



Finance and Risk Committee of the Barbican Centre Board

Date: WEDNESDAY, 8 JANUARY 2025

Time: 10.00 am

Venue: CO-LAB SPACE, LEVEL 2, BARBICAN CENTRE, SILK STREET, EC2Y 8DS (VISITORS WISHING TO ACCESS THE PUBLIC MEETING PLEASE REPORT TO THE SILK STREET ENTRANCE)

Members:

Tijs 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

Enquiries: Kate Doidge
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Accessing the virtual public meeting

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

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 4th November 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 12).

For Information
(Pages 9 - 12)

5. **BARBICAN CENTRE HEALTH AND SAFETY REPORT**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 13 - 16)

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

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

8. **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

9. NON-PUBLIC MINUTES

To approve the non-public minutes of the last meeting held on 4th November 2024.

For Decision
(Pages 17 - 20)

10. ANNUAL BUDGET

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

Report to follow.

For Decision
(To Follow)

11. BARBICAN CENTRE - CARRY FORWARD OF CWP FUNDS TO 2025/26

Report of the Interim CEO, Barbican Centre.

For Decision
(Pages 21 - 28)

12. 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 29 - 38)

13. BARBICAN CENTRE HEALTH & SAFETY REPORT

Report of the Interim CEO, Barbican Centre

For Information
(Pages 39 - 44)

14. BARBICAN BUSINESS REVIEW: OCTOBER 2024 (PERIOD 7)

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

For Information
(Pages 45 - 58)

15. **BARBICAN CYCLICAL WORKS PROGRAMME (CWP) AND CAPITAL PROJECTS
- UPDATE REPORT**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 59 - 66)

16. **RISK UPDATE**

Report of the Interim CEO, Barbican Centre.

Report to follow.

For Information
(To Follow)

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

18. **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, 4 November 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, 4 November 2024 at 1.45 pm

Present

Members:

Alderman Sir William Russell (Deputy Chairman, in the Chair)
Robert Glick (External Member)
Anett Rideg

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Ali Mirza	- Deputy CEO (Interim), Barbican Centre
Jackie Boughton	- Barbican Centre
Megan Dewberry	- Barbican Centre
Cornell Farrell	- Barbican Centre
Dominic Smith	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Matthew Lock	- Chamberlain's Department
Sarah Wall	- Chamberlain's Department
Claire Ramsey	- Chamberlain's Department
James Hewett	- Chamberlain's Department
Kate Doidge	- Governance Officer

1. APOLOGIES

Apologies were received by Tijs Broeke (Chair).

Alderman Sir Nicholas Lyons and Mark Page (External Member) 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 9th September 2024 be approved as an accurate record.

4. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit, concerning an update to the Internal Audit activity relating to the Barbican Centre.

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 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.

8. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the previous meeting held on 9th September 2024 be approved as an accurate record.

9. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit, concerning an update to the Internal Audit activity relating to the Barbican Centre.

10. **CYBER SECURITY ANNUAL REPORT**

The Committee received a report of the Interim CEO, Barbican Centre, concerning the annual review of the Barbican Centre and Guildhall School of Music and Drama's cyber security posture.

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

The Committee received a joint report of the Chamberlain and Interim CEO, Barbican Centre, concerning the Business Review for August 2024 (Period 5).

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. **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 and Ethics Register.

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

There were no non-public questions.

16. 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: 08/01/2025
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 November 2024 meeting of this Committee. Assurance work progressed since the last update includes finalisation of a Contract Management audit and finalisation of an audit brief in respect of Health and Safety, and commencement of audit fieldwork in respect of Safeguarding.

As at mid-December 2024 there are eight live high (red) priority and eighteen live medium (amber) priority recommendations, four and five of which arose in the recently finalised audit.

Details of indicative high-level audit coverage for 2025-26 are provided for comment.

Recommendation(s)

Members are asked to note the report and provide feedback in respect of the forward programme of assurance work.

