



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 4 NOVEMBER 2024
Time: 1.45 pm
Venue: CO-LAB SPACE, BARBICAN CENTRE

Members: Tijds Broeke (Chair) Robert Glick, Barbican Trust (External Member)
Alderman Sir William Russell (Deputy Chairman) Alderman Sir Nicholas Lyons
Tobi Ruth Adebekun, Deputy Chairman (External Member) Mark Page (External Member)
Deputy Randall Anderson Anett Rideg

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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 9th September 2024.

For Decision
(Pages 5 - 8)

4. **INTERNAL AUDIT UPDATE**

Report of the Head of Internal Audit.

Note: Appendices 1 – 3 are non-public and can be found under Agenda Item 8.

For Information
(Pages 9 - 12)

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

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

7. **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

8. NON-PUBLIC MINUTES

To approve the non-public minutes of the last meeting held on 9th September 2024.

For Decision
(Pages 13 - 18)

9. INTERNAL AUDIT UPDATE

Report of the Head of Internal Audit (Non-Public Appendices 1 – 3, to be read in conjunction with Agenda Item 4).

For Information
(Pages 19 - 30)

10. CYBER SECURITY ANNUAL REPORT

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 31 - 42)

11. BARBICAN BUSINESS REVIEW: AUGUST 2024 (PERIOD 5)

Joint report of the Chamberlain and Interim CEO, Barbican Centre.

For Information
(Pages 43 - 54)

12. BARBICAN CWP AND CAPITAL PROJECTS - UPDATE REPORT

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 55 - 62)

13. RISK UPDATE

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 63 - 90)

14. ARTS PROGRAMMING & BUSINESS EVENTS RISK & ETHICS REGISTERS

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 91 - 118)

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

16. **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 **Monday, 9 September 2024**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Co-Lab Space, Barbican Centre on Monday, 9 September 2024 at 1.45 pm

Present

Members:

Tijs Broeke (Chair)
Deputy Randall Anderson
Robert Glick (External Member)
Mark Page (External Member)
Anett Rideg

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Ali Mirza	- Barbican Centre
Jackie Boughton	- Barbican Centre
Cornell Farrell	- Barbican Centre
Natasha Harris	- Barbican Centre
Philippa Simpson	- Barbican Centre
Sarah Wall	- Chamberlain's Department
Kate Doidge	- Town Clerk's Department

MATTERS ARISING

It was agreed that Agenda Item 13, Arts Programming & Business Events Risk & Ethics Registers would be brought forward, to be received following Item 10, Barbican Business Review: June 2024 (Period 3).

1. APOLOGIES

Apologies were received from Alderman Sir William Russell and Alderman Sir Nicholas Lyons, who observed the meeting virtually.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the previous meeting held on 1st July 2024 be approved as an accurate record.

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

There were no public questions.

5. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There were no public items of urgent business.
6. **EXCLUSION OF THE PUBLIC**
RESOLVED – 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 involved the likely disclosure of Exempt Information, as defined in Part 1, in Schedule 12A, of the Local Government Act.
7. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the previous meeting held on 1st July 2024 be approved as an accurate record.
8. **BARBICAN CENTRE - FIRE SAFETY UPDATE REPORT**
The Committee received a report of the Interim CEO, Barbican Centre, concerning an update to fire safety at the Barbican Centre.
9. **BARBICAN BUSINESS REVIEW: JUNE 2024 (PERIOD 3)**
The Committee received a joint report of the Chamberlain and the Interim CEO, Barbican Centre, concerning the Business Review for June 2024 (Period 3).
10. **ARTS PROGRAMMING & BUSINESS EVENTS RISK & ETHICS REGISTERS**
The Committee received a report of the Interim CEO, Barbican Centre, concerning the Arts Programming and Business Events Risk Register.
11. **BARBICAN CENTRE - BUILDING DISRUPTION REPORT**
The Committee received a report of the Interim CEO, Barbican Centre, concerning an update to building disruption at the Barbican Centre.
12. **BARBICAN CWP AND CAPITAL PROJECTS - UPDATE REPORT**
The Committee received a report of the Interim CEO, Barbican Centre, concerning an update on the Cyclical Work Programming (CWP) and Capital Projects.
13. **RISK UPDATE**
The Committee received a report of the Interim CEO, Barbican Centre, concerning the risk management system in place at the Barbican Centre, and updates on identified and mitigations for significant risks.
14. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
15. **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 3.10 pm

Chairman

Contact Officer: Kate Doidge
kate.doidge@cityoflondon.gov.uk

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Committee(s) Finance & Risk Committee of the Barbican Centre Board	Dated: 4 th November 2024
Subject: Internal Audit Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Head of Internal Audit	For Information
Report author: Cirila Peall, Audit Manager	

Summary

This report provides Members with an update on Internal Audit activity related to the Barbican Centre since the report to the July 2024 meeting of this Committee.

