# Capital Programme Review 2018-19
# Project Appraisal Form

| **COMMITTEE & BID NUMBER** | Community & Wellbeing Bid 5 |
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**PROJECT TITLE**

Playhouse - Replacement of stage floor surface

**ACCOUNATBLE OFFICER**

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| Officer responsible for project planning and delivery of the scheme. Accountable officers are also responsible for post project review. | Andrew Lunt |

**DETAILS OF PROJECT**

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| Project scope, what is included/excluded in the scheme | The vinyl flooring covering the Playhouse stage is now showing significant signs of age - the technical team have for many years been carrying out repairs where they can but these repairs are no longer sufficient. The Playhouse made £131,722 last year from the acts requiring the use of such a floor and ongoing failure to provide a permanent solution will jeopardise this income along with inevitable trip hazard issues created by a deteriorating floor.<br>The two repair options are as follows:<br>**Option 1** : Replace the plywood layer and fit new vinyl. This will remove all the patching and associated problems with lifting and holes in the short-medium term. The stage floor should maintain the 'as new' appearance that it will receive for some time. The ply will need replacement as it will delaminate when the old vinyl is removed, leaving an uneven floor surface.<br>**Option 2** : Take the stage floor back to joists and replace the planking with a new double-layer plywood floor, then fit surface ply and new vinyl as above. This is the long-term solution, curing the inherent flexing problem that is lifting the seams, and as a bonus stopping the floor from squeaking as it's moved across. |
| Project outcomes and benefits | The Playhouse made £131,722 last year from acts requiring the use of such a floor and ongoing failure to provide a permanent solution will jeopardise this income along with inevitable trip hazard issues created by a deteriorating floor. Currently there are some 88 defects, holes/lifting vinyl etc, that have been identified with the flooring.(See attached document highlighting the extent of the issues)<br>The primary project outcome will be to provide the playhouse with a stage surface that is fit for purpose. The two main benefits of the project will be to prevent any future loss of income being attributable to hirers/promoters choosing not to use the theatre as a result of the state of the stage floor. In addition it would reduce risk of insurance claims due to trips and falls on the stage. |

**FINANCIAL SUMMARY**

| | | **Cost of Project £** | **Comments and detail where necessary. Provide appendices where relevant.** Examples of business cases spreadsheets can be found in the Finance Handbook |
|---|---|---|---|
| a | Estimated cost of purchase, works and/or equipment | Option 1: 16,463<br><br>Option2: 35,504 | Option 1 – with the underlying cause still untreated, we would expect the problem to be evident again within 5 years, with a life of around |

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| | | | 10-15 years.<br><br>Option 2 – with the actual floor also fixed, the vinyl would really only need replacing if damaged or with general wear and tear – we would expect a life of at least 25 years. |
| b | Consultancy or other fees | 0 | |
| c | **Total Scheme Capital Costs (a+b)** | Option 1: 16,463<br><br>Option2: 35,504 | |
| d | External Funding Identified (e.g. s106, grants etc.) Please give details, including any unsuccessful funding enquiries you may have made. | 0 | |
| e | **Net Costs to Council (c-d)** | Option 1: 16,463<br><br>Option2: 35,504 | |
| f | Internal Sources of Capital Funds Identified (e.g. repairs & renewals reserve etc.) | 0 | |
| g | **Capital Reserves Needed to Finance Bid (e-f)** | Option2: 35,504 | |
| h | Annual Ongoing Revenue **Additional** Savings as a Direct Result of the Project | 0 | |
| i | Annual Ongoing Revenue **Additional** Costs as a Direct Result of the Project | 0 | |

| Year | 2018/19<br>£ | 2019/20<br>£ | 2020/21<br>£ |
|---|---|---|---|
| **Spend Profile of Scheme –** please identify which year (s) the scheme spend will fall into | Option 2: 35,504 | | |

**REVENUE IMPACT**

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| Can revenue implications be funded from the Committee Base Budget? – Please give details | no |

**CORPORATE PLAN 2016/20**

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| **Is this investment linked to EEBC's Key Priorities?** If so, say which ones and evidence how. How does project fit within service objectives? | |

**TIMESCALES**
What is the proposed timetable for completion of the project? Give estimated start and finish dates for each stage of the project. These dates will be used as milestones during quarterly budget monitoring to assess performance of project delivery.

The timescales for completion of this project will be determined by Playhouse programme – preferably the floor installation would take place as early on in the year as possible however if this is not possible due to the programme of already booked shows then the installation of the new floor would take place during the annual August closure period.

| | | Target Start Date | Target Finish Date |
|---|---|---|---|
| 1 | Design & Planning | | |
| 2 | Further Approvals Needed | | |
| 3 | Tendering (if necessary) | | |
| 4 | Project start date | | |
| 5 | Project Finish Date | | |

**BASELINE CRITERIA**

All capital schemes are assessed against criteria set by the Capital Member Group annually. Bids should meet at least one of these criteria. State which capital criteria(s) for assessing bids are met and why. Leave blank any which are not met.

Spend to Save schemes should meet the following criteria;

- Payback of the amount capital invested within the project within 5 years (7 years for renewable energy projects).
- The return required on capital employed should be linked to the potential cost of borrowing (MRP) rather than potential loss of investment income.
- Risk of not achieving return on investment is low.
- Clear definition of financial cost/benefits of the scheme.

Members may consider schemes with longer paybacks on major spend to save projects going forward, especially those that incur borrowing.

