



Barbican Centre Board

Date: WEDNESDAY, 27 JANUARY 2021

Time: 11.00 am

Venue: VIRTUAL MEETING (ACCESSIBLE REMOTELY)

Members: Deputy Tom Sleigh (Chair)
Deputy Dr Giles Shilson (Deputy Chairman)
Munsur Ali
Randall Anderson
Stephen Bediako (External Member)
Tijs Broeke
Russ Carr (External Member)
Zulum Elumogo (External Member)
Alderman David Graves
Gerard Grech (External Member)
Deputy Wendy Hyde (Ex-Officio Member)
Emma Kane (Ex-Officio Member)
Vivienne Littlechild
Jeremy Mayhew
Wendy Mead
Lucy Musgrave (External Member)
The Rt Hon. the Lord Mayor, Alderman William Russell
Jenny Waldman (External Member)

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/i65hEgJRVEk>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

A number of items on the agenda will have already been considered by the Board's Finance and/or Risk Committees and it is therefore proposed that they be approved or noted without discussion. These items have been marked with a star (*). Any Member is able to request that an item be unstarred and subject to discussion; Members are asked to inform the Town Clerk or Chairman of this request prior to the meeting.

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**
 - a) **Barbican Centre Board**
To approve the public minutes and summary of the Barbican Centre Board meeting held on 18 November 2020.
For Decision
(Pages 1 - 8)
 - b) **Finance & Risk Committee**
To receive the draft public minutes and summary of the Finance & Risk Committee meeting held on 11 January 2021.
For Information
(Pages 9 - 14)
 - c) **Nominations Committee**
To receive the public minutes and summary of the Nominations Committee meeting held on 18 November 2020.
For Information
(Pages 15 - 16)
4. **OUTSTANDING ACTIONS AND WORK PLAN**
Report of the Town Clerk.
For Information
(Pages 17 - 20)
5. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**
Report of the Managing Director.
For Decision
(Pages 21 - 34)
6. **BARBICAN LISTED BUILDING MANAGEMENT GUIDELINES (VOLUME 3A) - ARTS CENTRE SUPPLEMENTARY PLANNING DOCUMENT**
Report of the Director of the Built Environment.
For Decision
(Pages 35 - 42)
7. **EQUALITY AND INCLUSION UPDATE**
Oral update - the Director of Innovation & Engagement to be heard.
For Information

8. ***INTERNAL AUDIT UPDATE**
Report of the Head of Audit & Risk Management.
For Information
(Pages 43 - 52)
9. ***HEALTH AND SAFETY ANNUAL REPORT**
Report of the Director of Operations and Buildings.
For Information
(Pages 53 - 62)
10. ***PROJECTS UPDATE REPORT**
Report of the Director of Operations and Buildings.
(N.B. – To be read in conjunction with the non-public appendix at Item 25)
For Information
(Pages 63 - 72)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1, of Schedule 12A of the Local Government Act.
For Decision
14. **NON-PUBLIC MINUTES**
- a) **Barbican Centre Board**
To agree the non-public minutes of the Barbican Centre Board meeting held on 18 November 2020.
For Decision
(Pages 73 - 78)
- b) **Finance & Risk Committee**
To receive the draft non-public minutes of the Finance & Risk Committee held on 11 January 2021.
For Information
(Pages 79 - 84)
- c) **Nominations Committee**
To receive the non-public minutes of the meeting of the Nominations Committee held on 18 November 2020.
For Information
(Pages 85 - 86)
15. **THEATRE: ANNUAL PRESENTATION**
Report of the Interim Artistic Director.
For Information
(Pages 87 - 106)

16. **COVID-19 SITUATION UPDATE**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 107 - 126)
17. **BREXIT PLANNING UPDATE**
Report of the Managing Director.
For Information
(Pages 127 - 140)
18. **BARBICAN CENTRE & GUILDHALL SCHOOL CONFINED AND DANGEROUS SPACES**
Joint report of the Director of Operations and Buildings and City Surveyor.
For Decision
(Pages 141 - 156)
19. **BUSINESS PLAN UPDATE**
Report of the Chief Operating & Financial Officer.
For Decision
(Pages 157 - 160)
20. **AUDIENCE ANALYSIS IN THE REOPENING PERIOD JULY - NOVEMBER 2020**
Oral update – the Head of Marketing to be heard.
For Information
21. **DEVELOPMENT UPDATE ON BCT RECRUITMENT**
Oral update – the Director of Development to be heard.
For Information
22. ***CYBER SECURITY ANNUAL REPORT**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 161 - 168)
23. ***BAD DEBTS ANNUAL UPDATE**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 169 - 172)
24. ***BARBICAN BUSINESS REVIEW - NOVEMBER 2020 (PERIOD 8 - 20/21)**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 173 - 180)
25. ***PROJECTS UPDATE: NON-PUBLIC APPENDIX**
To be read in conjunction with the report at Item 10.
For Information
(Pages 181 - 184)
26. ***CONTROVERSIAL PROGRAMMING RISK REGISTER**
Report of the Interim Artistic Director.
For Information
(Pages 185 - 198)

27. ***RISK UPDATE**
Report of the Director of Operations & Buildings.

For Information
(Pages 199 - 236)

28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
29. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

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BARBICAN CENTRE BOARD

Wednesday, 18 November 2020

Minutes of the virtual meeting of the Barbican Centre Board on Wednesday, 18 November 2020 at 11.00 am

Present

Members:

Deputy Tom Sleight (Chair)	Alderman David Graves
Deputy Dr Giles Shilson (Deputy Chairman)	Gerard Grech (External Member)
Munsur Ali	Deputy Wendy Hyde (Ex-Officio Member)
Randall Anderson	Emma Kane (Ex-Officio Member)
Stephen Bediako (External Member)	Vivienne Littlechild
Tijs Broeke	Jeremy Mayhew
Russ Carr (External Member)	Lucy Musgrave (External Member)
Zulum Elumogo (External Member)	

In Attendance

Tim Jones	- Culture Mile Manager, Town Clerk's Department
Rachel Smith	- Senior Producer, Barbican Centre

Officers:

Sir Nicholas Kenyon	- Managing Director, The Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Natasha Harris	- Director of Development, Barbican Centre
Leonora Thomson	- Interim Artistic Director, Barbican Centre
Sean Gregory	- Director of Innovation & Engagement, Barbican Centre
Niki Cornwell	- Head of Finance and Business Administration, Barbican Centre
Huw Humphries	- Head of Music, Barbican Centre
Nick Adams	- Acting Head of Communications, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Laura Whitticase	- Strategic Lead, Barbican Centre
Lorna Gemmell	- Head of Communications, Barbican Centre
Sarah Wall	- Principal Accountant, Barbican Centre
Andrew Buckingham	- Communications Team, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Wendy Mead, Jenny Waldman and the Rt Hon. the Lord Mayor Alderman William Russell.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

3. **BOARD MINUTES**

The public minutes and summary of the Board meeting held on 16 September 2020 were approved as a correct record.

4. **FINANCE & RISK COMMITTEE MINUTES**

The draft public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were received.

5. **OUTSTANDING ACTIONS AND WORK PLAN**

The Board noted the various outstanding actions and the updates provided thereon. The work plan for Barbican meetings in 2020/21 was also noted.

6. **MANAGEMENT REPORT BY THE CENTRE'S DIRECTORS**

Members received a report of the Managing Director providing updates from the Barbican Directors on their respective areas. The following comments were made:

- The Managing Director confirmed the Centre was again closed to the public for the second national lockdown. Streamed content would continue online. There had been significant activity up until the point of closure achieving a public confidence score of 97/8% and work would continue operationally behind the scenes.
- The Centre, whilst continuing to review the complex, everchanging options and scenario plan as much as possible, is working to reopen on 3 December.
- It was hoped that the exhibitions would be able to reopen on 3 December, notably the successful Michael Clark: Cosmic Dancer exhibition which would end in January.
- Innovation and Engagement were looking to archive working online and improve its digital products.
- With regarding the Creative Learning, the Centre's civic purpose was developing through the strengthening collaboration between Beyond Barbican, Level G and the hyper local work with Culture Mile.
- The Director of Operations and Buildings gave thanks to the City Corporation and staff for their hard work and keeping the Centre safe. It was noted that times of closure had been used wisely to progress planned works on assets.
- Members were informed that whilst fundraising across the arts was uncertain, Officers were working hard to develop to the changing landscape and scope potential funding opportunities of which there were several pending. It was acknowledged
- Whilst future partnerships and corporate memberships continue to be explored, the Corporate team have managed to retain the loyalty of

many current members. Opportunities for audiences and patrons to donate online have also been made available.

RESOLVED – That Members endorse Management’s approach to the future activities of the Centre.

7. **EQUALITY AND INCLUSION UPDATE**

The Board received an oral update from the Director of Innovation and Engagement providing an update on the equality and inclusion work underway at the Centre.

Members were advised that setting up the Anti Racism Task & Finish Group, which will work as the engine room for the Centre’s work to address structural racism, remained a priority and was due to be announced imminently. The panel included internal and external expertise and was working on how it would be launched.

The Board were extremely supportive of the work of the new Task & Finish Group and the Chair agreed to send the Group a formal note of support.

A Member felt that the name should be changed as Task & Finish Group suggested the subject matter would finish. Members were advised that the final name was still being considered and it had already changed from “Taskforce” which was conserved too militaristic. An Officer noted that the Task & Finish Group would have a fixed period, and this was the first phase of this work. At its conclusion, this work would move into the wider long-term account of the organisation.

Members discussed best practice in the industry agreeing that wider resource was required to carry out a deep dive in line with work carried out by the Wellcome Collection to ensure diversity and inclusion was accessible at every level and create a truly open presence. The Chair saw this work as a priority and requested an update on best practice at the next Board meeting.

In response to a request by a Member, Officers agreed to share the details and job specification for the new Barbican senior role with Members for input.

8. **RESETTING OF DEPARTMENTAL BUDGETS 2020/21**

Members considered a report of the Chamberlain concerning the resetting of departmental Budgets 2020/21.

RESOLVED – That Members of the Barbican Centre Board note the recommended budget adjustments of £12,452K increase.

9. **CULTURE MILE PRESENTATION**

Members received a presentation concerning the future of Culture Mile 2021-23 and the following points were made:

- The Culture Mile Manager updated Members on plans to support communities and recovery post-Covid through a cultural revitalisation. It

was hoped that hyper local work that was already taking place could be capitalised on. A number of opportunities between Culture Mile and the Barbican were explored including transformation of the area through public realm branding across the district, support for local creatives and businesses, collaboration on learning, funding and research opportunities, and sharing learning, expertise and contacts.

- The five thematic areas of focus were a mixed economy model, creative livelihoods, creative spaces, creative communities and a skills-building agenda. It was hoped that civic, cultural and commercial sectors could be brought together through a mixed economy model to make the City an attractive destination for culture and commerce.
- It was noted that Culture Mile was working to access those without access to digital.
- Members were impressed with the high level of activity and supported Culture Mile's plans to recover culture in the City during and post Covid.
- In response to a query regarding exploring ideas to bring activity to the Beech Street tunnel and the Barbican's Exhibition Halls, Members were advised that Covid had made the role of local residents and businesses more influential in developing local projects and it was hoped that local input would help develop the vision for Beech Street. Funding for these ideas would be requested next year.
- It was noted that the Barbican Area Advisory Group worked to understand the different components of the area in terms of its story, transportation and projects.
- A Member commended the work of the Culture Mile noting that it was acknowledged at the Lord Mayor's Taskforce meeting that creative thinking would not only enhance culture and society but assist with the recovery of commerce. The Member saw this as a great opportunity to lead these big debates.
- The Taskforce was considered well placed for overarching coordination across the City Corporation and the Barbican, GSMD and Museum of London were leading the debates regarding culture in partnership. The Barbican and Smithfield were recognised as key areas in the City for community engagement and hoped they could lead on plans to implement a business improvement model.
- It was noted that businesses were unlikely to prioritise grass roots projects in the current climate so alternative opportunities for resources were being considered.
- A Member stated that the BBC and Channel 4 were heavily involved in the diversity sector and wondered if there was an opportunity to work with them.

- With regards to developing new and existing contacts, a Member felt that Members should act as ambassadors for culture and bring people into the City.
- In response to a query concerning attracting diverse audiences, the Culture Mile Manager confirmed that Culture Mile had done well in achieving diverse audiences to date and hoped to build on this to develop a diverse district.

