

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

Email: jonathon.poyner@barbican.org.uk