

**ALEXANDRA PALACE & PARK BOARD**

**On 9<sup>th</sup> May 2011**

Report Title: **2010-11 Capital Projects Update**

Report of: **Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust**

**1. Purpose**

1.1 To update the Board on Capital works completed during 2010-11, the Ice Rink project final account settlement and the signage strategy 2011-12.

**2. Recommendations**

- 2.1 The Board is asked to note the capital works that have been completed during 2010-11.
- 2.2 The Board is asked to note the current status on the final account settlement for the Ice Rink project.
- 2.3 The Board to note that items raised by the SAC/CC have been fed into the Phase II signage strategy and the application for advertising consent to be submitted pending approval of the pub name change at this Board meeting.
- 2.4 The Board is asked to approve the name change from the Phoenix to the Bar & Kitchen which will enable the redecoration and works to be delivered within May 2011.

Report Authorised by: **Andrew Gill, Interim General Manager**



**Contact Officer:** Mark Neale, Facilities Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Telephone Number: 020 8365 4199.

**3. Executive Summary**

- 3.1 The following report summarises the capital works that have been completed during 2010-11 addressing the condition of the building fabric and services.
- 3.2 The report also provides a progress report on the final account settlement for the Ice Rink project.

3.3 The report also provides a progress report on the signage strategy 2011-12 and seeks approval to change the name of the Phoenix pub.

**4. Reasons for any change in policy or for new policy development.**

Not applicable

**5. Local Government (Access to Information) Act 1985**

5.1 No specific background papers were used in compiling this report.

**6 Capital Expenditure 2010-11**

**6.1 Progress Report on the Other 2010-11 Capital Expenditure**

The spend from the Council's Capital grant to the Trust for 2010-11 of £500,000 is currently forecast to be £450,000. The balance of £50,000 has been requested to be carried over into 2011-12 to mitigate any outstanding claims that may result for extra works.

The following is a progress report on the works that have taken place:-

**6.1.1 Internal Dilapidations**

The Palm Court meeting rooms & corridor have been refurbished with improved lighting, false ceiling, re-decoration and new flooring.

The Palm Court West Entrance refurbishment works have been completed with a section of the stone steps being refurbished and/or replaced together with the repainting of the entrance ceiling.

A new reception desk has been installed in the Palm Court entrance. This will form the main reception ("The Hub") for Alexandra Palace once we have a new telephone system installed later in the year and it will replace the existing facility in the BBC tower.

The front foyer of the Theatre areas has had works addressing roof leaks and has been repainted.

A new disco lighting system has been installed in the Ice Rink to replace the old obsolete system which remained after the area was refurbished.

**6.1.2 Theatre**

A detailed condition report on the area has been completed which identified a number of urgent remedial works to address the further deterioration of the structure. Dry rot treatment, making safe some areas of structural decay and the removal of old debris/ pigeon guano from areas has now been completed. This area however will still remain a restricted access area owing to the poor condition of the internal fabric

Discussions also took place with English Heritage and the sum of £20,958 has been released to Alexandra Palace for works that have been carried out in previous years on the under-stage areas.

### **6.1.3 Structural Steelwork Survey of Basement Level**

A detailed survey of the basement steelwork has now been completed, which has identified several areas requiring attention. The number of serious structural failures identified so far is few however the structural engineer reported that: -

*“If the conditions leading to the deterioration in condition of building fabric are not addressed urgently, then the number of structural failures and the extent of deterioration will increase quite significantly”.*

Work has now been completed on the implementation of the report's recommendations. (e.g. steel supports to several fractured trusses and addressing water ingress causing corrosion).

Further to the report above, it was advised that an intrusive investigation be carried out on the areas where there has been water penetration. (i.e. Brickwork clad steelwork supports and the concrete floor areas located along the south terrace). The report highlighted that the beams are in fairly good condition but the floor areas require remedial works, which will form part of the 2011-12 works priorities.

### **6.1.4 Fire Alarm & Evacuation System Upgrade/Replacement**

A condition survey has been completed and identified that the existing system has reached the end of its trouble-free working life and in need of urgent replacement. The design and specification for the new fire detection and evacuation system has been completed and invitations to tender went out to five recognised fire alarm contractors on Friday 11 March 2011. Only one tender was returned which was disqualified owing to non conformance with the requirements of the specification.

The project is programmed for retendering on the 16 May 2011 for a period of five weeks. The revised programme for approval will need to take place early in July 2011.

During the refurbishment of the Ice Rink a partial upgrade of the fire alarm system has been completed which will avoid further disruption works to this area during 2011-12 when the fire alarm new system is programmed to be installed.

### **6.1.5 Upgrade of the Data/Comms Infrastructure.**

A full IT system review has been completed which endorsed the need to improve the system bandwidth which is currently a maximum of 2MB/sec, which is very slow and imposes severe restrictions on APTL. The review also endorsed the urgent need to replace the telephone system owing to the system's age and obsolescence.

