

A blue-tinted photograph of a tropical beach. In the foreground, there is a rocky shoreline with some green plants. The middle ground shows a sandy beach with a person walking away from the camera. The background is filled with tall palm trees and a clear sky. The overall scene is peaceful and scenic.

Ie. Support Departments



🔦 Auditorium 3.

Central Services Department

Framework for activities

The Central Services department is responsible for the maintenance and renovation of the buildings, equipment and gardens that make up the endowment of the Calouste Gulbenkian Foundation, and offer technical and logistical support to the realisation of all the Foundation's activities.

	Amounts in euros
Personnel cost	6 804 768
Structural cost	13 684 479
<i>Investment</i>	<i>7 255 914</i>
Total	20 489 247
Receipts	269 524

In 2006, Central Services focused its energies particularly on supporting the realisation of the vast programme established for the Foundation's Fiftieth Birthday Celebrations, contributing to these being a significant milestone in celebrating the important role the Foundation has played in the 50 years of its existence.

Central Services has therefore continued to pursue the consolidation of a series of measures which have methodized their strategic performance in recent years, basing this on four objectives:

- › the *quality* of functioning of the Foundation, improving the welcome to the public, the organisation of events and optimising security and environmental conditions for those who work with it;
- › the *renovation and modernising* of the Foundation's spaces and gardens, with recourse to new technologies, maintaining the promotion of quality standards;
- › the *dissemination* of the Foundation's activities through promotional activity and marketing in shops and via other channels and the distribution of the respective supporting products;
- › the *rationalisation* of consumption relative to functioning and maintenance.

Thus having defined the strategic objectives, Central Services have established the following areas of activity as priorities:

- › the *renewal* of spaces, promoting an improvement to the reception conditions, always considering the environmental requirements implied by the idea of 'healthy buildings'; the elimination of smoking from Foundation buildings relates to this;
- › an improvement in the *planning and organisation* of the logistics required to support the carrying out of the activities promoted by the Foundation;
- › an improvement in the *customer service* capacities required of staff who have particular responsibility for dealing with the public;
- › the *dissemination* of the Foundation's cultural agenda and editorial plan, through innovations within sales channels and merchandising techniques;
- › the *rationalising of resources* using the most modern and efficient management mechanisms.

Principal activities carried out in 2006

Interventions in the Foundation's spaces

a) *Modernisation of the Headquarters spaces*

i) *Programme of Renovation of the Congress Area*

Renovation was carried out of Auditorium 3, Rooms 3 and 4, and also the office spaces located in this area. Auditorium 3 underwent substantial alteration. The rectangular seating arrangement was transformed into a square formation, the stage was moved from the back end to the right side and the audience arranged on three platforms, making it possible to increase the capacity from 80 to 130 people. In addition to installing new technologies for the audiovisuals and the scenery, the electricity and air conditioning systems were also replaced and upgraded.

In the other spaces where work took place, it is worth highlighting the replacement of the wall in Room 3, which faces into the *hall*, for one with panes of glass which now allow the room to receive natural light.

ii) *The remodelling of spaces on floor 02*

Renovation and modernisation work was carried out on the archive and surrounding areas. The new space was endowed with all the structures and equipment required for the space to be accorded the highest classification, according to the international norms established for this sort of space.

The archive hangar was equipped with compact bookshelves (3.35 km of shelving) and horizontal archive files for storing drawings. The air conditioning system was renewed, and a cold storage room (5°C) created for the storage of certain documents and photographs. A cleaning room and an administrative area were created, and the toilets were replaced. In addition a highly developed automatic fire extinguishing system was installed.

The administrative areas were completely renovated too, as was the designated staff entrance where the "Book Fair" took place.

Also on floor 02, in the office areas, an important piece of work was carried out which arose from the need to supply the storage of books and publications, following the deactivation of the Carnaxide warehouse. The improvement works included the renovation of electrical installations, paintwork and general conservation work.

iii) *Illuminating the Headquarters' main façade*

The lighting was completely replaced, and a system of LEDs was introduced which can be regulated and whose technology allows them to consume very reduced amounts of energy, when compared to conventional lighting systems.

iv) *Improvements to the Museum's administrative areas*

The spaces belonging to the Education department were completely overhauled and on their site the Art Library department was established; this allowed the Museum's Education department to be installed in spaces that border the public areas, previously occupied by the Art Library department.

v) *Plan for renewing the electro-mechanical installations*

This plan, which is being developed, has been created not only because the wear and tear and the out-datedness of these installations is obvious, but also because they no longer comply with norms and regulations currently in force. In the process of phased execution of this project, one element that stands out in 2006 is the work undertaken to replace the Low-Voltage Distribution Board (LVDB) located in the central part of floor 02.

