



Barbican Centre Board INFORMATION PACK

N.B: Members are asked to submit any questions on these items to the relevant author/Committee Clerk

Date: WEDNESDAY, 16 NOVEMBER 2022

Time: 11.00 am

Venue: MICROSOFT TEAMS

5. DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - BARBICAN

Report of the CEO, Barbican Centre.

For Decision
(Pages 5 - 10)

6. SAFEGUARDING POLICY AND IMPLEMENTATION PLAN

Report of the CEO, Barbican Centre.

For Decision
(Pages 11 - 32)

8. BARBICAN CENTRE - NEW RETAIL UNIT

Report of the CEO, Barbican Centre

For Information
(Pages 33 - 40)

**9. PURCHASE OF STEINWAY MODEL D PIANO FOR THE BARBICAN CENTRE
CONCERT HALL**

Report of the CEO, Barbican Centre.

For Information
(Pages 41 - 48)

10. **INTERNAL AUDIT UPDATE**
Report of the Head of Internal Audit.
For Information
(Pages 49 - 68)
11. **PROJECTS UPDATE**
Report of the CEO, Barbican Centre.
For Information
(Pages 69 - 72)
18. **BARBICAN BUDGET 2023/24**
Joint Report of the CEO, Barbican Centre and the Chamberlain.
For Decision
(Pages 73 - 88)
19. **BARBICAN RENEWAL - PROJECT UPDATE**
Report of the CEO, Barbican Centre.
For Discussion
(Pages 89 - 104)
20. **BARBICAN BUSINESS REVIEW - SEPTEMBER 2022 (PERIOD 6 - 22/23)**
Joint report of the CEO, Barbican Centre and the Chamberlain.
For Information
(Pages 105 - 108)
21. **RISK UPDATE**
Report of the CEO, Barbican Centre.
For Information
(Pages 109 - 120)
22. **CONTROVERSIAL PROGRAMMING RISK REGISTER**
Report of the CEO, Barbican Centre.
For Information
(Pages 121 - 134)

23. **CYBER SECURITY ANNUAL REPORT**

Report of the CEO, Barbican Centre.

For Information
(Pages 135 - 140)

24. **EDI AND HR ACTION PLAN QUARTER 3 UPDATE**

Report of the CEO, Barbican Centre.

For Information
(Pages 141 - 150)

This page is intentionally left blank



Barbican : Arts, Learning and Enterprise

We exist to because...

From the heart of London, we spotlight contemporary creativity: amply diverse perspectives, and facilitate exchange, enabling experiences that inspire, provoke and educate, forging ripples of change in people and communities

Our Values are...

- *Enterprising – everyone is an Impresario*
- *Fearless – ambitious and innovative*
- *Inclusive – open, respectful and equitable*
- *Joyful – curious and fun*
- *Considerate – kind, generous and accountable*

PLEASE NOTE: this is a draft and being workshopped with all staff and Board over October/November to finalise and launch December 2022.

What's changed since last year...

We have new leadership in our CEO Claire Spencer and Will Gompertz in his role of Artist Director. Resulting in an uplift in ambition of creative output, entrepreneurial performance, internal culture and professionalism of team.

Increased authentic engagement with both employees and casuals. 2 Staff Networks established, open and transparent communications on mass (bulletins and Town Halls) and on more personal level with Coffee with Claire and focused conversations.

Back to basic approach to the business model – focusing on key levers to drive the business – utilisation, capacity and spend per head

We have commenced work on the Barbican Renewal Business Case and Concept designs and are on-track to present a proposal in March 2023

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • City of London – though if overplayed a weakness • Passionate Workforce • Building and Location • Brand • Relationships in industry • Leadership team and Board 	<ul style="list-style-type: none"> • Purpose and values • Building Condition • Talent Management • Data and Digital • Perfectionism • Silos 	<ul style="list-style-type: none"> • Barbican renewal • Culture • Equity, Diversity and Inclusion • Destination City • Digital and Data Lead • International Tourism 	<ul style="list-style-type: none"> • Macro economic forces of supply and demand • Inflation • Reputational Flare up • Levelling up



Our overarching objectives:

1. Strategy and Planning

Take a Barbican (enterprise) view of Strategy. Dedicate time to this exercise, draw on our experience, engage our teams and stakeholders to ensure a robust outcome

Measure: Feedback from agreed key stakeholders on the plan. Engagement levels of team in planning. Tie back to the purpose, values and impact in all our work.

2. Sustainable Creative, Business and Operating Model

Contributes to the design of the creative vision and new business model – centered on diversity in all its forms, including the achievement of stretch financial targets Proactively supports and promotes organisational change.

Measure: Tangible examples of how we embed new model in business area. Achievement of stretch targets including utilisation and diversity metrics.

3. Governance and Risk Management

Contributes to a robust governance and risk environment through transparency and foresight

Measure: Board Feedback on Director Team is positive, and change is recognized.

4. Equity, Diversity, and Inclusion

Actively and demonstrable engages with the EDI Agenda and demonstrates support for network groups

Measure: Demonstrated literacy and competence in EDI activity. Feedback from Network

5. People and Culture

Actively supports the people agenda and owns People and Culture in own areas addressing known hot spots and problematic behaviours, with HR. Drives employee engagement within own team and across the Barbican and Participates to break down siloes and hierarchies.

Measure: Feedback from Director of People, Inclusion & Culture and other leaders as to level of support provided. Improvement in the annual employee engagement survey.

6. Barbican Renewal and Sustainability

Demonstrable commitment to the Project and continued support for Capital Works Programme leading up to Renewal.

Measure: Feedback from the Project Team on levels of engagement. CWP and Projects Programme on track against objectives

7. Leadership

As enterprise leaders we will work together as a high performing team, to support each other and the bigger Barbican agenda.

Measure: Feedback from the Board on Leadership Team collectively and individually and Employee engagement survey shows increasing trust in management.

8. City of London and Sector

Play your part in the broader agenda of the City of London and Creative and Cultural Section

Measure : Feedback from City Officers, Members, community, and Creative and Cultural Sector



Our People

As of August 2022 we had

341 employees + **376** casuals meaning a workforce of **717**

Stats for employees are:

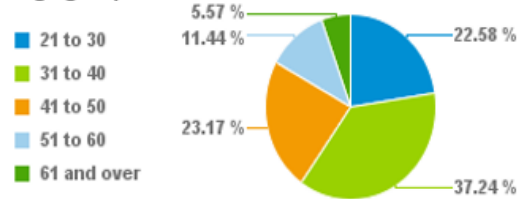
Gender Profile

Female	Male
53.96%	46.04%

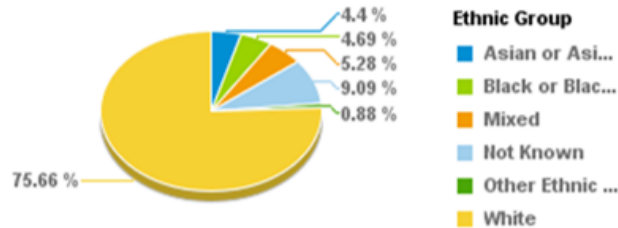
Stated Disability

No	79.18%
Not Known	14.37%
Yes	6.45%

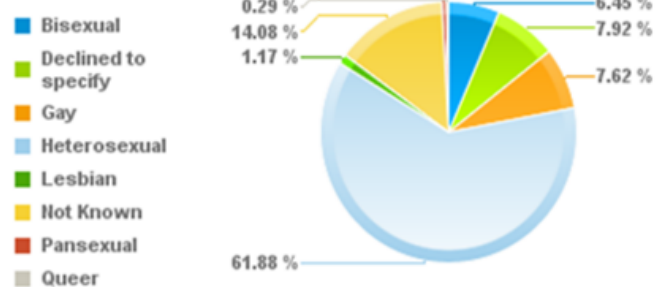
Age groups



Ethnic Group



Sexual Orientation



Our workforce surveys

Casuals = 38% response rate



- 76% are proud to work here
- 83% feel adequately trained



- 58% feel valued

Employees = 56% response rate



- 89% say their line manager treats them fairly and with respect
- 82% say they have the freedom needed to get on with their job;
- 69% of you say people help and support each other here.



- 18% think there is a culture of openness and transparency;
- 25% believe change is well managed and communicated;
- 25% think the current performance framework is adequately capturing your performance.
- 23% of people believe action will be taken as a result of this survey

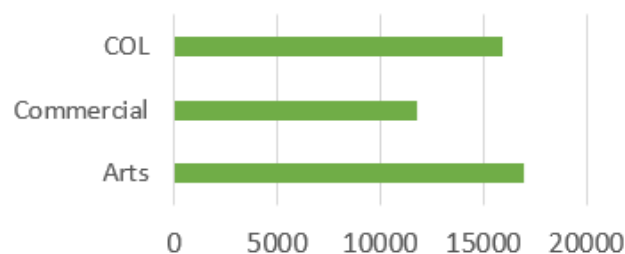
Workforce survey actions

- Result communicated to all workforce in writing
- Drop in session held for all workforce to feedback
- Action Plans by all HOD's produced to aid ownership and accountability and will be monitored.

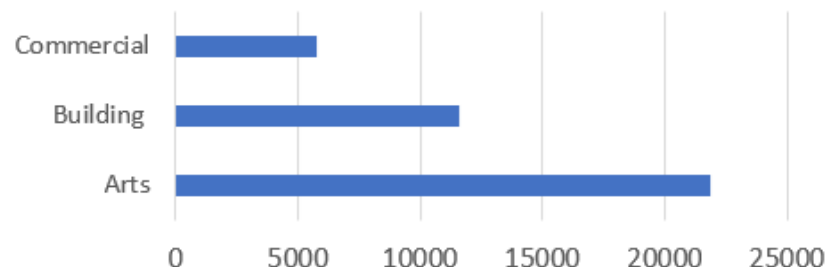
Our plans to progress EDI

- The Barbican continues to progress in delivering our EDI and HR action plan.
- We provide updates via the Barbican Board and on our public website every quarter.
- Our next phase of work is to develop a robust EDI strategy which will include targets and key success measures. We are aiming to launch this following staff consultation in early 2023.
- We are beginning to see indicators of culture change in this area through conversations with internal and external stakeholders, and are pleased to be launching our Zero Tolerance work which has been developed in partnership with staff, in Winter 2022.