10. ***INTERNAL AUDIT UPDATE**

The Board considered a report of the Head of Audit & Risk Management providing Members with an update in respect of Internal Audit activity related to the Barbican Centre, the last written submission having been made to the January 2020 meeting of the Barbican Risk Committee.

RESOLVED - That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation.

11. ***PROJECTS UPDATE REPORT**

The Board received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance and refurbishment projects that fall under the Cyclical Works Programme (CWP) and additional projects funded from other sources.

RECEIVED.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

15. **NON-PUBLIC BOARD MINUTES**

The non-public minutes of the Board meeting held on 16 September 2020 were approved as a correct record.

16. **NON-PUBLIC FINANCE & RISK COMMITTEE MINUTES**

The draft non-public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were received.

17. **MUSIC: ANNUAL UPDATE**

The Board received a non-public report of the Interim Artistic Director providing an update on Barbican Music department's activities and performance over the past year, setting out the opportunities, challenges and plans for the coming period within the context of the Barbican's overall vision and mission and Strategic Business Plan.

18. **LSO ANNUAL REVIEW**

The Managing Director of the London Symphony Orchestra (LSO) provided the Board with an update on the LSO's activities and financial position and gave an overview of the Orchestra's future plans.

19. **BOARD APPOINTMENT**

The Board considered a report of the Town Clerk proposing an appointment suggestion for the Barbican Centre Board.

20. **BARBICAN BUSINESS PLAN 2021/22 - 2024/25**

The Board considered a report of the Managing Director presenting the Barbican Business Plan 2021/22 to 2024/25.

21. **ART TRANSPORTATION FRAMEWORK PROCUREMENT STAGE 2 AWARD REPORT**

The Board considered a report of the Chamberlain seeking approval to grant the award of the proposed Art Transportation Framework Agreement.

22. **DEVELOPMENT REVIEW**

The Board considered a report of the Chief Operating & Financial Officer providing an overview of the Development Department's financial position and outlining the challenges, opportunities and future areas of work.

23. **COVID-19 SITUATION UPDATE**

The Board considered a report of the Chief Operating and Financial Officer providing Members with an update on the current situation for the Centre as a result of the Covid-19 pandemic.

24. ***BUSINESS REVIEW - SEPTEMBER 2020 (PERIOD 6 - 20/21)**

The Board noted a report of the Chief Operating & Financial Officer setting out the Business Review for the September 2020 (Period 6 – 20/21) accounts.

25. ***CONTROVERSIAL PROGRAMMING RISK REGISTER**

The Board noted a report of the Interim Artistic Director updating Members on the Programming Controversial Risk Register and the identified potential risks that occur as a result of specific programmed events and activities, as well as outlining the mitigation processes in place for each.

26. ***PROJECTS UPDATE: NON-PUBLIC APPENDIX**

The Board noted the non-public Projects Update appendix to be read in conjunction with item 11.

27. ***RISK UPDATE**

The Board noted a report of the Director of Operations and Buildings updating Members on the risk management system in place at the Barbican, the significant risks that have been identified and measures for mitigation of these risks.

28. **REPORT OF ACTION TAKEN**

The Board noted a report of the Town Clerk updating Members on action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Orders No. 41 (a) and (b).

29. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE BOARD**

There were no questions.

30. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC IS EXCLUDED**

There was one item.

The meeting ended at 1.29 pm

Chairman

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FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Monday, 11 January 2021**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 11 January 2021 at 1.45 pm

Present

Members:

Deputy Tom Sleight (Chair)
Deputy Dr Giles Shilson (Deputy Chairman)
Randall Anderson
Russ Carr
Deputy Wendy Hyde
Jeremy Mayhew
Emma Kane
Alasdair Nisbet

Officers:

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Jonathon Poyner	- Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Natasha Harris	- Director of Development, Barbican Centre
Leonora Thomson	- Interim Artistic Director, Barbican Centre
Sean Gregory	- Director of Innovation & Engagement, Barbican Centre
Niki Cornwell	- Head of Finance and Business Administration, Barbican Centre
Matt Lock	- Head of Audit & Risk Management, Chamberlain's Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

There were no apologies.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

3. MINUTES

The draft public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were approved as a correct record.

4. INTERNAL AUDIT UPDATE

The Committee considered a report of the Head of Audit & Risk Management providing Members with an update in respect of Internal Audit activity related to the Barbican Centre since the November meeting of this Committee.

Members were informed that the review of the Centre's Bars had been completed; however, the recommendations from that review would be delayed in the absence of trading as a result of the current national lockdown.

The security audit was signed off and the Draft Audit Report due to be issued imminently. It was highlighted that this was given an amber assurance rating purely in light of the seriousness of the risks being addressed.

A summary of the 2021 Audit Plan for the year was presented to Members and it was noted that the planned Health and Safety Review would now likely be delayed until next year. The Head of Audit & Risk Management confirmed that other assurance sources could be used to measure health and safety concerns in the meantime.

A typo was noted in paragraph 12 of the report whereby the wrong year was listed and should say 2021/22.

With regards to audit recommendations, Members were advised that recommendation 3 concerning corporate sponsorship had been implemented and two follow-ups were undertaken.

In response to a query concerning Barbican retail systems, Members were informed that all recommendations were audited and closed prior to the last meeting and the systems were now completely compliant.

A Member felt it was important that the Committee gave Management a clear steer that dealing with Covid related risks were the priority and closing minor risks was not urgent and could be delayed until 2022. Members supported this sentiment.

RESOLVED - That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation;
- Provide input to high level audit planning proposals for 2021-22 by suggesting potential areas of coverage.

5. HEALTH AND SAFETY ANNUAL REPORT

The Committee received a report of the Director of Operations and Buildings providing Members with an update on the Centre's Health and Safety activities and provision over the last year and agenda items for 2021.

The Director of Operations and Buildings advised that the focus for the year had been the Covid-19 pandemic. When the Centre was open, over 70k people visited with 98% of visitors recorded that they felt safe or very safe. Risks and security continued to be reviewed with management to deal with the appropriate recommendations.

RECEIVED.

6. **PROJECTS UPDATE REPORT**

The Committee received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance and refurbishment projects that fall under the Cyclical Works Programme (CWP) and additional projects funded from other sources.

The Director of Operations and Buildings confirmed that the Officers had used the time during the lockdowns wisely and the Centre looked better than ever. Thanks was given to the City Surveyor's, Engineering and Projects Teams for their assistance.

RECEIVED.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

9. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

10. **NON-PUBLIC MINUTES**

The draft non-public minutes of the Finance & Risk Committee meeting held on 2 November 2020 were approved as a correct record.

11. **COVID-19 SITUATION UPDATE**

The Committee considered a report of the Chief Operating and Financial Officer providing Members with an update on the current situation for the Centre as a result of the Covid-19 pandemic.

12. **BUSINESS PLAN UPDATE**

The Committee considered a report of the Chief Operating & Financial Officer updating Members on the Barbican business plan, setting out a reporting framework for future Board meetings.

13. **BREXIT PLANNING UPDATE**

The Committee received a report of the Managing Director setting out the out the key areas of the business likely to be affected by the end of the Brexit transition period and how this could impact the Barbican's work.

14. **BARBICAN BUSINESS REVIEW - NOVEMBER 2020 (PERIOD 8 - 20/21)**

The Committee considered a report of the Chief Operating & Financial Officer setting out the Business Review for the November 2020 (Period 8 – 20/21) accounts.

15. CYBER SECURITY ANNUAL REPORT

The Committee received a report of the Chief Operating & Financial Officer providing Members with an annual summary of the Barbican's Information Security posture, covering the most prominent external cyber threats, the cyber-related achievements for the year, professional training and development, current system proposals, staff cyber training programme and current risks.

16. BAD DEBTS ANNUAL UPDATE

The Committee received a report of the Chief Operating & Financial Officer providing Members with an annual summary of the Barbican's bad debts for the period up to December 2019.

17. PROJECTS UPDATE: NON-PUBLIC APPENDIX

The Committee received the non-public Projects Update appendix to be read in conjunction with item 6.

18. CONTROVERSIAL PROGRAMMING RISK REGISTER

The Committee received a report of the Interim Artistic Director updating Members on the Programming Controversial Risk Register and the identified potential risks that occur as a result of specific programmed events and activities, as well as outlining the mitigation processes in place for each.

19. COTE RESTAURANT UPDATE

The Committee received a verbal update from the Director of Operations and Buildings concerning Cote Restaurant.

20. RISK UPDATE

The Committee considered a report of the Director of Operations and Buildings updating Members on the risk management system in place at the Barbican, the significant risks that have been identified and measures for mitigation of these risks.

21. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There was one question.

22. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED

There was one urgent item.

The meeting ended at 3.31 pm

Chairman

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NOMINATIONS COMMITTEE OF THE BARBICAN CENTRE BOARD **Wednesday, 18 November 2020**

Minutes of the virtual meeting of the Nominations Committee of the Barbican Centre Board held on Wednesday, 18 November 2020 at 9.30 am

Present

Members:

Deputy Dr Giles Shilson (Deputy Chairman)
Lucy Musgrave
Jenny Waldman

In attendance:

Tijs Broeke

Officers:

Sir Nicholas Kenyon - Managing Director Barbican Centre
Leanne Murphy - Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Tom Sleigh.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

3. MINUTES

The public minutes of the meeting held on 22 July 2020 were approved as a correct record.

4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

5. ANY OTHER BUSINESS

There were no urgent items.

6. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

7. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 18 November 2020 were approved as a correct record.

8. **APPOINTMENT SUGGESTION FOR THE BARBICAN CENTRE BOARD**
The Committee considered a report of the Town Clerk proposing an appointment suggestion for the Barbican Centre Board.
9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
10. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting ended at 10.12 am

Chairman

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Outstanding Actions List Barbican Centre Board and Finance Committee

	Action	Notes	Officer/body responsible	Date added & meeting	To be completed/ progressed to next stage
1	Equality and Inclusion	A formal note of support be sent to the new Task & Finish Group on behalf of the Board.	Chair	Nov 2020 - <u>BCB for BCB</u>	Done
2	Nominations Committee	Nominations Committee meetings be brought forward by two weeks in line with Finance & Risk meetings.	Town Clerk	Nov 2020 - <u>BCB for NC</u>	Done
3	Director of Arts & Learning	Members to receive the Job Description for the new post of Director of Arts & Learning to allow feedback before going live.	Head of HR	Nov 2020 - <u>BCB for BCB</u>	Done
4	Bad Debts	A column to be added indicating the probability of recovery as high, medium or low.	Chief Operating & Financial Officer	Jan 2021 - <u>F&R for F&R</u>	To update at the March Finance & Risk meeting
5	Cyber Security	Follow up on the Corporation's review of cyber security products (Darktrace or Microsoft) to ensure an aligned approach on the chosen product and develop a skillset.	Head of IT	Jan 2021 - <u>F&R for F&R</u>	To update at the March Finance & Risk meeting

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Barbican Centre Board Work Programme 2021

Standing Items

Board

- Outstanding Actions
- Directors' Management Report
- Risk Update

Finance & Risk

- Business Review (Period Accounts)
- Cyclical Works Projects (CWP) & Projects Update

- Risk Update

11 January 2020	Finance & Risk Committee	<ul style="list-style-type: none"> • <i>Bad debts / write off report</i> • <i>Controversial Risk Update</i> • <i>Health & Safety annual report</i> • <i>Internal Audit update</i> • <i>Covid-19 Situation update</i> • <i>Cyber security annual report</i>
27 January 2021	Barbican Centre Board	<ul style="list-style-type: none"> • Theatre Annual Presentation • Business Plan • Business Model - Long Term Financial Plan • BIE Update • <i>Covid-19 Situation update</i> • <i>Audience Analysis in the reopening period</i> • <i>Covid-19 Situation update</i> • <i>Cyber security annual report</i> • E&I update – oral • Development – update on recruitment for BCT
8 March 2021	Finance & Risk Committee	<ul style="list-style-type: none"> • Business Review • Budget Update • Covid-19 Situation Update • CWP Projects and Capital Update • Risk Update • Controversial Programming Update
	Nominations Committee	<ul style="list-style-type: none"> • New external member proposals
24 March 2021	Barbican Centre Board	<ul style="list-style-type: none"> • Cinema Annual Update • Directors Management Report • CoL High Level Business Plan tbc • Business Plan Performance Deck / Dashboard • Strategic Plan – 6-month update • Annual safeguarding report • <i>Business Review</i> • <i>Budget Update</i> • <i>Covid-19 Situation Update</i> • <i>CWP Projects and Capital Update</i> • <i>Risk Update</i> • <i>Controversial Programming Update</i>
19 May 2021	Barbican Centre Board	<ul style="list-style-type: none"> • Creative Learning Annual Update • Business Plan Performance Deck / Dashboard • Business Review • Budget Update • Covid-19 Situation Update • CWP Projects and Capital Update • Risk Update • Controversial Programming Update
5 July 2021	Nominations Committee	Page 19