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-December 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 follows:
 - The report in respect of the Contract Management audit has been finalised.
 - Finalisation of audit briefs for Health and Safety, and Safeguarding.
 - Commencement of audit fieldwork in respect of Safeguarding.
5. Audit fieldwork is underway in respect of a corporate review of P Cards, which is analysing usage to determine whether this is in line with the objectives of the Scheme and to evaluate the overall effectiveness of controls as applied in each department to ensure compliance. The outcome and detailed findings in respect of the Barbican Centre will be reported to this Committee post report finalisation.

Contract Management

6. This audit formed 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. The outcome was a limited assurance opinion, highlighting several opportunities to strengthen the control environment and ensure compliance with corporate expectations and the principles of effective contract management. The breakdown of recommendations raised is as follows:

High Priority	Medium Priority	Low Priority	Total
4	5	0	9

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

Health and Safety

8. This audit has been included in the agreed programme of Internal Audit assurance work to build upon the findings of a series of Health and Safety-related risk reviews in early 2024, which focused on administration of this risk as captured on Ideagen and resulted in moderate to limited assurance outcomes as set out below.

Risk Ref and Title	Date	Assurance
H&S 006 – Failure to Comply with Current Legislation	Feb 24	Limited
H&S 005 – Non-Compliance with Fire Regulations	Feb 24	Limited
H&S 008 - Fire Leading to Major Incident	Feb 24	Moderate

9. The key focus of the audit is providing an assurance opinion on the adequacy of the overall framework for ensuring appropriate Health and Safety practices throughout the Barbican Centre. Audit testing will also evaluate the extent to which the issues highlighted during the risk reviews have been satisfactorily addressed. Audit coverage and timescales have been agreed, with fieldwork commencing in January 2025 and concluding in February 2025.

Safeguarding

10. Fieldwork is underway in respect of this audit, programmed to build upon the findings of the (May) 2024 safeguarding risk review*, which focused on administration of this risk as captured on Ideagen and resulted in a limited assurance outcome. The key focus of this audit is providing an assurance opinion on the adequacy of the overall framework for ensuring appropriate safeguarding practices throughout the Barbican Centre.

**' BBC CL 02: "Failure of Safeguarding Procedures", score: 12, target score: 4.*

11. The audit is evaluating the extent to which:

- There are mechanisms in operation for the implementation and maintenance of policies and procedures which align with relevant safeguarding requirements.
- There is adequate dispensation of training, guidance and comms to ensure that staff and contractors are aware of safeguarding requirements.
- There are monitoring arrangements established to ensure adherence to safeguarding practices.
- There is clear accountability, supported by appropriate escalation and reporting arrangements to facilitate oversight of safeguarding activities, including a clear line of sight to relevant committees.

12. Audit testing is also incorporating validation of BBC CL 02 Safeguarding risk mitigation actions insofar as they relate to the above control objectives. Audit fieldwork completion is anticipated in January 2025 with report finalisation by the end of the month, subject to timely receipt of the management response.

Recommendations Implementation

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

14. Formal follow-up exercises will be undertaken in 2025-26 in respect of Business Continuity, Financial Controls and Contract Management, in line with implementation target dates. The timing of follow-ups in respect of Health and Safety, and Safeguarding, will be determined upon audit report finalisation.

Forward Programme

15. High level proposals for audit coverage in 2025-26 comprise a review of Barbican Renewal Project Governance and examination of the following areas as part of a rolling programme, with the precise scope to be confirmed:

- Facilities Management
- Contract Management
- Income Controls
- Risk Management

16. Planned corporate reviews may also directly involve / impact the Barbican Centre – for example Procurement.

17. The input of this Committee is sought in terms of the forward programme. Internal Audit assurance activity is expected to comprise four or five reviews, depending on the scale and depth of coverage, supplemented by follow-up work.

Corporate & Strategic Implications

18. 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

19. Members are asked to note the delivery position in respect of the ongoing programme of assurance work, the outcome of finalised reviews, the live recommendations position and proposals for the forward programme of assurance work.

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)**

Cirla Peall - Audit Manager, Chamberlain's Department,
cirla.peall@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Finance and Risk Committee of the Barbican Centre Board – <i>for information</i> *Barbican Centre Board – <i>for information</i>	Dated: 08/01/2025 29/01/2025
Subject: Barbican Centre Health and Safety Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Diverse Engaged Communities Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	David Farnsworth – Interim CEO Barbican Centre
Report author:	Megan Dewberry – Head of Health, Safety & Wellbeing

Summary

This report outlines the current state of health and safety, including fire management at the Barbican Centre and the steps being taken to address weaknesses. Over the past decade, the erosion of dedicated health and safety roles has led to unclear responsibilities across departments.