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| **Is there a guarantee of the scheme being fully externally funded and is it classed as a high priority?** Please give details of funding streams, including any restrictions on the funding. | No |
| **Is the Scheme a Spend to Save Project?** Will investment improve service efficiency including cost savings or income generation? What is the payback in years? | No |
| **It is mandatory for the Council to provide the scheme?** Is investment required to meet Health and Safety or other legislative requirements? If so, state which requirements. | No |
| **Is this project the minimum scheme required to continue to deliver the services of the Council?** - Is investment required for the business continuity of the Council? If so, say how. | Failure to provide a fit for purpose floor could compromise circa £131,000 in income. |

**ASSET MANAGEMENT PLAN**

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| Is investment identified in the Council's Asset Management Plan? | No |

**PRIORITISATION**

State which **one** of the four prioritisation categories are met and why.

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| 1 | Investment essential to meet statutory obligation. | No |
| 2 | Investment Important to achieve Key Priorities. | No |
| 3 | Investment important to secure service continuity and improvement. | Yes – the stage is a fundamental requirement of a theatre. A stage floor that has significant issues with regards to structure, surface and presence of trips hazards would a) reduce the variety of performers/companies willing to use the building b) reduce the income generating potential of the building and c) reduce the quality of service available to the population of Epsom. |
| 4 | Investment will assist but is not required to meet one of the baseline criteria. | No |

**RISKS ASSOCIATED WITH SCHEME**

| | | |
|---|---|---|
| 1 | Outline the risks of delivering this project to timetable and budget. (Please do not include risks to the service or asset if project is not approved.) | Other than the timetable being determined by the Playhouse programme – taking into account that we would still be able to use August as the install period there are no risks identified. |
| 2 | Are there any risks relating to the availability of resources internally to deliver this project | None |
| 3 | Consequences of not undertaking this project | Failure to provide a fit for purpose floor could compromise circa £131,000 in income. |
| 4 | Alternative Solutions (Other solutions considered – cost and implications) | No other alternative solutions |

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| **Is consultation required for this project?** Please give details of who with and when by. | No |

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| **Ward(s) affected by the scheme** | All |

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## APPENDIX 1

### EPSOM PLAYHOUSE STAGE FLOOR SURFACE

The Playhouse stage floor is of timber planked construction, overlaid with thin plywood and then covered in black vinyl flooring as its final, visible layer. The ply is nailed to the planking, and the vinyl glued to the ply. The vinyl is now in need of replacement.
The current vinyl is now of unknown age, but certainly over 20 years old. Its general decorative appearance is 'worn', but the condition of the installation is deteriorating quickly. The surface has been patched to repair damage many times, such that the patches are now being patched, and in places the floor is showing signs of lifting substantially from the plywood. Where the vinyl has lifted along the joins in the surface the lifted area becomes stretched, ad cannot simply be glued back into place but has to be cut, trimmed and re-laid as a patch.
Where the vinyl lifts along its seams it creates a trip hazard for dancers in bare feet or soft shoes. Other damage to the floor creates small holes where the vinyl is missing and although these holes are only around 10mm across and 2mm deep, they can be enough to 'unsettle' or even trip a dancer in their movement.

We are receiving negative comments from dance schools regarding the condition of the floor in places, and having to do quick temporary repairs during show rehearsals as new areas of failure become apparent.

The photo below gives an idea of the scale of the current floor patching; each 'flag' is a past repair, seam lift or hole.

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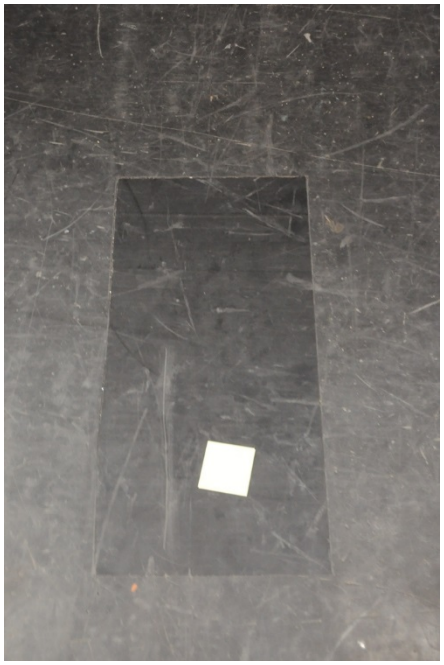
(The picture shows 88 flags, there are some more in the wings areas.)
While many of the defects are smaller than the flag marking them above, others are more substantial, the largest being 70x35cm (28x14in) where water ingress occurred at a seam and lifted and distorted a larger area of vinyl.



In the first picture above, it can also be seen that previous repairs are now starting to need attention for a second time (the seam lift nearest the camera is on an existing patch)
The problems are exacerbated by the condition of the underlying floor structure. The nailing holding the planks to each other and to the joists that support them has worked loose, allowing more movement of the floor structure than the vinyl can contain. This is the reason for so much seam lifting, as it is the point where the flooring can ‘give’ with the movement.
Having taken advice from the supplier of the original vinyl, a respected supplier within the industry, they have recommended two options, dependent on budget :

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Option 1 : Replace the plywood layer and fit new vinyl. This will remove all the patching and associated problems with lifting and holes in the short-medium term. The stage floor should maintain the ‘as new’ appearance that it will receive for some time. The ply will need replacement as it will delaminate when the old vinyl is removed, leaving an uneven floor surface.

Option 2 : Take the stage floor back to joists and replace the planking with a new double-layer plywood floor, then fit surface ply and new vinyl as above. This is the long-term solution, curing the inherent flexing problem that is lifting the seams, and as a bonus stopping the floor from squeaking as it’s moved across.

Quotes for the 2 options are attached.

Simon Banks
Technical Manager
July 2017

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