	Finance & Risk Committee	<ul style="list-style-type: none"> • Business Review • Budget Update • Covid-19 Situation Update • CWP Projects and Capital Update • Risk Update • Controversial Programming Update • Internal Audit Update
21 July 2021	Barbican Centre Board	<ul style="list-style-type: none"> • Visual Arts Presentation • Strategic Plan 6-Monthly Update • Marketing & Comms Annual Update • Strategic Alliance Update • Business Plan Performance Deck / Dashboard • Directors Management Report • <i>Business Review</i> • <i>Budget Update</i> • <i>Covid-19 Situation Update</i> • <i>CWP Projects and Capital Update</i> • <i>Risk Update</i> • <i>Controversial Programming Update</i>
6 September 2021	Finance & Risk Committee	<ul style="list-style-type: none"> • Business Review • Covid-19 Situation Update • CWP Projects and Capital Update • Risk Update • Controversial Programming Update
22 September 2021	Barbican Centre Board	<ul style="list-style-type: none"> • Annual Review including Commercial • Equality & Inclusion Update • Business Plan Performance Deck / Dashboard • Directors Management Report • Digital Annual Update • <i>Business Review</i> • <i>Covid-19 Situation Update</i> • <i>CWP Projects and Capital Update</i> • <i>Risk Update</i> • <i>Controversial Programming Update</i>
1 November 2021	Nominations Committee	<ul style="list-style-type: none"> • Tbc
	Finance & Risk Committee	<ul style="list-style-type: none"> • Business Review • Budget 2022/23 • Covid-19 Situation Update • CWP Projects and Capital Update • Risk Update • Controversial Programming Update • Internal Audit Update
17 November 2021	Barbican Centre Board	<ul style="list-style-type: none"> • Music & LSO Presentations • Development Annual Update • Business Plan Performance Deck / Dashboard • Directors Management Report • <i>Business Review</i> • <i>Budget 2022/23</i> • <i>Covid-19 Situation Update</i> • <i>CWP Projects and Capital Update</i> • <i>Risk Update</i> • <i>Controversial Programming Update</i> • <i>Internal Audit Update</i>

Agenda Item 5

Committee(s)	Dated:
Barbican Board	27 January 2021
Subject: Management Report by the Barbican's Directors	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,7,8,9,10,12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Managing Director, Barbican Centre	For Decision
Report authors: Directors, Barbican Centre	

Summary

- The Management Report comprises current updates under seven sections authored by Barbican Directors.
- Updates are under the headlines of:
 - Strategy and Culture Mile
 - Programming, Marketing and Communications
 - Barbican Guildhall Creative Learning
 - Innovation and Engagement
 - Operations and Buildings
 - Business and Commercial
 - Development.
- Reported activity is marked, where relevant, against our Barbican Centre strategic priority areas. For reference, the full list of strategic priorities is attached at Appendix A.

Recommendation

Members are asked to:

Endorse Management's approach to the future activities of the Centre.

Main Report

1. REPORT: STRATEGY AND CULTURE MILE

The Barbican Centre currently remains closed to the public, with minimal numbers working in the building in order to ensure it remains safe and compliant.

a, b, c, d, e, f

In December we were completing our Live from the Barbican events, including Brian Cox and the BBC SO on December 13, and were one day away from the LSO returning for the first time to the Concert Hall with its Beethoven Piano Concerto series under Sir Simon Rattle on December 16 and 17, performed to socially distanced audiences. Then new guidelines were imposed on December 15, those LSO concerts were cancelled, while the Barbican continued with its successful streamed-only *Messiah* on December 19.

The post-Christmas situation is much more serious in terms of London public health. In the previous period we were able to ensure a Covid-secure venue, and for people visiting to say they felt safe or very safe in the Barbican. Now the situation depends much more on the external situation and the guidance to not leave home unless absolutely necessary. This means that we should not be asking those required to mount even streaming-only events to be in the building, and thus we along with other organisations have postponed all events. There is some necessary activity in the building related to the de-installing and installing of exhibitions, but this is being undertaken slowly and safely.

This is a critical moment for London and the UK, and it essential that we support the restrictions, however frustrating this may be. It is clear that the next stage of re-opening and then of public activity will depend on public confidence and a significant improvement in Covid-related infections and deaths: at the time of writing the impact of any Christmas figures has not yet been included. The first moment to judge will be around February 28 when the Government reviews the restrictions in relation to schools, but there is little thought of activity before the very end of March, with Easter falling on April 4.

Plans are in place for future productions, including a major musical in the theatre (see Programming) which is selling well at the box office, so we hope for improving public health conditions. Even then recovery will be gradual, which will have a significant effect on our income levels for the 2021-22 financial year.

<p>CULTURE MILE</p> <p>Culture Mile has maintained its excellent activities for and links with communities during this latest period, though it seems unlikely that the Communities in Residence programme inside the Barbican can continue under the present restrictions.</p> <p>Extensive work has gone on to articulate the aims and objectives of Culture Mile going forward, and to prepare a paper for January's Policy and Resources Committee. This will have gone forward on January 21. It demonstrates a viable way forward for Culture Mile to benefit from City support while moving towards a more self-sustaining model. It explains how, over the next two years, Culture Mile will achieve its transition to a new commercial business model as a new culture-led Business Improvement District (BID) in the City, allowing the City Corporation to substantially reduce its ongoing investment from 2023 onwards.</p> <p>It should be recognised that in moving to the future, as the City Corporation implements its new Target Operating Model, Culture Mile provides a leading example of collaboration across City departments and with external organisations, driving value and partnerships with outcomes that create both public value and impact for the City. This proposal ensures the development of Culture Mile towards a more fully self-sustaining model, while retaining it as an essential element in the City's wider commitment to cultural and community activity.</p>	<p>a, b, e, f</p>
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2. REPORT: PROGRAMMING, MARKETING AND COMMUNICATIONS

	Strategic Priority
<p>UPDATE ON DIGITAL</p> <p>Digital content remains a key strategy in engaging audiences unable to attend in person. Visual Arts' activity for Michael Clark: Cosmic Dancer included the first online Young Barbican Night was held in Dec in collaboration with Queer House Party; Claire Lawrie's documentary <i>Beyond 'There's always a black issue Dear'</i> free on the Cinema on Demand platform coinciding with a live screen talk; an informally guided tour with Michael Clark and Les Child and a recorded talks series.</p> <p>Following the second national lockdown in November Cinema moved the London Palestine Film Festival, planned as a hybrid programme, entirely online. This proved very successful and LPFF have already discussed using a blended model in 2021. As part of the EFG London Jazz Festival Cinema was able to secure the rights to screen the Billie Holiday documentary <i>Billie</i> and a live Q&A with the film's director, as an exclusive preview ahead of other VOD platforms and its BBC broadcast in Dec. At 467 streams the title has become Cinema's most rented stream by a considerable margin and has received widespread critical acclaim. Additionally, Fringe! Queer Film & Arts Festival film line-up was made available entirely online and reached a wider audience than would have been possible with social distancing in-venue. The Emerging Film Curators series closed with two sold out in-venue screenings and a well-received digital offer by audiences and press. Gali Gold and Wilna Fourie presented a session of 2020's online This Way Up film exhibition conference around their work on <i>Leytonstone Loves Film</i> under the heading <i>Cinema: The Local and the Future</i> highlighting the community engagement model and achievements of LLF. Culture Mile released two new film commissions inspired by the City in lockdown. Each film featured original compositions, London Symphony Orchestra musicians and dancers working in collaboration with emerging film-makers. The films were shot in around London Wall Place, where next year we'll be partnering with Brookfield to produce a free outdoor music series along with LSO and Guildhall School.</p> <p>Pre Christmas, the Level G team announced a series of online/mail-out projects for the first half of 2021. In their own way, each of these projects are invitations to explore and have a conversation about some of the forces and ideas which have shaped the world we live in, particularly over the last year. Projects will include: the third iteration of our feminist literature festival New Suns; an investigation of the impact of power on our brains and behaviour Can we talk about Power?; and Unclaimed Conversations, an audio project rooted in the importance of intergenerational dialogue. As with much of our programming, these projects are the product of collaborations with practitioners and researchers working across sectors including science, literature, public policy, design and beyond.</p>	a, b, c, d

Theatre's second podcast series under the **INSPIRED** banner with conversations between Barbican Young Creatives and artists who have influenced them has now been recorded and is expected to be released in Feb 2021. Over Christmas **Akin's We Cover the Universe** show for families has received positive feedback from audiences with over 200 households participating. The Live from the Barbican series continued with a highlight in Dec being **Professor Brian Cox with the BBC Symphony Orchestra**. Brian Cox did several TV and Radio interviews resulting in a visible spike in livestream ticket sales. With 2771 livestream tickets and a sold-out Hall, it became the concert with the highest number of tickets sold in the autumn. In early Dec the **ACO's digital residency** and **Chernobyl Live** were made digitally available and three Christmas concerts took place - BBC Singers / AAM Messiah / A Dickensian Christmas (with Raymond Gubbay Ltd) – the second two online only.

REOPENING

With national lockdown having been just announced, we have made the decision to cancel or postpone all visitor-based activity during January and February. The installation of Dubuffet will continue, with strict social distancing and once installed we will reopen when government regulations allow. The Art Gallery and Curve temporarily reopened between 2-16 Dec with the exhibition attendance closing at 14,5k+ for **Michael Clark** (65% of the revised target) and 22,7K+ for **Toyin Ojih Odutola** (71% of the revised target). Michael Clark's Audio Described and British Sign Language tours were still able to go ahead on the 15 Dec. Music are postponing most of their recently announced, Spring Live from the Barbican series – at the moment the plan is to keep the last three of the series, beginning 25 March and "flip" the first nine events to now run in April and May. Theatre hope to be able to keep some of their March events onwards. Theatre's co-presentation of **Flight** at the Bridge Theatre has had to open and close with the lockdowns, however the performed shows received 4* & 5* accolades and very good feedback from patrons. **The Ghost Light** has been postponed to until later in the year and will be filmed. In December, together with Trafalgar Entertainment Theatre we launched the summer musical of **Anything Goes**, starring Megan Mullaly and Robert Lindsay with promising Box Office figures to date. It's due to open in May. Cinema will have no venue-based activity until end March, but will programme on their On-Demand platform. Refurbishment works in Cinema 2&3 have been completed with newly designed foyer space, new cinema seating and carpet.

In November Culture Mile announced the [ten community projects](#) that will receive funding as part of its **Imagine Fund**. These projects will benefit local residents and communities in Culture Mile as well as workers and visitors through creative, cultural or educational endeavours. In December Beyond Barbican piloted the distribution of the first set of **Imagine Packs** working with Age UK to connect isolated older adults to tell their stories and share with others through the winter period, as well as working with Accumulate, our **Communities In Residence** partner, to share creative resources for their members.

BIE is continuing with the installation of **AI: More than Human** at the World Museum, Liverpool and it will open when Government regulations allow.

How We Live Now: Reimagining Spaces with the Matrix Feminist Design Co-operative, a programme exploring who our buildings and shared spaces are for, will form a core part of our reopening offer later this year. The project -- which comprises an installation, public programme and publication -- takes as it's starting point a previously unseen archive of work by the radical 1980s feminist architecture cooperative Matrix, who addressed the ways in which the design of the built environment excludes particular groups, particularly in relation to gender, race and disability.

Comms announced reopening in early Sept, securing (amongst others) a feature on **The Travel Show** (broadcast internationally to 100m viewers across BBC channels) in an early Nov round-up of cultural venues that would be reopening soon. The team responded quickly to Tier 3 and Tier 4 measures being implemented agreeing messaging, press statements for reactive enquiries and ensuring a joined-up approach with Marketing, Box Office operations and CoL Media team. They are now working on the national lockdown messaging. Press highlights for Soundhouse: **Intimacy and Distance**, part of the Level G programme, included a news piece in Electronic Sound and a recommendation in The Observer. The popular fortnightly staff newsletter **The Insider** continues to engage staff internally and most recently included a special festive edition.