Where our money comes from 23/24



Where our money is spent 23/24



How Income Generated

	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Forecast	23/24 Budget
City of London Funding	43%	36%	40%	38%	79%	50%	39%	35%
Earned Income	57%	64%	60%	62%	21%	50%	61%	65%

To ensure we make the most of our assets we have taken the following approach which will impact 23/24. Focus is on the following main drivers of our business:

- **Venue Utilisation** – are we maximising the utilisation of our assets (venues, galleries, and spaces) and have we got the product mix appropriately balanced and priced
- **Capacity** – are we maximising the capacity of attendance at our event
- **Spend per head** – are we maximising the spend and ancillary spend per head of those attending our events and venues whilst balancing the need for accessible experiences.

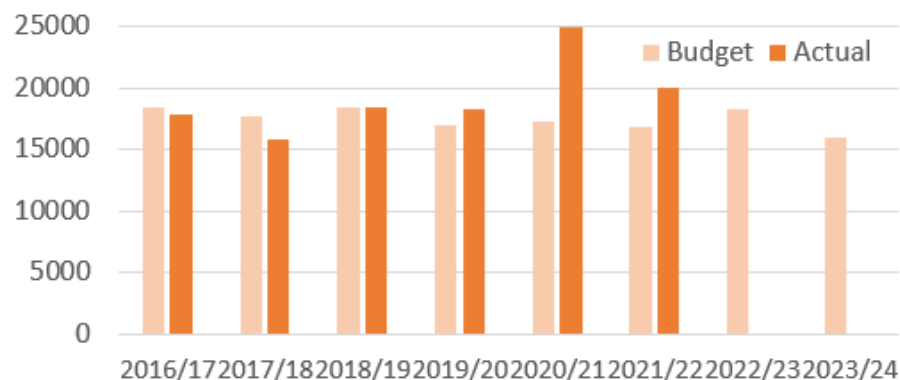
Reduce dark days from 19/20 base



Increase venue capacities from 19/20 base



Budget vs Actual



Our KPI's

Increase spend per head across all areas from 19/20 base



Increase staff engagement and trust from 2022 survey



This page is intentionally left blank

barbican

Safeguarding Policy

October 2022

barbican

Document status:	Final draft for approval
Prepared by:	Beth Bryan
Reviewers:	Nominations, Effectiveness and Inclusion Committee
Owner:	Claire Spencer
Approved by:	Nominations, Effectiveness and Inclusion Committee
Implementation date:	Ongoing
Review date:	September 2023
Document end date:	Annual Review and update
Version:	1

Table of contents

1	Purpose and scope	4
2	Wider context	4
3	Overview	4
4	Safeguarding children and adults at risk	5
5	Signs of abuse	6
6	Legal framework	7
7	What this means for our work	7
8	Responsibilities of individuals	8
9	Acting on concerns	10
10	Responding to allegations made against professionals	10
11	Oversight and challenge	11
	Appendix 1: Safeguarding and key contacts	12
	Appendix 2: Safeguarding champions	13
	Appendix 3: Reporting procedures	14
	Appendix 4: Incident & Disclosure Form	16
	Appendix 5: Recognising signs of abuse in children and adults	17
	Appendix 6: Safeguarding Protocol for remote / online activities	22

1 Purpose and scope

- 1.1 This policy provides guidance for all Barbican staff, Members and individuals, consultants and agencies contracted by or acting on behalf of the Barbican (paid or unpaid) who may come across concerns regarding the safeguarding and protection of children, young people and adults at risk within the context of their work.
- 1.2 It supports the City of London Corporation (City Corporation) in achieving Corporate Plan (2018-23) outcome 1: 'People are safe and feel safe'. It is relevant to the work contained in all corporate strategies that aim to impact children and adults at risk, from the apprenticeship strategy through to the volunteering strategy, and is key to ensuring that we are a responsible business.
- 1.3 The policy is relevant to all of the Barbican's work it delivers, commissions and funds.

2 Wider context

- 2.1 This policy also sits in a wider context of safeguarding policies, procedures and guidance. This includes:
 - The City of London Corporation Safeguarding Policy June 2021
 - The London safeguarding Children Board Procedures <https://www.londoncp.co.uk/>
 - COL guidance on safer recruitment <https://corpoflondon.sharepoint.com/sites/Intranet/SitePages/HR-TopicRecruitment.aspx#safeguarding>
 - Range of information and guidance on Safeguarding Children and Young People from the City and Hackney Safeguarding Children's Partnership <http://www.chscb.org.uk/>
 - Range of information and guidance on Safeguarding Adults from the City and Hackney Safeguarding Adults Board <https://hackney.gov.uk/safeguarding-adults-board>
 - Guidance on Safeguarding in Public Places <https://saferlondon.org.uk/wp-content/uploads/2018/03/Safeguarding-in-PublicSpaces-Toolkit-March-2018.pdf>

3 Overview

- 3.1 It is a duty of the Barbican to ensure that children and adults are safeguarded from harm.
- 3.2 Everyone has a responsibility to safeguard the welfare of children, young people and adults at risk, whatever the role of the individual, or Barbican service or department they work in.

- 3.3 Each department needs to be aware of how their staff interact with children and with adults at risk, providing appropriate training on safe working practices and on creating safe environments. Staff should be alert to any indications that a child or adult at risk may need to be safeguarded from harm and know who to contact if they have concerns.
- 3.4 Organisations the Barbican (as the City of London) contracts with will be required through the terms of their contract to have a similar policy in place for their staff as appropriate.
- 3.5 The significance of safeguarding to the wider organisation is recognised by its inclusion on the Corporate Risk Registers, Departmental Risk Assessments and the development and adoption of this policy.
- 3.6 The Barbican will work with the appropriate statutory bodies when an investigation into child abuse or a safeguarding adult's investigation is necessary.
- 3.7 For this policy to be effective, it is essential that each Barbican Department and related agencies and people working with them have an applied understanding of what safeguarding means, knows that safeguarding is everyone's responsibility, knows the signs and symptoms of potential harm, how to access safeguarding information, advice and guidance, and is committed to making an informed contribution to safeguard children, young people and adults at risk.

4 Safeguarding children and adults at risk

- 4.1 Any allegations or concerns that children and adults at risk may be suffering significant harm should be raised with the Barbican Designated Safeguarding Lead who will raise this with the City Corporation's Children and Families service or Adult Social Care service. There is no such thing as information being given "in confidence" – there is a duty of care and legal responsibility to respond to safeguarding concerns or incidents.

Children

- 4.2 Safeguarding and promoting the welfare of children is defined as:
 - Protecting children from maltreatment
 - Preventing impairment of children's health or development
 - Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; and
 - Taking action to enable all children to have the best outcomes

- 4.3 This document uses the legal definition of a child: anyone under the age of 18 years.
- 4.4 It should be noted that even a child who has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate for children and young people, does not change his or her status or entitlement to services or protection under the Children Act 1989.

Adults at risk

- 4.5 Adult Safeguarding is working with adults with care and support needs to keep them safe from abuse or neglect.
- 4.6 Adult safeguarding is aimed at people with care and support needs who may be in vulnerable circumstances and at risk of abuse or neglect.
- 4.7 An adult at risk is a person who has needs for care and support (whether or not the local authority is meeting those needs), is experiencing, or at risk of abuse or neglect. As a result of those care and support needs, they are unable to protect themselves from either the risk of, or the experience of abuse or neglect.
- 4.8 An adult at risk may therefore be a person who (this list is not exhaustive):
- Is elderly and frail due to ill health, physical disability or cognitive impairment
 - Has a learning disability
 - Has a physical disability and/or a sensory impairment
 - Has mental health needs including dementia or a personality disorder
 - Has a long-term illness/condition
 - Misuses substances or alcohol
 - Is a carer, such as a family member/friend, who provides personal assistance and care to adults and is subject to abuse
 - Is unable to demonstrate the capacity to make a decision and is in need of care and support

5 Signs of abuse

- 5.1 Staff will be able to recognise abuse. These are listed in Appendix 5.
- 5.2 Children, young people and adults at risk can be influence by those who would seek to radicalise them. The Barbican, as part of the City of London, has a legal duty to work to prevent people from being drawn into terrorism. This "prevent duty" is led by the Safer City Partnership, but safeguarding children and adults from

from the risk of radicalisation extends to all staff. As such, all staff should recognise the risk of radicalisation as a safeguarding issue and respond to signs of this as they would other abuse.

6 Legal framework

6.1 The Children Act 1989 provides the legislative framework for child protection in England. Key principles established by the Act include:

- The paramount nature of the child's welfare
- The expectations and requirements around duties of care to children

This is strengthened by the Children Act 2004, which encourages partnerships between agencies and creates more accountability by:

- Placing a duty on local authorities to appoint children's services members who are ultimately accountable for the delivery of services
- Placing a duty on local authorities and their partners to co-operate in safeguarding and promoting the wellbeing of children and young people

6.2 For adults at risk the Care Act 2014 as well as the Mental Capacity Act 2005 sets out a clear legal framework for how local authorities and other parts of the health and care system should protect adults at risk of abuse or neglect.

7 What this means for our work

7.1 In their day to day work, those employed, contracted, volunteering or delivering any service whatsoever for or on behalf of the Barbican Centre, will endeavour to safeguard children and adults at risk by:

- Reporting in a timely way any concerns or suspicions
- Always giving a high priority to actions or protect a child or an adult from abuse
- Reporting without delay concerns or allegations
- Ascertaining the wishes and feelings of children and adults at risk, valuing them, listening to and respecting them
- Sharing information about safeguarding and good practice with children, parents, adults at risk, carers, staff and volunteers
- Sharing information about concerns with agencies who need to know and providing effective management for staff and volunteers through supervision, support and training
- Providing senior management commitment and accountability to safeguard and promote the welfare of

- children and adults at risk
 - Being clear about the responsibilities for safeguarding and promoting the welfare of children and adults at risk
 - Attending staff training and continuing professional development
 - Following safe recruitment, vetting procedures and responding to allegations against staff
 - Reviewing our policy and good practice annually
- 7.2 The Barbican Centre will support safeguarding work by ensuring all staff, consultants, agencies and anyone engaging in work (paid or unpaid) or acting on behalf of the Barbican Centre:
 - Understand their legal and moral responsibility to protect children, young people and adults at risk from harm, abuse and exploitation
 - Have at least a basic understanding of child protection and adult safeguarding as part of their training and induction if they work directly with children or with adults at risk
 - Understand that their duty to report concerns that arise about a child or adult at risk, or a member of staff's conduct towards a child or adult at risk
- 7.3 The Barbican Centre will ensure that any procedures relating to the conduct of staff are implemented in a consistent and equitable manner.
- 7.4 Safeguarding is delivered and achieved through good interagency and multidisciplinary work between the Barbican Centre and other organisations. Standards of practice in work with children, young people, adults at risk and their families or carers are regularly reviewed in line with relevant national Guidance.
- 7.5 Working effectively with partners and other agencies means:
 - Supporting the City and Hackney Safeguarding Children Partnership and the Safeguarding Adults Board to carry out their duties in partnership with other local organisations
- 7.6 The Barbican Centre has an established Safeguarding Group for staff, led by the Designated Safeguarding Lead.

