

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

Summary

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

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

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

Recommendation(s)

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

Main Report

Background

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

Current Position

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

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

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

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

Certificate of Assurance

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

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

Audit

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

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

Health and Safety Committee Meetings

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

Accident Reporting

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

DSE

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

Top X-Pentana Reporting System

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

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

Health, Safety and Wellbeing Plan and Policy

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

Asbestos Management

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

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

Water Systems Management

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

Covid-19 Secure Measures

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

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

Corporate & Strategic Implications

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

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