



Reservicing Options Appraisal Report

Background

Buckingham Palace is a Grade 1 listed building of international standing and is the official residence of The Queen. The building supports The Sovereign and other Members of the Royal Family and the operational requirements of the Royal Household. The electrical wiring, heating, hot and cold water pipework, drainage and data systems (collectively known as 'the services') are all assessed to be at or near to the end of their operational lives and in need of significant repair or replacement.

Project Objectives

The Options Appraisal Report reviewed all available surveys and technical reports to establish the physical condition and life expectancy of the services.

The aim was to ensure that the wiring, pipework and associated systems can be given a 50-year life span.

The analysis also addressed the options available to reduce energy consumption, shrink the carbon footprint and improve overall access and safety. The risks associated with the 'Do Nothing' option were also identified, along with the implications of the proposed course of action.

BCL Involvement

BCL worked as a subcontractor to WSP Parsons Brinkerhoff, an international Engineering consultant to supply specialist project and programme knowledge for this work. A BCL Director was placed within the WSP PB team to manage the team on a day to day basis and provide specialist delivery, schedule and organisation skills.

BCL were specifically chosen due to their experience of working on major complex programmes and our experience of working on the Palace of Westminster Restoration and Refurbishment Programme. BCL managed the production of the Options Appraisal Reports which included the authoring of the technical Delivery section and the co-ordination of inputs from the Clients Project Manager (the Royal Household), WSP BP (BCL's client), specialist Heritage Architects and Cost Managers.

The engagement with all the parties contributing to the production of the Report was based around a 'Storyboard' of the final Report. BCL graphically represented how the report would be written, collated and delivered using a 'Work Breakdown Structure' and a detailed project schedule. This schedule clearly set out how the sections of the report would be written; edited; draft versions of the content being produced and approved; and the final version being produced, approved and proof read.

Budget

Approximately £50,000

Monitoring and Evaluation

Progress and completion of tasks was monitored and managed on a weekly basis using a 'three week look ahead' schedule and informal meetings were held twice weekly on Monday and Wednesday mornings.

A full 'Lessons Learnt' review was held by The Royal Household, WSP BP and BCL on completion of the report. The positive lessons learnt include the use of Storyboards; easy-to-understand schedules; and well facilitated group workshops.

Results

The findings of the report informed the Royal Household about the ways in which the project could be delivered. It also considered the need for the Royal Household to continue to operate at the highest standards throughout the restoration period. This may involve temporarily transferring none, some, or all the occupants and contents out of the Palace, to allow the reservicing work to take place. Consideration was also given to the potential benefits of the work, approximate timescales for completion and an evaluation of the costs associated with each option.

Success of this consultancy intervention is evidenced by:

The Report was accepted by the Royal Household and was then further scrutinised and debated by The Lord Chancellors Committee.

The technical information included in the report formed the basis of the Outline Business Case submitted to Treasury.

Reference:

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“It was a pleasure to work with Andy Garbutt (BCL). He brings a wealth of project leadership and management experience to a team and understands how to get the best out of people. He is a strong motivator, with a great sense of humour, and he appreciates how critical it is to work as ‘one team’, with client, consultants and contractors working collaboratively to achieve a shared goal”.

**Graham Sharpe CVO, RIBA,
(formerly Director of Property at the Royal Household)**