



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 10 JANUARY 2022

Time: 1.45 pm

Venue: INFORMAL HYBRID PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Tijds Broeke (Chair) Anne Fairweather
Deputy Tom Sleight (Deputy Chair) Robert Glick
Randall Anderson Deputy Wendy Hyde
Russ Carr Alderman David Graves

Enquiries: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this public meeting at the below link:
<https://youtu.be/E8w29TEmdTU>

This meeting will be a hybrid meeting with participation virtually and from a physical location. Any views reached by the Committee today will have to be considered by the Joint Interim Managing Director after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 16 December 2021, to recommence hybrid meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public 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 non-public summary of the last meeting held on 1 November 2021.

For Decision
(Pages 7 - 10)
4. **INTERNAL AUDIT UPDATE**
Report of the Head of Audit and Risk Management.

For Information
(Pages 11 - 24)
5. **HEALTH AND SAFETY ANNUAL UPDATE**
Report of the Director of Operations and Buildings.

For Information
(Pages 25 - 36)
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 16)

For Information
(Pages 37 - 42)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIR 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

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the last meeting held on 1 November 2021.

For Decision
(Pages 43 - 46)

11. **BARBICAN BUDGET 2022/23 (TO FOLLOW)**
Report of the Joint Interim Managing Directors.
For Decision
12. **BARBICAN BUSINESS REVIEW - NOVEMBER 2021 (PERIOD 8 - 21/22)**
Report of the Joint Interim Managing Director.
For Information
(Pages 47 - 64)
13. **RISK UPDATE**
Report of the Director of Operations and Buildings.
For Information
(Pages 65 - 94)
14. **CONTROVERSIAL PROGRAMMING RISK REGISTER**
Report of the Joint Interim Managing Director and Director of Arts and Learning.
For Information
(Pages 95 - 104)
15. **CHANGE IN ACCOUNTING TREATMENT FOR EXHIBITIONS**
Report of the Joint Interim Managing Director
For Information
(Pages 105 - 108)
16. **PROJECTS UPDATE: NON-PUBLIC APPENDIX**
To be read in conjunction with item 6.
For Information
(Pages 109 - 112)
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

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FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Monday, 1 November 2021**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Committee Room 2, 2nd Floor, West Wing, Guildhall on Monday, 1 November 2021 at 1.45 pm

Present

Members:

Tijs Broeke (Chair)
Randall Anderson
Russ Carr
Robert Glick
Deputy Wendy Hyde

Officers:

Sandeep Dwesar - Interim Managing Director, Barbican Centre
Will Gompertz - Interim Managing Director, Barbican Centre
Jonathon Poyner - Director of Operations and Buildings, Barbican Centre
Natasha Harris - Director of Development, Barbican Centre
Matthew Lock - Head of Audit & Risk Management, Chamberlain's Department
Sarah Wall - Assistant Accountant, Barbican Centre
Dominic Smith - Head of IT, Barbican Centre and Guildhall School of Music & Drama
Leanne Murphy - Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Tom Sleigh, Anne Fairweather and Alderman David Graves.

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 and Risk Committee meeting held on 6 September 2021 were approved as a correct record.

4. INTERNAL AUDIT UPDATE

The Committee received a report of the Head of Audit and Risk Management regarding Internal Audit activity related to the Barbican Centre since the July 2021.

Members were pleased that funds had been secured to bring a planned audit forward to this year and hoped this would include Spektrix.

With regards to the concluding remark within the report that "scope exists to strengthen the internal management processes for tracking recommendations implementation and ensuring that evidence is provided to Internal Audit in line

with target dates”, a Member asked what thought had been made by Management concerning this criticism. Officers confirmed it was a fair criticism and Management were prioritising this to respond faster.

The Member recommended implementing an internal tracking mechanism. It was noted that the Guildhall School of Music and Drama had implemented a system which meant risks went to Directors and were discussed at Management Team meetings. It was agreed this process should be implemented at the Barbican to ensure oversight and ownership.

RECEIVED.

5. PROJECTS UPDATE REPORT

The Committee received a report of the Director of Operations and Buildings presenting an update on the refurbishment and maintenance projects within the Cyclical Works Programme and additional projects funded from other sources.

A Member enquired why work to the Art Gallery had not been funded despite being a high priority. Officers advised that access was an issue and the window of opportunity to complete the work was lost. It was understood from the Chairman of Finance Committee that the funding would be carried over and it was hoped a new window for the work would be found soon. the Chair requested confirmation that this funding was secured.

In response to a query concerning carbon energy use, Officers agreed to bring an update to the Committee’s next meeting.

RECEIVED.

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

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

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 and Risk Committee meeting held on 6 September 2021 were approved as a correct record.

10. BARBICAN BUDGET 2022/23

The Committee considered a report of the Joint Interim Managing Director setting out the current working budget position for 2022/23.