8 Responsibilities of individuals

- 8.1 The Designated Safeguarding Lead is the designated person with overall responsibility for safeguarding children and adults at risk at the Barbican Centre.
- 8.2 All employees and anyone carrying out work (paid or unpaid) or acting on behalf of the Barbican Centre are to:

- Understand and apply this policy and procedure in their activities
- Identify opportunities and undertake appropriate training to support them in their role
- Act appropriately at all times and be able to challenge inappropriate behaviour in others
- Be able to recognise abuse
- Know how to report any concerns in a timely and appropriate way

8.3 In addition, Directors and Senior Managers should ensure they have sufficient oversight of safeguarding responsibilities particular to their areas. They should ensure they:

- Have a working knowledge of relevant legislation and guidance with respect to safeguarding and promoting the welfare of children and adults at risk and how this applies to their department
- Are responsible for communicating to all staff the importance of safeguarding and promoting the welfare of children and adults and that it is everybody's responsibility to do so
- Hold managers within their department to account for the contribution of their services to safeguarding and promoting the welfare of children and adults at risk
- Have effective working relationships with other parts of the Barbican Centre and within the City of London in order to safeguard and promote the welfare of children and adults at risk
- Report identified training needs of staff to managers with responsibility for staff training and offer opportunities to undertake appropriate safeguarding training
- That the policy and procedure is adhered to; and
- That all staff know how to access the whistle-blowing procedures

8.4 The responsibilities of the Safeguarding Champions are:

- To act as the Deputy Designated Safeguarding Lead (DDSL) for their area and undergo the required training.
- To ensure that all staff in their department are aware of what they should do and who they should go to if they are concerned that a child or adult at risk may be subject to abuse or neglect.
- To ensure that any concern about a child or adult at risk are acted on, clearly recorded, referred on where necessary and, followed up to ensure the issues are addressed.
- To record any reported incidents in relation to a child or adult at risk or breach of Safeguarding Policy and procedures.
- To ensure staff in their areas know how to access the

authority's local Safeguarding procedures.

- To ensure relevant staff access appropriate training if required.
- To ensure appropriate Safeguarding procedures are in place within their specific setting that fit with this policy and the wider London Safeguarding Procedures.
- To act as an escalation point for Safeguarding issues or cases where the appropriate or perceived appropriate steps have not been taken and the risk remains.
- To ensure that staff have regard for Safeguarding issues in their areas of work.
- To be familiar with the contact details for safeguarding leads for adults and children in the City of London, or within the borough in which they operate.

9 Acting on concerns

- 9.1 If you have concerns about a child or adult at risk or a disclosure has been made to you, report via the reporting procedures in Appendix 3 and alert the Designated Safeguarding Lead of actions taken. If he/she/they are unavailable, report to one of the other contacts or through the out of office hours lines listed in Appendix 1.

Staff, Contractors and Volunteers working outside the Square Mile who have concerns need to liaise with the Local Authority in that area. If they are unsure, they should liaise with their line manager or the Designated Safeguarding Lead.

- 9.2 If you think a child or adult is at risk of immediate harm call 999

10 Responding to allegations made against professionals

- 10.1 Where an allegation is made in relation to a professional working with children or young people you must contact the Local Authority Designated Officer (LADO). You can make a referral by emailing LADO@cityoflondon.gov.uk or phoning 020 7332 1215.
- 10.2 Where an allegation is made in relation to a professional working with adults at risk you must contact the lead professional for safeguarding adults. You can make a referral by emailing ian.tweedie@cityoflondon.gov.uk or phoning 020 7332 3129.
- 10.3 Any suspected immediate risk to any child or adult at risk should be responded to immediately and the case referred to the Children and Families Team or Adult Social Care team using the contact details in Appendix 1.

11 Oversight and challenge

- 11.1 This policy commits to aligning with the City of London Safeguarding Policy, which details that the City Corporation's actions, services and responsibilities to safeguard are overseen by the independently chaired City and Hackney Safeguarding Children Partnership and City and Hackney Safeguarding Adults Board. Annual Children's Safeguarding Audits are undertaken where all local agencies and organisations who provide services to children and young people are asked to self-assess the extent to which they meet the safeguarding requirements and standards as set out in Section 11 of the Children Act 2004. Similarly the City Corporation also completes the London Safeguarding Adults Partnership Audit tool. Both of these have to demonstrate how the City Corporation discharges its safeguarding responsibilities across the whole organisation and agencies it works with.
- 11.2 Oversight is provided by the Barbican's Nominations, Effectiveness and Inclusion Committee.

Appendix 1: Safeguarding leads and key contacts

Barbican Centre

NAME	CONTACT INFORMATION
Claire Spencer Barbican CEO Designated Safeguarding Lead	claire.spencer@barbican.org.uk 07510383820
Lauren Monaghan-Pisano Creative Learning Senior Producer Designated Safeguarding Lead	lauren.monaghan-pisano@barbican.org.uk 020 7382 6153
Natalie Levitt Creative Learning Senior Manager Designated Safeguarding Lead	natalie.levitt@barbican.org.uk
Ali Mirza Director of People, Culture & Inclusion DBS Lead	steve.eddy@barbican.org.uk
Sheree Miller Deputy Head of Audience Experience and Operations Audiences and lost children	sheree.miller@barbican.org.uk

City of London

NAME / RESOURCE	CONTACT INFORMATION
LADO (Local Authority Designated Officer) For allegations against a professional	020 7332 1215
Pat Dixon Safeguarding and Quality Assurance Service Manager Community and Children's Services	pat.dixon@cityoflondon.gov.uk
Children Social Care Services	0207 332 3621
Out of hours Children Social Care	0208 356 2346; or 0208 356 2710
Adult Social Care Services	0207 332 1224
Out of hours Adult Social Care Services	020 8356 2300
Police Public Protection Unit	0207 601 2941 In an emergency 999

External

NAME / RESOURCE	CONTACT INFORMATION
Extremism helpline	counter.extremism@education.gsi.gov.uk
NSPCC helpline	0808 800 5000

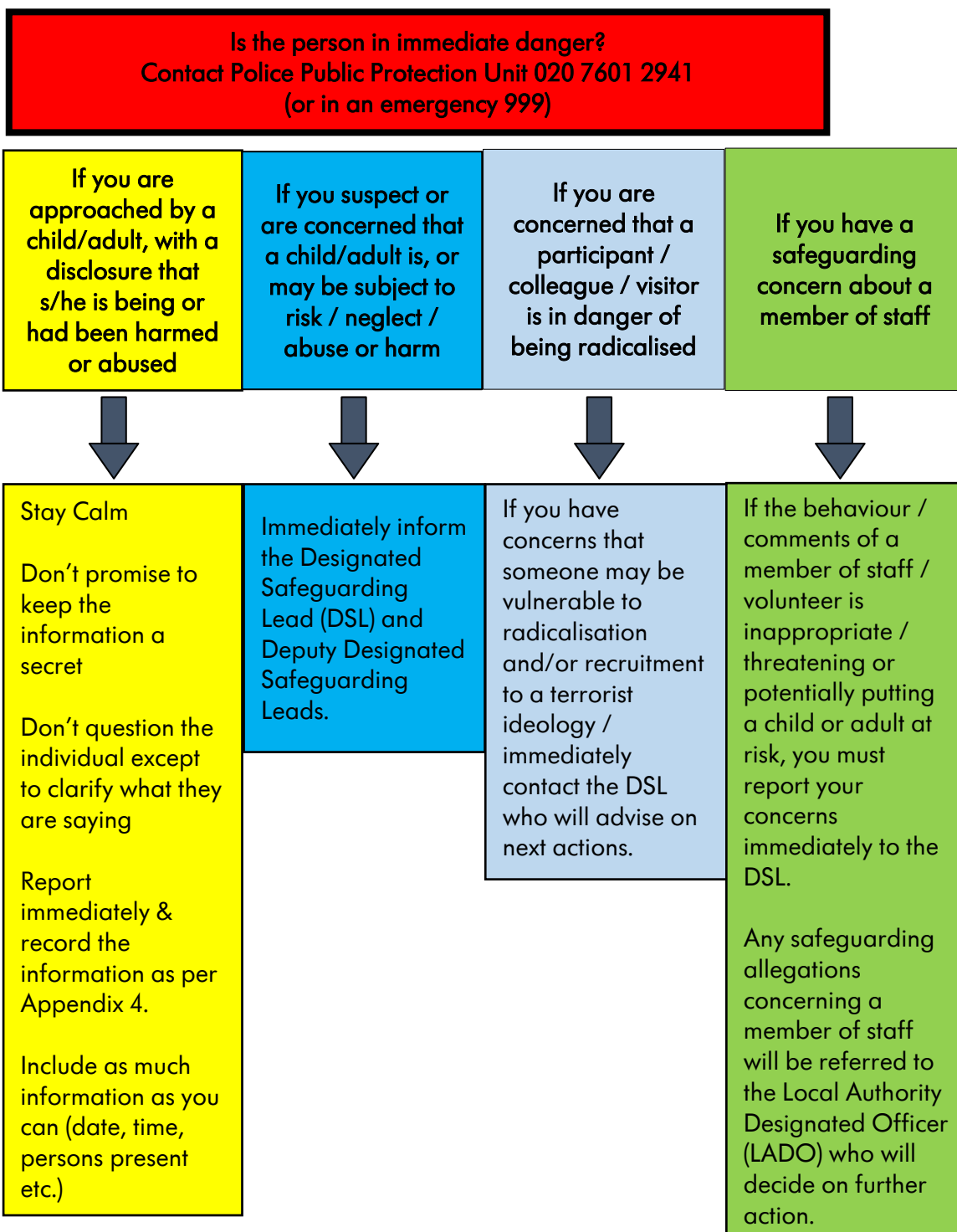
Appendix 2: Safeguarding Champions

Barbican Centre

AREA	CHAMPION(S)
Audience Experience	Sheree Miller, Deputy Head of Audience Experience and Operations
Business Events	Jackie Boughton, Head of Business Events
Cinema	Gali Gold, Head of Cinema
Communications	James Tringham, Head of Communications
Creative Collaboration & Learning	Karena Johnson, Head of CC&L
	Lauren Monaghan-Pisano, Senior Producer
	Natalie Levitt, Senior Manager
Development	Natasha Harris, Director of Development
Directors	Claire Spencer, CEO Designated Safeguarding Lead
IT and Finance	Sarah Wall,
HR	Steve Eddy, Head of HR
Marketing	Ben Jefferies, Head of Marketing (Acting)
Music	Huw Humphreys, Head of Music
Security / Cleaning	Jonathon Poyner, Director of Operations & Building
Theatre & Dance	Toni Racklin, Head of Theatre & Dance
Visual Arts	Shanay Jhaveri, Head of Visual Arts

Appendix 3: Reporting Procedures

What do you do if you are concerned about a child, adult at risk or a colleague?



