carried out to the SW corner, and a general overhaul is planned for Year 5 from the allowance within the East Wing Restoration Project fund and is being procured directly, rather than through the main contractor.
- 2.11 In view of the delays to the conservation works to the external elevations we have continued the bi-monthly periodic inspections by cherry picker and spider machine, to monitor the condition and make safe where necessary. These are proving essential and modest repairs and pinning works have been carried out to areas of the Great Hall South, the North Wall and the SW Tower to help retain the original fabric.
- 2.12 Further progress has been made on the renewal of services, with priority on providing fire alarm cover where lacking and/or unreliable and to achieve energy savings.
- 2.13 The FMP is split into 13 building sectors and the condition of each element has been reassessed to compare between the original survey of 2014 and that of late 2018, and are classed as 'Poor', 'Fair' and 'Good'.

The priority ratings for each work package has also been adjusted to suit the current condition and operational requirements, and are relisted under:

- A = Within 12 months,
- B = Within 36 months,
- C = Within 5 Years, and
- D = Desirable – Within 10 Years.

- 2.14 We presently have capital and project budget allocations to carry out the Priority A items only during Year 5. All of the Priority B, C and D items will need to be deferred into Year 6 and beyond; this includes approximately £2.5 million Building Fabric/Roof Access items and £0.32 million Services items.

- 2.15 The proposed deferral of these Priority B & C items (and some Priority A items) will have an impact on the presentation of the building, such as the internal decorations to the Great Hall and brick and render repair to the South Elevation of the South Terrace/Traitor's Gate, and on the completion of the renewal of Life Safety systems and Critical services items.
- 2.16 The installation of an aspirating fire alarm system to the Great Hall, at £90,000 is considered Priority A but is currently a reserve item and subject to funds becoming available. The fabric repair of the BBC Colonnades at low level is priced at £20,000 and is also a reserve item for Year 5 should further funds permit. This is not an exhaustive list; other reserve items include: a central battery system for emergency lighting, fire main renewal and smoke ventilators.

3. Risk Considerations

- 3.1 The Trust is currently spending below the recommended amount to bring the fabric and services into good condition within the 10-year plan and the general condition has not improved as planned.
- 3.2 However, the East Wing Restoration Project and West Yard Project are nearing completion and will significantly improve the condition of the East Wing of the Palace and the safety and stability of the North wall.
- 3.3 We had planned to renew all life safety systems which include fire alarms systems, emergency lighting, public address speakers, sprinklers, lightning protection, and lifts, by the end of Year 4 but this has slipped into subsequent years due to lack of funds. Good progress has been made on renewing the fire alarm panels throughout the Palace but many still rely on the original late 1980's detectors and wiring, which is gradually being replaced with piped aspiration systems that are more appropriate. The Board should be reassured that we are working with the fire service and our insurers on these issues.
- 3.4 The structural condition of the Victorian basements under the Panorama Room and SW Colonnades has deteriorated further with continuing water ingress and corrosion to the cast iron beams supporting the brick vaults/floor slab, and £131,800 is allocated in Year 5 for structural investigations/repairs, enhancements to drainage and ventilation, and waterproofing to the Panorama Room and colonnades above. Works are due to commence in mid-September and complete by October 2018, and will confirm the condition of the structural slab and permissible floor loadings to the Panorama Room, which have been limited as a precaution. This is pending the redevelopment of this area and the reinstatement of a building behind the colonnades and partial reuse of the basements.
- 3.5 The FMP had to take a pragmatic approach to the renewal of the business critical services items, which include 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.
- 3.6 The full cost of renewing all of the services throughout the Palace was estimated at £26 million and, therefore, the decision was taken to upgrade as part of each major project.

- 3.7 The condition of the services was previously rated Poor throughout largely due to the age of the installations. However, a proportion of the Sectors have improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and fire alarm upgrades and boiler replacements, together with the NW Tower as part of the West Yard Project.
- 3.8 The condition of the fabric has improved significantly to Sectors 8 (Theatre, North East Tower and Adjoining Spaces) and Sector 11 (East Court and Adjoining Spaces), and partially to Sector 3 (Service Yard Store and North West Tower). This is due to completion of the repair items to the Theatre and East Court under the EWRP, and partly due to the NW Tower and North Wall through the West Yard Project.
- 3.9 The condition of the fabric has remained Fair to Poor in the remaining Sectors, with further slight deterioration to the BBC Wing and Ice Rink.
- 3.10 The re-securing of the North Wall by the construction of the infill storage and office building, and associated staircase within the glazed link, has substantially reduced the structural risks associated with the free standing North Wall and should reduce the maintenance liabilities for this element.
- 3.11 Whilst progress has not achieved the target due to lack of funds, Trustees should be aware that the schedule of works is dynamic and regularly reprioritised when issues emerge or surveys indicate different works are required. The priority is always the safety of the public, staff and contractors.

4. Legal Implications

- 4.1 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 Trust Board Members also have individual and collective responsibility for safeguarding the Charity's assets for the benefit of the public.
- 4.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments.

5. Financial Implications

- 5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report. The report makes reference to certain life safety works being deferred into later years. Trustees must be assured that the deferral of these works does not create an unsafe environment nor invalidate the Trust's insurance arrangements.

6. Use of Appendices: Appendix 1 – FMP Powerpoint Presentation