



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 8 JANUARY 2024

Time: 1.45 pm

Venue: CO-LAB SPACE, BARBICAN CENTRE

Members: Tijds Broeke (Chair) Robert Glick (External Member)
Tom Sleigh (Deputy Chairman) Tobi Ruth Adebekun (External Member)
Deputy Randall Anderson Deputy Alpa Raja
Alderman Sir William Russell Mark Page (External Member)

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the last meeting held on 1 November 2023.

For Decision
(Pages 5 - 8)

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

5. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

6. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A 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 1, in Schedule 12A, of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

7. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the last meeting held on 1 November 2023.

For Decision
(Pages 9 - 14)

8. **INTERNAL AUDIT UPDATE**

Joint report of the Chamberlain and Head of Internal Audit.

For Information
(Pages 15 - 26)

9. **BAD DEBTS ANNUAL UPDATE**
Joint report of the Chamberlain and CEO, Barbican Centre.
For Information
(Pages 27 - 30)
10. **MARKETING FINANCES DEEP DIVE**
Joint report of the Chamberlain and CEO, Barbican Centre.
For Information
(Pages 31 - 36)
11. **RISK UPDATE**
Report of CEO, Barbican Centre.
For Information
(Pages 37 - 58)
12. **ANNUAL PLAN FOR CAPITAL WORKS PROGRAMME (CWP) AND MAINTENANCE**
Report of CEO, Barbican Centre.
For Discussion
(Pages 59 - 62)
13. **BARBICAN CAPITAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS - UPDATE REPORT**
Report of CEO, Barbican Centre.
For Discussion
(Pages 63 - 72)
14. **BARBICAN BUSINESS REVIEW: NOVEMBER 2023 (PERIOD 8)**
Joint report of the Chamberlain and CEO, Barbican Centre.
For Information
(Pages 73 - 88)
15. **ARTS PROGRAMMING & BUSINESS EVENTS RISK REGISTER**
Report of CEO, Barbican Centre.
For Information
(Pages 89 - 104)
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

17. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Wednesday, 1 November 2023**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Co-Lab Space, Barbican Centre on Wednesday, 1 November 2023 at 10.45 am

Present

Members:

Tijs Broeke (Chair)
Deputy Randall Anderson
Alderman Sir William Russell

Officers:

Claire Spencer	- CEO, Barbican Centre
Cornell Farrell	- Barbican Centre
Ali Mirza	- Barbican Centre
Richard Chamberlain	- City Surveyor's Department
Matthew Lock	- Chamberlain's Department
Sarah Wall	- Chamberlain's Department
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Tom Sleigh (Deputy Chairman) and Robert Glick.

Deputy Alpa Raja, Tobi Ruth Adebekun, and Mark Page observed the meeting virtually.

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

There were no declarations for this meeting.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 11 September 2023 were approved as a correct record.

4. INTERNAL AUDIT UPDATE

The Committee received a report of the Head of Internal Audit concerning an update in respect of the Internal Audit activity related to the Barbican Centre.

The Committee discussed Purchase Cards (P Cards) and Purchase Orders compliance. The Committee heard that efforts had been made to improve the P Card compliance, and P Cards were being cancelled where there was no compliance. In relation to Purchase Orders, the Committee discussed the Purchase Order system, and that some Purchase Orders were being raised retrospective to the payment. The Committee heard that there were

dashboards which provided data on Purchase Orders, which would highlight which departments regularly did not comply. The Committee suggested these departments be targeted for further training, and that it should form part of performance management.

The Committee considered facilities management and maintenance and agreed that officers would discuss which, and when, facilities would be targeted for issue resolution.

RESOLVED – That the report be received and its contents noted.

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

There were no public questions.

6. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no public items of urgent business.

7. **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 1, of Schedule 12(A), of the Local Government Act.

8. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 11 September 2023 were approved as a correct record.

9. **BARBICAN BUDGET 2024-25**

The Committee received a joint report of the Chief Executive Officer, Barbican Centre, and the Chamberlain concerning the approval and endorsement of the Barbican Centre budget for 2024-25 to the Barbican Centre Board.

10. **BARBICAN FIRE SAFETY PROJECT**

The Committee received a report of the City Surveyor concerning the project to improve the fire safety at the Barbican Centre.

11. **RADIO SYSTEM INFRASTRUCTURE REPLACEMENT**

The Committee received a joint report of the Chief Executive Officer, Barbican Centre, and the Principal, Guildhall School of Music and Drama, concerning the procurement of a replacement radio system infrastructure in the Barbican Centre and the Guildhall School of Music and Drama.

12. **CREATIVE COLLABORATIONS FINANCES DEEP DIVE**

The Committee received a joint report of the Chief Executive Officer, Barbican Centre, and the Chamberlain, concerning a deep dive into the financial detail and modelling within the Creative Collaboration area.

13. **CYBER SECURITY ANNUAL REPORT**
The Committee received a report of the Chief Executive Officer, Barbican Centre, concerning an annual review of the Barbican Centre and Guildhall School of Music and Drama cyber security posture.
14. **BARBICAN CYCLICAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS - UPDATE REPORT**
The Committee received a report of the Chief Executive Officer, Barbican Centre, concerning an update on the Cyclical Works Programming (CWP) and Capital Projects.
15. **BARBICAN BUSINESS REVIEW: SEPTEMBER 2023 (PERIOD 6)**
The Committee received a joint report of the Chief Executive Officer, Barbican Centre, and the Chamberlain, concerning a business review for Period 6.
16. **ARTS PROGRAMMING & BUSINESS EVENTS RISK REGISTER**
The Committee received a report of the Chief Executive Officer, Barbican Centre, concerning the Arts Programming and Business Events Risk Register.
17. **RISK UPDATE**
The Committee received a report of the Chief Executive Officer, Barbican Centre, providing an update on the risk management system at the Barbican Centre.
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
19. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no non-public items of urgent business.

The meeting ended at 12.22 pm

Chairman

Contact Officer: Kate Doidge
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