Audience information is covered elsewhere in the agenda.

FUTURE PLANNING

Depending on the dates for Dubuffet, **Claudia Andujar** will open either in the Main Gallery or be reimagined for the Curve in Jun 2021. As part of the partnership programme **Masculinities** will travel from Berlin to LUMA Foundation in Jun as part of the Les Rencontres de la Photographie Arles before going on to FOMU Antwerp in Oct 2021. **Lee Krasner** closes at Guggenheim Bilbao on 10 January 2021; **Toyin Ojih Odutola: A Countervailing Theory** will be travelling to Aalborg, Denmark in Feb and then onto the Hirshhorn Museum and Sculpture Garden in Washington; **Michael Clark: Cosmic Dancer** will travel to V&A Dundee in autumn 2021. BIE is in the final stages of producing the catalogue and exhibition videos for **Virtual Realms** focusing on videogame creativity. Conversations are ongoing to bring the opening date – in Singapore - forward to Jun 2021. Talks with potential partners across the BIE programme are proceeding steadily with international interest. The process of developing a new 'agile commissioning' element to its programming is ongoing and looks to feature individual works responding to contemporary topics.

Beyond Barbican continues to strengthen its partnership with London Borough of Waltham Forest developing new plans for the next two years. **Leytonstone Loves Film** is scheduled to go ahead in Autumn 2021 and the next **Walthamstow Garden Party** will be planned for summer 2022. In 2021 we will work with all our neighbourhood partners to develop a new responsive

<p>programme that creates more space for connection, exchange and experimentation, bringing together our networks in new ways to share knowledge and skills, strengthen collective imagination, learn together and re-imagine our yearly celebrations.</p> <p>In addition to delivering the above projects over the coming months, the Level G Team are beginning to consider the relationships and collaborations which will underpin the programming it develops in 2022, the year of the Barbican's fortieth anniversary.</p> <p>We have secured a grant from the Gulbenkian Foundation to enable us to work to define our “civic” offer and explore its impact. This will help advance the work, in particular, of Beyond Barbican, Creative Learning and Level G and will look closely at how this important work fits within the wider organisation.</p> <p>The latest lockdown makes performing arts forward planning particularly difficult. Theatre is covered in the report further down the agenda. Music at the moment are concentrating on reworking their Spring Live from the Barbican.</p>	
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3. REPORT: BARBICAN GUILDHALL CREATIVE LEARNING	
	Strategic Priority
<p>Creative Careers 2020: As a result of the COVID-19 pandemic, Creative Careers moved entirely online. Curated by Joe Gray and a diverse group of young creatives, four mixed media blogposts were released over autumn and winter 2020. Topics included: adapting to the pandemic as a creative, 'being real' in an online space, game-changing young leadership and finally, working with members of the Justice for Black Lives organisation to reflect on 2020 and share thoughts on how to lead the UK into a better future.</p>	b, c, f
<p>Inspired Podcast, Series 2: Inspired is a new series on the Barbican podcast <i>Nothing Concrete</i> where artists interview someone who has inspired their creative life. For the second series, Creative Learning sent an open call to our Young Creatives alumni to pitch for the opportunity to be involved. Six young people were selected and their guests involve a variety of exciting artists, including storyteller and drag queen Glamrou, actor Susan Wokoma and stage director, dramaturg and writer Kirsty Housley. The young people were coached in interview skills by Paula Varjack and recorded their episodes in December 2020. The new series will be released in February 2021.</p>	b, c, f
<p>TeachMeet; Wellbeing through the Arts: On 26 November our Schools Engagement team held a sold-out online CPD session for teachers focusing on wellbeing. There were eight short presentations on successful approaches to improving wellbeing in students using the arts. Attendees included a mix of teachers from early years to primary and secondary schools, and those working in arts education including representatives from A New Direction and Somerset House. Feedback on the event was very positive with one attendee stating that 'it was really wonderful to be part of it'.</p>	f
<p>It All Comes Down – Young Visual Arts Group showcase 19/20: Our Young Visual Arts Group were in the middle of planning their showcase exhibition when the Barbican Centre was shut as a result of the COVID-19 pandemic. Seven months later, they launched a microsite entitled It All Comes Down, which they created entirely whilst working remotely. The site includes biographies of the 13 young artists and a range of their lockdown-influenced work across film, sculpture, photography, drawing, printmaking and found objects. The site was built by colleagues in our digital and marketing teams but will pass into ownership of the young people in May 2021 as a permanent online legacy.</p>	b, c, f
<p>Associate Schools: We have been continuing to deliver online learning as part of our Associate Schools programme. In December, our Digital Content Managers Rachel Williams and Suzanne Zhang delivered a 'Digital Presence' workshop with 21 Sydney Russell School students on how to improve your online presence. Artist Paul Griffiths also delivered four online music workshops with four classes at Whitefield Schools, a SEND academy trust based in Walthamstow.</p>	f

4. REPORT: INNOVATION AND ENGAGEMENT	
	Strategic Priority
<p><i>Archive:</i> The team has continued to provide image research and other support to the ongoing 2022 anniversary book project over the period in which the contributor deadlines fall. External research requests are continuing to be received / dealt with as much as is possible during the pandemic.</p>	a, b, c
<p><i>Digital Products:</i> Urgent responses were required in response to the second national lockdown in the autumn, which included managing the customer refund (and donation) processes and releasing previous Live from the Barbican concerts for sale. The more recent twin priorities have been making our website accessible to all and developing a proof of concept for a new event management system to potentially replace our existing system Artifax. On the former, we worked with Hassell Inclusion to identify and fix problems across our websites which have been inadvertently preventing users with access needs from browsing our sites, and also to upskill our team to embed accessibility in future work.</p> <p>Other product releases include; a beta version of an improved 'My Account', digital 'corporate screenings' which facilitate online corporate hires of films, incremental improvements to our video streaming platform based on audience feedback, and new website hosting servers which reduce our carbon footprint. For those interested in what we do, new work is demonstrated every second Monday via Teams. More can be found out through contacting digital.products@barbican.org.uk.</p>	a, b, c, d, e, f
<p><i>Civic / Social Innovation:</i> The Strategic Unit continues to work closely with colleagues from across the organisation on progressing our strategic / business plan workstreams. A key focus over the next few months will be on the consolidation and future modelling of our Beyond Barbican, Creative Learning, Culture Mile and Level G activity. These activities will ultimately be integrated into our 'mainstream' way of working, ensuring our civic/social imperative is fully embedded into our 'core business' as an arts/cultural centre.</p>	a, b, c, d, e, f
<p><i>Creative Alliance:</i> We are forming a new Creative Alliance Working Group designed to provide a forum for discussing and planning Barbican Guildhall 'bridging projects', and the mechanisms for the joint delivery of those projects. Highlights/progress will continue to be updated, and issues escalated, through Joint Directorate. Standing membership will be flexible and agenda-based, but the core team will consist of the designated Barbican and Guildhall School project leads. This will enable us to involve a wider community of colleagues from across both organisations, drawing them in at appropriate junctures for ideation activities, as well as the sharing of expertise and practices.</p>	a, b, c, d, e, f

5. REPORT: OPERATIONS AND BUILDINGS	
	Strategic Priority
<p>General Update</p> <p>Our buildings remain safe and compliant. As at just before Christmas, we have had circa 75,000 people through the doors, of which circa 55,000 have been ticket holders. We have had a 98% satisfaction rating 'I feel safe or very safe'. All of the events and activities on site over the year have been conducted as 'Covid-safe', and we have worked with the City throughout. We give grateful thanks to the City for their ongoing support. We have just entered the January through to February lockdown and will work with colleagues to minimise staffing on site. We will continue to use the period to 'maintain and enhance our assets' and will also use the time wisely to further develop our staff and implement any findings of the many reviews and audits that we have carried out during the period.</p> <p>Operations and Security</p> <p>We continue to hold BCP groups and attend City meetings as appropriate to ensure alignment. The teams have performed incredibly well over the period in supporting activities both at the Barbican and the Guildhall School through our Alliance. We are working with the City and external experts to review our security arrangements, having all but completed the investment in our security infrastructure, including CCTV, swipe access, HVM (hostile vehicle mitigation) and bomb blast film. We will be completing a series of training programmes and conducting a full review of policies and procedures and aim to complete this in time for a more normal reopening.</p> <p>Projects and Engineering</p> <p>As noted in previous papers, we have used the year wisely and have made the most of the opportunity to access areas otherwise unavailable to progress and advance projects and to line up projects for the next financial year. Much has been achieved, and to quote our Chairman, "the Barbican has never looked so good". Thanks go to our contractors and City colleagues for working as 'one-team'. We are working with the City Surveyor and the Board to progress our 'Destination of the Future' project.</p> <p>Ticketing</p> <p>The ticketing team have retained an incredible level of flexibility and have delivered refunds and put things back on sale as required with the minimum of fuss and with encouraging feedback.</p> <p>Next Steps and Horizon</p> <p>We will use this lockdown to progress audits and the implementation of any audit findings as part of our approach to continual improvement. Our aim is to be ready to be in the vanguard of our sector and to represent the City internationally at the appropriate time in the future.</p>	a, b, c, d, f, S/E

6. REPORT: BUSINESS AND COMMERCIAL	
	Strategic Priority
<p>Business Events: The last months of 2020 saw our filming and photoshoots targeting pay off, with events taking place such as a video shoot for Becky Hill – who appeared in the first series of The Voice - and a Universal social media shoot for The Vamps – a British rock-pop band. We were also delighted to deliver our first socially distanced training events in the Frobisher Suites, with them returning for a second series of events in December. Government guidelines state that essential events for under 30 people, along with filming and photoshoots are able to continue in the third lockdown period, however, with the decision to close the Barbican entirely, these will not be resumed until the building re-opens.</p> <p>The team have quickly adapted to the temporary online event sales opportunities and have handled enquiries in excess of £18m and have managed to contract over £1.1m worth of business for 20/21 onwards.</p> <p>With the vaccine now being rolled out, positive news for the events industry was received at the start of December, when it was announced that Business Events up to 1,000 (dependent on social distancing capacities) were able to return in Tiers 1 and 2 with relevant conditions, and smaller educational and training events were still able to continue in all Tiers. Despite now going into a full lockdown, this has boosted client confidence and resulted in enquiry levels increasing for 2021 onwards.</p>	a, d
<p>Retail: the online shop remains open throughout the closures Significant increases were made in online sales against last year, this was driven by a very successful winter sale which coincided with the 'black Friday' weekend; a popular exclusive Members sale; and successful trading over Christmas. As customers have once more been forced to shop online, we plan to continue to expand the available offer and maximise this opportunity. Over 2000 online orders were fulfilled by a very reduced team in November and December.</p> <p>The Foyer shop performed steadily in the time we were open in December, with over 1,300 sales made in the 2 weeks we were trading. Michael Clark exhibition product remains popular online, we hope that the remaining merchandise will continue to sell through as customers who missed the opportunity to visit, due to closures, make consolation purchases.</p>	a, d
<p>Catering & Bars: Our catering partners, <i>Benugo</i> and <i>Searcys</i>, have remained closed since 15 December due to Tier 4 restrictions and more recently, the national lockdown. Both businesses have reassured us that they are now in a strong position to ride out this challenging time and will be ready to re-open when the time is right. The new <i>Conservatory Bar</i> had been very successful prior to closure and the new 'at seat' pre-ordering service in the Hall, also exceeded financial expectations and will be refined in the coming months in preparation for when we re-open to the public.</p>	a, d

