



## **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.