

## **RISK COMMITTEE OF THE BARBICAN CENTRE BOARD**

**Tuesday, 8 November 2016**

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 8 November 2016 at 10.00 am

### **Present**

#### **Members:**

Deputy Dr Giles Shilson (Chairman)  
Deputy John Tomlinson (Deputy Chairman)  
Russ Carr  
Sir Brian McMaster  
Keith Salway

#### **In Attendance**

Tom Sleigh

#### **Officers:**

Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Sandeep Dwesar	- Chief Operating & Financial Officer, Barbican Centre
Sean Gregory	- Director of Learning & Engagement, Barbican Centre
Louise Jeffreys	- Director of Arts, Barbican Centre
David Duncan	- Head of Customer Experience, Barbican Centre
Steve Eddy	- Head of HR, Barbican Centre
Sheree Miller	- Customer Experience Manager, Barbican Centre
Dominic Smith	- Head of IT, Barbican Centre
Nigel Walker	- Head of Security, Barbican Centre
Debbie Hackney	- Financial Controller, Barbican Centre
Cirla Peall	- Audit Manager, Chamberlain's Department
Gregory Moore	- Town Clerk's Department

#### **1. APOLOGIES**

Apologies were received from Wendy Hyde and Judith Pleasance.

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

There were none.

#### **3. MINUTES**

The public minutes of the meeting held on 29 June 2016 were approved.

#### **4. OUTSTANDING ACTIONS**

The Committee noted the outstanding actions list and received the updates thereon.

RECEIVED.

**5. INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit and Risk Management providing an update on Internal Audit activity undertaken at the Barbican Centre since June 2016 and presenting details of the 2016-17 delivery position.

The Audit Manager provided oral updates in respect of the reviews in to Catering and Car Parks, advising that that Barbican management had verbally accepted the audit findings and on this basis no “red” rated recommendations had emerged. The detailed findings of both reviews would form part of the Internal Audit update at the Committee’s next meeting. She added that there was currently one live amber priority recommendation, the implementation date for which had now been moved from 30 October to early December. This concerned remote system and user access testing for the disaster recovery site.

In considering the scheduled audits set out at Appendix 1, it was requested that the Major Security, Incident and Safety review be prioritised given the importance of this issue. The planned “Customer Experience” review was also discussed, with it suggested that it might not represent the best use of Audit officers’ particular skills or expertise. Members observed that Internal Audit’s expertise would be more appropriate applied in respect of issues related to financial controls and assurance, rather than on these more subjective items. The Chief Operating & Financial Officer added that he would be discussing the timing and content of this proposed review with Internal Audit in the coming months, so as to ensure it was suitably linked with the Barbican’s front of house customer experience review.

The Committee also discussed the ticket pricing strategy, which had been explored as part of the Box Office Income review. Members expressed concern as to the potential risk associated with rental productions and the implication that rental producers had sole control over the pricing of shows, cautioning that this could have a significant and potentially negative impact in terms of attracting new audiences and retaining existing customers. The Director of Arts reassured Members that the pricing of tickets formed a substantive part of negotiations with prospective rental productions. She also noted that such productions regularly subscribed to the Barbican’s own ticket pricing strategy, highlighting Hamlet as a recent example.

The Audit Manager thanked Members for their comments and undertook to feed back comments to the Head of Internal Audit.

**RESOLVED:** That the delivery position for the 2016-17 Internal Audit Plan, including audit review outcomes since the last Internal Audit Update Report in June 2016 be noted.

6. **BRIBERY ACT UPDATE**

The Committee received a report of the Town Clerk providing an update in respect of recent Government announcements concerning the proposed extension of liability for corporate crimes. The report also set out recent steps taken to strengthen contracts to safeguard against bribery and corruption.

Following queries concerning training in place for staff, the Town Clerk undertook to circulate a previous report setting this out and follow up any further queries in advance of the next meeting.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

9. **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 Part I of the Schedule 12A of the Local Government Act.

Item No.  
10 - 14

Exemption Paragraph(s)  
3

10. **NON PUBLIC MINUTES**

The non-public minutes of the meeting held on 29 June 2016 were agreed, subject to one amendment.

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.

12. **PROGRAMMING RISK: ORAL UPDATE**

The Committee received an update from the Director of Arts concerning forthcoming programmed activities which might potentially pose reputational risk. A schedule, setting out each of the events, the nature of the risk and the mitigating actions in place, was also tabled.

13. **CYBER SECURITY**

The Committee received a report of the Chief Operating & Financial Officer setting out the various arrangements and measures in place to prevent and respond to any cyber-attacks affecting the Centre.

14. **SAFEGUARDING: ORAL UPDATE**

The Director of Learning & Engagement provided an oral update in respect of safeguarding arrangements at the Barbican.

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

There were no questions.

16. **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 11.15 am**

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Chairman

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