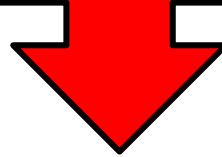
Please report any concerns even if you are unsure whether it is a safeguarding issue.

If you have a concern and are unable to reach the Designated or Deputy Safeguarding Leads, do not hesitate to contact Children's Services, Adult Services or the police and inform the Designated and Deputy Safeguarding Lead in your area.

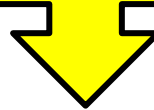
Contact details can be found in Appendix 1 of the Safeguarding Policy.

How do you report a concern about a child / adult at risk?

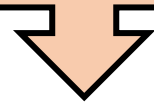
- You receive a direct report of **current** or **historical** abuse / harm / potential risk / concerns of radicalisation etc;
- You observe / hear something, but you are not sure it is a safeguarding issue;
- You receive third party information indicating potential safeguarding risk / harm



Report **immediately** to a DSL or the DDSL on the **same day** the concern was received.
Immediate danger or emergencies: Agree with the DSL to ring Police / Emergency Services



Safeguarding Incident & Disclosure Form (Appendix 4) to be completed by DSL or staff member **within 24 hours** of the date the concern was identified.



Feedback and support to staff member to agree next actions and/or potential referrals to other partner agencies; support to the person who has come forward or staff member; or closure of the notification (if safeguarding remit was not met). DSL to keep a robust record of all notifications received (regardless of remit).

Appendix 4: Incident & Disclosure Form

Also available on the intranet

Date concern is reported or disclosed:

Child /Young Person / Adult at risk's Full Name:

Date of birth:

Address of child/adult at risk:

Parent/carer contact details (where relevant):

Record the following in the child / adult's own words:

Date of the alleged incident:

Who was involved?

Where did it happen?

Any visible injuries observed? **Yes / no**

If yes, where are the injuries located and what does it look like?

Any other observations which will assist risk assessments?

Actions taken

Who did you report this concern to?

Date you reported the concern:

Are the parents of the child / young person aware of the disclosure or concern? **Yes / no**

Is the child at immediate risk of harm? **Yes / no** (please provide reasons for this)

Date form sent to the DSL or DDSL if DSL unavailable.

Check to make sure your report is clear now – and will be clear to a new reader in the future.

Please pass this form on the same day to the DSL or DDSL if DSL unavailable.

Signature of Staff Member:

Name of staff member (printed):

Position:

Date:

Time:

Appendix 5: Recognising signs of abuse

Child abuse

There are 4 forms of abuse in children, but any concerns should be reported:

Physical	<p>Non-accidental act or behaviour towards a person, causing injury, trauma or other physical suffering or bodily harm</p> <p>Possible Indicators: Injuries in unusual positions (i.e. back, buttocks, behind ears, genitals, etc.), injuries inconsistent with age, ability or lifestyle of the person, apparent marks, bites, burns, fractures, etc.</p>
Sexual	<p>Forcing or enticing a person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the individual is aware of what is happening.</p> <p>Possible Indicators: Detailed sexual knowledge inappropriate to age, sexually explicit language/behaviour, increased frequency to visit the toilet or wetting, excessively affectionate behaviour, fear of examinations or being alone, etc.</p>
Psychological / Emotional	<p>Persistent emotional maltreatment of a person such as to cause severe adverse effects on the person's mental health, emotional development and self-esteem.</p> <p>Possible Indicators: Physical, mental and emotional development delays, difficulties with trust and affection, negativity, hopelessness and negative views, lack of empathy, compassion and remorse, changes in appetite, poor concentration, difficulty making friends, their carer rejects and ignores them, their carer isolates them and prevents them from building relationships, etc.</p>
Neglect / Acts of Omission	<p>The withholding of the necessities of life, ignoring medical or physical care needs or the failure to provide access to health, social or educational services.</p> <p>Possible indicators: Failure to thrive, poor hygiene, constant hunger or tiredness, malnutrition, untreated medical problems, developmental delays, poor state of clothing, low self-esteem, apparent bed sores, etc.</p>

Indicators not exhaustive. Credit to First Aid Awareness Ltd.

Adult abuse

There are 10 forms of adult abuse identified in the Care and Support Statutory Guidance, but this list is not exhaustive and any concerns should be reported:

Physical	<p>Non-accidental act or behaviour towards a person, causing injury, trauma or other physical suffering or bodily harm</p> <p>Possible Indicators: Injuries in unusual positions (i.e. back, buttocks, behind ears, genitals, etc.), injuries inconsistent with age, ability or lifestyle of the person, apparent marks, bites, burns, fractures, etc.</p>
Sexual	<p>Forcing or enticing a person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the individual is aware of what is happening.</p> <p>Possible Indicators: Detailed sexual knowledge inappropriate to age, sexually explicit language/behaviour, increased frequency to visit the toilet or wetting, excessively affectionate behaviour, fear of examinations or being alone, etc.</p>
Psychological / Emotional	<p>Persistent emotional maltreatment of a person such as to cause severe adverse effects on the person's mental health, emotional development and self-esteem.</p> <p>Possible Indicators: Physical, mental and emotional development delays, difficulties with trust and affection, negativity, hopelessness and negative views, lack of empathy, compassion and remorse, changes in appetite, poor concentration, difficulty making friends, their carer rejects and ignores them, their carer isolates them and prevents them from building relationships, etc.</p>
Neglect / Acts of Omission	<p>The withholding of the necessities of life, ignoring medical or physical care needs or the failure to provide access to health, social or educational services.</p> <p>Possible Indicators: Failure to thrive, poor hygiene, constant hunger or tiredness, malnutrition, untreated medical problems, developmental delays, poor state of clothing, low self-esteem, apparent bed sores, etc.</p>
Domestic	<p>Abuse between those aged 16 or over who are, or have been intimate partners or family members regardless of gender or sexuality.</p> <p>Possible Indicators: Signs of physical, sexual, psychological or financial abuse between partners.</p>
Financial / Material	<p>Taking, misusing or misappropriation of property, possessions or benefits or pressuring someone to use their property, possessions or benefits in a certain way.</p> <p>Possible Indicators: Unexplained sudden inability to pay bills or maintain lifestyle, unusual or inappropriate bank activity, withholding money, unusual interest shown by family or others in the person's assets, etc.</p>

barbican

Discriminatory	<p>Harassment or insults because of someone's race, gender, gender identity, age, disability, sexual orientation or religion.</p> <p>Possible Indicators: Lack of respect shown to an individual, signs of a sub-standard service offered to an individual, repeated exclusion from rights afforded to citizens such as health, education, employment, criminal justice and civil status, etc.</p>
Organisational / Institutional	<p>Neglect and poor standards of care in an institution or care setting.</p> <p>Possible Indicators: Repeated failures on the part of an organisation, despite warning and agreement to improve, routine acceptance of poor practice, lack of individual care plans, inappropriate physical intervention, etc.</p>
Self-neglect	<p>A wide range of behaviours with a person failing to care for their personal hygiene, health or surroundings.</p> <p>Possible Indicators: Very poor personal hygiene, lack of essential food, clothing or shelter, malnutrition and/or dehydration, neglecting household maintenance, inability or unwillingness to take medication or treat illness or injury, etc.</p>
Modern slavery	<p>Encompasses slavery, human trafficking, forced labour and domestic servitude. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment.</p> <p>Possible Indicators: Poor disheveled appearance, poor command of English or awareness of local environment, unwillingness to provide basic information about self, etc.</p>

Indicators not exhaustive. Credit to First Aid Awareness Ltd.

Other Safeguarding areas highlighted by 'Working Together to Safeguard Children 2018' and other sources

Bullying	Under the Children Act 1989, a bullying incident should be addressed as a child protection concern when there is 'reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm'.
Child criminal exploitation	<p>As set out in the Serious Violence Strategy, published by the Home Office, where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18 into any criminal activity:</p> <ul style="list-style-type: none"> • in exchange for something the victim needs or wants, and/or • for the financial or other advantage of the perpetrator or facilitator and/or • through violence or the threat of violence. <p>The victim may have been criminally exploited even if the activity appears consensual.</p> <p>Child criminal exploitation does not always involve physical contact; it can also occur through the use of technology.</p>
Child Sexual Exploitation is Child Sexual Abuse	<p>It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity</p> <ul style="list-style-type: none"> • in exchange for something the victim needs or wants, and/or • for the financial advantage or increased status of the perpetrator or facilitator. <p>The victim may have been sexually exploited even if the sexual activity appears consensual.</p> <p>Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.</p>
County Lines	<p>This is common in county lines and occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child or young person under the age of 18. The victim may have been criminally exploited even if the activity appears consensual. Child Criminal Exploitation does not always involve physical contact; it can also occur through the use of technology.</p> <p>Criminal exploitation of children is broader than just county lines and includes for instance children forced to work on cannabis farms or to commit theft.</p>
Domestic Violence or Abuse	The cross-government definition of domestic violence and abuse is: any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate

	<p>partners or family members regardless of gender or sexuality.</p> <p>The abuse can encompass, but is not limited to:</p> <ul style="list-style-type: none"> • Psychological • Sexual • Financial • Emotional
Female genital mutilation (FGM)	<p>The term FGM covers all harmful procedures to the female genitalia for non-medical purposes. There are 4 types - all are illegal and have serious health and safeguarding risks. Regulated health and social care professionals, teachers and staff in England and Wales must report 'known' cases of FGM in under 18's to the police. The practice can cause severe pain and there may be immediate and/or long-term health consequences, including mental health problems, difficulties in childbirth, causing danger to the child and mother; and/or death.</p> <p>Statutory guidance on the responsibility to report FGM can be found in "Mandatory reporting of female genital mutilation: procedural information, 2015" and also in: "Multi-agency statutory guidance on female genital mutilation, April 2016".</p>
Forced Marriage	<p>A forced marriage is where one or both people do not (or in cases of people with learning disabilities or reduced capacity, cannot) consent to the marriage as they are pressurised, or abuse is used, to force them to do so. It is recognised in the UK as a form of domestic or child abuse and a serious abuse of human rights.</p> <p>The pressure and abuse put on people to marry against their will may be:</p> <ul style="list-style-type: none"> • Physical – for example, threats, physical violence or sexual violence • Emotional and psychological – for example, making someone feel like they are bringing 'shame' on their family • Financial – for example taking someone's wages, may also be a factor.