Assurance work progressed since the last update comprises finalisation of two audits – Business Continuity and Financial Controls, circulation of an interim report in respect of one audit – Contract Management, and planning in respect of an audit of Health and Safety.

As at mid-October 2024 there are four live high (red) priority and thirteen live medium (amber) priority recommendations which arose in recently finalised audits.

Recommendation(s)

- Members are asked to note the report

Main Report

Background

1. Internal Audit provides assurance on the effectiveness of internal controls through delivery of its risk-focused audit programme, developed in consultation with Barbican Centre Management, and incorporating timely follow-up activity to confirm the resolution of issues identified during audit testing.
2. The Internal Audit Section operates in accordance with the Public Sector Internal Audit Standards and its Charter reflects that the remit of audit work covers the entire control environment of the City of London Corporation (the Corporation), of which the Barbican Centre is an institutional department.
3. This Committee receives updates in respect of the delivery of relevant Internal Audit work i.e. Barbican Centre audits and corporate audits incorporating testing of Barbican Centre controls, and the implementation of high (red) and medium (amber) priority audit recommendations.

Delivery of Internal Audit Work

4. A breakdown of assurance work delivery between the last Internal Audit update and mid-October 2024 is set out in **Appendix 1**. Detailed progress is set out under relevant headings below but key developments since the last update to this Committee can be summarised as:
- The reports in respect of the audits of Business Continuity and Financial Controls have been finalised.
 - An interim report has been circulated in respect of the audit of Contract Management, setting out high level findings from sampled contracts.
 - Planning is underway in respect of the audit of Health and Safety.
5. Internal Audit work has identified areas for improvement across all areas examined. It is key that Barbican Management take appropriate action to ensure sustained improvement and ongoing compliance with requirements.

Business Continuity

6. This audit resulted in a limited assurance opinion in respect of the adequacy of the control framework for devising, maintaining and implementing the Barbican Centre's Business Continuity arrangements. The breakdown of recommendations raised is as follows:

High Priority	Medium Priority	Low Priority	Total
3	7	0	10

7. An executive summary is provided at **Appendix 2** and details of high and medium priority recommendations raised are included in **Appendix 3**:

Financial Controls

8. This audit formed part of a rolling programme of key financial controls checks and resulted in a moderate assurance opinion in respect of the adequacy of arrangements for promoting consistent application of approved practices, minimising the risk of error and fraud. The breakdown of recommendations raised is as follows:

High Priority	Medium Priority	Low Priority	Total
1	6	1	8

9. An executive summary is provided at **Appendix 2** and details of high and medium priority recommendations raised are included in **Appendix 3**.

Contract Management

10. This audit forms part of a rolling programme evaluating local application of contract management activities, focusing on supplier performance and service delivery, internal contract management performance, and forward planning for contract review.

11. An interim report has been circulated in respect of the high-level findings from the five contracts sampled, highlighting opportunities to strengthen the control environment and ensure compliance with corporate expectations. A full draft report will be circulated once detailed testing in respect of contract monitoring activities has been completed; this is expected to be by the end of October 2024.

Recommendations Implementation

12. As at mid-October 2024, there are four live high (red) and thirteen medium (amber) priority recommendations which were all raised as part of the recently finalised audits. Details are set out in **Appendix 3**.

13. Formal follow-up exercises will be undertaken in 2025-26 in respect of Business Continuity and Financial Controls, in line with implementation target dates.

Forward Programme

14. Confirmed assurance work for the remainder of 2024-25 comprises the following:

- Health and Safety: focus to be agreed with Barbican Centre management but likely to be expanding on the findings of one or more of the risk reviews undertaken earlier in 2024 (as set out in **Appendix 1**).
- Safeguarding: expanding on the findings of the risk review (as set out in **Appendix 1**).
- P Cards Compliance: annual exercise to evaluate the effectiveness of established controls.

15. Internal Audit will continue to liaise with Barbican Centre management to firm up the scope and timing of the planned assurance work.

Corporate & Strategic Implications

16. The overall programme of Internal Audit work is designed to provide assurance as to the adequacy of the City of London Corporation's systems of internal control and governance. This programme of activity is aligned with the Corporate Plan, Corporate Risk Register and Departmental Top Risks. The Barbican, as an institutional department of the Corporation, has a sub-programme of Internal Audit work that includes audit assignments specific to the activity of the Barbican and regular follow-up activity in respect of recommendations implementation.

Conclusion

17. Members are asked to note the delivery position in respect of the ongoing programme of assurance work, the outcome of finalised reviews, planned future coverage and the live recommendations position.

Appendices

- **Appendix 1:** Internal Audit Assurance Work (Non-Public)
- **Appendix 2:** Outcomes of Recently Finalised Reviews (Non-Public)
- **Appendix 3:** Live High and Medium Priority Recommendations (Non-Public)

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