7. REPORT: DEVELOPMENT	Strategic Priority
<p>Despite the ongoing challenges of the pandemic, there have been moments of light and success since the last Board meeting.</p> <p>The Trusts & Grants team have been working closely with Creative Learning on their new five-year business plan, in order to begin fundraising for 2021/22 onwards from January. More trusts and foundations are re-opening to applicants; some with refreshed strategies and some with revised, more flexible processes recognising the organisational challenges their grantees face. Many still remain closed to new applicants or are focused on Covid-19 responsive work. We have seen a move towards arts funders seeking to support work considering and engaged with anti-racism, the climate crisis and communities, among other themes. Funding for 2020/21 has been heavily impacted by the competition for funds, with funders reporting high levels of applicants compared with funds available and we expect this trend to continue into 2021/22.</p> <p>The Corporate team has hosted a series of successful virtual events this quarter for both members and prospects. These included a virtual Curator talk for Michael Clark: Cosmic Dancer and a virtual Curator Introduction event for the forthcoming 2022 BIE exhibition Our Time on Earth. Corporate Member Slaughter and May have confirmed renewal and Bloomberg, DLA Piper and Newgate Communications have pledged their commitment for a further year. Sadly UBS have paused their 20/21 membership but intend to renew in FY21/22. Thanks to a recommendation from Sandeep Dwesar, the Archive Project and Culture Mile's Imagine Packs for the isolated elderly were discussed with Derwent Tech Belt Community Fund who have committed to a donation of £5k. Additionally, law firm Morrison & Foerster (UK) LLP, introduced to us by Trustee Kendall Langford, has made a charitable donation to the Trust.</p> <p>For Individual Giving, a lender to the Carolee Schneemann exhibition has pledged £10k to join the Exhibition Circle. Patron renewals and loyalty remains strong and a new Patron joined as a result of our new messaging around sold-out tickets. Gift with Ticket kept steady throughout December. These funds are raised mainly through online ticket sales and text donations associated with 'Live from the Barbican' and 'Barbican On Demand' programmes. Income through donations points at the Centre, which picked up during the re-opening, have been impacted since closure.</p> <p>Targets for 20/21 have been revised in line with the Barbican's Covid-19 scenario planning, and the Development 5-year plan was presented to the Trust & Board in November. As the Centre adapts to the changing landscape, these forecasts are in regular review.</p>	a, b, d

Appendix A: Strategic Plan

We believe in: Creating space for people and ideas to connect

We're committed to: Arts Without Boundaries

We are:

- **Brave** - breaking new ground, doing the things others wouldn't
- **Open** - striving to be inclusive, by, with and for all
- **Connected** – reflecting today's world, building meaningful partnerships
- **Sustainable** – Being smart about doing business, embracing the future ways of working

Our Strategic Priorities are:

- a. Destination** – deliver an exceptional experience
- b. Audiences** – build lasting relationships
- c. Artists** – enable artists to realise their vision
- d. Income** – create sustainable growth
- e. Culture Mile** – be a lead partner
- f. Learning** – develop creative skills for life

We support the aims of the City Corporation's Corporate Plan to:

- 1) contribute to a flourishing society
- 2) support a thriving economy
- 3) shape outstanding environments

Staff & Efficiency (S/E)

Underpinning these we also have a commitment to operate efficiently, and to employ and develop skilled staff within the appropriate management structure

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Committee(s)	Dated:
Residents Consultation Committee Barbican Residential Committee Barbican Centre Board Planning and Transportation Committee	30 th November 2020 14 th December 2020 27 th January 2021 16 th February 2021
Subject: Barbican Listed Building Management Guidelines – Volume IIIA – Arts Centre Supplementary Planning Document	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	7,12.
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of the Built Environment	For Decision
Report author: The Chief Planning Officer	

Summary

As part of the strategy to guide future changes, maintain and protect the historical and architectural significance of the Grade 2 listed Barbican Estate, the Barbican Arts Centre Listed Building Management Guidelines Volume III draft has been finalised and is appended to this report. The document provides a framework within which changes to significant elements of the estate should be managed.

The next stage is to publish the draft text for formal public consultation early next year, 2021. Following consultation, the text will be reviewed in response to comments received. Any proposed amendments to the document will be reported back to your Committee for approval and approval will be sought to adopt the document as an SPD.

Recommendation(s)

Members are asked to:

Approve the draft text of the Barbican Listed Building Management Guidelines Draft SPD, Volume III and agree that the document be published for formal public consultation in March 2021

Main Report

Background

1. The preparation of these guidelines has been commissioned by the City of London Corporation and authored by Avanti Architects, with the assistance of internal and external stakeholders. They form part of the suite of guideline documents for the Barbican Estate (of which Volumes 1 (Barbican as a whole), 2 (Residential) and 4 (Landscape) have already been completed), and are intended to assist all those involved in the ongoing management and conservation of the Barbican Arts Centre as a Grade II listed building.
2. The three sections of this Volume (Volume 3A), covering the Non-Residential Buildings of the Barbican will complete the Listed Building Management Guidelines (LBMG) suite of documents for the Barbican Estate, all of which are available on the City of London website.
3. The LBMG should be used by the building owners (Barbican Art Centre) in conjunction with the relevant planning and conservation authorities, in balancing the need to sustain the Arts Centre as an internationally competitive cultural institution whilst at the same time protecting its essential architectural character as a statutorily designated heritage asset. Conservation and change are not necessarily incompatible, indeed sustaining a building in beneficial use is usually the best way of conserving it. However, designation – or 'listing'- imposes certain legal obligations on a building owner as prescribed in the Planning (Listed Buildings and Conservation Areas) Act 1990, specifically the duty to obtain consent for any works that would affect the character of the listed building and, in the exercise of planning functions, the requirement to have special regard to the desirability of preserving the building or its setting or any features of special architectural or historic interest which the building possesses. The Guidelines seek to identify and describe heritage significance and so clarify where the consent procedures are likely to be applicable.

Current Position

4. The Barbican Arts Centre Listed Building Management Guidelines Volume III draft has been prepared and is ready for public consultation

Proposals

5. Publish the draft text for formal public consultation for a period of 6 weeks. Following consultation, the text will be reviewed in response to comments received. Any proposed amendments to the document in will be reported back to your Committee for approval and approval will be sought to adopt the document as an SPD.

Options

6. Approve to Publish the draft text for formal public consultation
7. Do not Approve publish the draft text for formal public consultation.

Key Data

There is no key data associated with the proposal to publish the draft LBMG for public consultation.

Corporate & Strategic Implications

- Strategic implications
This document will aid current and future building management and adaptations needed to sustain the Barbican Arts Centre as a focus for culture within the Square Mile, thus supporting Corporate objectives 7.(We are a global hub for innovation in finance and professional services, commerce and culture) and 12 (Our spaces are secure, resilient and well-maintained)
- There are no Financial implications
- There are no Resource implications
- Legal implications:
. Public consultation is a legal requirement for the adoption of Supplementary Planning Documents. All other implications are included in the body of this report.
- There are no Risk implications.
- Equalities implications –an EQIA Test of Relevance is appended to this report, Appendix 1
- Climate implications and Security implications:
As with any alteration, this document will support the process by which alterations to adapt the building for climate and security related reasons would be considered and permitted.

Conclusion

Members are recommended to approve the appended draft text for formal public consultation.

Report author

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Appendices

Appendix 1 - EQIA Test of Relevance (attached)

Appendix 2 – THE BARBICAN LBMG Volume III final Draft Whole document (can be found [here](#))

Appendix 3 - THE BARBICAN LBMG Volume III Draft Appendices (can be found [here](#))

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TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on Colnet at: <http://colnet/Departments/Pages/News/Equality-and-Diversity.aspx>

Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

What is due regard?	How to demonstrate compliance
<ul style="list-style-type: none"> • It involves considering the aims of the duty in a way that is proportionate to the issue at hand • Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision • Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative. <p>The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.</p> <p>Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.</p> <p>It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.</p>	<p>Case law has established the following principles apply to the PSED:</p> <ul style="list-style-type: none"> • Knowledge – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind. • Sufficient Information – must be made available to the decision maker • Timeliness – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken. • Real consideration – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision. • Sufficient information – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty • No delegation - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated. • Review – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

	<p>However there is no requirement to:</p> <ul style="list-style-type: none"> • Produce equality analysis or an equality impact assessment • Indiscriminately collect diversity data where equalities issues are not significant • Publish lengthy documents to show compliance • Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met • Make services homogeneous or to try to remove or ignore differences between people. <p>The key points about demonstrating compliance with the duty are to:</p> <ul style="list-style-type: none"> • Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups • Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications • Keep adequate records of the full decision making process
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Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities? At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

1. Proposal / Project Title: Barbican Listed Building Management Guidelines Vol IIIA (Arts Centre) SPD

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):
The Barbican Arts Centre Listed Building Management Guidelines Volume III draft is a document which aims to guide future changes, maintain and protect the historical and architectural significance of the Grade 2 listed Barbican Estate

3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:

Protected Characteristic (Equality Group) <input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Where appropriate, the documents encourage enhancements to access
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content
Pregnancy and Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content
Sex (i.e gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents have no relevant content

4. There are no negative/adverse impact(s)
Please briefly explain and provide evidence to support this decision:

The documents touch on equalities issues only where access to the buildings/streetscape/public realm is concerned. They encourage enhancements to access where appropriate.

5. Are there positive impacts of the proposal on any equality groups? Please briefly explain how these are in line with the equality aims:

Please see above.

6. As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/>)	Yes	No	Briefly explain your answer:
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed documents are neutral in equalities terms aside from the positive aspect referred to above.

7. Name of Lead Officer: Ruby Raw **Job title:** Planning Officer **Date of completion:** 06 November 2020

Signed off by Department Director :	Name:	Date:
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Committee(s)	Dated:
Finance & Risk Committee of the Barbican Centre Board	11/01/2021
Subject: Internal Audit Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Head of Audit & Risk Management	For Information
Report author: Cirla Peall, Audit Manager	

Summary

This report has been prepared to provide Members with an update in respect of Internal Audit activity related to the Barbican Centre since the November meeting of this Committee. Audit Plan delivery is progressing in respect of 2020-21 and is supplemented by prompt Internal Audit follow-up of recommendations made to enable the provision of a revised assurance opinion for each audit.

As at mid-December 2020 there are no live red priority recommendations and seven live amber priority recommendations which will be subject to formal follow-up.

Recommendation(s)

Members are asked to:

- Note the report
- Consider the appropriateness of the delays in high priority recommendations implementation
- Provide input to high level audit planning proposals for 2021-22 by suggesting potential areas of coverage.

Main Report

Background

1. The Barbican Finance & Risk Committee receives updates in respect of delivery of Internal Audit work and the implementation of Audit recommendations.
2. A summary of outcomes is reported for finalised audit work i.e. where full management responses have been received and agreed, and there is a reminder of the scope of audit for those audits where draft reports have been issued and management responses are awaited.

3. In terms of high priority recommendations, this report provides Members with the latest implementation position, based upon information received from the Barbican Centre and audit follow-up undertaken.

Current Position

Delivery of Internal Audit Work

4. The status of 2020-21 Plan delivery is outlined in Appendix 1. The profile of delivery across the year was impacted by COVID-19 and internal factors impacting available Internal Audit resources. Progress to date includes finalisation of one audit, draft report stage for a second audit and fieldwork nearing completion for a third audit.
5. Internal Audit will continue to liaise with Barbican management to plan the remaining assignments and scope audit coverage to enable the provision of an annual opinion on the adequacy of the City of London Corporation's system of internal control.

Bars

6. The audit provided moderate assurance in respect of the arrangements in place in relation to income collection, stock control and overall profitability, including controls to mitigate the risk of fraud.

Recommendations	Red	Amber	Green	Total
Number Made:	0	4	0	4

7. All four recommendations were agreed by Barbican management but demonstration of implementation has been impacted by the operating restrictions caused by the Coronavirus pandemic. Internal Audit follow-up will take place once Bars trading has resumed and there is evidence of controls application in practice.

Security

8. This audit has progressed to draft report stage since the last update to this Committee and the scope of the audit is to verify that robust arrangements are in place for managing the security of the Centre through the following:
 - Policies, procedures training and guidance.
 - Clear definition of roles, responsibilities and accountabilities.
 - Conduct of risk assessments.
 - Security infrastructure (including access controls, alarms, hostile vehicle mitigations, CCTV).
 - Safeguarding and transfer of assets (including loans and items in transit).
 - Incident Reporting and Management.
 - Performance management compliance monitoring.
 - Financial Management.

9. A summary of the outcome of this audit will be reported to this Committee following report finalisation.

Barbican Centre & Guildhall School of Music & Drama: Facilities Management & Maintenance

10. Fieldwork is in progress for this audit, the scope of which is to verify that robust arrangements are in place for managing the property assets of the Barbican Centre and Guildhall School through the following:

- Strategies, policies and procedures.
- Programmed maintenance.
- Responsive repairs and maintenance.
- Health and safety risk management and statutory compliance.
- Performance management.
- Financial management.