Appendix 6: Safeguarding Protocol for Remote / Online Activities

Also available on the intranet

Barbican's online teaching protocol is underpinned by the following Department for Education guidance:

- Safeguarding and remote education during coronavirus (COVID-19), May 2020: <https://www.gov.uk/guidance/safeguarding-and-remote-education-during-coronavirus-covid-19>

In accordance with the Guildhall School of Music & Drama, we also have safeguarding protocol for remote delivery for staff:

Protocol for Staff

- When teaching remotely, dress professionally and use a neutral background – ensure the participant is appropriately dressed
- Participant filming will need to be done in a communal area in their home and with no closed doors
- For sessions involving children we ask for a guardian/parent to sit in on the session or, if the session takes place in an open plan area, to be in the vicinity for the duration
- Please do not film from a public area where participants might be visible to members of the public
- Video recordings of sessions can **not** be shared online/via social media
- Screen shots are not allowed
- If using breakout rooms on video-conferencing platforms, please ensure a DBS-checked member of staff is present in each breakout room
- Arrangements for participants should be made only via your staff email to participants and/or parents
- Please copy a parent into all your correspondence if dealing with a child
- No staff communication with participants must take place via social media platforms (WhatsApp, chat rooms, gaming apps, messaging apps, text messages, personal email/phone)
- The Staff Code of Conduct remains in place in terms of professional boundaries
- In the event of a safeguarding complaint or incident during or after an online session, please report this immediately through the procedure outlined above
- Sessions should take place at reasonable times during the day, evening or on the weekend (no later than 21:00)

The Barbican is committed to reviewing our safeguarding policy and best practice annually.

Committees: Barbican Finance and Risk Committee [for decision] Barbican Centre Board [for information] Operational Property and Projects Sub Committee [for decision]	Dates: 7 November 2022 17 November 2022 23 November 2022
Subject: Barbican Centre- New Retail Unit Unique Project Identifier: 11584	Gateway 6: Outcome Report Light
Report of: CEO, Barbican Centre Report Author: Angela Murphy	For Decision
PUBLIC	

Summary

1. Status update	<p>Project Description: The project consists of forming new floor area within a void space near the theatre, to create a new shop which will replace the existing shop unit. The area directly below the new floor and hospitality space will be incorporated into the shop, linked by a staircase and an access lift.</p> <p>RAG Status: Amber (Amber at last report to Committee)</p> <p>Risk Status: Medium (Medium at last report to committee)</p> <p>Costed Risk Provision Utilised: CRP was not part of the project management process during the life of the project</p> <p>Final Outturn Cost: £664,013 excluding staff costs.</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <p>Members are asked to note the content of the report and approve the closure of this project.</p>

<p>3. Key conclusions</p>	<p>The budget increased by 16% against the Gateway five report and there was a slippage of two months on estimated practical completion.</p> <p>Main objective - The main project objectives were as follows:</p> <ul style="list-style-type: none"> - Increase the Barbican Centre's level of income by investing in a bigger and better retail space in an area of the Centre which attracts more footfall as per the original NPV forecasts This was partially achieved (please see finance comments) - Make a space that was adaptable and accessible to all This was achieved - Have sufficient volume of space to enable product development and to fully reflect the variety of artistic work that takes place at the Centre This was achieved <p>Reasons for variance - The budget for these works increased from the original estimates in 2013 due to inflation, and because the scope of works increased (eg: an additional wheelchair lift, structural works and glazing for the shop's enclosures). Delays to delivery resulted in an upheld claim for loss and expense, and an additional cost for display cabinets was also incurred, as outlined in an issue report in November 2016.</p> <p>Finance observations</p> <p>The investment initially had a repayment of 1.8 years. This took slightly longer at 2.8 years, though due to operational success in 16/17 we paid the loan fully in 16/17.</p> <p>The income with investment, over five years, was projected at £7.47M. The actual income was closer to £3.4m.</p> <p>The projected income was based on a yearly attendance higher than was achieved and the final year was impacted by COVID.</p> <p>An internal review as to the reasons for an income drop included customer surveys, and external benchmarking. It became clear that there were a number of issues and challenges facing the Barbican retail operation - specific areas of concern identified included:</p> <ul style="list-style-type: none"> • The customer journey • Our value proposition
----------------------------------	---

	<ul style="list-style-type: none"> • The environment both in store and out, look and feel. <p>A highly experienced external agency (20.20) was appointed in November 2018 to undertake a full review. They were commissioned to determine factors driving performance and recommend improvements.</p> <p>20.20, presented a report in February 2019:</p> <p>Firstly, they identified that setting foyer retail performance against venue ticket holder numbers did not reflect the observed biggest shopping audience.</p> <p>Looking at the product offer, it was identified by 20.20 that our product range, which is well received and liked by our customers, is dominated by a small percentage of popular items. The wide product offer demonstrates a broad choice for customers, but the large number of underperforming products needed to be addressed.</p> <p>From an Environment perspective, it was noted in the report that the foyer shop struggles with its visibility despite its location on the foyer, with additional challenges inside the shop.</p> <p>Actions taken by Retail</p> <p>Physical Shop:</p> <ul style="list-style-type: none"> • Arranged for the reduction in the height of some fixtures to allow for a better shopping experience • Retro fitted several fixtures with lights and shelving/hanging options to add light to the Ground floor level and increase display options • Fitted back drops to the window displays to allow for more impactful displays and removing the disruption to displays of the sightline through the shop. • When the Foyer carpet was changed in 2020, the shop retained the existing floor to help differentiate it from the wider space <p>Product:</p> <ul style="list-style-type: none"> • Through regular analysis, have made efforts to smooth our pricing architecture and ensure we are offering the right amount of product at different price points.
--	--

	<ul style="list-style-type: none"> • Regularly review poor performing items, both in terms of sales and margin, making decisions on their future in store based on the rationale for their presence. • Continual work to improve our range through developing our own product and sourcing new products that will fill gaps in the current offer and speak to our audiences. <p>Reporting:</p> <p>Now measure in store conversion, using a people counter system on the Foyer Shops two entrances/exits. This allows us to more effectively measure store footfall and conversion and use this data to more accurately budget.</p> <p>----- -----</p> <p>Main learning and recommendations</p> <ol style="list-style-type: none"> 1. Practical completion was certified in December 2016 with a month for the contractors to remedy snags. However, the certificate of making good could not be issued until November 2019. <u>Recommendation:</u> review project closure procedures to ensure these are given a higher priority for completion. 2. The Barbican Centre agreed to pay a loss and expense claim by the contractor due to delays in 2016 <u>Recommendation:</u> a more vigorous approach by both the consultant CA and PM may have recouped some of the L&E costs by claiming for LADS when this was an option. 3. The initial financial profiling of the impact of the shop was not accurate. <u>Recommendation:</u> greater research and market testing. More cautious forecasting
--	--

Design & Delivery Review

4. Design into delivery	The design of the project i.e. the process/method in which we agreed to the works was appropriate. In hindsight, however, a time allowance should have been incorporated to allow for delays due to access issues
5. Options appraisal	<p>This project commenced with a “combined gateway 1/2/3/4 project proposal and options appraisal”.</p> <p>The recommended option was to have carpet instead of stone flooring and a reduced number of display cabinets (at a saving of £69k). This gateway was approved in October 2015. However, a separate tender exercise was then undertaken to procure the display cabinets at a total cost of £52,150. In addition, a further £44,681 was identified as an increase in projects costs in an issues report issued in November 2016 but the report requests the budget is increased to £65,681 due to the “fast and fluid nature of the project and claims consciousness of the contractor “as the PM of the time noted.</p> <p>More robustness at the time with a baseline or freeze of scope should have been established to avoid the scope creep that took place</p>
6. Procurement route	<p>City Procurement undertook an open tender for the works with a tender evaluation ratio of 60% on quality and 40% on price. Post-tender interviews (attended by the architects, QS, City Procurement and Centre project staff) were conducted with the three most economically advantageous bids and Forcia were ranked first as a result of the evaluation.</p> <p>The approach taken allowed for numerous suppliers to bid for the work. This provided a variety of options and a high chance of finding a contractor capable of delivering the project. However, there were a number of budget alterations and contract claims post tender suggesting what may have appeared the most economically advantageous tender being not such post tender.</p>
7. Skills base	The project manager for this Scheme changed more than once during the planning and delivery stages of the works. The current skills base of the project team is now sufficient to undertake projects such as these. The author cannot comment on the skills base of the PMs who were involved during the active periods of the scheme as they are no longer employed by the City.
8. Stakeholders	Stakeholders are satisfied with the outcome of the project. There was a delay in remedying defects due to understaffing/workload between PC and actual completion, which caused an issue with both the vitrines and the closure of the sliding doors on level G.

	This caused minor interruption to business as usual and is now resolved
--	---

Variation Review

9. Assessment of project against key milestones	<p>Original estimated project end date (as per gateway 5): October 2016</p> <p>Actual project end date: Certificate of Practical Completion - December 2016 Certificate of Making Good- November 2019</p> <p>The two month's additional time in getting the works to PC, has a negative effect on overall project costs. This could have been mitigated by counter claiming for Liquidated and Ascertained Damages i.e., by issuing a non-completion certificate once the deadline for completing snagging items had been reached (Friday 3rd February 2017).</p>
10. Assessment of project against Scope	This project did experience some scope creep. This may have been mitigated by clearer consultation with stakeholders in order to baseline the scope.
11. Risks and issues	<ul style="list-style-type: none"> - Scope creep added costs to the scheme - Costs due to scope creep added to the budget for both contractors and consultants - The chosen contractor's tender included a number of non-costed provisional items which were later to be deemed necessary - Delays caused claims by the contractor which were considered reasonable and a loss and expense sum was paid
12. Transition to BAU	There is no record to indicate that transition to BAU was problematic, and the shop is now fully functioning.

