



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 September 2022

Report Title: Fabric Maintenance Annual Update

Report of: Neil Coe (Building Surveyor), presented by Emma Dagnes (CEO)

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

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

1. Recommendations

- 1.1 To note progress made in 2021/22 despite the challenges of the very limited budget, increasing number of severe weather events placing additional pressure on the assets.
- 1.2 To approve adjustments to priorities as listed below with more detail to be presented at the meeting:

Sector 1 –West Entrance, Palm Court and Adjoining Spaces

- Priority A Glazing works plus access £14,510 and £104,094
- Priority A Crittall lantern re-glazing £4,000
- Priority A Crittall lantern refurbishment £11,000
- Priority A Various roof leaks £13,436
- Priority A Box office roof repairs £1,926
- Priority A/B SW Pavilion roof repair and decoration **DEFERRED**
- Priority A/B Redecoration **DEFERRED**

Sector 2 –West Hall, West Corridor and Adjoining Rooms

- Priority A/B Redecoration **DEFERRED**

Sector 3 –Service Yard, Stores and North West Tower

- Priority B North West Service Hall roof access install **DEFERRED**

Sector 4 –South West Tower

- Priority B SW Tower renew roof, windows and internal scaffold **DEFERRED**

Sector 5 –Panorama Room and South West Colonnade

- Priority A North west hall roof repairs £2,889
- Priority A/B -SW Colonnade floor slab renewal (2 bays) **DEFERRED**
- Priority B SW Colonnade & West Light well roof access install **DEFERRED**

Sector 6 –The Great Hall

- Priority A Great Hall/North Service Yard Bridge & Stairs structural repairs **DEFERRED**
- Priority A Great Hall Spaceframes -External Redecoration £73,140
- Priority A Great Hall Glazing Servicing & Replacements £21,680
- Priority A Great Hall Glazing Servicing & Replacements £12,490 **PART DEFERRED**
- Priority B Carry out feasibility for resurfacing the entire floor to Great Hall **DEFERRED**

Sector 7 – Ice Rink and Adjoining Spaces

- Priority A Smoke Vents Replacement £7,080
- Priority A Roof repairs (south) £2,889

Sector 8 –Theatre, North East Tower and Adjoining Spaces

- Priority A Spider access for bi-annual inspections of ceiling, walls & proscenium arch July 21 £3,282 plus £650
- Priority A Theatre Bi-annual ceiling, proscenium arch and walls inspections January 22
- Priority A Auditorium ceiling and walls preventative works £3,475

Sector 9 - Former BBC Studios

- Priority B East Lightwell roof access install **DEFERRED**
- Priority A Repair transmitter hall £7,702

Sector 10 - South East Tower and Adjoining Spaces

- Priority A Over felting to leaking zinc roof over BBC link/toilets **DEFERRED**
- Priority B Extra over to renew roof with zinc coverings **DEFERRED**
- Priority A Additional decorations following rewiring £2,125
- Priority A BBC Tower 5 floor roof repairs £1,269
- Priority A BBC Tower external steps & railing repairs £7,600

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

- Priority A East Court Roof -Glazing overhaul & repairs £47,237 plus access £15,815 May & June
- Priority A Glazing Works to East Court £9,000 plus £37,790
- Priority A SE office building staircase renew beam and ceiling £8,625
- Priority A/B Zinc roof renewal and parapet repairs over corridor **DEFERRED**

Sector 12 - South Basement

- Priority A -Coniston -Retention release £3,391
- Priority B Annual structural survey **DEFERRED**

Services - Life Safety

- Priority A New Ice Rink inverter and touch pad x2 CO sensors £4,084
- Priority A Fire Alarm upgrade WH, GH & PC £26,7761 (£54,209 deferred)
- Priority A Fire Alarm upgrade fees £21,200 (£5,916 deferred)

Services - Critical

- Priority B Back-up generator Main Building **DEFERRED**
- Priority B Power distribution 5 year fixed wiring testing remainder **DEFERRED**
- Priority A West Hall Salix fees £47,500 (£5,921 remaining)
- Priority A West Hall rewire £293,111 (£5,921 committed)