The data/comms cabling infrastructure has been completely rewired which now forms a good platform for further IT improvements to Alexandra Palace over future years.

We are currently working with the Council's Data/Comms team in upgrading the bandwidth to 10 Meg Bits/sec, and reviewing the most economic way of upgrading the telephones. This work is scheduled for completion by the end of July 2011.

#### **6.1.6 Building Dilapidations**

During 2010-11 several reports on the condition of the building fabric and services were commissioned by the Trust. These identified several areas of concern with the top risks being:-

- External building fabric (e.g. falling masonry or glass)
- Underground structures conditions (i.e. including steelwork)
- Failure of fire alarm systems and its support to fire precautions

Following concerns raised by the Board on the poor condition of Alexandra Palace, an independent review of the work has been undertaken by Potter Raper.

Their brief was:-

*Given the responsibility of the Trust, to review the safety, compliance and fitness for purpose of the building, its fabric and services to operate as a major event facility raising income to support the long term future of the facility.*

The results of the report have endorsed the priorities identified by APPCT and concurred that:-

- There is an imminent and ongoing risk to the public and staff of falling masonry from the building structure. Therefore ongoing actions are required to try and mitigate these risks.
- The current fire and evacuation system is non-compliant, obsolete and has reached the end of its working life. Therefore investment in life safety systems are essential.
- The Theatre is in a poor condition and must remain a restricted area until adequate funding can be sourced.
- The internal fabric and building services do need investment to ensure business continuity but recognises there are insufficient monies available to address all the issues identified. It recommends a "Business Plan per Room" approach to evaluate the return on the investment.

During 2010-11 the first phase of high priority works on the external fabric has been completed. Abseiling techniques and high lift work platforms were used to remove loose render and brickwork together with the removal of the plant growth that has taken place. Further works are programmed for 2011-12.

## **6.2 Ice Rink: Final Account Settlement**

As previously reported the current AP Project Team forecasted cost for the project is within the approved cost plan and discussions are continuing between the Team and the Principal Contractor to finalise the account. The AP Project Sponsor (the Interim General Manager) is seeking compensation in the form of liquidated damages for the 4 week programme delay which resulted in lost profit to APTL over the Christmas period.

The Principal Contractor has tried to justify a further extension of time to the project programme to mitigate the programme delay. These have been reviewed by the Project Team and the claims rejected.

Discussion on these issues is continuing at a senior level with the Principal Contractor and the Board will be briefed further once these discussions have been finalised.

## **6.3 Signage strategy: 2011-12**

As previously approved by the Board, the signage strategy is progressing well with two clear phases of work proposed. Phase one is funded via the £20k capital sum carried forward from 2010-11 by the Trust; Phase two will be delivered via Marketing funds allocated by the Trading Company.

Comments from SAC/CC about phase two in particular have been taken on board and the advertising consent application is being revised accordingly. This will be submitted to LBH mid May 2011; but with the continued aim to generate commercial returns from signage where possible.

There is unanimous support for a re-focus and re-vamp of the current Phoenix pub as recommended by the MD of APTL. This work is funded via savings in the pub's operation and a name change to the Bar and Kitchen is recommended to The Board to underpin a fresh new direction; supported by new menus that focus on local British produce and some re-decoration. This work is vital to underpin the company's plans to generate better returns from the pub in 2011-12.

Please see attached at Appendix 1 a sample menu which demonstrates how the new Bar & Kitchen name will be used in relation to the site's name. At Appendix 2 is the proposed logo for the bar & Kitchen.

## **7. Consultation**

- 7.1 Progress on capital and major revenue works are reviewed on a monthly basis at the Facilities Meetings between senior management of the Trust and APTL.
- 7.2 Further reports on Capital Works will be reported to the Board throughout 2011-12.

## **8. Recommendations**

- 8.1 The Board is asked to note the progress on capital works that have been completed during 2010-11.
- 8.2 The Board is asked to note the current status on the final account settlement for the Ice Rink project.
- 8.3 The Board is asked to note that items raised by the SAC/CC have been fed into the Phase II signage strategy and the application for advertising consent to be submitted pending approval of the pub name change at this Board meeting.
- 8.4 The Board is asked to approve the name change from the Phoenix to the Bar & Kitchen which will enable the redecoration and works to be delivered within May 2011.

## **9. Legal and Financial Comments**

- 9.1 The Trust's solicitor comments have been taken into advice in the preparation of this report.
- 9.2 The LBH Acting Head of Legal Services has no comments on this report
- 9.3 The LBH CFO notes the report.

## **10. Equalities Implications**

- 10.1 There are no perceived equalities implications in this report.

## **11. Use of Appendices / Tables / Photographs**

Appendix 1 Sample Menu  
Appendix 2 logo

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