

**OVERVIEW & SCRUTINY COMMITTEE**  
**21<sup>st</sup> March 2022**

**RESPONSE TO REASONS FOR CALL IN**

**Relating to the Following Decision:**

**Decision: Dugdale Refurbishment**

**Decision Date: 2 March 2022**

**Decision of: Cllr Ian Barnes, Deputy Leader of the Council**

**Key Decision No:      KD 5433**

**Reasons for Call In:**

1. The report states that the Enfield Museum will be enhanced yet the museum prior to COVID had 2 galleries of exhibition space on the ground floor of the Dugdale Centre and a permanent exhibition on the 1st floor. The design shows a new dedicated area for display of the permanent collection which is significantly less than the space allocated on the 1st floor of the Dugdale Centre and the space it already inhabited on the ground floor. The report fails to say how a smaller area enhances the museum.

Response:

The Museum of Enfield previously occupied space on the first floor in a corridor/landing area within the conference centre, and on the ground floor in an enclosed room behind the café. Neither of these spaces were immediately visible to visitors.

The new design places the museum's permanent and temporary exhibition spaces together in the centre of the ground floor space as a key feature of the visitor experience. This significantly enhances the visibility and accessibility of the Museum and allows the opportunity to display more than in the previous arrangement through a more efficient use of space.

2. Paragraph 17 states that a procurement process has been undertaken to appoint Willmott Dixon as contractors to deliver building works for floors one and two of Thomas Hardy House. It is proposed that these works be delivered as an extension to this existing contract, with delegated authority to Director of Environment and Operational Services Doug Wilkinson to appoint. However, the report fails to give any information on how just extending the existing contract is beneficial both in terms of cost and quality. It also fails to explain why this work was not included when the contract for the current work was originally procured.

Response:

The existing contract has been procured using a compliant framework that requires all work packages to be competitively tendered by the main contractor. This additional package will be competitively tendered in the same way will deliver both cost savings through a reduction in contract preliminaries and programme savings through not having to wait until the other contract has completed.

The proposals for the Dugdale had not been developed in sufficient detail to include in the original tender.

3. Deliveries for all events at the Dugdale Centre were previously to the rear of the Theatre. Stock and equipment for the café, theatre, exhibitions, retail, museum, and 2nd floor offices were all delivered to this point and loaded in the service lift to the left of the delivery door. The report and accompanying documents fail to show any adequate provision for deliveries in this design.

Response:

The delivery arrangements are unchanged.

4. The Dugdale Centre ground floor had a specially designed toilet with a hoist to provide access for people with severe mobility disabilities. It was the only facility of its kind in Enfield Town and provided essential access not only for the Dugdale Centre but elsewhere in Enfield Town. The report and accompanying document give no explanation of the removal of this facility and how that fits with the Equalities Act.

Response:

The detailed design will replace the existing toilet and hoist within the new arrangements.

5. This new capital development will cost £1.5m on top of the £6m being spent on the 1st and 2<sup>nd</sup> floor meaning this development of Thomas Hardy House will cost £7.5million. The business plan for En\_food highlights the £330,000 loss of income from the removal of the 1st floor and contributes only £121,200 in year 3 based on the analysis undertaken. There is no explanation about where the £191,000 in the balance of the loss will come from.

Response:

The revenue from the first floor conference centre included a significant percentage of internal corporate recharges (ie not in fact income to the council). A saving was delivered via a number of posts which have been deleted during the restructure of the culture team in July 2021. With the

removal of these staffing costs and the improved income from EnFood there is no revenue shortfall.

6. The report fails to set out what the financial projections and implications are for the whole scheme. It is not adequate to provide a plan that costs only a fraction of the whole operation.

Response:

Revenue projections for the Dugdale have been previously published within the Council's budget and are unchanged by these plans. Staffing for the centre remains unchanged by the change in layout. Revenue projections are likewise unchanged for cultural operation. There is therefore no additional business case.

7. As the report points out the En\_Food business was already producing evening dining at the Dugdale Centre which was already achieving customers on a Friday and Saturday night through its Pop-Up World Tapas. This initiative demanded a much-enlarged staff resource to provide the experience that evening customers need to provide a quality experience. The report fails to explain how the 1.3 FTE identified to run this service are going to adequately deliver a service that needs chefs, bar staff, kitchen porters, waiting staff and front of house staff.

Response:

The Culture restructure delivered in July 2021 included staffing provision for EnFood to continue with and expand its evening service. While the previous staffing model had a chef role and a range of casual staff hired regularly to deliver the work required, the new structure provides staff positions for a committed core team. This structure consists of a Head Chef and EnFood Manager, a Deputy Chef, five FTE customer service assistants and a catering assistant (0.5 FTE). This is laid out in 2.8 of the Business Case provided. As per the projections laid out in section 4 of the Business Case, no additional staffing is required before year 3 of operation, with costs for these staff met from increased revenue.

There is no further staffing expansion required to meet the needs of the EnFood service in the Dugdale on reopening.

8. The new main entrance to the venue is situated at a busy part of the thoroughfare, close to the entrance to Lidl and which is already busy with people waiting for buses. There does not seem to be a safety analysis for this decision. It also fails to explain how moving the entrance to this location enhances the centre.

Response:

The pavement is sufficiently wide at this point to accommodate bus stops and through pedestrian movements. The report sets out how the new entrance will

improve visibility and provide a better connection to the rest of the town centre.

9. The Dugdale Centre has had repeated problems with the heating and ventilation with many problems created by failing dampeners and boilers. The new kitchen will put a new pressure on the system and the mezzanine being created and curtains dividing the area will change the airflow around the space. There is no explanation about how this project will deal with that issue, especially as it will be sharing a system with a new service on the 1st and 2nd floor. The report and accompanying documents do not explain whether the ground floor will have its own separate system or be sharing a system as before.

Response:

Heating and Ventilation systems are being upgraded as part of the Build the Change Project and following a successful application for funding through the Public Sector Decarbonisation Fund.

10. The business plan for the new En\_Food restaurant points out that much of the storage for the catering was previously on the 1st floor. The storage for the museum exhibitions was also on the 1st floor. A lot of the Dugdale Theatre equipment was stored at Millfield Theatre as the backstage areas of the Dugdale Theatre were insufficient for the variety of movable equipment needed for a versatile facility. The new proposal puts in a second versatile performance event space yet fails to explain or show storage facilities.

Response:

The scheme creates additional storage capacity for the café and museum on the ground floor and storage for the additional performance space under the tiered seating.