11. **PROJECTS UPDATE: NON-PUBLIC APPENDIX**
The Committee received a non-public Projects Update appendix to be read in conjunction with item 5: Projects Update Report.
12. **CYBER SECURITY CURRENT POSTURE**
The Committee received a report of the Joint Interim Managing Director providing a summary of the Barbican's Information Security posture.
13. **BARBICAN BUSINESS REVIEW - SEPTEMBER 2021 (PERIOD 6 - 21/22)**
The Committee considered a report of the Chief Operating and Financial Officer setting out the Barbican Business Review for September 2021 (Period 6 – 21/22).
14. **CONTROVERSIAL PROGRAMMING RISK REGISTER**
The Committee received a report of the Interim Artistic Director presenting the Controversial Programming Risk Register which identified potential risks arising from specific programmed events and activities and outlined any mitigating action taken.
15. **RISK UPDATE**
The Committee considered a report of the Director of Operations and Buildings outlining the risk management system in place at the Barbican Centre, presenting significant risks and how these would be mitigated.
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
17. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting ended at 2.47 pm

Chairman

Contact Officer: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk

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| | |
|---|------------------------|
| Committee(s) | Dated: |
| Finance & Risk Committee of the Barbican Centre Board | 10/01/2022 |
| Subject: Internal Audit Update | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | N/A |
| Does this proposal require extra revenue and/or capital spending? | N |
| If so, how much? | N/A |
| What is the source of Funding? | |
| Has this Funding Source been agreed with the Chamberlain's Department? | N/A |
| Report of: Head of Audit & Risk Management | For Information |
| Report author: Cirla Peall, Audit Manager | |

Summary

This report has been prepared to provide Members with an update in respect of Internal Audit activity related to the Barbican Centre since the November 2021 meeting of this Committee. Audit Plan delivery for 2021-22 is in progress and formal Internal Audit follow-up of recommendations is ongoing to enable the provision of a revised assurance opinion for each previously completed audit.

As at mid-December 2021 there are no live red priority recommendations and fourteen live amber priority recommendations which arose from three audits.

Details of indicative audit coverage for 2022-23 are provided.

Recommendation(s)

Members are asked to:

- Note the report

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. Audit scope and control objective information is reported in respect of agreed terms of reference. A summary of outcomes is reported for finalised audit work i.e. where full management responses have been received and agreed.
3. In terms of high priority recommendations, this report provides Members with the latest implementation position, based on formal audit follow-up undertaken and, where appropriate, interim updates from Barbican management.

Current Position

Delivery of Internal Audit Work

4. The status of 2021-22 Plan delivery is outlined in Appendix 1, reflecting work in progress and the outcomes for completed work. Detailed outcomes are set out below but are summarised as:
- One Audit is at Draft Report Stage.
 - Fieldwork for one Audit is in progress.
 - One formal follow-up exercise has been completed.
 - One formal follow-up exercise is scheduled for January 2022.
 - One audit and one spot check will be undertaken in Q4; exact timing to be confirmed with Barbican management.

Retail: Online Shop & Branded Merchandise

5. This Audit is at draft report stage, with findings and recommendations under consideration by Barbican management. The objective of this Audit was to provide assurance over the internal control framework and process efficiency of the general operation of the online shop, as well as the mechanisms in place to ensure a profitable commercial operation; we have given an Amber (moderate) assurance rating. It is anticipated that this Audit report will be finalised by the time the Committee meets, a verbal update will be provided.

Barbican & GSMD - Facilities Management & Maintenance: First Follow-Up

6. A formal follow-up exercise was carried out in respect of this 2020-21 Audit. Internal Audit confirmed implementation of four recommendations, resulting in maintenance of a moderate assurance rating.
7. Revised target timescales have been received for resolution of all but two of the outstanding issues; these dates range between January and June 2022. Internal Audit will undertake a second follow-up exercise in June 2022.

| Audit: | Facilities Management & Maintenance | | | | |
|--------------------|--|------------------|----|----------------------------|-----------------|
| Final Report Date: | March 2021 | Issues Raised: | 14 | Original Assurance Rating: | Moderate |
| Follow-up Review | December 2021 | Issues Resolved: | 4 | Revised Assurance Rating: | Moderate |

8. Nine of the ten live recommendations from this joint audit with GSMD relate to the Barbican Centre and are reflected in the attached live recommendations appendix; the remaining recommendation from the 2020-21 audit has been excluded as it relates solely to GSMD.

Live High Priority Recommendations

9. As at mid-December 2021 there are no live red priority recommendations and fourteen live amber priority recommendations, spanning three audits, as summarised at **Appendix 2**. It should be noted that:

- Implementation evidence is required in order to close down one recommendation (currently assessed as partially implemented), this remains open until such time as there is a body of evidence to validate this control in operation.
- A second follow-up exercise will be carried out in June 2022 respect of the Audit of Facilities Management and Maintenance.
- Four of the live recommendations relate to an Audit which is scheduled for follow-up in January 2022, in line with the latest target implementation date of December 2021. Interim management updates have been obtained.