11. A summary of the outcome of this audit will be reported to this Committee following report finalisation.

Audit Plan 2021-22

12. Internal Audit resource allocations for 2021-22 have been undertaken and 40 days have been assigned for delivery of assurance work in respect of the Barbican Centre. Internal Audit will consult with Barbican management to determine appropriate areas of audit coverage, ensuring that resources are targeted appropriately. Members of this Committee are invited to highlight potential areas / themes for audit review in 2020-21.

Live High Priority Recommendations

13. Formal follow-up exercises have recently been completed in respect of two audits and the outcomes are set out below:

Audit:	Corporate Memberships & Sponsorship				
Final Report Date:	Sept 2020	Issues Raised:	4	Original Assurance Rating:	Moderate
Follow-up Review	Nov 2020	Issues Resolved:	3	Revised Assurance Rating:	Substantial

14. One green priority recommendation was outstanding at the time of follow-up and will be subject to audit testing in January 2021 to confirm implementation.

Audit:	Data Security				
Final Report Date:	Apr 2020	Issues Raised:	6	Original Assurance Rating:	Moderate
Follow-up Review	Oct 2020	Issues Resolved:	5	Revised Assurance Rating:	Substantial

Audit:	Data Security				
2 nd Follow-up Review	Dec 2020	Issues Resolved:	6	Revised Assurance Rating:	Substantial

15. A second round of follow-up was carried out as one management action was outstanding in October 2020 and a revised target date of December 2020 was provided by Barbican management. Implementation of all six recommendations has been confirmed.
16. As at mid-December 2020, there are no live red priority recommendations and seven live amber priority recommendations, as summarised at **Appendix 2**. Revised target timescales have been supplied where there has been implementation slippage and Internal Audit follow-up will be undertaken promptly in line with these dates.
17. Internal Audit continues to reiterate the importance of setting realistic timescales for demonstrating recommendations implementation. Management continue to be reminded that any implementation actions which are extended beyond the revised target date may well likely be subject to challenge by the Audit and Risk Management Committee, whose expectation is that there should only be one extension to implementation timescales unless the circumstances are exceptional.

Corporate & Strategic Implications

18. The overall Internal Audit Plan is designed to provide assurance as to the adequacy of the City of London Corporation's systems of internal control and governance. This programme of activity is aligned with the Corporate Plan, Corporate Risk Register and Departmental Top Risks. The Barbican, as an institutional department of the Corporation, has a sub-section of the Plan and a programme of Internal Audit work that includes audit assignments and regular follow-up activity in respect of recommendations implementation.

Conclusion

19. Members are asked to note the status of delivery of the 2020-21 Audit Plan and the live high priority recommendations position as at mid-December 2020. Follow-up activity is undertaken promptly in line with target recommendation timescales. The profile of Plan delivery has been impacted by Covid 19 but work is progressing to ensure a sufficient level of audit coverage to inform the annual Internal Audit opinion.

Appendices

- Appendix 1: 2020-21 Barbican Audit Plan Progress
- Appendix 2: Live High Priority Recommendations

Cirla Peall

Audit Manager, Chamberlain's Department

Internal Audit Work 2020-21

Project	Current Stage	Assurance Rating	Recommendations			
			Total Red	Total Amber	Total Green	Total
<u>Bars</u> A review of the adequacy of arrangements in place in relation to income collection, stock control and overall profitability, including controls to mitigate the risk of fraud.	Complete	Moderate	0	4	0	4
<u>Facilities Management & Maintenance</u> Barbican and Guildhall School: an examination of the Facilities Management arrangements, including structures, contracts and policies, and the maintenance arrangements to ensure that we provide suitable facilities that are safe, compliant and well-managed.	Fieldwork	-	-	-	-	-
<u>Security</u> An examination of the arrangements in operation for management of physical security of the Barbican Centre.	Draft Report	-	-	-	-	-
<u>Ticketing System</u> An examination of the controls within the new ticketing system.	Not Initiated	-	-	-	-	-
<u>Health & Safety</u> Part of a proposed rolling programme of assurance work, liaising with Corporate Health & Safety to ensure alignment and maximising the coverage across both functions.	Not Initiated	-	-	-	-	-
TOTAL			0	4	0	4

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Schedule of Barbican Centre Live High Priority Recommendations as at mid-December 2020

Recommendation Area	Priority	Status	Original Target Date	Revised Target Date	Comment
<p>1. <u>IT Projects (MK 3150):</u></p> <p>In rolling out the use of Project Initiation Forms for non-strategic IT projects:</p> <ul style="list-style-type: none"> Consideration should be given to the development of guidance to aid PIF completion, including identification of mandatory content. <p>Project documentation should contain a clear line of sight between project objectives and the related strategic goals, facilitating evaluation of delivery.</p>	Amber	Overdue	31/01/2020	31/01/2021	<p><u>Internal Audit Comment:</u> Overdue against original target date. Revised target date has been moved from 31/12/2020 to 31/01/2021. Follow-up to be carried out in February 2021.</p> <p><u>Barbican Management Update:</u> Revised date - 31 Jan 2021. A meeting took place on the 19th November with the Technology Project Strategic Leads to discuss the PIF process. It was agreed that they would use the same PIF for all projects. Awaiting minutes from this meeting for final sign off.</p>
<p>2. <u>Events (MK 3181):</u></p> <p>The Visual Arts Department should investigate development of a contract template for co-commissioning partnerships, liaising with the Comptroller and City Solicitor's Department as appropriate</p>	Amber	Overdue	15/10/2020	30/09/2021	<p><u>Internal Audit Comment:</u> Overdue against original target date. Follow-up to be carried out in October 2021.</p> <p><u>Barbican Management Update:</u> As we have not done any co-commissioning and are not planning on any in the near future this has not been a priority. It will be actioned before we engage in this type of contract again.</p>

Recommendation Area	Priority	Status	Original Target Date	Revised Target Date	Comment
<p><u>3. Corporate Memberships & Sponsorship (MK 3272):</u></p> <p>An internal exercise/value for money assessment in respect of the Barbican's corporate Sponsorship and Membership schemes, incorporating the cost of service provision versus the benefits realised should be undertaken.</p>	Amber	Overdue	30/11/2020	31/12/2020	<p><u>Internal Audit Comment:</u> Overdue against original target date. Follow-up to be carried out in January 2021.</p> <p><u>Barbican Management Update:</u> The work has not commenced. We have recently lost a team member so it's unlikely we will commence this work until the recruitment process is complete (hopefully by week ending 20 November).</p>
<p><u>4. Bars (MK 3534):</u></p> <p>The Bar Operations Manager should ensure that where monthly 'unknown stock losses' exceed target of 1%, the variances are investigated with agreed actions documented and tracked through to implementation.</p>	Amber	Due	23/10/2020	N/A	<p><u>Internal Audit Comment:</u> The Bars operation has not been trading due to the restrictions of the Coronavirus pandemic. Internal Audit follow-up activity will be undertaken once full trading has resumed.</p>
<p><u>5. Bars (MK 3536):</u></p> <p>The Bar Operations Manager should introduce monitoring arrangements to ensure that all bar sales transactions are processed via the EPOS terminals, as part of the Barbican Centre's move to 'cashless' operations. This could include undertaking sales trends analysis for each Member of Staff.</p>	Amber	Due	23/10/2020	N/A	

Recommendation Area	Priority	Status	Original Target Date	Revised Target Date	Comment
<u>6. Bars (MK 3537):</u> The Bar Operations Manager should introduce arrangements for monitoring void transactions processed by Bar Staff through the EPOS terminals to ensure they represent valid transactions.	Amber	Due	23/10/2020	N/A	
<u>7. Bars (MK 3538):</u> The Bar Operations Manager should introduce arrangements for monitoring levels of refunds under the Bars' cashless operations for the purposes of detecting fraudulent refunds being issued.	Amber	Due	23/10/2020	N/A	

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Committee(s):	Date:
Finance and Risk Committee of the Barbican Centre Board – For Information	11 January 2021
Barbican Centre Board – For Information	27 January 2021
Subject: Health and Safety Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 5, 8. 9, 10, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department	n/a
Report of: Director of Operations and Buildings Report Author: Jonathon Poyner	For Information

Summary

This report provides an update on the Centre’s Health and Safety activities and provision over the last year and agenda items for 2021.

For ease of reference, the paper is divided into the following sections, with accompanying information:

- Background/Current Position
- Certificate of Assurance
- Audit
- Health and Safety Committee Meetings
- Accident Reporting Procedures
- DSE
- Top X – Pentana System
- Health, Safety and Wellbeing Plan and Policy
- Asbestos Management
- Water Systems Management
- Covid-19 Secure Measures

Recommendation(s)

It is recommended that Members note the contents of this report.

Main Report

Background

1. The purpose of this paper is to advise Members of all Health and Safety (H&S) processes, audits and actions during 2020 and progress items for 2021.

Current Position

2. The Directorate of the Barbican Centre recognises that they have a responsibility to ensure that all reasonable precautions are taken to provide and maintain working conditions that are safe, healthy and comply with all statutory requirements and codes of practice.
3. The Barbican Centre (including its 'Alliance' work with the Guildhall School) has continued to work to ensure ever closer alignment and co-working with the City Surveyor's Department and other departments across the City as appropriate, and as per our change programme and strategy. Members have agreed that we will 'create an environment that enables and inspires others to achieve their best'. It was agreed that this would be achieved through the delivery of services that are prioritised as a) compliant, b) efficient and c) appropriate. It was also agreed that we would use a 'ground-up' review plus the 'Kaizen' approach to continual improvement to identify and prioritise our work load over the years until we reached standards that we felt were appropriate for one of the world's most iconic buildings in one of the most famous cities in the world.
4. This will be achieved by:
 - Adopting a Safety Management Strategy that includes the provision of safe working systems, the provision and maintenance of safe plant and equipment, and appropriate procedures to cater for all significant risks arising from our work activities. This includes the facilitation of all insurance inspections on pressure vessels, lifting equipment etc. through BES, the City's Corporate contractor for these services.
 - A policy supported by the provision of documents outlining safety rules and general procedures for employees' information. These will be subjected to review by management, in conjunction with the Health and Safety Committee as necessary. The safety, organisation and arrangements for implementing the policy will be publicised to all employees.
 - Accepting that the responsibility for achieving and maintaining acceptable standards of safety rests not only with management but also with employees, contractors and suppliers of materials to be used at work. Appropriate reporting processes are in place to ensure Health & Safety issues are addressed as a priority.
 - This statement of policy being reviewed and revised as appropriate, to take into account future changes in 'circumstance or legal requirements'.
 - Provision of information, instruction, training and supervision to ensure the health and safety at work of employees and visitors to the Centre.

- Consultation with our employees on matters affecting their Health and Safety and ensure representatives of the recognised Trade Unions are able to participate in reviews and revision of Health and Safety working practices.
 - Maintaining safe conditions in the workplace through risk management procedures.
 - The provision of a safe means of access to and egress from the place of work.
 - Providing a work environment which is appropriately maintained, safe and without risk to health, with adequate facilities and arrangements for welfare at work.
5. With the support of our City colleagues we have continued to prioritise and invest in our assets. We continued to utilise to the City's CWP process, which benefits from a peer review process, and have again been very successful in our applications to the City for investment, including much investment in risk mitigation and Health & Safety. We have also recently adopted the City's new capital process and again Members and the City have shown their support and commitment through ongoing additional investment. This year we achieved considerable funding for improvement on high risk working areas for maintenance staff and contractors. The security project is now virtually complete, and the fire safety projects have gained momentum and are progressing well. We have also been awarded funds to address the health and safety issues in the Ex Halls. We have also worked with colleagues to secure funding for the Highwalk /overhead waterproofing project which, once complete, will enable us to make better use of the Ex Halls in the future.
 6. We have worked with the City to align with and renew many contracts including fire, pest control, cleaning, security, energy supply, asbestos and water hygiene (Legionella) and other areas that will further improve and professionalise our services and reduce risk. We continue to work with local residents and other partners to ensure the wider safety of our estate and community.
 7. We continue to work with the City's Health, Safety and Wellbeing Committee, CORMG and our Boards to ensure agreed priorities and awareness of progress. In addition, we have been proactive in wellbeing, with management training in Mental Health First Aid and Wellbeing seminars for staff, in conjunction with the City.
 8. We continue to work with the City on the fundamental review and now the TOM, in making our business and buildings fit for purpose and appropriate for the future which will see the introduction of a revised strategy and business model. We have continued our restructure and have provided training to raise standards and build our 'one-team approach'. The overall standard and awareness of and engagement with health and safety has improved greatly, and the Health and Safety Committee continues to be well attended and engagement remains high amongst staff.
 9. Our Fire Strategy Management Group has taken on an Alliance approach and this is proving to be very successful, with a closer alignment in standards and a further improved attitude to safety across our campus of the two organisations (Barbican and Guildhall School). Our Fire Strategy Management Group has continued to work across our Alliance and has been broadened to include other

City colleagues, as appropriate; for example the BAPB (Barbican Area Projects Board) contains representation from the Barbican, the Barbican Estate and City colleagues, including City Surveyor's, comms and those involved with Beech Street and Culture Mile as appropriate, adopting a more holistic approach to the delivery of these strategic projects. This has been an unusual year due to Covid measures, but all staff have continued to receive their daily shift briefings which include fire and counterterrorism etc, and a full evacuation has been conducted at the resumption of public facing activity after the initial lockdown. Our fire safety project continues, having progressed to being handed to the City Surveyor, who continues to work with other specialist advisors. This is a complex project which is mitigated via the 'ad hoc' works that have addressed any interim points raised in the various audits and surveys. We received a visit from RSA who were pleased with our progress and we have addressed the minor points raised on that site visit in an area controlled by a contractor.