Value Review

13. Budget	<table> <tr> <td><i>Estimated Outturn Cost (G1-4)</i></td><td> <p>Estimated cost (including risk): £589,000</p> <p>Estimated cost (excluding risk): £589,000</p> </td></tr> </table>	<i>Estimated Outturn Cost (G1-4)</i>	<p>Estimated cost (including risk): £589,000</p> <p>Estimated cost (excluding risk): £589,000</p>
<i>Estimated Outturn Cost (G1-4)</i>	<p>Estimated cost (including risk): £589,000</p> <p>Estimated cost (excluding risk): £589,000</p>		

		<i>At Authority to Start work (G5) £</i>	<i>Final Outturn Cost</i>	<i>Difference</i>
	<i>Fees</i>	102,685	119,013	16,328
	<i>Works</i>	408,452	488,500 +26,000 (L&E)	106,048
	<i>Purchases</i>	68,483	52,150	-16,333
	<i>Enabling works</i>	2,500	516	-1,984
	<i>Asbestos works</i>	4,000	1,150	-2850
	<i>Building Control</i>	2,900	2,900	0
	<i>Costed Risk Provision</i>	nil	nil	0
	TOTAL	589,020	690,299	101,209
	<i>Staff Costs</i>	40,000	43,500	3,500
<p>Please confirm whether the Final Account for this project has been verified.</p> <p>It has been verified</p>				
14. Investment	As outlined above			
15. Assessment of project against SMART objectives	The general objectives of the project were achieved. The retail unit was relocated to a larger, two floor area, near the Silk Street entrance, and offers a wider range of products in a more ergonomic environment			
16. Key benefits realised	Retail is satisfied with the larger retail space they now have which enables them to offer a wider range of products. Please see the financial analysis of the project against forecast benefits for further information.			

Lessons Learned and Recommendations

17. Positive reflections	The retail unit is in keeping with the design and identity of the Barbican Centre.
---------------------------------	--

	<p>It is larger and more centrally located than the previous shop, which has now been successfully converted into an interactive play and learning space for the under-fives.</p> <p>Procurement route allowed for numerous suppliers to submit a tender which increased the chances of being able to find a supplier capable of delivering the project.</p>
18.Improvement reflections	<ol style="list-style-type: none"> 1. Baseline scope, with input from stakeholders at an earlier stage, so that costs and scope are not allowed to creep 2. Provisional items in tender returns to be considered with caution and scored accordingly. 3. Handover notes and detailed audit trail to enable new PMs to understand the rationale of previous PMs decisions 4. More robust management of contractors, contract administrators and the external project team 5. Consider the use of a Clerk of Works for quality management on site. <p>Retail continues to record footfall and products on offer both in the shop and on-line.</p>
19.Sharing best practice	<p>All reports and project files should be stored on the projects drive, accessible to all project team members. This allows for business continuation when PMs leave. They will be referred to during the planning stage of future similar projects.</p>
20.AOB	<p>This outcome report was drafted in December 2019. It has taken almost three years to finalise because by December 2019 the project team for the Barbican and Guildhall School comprised one new temporary (12-month contract) PM and one project assistant. During the covid shutdowns both officers worked to accelerate and manage as many projects as possible due to the unprecedented access to the buildings. Post Covid, the small team have had to prioritise project delivery.</p>

Contact

Report Author	Cornell Farrell - Head of Engineering and Projects
Email Address	Cornell.farrell@barbican.org.uk
Telephone Number	0207 382 7322

Committees: Corporate Projects Board - <i>for information</i> Operational Property & Projects Sub Committee – <i>for decision</i> Finance Committee of the Barbican Board – <i>for decision</i> Barbican Centre Board - <i>for information</i>	Dates: 14 September 2022 26 October 2022 7 November 2022 16 November 2022
Subject: <i>Purchase of Steinway Model D Piano for the Barbican Centre Concert Hall</i> Unique Project Identifier: 12211	Gateway 6: Outcome Report Light
Report of: Barbican Centre Report Author: Harry Gravett – Project Manager	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Purchase of a Steinway & Sons Model D piano for use by artists in the Barbican Centre Concert Hall. The project is required to achieve/maintain: <ul style="list-style-type: none"> • Barbican Centres status as a world class music venue • To attract leading artists • Best value for money • To recycle an outgoing Steinway piano • Visitor levels RAG Status: Green Risk Status: Low Costed Risk Provision Utilised: £0 Final Outturn Cost: <i>£106,304 excluding trade-in amount received for old piano</i> <i>£74,637.33 including trade-in amount received for old piano</i>
-------------------------	---

2. Next steps and requested decisions	Requested Decisions: <ol style="list-style-type: none"> 1) To note that due to the committee cycle this report goes to the Operational Property & Projects Sub Committee before the Service Committee (agreed with Corporate Programme Office) 2) To note the lessons learned section of this report and approve closure of this project
3. Key conclusions	<p>A key benefit of purchasing the piano when we did was to take advantage of the time-bound discounts Steinway applied to their quotation. One was an institutional discount (applicable to concert/music venues) and the other a trade-in discount for one of the centres old pianos. Due to the committee cycle, an urgent sole supplier waiver was approved to allow us to place an order with Steinway before these discounts expired.</p> <p>The old piano no longer met the standard expected of a world class music venue. This purchase has dramatically reduced the potential for complaints and negative feedback from artists and improved both user and audience experience.</p> <p>The new piano is also designed to improve the visual aspect of performances. See section 4.2.</p>

Main Report

Design & Delivery Review

4. Design into delivery	<p>4.1 - The design of the project was adequately prepared for the delivery of the project.</p> <p>4.2 - The piano was specifically chosen by an expert piano technician to suit the venue, both in terms of performance (sound) and look (design). The Steinway recommendation was to have a matt lid on the piano to reduce light 'bounce'. This was agreed with our music department who have since advised that this has been a success.</p> <p>Previously the hall has used pianos with a gloss finish which reflects light onto areas of the stage/audience which should be in</p>
--------------------------------	--

	<p>darkness, reducing the quality of the performance and audience experience. The music team had a temporary solution where they placed a piano 'sock' over the lid to prevent the bounce of light however the design is not fitting with the venue. The matt finish helps maintain the production values of the stage design as a world class concert hall.</p> <p>4.3 - It was agreed with City Procurement that Steinway & Sons were the only possible supplier for this project due to the specific requirements of the concert hall. The Town Clerk in consultation with the Barbican Board Chairman and Deputy Chairman approved an urgent sole supplier waiver (reference number WLOF0167)</p> <p>4.4 - Projects which, ordinarily, would have been very challenging to deliver in a live, public building such as the Barbican were moved up the priority list with an aim to utilise the quiet/empty buildings during the Covid-19 pandemic. Unfortunately, due to this pressure to deliver other projects this Outcome Report has been significantly delayed.</p>
5. Options appraisal	<p>The option chosen allowed the project to meet its objectives and provide long term value for money. A trade-in price was agreed between Steinway and the Barbican Centre for the exchange of an old piano which the Centre would include as part of the purchase of the new Steinway piano. This reduced the overall cost of the project by £31,666.67.</p>
6. Procurement route	<p>It was agreed with City Procurement that Steinway & Sons were the only possible supplier for this project due to the specific requirements of the concert hall. The Town Clerk in consultation with the Barbican Board Chairman and Deputy Chairman approved an urgent sole supplier waiver (reference number WLOF0167). The Barbican Centre Music Department would like to discuss with City Procurement the possibility of a framework being set up to streamline this process in the future.</p>
7. Skills base	<p>The City of London project team had the required skills and experience to deliver this project. The team was made up of a project manager, a senior technical manager and various other members of the centre's music department. Specialist advice was also sought from Steinway for recommendations on the material finish for the piano. The end specification was a matt lit on the piano which has proved to be</p>

	successful as it helps light bounce in the concert hall. In future, the music team will aim to have all their pianos with this finish.
8. Stakeholders	Stakeholders were engaged throughout the project lifecycle. They were heavily involved in the preparation of reports and design discussions and are satisfied with the conclusion of this project.

Variation Review

9. Assessment of project against key milestones	1) The Steinway quotation (including trade-in offer) was timebound. To avoid losing the discounts and incurring a higher cost a sole supplier waiver was approved via delegated authority as the next scheduled committee meeting was not for six weeks. Failure to meet the time restriction on the quotation would have led to a higher cost and the possibility of the specified piano being out of stock. Our target date for delivery was end of summer 2020. An order was placed in May 2020 and the new piano was delivered in August 2020. The new piano has been in use since August 2020.
10. Assessment of project against Scope	The model D Steinway piano was identified as being suitable for the centre and its artist by a piano technician. There were no changes to the scope.
11. Risks and issues	This project was identified as 'low risk' in Gateway 1-5. There were no issues that occurred during the project although this Outcome Report has been significantly delayed due to the Covid-19 pandemic (see section 4.4).
12. Transition to BAU	There was a clear plan for transfer to business as usual. The old piano was removed from site first and the new model D piano was delivered later the same day. Once tuned by a piano technician, the new piano was in use immediately. This was a smooth transition which worked well for the music department.

Value Review

13. Budget	<table><tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (excluding trade-in): £106,304 Estimated cost (including trade-in): £75,904</td></tr></table> <table><tr><td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr><tr><td>Fees</td><td>£0</td><td>£0</td></tr><tr><td>Works</td><td>£0</td><td>£0</td></tr><tr><td>Purchases</td><td>£106,304</td><td>£106,304</td></tr><tr><td>Trade-in discount</td><td>£30,400</td><td>£31,666.67</td></tr><tr><td>Costed Risk Provision</td><td>£0</td><td>£0</td></tr><tr><td>Recharges</td><td>£0</td><td>£0</td></tr><tr><td>Total</td><td>£75,904</td><td>£74,637.33</td></tr></table> <p>There is a difference of £1,266.67 between the Gateway 1-5 anticipated cost and the final outturn cost. This was a saving made after Steinway agreed to a higher trade-in value of the centre’s outgoing piano.</p> <p>The Final Account for this project was verified by Chamberlains on 16 May 2022.</p>	Estimated Outturn Cost (G2)	Estimated cost (excluding trade-in): £106,304 Estimated cost (including trade-in): £75,904		At Authority to Start work (G5)	Final Outturn Cost	Fees	£0	£0	Works	£0	£0	Purchases	£106,304	£106,304	Trade-in discount	£30,400	£31,666.67	Costed Risk Provision	£0	£0	Recharges	£0	£0	Total	£75,904	£74,637.33
Estimated Outturn Cost (G2)	Estimated cost (excluding trade-in): £106,304 Estimated cost (including trade-in): £75,904																										
	At Authority to Start work (G5)	Final Outturn Cost																									
Fees	£0	£0																									
Works	£0	£0																									
Purchases	£106,304	£106,304																									
Trade-in discount	£30,400	£31,666.67																									
Costed Risk Provision	£0	£0																									
Recharges	£0	£0																									
Total	£75,904	£74,637.33																									
14. Investment	n/a																										
15. Assessment of project against SMART objectives	<p>1) Barbican Centres status as a world class music venue – The concert hall has continued to sell out shows, including online performances during the pandemic. The new piano has improved user and audience experience and reduced the potential for complaints/negative feedback.</p> <p>2) To attract leading artists – This has been challenging due to the pandemic. The centre was closed for a long period of time however the hall offered a livestream series during this time where several high-profile artists performed, namely Benjamin Grosvenor and Isata Kanneh Mason. These performances included extensive lighting designs which</p>																										

