

RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Tuesday, 9 June 2015

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 9 June 2015 at
11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chairman)
Deputy John Tomlinson (Deputy Chairman)
Deputy Catherine McGuinness
Sir Brian McMaster
Judith Pleasance
Keith Salway

In Attendance

Officers:

Sir Nicholas Kenyon	Managing Director, Barbican Centre
Michael Dick	Director of Operations & Buildings, Barbican Centre
Leonora Thomson	Director of Audiences & Development, Barbican Centre
Chris Harris	Head of Internal Audit, Chamberlain's Department
Sarah Wall	Group Accountant, Chamberlain's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

There were none.

The Chairman took the opportunity to welcome Judith Pleasance to her first meeting of the Risk Committee and to thank Jeremy Simons, a former Member of the Committee, who had stood down from the Board in April. He also welcomed Chris Harris, the interim Head of Internal Audit, to his first Barbican Risk Committee meeting.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were none.

3. MINUTES

The public minutes and summary of the meeting held on 20 January 2015 were approved as a correct record.

4. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Audit & Risk Management providing an update on the internal audit reviews undertaken since the last meeting and presenting the forthcoming audit plan for Members' review.

A Member observed that the Committee had previously been provided with a longer term view of the proposed audit plan, stretching over a four to five year window. The Head of Internal Audit advised that there had been a move in recent times to focus on the single year overview due to the high level of organisational change which was ongoing; however, he was conscious that a broad overview of the longer term plans would be helpful to Members and undertook to provide such for the next meeting alongside this single year spotlight.

In respect of the individual reviews planned, it was suggested that the International Enterprise review should be brought forward given it was a potentially high risk area of activity. The importance of keeping the box office review as a high priority was also noted.

The Committee discussed the whistleblowing policy set out at appendix three to the report. Whilst observing that the policy was admirably comprehensive and robust, it was noted that the communication of this policy to staff was of vital importance as the document in this format did not make it helpful or clear to staff as to what steps they should take. The execution of this communication was queried, with it noted that a lack of awareness amongst staff as to how to go about whistleblowing potentially construed a risk in itself. The Managing Director was asked to report back on how this communication was managed at the Centre; the Chairman added that he would also raise this matter with the Establishment Committee from a Corporation perspective.

RESOLVED: That:-

- The final delivery position for the 2014/15 Internal Audit Plan be noted; and
- The updated Internal Audit Plan for 2015/16 be approved, subject to the bringing forward of the international enterprise and box office reviews.

5. **BARBICAN HALL: RECENT INCIDENT AND LESSONS LEARNT**

The Committee received a report of the Director of Arts setting out the background to a recent incident at the Barbican Hall, where a number of audience members engaged in a stage invasion. Members were also informed of the steps taken since the incident to further strengthen preventative measures and highlight similar risks in future.

In response to queries, it was explained that the incident had occurred partly due to a process error which had meant that the appropriate risk assessment forms were not completed. As a result, protocols which would normally have been put in place for such an event, such as bag searches and the hiring of additional security staff, had not been implemented. The tightening of the risk assessment process would therefore act to mitigate against the risk of similar incidents in future.

With reference to the wider issue of potentially controversial events, Members were agreed that it was vitally important for the arts to continue to embrace controversy and new acts and audiences. It was noted that a list of relevant events was shared regularly with the Chairman and Deputy Chairman so as to keep them apprised of such performances but without inhibiting or impinging upon the Centre's creative freedom.

Following queries around the recouping of costs associated with additional security requirements, the Director of Audiences & Development undertook to clarify the position and report back outside of the meeting.

RESOLVED: That the report be received and its content noted.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was one urgent item:

Oracle Update

The Committee received a report of the Chamberlain providing an explanation behind the scheduling of the Oracle Update and the impact of its delay.

Members noted the explanations set out and the particular position in respect of the Barbican's accounting processes, which had meant that they had been affected by the delay to a much more significant degree than other Corporation departments or institutions. It was observed that the problems had seemed significantly more noteworthy at the time than had been represented in the report; a reference in a report going to the Corporation's Finance Committee later that day was also noted, which downplayed the issue. The Deputy Chairman undertook to raise the issue at the Finance Committee meeting, to ensure that appropriate lessons were learnt.

It was asked whether the licensing arrangements with Oracle were such that associated entities (for instance, Drum Works) would be covered. The Chamberlain agreed to look in to this and report back in due course.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part I of the Schedule 12A of the Local Government Act.

9. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 20 January 2015 were approved as a correct record.

10. **OUTSTANDING ACTIONS**

The Board noted the outstanding actions list and received updates on the items thereon.

RECEIVED.

11. **RISK REGISTER**

The Committee received a report of the Chief Operating & Financial Officer advising Members of the risk management system in place at the Barbican, updating on the significant risks that had been identified and outlining measures for mitigation of these risks.

RESOLVED: That the report be received and its content noted.

12. **PROCEDURES IN PLACE IN THE EVENT OF ARTIST CANCELLATIONS**

The Committee received a report of the Director of Audiences & Development outlining the various procedures in place in the event of artist cancellation.

RESOLVED: That the report be received and its content noted.

13. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There was one question.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 12.10 pm

Chairman

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