b) *Gulbenkian Science Institute*

Neurosciences Laboratory

Work was undertaken in the west wing of the building to install this new laboratory. In addition to the work to improve the building structures, the electricity and air conditioning systems were renewed. Various furnishings were also acquired for the laboratory.

c) *Renovation of the gardens*

i) *Plan for Landscape Renovation of the Garden*

Under the guidance of Prof. Gonalo Ribeiro Telles, 2006 saw the start of the project to reclaim the edge of the large lake with the building of a lakeside path in schist and granite. The work continued through to 2007, as the project is to be complemented with the creation of an entrance to the right-hand part of the Open-Air Amphitheatre, so that together the whole of this bank will have been restored.

ii) *New signage*

Following the competition that was run at the end of 2005, new signage was installed in the garden. The competition invited well-known professional Portuguese designers to take part, competing to develop a system of signage and communication. The judging panel, made up – besides representatives of the Foundation – of landscape architects Prof. Gonalo Ribeiro Telles and Prof. Aurora Carapinha, designers Henrique Cayatte and Jos Brando, and by the director of the Design department in the Royal College in London, Dan Fern, selected the proposal put forward by the Coyote Design studio.

iii) *Remodelling of the Open-Air Amphitheatre*

Bearing in mind the group of shows and other activities taking place in the amphitheatre as part of the Foundation's Fiftieth Anniversary Commemorations, remodelling work on this amphitheatre was carried out. The project's author was the architect Teresa Nunes da Ponte, and it consisted in creating an overhanging roof and simultaneously clearing up the existing dismantlable structure and modernising it. The overhang consisted of rods set in a truss structure which in turn supported the motorised poles and scenery equipment. The space, where it is possible to set up an acoustic shell that was also acquired at this time, is ready for use for a variety of different kinds of performance, including orchestral concerts,

d) *Security*

Work was done to consolidate and increase control of access to restricted areas, through the reinforcement of the infrastructure of the system of security cameras, the introduction of the Automatic Unblocking System in the emergency exit doors of the Large Auditorium, and the renewal of portable fire-fighting equipment.



✚ Covering for the Open-Air Amphitheatre.

Planning, organizing and technical and logistical support of events

The growing number of activities held in the Foundation's spaces has accelerated the implementation and expansion in the process of connecting the various areas of this department involved in technical and logistical support; in this work the "Artifax" I.T. system of event planning became indispensable for the realisation and planning of these activities.

Each of the areas involved in supporting activities, namely Scenery and Audiovisuals, Public Relations and Event Support, operated in 2006 in a way that was better integrated with the department of Organisation and Planning, which is responsible for the gathering, centralising, planning and dissemination of information related to the technical and logistical requirements of the various activities.

Central Services:

- › ensured the technical and logistical support for *193 shows* attended by 120,542 people;
- › in addition supported *269 congresses, colloquia and conferences*, which brought approximately 37 thousand people to the Foundation;
- › in this year of anniversary commemorations, Central Services was involved in the organisation of *57 other events* linked to these activities, which involved a total of nearly six thousand people.

Promotion, marketing and sales

The Promotion and Marketing hub, created in 2006, focused its activities on supporting other departments in their strategies of dissemination of activities and attraction of new audiences, by

- > creating five distinct product lists – ‘Institutional’, ‘Amadeo’, ‘Garden’, ‘Museum’ and ‘Music’, of which the first three were conceived from scratch: from the concept for the product range, to the concept and production of the objects that make them up;
- > proceeding to the revising of the politics of sales, and specifically the distribution of publications, with a view to increasing the sales of publications, through a closer relationship with booksellers and their end customers, and the commercial relationship with strategically chosen target customers, and promoting more effective mechanisms for preventing overdue debt. Thus sales to distributors were replaced by direct sales to retailers from the fourth quarter of 2006;
- > producing two books that tell the story of the construction of the buildings and gardens which make up the spaces where the Foundation’s activities take place: *The Buildings of the Gulbenkian Foundation* by architect Ana Tostões, and *The Gardens of the Gulbenkian Foundation* by architect Aurora Carapinha;
- > developing – with the support of the two authors above-mentioned – a guidebook, *Architecture and Landscape*, which presents the contents of these books in a summarised form;
- > editing two catalogues describing what is available from the Foundation, with a print-run of two thousand copies each: the *Catalogue of Publications 2006*, developed in association with the Art Library department, which gives a structured and systematic view of the Foundation’s publications available for sale; and the *Catalogue of Objects 2006*, which presents the Foundation’s objects in a structured way, grouped into product lines;
- > organising the “Book Fair” over the Christmas period, a transverse event which was characterised by the participation of every department with the aim of promoting and disseminating the Foundation’s editorial plan, as well as the products related to the collections and activities developed in the Foundation.

Rationalisation of resources

In the management of the *buildings and technical infrastructure* work continued to rationalise operating costs and new ideas of maintenance and monitoring were introduced. By means of a merging of the contracts for maintenance of the electrics and the air conditioning into a single contract, resources were rationalised and efficiency was increased.