	<p>meant the matt lid (section 4.2) was an even more successful outcome of this project.</p> <p>3) Best value for money – The institutional and trade-in discounts significantly reduced the cost of the new piano. Considering the improvement in user and audience experience, this project is considered value for money.</p> <p>4) To recycle the outgoing Steinway piano –The old piano was returned to Steinway to recycle its parts. The centre received a £31,666.67 discount for it as part of the purchase.</p> <p>5) Visitor levels – This objective has been difficult to gauge given the centre closed its doors for a significant period due to the pandemic. Despite this, performances in the hall since the purchase have received considerable amounts of positive feedback. The project team are confident the new piano has played a part in this success and helped to maintain and improve visitor levels in the hall.</p>
16. Key benefits realised	<p>One of the reasons why this purchase was necessary was due to the old piano no longer meeting the expected standard of a world class music venue. The piano had been subject to negative feedback from some of the artists who used it. The successful completion of this project means we have an instrument worthy of the venue and have dramatically reduced the potential for complaints from artists.</p> <p>The sole supplier waiver being approved via urgency helped us to take advantage of the discounts Steinway had applied to our quotation. Failure to place an order within the agreed timescales would have led to a reduction in discounts and thus significant increase in cost.</p>

Lessons Learned and Recommendations

17. Positive reflections	<p>Stakeholder engagement - effective communication with the Barbican Centre Music and Finance departments</p> <p>Clear instructions from Chamberlains with regards to budget</p> <p>Helpful advice from Corporate Programme Office and City Procurement with regards to correct process to follow</p>
---------------------------------	--

18.Improvement reflections	Earlier discussions regarding the need for this project would have removed the need to have a sole supplier waiver signed via urgency. In future, the aim would be to start discussions earlier and therefore allow all committees to be involved in the approval of relevant reports etc.
19.Sharing best practice	All reports (including this Outcome Report) stored in project file where Project Managers can refer to 'Lessons Learned' section to help reduce risk and improve process of future similar projects
20.AOB	<i>n/a</i>

Appendices

Appendix 1	<i>n/a</i>
-------------------	------------

Contact

Report Author	Harry Gravett
Email Address	harry.gravett@barbican.org.uk
Telephone Number	07874 852 701

This page is intentionally left blank

Internal Audit Plan Delivery 2022-23

Project	Current Stage	Assurance Rating	Recommendations Raised			
			Total Red	Total Amber	Total Green	Total
Audits & Spot Checks						
<u>Cyber Security</u> An examination of key controls related to cyber security and designed to minimise the risk of unauthorised access impacting: information confidentiality, service delivery, and network integrity and availability; for example: <ul style="list-style-type: none">• Cyber security governance• Culture, awareness, and user education• IT systems configuration• Network security• Identity and access management• Malware prevention• Incident management• Data loss prevention (e.g.in respect of mobile/home working).	Complete	Moderate	-	4	3	7
<u>Corporate Review: Purchase Cards</u> Examination of activity across a sample of departments and institutional departments, including the Barbican Centre, focusing on: <ul style="list-style-type: none">• Evaluation of compliance with the Purchase Card Policy.• Determining the reasons for non-compliance.• Review of action taken to address non-compliance.	Fieldwork	-	-	-	-	-

Project	Current Stage	Assurance Rating	Recommendations Raised			
			Total Red	Total Amber	Total Green	Total
<u>Organisational Culture & Staff Experience</u> The timing and detailed scope of this work will give regard to the timetable for completion of management actions resulting from the HR review into staff experiences of racism. It is anticipated that the audit review will focus on implementation of the HR recommendations, outcomes from action taken by management and the extent to which organisational culture and staff experience is improving as a result.	Not Initiated	-	-	-	-	-
<u>Ticketing: Refunds – spot check</u> To focus on the impact of the pandemic in relation to tickets for events; the processes for dealing with all categories of transaction, looking at completeness and accuracy.	Complete	Substantial	0	0	0	0
TOTAL RECOMMENDATIONS RAISED			0	4	3	7

Project	Revised Assurance Rating	Recommendations Outstanding			
		Total Red	Total Amber	Total Green	Total
Completed Audit Follow-Ups (Latest Stage)					
<u>Retail: Online Shop & Branded Merchandise: 2021-22 Audit – Third follow-up (August 2022)</u> <ul style="list-style-type: none">Audit finalised in January 2022: moderate assuranceFirst follow-up in May 2022: moderate assurance with 3 out of 7 recommendations partially implemented, 1 not implemented and 1 where the risk has been accepted.	Substantial	0	1	0	1

Project	Revised Assurance Rating	Recommendations Outstanding			
		Total Red	Total Amber	Total Green	Total
<ul style="list-style-type: none"> Second follow-up in July 2022: substantial assurance with 4 out of 7 recommendations implemented, 1 partially implemented, 1 not implemented and 1 where the risk has been accepted. <i>Third follow-up in August 2022: substantial assurance with 6 out of 7 recommendations implemented and 1 where the risk has been accepted.</i> 					
<u>Fire Safety: 2021-22 Audit – First follow-up (August 2022)</u> <ul style="list-style-type: none"> Audit finalised in April 2022: moderate assurance <i>First follow-up in August 2022: moderate assurance with 4 out of 7 recommendations implemented, 1 partially implemented and 2 not implemented.</i> 	Moderate	1	2	0	3
<u>Facilities Management & Maintenance: 2020-21 Audit – third follow-up (September 2022)</u> <ul style="list-style-type: none"> Audit finalised in March 2021: moderate assurance First follow-up in December 2021: moderate assurance with 4 out of 13 recommendations implemented Second follow-up in June 2022: moderate assurance as no further implementation progress demonstrated <i>Third follow-up in September 2022: moderate assurance with 8 out of 13 recommendations implemented, 3 partially implemented and 2 not implemented.</i> 	Moderate	0	5	0	5

Project	Revised Assurance Rating	Recommendations Outstanding			
		Total Red	Total Amber	Total Green	Total
Planned Audit Follow-Ups					
<u>Fire Safety: 2021-22 Audit – Second follow-up (November 2022)</u> <ul style="list-style-type: none">Audit finalised in April 2022: moderate assuranceFirst follow-up in August 2022: moderate assurance with 4 out of 7 recommendations implemented, 1 partially implemented and 2 not implemented. <p>Second follow-up scheduled for November 2022 in line with revised target implementation dates supplied for 2 (1 red, 1 amber) out of the 3 outstanding recommendations.</p>					
<u>Cyber Security: 2022-23 Audit – first follow-up (December 2022)</u> <ul style="list-style-type: none">Audit finalised in September 2022: moderate assurance <p>First follow-up scheduled for December 2022, in line with recommendation target implementation dates (4 amber, 3 green).</p>	-	-	-	-	-
RECOMMENDATIONS OUTSTANDING AT LATEST FOLLOW-UP		1	8	0	9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Schedule of Barbican Centre Live High Priority Recommendations as at mid-October 2022

Recommendation Area	Priority	Original Target Date	Revised Target Date	Status & Comments
Facilities Management & Maintenance – finalised March 2021				
1. <u>Facilities Management & Maintenance (MK 3650)</u> The Head of Engineering Projects should determine appropriate productivity targets and wider performance measures for the Engineering Team and implement a framework for monitoring performance accordingly, in order to drive the necessary improvements in performance.	Amber	30/09/2021	TBC	<u>Internal Audit Comment:</u> A third follow-up exercise has recently been carried out and confirmed implementation slippage, with 5 issues outstanding. A management comment has been obtained and is shown at Appendix 4.
2. <u>Facilities Management & Maintenance (MK 3652)</u> The Head of Engineering and Projects should ensure that the accuracy and completeness of Programmed Maintenance tasks within the Micad and Agility systems are periodically verified.	Amber	31/05/2021		
3. <u>Facilities Management & Maintenance (MK 3661)</u> The Head of Engineering and Projects should implement an appropriate action plan to ensure that all outstanding all Gas Safety, Electrical Safety and Water Management tasks are completed.	Amber	15/07/2021		
4. <u>Facilities Management & Maintenance (MK 3665)</u> The Head of Engineering and Projects should ensure that the skills analysis exercise is completed in an appropriate timeframe.	Amber	30/09/2021		
5. <u>Facilities Management & Maintenance (MK 3667)</u> The Head of Engineering and Projects should implement arrangements for verifying the accuracy of reactive maintenance tasks recorded as 'completed' in Micad.	Amber	31/05/2021		

Recommendation Area	Priority	Original Target Date	Revised Target Date	Status & Comments
<u>Fire Safety – finalised April 2022</u>				
<u>6. Fire Safety (MK 3995)</u> The Head of Engineering and Projects should revise the Barbican Centre's Planned Maintenance activity to ensure that maintenance undertaken in respect of Smoke Ventilators (weekly) and Gas Suppression Systems (every six months), is scheduled in accordance with the requirements of the City's Corporate Fire Policy.	Amber	30/06/2022	N/A	<u>Internal Audit Update:</u> A first follow-up exercise was carried out in August 2022 and revised target dates have been received in respect of the outstanding issues. A second follow-up is scheduled for November 2022.
<u>7. Fire Safety (MK 3997)</u> The Head of Engineering and Projects, in conjunction with the Operations Manager (Health and Safety) should overhaul the Barbican Centre's Fire Safety management record keeping arrangements to ensure they are fit for purpose. This could include implementing a Health and Safety Management System.	Red	31/07/2022	N/A	
<u>8. Fire Safety (MK 3998)</u> The Head of Engineering and Projects should implement arrangements for tracking the completion of remedial actions arising from Fire Safety maintenance undertaken.	Amber	30/06/2022	N/A	
<u>Cyber Security – finalised September 2022</u>				
<u>9. Cyber Security: Policy & Procedural Review (MK 4028)</u> The Head of IT should adopt a systematic approach to reviewing and updating existing policies, procedures, and guidance; content should be rationalised to aid understanding and avoid unnecessary duplication. Existing policies and procedures should be reviewed and updated in line with the new Cyber Security Strategy once this is finalised and approved. This should be done in line with the updated 10 steps to Cyber Security, as per the National Cyber Security Centre's (NCSC) website.	Amber	31/10/2022	N/A	<u>Internal Audit Update:</u> A first follow-up exercise has been scheduled for December 2022, as all but one of the recommendations are due to have been implemented by that time.