2022-23 Audit Planning

10. The Internal Audit Plan 2022-23 is attached at Appendix 3 and contains two categories: shortlisted items, which are considered higher priority and, longlisted items, from which we may form the balance of the 2022-23 Internal Audit Plan. Internal Audit assurance activity is expected to comprise four or five reviews, depending on the scale and depth of coverage. Provisional follow-up exercises are shown and will proceed dependent upon the outcomes of the three live 2021-22 audits: Online Retail & Branded Merchandise, Fire Safety and Spektrix.

Corporate & Strategic Implications

11. 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

12. Members are asked to note the details of delivery of the 2021-22 Audit Plan and the live high priority recommendations position as at mid-December 2021. Recent completion of a follow-up exercise has resulted in maintenance of a moderate assurance opinion and a second follow-up exercise will be carried out in June 2022. Planned Internal Audit coverage for 2022-23 has been set out.

Appendices

- Appendix 1: 2021-22 Barbican Audit Plan Progress
- Appendix 2: Live High Priority Recommendations
- Appendix 3: Audit Plan 2022-23

Cirla Peall

Audit Manager, Chamberlain's Department
Cirla.peall@cityoflondon.gov.uk

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Internal Audit Plan Delivery 2021-22

| Project | Current Stage | Assurance Rating | Recommendations Raised | | | |
|---|---------------|------------------|------------------------|-------------|-------------|-------|
| | | | Total Red | Total Amber | Total Green | Total |
| Audits & Spot Checks | | | | | | |
| <u>Retail: Online Shop & Branded Merchandise</u> To provide assurance over the internal control framework and process efficiency of the general operation of the online shop, as well as the mechanisms to ensure a profitable commercial operation, and examining profitability of the online shop and the various branded product lines (sold via all channels). | Draft Report | - | - | - | - | - |
| <u>Fire Safety – part of rolling programme of Health & Safety assurance work</u> Terms of reference finalised December 2021: the purpose of the audit is to obtain assurance that there is an adequate control framework in place to comply with relevant legislation and manage the risk of fire at the Barbican Centre. | In Progress | - | - | - | - | - |
| <u>Spektrix (Ticketing System): Revisited</u> Building on the 2020-21 audit, which looked at initial systems implementation, to examine the system in full operation. | Q4 initiation | - | - | - | - | - |
| <u>Ticketing: Reissue, resale and 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. | Q4 initiation | - | - | - | - | - |
| TOTAL RECOMMENDATIONS RAISED | | | 0 | 0 | 0 | 0 |

| Project | Current Stage | Assurance Rating | Recommendations Outstanding | | | |
|---|------------------|------------------|-----------------------------|-------------|-------------|----------|
| | | | Total Red | Total Amber | Total Green | Total |
| Audit Follow-Ups | | | | | | |
| <u>Security: Follow-Up of 2020-21 Audit – first follow-up</u> Follow-up of the audit finalised in January 2021 and which had a moderate assurance opinion. Sufficient evidence was received to demonstrate implementation of all six recommendations, resulting in a substantial assurance opinion as at September 2021. | Complete | Substantial | 0 | 0 | 0 | 0 |
| <u>Barbican & GSMD Facilities Management & Maintenance: Follow-Up of 2020-21 Audit – first follow-up</u> Follow-up of the audit finalised in March 2021 and which had a moderate assurance opinion. <i>A second follow-up exercise will be carried out in June 2022.</i> | Complete | Moderate | 0 | 9* | 0 | 9* |
| <u>Spektrix: Follow-Up of 2020-21 Audit – first follow-up</u> Follow-up of the audit finalised in June 2021 and which had a moderate assurance opinion. | Due January 2022 | - | - | - | - | - |
| RECOMMENDATIONS OUTSTANDING AT FOLLOW-UP | | | 0 | 9 | 0 | 9 |

‘*’ Ten live recommendations, nine of which relate to the Barbican Centre.

Schedule of Barbican Centre Live High Priority Recommendations as at mid-December 2021

| Recommendation Area | Priority | Original Target Date | Revised Target Date | Status & Comments |
|--|----------|----------------------|---------------------|---|
| IT Projects – January 2020 | | | | |
| <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 | 31/01/2020 | 31/01/2021 | <p><u>Internal Audit Comment:</u> Partially Implemented and overdue against revised target date. Implementation evidence (PIF form and associated guidance) required in order to assess as fully implemented.</p> |
| Barbican & GSMD – Facilities Management & Maintenance – March 2021 | | | | |
| <p><u>2. 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.</p> | Amber | 30/09/2021 | 31/03/2022 | <p><u>Internal Audit Comment:</u> Formal follow-up exercise concluded in December 2021 and determined that these recommendations are outstanding.</p> |
| <p><u>3. 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.</p> | Amber | 31/05/2021 | 31/01/2022 | |
| <p><u>4. Facilities Management & Maintenance (MK3656)</u> The Head of Engineering and Projects should implement a framework for monitoring the quality of Programmed Maintenance, completed by both Skanska and the Engineering Team.</p> | Amber | 15/07/2021 | 31/03/2022 | |

| Recommendation Area | Priority | Original Target Date | Revised Target Date | Status & Comments |
|--|----------|----------------------|---|-------------------|
| <u>5. Facilities Management & Maintenance (MK 3660)</u> The Head of Engineering and Projects should ensure that all water management tasks are set out within the Programmed Maintenance Schedules. | Amber | 31/05/2021 | 31/03/2022 | |
| <u>6. 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 | 31/03/2022 | |
| <u>7. Facilities Management & Maintenance (MK 3664)</u> The Head of Engineering and Projects should implement a framework for monitoring the quality of Reactive Maintenance, completed by both Skanska and the Engineering Team. | Amber | 15/07/2021 | 31/03/2022 | |
| <u>8. 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 | 30/06/2022 | |
| <u>9. Facilities Management & Maintenance (MK 3666)</u> The Head of Engineering and projects should enhance monitoring arrangements to ensure that quoted works are subject to approval prior to works being initiated. | Amber | 31/05/2021 | TBC | |
| <u>10. 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 | 31/03/2022 | |
| <u>Audit of Spektrix – June 2021</u> | | | | |
| <u>11. Ticketing System (MK 3747)</u> | Amber | 31/12/2021 | <u>Internal Audit Comment:</u> Formal follow-up exercise to be carried out in respect of this audit in January 2022. | |

| Recommendation Area | Priority | Original Target Date | Revised Target Date | Status & Comments |
|--|----------|----------------------|---------------------|--|
| Controls should be strengthened to reduce the risk of unauthorised system access, either through Single Sign-On (SSO) or increased Spektrix password controls. | | | | <p>Interim management updates are reflected against each recommendation.</p> <p><u>Management Update:</u> We have invested in providing Microsoft Enterprise Mobility and Security (EMS E3) for all our users. Aside from other security improvements we are looking to use one feature of this product to provide a single-sign-on layer for the Spektrix web client application. It is theoretically possible but the concept has not yet been proved. Once licences are in place in October we should be able to clarify whether this approach is technical possible by end November.</p> |
| <p><u>12. Ticketing System (MK 3770)</u> The Head of Systems and Data should undertake an exercise with key users to review the deliverables in the tender document to establish the latest position, determine what has been delivered and what is still needed to be implemented to support delivery of departmental and corporate objectives.</p> | Amber | 30/09/2021 | | <p><u>Management Update:</u> Our initial review of the requirements set out in the tender document has identified that the “must-have” requirements are generally met, except notably YLD002 regarding dynamic pricing. In retrospect it was unrealistic for us to set this as a must-have requirement (for launch) given that even now we have not settled our own policy for dynamic pricing. Also, we note that Spektrix does not truly support this feature, even using their recommended solution (Activity Stream). This was likely a misinterpretation of the requirement.</p> |

| Recommendation Area | Priority | Original Target Date | Revised Target Date | Status & Comments |
|--|----------|----------------------|---------------------|--|
| | | | | <p>They are now actively developing this feature in collaboration with a third-party supplier (Digonex) and have (without commitment) said that it may be ready in 2022. In the meantime they are assisting us with a manual implementation.</p> <p>Our next step is to engage stakeholders in a regular CRM and ticketing stakeholders / community of interest group, likely to be held monthly.</p> <p>Overall it is clear that writing a large number of specific requirements, expressed in a rigid tabular format, is not a useful way of defining the behaviour and usage of a piece of software that is just one piece of a major business change project whose precise outcomes could not have been predicted.</p> |
| <p><u>13. Ticketing System (MK 3771)</u> Barbican management should request formal reports on performance against SLA targets and undertake regular service performance review meetings to ensure that: targets are being met, issues are identified at the earliest opportunity, and appropriate action is taken on a timely basis.</p> | Amber | 30/09/2021 | | <p><u>Management Update:</u> We have continued to hold quarterly performance reviews with our Account Manager and sometimes the Head of Support. The most recent was 28 September. Reporting on this is annual.</p> |
| <p><u>14. Ticketing System (MK 3774)</u> System and / or management controls over refunds should be applied as soon as practicable to minimise the risk of fraud and error.</p> | Amber | 30/09/2021 | | <p><u>Management Update:</u> The ability to restrict refunds to only be made to the original payment card was a specific requirement for the replacement of our ticketing system.</p> |

| Recommendation Area | Priority | Original Target Date | Revised Target Date | Status & Comments |
|---|-----------------|-----------------------------|----------------------------|--|
| Where refund restrictions have been lifted, there should be regular review of available management information. | | | | With this in place it was always the intention to broaden the ability for refunds to be actioned by a wider pool without seeking management approval in certain scenarios. Management approval is still sought in circumstances other than performance cancellations or corrections and Management review refund reports on a regular basis. We do however wish to continue to press our supplier, Spektrix, for the development of more granular control of system permissions including refunds. |

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Barbican Centre Internal Audit Plan 2022-23

| Areas of Audit Coverage | Internal Audit Comment |
|---|--|
| <u>Shortlist – high priority coverage</u> | |
| Audit: Organisational Culture & Staff Experience | <p>The timing and detailed scope of this work will give consideration to the timetable for completion of management actions resulting from the HR review into staff experiences of racism.</p> <p>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.</p> |
| Audit: Cyber Security | This is intended to provide assurance on the adequacy and effectiveness of the key controls related to cyber security to minimise the risk of unauthorised access impacting on information confidentiality, service delivery and network integrity and availability. |
| Follow-Up: Online Retail & Branded Merchandise | Dependent upon the outcome of the 2021-22 audit |
| Follow-Up: Fire Safety | Dependent upon the outcome of the 2021-22 audit |
| Follow-Up: Spektrix | Dependent upon the outcome of the 2021-22 extended follow-up |
| <u>Longlist – potential additional areas</u> | |
| Health and Safety | Rolling programme, specific theme to be determined. |
| Finance – Use of Control Accounts | |
| International Enterprise and Gallery Tours | |

| Areas of Audit Coverage | Internal Audit Comment |
|---------------------------------|------------------------|
| Contract Performance/Management | |
| Creative Learning | |
| Theatre Tax Credits | |

| | |
|---|---------------------------------|
| Committee(s): | Date: |
| Finance and Risk Committee of the Barbican Centre Board – For Information | 10 January 2022 |
| Barbican Centre Board – For Information | 19 January 2022 |
| 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 2022.

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 2021 and progress items for 2022.

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 workload 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. In addition to our CWP and capital investment we are now working towards Barbican Renewal. We have also rolled out a significant amount of training and reviewed policies and procedures (Barbican Protect) meaning we are in an ever-better position.
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 have continued to deliver funding for improvement on high risk working areas for maintenance staff and contractors. The security project is now complete, and the fire safety projects, now managed by the City Surveyor, continue to progress. We have completed a fire safety review with our contractor, and findings have been fed into the fire safety project. We have liaised with Barbican Estates Office, and the City Surveyor on projects in the area. We have established project groups to ensure alignment of the many projects going on within the wider Barbican Estate and our community as a whole. The funding for Health & Safety in the Ex Halls is being delivered and those are currently to be delivered back to the Barbican in a dormant state. The overhead waterproofing works will be completed by 2024/25, and work within the Ex Halls will be aligned with Barbican Renewal and our new Artistic Strategy.
 6. We are working with City colleagues to move from corporate contracts for TFM (Total Facilities Management) to the new IFM (Integrated Facilities Management) contracts. This 'ever closer where appropriate' approach has reduced City risk, increased City line of sight and alignment and led to ever closer 'one team' working across the City. This, combine with our 'Alliance' with GSMD and one team approach has further reduced risk and built-in resilience. This has proven to be very useful and timely during the global pandemic.
 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 TOM. We continue to make our business and buildings fit for purpose and appropriate for the future. Our Directorate continue to work with Board on the new artistic vision, incorporating EDI, and this will shape Barbican Renewal and the Ex Halls in the future. The one team

approach across operational teams and contractors is in and working well, and without it we may not have got through the pandemic thus far. The culture as regards Health & Safety is further improved, and online training has been invaluable during the pandemic. Our Health, Safety and Wellbeing Committee continues to be well attended and supported. Staff awareness of their responsibilities and that of Management has also increased.

9. Our Fire Strategy Management Group includes colleagues from Barbican and Guildhall School and then also City colleagues. The Barbican Area Project Board (BAPB) has representatives from Barbican, Barbican Estate, City Surveyor's, and others as required from time to time. These groups ensure a more joined-up 'one team' crosscutting approach to our strategy. All staff have continued to receive their daily shift briefings, including fire and counter terrorism, and full fire evacuations, and onsite and tabletop BCP counter terrorism have been conducted. We continue to revisit our own ad hoc fire safety list, adding any finding from audits and reports, and delivering works as appropriate whilst we wait for the fire safety project to deliver in all areas. We have conducted a ground-up buildings fire strategy review with external professionals, with any findings being fed into the fire strategy capital project. This will also be used to shape Barbican Renewal.
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

11. In line with City of London procedures. the Centre will submit the Annual Certificate of Assurance, signed off by the Managing Directors, in March 2022.
12. In 2021, along with all generic aspects 2021 along with all generic aspects for the Centre's compliance, our Health, Safety and Wellbeing initiative has focused in particular on counter terrorism, fire safety and Covid. We have also worked with City colleagues on mental health first aider training and supporting staff returning to work post Covid. We have also established ERGs to focus on areas of equality, diversity and inclusion. (Work on this continues.)
13. As introduced in 2019, we will again this year review across all departments, giving a more holistic and realistic assessment of our progress. In 2021, Covid has naturally remained at the top of our agenda, but we have invested heavily in CWP, capital and PSDS projects, which by their nature make us safer, many of the projects being Health & Safety related, and also in training, including health, safety and wellbeing, first aid, counter terrorism and fire safety. All staff received risk assessments prior to their return to work.
14. Our principles during the Covid period have included: 1. aligned with UK Gov; 2. aligned with City where appropriate; 3. risk-based, with all risk assessments signed off by City for implementation; 4. flexibility of plan and mindset; 5. make the most of any opportunities that present themselves from time to time.

Audit

15. We have continued to work closely with our City colleagues including Health & Safety and Wellbeing, CORMG, Pentana and external specialists. We have continued to focus on fire safety, counter terrorism and other areas such as confined and dangerous spaces. We continue to work with City colleagues and external specialist contractors. This year's audits have seen facilities management (and our asset management strategy), reviewed, so too our security arrangements, with good progress being reported. We have also just initiated an audit of our fire safety arrangements, with a view to checking progress and assisting us with our priorities moving forward. Any findings in any of the audits will be incorporated in our prioritised plans and will be used to help set our CWP and capital plans plus also Barbican Renewal.
16. Throughout the pandemic we have continued to deliver online or onsite training for staff, making the most of the opportunity presented to us. We have also continued and indeed increased the pace, because of the increased access during lockdown, of the delivery of projects including capital, CWP, and PSDS. We have 'maintained and enhanced' (Gove) the skills of the staff, and 'maintained and enhanced' the national asset, putting us in the 'vanguard of our sector' (Chairman). This would not have been possible without the ongoing support of City colleagues and the funding and support provided by Members, for which we are most grateful. After each lockdown, we have worked with staff to ensure that they are appropriately trained and rehearsed to open the building safely. Staff are commended for their continued support and engagement with all of this, which has made reopening possible and safe for our staff, the public and our residents.
17. We have also taken the time to review many of our policies, processes and procedures. Coming out of this, for example, we now have a bespoke security training package, (e-SOP), for our Standard Operating Procedures. We have also taken the time to continue our maintenance work to ensure that we remain and indeed improve our compliance standards. This has included working in areas such as legionella, asbestos, fire stopping and the general reliability of what is by now aged equipment.

Health and Safety Committee Meetings

18. 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.

19. 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).
20. The Barbican has an active and functioning Health, Safety and Wellbeing Committee. 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 latest meeting was held on 18th October 2021, the next meeting is planned for 6th January 2022.
21. In addition to the Health, Safety and Wellbeing meetings, we hold a Buildings and Operations meeting plus regular Directorate and Management Team meetings, which have a risk section as a standing item. In addition, in areas of particular risk, for example fire safety, we hold regular meetings, which include City colleagues where appropriate in order to ensure for example project progress. We have also established the Barbican Area Advisory Group (BAAG) and the Barbican Area Projects Board (BAPB), which cover projects across the whole estate and our community so as to ensure alignment.

Accident Reporting

22. The Barbican Centre continues to use 'Reportline', (locally known as SANTIA), for reporting and tracking accidents/incidents. 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.
23. 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

24. 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.

25. We have trained assessors for the WorkRite system and are working with HR who continually update this training. During Covid times, we have had some people who have primarily worked at home, and others who have primarily worked on site. We have adopted measures on site to comply with UK Gov and City arrangements. Our office review made recommendations, but these had to be paused during Covid, not least because we needed additional space for teams who had to be on site to comply with the appropriate UK Gov recommendations. We continue to revisit this and ensure that it aligns with Barbican Renewal.

Top X-Pentana Reporting System

26. 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.
27. 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.
28. 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.
29. Red departmental risks are reported to CORMG, ELB and the Audit and Risk Management Committee.
30. We currently have no corporate risks. Our departmental red risks remain centred around Covid, buildings and the business model. We have continued to work with the City insurance team and RSA. Having completed many audits during the period, we hope that the next RSA visit will be as positive as the last one, indeed more so. 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

31. 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.

32. A copy of the Centre's Health, Safety and Wellbeing Plan and Policy commitment is displayed on departmental notice boards.
33. 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 2022.

Asbestos Management

34. 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.
35. 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.
36. The new Asbestos Management Plan is updated annually and includes any results of the reinspection survey. Our Head of Engineering continues to ensure that asbestos and other compliance type registers remain a priority for the team. Over recent years we have continued to build up records on the City's CAFM system, working closely with the City Surveyor and the City's own contractors. The City will be introducing a new CAFM system in due course, and this will be much more appropriate for our need and more effective in its usefulness moving forward. This can also be used to help shape Barbican Renewal. Ultimately, as we continue to add information to the CAFM system, we will build up a true picture of our maintenance and capital need, and this will assist ever more efficient business planning and budgeting.

Water Systems Management

37. 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.

38. The periodic water hygiene monitoring is completed via the City's own contractor arrangements with Skanska providing this service. We have conducted our fixed test and inspection programme. Electronic copies of test results are added to the centralised corporate database system.
39. 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).
40. We have registered any PCBs (Polychlorinated Biphenyls) as required under the recently introduced legislation. These are registered via the Environment Agency.

