



## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4<sup>th</sup> March 2019

**Report Title:** Repair and maintenance progress report  
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**Purpose:** This a progress report on repair and maintenance work on the Palace building and associated capital investment.

### **Local Government (Access to Information) Act 1985**

N/A

#### **1. Recommendations**

1.1 To note this report.

#### **2. Introduction**

2.1 Capital Projects (outside the East Wing Project and the West Yard Project) are funded from the annual capital grant from the Corporate Trustee (£470,000) or the Restoration Levy on Trading Company ticket sales.

2.2 At its meeting on 19<sup>th</sup> July 2018 Trustees approved the following maintenance budget priorities, fabric works to the basements (including investigations, opening up, structural and drainage) and roofing work (including access installation, glazing, repairs and redecoration).

2.3 On 11<sup>th</sup> September 2018 the Board approved the Fabric Maintenance Plan priorities for the year with a focus on upgrading some of the organisation's critical safety systems. Progress on the main projects and other capital investment is detailed below.

### 3. Table of capital works

3.1 The Table below summarises the projects for 2018-19, which are funded from various grants including the Corporate Trustee grant and may run over a period of more than one year. More information is provided in the paragraphs below.

Works Scheduled	£	
	Budgeted	Not committed as at 31-12-2018
West Hall Ducts	14,000.00	14,000.00
Roof Works	112,824.00	49,543.00
Basement Works	150,399.00	
Area 7 Works	175,000.00	2,789.00
Emergency Lighting	12,382.00	
Access Equipment (Platform)	15,000.00	
Diesel Fire	36,693.00	
Fire Networks	17,194.00	
Welcome Desk	7,500.00	7,500.00
Goods Yard	70,582.00	70,582.00
Disposal of Non-Historic Goods	6,345.00	
Theatre Stage Propping	50,638.00	
Theatre Bar	23,000.00	
Critical Fire Systems	105,228.00	
<b>Total expenditure</b>	<b>796,785.00</b>	<b>144,414.00</b>

### 4. Progress on Critical safety systems

- 4.1 Fire Main – A short term solution for water supply in the event of a fire has been agreed with the London Fire Brigade until the corroded pipes in the 1980's fire main can be replaced. This is a significant improvement in fire protection for the Palace.
- 4.2 Critical Fire Systems – the work to renew all of the smoke vent cabinets has been issued and these works are due for completion in February 2019.
- 4.3 Diesel Fire System – the pump that backs up the fire sprinkler system for the whole building, has been replaced.
- 4.4 Fire Networks – New fire alarm panels are, at the time of writing, being installed and the transfer over from the older panels is scheduled for February/ March 2019. This work was delayed due to the East court and theatre the project. The new panels have been installed and we are awaiting a confirmation date for when these panels will be switched over.
- 4.5 West Hall duct works – The raising and reinstatement of the ventilation trunking to facilitate roof repairs will be carried out in February 2019, following leak detection surveys, to the west end of the roof over the West Corridor, with the eastern end planned for 2019/20.

- 4.6 Emergency Lighting – The current central battery systems (CBS) units are operational and will work in case of emergency, but if discharged may not be able to recharge. 6 CBS units have already been replaced and 5 need to be replaced as and when budget is allocated: the west hall (x2), the ice rink, roman bar, kitchen corridor. The West Hall replacements will be difficult to install due to the height locations of the CBS units.

## **5. Fabric Repairs**

### **5.1 Roof Repair and Access Works**

5.1.1 The priority permanent roof access installations to the Great Hall, including handrails to parapets and latchway to corner flat roofs with no edge protection has been completed by IMS/PDSG in the sum of £24,656.10, with part funding from the Rose Foundation. The roof and glazing repairs and redecoration of the external space frames has been largely deferred into 2019/20, with the priority repairs to the spaceframes and trial decoration scheduled for February 2019. The remainder of this project to the Great Hall walkways, East and West Lightwells, SW Colonnades, and NW Hall will now be retendered to commence in early 2019/20.

5.1.2 The hooped ladder to the Theatre Foyer roof has been renewed, with part funding from the Rose Foundation, improving our level of compliance.

5.1.3 The overhaul of the East Court glazing is complete, using the bespoke access systems to traverse the exterior by abseil teams, fabricated and purchased as a capital expense of £15,000. The bespoke rail and guard system will also be used for the forthcoming leak repairs to the Palm Court dome and atriums, scheduled for end February.

5.1.4 The additional overhaul and renewal of panes has been completed to the South, East and North Atriums of the East Court, to cure leaks and H&S concerns, at a cost of £17,864.

5.1.5 The identical works to the Palm Court, is now booked at a cost of £12,760 (5 days) and contingency of £5,104 (2 days) to utilise breaks in the calendar of events.

5.1.6 The periodic inspections of the roofs and elevations has identified urgent repairs required to the SW Tower, BBC Colonnade chimney stacks, and £5,250 and £5,850 has been reallocated to these essential works.

### **5.2 Basement Works**

5.2.1 The basement investigations, opening up and structural works, enhancements to ventilation and drainage, and damp proofing works, commenced in September 2018, and were due for completion during November 2018. All clearance, surveys and investigations are complete, and the resultant drainage and structural works agreed. These have been re-programmed for late January to end of March 2019.

5.2.2 The ground floor slab to the colonnades is in very poor condition to 2 bays, with the steel beams rusted to half their original section and with spalling infill clinker concrete that requires complete replacement. The additional works will require Listed Building Consent, which is likely to be granted, as the remainder of the SW colonnade slabs have been replaced with reinforced concrete, and consent is already granted for the same type of renewal to the BBC Colonnades, which are in a similar poor condition. It is proposed to carry out these structural works in the next financial year at a cost of £40,000, and to follow on from the contracted works.