Recommendation Area	Priority	Original Target Date	Revised Target Date	Status & Comments
Where CoL Policies are referenced / published on the Barbican Centre and intranet site, these need to be reviewed and updated to ensure the latest policies are used and that there is no duplication or conflict between policies.				
<u>10. Cyber Security: Leaver Access (MK 4042)</u> The Service Desk Manager should, in conjunction with the Barbican Centre's Human Resources function, ensure that appropriate monitoring arrangements are in place to ensure that the access rights of staff leavers are disabled within required timeframes, taking appropriate action to resolve non-compliance as required.	Amber	31/10/2022	N/A	
<u>11. Cyber Security: Auto-Disable Function (MK 4052)</u> Barbican Centre's Information Security and Infrastructure Manager should implement the 'auto-disable' function at the earliest opportunity.	Amber	31/08/2022	N/A	
<u>12. Cyber Security: Account Lockouts (MK 4044)</u> The Barbican Centre's Information Security and Infrastructure Manager should make the necessary changes to the Centre's IT infrastructure to require account lockouts to be reset by the Information Security and Infrastructure Team.	Amber	31/08/2022	N/A	

This page is intentionally left blank

Barbican Centre Management Response to Third Round Follow-Up Outcome: Facilities Management & Maintenance

1. The third follow-up in respect of this 2020-21 audit was completed in September 2022 and there has been no movement in the assurance rating, as set out below:

Audit:	Facilities Management & Maintenance				
Final Report Date:	March 2021	Issues Raised:	13	Original Assurance Rating:	Moderate
1 st Follow-up Review	December 2021	Issues Resolved:	4	Revised Assurance Rating:	Moderate
2 nd Follow-up Review	June 2022	Issues Resolved:	4	Revised Assurance Rating:	Moderate
3 rd Follow-up Review	September 2022	Issues Resolved:	8	Revised Assurance Rating:	Moderate

2. Barbican Centre Management have provided the following comment in respect of the five live issues within the remit of Operations and Buildings:

“During the pandemic, the Barbican took the opportunity to conduct as many audits as possible. The aim was to come out of the pandemic with a “firewall” to the past and a prioritised action plan moving forward into the future.

Whilst much work has been carried out over the past years, there remains much to do. As per our strategy and plan, agreed with Board, we have focussed on life critical, business critical and other. Due to finite resource and the challenges associated with the condition of our assets plus the additional workload associated with the pandemic, we have focussed our work on addressing life critical or business critical audit points. This ensures that our buildings remain compliant. It also, however, means that there are some aspects of the audit which are yet to be completed and some of which require the introduction of IFM in 2023. Given our agreed priorities and finite and limited resource, we have had to prioritise. We will require more resource if we are to address non-life critical and non-business critical issues.

As agreed with Board our strategy was to create an environment which enables and inspires others to achieve their best. Our plan was to deliver services which are compliant, efficient and appropriate. Given that as part of our plan we reduced costs by circa 20%, we agreed the following priorities with Board, life critical, business critical and other.

Our start point was not very advanced. All that has been audited recently has been put in over recent years as part of our plan. It has taken time to build up an auditable database. We are on a journey, and we continue on that journey, based on the Board agreed plan and priorities.

We thank our City colleagues for continuing the audits during the pandemic. This has given us a “firewall” to the past and a prioritised list for the future. Given that we have very limited and finite resource and that workloads have increased significantly

both during and post pandemic (not least opening and closing venues and the additional safety measures) we have had to prioritise. We have prioritised life critical and business critical, the team often being diverted to deal with situations that arise, distracting them from some elements of business-as-usual including audit points that are not life or business critical. Due to the challenges associated with the age of our infrastructure, the real time demands of our business and the lean structure with very finite resource, we have done what we can do within the time available and as per the Board agreed prioritisation. As a result of this we remain compliant and efficient. Should Board require us to prioritise differently we will need more resource.

As per the audit summary there are five outstanding areas, some of which will be addressed through IFM. None of these are life or business critical and we have mitigations in place where appropriate, until such time as the items are closed. We have a fully compliant Gas Safe system a monthly monitored water hygiene system and an improved system for fire safety equipment which is monitored monthly. These systems are agreed with and monitored by our City Health and Safety and Fire Safety Departments, being delivered by the City's own contractors. Our systems are constantly monitored with any urgent remedial works being addressed immediately by the in-house team or the City's own contractor Skanska, avoiding risk. Audit data continues to be built up and will be re-audited by April 2023.

Given additional resource and subject to eventualities and other distractions in our building and operations we will endeavour to deliver by the deadline. However, please note as part of the City's new Integrated Facilities Management contract, the incoming contractor will be required to undertake an asset verification exercise, the contractor's mobilisation period is set to commence towards the end of 2022 making completion of this action dependent on the new contractor's internal processes and might therefore be delayed.

Our buildings remain safe and compliant."

Jonathon Poyner, Director of Operations and Buildings, Barbican Centre

Charlotte Lythgoe, Continual Improvement Manager - Sustainability

October 2022

Appendix 1

Barbican Centre Projects								
		Actuals			Estimates			
Ref.	Project Title	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 -> £'000	Total	£'000
	1. CWP Projects (approved in 2018)							0.00
R019CW011L / 02100150	Electrical DB replacements	19.39	0.00	19.84	139.77			179.00
R019CW009L	Replace Doors to BK restaurant	1.40	2.33	53.85	7.42			65.00
	2. CWP Projects (approved in 2019)							
R0120CW001L	AHU's Phased Maintenance				150.00			150.00
R0120CW002L	Staircase 8 Refurbishment			3.24	171.76			175.00
R0120CW009L	Level 4 Heating Replacement	9.50		14.01	51.49			75.00
R0120CW011L	Electrical Distribution Boards		7.13	4.36	88.51			100.00
R0120CW012L	Theatre - Sunken Bars Refurb			72.37	7.63			80.00
R0120CW013L	Toilet Refurbishment	0.90		21.85	52.25			75.00

	3. CWP Projects (approved in 2020)						
R0121CW001L / 02100148	Frobisher Crescent Level 4 Environmental Controls				250.00		250.00
R0121CW002L	Lakes De-silting					250.00	250.00
R0121CW003L	Concert Hall Refurbishment choir room				60.00		60.00
R0121CW004L	Theatre Lighting, wiring and controls					250.00	250.00
R0121CW005L	Concert Hall Lighting, wiring and controls replacement					250.00	250.00
R0121CW006L	Lift refurbishment - 1st phase		10.21	0.86	238.93		250.00
R0121CW007L	Diverter solid pumps				200.00		200.00
R0121CW008L	Public spaces replacement lighting, wiring and controls - 1st phase					200.00	200.00
R0121CW009L	Phased programme - replace valves & pneumatic actuator and controls					200.00	200.00
R0121CW010L	Public toilets refurbishment (include equality access)					200.00	200.00
R0121CW011L	Theatre Toilets/changing rooms refurbishment					200.00	200.00
R0121CW013L	Commercial - refrigeration plant				175.00		175.00
R0121CW014L	Dock floor repairs			11.65	138.35		150.00
R0121CW015L	Sculpture Court Repairs to damaged sculpture court tiling		1.33		148.67		150.00
R0121CW016L	Theatre Fly Tower Roof replacement - Roof replacement		6.23	28.69		65.09	100.00
R0121CW017L	Barbican Kitchen - Repair To Floor Damage And Redecorate				90.00		90.00
R0121CW018L / 02100149	Frobisher Crescent (4,5 & 6) Replace Metal Doors And Floor Springs				80.00		80.00
R0121CW019L	Replace Shutters In Level 1 Bars				80.00		80.00
R0121CW020L	Goods Lift Replacement (Service Art Gallery)				60.00		60.00
R0121CW023L	Conservatory - Heat Exchanger And Isolation Valves				30.00		30.00
R0121CW024L	Curve Gallery Humidifer				20.00		20.00
	4. CWP Projects (approved in 2021)						
R0122CW002L	Gas pipework tightness test and replacement of pipework and valves			66.16	83.84		150.00
R0122CW003L	Solenoid and gas interlock replacement			28.45	21.55		50.00
R0122CW005L	Replace catering grease traps				50.00		50.00
R0122CW006L	Concert Hall wheelchair accessibility study and minor works			2.00	48.00		50.00
R0122CW010L	Level 4 flooring replacement				200.00		200.00

	5. CWP Projects (approved in 2022)						
R0123CW001L	Replace Radio System					250.00	250.00
R0123CW002L	Barbican Centre suspended ceilings remedial following stat inspections					250.00	250.00
R0123CW003L	Barbican Centre CSPR and Theatre: Calorifiers and Immersion Heater					200.00	200.00
R0123CW004L	Barbican Theatre: replace failed/life expired wireless comms					50.00	50.00
R0123CW005L	Barbican Theatre: replace paging and show relay wiring distribution					40.00	40.00
R0123CW006L	Fire Alarm Upgrades (Fire Safety)					105.00	105.00
R0123CW007L	Electrical Infrastructure (Fire Safety)					210.00	210.00
R0123CW008L	Replace emergency lighting back up batteries					120.00	120.00
R0123CW009L	Barbican Restaurants: improve air extraction in wash-up areas					50.00	50.00
R0123CW010L / R0122CW0011	Redecoration of the Host changing rooms				46.00	0.00	46.00
R0123CW011L	Replacement of fire shutters and back up batteries/chargers (1st Phase)					250.00	250.00
R0123CW012L	Conservatory: Drainage clear out and gully cutting					20.00	20.00
R0123CW013L	Concert Hall Stage Access - Automated Steps SL and SR					80.00	80.00
R0123CW014L	Garden Room: H&S work and replacement of glazing panels and window bars				155.00	0.00	155.00
R0123CW015L	Barbican Theatre: replacement of damaged auditorium carpet					70.00	70.00
R0123CW016L	Replace fire/emergency evacuation signage (Fire Safety)					55.00	55.00
R0123CW017L	Conservatory H&S Works: statutory load testing/survey, terrapin area and tethering					40.00	40.00
R0123CW555L	Repair Loading Bay C Ventilation					10.00	10.00
R0123CW555L	Refurbishment of Music storage facilities on Level -3					10.00	10.00
	6. Capital Projects						
Various	Fire Projects and Confined Spaces	69.09	15.98	139.58	5,692.24	0.00	5,916.88
Various	GSMD & BC Heating, Cooling & Ventilation						0.00
2100133	Barbican Exhibition Halls - Enabling Works			1,330.26			1,330.26
02800146	Art Gallery Chiller				300.00		300.00
	Roof expansion joint and drainage system repairs						0.00
	Emergency Lighting- central battery units						0.00
	TOTALS	100.28	43.20	1,797.18	8,836.40	3,425.09	14,202.15

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank