



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 16 JANUARY 2023

Time: 1.45 pm

Venue: BARBICAN CENTRE

Members: Tijds Broeke (Chair) Deputy Ann Holmes
Tom Sleigh (Deputy Chair) Alderman Sir William Russell
Deputy Randall Anderson Robert Glick

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Michael Cogher
Acting 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 THE AGENDA**

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 7 November 2022.

For Decision
(Pages 5 - 8)

4. **BARBICAN CENTRE - THEATRE ELECTRICAL SUPPLIES**

Report of the CEO, Barbican Centre.

For Information
(Pages 9 - 12)

5. **HEALTH AND SAFETY UPDATE**

Report of the CEO, Barbican Centre.

For Information
(Pages 13 - 22)

6. **BARBICAN CWP AND CAPITAL PROJECTS - UPDATE REPORT**

Report of the CEO, Barbican Centre.

For Information
(Pages 23 - 28)

7. **INTERNAL AUDIT UPDATE**

Report of the Chamberlain.

For Information
(Pages 29 - 32)

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

9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 1 November 2022.

For Decision
(Pages 33 - 36)

11. **GUILDHALL SCHOOL OF MUSIC AND DRAMA AND BARBICAN CENTRE ROOF, EXPANSION JOINTS AND WATER / DRAINAGE SYSTEM PROJECT**

Joint Report of the CEO, Barbican Centre and the Principal, Guildhall School of Music and Drama.

For Decision
(Pages 37 - 48)

12. **BARBICAN BUSINESS REVIEW - NOVEMBER 2022 (PERIOD 8 - 22/23)**

Joint Report of the Chamberlain and the CEO, Barbican Centre.

For Information
(Pages 49 - 58)

13. **BARBICAN CENTRE - BAD DEBTS ANNUAL UPDATE**

Joint Report of the Chamberlain and the CEO, Barbican Centre.

For Information
(Pages 59 - 62)

14. **RISK UPDATE**

Report of the CEO, Barbican Centre.

For Information
(Pages 63 - 74)

15. **CONTROVERSIAL PROGRAMMING RISK REGISTER**

Report of the CEO, Barbican Centre.

For Information
(Pages 75 - 76)

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

17. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Monday, 7 November 2022**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Barbican Centre on Monday, 7 November 2022 at 1.45 pm

Present

Members:

Tom Sleigh (Deputy Chairman)
Deputy Randall Anderson
Deputy Ann Holmes
Robert Glick

Officers:

Ben Dunleavy	- Town Clerk's Department
Claire Spencer	- CEO, Barbican Centre
Udhay Bhakoo	- Chamberlain's Department
Emma Claridge	- Town Clerk's Department
Will Gompertz	- Barbican Centre
Natasha Harris	- Barbican Centre
Matthew Lock	- Chamberlain's Department
Jonathon Poyner	- Barbican Centre and GSMD
Dominic Smith	- Barbican Centre
Sarah Wall	- Chamberlain's Department

1. APOLOGIES

Apologies for absence were received from the Chair and Alderman Sir William Russell (who observed the meeting virtually). In the Chair's absence, the Chair of the Board took the Chair.

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

There were no declarations.

3. MINUTES

The public minutes and non-public summary of the meeting held on 5 September 2022 were approved as a correct record.

4. BUSINESS PLAN

Members received a joint report of the CEO, Barbican Centre and the Chamberlain relative to the Barbican Centre Board Business Plan.

RESOLVED, that – Members:

- Note the factors taken into consideration in compiling the Barbican Business Plan; and

- Endorse the departmental Business Plan 2023/24 for onward submission to the Barbican Centre Board

5. **BARBICAN CENTRE- NEW RETAIL UNIT**

Members received a report of the CEO, Barbican Centre, relative to the new retail unit project.

RESOLVED, that – Members note the content of the report and approve the closure of the project.

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

Members received a report of the CEO, Barbican Centre, relative to the purchase of a piano for the concert hall.

RESOLVED, that – Members:

- Note that, due to the committee cycle, the report would be going to the Operational Property and Projects Sub Committee before the Service Committee, and that this had been agreed with the Corporate Programme Office; and
- Note the lessons learned section of the report and approve the closure of the project

7. **INTERNAL AUDIT UPDATE**

Members received a report of the Chamberlain providing an update on internal audit work.

The Chair suggested that it would be helpful for the Committee to see the internal audit workplan.

RESOLVED, that – the report be received and its contents noted.

8. **PROJECTS UPDATE**

Members received a report of the CEO, Barbican Centre providing an update on projects at the Barbican Centre.

RESOLVED, that – the report be received and its contents noted.

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

There were no questions

10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

The Chair informed Members that a formal record of thanks would be provided to Russ Carr at the November meeting, and expressed his gratitude to Mr Carr for his service on the Finance and Risk Committee.

11. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 5 September were approved as a correct record.

12. **BARBICAN BUDGET 2022/23**

Members received a joint report of the CEO, Barbican Centre and the Chamberlain relative to the Barbican Centre Budget for 2023/24.

13. **BARBICAN BUSINESS REVIEW - SEPTEMBER 2022 (PERIOD 6 - 22/23)**

Members received a joint report of the CEO, Barbican Centre and the Chamberlain relative to the Barbican Business Review for September 2022.

14. **RISK UPDATE**

Members received a report of the CEO, Barbican Centre, providing an update on the risk management system at the Barbican Centre.

15. **CONTROVERSIAL PROGRAMMING RISK REGISTER**

Members received a report of the CEO, Barbican Centre, providing an update on controversial programming risks at the Barbican Centre.

16. **CYBER SECURITY ANNUAL REPORT**

Members received a report of the CEO, Barbican Centre, relative to the annual review of the Barbican Centre and Guildhall School for Music and Drama's Cyber Security posture.

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

There were no non-public questions.

18. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other business.

The meeting ended at 3.27 pm

Chairman

Contact Officer: Ben Dunleavy
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Agenda Item 4

Committee(s): Finance and Risk Committee of the Barbican Centre Board Barbican Centre Board	Date(s): 16 January 2023 2 February 2023
Subject: Barbican Centre – Theatre electrical supplies	Public
Report of: CEO, The Barbican Centre	For Information
Report author: Cornell Farrell – Head of Engineering & Projects Jonathon Poyner - Director of Operations and Buildings	

Summary

This report is to inform members on the background, actions to date, current status and next steps in relation to the issues with the electrical supplies affecting the theatre fly equipment in particular.

There is a three-phase plan in operation. A short-term interim solution has been implemented which has removed the risk of an outage/failure that would stop a performance of Totoro.

The next phased works will follow the current show at the end of January.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. In September 2022, during a public theatre performance, the controls equipment for the flying gear, detected an anomaly in the three-phase electric supply. The built-in safety features of the control equipment invoked a self-shut-down process to protect the sensitive components from potential damage.

Trekwerk, the maintainers of the flying gear were called in to check their equipment and the reported diagnosis was the problematic electrical supply. The issue is likely to be either voltage levels that are too high for the components in the device and/or the difference between the voltage levels on each of the three electrical phases.

UK Power Networks (UKPN) should supply voltages between 216 and 253 V. Supplies have been recorded as high as 267 V.

There have been several incidents of high voltages but there is no regularity or pattern allowing us to predict low/high risk times or to easily identify the cause.

Current Position

2. Colleagues from several departments across the Barbican formed a working group to address the problem. A three-phase plan was established at the outset with short-, medium- and long-term measures.

Short term

Theatre colleagues were on hand during the remainder of the run to switch power to the emergency battery back-up system (UPS) in the event of an incident.

The RSC/Totoro carries increased risk because the (UPS) does not have the capacity to lift the increased number and weight demand in this show. A generator with sufficient power has been hired and the flying gear for all Totoro performances are powered from this generator.

Medium Term

Trekwerk have undertaken some modifications to the flying gear to make it more resilient to the electrical supply. Whilst this reduces the likelihood of a shut-down it does not remove the risk entirely and so the issue has to be dealt with at source (electrical supply).

The Centre is working with specialist contractors to undertake sophisticated monitoring of supplies over a number of electrical incomers to identify and diagnose the cause of the issue now that UKPN are supplying within their permitted range.

The diagnosis will either identify a safe alternative incomer to supply the flying gear from (although UKPN have now confirmed that all incomers are supplied via

the same network of linked UKPN transformers) or the diagnosis will confirm remedial steps to improve the supply

The final step of this phase is to either swap the supply to a different incomer and/or to rectify the issues on the existing supply. The Centre expects to be able to undertake this work at the end of Totoro, most likely between late January and late March 2023 dependent on the theatre programme.

Long Term

The electrical infrastructure, including the UKPN infrastructure beyond our demise, is between 40 and 50 years old and so the Centre is experiencing increasing failures and redundancy. The infrastructure is end of life, so preparation should be made to replace it in its entirety. It is a significant undertaking in terms of capital cost, planning and logistics to replace all the busbars, wiring, distribution boards, isolators etc. A programme to replace some distribution boards is currently underway via a CWP project, however this covers a tiny percentage of the estate.

Electrical infrastructure will be a crucial element of the Barbican Renewal Project, to support the remainder of the plans/design to allow the Centre to flourish for the following generations. Discussions should also be held with UKPN about upgrading their infrastructure.

Options

3. Do nothing else

The Centre is in a better position because of the work by UKPN and Trekwerk. It is possible to reinstate the electrical supply, without further work, and remove the hired generator. The monitoring undertaken to date shows that the system would be fault free most of the time. There is still some risk so an event during a show is likely to cause a lengthy disruption at best, but more likely the cancellation of a show once in progress.

Continue with the three-phase plan

The plan as outlined above was the only solution to minimise the risk in the short term as an interim solution. Complaints are increasing from neighbours due to the length of time the generator has been on site. There are also unsightly cables running up and across the podium. The next phase of the plan for more extensive monitoring, progressing to works will allow the Centre to move from this interim solution to something of much lower risk.

Major capital investment

The electrical infrastructure is at end of life-cycle as explained. This final option would be to replace/upgrade the entire electrical system as soon as possible.

Proposals

4. Realistically there is only one viable option.

To do nothing would be to reintroduce the risk the Centre has been managing for the past few months. The likelihood is major disruption to one or more shows, high customer dissatisfaction, damage to relationship with business partners, loss of income and reputational damage.

Major capital investment is unlikely in the current climate as there has just been a lengthy review of capital projects. A project like this would take significant investment, an extensive period of survey, design, planning and would result in a major disruption to programme. It would also mean continuing to manage the current risk with a generator for months or potentially years.

The continuation of the phase plan is the most practicable option.

Corporate & Strategic Implications

5. The City's Corporate Plan aims to 'Shape outstanding environments' by ensuring 'our spaces are secure, resilient and well maintained'. This is key to the business of the Barbican. The phased plan must be completed to at least the end of the second stage to be in a position to state we are meeting this aim

Implications

6. The Centre continues to manage this active risk, which has implications on income/budget, staff resource, reputation, commercial and local relationships and potentially impact on the property/plant/infrastructure.

Conclusion

7. The poor, aged condition of elements of the Barbican infrastructure is well versed and is a key justification of the Barbican Renewal Project. This is just one of a number of examples where active risks required careful management over the last few years, some of which have lead to closure/loss of shows.

Appendices

8. None

Background Papers

9. None.

Cornell Farrell

Head of Engineering & Projects

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Committee(s):	Date:
Finance and Risk Committee of the Barbican Centre Board – For Information	16 January 2023
Barbican Centre Board – For Information	2 February 2023
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: CEO, Barbican Centre 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 2023.

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

- Background/Current Position
- Certificate of Assurance (City reviewing process with Certificate of Assurance having ceased, with new system to be introduced in the future. Details as yet unknown.)
- 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
- General Including Post Pandemic Arrangements

Recommendation(s)

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

Main Report

Background

1. The purpose of this paper is to give an annual update to Members of all Health and Safety (H&S) processes, audits and actions during 2022 and progress items for 2023.

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. 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. Appropriate audits and insurance inspection regimes will be used to ensure and demonstrate compliance.
 - 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 legislation'.
 - Provision of information, instruction, training and supervision to ensure the health and safety at work of employees and visitors to the Barbican.
 - 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.
4. Working with City colleagues and appropriate specialist contractors, and via a peer review process, we will continue to maintain momentum of investment in our asset using the City's CWP and capital process. Where appropriate, we will seek and use other sources of funding in order to ensure our buildings remain compliant and fit for purpose. A recent example of this included PSDS (Public Sector Decarbonisation Scheme). We will continue to maintain momentum as we work towards Barbican Renewal. It is likely that Barbican Renewal will be phased over ca. 15 years. It is also expected that we will not see a 'spade in the ground' for the next 3 to 5 years, given that we will require surveys, tendering and planning applications etc. It is imperative therefore that we maintain momentum using the investment streams as described.
 5. Working with the City Surveyor, we have moved to an IFM contract (Integrated Facilities Management) for our Alliance (Barbican Centre and Guildhall School). The new contract starts in the spring of 2023. This is a 10-year contract delivering building repairs and maintenance, cleaning and pest control services. 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. With the arrival of the City's new Head of Health and Safety, we are reassured that our journey of 'ever closer, where appropriate' will continue apace.
 6. We have been proactive in wellbeing, with management training in Mental Health First Aid and Wellbeing seminars for staff, in conjunction with the City. We continue to work with our own internal Health, Safety and Wellbeing Committee, which is well attended by representatives from across the Barbican, and includes colleagues from our Alliance, from our contractors and City colleagues (e.g., fire safety and health and safety). We also established working groups, periodically or regularly as required, including for example our Fire Strategy Group, which is attended by colleagues from the City and our Alliance. In addition, we work wider across the Barbican estate to ensure alignment with Barbican Estate office, for example Barbican Area Advisory Group (BAAG) and Barbican Area Projects Group (BAPG).
 7. We have conducted a complete review of our security policies and procedures, have delivered many hundreds of training courses, and have worked with the CTSA (Counter Terrorism Security Adviser) and City Police colleagues to ensure that our security risks are identified and managed or mitigated in preparation for the likely outcomes of Martyn's Law. We continue to work with the City security team to review our staffing levels. Following the recent CTSA audit (December 2022), we are pleased to confirm that we have had a 33.33 % improvement in CTSA scores since 2019/20 and a ca. 40 % improvement on the original 2016 CTSA report.
 8. Our policies are subject to an annual review, including any changes to UK legislation to ensure ever closer alignment with the City and its policies, where appropriate.

Certificate of Assurance

9. In line with City of London procedures, traditionally the Barbican has submitted an Annual Certificate of Assurance signed off by the Chief Officer. This was done in March 2022. The City's Health, Safety and Wellbeing Committee has decided to cease this requirement, it being of limited value. It will be replaced by aligned health and safety strategies for the City and Departments, using KPIs and audits to give reassurance and track progress. We will therefore not be using the Annual Certificate of Assurance moving forward. Using a system of audits and reviews, the Centre is able to demonstrate what has been achieved and the revised priorities moving forward. We will review our Board-reported KPIs and will align with the City's own Health and Safety KPIs as are now reported at the City's Health, Safety and Wellbeing Committee.
10. As part of our EDI strategy, and with the arrival of the new Director of People, Culture and Inclusion and new Head of EDI Manager, we have invested heavily in training and workshops, including mental health first aid training, and areas of equality, diversity and inclusion.

Audit

11. 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, EDI and other areas such as confined and dangerous spaces and working permits. We will continue to use the City's Pentana system to identify and prioritise risks moving forward, and our work will be focused on the highest priorities.
12. During the pandemic, we worked with City audit and other external bodies to audit key areas of risk as identified by the Pentana system. These audits were used to put a 'fire wall' and as a sense-check to the past, and to help us prioritise our work for the future. We conducted many audits and focused in particular on fire safety, security (including counter terrorism), and FM (facilities management). The audits resulted in a green for security, and an amber for both fire and FM. These audits have been used to shape our prioritisation and our investment moving forward.
13. We also continue to review our many policies, processes and procedures. Coming out of this, for example, we now have a bespoke security training package, (e-SOP), and Standard Operating Procedures. We continue with legislative maintenance work to ensure that we meet and continually improve our compliance standards. This includes working in areas such as water hygiene (legionella), asbestos and fire safety. General maintenance is increasingly important due the general reliability, or lack thereof, of aged equipment. We will continue to work with the City audit team and external advisors and auditors (e.g., specialist contractors and our RSA insurance team) to ensure that we are up to date. We will work with

the City's new Head of Health and Safety to ensure clear line of site from the Corporation to Departments, with new strategies reflecting this across our Alliance (Barbican Centre and Guildhall School).

Health and Safety Committee Meetings

14. 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.
15. 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).
16. The Barbican has an active and functioning Health, Safety and Wellbeing Committee. The meeting is chaired by the Director of Operations and Buildings. Attendance at the meetings is good, with representatives from all departments and the associated companies as required. The meetings are attended by representatives from the City Corporation's Health, Safety and Wellbeing Committee, including the Head of Health and Safety, ensuring alignment and ever improving communications. These meetings allow the sharing of information on any risks arising from employee work activities, and the control measures in place, including emergency procedures. The latest quarterly meeting was held on 6th October 2022; the next meeting is scheduled for 5th January 2023.
17. In addition to the Health, Safety and Wellbeing meetings, we hold a Buildings and Operations meeting, which includes representatives from teams across the Barbican and Guildhall School and our contractors, and a Union rep. In addition, we have regular Directors Group meetings and other management level meetings, which have a risk section as a standing item. 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

18. 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.
19. 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.
20. City of London Corporation have reviewed use of 'Reportline' as Santia have stopped offering the telephone service. CoL are introducing a new in-house system for anticipated roll out from December 2022.

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. Since Covid times, we have had some people who continue to work under a hybrid model, and others who continue to primarily work on site. Our office review made recommendations. We continue to revisit this and ensure that it aligns with Barbican Renewal.

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 risk management information 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. Red departmental risks are reported to CORMG, ELB and the Audit and Risk Management Committee.

27. We currently have no corporate risks. Our departmental red risks remain centred around buildings, EDI, and the business model in the new economic climate. We have continued to work with the City insurance team and RSA. The recent RSA visit of the Exhibition Halls was positive, recent fire safety audits by the City were equally encouraging. 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 Directors Group 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 Directors Group 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 CEO 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 2023. Over the coming twelve months we will work with the City's new Head of Health and Safety to ensure ever closer alignment in both policies and reporting, giving improved line of sight.

Asbestos Management

31. The Barbican was built at a time when asbestos was a widely used material in many elements of the building fabric and a variety of plant. The management of asbestos is an important element of our Health and Safety at the Centre, to protect staff and the public, but also internal and external engineers/contractors who are most likely to disturb asbestos whilst carrying out maintenance works.
32. There is an annual reinspection and updating of the asbestos register. Any refurbishment or maintenance work where there is a risk of disturbing asbestos follows a strict process of testing and removal if necessary prior to works commencing.
33. The Asbestos Management Plan is updated annually and includes any results of the reinspection survey. The 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.. 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

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's Property H&S Manager, who has oversight of the project. This contract is moving to IFM.
35. 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. New legionella monitoring equipment has been installed. This will come under the new IFM contract which starts in spring 2023. The corporate contracts are currently covered by Skanska under the TFM (Total Facilities Management) contract. In the spring of 2023, these contracts become centralised under the City's IFM (Integrated Facilities Management) contract. As highlighted in our recent audits, we had issues obtaining data from the current contractor in a timely manner. This will be an area of focus with the now contractor, with the aim of providing timely and accurate information for audit and management decision making and prioritisation of investment. This will be used to shape and prioritise the investment in Barbican Renewal.
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. We have registered any PCBs (Polychlorinated Biphenyls) as required under the recently introduced legislation. These are registered via the Environment Agency.

Business Continuity Planning (BCP)

38. The Barbican Management Team implement BCP sessions as required to deal with risks in a timely and professional manner. These groups consist of Gold, Silver and Bronze level work. Project groups are established as required to deal with situations. BCP groups have been used to deal with for example the global pandemic, terrorism, staffing issues and others such as loss of services and opportunities presented by especially busy periods. In addition, we review our BCP and MI (Major Incident) documents on a regular basis and practise teams through onsite trainings and tabletop exercises.

39. 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.
40. 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.

Conclusion

41. The Barbican complies with the law and has worked over past years to raise standards and awareness levels. Using a series of audits, we have checked our progress over past years and prioritised our work moving forward. We will work ever closer with City colleagues, having transitioned to City contracts and the City CWP and capital processes for example. Collaboration between Barbican and GSMD (our Alliance), City colleagues, and our TFM / IFM contractors has also improved, leading to an ever-safer working environment. Our work continues and will be used to shape Barbican Renewal and ensure that we maintain momentum with investment in our property and our people in the intervening years. The next year will see us working with the City's new Head of Health and Safety, focusing on common KPIs and audit regimes. The Board is thanked for its continued support.

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

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Agenda Item 6

Committee(s)	Date:
Finance and Risk Committee of the Barbican Centre Board – For information	16 January 2023
Barbican Board Committee – For information	2 February 2023
Subject: Barbican CWP and Capital 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: CEO, Barbican Centre	For Information
Report author: Cornell Farrell – Head of Engineering and Projects	

Summary

1. The purpose of this paper is to update members on the progress and financial position of 50 live refurbishment and maintenance projects.
2. Four of these projects are capital funded projects. The City Surveyor’s Department is project-managing three of these for the Barbican.
3. The recent corporate financial review of capital projects resulted in the deferral of two projects.
4. The financial information on each project is in a separate non-public appendix due to commercially sensitive information. There are no serious financial concerns, related to any individual project raised in this report, with the exception of point 3 above.
5. There will be significantly less CWP and potentially zero new Capital funding in 2023/24.
6. The Centre has been awarded additional CWP funding for four projects since the last report in November.
7. The Centre has completed (the construction phase) of seven CWP and no capital projects since the last report in November.

Recommendation(s)

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

Main Report

Background

1. The Centre remains committed to the buildings strategy to maintain, improve and enhance the facilities for the benefit of the community, audiences, and staff, utilising funds from the Cyclical Works Programme (CWP), the Corporation's Capital reserves or occasionally through the Centre's local risk.
2. All projects are within the context of the potential of Barbican Renewal. The Barbican Management and Project Management team are mindful of spending funds on project that could be "undone" in a few years. The condition of the estate, however, dictates that we should continue to plan and complete projects wisely to reduce the real risk of failure which would impact on staff, audiences, income and reputation
3. Two projects were deferred in the recent capital projects corporate financial review. Namely, the Confined and Dangerous Spaces project and the Catering Ventilation project.
4. The physical confined and dangerous spaces within the centre are only accessed by maintenance staff and contractors and these spaces can be managed in the interim by thorough risk assessments, safe systems of work (SSoW), and restricting access.
5. The ventilation is an improvement and would have been beneficial to colleagues working in the kitchens and potentially to neighbouring residents, but status quo remains.
6. These two projects have been omitted from the remainder of this and subsequent reports and will continue in this way until funding is reinstated.

Current Position

CWP projects

7. The Centre is managing 50 live CWP projects.
8. 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
2018/19	10	1,065	2	245
2019/20	14	1,255	5	665
2020/21	24	3,745	19	3,028

2021/22	10	972	2	65
2022/23	24	2,426	22	2,390

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

Financial year	No of Live (Outstanding) CWP projects	Project status (RAG)		
		RED	AMBER	GREEN
2018/19	2	2	0	0
2019/20	5	0	1	4
2020/21	19	1	6	13
2021/22	2	0	0	2
2022/23	22	0	1	21

10. Red status projects

The three projects with red status are:

- Replace Barbican Kitchen doors
An amendment to the Planning Permission and Listed Building Consent applications caused a significant delay to the programme as has the extended manufacturing of the doors. Work to be completed in January 2023.
- Replace Electrical Distribution Boards
Arranging full power shutdowns is problematic for operational reasons. Testing and board replacement is taking place when the Centre diary allows. Work scheduled to be complete by end of January 2023.
- Barbican Centre Lakes (De-silt)
Project to be extended beyond March 2023. A joint project with the Barbican Estates Office (DCCS) because of the service charge, so a Section 20 consultation will be required. Currently tendering for a consultant.

11. Amber status projects

The eight projects with amber status are:

- Level 4 heating replacement
- Frobisher Crescent Level 4 environmental controls
- Level 4 and 5 Environmental Controls Enabling Works
The three level 4 projects are mutually dependent. Works have commenced. Responses to the planning permission and listed building consent application are outstanding. Design changes may be required. Scheduled completion is 17/02/2023.
- Concert Hall lighting, wiring and controls
- Theatre Lighting, wiring and controls
- Public spaces replacement lighting, wiring and controls - 1st phase

Originally due by March 2023, these lighting projects were unexpectedly omitted from the PSDS scope, delaying the start of these projects by one year.

- Public Toilets Refurbishment (Include Equality Access)
- Theatre Toilets & Changing Rooms Refurbishment

The two toilet projects are combined and have been delayed significantly due to the planning permission process. The budget expires in March 2023 and will need to be carried forward to 23/24. Work to be completed by late 2023.

12. The project status summary is given for the four capital projects below:

Financial year	No of Live (Outstanding) Capital projects	Project status (RAG)		
		RED	AMBER	GREEN
2018/19	1	1	0	0
2019/20	0	0	0	0
2020/21	1	0	1	0
2021/22	1	0	0	1
2022/23	1	0	0	1

13. Red status projects

- Fire Safety Projects
The projects are managed by the City Surveyor. A complex project, for which the timeline has extended because of the delayed conclusion to the recent review of capital projects.

14. Amber status Capital projects

- Replacement Art Gallery Chiller
Poor consultant performance has caused long delays. A gateway 3/4 paper will be presented to board in the near future.

Proposals

15. The Barbican Centre continue to deliver CWP, and capital funded projects for the on-going upkeep and improvement of the Centre utilising project management resource from the Barbican and/or City Surveyor's Department as appropriate.

16. The Projects Department continue to work closely with the Barbican Renewal Team to ensure there is synergy between the cyclical and capital programme and Barbican Renewal

Options

17. No alternative options are suggested in this report.

Strategic Implications

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

19. 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.

20. Resource implications

A team of four project managers and an administrator deliver all the projects excluding the three allocated to the City Surveyor. This small team also manage multiple projects for the Guildhall School of Music and Drama buildings.

21. Legal implications

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

22. Risk implications

Every project carries some degree of risk that could impact on the project delivery. The recent financial review was brought about because inflationary costs put pressure on the entire City programme. Long lead-in times, challenges in supply and delivery of materials are the current external generic risks to project delivery, whilst the internal risk are access restrictions and size of the team

23. Equalities implications

Equality, diversity and inclusion are key to the Barbican Centre and to the project team. Equality impact assessments are undertaken when appropriate to projects. The team consider how to include excluded groups when we request quotes or undertake

procurement processes. We will continue to monitor and review our performance on this key issue with City of London colleagues.

24. Climate implications

The Barbican Centre is a high energy user, some of which is carbon based due to the reliance on Citigen District Network. All MEP (mechanical, electrical, plumbing) and some fabric projects are an opportunity to replace kit with more efficient equivalents and to improve the controls and programming strategy to reduce the Centre's carbon footprint.

25. Security implications

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

Conclusion

26. The Centre currently has 50 live projects. The RAG status of these projects are detailed in this report. The financial data on each project is listed in the non-public appendix 1.

Appendices

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

Cornell Farrell

Head of Engineering and Projects

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Committee(s)	Dated:
Finance & Risk Committee of the Barbican Centre Board	16/01/2023
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: the Chamberlain	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 2022 meeting of this Committee. Two audits, a spot check and three follow-up exercises have been completed since the last meeting, fieldwork is in progress for a further audit.

