

**Barbican Centre Management Response to Third Round Follow-Up Outcome: Facilities Management & Maintenance**

1. The third follow-up in respect of this 2020-21 audit was completed in September 2022 and there has been no movement in the assurance rating, as set out below:

<b>Audit:</b>	<b>Facilities Management &amp; Maintenance</b>				
Final Report Date:	March 2021	Issues Raised:	13	Original Assurance Rating:	<b>Moderate</b>
1 <sup>st</sup> Follow-up Review	December 2021	Issues Resolved:	4	Revised Assurance Rating:	<b>Moderate</b>
2 <sup>nd</sup> Follow-up Review	June 2022	Issues Resolved:	4	Revised Assurance Rating:	<b>Moderate</b>
3 <sup>rd</sup> Follow-up Review	September 2022	Issues Resolved:	8	Revised Assurance Rating:	<b>Moderate</b>

2. Barbican Centre Management have provided the following comment in respect of the five live issues within the remit of Operations and Buildings:

“During the pandemic, the Barbican took the opportunity to conduct as many audits as possible. The aim was to come out of the pandemic with a “firewall” to the past and a prioritised action plan moving forward into the future.

Whilst much work has been carried out over the past years, there remains much to do. As per our strategy and plan, agreed with Board, we have focussed on life critical, business critical and other. Due to finite resource and the challenges associated with the condition of our assets plus the additional workload associated with the pandemic, we have focussed our work on addressing life critical or business critical audit points. This ensures that our buildings remain compliant. It also, however, means that there are some aspects of the audit which are yet to be completed and some of which require the introduction of IFM in 2023. Given our agreed priorities and finite and limited resource, we have had to prioritise. We will require more resource if we are to address non-life critical and non-business critical issues.

As agreed with Board our strategy was to create an environment which enables and inspires others to achieve their best. Our plan was to deliver services which are compliant, efficient and appropriate. Given that as part of our plan we reduced costs by circa 20%, we agreed the following priorities with Board, life critical, business critical and other.

Our start point was not very advanced. All that has been audited recently has been put in over recent years as part of our plan. It has taken time to build up an auditable database. We are on a journey, and we continue on that journey, based on the Board agreed plan and priorities.

We thank our City colleagues for continuing the audits during the pandemic. This has given us a “firewall” to the past and a prioritised list for the future. Given that we have very limited and finite resource and that workloads have increased significantly

## Appendix 4

both during and post pandemic (not least opening and closing venues and the additional safety measures) we have had to prioritise. We have prioritised life critical and business critical, the team often being diverted to deal with situations that arise, distracting them from some elements of business-as-usual including audit points that are not life of business critical. Due to the challenges associated with the age of our infrastructure, the real time demands of our business and the lean structure with very finite resource, we have done what we can do within the time available and as per the Board agreed prioritisation. As a result of this we remain compliant and efficient. Should Board require us to prioritise differently we will need more resource.

As per the audit summary there are five outstanding areas, some of which will be addressed through IFM. None of these are life or business critical and we have mitigations in place where appropriate, until such time as the items are closed. We have a fully compliant Gas Safe system a monthly monitored water hygiene system and an improved system for fire safety equipment which is monitored monthly. These systems are agreed with and monitored by our City Health and Safety and Fire Safety Departments, being delivered by the City's own contractors. Our systems are constantly monitored with any urgent remedial works being addressed immediately by the in-house team or the City's own contractor Skanska, avoiding risk. Audit data continues to be built up and will be re-audited by April 2023.

Given additional resource and subject to eventualities and other distractions in our building and operations we will endeavour to deliver by the deadline. However, please note as part of the City's new Integrated Facilities Management contract, the incoming contractor will be required to undertake an asset verification exercise, the contractor's mobilisation period is set to commence towards the end of 2022 making completion of this action dependent on the new contractor's internal processes and might therefore be delayed.

Our buildings remain safe and compliant.”

**Jonathon Poyner, Director of Operations and Buildings, Barbican Centre**

**Charlotte Lythgoe, Continual Improvement Manager - Sustainability**

**October 2022**