Covid-19 Secure Measures

41. 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 the CoL Health and Safety Team. We have had no issues throughout pandemic in this regard, and the system has worked well.
42. Throughout the pandemic, the Barbican has used the risk assessment methodology to ensure that it is compliant with any change in legislation or guidance. This has included social distancing, air movement (to CIBSE standards), access control and hand gels for example. Much of our work has been able to be carried out off site, including for example aspects of ticketing. Our IT team have done a superb job to enable this to be achieved securely. Many of our activities had to be carried out on site, i.e., public safety and getting shows up, and appropriate risk assessments have been employed throughout the pandemic to ensure that we meet the latest safety standards. Risk assessments are signed off by the City, and we work closely with our City colleagues at all times.
43. We have continued with our BCP Gold sessions on a weekly basis, increasing them to twice a week, (or as required), as waves have hit. Our BCP Silver has continued most of the time and where required, e.g., most frequently as waves hit, and less frequently or not at all during the summer. In addition, our local department and teams meetings have continued as usual and provide the Bronze level of planning and assurance. We have attended City Gold and City Silver (PSG) throughout the pandemic, as and when they have been called. This has been incredibly useful to ensure alignment in both of direction and timings.
44. 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.
45. We continue to review and provide training to staff, and mental health support is available. In addition, we are rolling out a programme, again working with City colleagues, to ensure alignment for ERGs (Employee Resource Groups). These are being well received.

46. We have conducted onsite exercises, tabletop exercises, and reviews of our BCP/MI documents. The next cycle starts in the late winter. Having dealt with a global pandemic, the assorted terrorist related incidents in the City, flooding, loss of power, loss of water, loss of heating and cooling, loss of Citigen, loss of water from Thames Water, and other local incidents, teams have become quite competent at dealing with BCP and major incidents. The investment in the building and our people has also meant that we are better able to withstand or respond to such incidents. The introduction of our Alliance (Barbican Centre and Guildhall School) has given us a critical mass we did not have before and means that adjoining buildings are now managed and maintained to the same standard and processes, and that projects are aligned. This has also made significant steps towards providing an ever-safer work environment and reducing risk for the City. In addition to this, our strategy of working 'ever closer where appropriate' with the City Surveyor, and the resultant adoption of City contracts where appropriate, means that we have further reduced the City's risk and increased the City's line of sight as regards how we manage the City's assets and look after the City's people.
47. Regular revision of the general Risk Assessment continues and is sense checked with CoL Health and Safety team.
48. This year has continued to mean a focus on Covid safety, but we have also taken the time to focus on other areas such as security, fire safety, wellbeing, and EDI/ERGs. We have also conducted many audits, giving us reassurance as to the work we have carried out over the past few years. We continue to work with colleagues at the City to use the CWP, capital and PSDS investment streams to work towards safer and more efficient buildings. We continue to work towards Barbican Renewal and will ensure that all of our work aligns appropriately with Barbican Renewal.

Corporate & Strategic Implications

- o Strategic implications – Explain and provide assurance about how this proposal aligns with and will support the delivery of the Corporate Plan, any relevant corporate strategies and any relevant regional / national policies / international agreements. 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 – Explain how you have ensured the proposal complies with our public Sector Equality Duty 2010 - will the proposals within this report have any impact (positive or negative) on people protected by existing equality legislation – age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity? If so, this section should address how this will be factored into decision making, including reference to the Equality Impact Assessment if appropriate n/a
- o Climate implications n/a
- o Security implications n/a

Jonathon Poyner

Director of Operations and Buildings

T: 020 7382 7301

E: jonathon.poyner@barbican.org.uk

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Agenda Item 6

| | |
|---|------------------------|
| Committee(s) | Date: |
| Finance and Risk Committee of The Barbican Centre Board – For information | 10 January 2022 |
| Barbican Centre Board – For information | 19 January 2022 |
| 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 summary on the 43 live Barbican refurbishment and maintenance projects of which, 6 are capital projects.
2. The City Surveyor is delivering 4 capital projects on behalf of the Centre acting as the intelligent client.
3. The financial information on each project is given in a separate non-public appendix containing commercially sensitive information. There are no serious concerns raised in this report.
4. However, the recent change of process whereby projects must be completed within one financial year creates considerable risk to the delivery of projects at the Barbican Centre.

Recommendation(s)

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

Main Report

Background

1. The Operations and Buildings Directorate's strategy to maintain, improve and enhance the facilities, continues through the progression of building and refurbishment projects funded by the Cyclical Works Programme (CWP) or the Corporation's (City Fund) Capital reserves.
2. Historically, CWP projects had to be completed within three years from when the funding started. For the 2021/22 financial year projects must be completed within that single financial year.

