

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