10. Our policies are subject to an annual review, including any changes to UK legislation so as to ensure ever closer alignment with the City and its policies, where appropriate.

Certificate of Assurance

In line with City of London procedures, the Centre will submit the Annual Certificate of Assurance signed off by the Managing Director in January 2021.

11. In 2020 along with all generic aspects for the Centre's compliance, we have focused our attention for the ACA on our Covid security measures.
12. As introduced in 2019, we will again this year review across all departments, not a single department as was the past practice, and the particular focus will be Covid, given the pandemic and the unusual circumstances resulting from that. In 2021 we will again review across the organisation, including our Alliance, and it is expected that counter terrorism, security and fire will form our main focus, now that Covid safety has become part of what we do.

Audit

13. We have continued to work closely with our City colleagues including Health & Safety and Wellbeing, CORMG, Pentana and external specialists. We have continued to deliver against audit ad hoc lists including for example fire risk assessments (FRAs) plus asbestos and legionella audits etc. During the latter stages of this year we have worked with the City and other agencies to review our security and counter terrorism arrangements, now that the AECOM project is nearly complete. Findings will be implemented over the coming year and our focus will be security and fire training, having invested much time this year in Covid, whilst continuing our usual fire and security toolbox talks for each and every shift. The new members to the School's Management Team have taken our Alliance relationship to a different level, bringing an open willingness to work to our mutual safety across the campus.

14. Much of the focus this year has necessarily been Covid safety. However, on our return after the initial lockdown we conducted fire training to ensure a safe return, including a full fire evacuation and our usual toolbox talks at the start of every shift; these include fire evacuation and counter terrorism. The team have become extremely good at BCP/Major Incident scenario planning, given that we have had BCP meetings consistently throughout the year, though these have been primarily focused on Covid safe. During the next quarter and in advance of the spring and summer, which will hopefully see a return to a near normal footfall for the public, our focus will be on security and counter terrorism, in line with the City strategy. During the year and even during the lockdowns we have taken the opportunity presented by the unfettered access to complete the investment of many CWP and capital projects. We have also used the engineering time to address any backlogs and any audit lists completed before or during this period. We will continue with this approach to ensure that we 'maintain and enhance the national asset'.

Health and Safety Committee Meetings

15. The primary legislation covering occupational Health and Safety in the UK is the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations (MOHASAW) 1999, imposing general duties for health and safety on employers. The main responsibilities are:
- Ensure the health, safety and welfare of all their employees
 - Produce a written policy statement explaining how they intend to do this
 - Consult with union reps
 - Protect others such as their contractors and visitors.
16. Employers have a duty to consult with their employees, or their representatives, on health and safety matters. There are two different regulations that require employers to consult with their work force about health and safety:
- The Safety Representatives and Safety Committee Regulations 1977 (as amended); and
 - The Health and Safety (Consultation with Employees) Regulations 1996 (as amended).
17. The Barbican has an active and functioning Health, Safety and Wellbeing Committee. The latest meeting was in October. The meeting is attended by the Director of Operations and Buildings and the position of Chair is rotated so as to build experience and knowledge within the management team. Attendance at the meetings is good, with representatives from all departments and the associated companies as required. The meetings are also attended by representatives from the City Corporation, ensuring alignment and ever improving communications. These meetings allow information on any risks arising from employee work activities, the measures in place or proposals to control these risks, and what they should do if they are exposed to a risk, including emergency procedures. The last meeting was held on 1st October 2020, the next meeting is planned for 7th January 2021.

Accident Reporting

18. The Barbican Centre continues to use 'Reportline', (locally known as SANTIA), for reporting and tracking accidents/incidents. The use of this is now bedded in and working well.
19. This system is an electronic web-based system supported by a contact centre, enabling reporters to ring through incidents or report them online. Centralised reporting and monitoring have been further enabled by this system.
20. The *Reportline* contact centre is operated by appropriately trained professionals. This assures the Centre's Management that reportable events are immediately brought to the attention of the HSE Executive in the correct way.

DSE

21. There is a legal requirement to provide all users of Display Screen Equipment (DSE), i.e. staff who use computers on a regular basis, with appropriate training and to ensure they have a risk assessment of their computer workstations. The City of London Corporation hosts an E-Learning training and assessment software system called WorkRite. The overall administration of the software is by Corporate Health and Safety, and access to the software is through licensed agreement with the supplier.
22. We have trained assessors for the WorkRite system and are working with HR who continually update this training. Due to Covid arrangements including many people working from home, the City issued an appropriate DSE for staff to complete for their homeworking arrangements. We have been working to review our office spaces and will be progressing a project over the coming years to deliver more modern workspaces, and DSE will form an important part of this.

Top X-Pentana Reporting System

23. The City of London Corporation is required by law to have effective health and safety arrangements. To help achieve this, the Corporation utilises a health and safety management system. As part of this system the most significant (Top X) risks are prioritised and effectively controlled.
24. The aim of "Top X" is for significant risks, including health and safety risks, to be identified and escalated up through department structures, from the basic section level of each department to the Directors/Chief Officer, where risks can be acknowledged and action plans put in place to minimise their impact on the department. Their impact can be manifested through injury, loss or damage to equipment or, in some circumstances, death.
25. X is simply a number. It is not a defined figure as it is dependent on the number of significant risks any department may have.
26. The City of London Corporation requires returns every October/November of any Red Risk/Threat.

27. Our corporate red risk has been downgraded and we currently have no corporate risks. Our departmental red risks are centred around Covid, buildings and the business model. We have continued to work with the City insurance team and RSA and had a very pleasant visit by RSA in November where our progress was acknowledged. The Centre's fire and other safety issues continue to be managed via the mitigation approach of:
- Reduce
 - Transfer
 - Avoid
 - Accept

Health, Safety and Wellbeing Plan and Policy

28. The Directorate of the Barbican Centre recognises that they have a responsibility to ensure that all reasonable precautions are taken to provide and maintain working conditions that are safe, healthy and comply with all statutory requirements and codes of practice. The Directorate recognises that the Centre's Health, Safety and Wellbeing Plan and Policy are critical in terms of the expectations set by the City Corporation on how it expects Health and Safety to be managed locally.
29. A copy of the Centre's Health, Safety and Wellbeing Plan and Policy commitment is displayed on departmental notice boards.
30. The Barbican Centre's policy clearly outlines the roles and responsibilities of all staff from the Managing Director down to departmental staff and the H&S Committee. It is reviewed as a minimum annually or whenever a change of legislation affects the Centre, or if there is a serious incident/accident. The next annual review is due in March 2021.

Asbestos Management

31. The Barbican was built at a time when asbestos was a widely used material in many elements of the building fabric. It is therefore not surprising that the management of asbestos is an import element of our Health and Safety at the Centre, not only to protect staff and the public, but also those who are likely to do work that intrudes upon the building fabric, where the dangers are most present.
32. The removal of asbestos prior to buildings works has been taking place on a regular basis. Asbestos reinspection surveys of all areas are in place and updated annually. The information on the location of any asbestos containing material is now accessible to contractors, building surveyors and installation designers who are planning to carry out intrusive work to the building fabric, on a web-based database, using an outside specialist contractor.
33. We have introduced and conducted training in a new Asbestos Management Plan which is now being updated annually following the results of the reinspection survey. Much additional work has been undertaken and signed off. Our Head of Engineering has continued to ensure that asbestos and other compliance register

type issues remain a priority for the team. Much progress has been made in this area over recent years, with many outstanding issues having been rectified.

Water Systems Management

34. The monitoring of the Centre's water systems is being managed to meet both our statutory compliance obligations and to ensure that at all times we are providing safe drinking and domestic water supplies to our public, staff and catering contractors. The control of Legionella and other water-borne pathogens is a key element of this compliance and safety area. This programme is carried out in conjunction with the City of London H&S Manager, who has oversight of the project.
35. The periodic water hygiene monitoring is done through the BRM2 contract arrangements, with Skanska providing this service. We have conducted a fixed test and inspection programme. Electronic copies of test results are being added and maintained on the centralised corporate database system.
36. All the water system risk assessments from our specialist water systems contractor are saved and accessible via the City Surveyor's shared building information software, (our 'Micad' CAFM System).
37. Further to a change in the legislation regarding responsibility for HV rooms, we have raised this issue with the Health, Safety and Wellbeing Committee and the City is bringing in a suitable system following legal advice. Where for example HV transformers or other equipment may contain PCBs (Poly Chlorinated Biphenyls) , they are required to be registered with the Environment Agency as they are classed as contaminated equipment. We are compliant.

Covid-19 Secure Measures

38. As with all City Departments, the Barbican conducted a general Risk Assessment of its premises and was signed off by the City Surveyor's department. As the Barbican had a phased reopening, each area was appropriately assessed and involved all Barbican stakeholders, with final approval being given by CoL Health and Safety Team.
39. Barbican's status as a Covid-19 secure building is through the display of the compliance notice both online and at the entrances to buildings. The compliance as signed off by the City of London consists of, but not excluded to, social distancing measures of a minimum of 2m, where appropriate, informing reduced capacity, venue capacity management via Box Office and visual aids to customers, one way systems and signage, hand sanitisation points and the wearing of face covering by staff (adopted pre mandating by Government).
40. A flexible approach adopted by the Barbican throughout the pandemic means that we have the ability to respond to changing Government guidance and Business Continuity Planning. Our BCP sessions have been held regularly and our teams have been excellent in adapting to change and ensuring compliance with the minimum of fuss. We have also attended BCP sessions at the City including Gold and various Silver groups so as to ensure alignment.

41. Extensive planning and assessing of risks for all staff were carried out and information issued to ensure compliance and confidence was building amongst the workforce. Staff compliance has been excellent.
42. We continue to review and provide training to staff and mental health support is available.
43. Various BCP Gold, Silver and Bronze taskforces were set up to plan and implement the phased reopening of the building and venues with all stakeholders, meaning risks could be covered and appropriate measures implemented.
44. Regular revision of the general Risk Assessment continues and is sense checked with CoL Health and Safety team.
45. This year has necessarily meant a focus on Covid safety, so in the second half of this year we have been working with the City and other bodies to review our security measures and will ensure the roll-out of the City's training modules prior to a return to a more normal level of activity which may be in the spring or summer of 2021.

Corporate & Strategic Implications

- o Strategic n/a
- o Financial implications n/a
- o Resource implications n/a
- o Legal implications n/a
- o Risk implications n/a
- o Equalities implications n/a
- o Climate implications n/a
- o Security implications n/a

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Committee(s)	Dated:
Finance & Risk Committee of the Barbican Board – For information Barbican Centre Board – For information	11 th January 2021 27 th January 2021
Subject: Barbican Centre Projects Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Jonathon Poyner – Director of Operations and Buildings	For Information
Report author: Cornell Farrell – Head of Engineering and Projects	

Summary

1. This paper provides a progress and financial status report on the Barbican refurbishment and maintenance projects. Projects are funded through the Cyclical Works Programme (CWP) budget, Additional Funds for City Fund Properties, Non-Cap and Corporate Security and Investment Project (Capital Reserves).
2. The Centre currently has 49 CWP projects approved. The funding for the latest 24 of these became available from the 1st April 2020.
3. There were two projects which were approved for the Barbican Centre in the 2017/18 CWP budget, originally due for completion by 31st March 2020. Member permission was given for these projects to be extended due to difficulties caused by the Covid-19 pandemic. One of these projects has now been completed.
4. Progress on all the 2018/19 and 2019/20 CWP projects is satisfactory.
5. Two new capital projects were approved for 2020/21 as detailed in the report.
6. The City Surveyor is now managing the fire safety projects as a single combined project.
7. The financial information on each project is given in a separate non-public appendix due to commercially sensitive information.

