Outcomes of Finalised Audits

Financial Monitoring and Income Generation – **Substantial Assurance**

Recommendations	Red	Amber	Green	Total
Number Made:	0	0	2	2

1. The Strategic Plan contains a goal related to Mixed Income Generation to support the Barbican's attempts to create sustainable growth through innovation across arts, learning and commercial activities. There are six change objectives and a series of projects that have been identified to aid achievement of the strategic goals and these are supported by a high-level business plan. Current year budgets are monitored as well as following year budgets, as planned activity is firmed up; there is a rolling process and anticipated income / expenditure is added as projects are confirmed.

2. The budget setting process covering 2018/19 and 2019/20 was found to involve officers at various levels of seniority, the Finance Committee and the Board. The budget was confirmed to take account of the previous year's financial performance, developments, and efficiency targets. Budget holders had been assigned to each budget and there was clearly defined accountability over financial performance.

3. Sales performance across key income streams was monitored regularly. Regular reports were being produced for box office income, retail sales and catering, and these had been reviewed by the officers responsible for these operations and those with oversight responsibilities.

4. Management accountants were found to have been assigned responsibility for specific budget areas. Meetings had been held between the management accountants and budget holders to discuss budget variances and forecasts. A Full Business Review Report had been produced every two months and this was found to contain a breakdown of the budget into various income streams and expenditure categories, variance analysis, corrective actions and additional narratives to provide a detailed picture of the financial position of the Centre.

5. Finance was a standard agenda item at monthly Director's meetings and finance related matters were confirmed to have been reported to the Director's meeting. The Full Business Review Reports had also been presented to the Finance Committee and the Board every two months.

IT Projects – **Moderate Assurance**

Recommendations	Red	Amber	Green	Total
Number Made:	0	2	3	5

6. The Barbican's Strategic Plan is used to direct activities to ensure alignment with strategic goals. IT projects are generally considered by the Digital Strategy Team

to facilitate improvement in respect of Visitor Experience (Goal 1) and Audience Development (Goal 5), and to a lesser extent support delivery of the remaining goals: Connecting Learning and Arts (Goal 2), Mixed Income Generation (Goal 3) and Culture Mile (Goal 4). Non-strategic IT projects may not identify which strategic goal they seek to address as their focus is on enabling other areas of the Barbican to achieve particular goals.

7. The Digital Strategy provides the overarching framework for IT-related projects. The Strategy is principle-led and is intended, amongst other things, to inform decision-making related to the five digital domains: infrastructure, communications, content, partnerships, and arts, learning and commercial. Audit testing confirmed that processes have been established for IT project management, with amber priority recommendations made to further strengthen the control framework through the following:

- Clarification as to what constitutes a strategic IT project.
- Documentation of project initiation steps for non-strategic IT projects, including Project Initiation Form (PIF) requirements and demonstration of the link between project objectives and strategic goal delivery.

8. Roles and Responsibilities have been defined to facilitate IT project delivery. The Technology Programme Oversight Group, consisting of senior stakeholders from several departments, is responsible for monitoring its delivery progress. The Strategy document is owned by the Director of Learning and Engagement, and it was confirmed that the duties for management of IT projects throughout their life cycle are assigned to two teams: The Business Systems Projects Team and the IT Infrastructure Projects Team.

9. Various tools are used to capture relevant management information to facilitate IT project progress monitoring. Audit testing in respect of the Website and Intranet projects confirmed that regular monitoring has been performed as a routine part of the IT project life cycle. The Barbican has adopted the Agile project management methodology and JIRA project management software which provides project progress visibility through an activity dashboard. Where projects do not lend themselves to the Agile approach, Microsoft Planner is utilised.

10. Audit testing in respect of reporting arrangements confirmed that several layers are in operation, from monthly Directors' meetings to updates to the Board, with senior management reporting focused primarily on strategic projects. Strategic project reporting sets out the impact of project delivery on operations, for example a rise in visitor numbers or increase in engagement with website content.