



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 11 JANUARY 2021
Time: 1.45 pm
Venue: VIRTUAL MEETING (ACCESSIBLE REMOTELY)

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

Enquiries: Leanne Murphy
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Accessing the virtual public meeting

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

<https://youtu.be/qgjmXdfYxlc>

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

John Barradell
Town Clerk

AGENDA

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**
To approve the public minutes and summary of the last meeting held on 2 November 2020.
For Decision
(Pages 1 - 4)
4. **INTERNAL AUDIT UPDATE**
Report of the Head of Audit & Risk Management.
For Information
(Pages 5 - 14)
5. **HEALTH AND SAFETY ANNUAL REPORT**
Report of the Director of Operations and Buildings.
For Information
(Pages 15 - 24)
6. **PROJECTS UPDATE REPORT**
Report of the Director of Operations and Buildings.
(N.B. – To be read in conjunction with the non-public appendix at Item 17)
For Information
(Pages 25 - 34)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1, of Schedule 12A of the Local Government Act.
For Decision
10. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the last meeting held on 2 November 2020.
For Decision
(Pages 35 - 38)
11. **COVID-19 SITUATION UPDATE**
Report of the Chief Operating and Financial Officer.
For Decision
(Pages 39 - 58)

12. **BUSINESS PLAN UPDATE**
Report of the Chief Operating & Financial Officer.
For Decision
(Pages 59 - 62)
13. **BREXIT PLANNING UPDATE**
Report of the Managing Director.
For Information
(Pages 63 - 76)
14. **BARBICAN BUSINESS REVIEW - NOVEMBER 2020 (PERIOD 8 - 20/21)**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 77 - 84)
15. **CYBER SECURITY ANNUAL REPORT**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 85 - 92)
16. **BAD DEBTS ANNUAL UPDATE**
Report of the Chief Operating & Financial Officer.
For Information
(Pages 93 - 96)
17. **PROJECTS UPDATE: NON-PUBLIC APPENDIX**
To be read in conjunction with the report at Item 6.
For Information
(Pages 97 - 100)
18. **CONTROVERSIAL PROGRAMMING RISK REGISTER**
Report of the Interim Artistic Director.
For Information
(Pages 101 - 114)
19. **COTE RESTAURANT UPDATE**
Oral update – the Director of Operations and Buildings to be heard.
For Information
20. **RISK UPDATE**
Report of the Director of Operations and Buildings.
For Information
(Pages 115 - 152)
21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

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FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Monday, 2 November 2020**

Minutes of the virtual meeting of the Finance and Risk Committee of the Barbican Centre Board held on Monday, 2 November 2020 at 1.45 pm

Present

Members:

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

Officers:

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

1. APOLOGIES

Apologies were received from Emma Kane.

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

There were no declarations.

3. MINUTES

The draft public minutes of the Finance & Risk Committee meeting held on 7 September 2020 were approved as a correct record.

4. INTERNAL AUDIT UPDATE

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

Members were informed that the Audit Plan delivery had been completed for 2019-20 and is progressing in respect of 2020-21. As of mid-October 2020, there were no live red priority recommendations and seven live amber priority recommendations which exceeded their original target dates for

implementation. Revised target dates were supplied for these recommendations due to slippage in implementation timescales.

The Head of Audit & Risk Management confirmed that there had been good progress since the implementation of the new audit system and Officers were confident that the Centre's audit plan would be delivered. The new approach, which included the issuing of new reporting, had seen better dialogue with Senior Management and it was hoped this would help with finalising some older recommendations that were overdue past their original completion dates. Members were asked if March 2021 was an appropriate date to finalise these outstanding recommendations.

A Member was pleased to note improvements concerning bars and retail, with most recommendations largely resolved, and queried how these were being managed and followed up. Officers confirmed the audits were recently completed and would be revisited as per the targets. It was noted that follow up was generally one month after the scheduled implementation date and that timescales could be included on future reports with a follow up column providing scheduled dates.

A Member enquired if internal audit had looked at changes in process and approval of financial transactions as a result of Covid. Members were advised that this was mostly unchanged except for the ability of some committees not being able to provide oversight as normal as they were suspended at the beginning of the lockdown. Approvals still went ahead through the same system and therefore the risks had barely changed.

Another Member accepted that whilst Covid had created some different conditions, Management had committed to the internal audit contract of recommendations and there were things that had not been fulfilled as agreed which needed explanation. The Director of Operations & Buildings firstly apologised that some recommendations had not been completed as agreed, but other issues including Covid had taken priority leading to a delay. It was confirmed that strategic alignment and marketing had taken place and a new online training programme was available covering this area.

A Member proposed that the outstanding visitor experience recommendations be removed from the audit list as they formed part of the new business plan. Members agreed with the approach for Management to deal with the outstanding recommendations to allow for the Committee to deal with the live risks.

For brand management, it was suggested that a Barbican background for Members and Officers be used during remote meetings.

In response to a query concerning contracting, Members were advised that the audit focussed on routine transaction review work. The Head of Audit & Risk Management hoped to introduce a Corporation-wide programme to routinely pick up compliance work and regular audit assurance including an analytics dashboard evaluating a range of controls.

RESOLVE - That Members:-

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

5. PROJECTS UPDATE REPORT

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

The Director of Operations and Buildings gave thanks to Members for their support and noted the huge amount of work being done behind the scenes to deliver the large pipeline of works which was moving forward.

RECEIVED.

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

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

8. EXCLUSION OF THE PUBLIC

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

9. NON-PUBLIC MINUTES

The draft non-public minutes of the Finance & Risk Committee meeting held on 7 September 2020 were approved as a correct record.

10. COVID-19 SITUATION UPDATE

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

11. PROJECTS UPDATE: NON-PUBLIC APPENDIX

The Committee received the non-public Projects Update appendix to be read in conjunction with item 5.

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

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

13. CONTROVERSIAL PROGRAMMING RISK REGISTER

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

14. RISK UPDATE

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

15. REPORT OF ACTION TAKEN

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

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

There were no questions.

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

There were no urgent items.

The meeting ended at 2.57 pm

Chairman

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

Summary

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

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

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

Current Position

Delivery of Internal Audit Work

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

Bars

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

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

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

Security

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

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

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

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

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

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

Audit Plan 2021-22

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

Live High Priority Recommendations

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

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

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

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

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

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

Corporate & Strategic Implications

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

Conclusion

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

Appendices

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

Cirla Peall

Audit Manager, Chamberlain's Department

Internal Audit Work 2020-21

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

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

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

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

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

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

Summary

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

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

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

Recommendation(s)

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

Main Report

Background

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

Current Position

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

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

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

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

Certificate of Assurance

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

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

Audit

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

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

Health and Safety Committee Meetings

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

Accident Reporting

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

DSE

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

Top X-Pentana Reporting System

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

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

Health, Safety and Wellbeing Plan and Policy

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

Asbestos Management

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

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

Water Systems Management

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

Covid-19 Secure Measures

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

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

Corporate & Strategic Implications

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

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Agenda Item 6

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

Summary

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

Recommendation(s)

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

Main Report

Background

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

Current Position

CWP projects

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

*Project main works complete but snagging may be outstanding.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Current position (Capital Projects)

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

Proposals

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

Options

No alternative options are suggested in this report.

Key Data

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

Strategic Implications

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

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

- Financial implications

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

- Resource implications

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

- Legal implications

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

- Risk implications

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

- Equalities implications

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

- Climate implications

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

- Security implications

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

Conclusion

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

Appendices

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

Background Papers

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

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