Recommendation(s)

- Members are asked to note the contents of this report.

Main Report

Background

1. Each year, the majority of refurbishment and maintenance projects at the Centre are funded from the Cyclical Works Programme (CWP). The CWP process replaced the former ring-fenced Capital Cap System, ensuring projects are funded and managed consistently and in the same way as other properties across the Corporation.
2. Larger projects are funded from the Corporation's Capital reserves.

Current Position

CWP projects

3. CWP projects must be completed within three years from when the budget becomes available. The Centre has 50 approved CWP projects; 2 are outstanding from April 2017, 10 commenced in 2018, 14 commenced in 2019 and 24 commence in this financial year. 11 of these projects are complete*; the status of the 50 CWP projects is detailed in the tables below.

*Project main works complete but snagging may be outstanding.

CWP PROJECTS APPROVED 2017/18				
(Completion required March 2020)				
Ref.	Project Title		Last Gateway	Comments
107	Public Spaces	Carpet Replacement	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
117	Cinema 1 Refurbishment		5	Works practically complete. Gateway 6 being drafted

CWP PROJECTS APPROVED 2018/19 (Completion required March 2021)			
Ref.	Project Title	Last Gateway	Comments
126	Replace Stage Risers – Concert Hall	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
127	Reverse Engineering Exercise	1/2	Consultants have been invited to quote for the project
128	Main Art Gallery Flooring**	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
129	Main Art Gallery Walls Resurface**	5	Project complete. Outcome report to be drafted and final account to be verified by Chamberlains.
130	Sand & Seal Concert Hall Woodblock Flooring	2	Exploring possible options regarding delivery of project. The two potential delivery slots are February/March 2021 or August/September 2021. TBC.
131	Electrical DB Replacements	0	1 st draft consultants brief completed
132	Redecorate Foyer Walls	5	Works on site and due to complete by 21/12/20
133	Redecorate Concert Hall Walls	1	as per item 130.
134	Replace Doors to BK Restaurant.	3/4	Planning approval has been granted. Work out to tender. Due back on 16/12.
135	Theatre Fume & Dust Extract	5	Project complete. Final account verified. Outcome report to be drafted.
** Projects combined to form 'Art Gallery 2019'.			

CWP PROJECTS APPROVED 2019/20 (Completion required March 2022)			
Ref.	Project Title	Last Gateway	Comments
145	AHU's Phased Maintenance	0	Project not started.
146	Staircase 8 Refurbishment	1	Development of project programme started
147	Auditoria 1&2 Seating	4	Tender returns for installation works are being evaluated. Enablement works to be tendered
148	Garden Room Flooring	2	Consultants have evaluated flooring options and submitted a proposal for design/specification

149	Exhibition Halls BMS System Replacement	n/a	Project has been cancelled and funding returned because of the agreed Capital funding for Exhibition Halls Safety Works.
150	Sound Recording Studio Refurbishment	5	Project completed excluding snagging items
151	Heating Feasibility Study for Level 0 & 1 Restaurants	6	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
152	Kitchen Ventilation Feasibility Study for Restaurants	6	Feasibility study complete. Additional funding will be required for any works. This project was for feasibility only.
153	Level 4 Heating Replacement	4	Consultant appointed. Feasibility report produced. Stage 3 designs complete. The Planning department are concerned that the proposal will have a detrimental impact on the building heritage. Project on hold pending review of heating/cooling for entire level 4 area.
154	Cinemas 2&3 Internal Decorations & Minor Works	5	Works complete excluding snagging items
155	Electrical Distribution Boards	0	Project not started.
156	Sunken Bars Refurbishment	0	Project not started.
157	Toilets Refurbishment	2	This project has been combined with other toilet refurbishment projects to create one scheme. Consultants brief near completion and expected to be out to tendered in December 2020.
158	Cinemas 2 & 3 External Decorations	5	Works complete excluding snagging items

CWP PROJECTS APPROVED 2020/21 (Completion required March 2023)			
Ref.	Project Title	Last Gateway	Comments
159	Frobisher Crescent Level 4 Environmental Controls	0	Works to be combined with 153 above
160	Lakes De-silting	0	Project not started.
161	Concert Hall Refurbishment choir room, crew rooms and orchestra managers office	0	Project not started.
162	Theatre Lighting, wiring and controls	0	Project not started.

163	Concert Hall Lighting, wiring and controls replacement	0	Project not started.
164	Lift refurbishment – 1 st phase	0	Project not started.
165	Diverter solid pumps	0	Project not started.
166	Public spaces replacement lighting, wiring and controls – 1 st phase	0	Project not started.
167	Phased programme – replace valves & pneumatic actuator and controls	0	Project not started.
168	Public toilets refurbishment (include equality access)	2	This project will be combined with other toilet refurbishment projects to create one scheme. Consultants brief currently in draft. Consultancy expected to be tendered in December 2020.
169	Theatre Toilets/changing rooms refurbishment	2	This project will be combined with other toilet refurbishment projects to create one scheme. Consultants brief currently in draft. Consultancy expected to be tendered in December 2020.
170	Cinemas 2/3 Refurbishment Cinemas seats	5	The enabling works will be ready for delivery and installation of seats beginning 12/12/20
171	Commercial – refrigeration plant	0	Project not started.
172	Dock floor repairs	1	A building surveyor consultant has been engaged to create specification. Gateway 2 to be drafted. .
173	Sculpture Court Repairs to damaged sculpture court tiling	0	Project not started.
174	Theatre Fly Tower Roof Replacement	0	Project not started.
175	Barbican Kitchen – Repair to Floor Damage and Redecorate	0	Project not started.
176	Frobisher Crescent (4,5 & 6) Replace Metal Doors and Floor Springs	0	Project not started.
177	Replace Shutters in Level 1 Bars	0	Project not started.

178	Goods Lift Replacement (Service Art Gallery)	0	Project not started.
179	Level -2 Replace non fire-retardant wall covering	5	Works complete.
180	Lakeside – Refurbishment of External Furniture	1/2	Consultant appointed - scope to be refined due to budget restrictions
181	Conservatory – Heat Exchanger Isolation Valves	0	Project not started.
182	Curve Gallery Humidifier	0	Project not started.

4. The table below sets out the current position of the Centre's 9 Additional Capital Fund for City Fund Properties projects:

Additional Funds for City Fund Properties			
Ref.	Project Title	Gateway Stage	Comments
136	Emergency Lighting Systems	2	City Surveyor is now managing project. The project manager is taking a holistic approach and has created a team of specialist consultants to review the entire fire strategy to include the component projects listed and will report back to the service committee and Projects Sub Committee about the next steps. A project board has been set up to oversee this project.
137	Fire Stopping/Compartmentation	2	
138	Upgrade/ Replacement of Fire Doors	2	
139	Fire Safety Plant Interfaces	0	
140	Fire Safety Signage	2	
141	Sprinkler Systems	2	
142	Fire Alarm Systems	0	
144	Electrical Infrastructure	0	This project was integrated into the Art Gallery 2019 and is now complete (see project no 124A above).
143	Fire Precaution Works (part of Art Gallery 2019)	5	

Current position (Non-CAP, Security and Investment projects)

5. A summary of the Centre's Non-Cap, Security and Investment projects are set out in the table below:

Project Title	Gateway Stage	Comments
*CCTV	5	Works are complete, except for snagging.

*Access Control	5	Works are complete, except for snagging. Additional works have been identified by Building Control. Additional designs underway and costs sought
*Hostile Vehicle Mitigation	5 3-4	Silk Street Entrance bollards – Works complete. Exit roadway protective barrier (to concertina doors) – Works complete Roadway hoop barriers to level -1 foyer – works complete Entrance and exit swing barriers installation – works completion date extended to December 2020 additional planning requirement

** These projects are managed by the City Surveyor's Department.*

Current position (Capital Projects)

Project Title	Gateway Stage	Comments
Confined and Dangerous workspaces 2020	1	Currently in discussion with the City Surveyor about the best approach to project delivery prior to producing a gateway 2
Art Gallery Chiller Replacement	2	Consultant's brief currently in draft. Project on hold due to potential to combine with similar project at Central Criminal Court

Proposals

It is the intention of the Barbican Centre to continue to engage in the corporate processes to acquire CWP and Capital funding for the on-going upkeep and improvement of the Centre. We will maintain the ability to manage most projects with the in-house team due to local knowledge required but also to work in conjunction with the City Surveyor on the more complex projects.

Options

No alternative options are suggested in this report.

Key Data

25 projects not started
6 projects at Gateway 1 (project briefing)
11 projects at Gateway 2 (project proposal)
4 projects at Gateway 3/4 (options appraisal)
16 projects at Gateway 5 (Works tendered/on-site)
2 projects at Gateway 6 (Works complete)

Strategic Implications

6. Projects delivered at the Centre consist of major repairs to building fabric and plant or major improvement schemes. These projects contribute to the

City's aim to 'shape outstanding environments' by ensuring 'our spaces are secure, resilient and well maintained'.

- Financial implications

The Barbican Project Management Team aim to deliver Value for Money (VFM) as part of a key output for all projects. The team work hard on project specifications, tender evaluations, contractor management and contract administration to manage the budgets. Any underspends achieved, or savings from non-delivery of projects are returned to the Centre to help fund other essential projects across the Corporation

- Resource implications

The Barbican Project Management Team remains under-resourced, comprised of the head of department, one permanent project manager, one interim assistant project manager and an apprentice business administrator. The Covid "lockdown" and the Fundamental Review/TOM have prevented permanent recruitment to the team which has a detrimental impact on our ability to deliver more projects concurrently.

- Legal implications

There are a number of projects that require one or more of Planning Permission, Listed Building Consent or Buildings Regulation Approval and all projects are held until such permissions are in place. The nature of contracts and contract delivery and contract administration is such that disputes can occur. We are mindful that contract particulars are correct prior to engaging any consultant or contractor to protect ourselves in the event of a dispute. We request the services of the City Solicitor if ever required prior to or during any contract phase.

- Risk implications

Every project carries some degree of risk that could prevent project delivery or impact on price, quality and/or time. In addition to this there are risks to the Centre, the programme or the reputation. Project managers are mindful of these and take steps including appropriate communication strategies to involve all stakeholders to mitigate against these risks. Costed Risk Registers are invoked for all projects with the Gateway process

- Equalities implications

Equality, Diversity and Inclusion is a key strategy for the Barbican Centre. Any future structure changes and recruitment to the Project Management team will be such that any barriers are removed to aid recruitment, development and progression of a more diverse workforce. The age and structure of the Barbican Centre mean that "access" is poor in relation to current standard and modern buildings. Where appropriate the projects aim to improve conditions for visitors, artists and staff and, to address the various disability categories.

- Climate implications

The Barbican Centre is a high energy/resource user particularly in terms of electricity, water and district heating/cooling and the trend is upwards due to the age of some of the plant and increased demand at the Centre due to the growth in the programme. All MEP (mechanical, electrical, plumbing) projects are an opportunity to replace kit with more efficient equivalents and to improve the strategy to reduce our carbon footprint.

- Security implications

Projects can be security-based works, but other projects have temporary security and safety issues whilst works progress. E.g. CCTV or fire safety systems are taken offline to aid the works. This creates a potential vulnerability that has to be managed for the duration of the works.

Conclusion

7. The Centre currently has 50 live CWP projects. In total, 11 of these projects are complete and the remaining projects are ongoing as detailed above
8. The status of Barbican Projects funded from the Additional Fund for City Fund Properties (i.e. fire projects) are progressing as above along with the Investment, Non-CAP, Security and Capital projects.

Appendices

- Appendix 1 – **Project financial information (Non-Public)**

Background Papers

Barbican Centre Project update reports from September 2017 – November 2020.

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