Services - Operational

No works carried out during 2021/22

2. 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 7 2020/21 are set out 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). Similarly, the services installed in the new West Yard Building post-date the original FMP.
- 2.4 Overall progress since the last review of the 10-year Fabric Maintenance Plan is:
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|----------------|-------|--|
| Fabric items | 39.6% | (actual against target of 96.6% for end of Year 8) |
| Services items | 90.4% | (actual against target of 83.9% for end of Year 8) |
- 2.5 This compares with slightly modified results for the previous year of:
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|----------------|-------|--|
| Fabric items | 35.6% | (actual against target of 75.7% for end of Year 7) |
| Services items | 69.4% | (actual against target of 75.9% for end of Year 7) |
- 2.6 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 |
- 2.7 Year 7 and 8 continued to focus on Health and Safety and making the building weather-tight, and the phased works to East Court and Palm Court glazed domes and atriums reinstated as a priority during lockdown and when the event spaces were out of full use. The Great Hall also benefitted from the repair and redecoration of the external spaceframes, together with the first phases of the renewal and sealing of the double glazed units to the main roof. The package of priority roof leak repairs (rather than wholesale renewal) has continued with gradual reduction in roof leaks and deterioration. The other main focus has been the upgrade of electrical distribution boards, rewiring of main event space and ancillary support spaces, such as serveries. The start of the fire alarm upgrade progressed during Year 7 and 8, to Great Hall, West Hall and Palm Court, and associated back of house areas. The relighting of the West Hall was a significant project, together with upgrade of lighting to LED to Ice Rink and back of house spaces/areas. The expenditure on these major projects, has been spread over financial years with some commitments concluding in 2022/23.
- 2.8 The continued deferral of the TV studios restoration (originally part of EWRP) has delayed progress of the FMP scheduled fabric repair and services renewal in these areas into Year 9 and beyond.
- 2.9 Installing safe access to all roof areas has been deferred a 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 LBC for Great Hall roof access upgrade, are hoped to be realised as part of the Skywalk to assist with the attraction but to also improve maintenance access provision.

- 2.10 The condition of the East Court and Palm Court glazing, gutters and leadwork has continued to improve, with full abseil access gained to both domes and all atriums, but new defects have been made apparent during storm conditions to the opening and fixed roof vents. Works are now programmed during 2022/23 to address the risk of breakages and rainwater ingress, as part of the LBH extra capital works to East Court and Palm Court. The condition of the Great Hall glazing has deteriorated further, with breakages of the internal Georgian wired panes to the double glazed units, and the phased renewals will be started in 2022/23, with money carried over from 2021/22 and extra capital works grant, as part of a five year upgrade plan.
- 2.11 The bi-monthly periodic inspections continue to the external elevations, due to lack of funds for conservation works, and are still deemed essential, with the gradually improving or stabilized over the last 12 months. We continue to experience unusually hot and wet weather, but relatively mild winters, and the impact on the fabric is rather unpredictable and monitoring will have to stay in place for the foreseeable future. The fabric repairs to the derelict NE Office Building, between East Court entrance and the Theatre Courtyard, continue to be a concern with the postponing of this project (predominately to be funded through Historic England, with modest match funding) and an essential roof and parapet repair scope has been submitted as a fresh bid.
- 2.12 Progress has been prioritised on the renewal of services, with Life Safety and Critical installations, including fire alarm network, lighting, electrical distribution, central battery systems upgrading to provide better standards and resilience. The services progress against target is therefore reflected in the more recent figures.
- 2.13 The renewal of Operational services installations, has had to take a lower priority, due to the value of the Life Safety and Critical services renewals over the last two years.
- 2.14 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 early 2021, and are classed as 'Poor', 'Fair' and 'Good'.

The priority ratings for each work package have 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.

- 2.15 We presently have capital and project budget allocations to carry out predominately Priority A items only in Year 8, with several Priority A and A/B items deferred from Year 7 into subsequent years. All of the Priority B, C and D items will need to be deferred into Year 9 or 10 and beyond; this includes approximately £5.8 million Building Fabric/Roof Access items and £264,000 Services Infrastructure items.
- 2.16 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, West Hall and Ice Rink. The brick and render repair to the South Terrace/Traitor's Gate and low level to the BBC colonnades and SW Tower also remain desirable, and will start to be addressed in Year 9 (2022/23) with the extra capital grant monies for various packages.

- 2.17 Packages of interest include Parapet Repairs to North Wall, Brickwork and Render Renewals/Repair to South Elevation/Traitors Gate, Yorkstone Drainage Chancel and Surfacing Repairs to South Terrace, Reroofing of SW Tower, Resurfacing works to Alexandra Way, Levelling of entrance to Theatre Courtyard, for Year 9 (2022/23) many of which have been deferred from former years and cannot be delayed any further. Funding for these essential H&S and presentation/operational projects forming part of the extra capital works for the current year and will hopefully clear some of the major backlog on the fabric works (at Year 8) , which is lagging behind the services upgrades.
- 2.18 This is not an exhaustive list.

3. Risks

- 3.1 Due to lack of 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.
- 3.2 The more recent improvements to the Ice Rink (Interior), and projects to the West Hall (Wiring/Lighting/Fire Alarm), Great Hall (Fire Alarm) and East/Palm Court (Roof glazing) and other larger projects have been reflected in this annual review.
- 3.3 The original percentages of the building being 60% in use to 40% semi-derelict/out of use, had gradually improved with the ratio at the end of Year 5 & 6 remaining at 71% to 29%. The further modest enhancements hoped to be achieved by end of Year 7 & 8 (2020/21 & 2021/22) were not forthcoming, with no new areas brought back into use (including the conservation repair of the North East Office Building) and potential Meantime Use/Investment in various semi-derelict/unused spaces has yet to be realised.
- 3.4 The plan to renew all life safety systems which include fire alarms systems, smoke vents controls, emergency lighting, public address speakers, sprinklers and lightning protection, by the end of Year 4 had slipped into subsequent years. However, good progress was made in Year 6 to 8 to complete fire alarm network upgrades, renew smoke vent controls, renewal of further central battery systems, renewal of Great Hall loading bay shutter which forms part of fire strategy, and Great Hall/West Hall/Palm Court fire alarms and relocation of emergency lighting batteries for West Hall.
- 3.5 The structural condition of the Victorian basements under the Panorama Room and SW Colonnades has stabilized following the structural investigations/repairs, enhancements to drainage and ventilation, and waterproofing completed in Year 5.
- 3.6 The proposed renewal of two bays of the corroding clinker concrete floor slab to the SW Colonnades at £39,000 reallocated into Year 7 has been deferred further into 2023/24 due to higher priorities elsewhere. There are still no immediate plans at the time of writing for the redevelopment of this area with reinstatement of a building behind the colonnades and partial use of the basements, and the condition will be monitored and loading restrictions are in place.
- 3.7 Palm Court Suites lantern refurbishment was deferred until 2021/22 and part funded by the Rose Foundation, with further phase of restoration still required.
- 3.8 It may be 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 West Hall wiring and lighting.

- 3.9 We also previously reported 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.
- 3.10 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 has been slightly greater than that included within the FMP by Year 10 based on the average/extra spends to date.
- 3.11 The rewiring and relighting of the West Hall proved essential and this major project was completed during lockdown and extended closure of the event spaces. Energy efficiencies for relighting being funded by Salix as previously reported.
The rewiring of the Great Hall serveries and BBC Offices also proved necessary, and this was carried out by the in-house engineering team to control costs. Major replacement of electrical distribution has also now been completed to the BBC Tower and transmitter equipment.
- 3.12 The condition of the fabric has stayed practically the same since last reported with a modest improvement to the services for Life Safety and Critical systems.
- 3.13 The BBC Wing and South Basement elevations remain as 'Poor' but in relatively stable condition, whereas the North East Office Building has deteriorated further.
- 3.14 Progress has continued although not achieved the target (particularly on the Fabric items) due to lack of funds, however, Trustees are reminded that the schedule of works is dynamic and regularly reprioritised when issues emerge, or surveys indicate different works are required. The lockdowns and change of opportunities had a major impact on the priorities and availability of time to carry out essential maintenance and renewal. The priority is remained the safety of the public, staff, and contractors but also to make the building and operations more resilient in the longer term.
- 3.15 Opportunities still exist for the enhancement of the derelict North East Office Building, (with new funding application pending) and fit out of the South East Office Building in the years ahead, with the East Court café/restaurant brief progressing for the associated SE Pavilion.
- 3.16 The recent storms and exceptionally hot weather conditions have led to damage of the fabric, particularly to the Panorama Room roof, ground floor room to BBC, and the Great Hall roof glazing. Insurance claims are being pursued where appropriate, and areas taken out of use, and additional surveys undertake and remedial works planned.
- 3.17 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.

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 Trustee 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 Head of Legal & Governance has been consulted in the preparation of this report and has no comments.

5. Financial Implications

- 5.1 Reallocation of capital items to remain within budget for 2021/22 with carry-over from deferred projects allocated in 2022/23 and beyond.
- 5.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and advises that The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

6. Use of Appendices

Appendix 1 - Charts and Year 8 Priority A Packages
Appendix 2 – Graph 10 Year against actual

7. Background Papers

APP Fabric Maintenance Plan, APP Colour Framework, 2020/21 Trust Budget.