5.3 Area 7 Roof – The remaining minor alterations to existing vents and extract, to compliment the new roof coverings and insulation, is now completed, with a modest saving of £2,789 on the budget.

#### 5.4 North Service Yard Paint Store

Works to convert the old paint store into a security lodge has not yet commenced. The operational requirements are being further reviewed prior to commencement, and therefore a proportion of this project may carry over into 2019/20.

#### 5.5 Theatre Items

- Disposal of non-historic items and cataloguing and storage of theatre items is complete as previously reported at £6,345.
- Propping of the front of the theatre stage with temporary scaffolding is complete as previously reported to give a strengthened area of 6m deep x 11m wide with a loading of 6kN/m<sup>2</sup>, within the budget of £24,124.
- Consideration is being given to extending the temporary propping to provide an additional 1m width each side, which would provide greater flexibility for the positioning of free standing lighting and scenery trusses on the stage, and could cost in the region of £5,000.
- Propping of the north side of the theatre stage (to provide a route for event build-up) is complete and designed to achieve 7.5kN/m<sup>2</sup>, and the cost was £26,514 to match the budget.
- Consideration was also given to strengthening a small area to the rear of the stage, and if required could be implemented at an extra cost of £4,000 and the opportunity taken to enhance the scaffold ladder down to the pit, should funds permit in 2019/20.
- The periodic inspection of the Victorian ceiling and 1920's mouldings, together with the proscenium arch and auditorium walls is planned for every 6 months. The most recent inspection took place in January, whilst the Theatre was closed for snagging works and maintenance. The cost of hiring equipment (spider-crane) is £1,800 and will be funded from the FMP budget on this occasion.

## 6. Additional Theatre Items

- 6.1 The table below lists projects scheduled in 2018/19, which are fully funded by the restoration levy. These are essential for the opening for the East Wing and the Theatre but are not funded by the Heritage Lottery Fund:

Capital expenditure paid from Restoration Levy funds		£ Paid/committed at 31-12-2018	£ To be committed before 31-3-19	£ Total
Theatre Lighting		168,028.00		168,028.00
Power Distribution		14,804.00		14,804.00
PA System		174,569.00		174,569.00
Stage Rig		46,278.00		46,278.00
Theatre Furniture		5,689.00		5,689.00
Show Comms		29,552.00		29,552.00
Sound Desk		46,611.00		46,611.00
Microphone Package		14,434.00		14,434.00
Theatre Bar		21,774.00		21,774.00
Toilet		30,967.00		30,967.00
Theatre Signage			19,350.00	19,350.00
Café Contribution			20,000.00	20,000.00
Various small Theatre items			7,500.00	7,500.00
Un-assigned			443.00	443.00
<b>Total</b>		<b>384,678.00</b>	<b>47,293.00</b>	<b>599,999.00</b>

### 6.2 Theatre Lighting

Is now fully installed and working well. All December shows used the in-house system exclusively. All feed-back so far has been very positive. The decision to go fully LED has improved ventilation air flow within the space and will create more efficient electricity usage in the future.

Now that the space has been operational for a period it has become obvious that additional items will be needed if we wish to avoid regular hires on a show by show basis. These items include, 2 x 'followspots' and a small number of non-intelligent units for the technical balcony / floor package.

### 6.3 Stage Rig

This project has been quite challenging. The installation was slow and unsatisfactory. Although the structure was used successfully throughout December it isn't possible to use it to its full potential. Because of these issues certain elements of the structure have been redesigned by the manufacturer and these new parts are scheduled to be re-installed later this month. This work will enable the structure perform as expected and allow the use of the front section of the stage house to work well in all circumstances.

### 6.4 Power Distribution

These include heavy mains cables and heavy mains distribution boxes. On the whole this has been very successful. The venue has been able to supply all power needs for all incoming shows so far without the need for equipment to be hired in.

Given we have 2 x 200A electrical supplies we will need to purchase the equipment to distribute for these outlet (stage left) at some point in the future.

#### 6.5 PA System

This has been extremely successful. All feed-back has been excellent and very complimentary despite the size of the space. The work done to tune and configure the PA coupled with the equipment itself has made all the difference to the audience experience.

To complete the package it would be sensible to consider purchasing a small monitor desk in the future as there have been at least 4 events so far that have hired in this equipment.

#### 6.6 Stage Furniture

The selection of Theatre related equipment to allow day-to-day operation. The category included everything from stage brooms and mops, to rigging equipment and rope and steel wire and stage tools. etc. This was a basic kit that will be supplemented as we go along.

#### 6.7 Stage Comms

A wireless system to allow all technical personnel working on a show to communicate with each other to affect the show. Stage manager, LX operator, set movers etc. This has been invaluable for every event so far and the system has worked extremely well in all circumstances.

#### 6.8 Sound Deck - Digico SD12

The decision to purchase this particular make and model has been well received by all incoming productions. It is extremely well respected within the industry whilst being very well priced for the level of features and its acoustic excellence.

#### 6.9 Microphone Package

Microphones are always a difficult topic as there are so many different makes and models available and the choice is often subjective. On the whole this is a very good in-house package and has been generally well received by in-coming production teams.

After all the comments and feedback from December we intend to supplement the existing set to complete the offering.

### **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 Trust 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 Assistant Director of Corporate Governance has been consulted in the preparation of this report, and any comments will be tabled.

## **8. Financial Implications**

- 8.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

## **9. Use of Appendices**

None