As at mid-December 2022 there are no live red priority recommendation and seven live amber priority recommendations which arose from three audits.

Details of indicative audit coverage for 2023-24 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 information is provided, as per finalised terms of reference, for audits in progress and summary outcomes are 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. A summary of 2022-23 audit coverage is outlined in **Appendix 1**. Detailed audit and follow-up outcomes are set out under audit headings below but delivery since the last update to this Committee can be summarised as:
 - Work in respect of the Corporate Purchase Card audit has been completed and a moderate assurance opinion has been provided for the Barbican Centre based on compliance testing outcomes.
 - A first follow-up has been completed in respect of Cyber Security.
 - A second follow-up has been completed in respect of Fire Safety. Substantial assurance has been provided.
5. Internal Audit will liaise with Barbican management to agree suitable timing for the assurance work not yet initiated.

Purchase Card Compliance

6. This assurance work was undertaken as part of a rolling programme of Purchase Card compliance checks across City Corporation departments and institutional departments. Appendix 2 contains the executive summary and reflects the moderate assurance opinion provided. An amber priority recommendation has been made to improve compliance and the impact of any action taken will be evaluated as part of the 2023 annual check.

Cyber Security - First Follow-Up

7. The first follow-up in respect of this recently finalised audit has confirmed both implementation progress and two instances of slippage for recommendations due in October in November respectively.

Audit:	Cyber Security				
Final Report Date:	Sept 2022	Issues Raised:	7	Original Assurance Rating:	Moderate
First Follow-Up	Dec 2022	Issues Resolved:	5	Revised Assurance Rating:	Moderate

8. A second follow-up in respect of the outstanding issues will be undertaken in February 2023, in line with revised implementation timescales provided.

Fire Safety – Second Follow-Up

9. The second follow-up in respect of this 2021-22 audit has been completed and a substantial assurance rating has been provided, with all recommendations implemented.

Audit:	Fire Safety				
Final Report Date:	April 2022	Issues Raised:	7	Original Assurance Rating:	Moderate

First Follow-Up	August 2022	Issues Resolved:	4	Revised Assurance Rating:	Moderate
Second Follow-Up	November 2022	Issues Resolved:	7	Revised Assurance Rating:	Substantial

Live High Priority Recommendations

10. Internal Audit follow-up is undertaken promptly once target timescales have been reached and a revised assurance opinion is provided, where appropriate, on the basis of detailed follow-up outcomes. As at mid-December 2022 there are no live red priority recommendation and seven live amber priority recommendations which arose from three audits, as summarised at **Appendix 3**.

11. Recent activity includes one first follow-up and one second round follow-up. The first follow-up has not resulted in a revised assurance opinion, due to two instances of implementation slippage, and a further round of follow-up has been scheduled. The second follow-up has resulted in movement to a substantial assurance opinion, with all issues satisfactorily resolved. Internal Audit will continue to highlight to management the importance of setting appropriate and realistic implementation timescales when finalising audit assurance work.

2023-24 Audit Planning

12. The Internal Audit Plan 2023-24 is attached at Appendix 4 and contains two categories: shortlisted items, which are considered higher priority and, longlisted items, from which we may form the balance of the 2023-24 Internal Audit Plan. Internal Audit assurance activity is expected to comprise four or five reviews, depending on the scale and depth of coverage, and appropriate follow-up work.

Corporate & Strategic Implications

13. The overall programme of Internal Audit work 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-programme of Internal Audit work that includes audit assignments specific to the activity of the Barbican and regular follow-up activity in respect of recommendations implementation.

Conclusion

14. Members are asked to note the findings of completed Internal Audit work, the delivery position in respect of planned audit coverage, and the status of live high priority recommendations as at mid-December 2022. Planned audit coverage in respect of 2023-24 has been set out.

Appendices

- Appendix 1: 2022-23 Barbican Centre Audit Plan Delivery
- Appendix 2: Recently Finalised Audit Outcome
- Appendix 3: Live High Priority Recommendations
- Appendix 4: Planned Audit Coverage 2023-24

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