The investments which had been made also made it possible to move towards an energy audit which would make it possible in future to plan activities bearing in mind a greater energy efficiency for the building. In parallel with this, work also began on setting up an energy conservation campaign.

The conclusion of the drawing stock’s process made it possible to shut down the Carnaxide warehouse, bringing the whole logistical process of storage and distribution of publications together into the headquarters. In those spaces set up on floor O2 it was possible to establish a storage space which could hold some 300,000 books and thousands of objects as well as a space for packing and despatching them.

In Central Buying, work continued to consolidate the criteria for classifying purchases and materials that would allow more rigorous information management and budget control.

❖ Budget, Planning and Control Department

The Budget, Planning and Control department is tasked with the technical preparation of the Budget and Activities Plan and carrying out the physical and financial aspects of activities agreed, specifically through the production of periodical reports. It also ensures the creation of information systems and the projects to reorganise work processes, whether from a procedural or an I.T. perspective. The functions of the Foundation's Internal Auditors also fall within the scope of this department.

	Amounts in euros
Personnel cost	742 7992
Structural cost	1 543 410
<i>Investment</i>	<i>662 458</i>
Total	2 286 402

Information systems

The following were the main projects launched in 2006:

- › The “Document Management” project, linked to the management of processes for funding and for giving study grants – this is a relatively complex initiative, and experimental in its nature. It seeks to modernize the management of documents related to the processes of funding and grants, such as: processing, archiving, evaluating candidates online, changes to workflow patterns, etc. It was launched at the end of the year and will run through 2007. As a pilot project it will conclude with the preparation of a consultation document offering a solution to implement right across the Foundation in future.
- › The “Data Network Equipment” project, replacing all the active equipment of the network supporting the information systems and telephones, that have come to the end of their usefulness.
- › The “Historical Archive” project, which installed software to support the work that had been developed by the Archive Team, which works within the Board of Trustees.
- › The “Intranet” project, which sought to change the organisation, content and design of the Foundation's intranet, as well as to replace the information tools that support it.

Development projects that had been started the previous year were also continued through 2006; namely:

- › The “Events Management” project, which implemented the I.T. applications OPAS and ARTIFAX to help with the organisation of concerts, shows, conferences and seminars, which fall among the responsibilities of the Central Services and Music departments. This project has now been completed.
- › The “Virtual Display” project, which put a catalogue of publications for sale on a web page, with the functionalities for searching and electronic ordering. The project will continue to run in 2007, with the intention of enabling electronic payment for online purchases.

The development of new functionalities for applications that already exist, with the aim of increasing their usefulness and the ever-growing needs of their users, will continue to be a significant activity. As to the SAP application, certain changes were made to the area of human resources and to Reqsys, the IGC's specific requisitions system.

Organisation

In relation to the departments' work processes, a pilot project was launched with the Finances Dept. to computerize the process of handling documents, covering digitisation and I.T. archiving. Following the positive results of the pilot project new procedures were implemented.

In the area of reorganising the I.T. systems of Funding and Grants, the improvement of regulations, procedures and forms continued (the latter being reformulated in order effectively to respond to the needs of evaluators). This work was linked with that of the team developing the new document management applications.

The creation and implementation of internal forms for the Human Resources, Accounting and Central Services departments continued.

Handbooks were created for Sales, Purchasing, Accounting, Events Management and Form Management, as well as others stemming from exceptional changes to the proceedings of the Foundation.

In the Central Services Process department there were significant improvements made with the implementation of a process that makes it possible to supervise the use of multi-channel printing to send correspondence abroad in a way that is integrated, computerised and more efficient. Furthermore there were improvements introduced to the processes around ticket offices and points of sale, specifically concerning cashing up and delivery of money to the Treasury.

Studies and consultation

In the area of Studies and Consultation, as has been commonly the case and following external orders from specialist firms, work was carried out on the External Audit for 2005, as well as the Actuarial Study to calculate liabilities for retirement and maintenance pensions, and early retirement payments.

Internal Audit

Within the Internal Audit – which seeks to confirm the compliance with norms and procedures set up within the Foundation and to propose what are believed to be adequate corrections or improvements – the following took place:

- › auditing of the expense authorisations of various departments and checking their compliance with the authorisation thresholds set in the Norms;
- › auditing of the system of moving investment-related accounts;
- › auditing of payments and recipients in the Armenian Communities and Fine Arts departments;
- › auditing the box offices and ticket sales accounts;
- › auditing the bank and financial investment accounts.

Besides these auditing processes, the following standard monitoring continued:

- › checking the fulfilment of the decisions of the Board of Trustees regarding the allocation of funds and grants and their compliance with I.T. systems;
- › an analysis of current accounts of third parties;
- › an analysis of bank reconciliations: looking into pending cheques.