Current Position

CWP projects

3. The Centre has 37 approved live CWP projects; There are two projects remaining from the 2018 year of approval, six from 2019, and 21 from 2020.
4. Funding for 10 new CWP projects became available in April 2021, two of which have now had their funding returned as the Public Sector Decarbonisation Scheme (PSDS) will incorporate this work.
5. A financial summary of CWP projects is given in the table below:

| Financial year approved | Original no of CWP Projects | Original CWP Combined Projects Value £000s | No of Live (Outstanding) CWP Projects | Combined Live CWP Projects Value £000s |
|-------------------------|-----------------------------|--|---------------------------------------|--|
| 2017/18 | 19 | 2,421 | 0 | 0 |
| 2018/19 | 10 | 1,065 | 2 | 245 |
| 2019/20 | 14 | 1,255 | 6 | 655 |
| 2020/21 | 24 | 3,745 | 21 | 3,435 |
| 2021/22 | 10 | 972 | 8 | 815 |

6. The project status summary is given for CWP projects below:

| Financial year | No of Live (Outstanding) CWP projects | Project status (RAG) | | |
|----------------|---------------------------------------|----------------------|-------|-------|
| | | RED | AMBER | GREEN |
| 2017/18 | 0 | 0 | 0 | 0 |
| 2018/19 | 2 | 0 | 2 | 0 |
| 2019/20 | 6 | 0 | 0 | 6 |
| 2020/21 | 21 | 0 | 0 | 21 |
| 2021/22 | 8 | 0 | 8 | 0 |

7. Red status projects
Not applicable

8. Amber status projects

There are currently 10 CWP projects with an amber project status due to the funding deadline of March 2022. All 10 projects are being prioritised with an aim to have the funding committed by the end of March 2022 and conversations with the City are ongoing regarding the potential to return any remaining balances to allow other urgent CoL CWP projects to be funded. Potential funds to be returned are either from projects completed below budget or projects that have been superseded by the Public Sector Decarbonisation Scheme (PSDS) project and are therefore no longer required.

The 10 projects are:

- Replace Barbican Kitchen doors
- Replace electrical distribution boards
- Replace CSPR and catering plant room calorifiers
- Gas pipework tightness test/Replacement of pipework and valves
- Replace gas solenoid and gas interlocks
- Replace Barbican Library flooring
- Replace grease traps (catering)
- Concert Hall Accessibility study and minor works
- Repair/replace conservatory louvres /environmental controls
- Replace level 4 flooring

9. The project status summary is given for the Capital projects below:

| Financial year | No of Live (Outstanding) Capital projects | Project status (RAG) | | |
|----------------|---|----------------------|-------|-------|
| | | RED | AMBER | GREEN |
| 2017/18 | 0 | 0 | 0 | 0 |
| 2018/19 | 2 | 1 | 0 | 1 |
| 2019/20 | 0 | 0 | 0 | 0 |
| 2020/21 | 3 | 0 | 1 | 2 |
| 2021/22 | 1 | 0 | 0 | 1 |

10. Red status projects

Fire Safety Projects - The projects have been in progress for three years and are now managed by the City Surveyor, with an estimated completion date of March 2023

11. Amber status projects

Replacement Art Gallery Chiller - The intention was to replace the Chiller earlier this year but unforeseen emergency structural health and safety works in the Gallery delayed this scheme's development. The process to select appropriate

consultants is underway. It is anticipated that this project, which is still essential, will now complete by April 2023 at the latest.

Proposals

12. The Barbican Centre continue to deliver CWP and capital funded projects for the on-going upkeep and improvement of the Centre using project management resource from the Barbican or City Surveyor Department as appropriate.

Options

13. No alternative options are suggested in this report.

Strategic Implications

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

15. Financial implications

The Barbican Project Management Team aim to deliver Value for Money as part of a key output for all projects. Savings from CWP projects are returned to the City to help fund other essential projects across the Corporation.

16. Resource implications

An on-going recruitment drive is in place to increase the project management resource to deliver the current workload. Although a new recruit started in November 2021, a very experienced project manager retired in October 2021. Another project manager is therefore required in order to effectively deliver the current programme however it is proving very difficult to recruit an appropriately experienced and capable officer in the current climate.

17. Legal implications

Legal implications are specific to each project. There are no current issues to be raised to the Board.

18. Risk implications

Every project carries some degree of risk that could impact on the project delivery. Rising prices, increased lead-in times, challenges in supply and delivery of materials and rising Covid levels are the current external generic risks to project delivery, whilst the internal risk are still low staff numbers and access restrictions.

19. Equalities implications

Equality, diversity and inclusion are key to the Barbican Centre and to the project team. These are integral considerations in, for example, involving and including excluded groups when we request quotes or undertake procurement processes. We have started a process of questioning our own behaviours when inviting quotes for consultancy or works, and we have actively engaged with CoL colleagues to improve our EDI performance. We will continue to monitor and review our performance on this key issue with City of London colleagues.

20. Climate implications

The Barbican Centre has high energy use, and the trend has been upwards over the last year. 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.

We anticipate the current PSDS programme of environmental works will have significant effects in contributing to energy reduction and contributing to the City's carbon emissions reduction targets.

21. Security implications

There are no notable security implications within the current projects programme for the consideration of the Board.

Conclusion

22. The Centre currently has 43 live projects. The RAG status of these projects is detailed in this report. The financial data on each project is listed in appendix 1.

Appendices

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

Cornell Farrell

Head of Engineering and Projects

T: 0207 382 7322

E: Cornell.Farrell@barbican.org.uk

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