In response to independent reviews and issues arising in relation to fire safety management over the past 12 months, the Barbican has now recruited Megan Dewberry to a new Head of Health, Safety & Wellbeing role, secured funding for two additional new health and safety roles and is in the process of developing a strategic health and safety plan, sitting within the framework of the City of London Corporation’s health and safety strategy. Members will be asked to review and approve the plan in Spring/Summer 2025.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The numbers and levels of dedicated health and safety competence and resource at the Barbican has been reduced over the past decade, examples include the Fire Officer and Medical Officer posts which were removed from the structure, as was the Head of Security and Safety post in 2017/18.

Since then, health and safety management has been informally shared across Directors and Managers, but roles and responsibilities have not been well defined. In Autumn 2023, Quadriga Health and Safety Ltd were commissioned to conduct an independent review of the City of London's (CoL) health and safety management arrangements, including the competency of health and safety advice. The review recommended that, due to the complexity and nature of the Barbican's activities, the Centre should have a dedicated health and safety provision with a minimum of three professionals.

There have also been a number of events that have highlighted weaknesses in general and fire safety management. Earlier this year the Town Clerk set up a "Task and Finish Group" to oversee improvements in relation to physical fire safety systems and management processes.

Current Position

2. Following the Quadriga report and interactions with the London Fire Brigade (LFB) and Town Clerk's Department, the Barbican has developed a clearer understanding of some significant health, safety and fire management issues and is implementing plans to address them, as detailed below.

Health and Safety Provision

Funding has been approved for three health and safety roles: a Head of Service and two managers. The Head of Health, Safety and Wellbeing joined the organisation at the end of September 2024 and is in the process of recruiting a Health and Safety Manager and Fire Safety Manager who will support in driving the strategic health and safety plan and act as a competent source of advice to Directors and their teams, supporting them to fulfil their health and safety responsibilities.

Safety Maturity Assessment

In April 2024, the Corporate Health and Safety Team commissioned a safety maturity assessment across all CoL departments, including the Barbican. The assessment measures 74 competencies that sit within the following 10 modules:

- Director Knowledge
- Management Knowledge
- Worker/Contractor Knowledge
- Health & Safety Management System
- Verification & Audit Activities

- Emergency Preparedness
- Health & Safety Data Collection
- Management Reporting
- Worker/Contractor Engagement
- Culture & Behaviours

The assessment was undertaken to provide a clear and objective picture of the health and safety capability of the organisation. It was led by Safe365, in collaboration with the Corporate Health and Safety Team and Barbican staff, who collectively agreed on the responses to each competency.

The score indicates that the Barbican's health and safety management system lacks maturity, however the assessment provides a helpful framework for improving the management of health and safety. It will also help the Barbican identify key priority areas which will be reflected in the strategic health and safety plan. Over time, it will also serve as an assurance tool for senior management, boards/committees, the City of London Corporation's Executive Leadership Board and the Corporate Health and Safety Team.

Leadership commitment

Bespoke leadership health and safety training has recently been delivered to the Town Clerk and the Executive Leadership Board. The Interim CEO of the Barbican is ensuring similar training is delivered to the Barbican Directors Group and wider Management Team. The intention is to adapt the training for members of the Board. The training will ensure that Directors and Managers fully understand and own their health and safety responsibilities. Managers will know how to manage and/or escalate risk and are equipped with the tools to show leadership in line with our values, visibly demonstrating their commitment to the safety and wellbeing of those impacted by the activities within their domain. This will be a critical step in fostering a strong safety culture and improving safety maturity at the Barbican.

Consideration is also being given to the type of training that will be delivered to Members to support them in exercising their responsibilities in relation to health and safety decision making.

Options

3. The Head of Health, Safety and Wellbeing has been in post for two months. Part of this time has been spent gathering information by reviewing previous reports and documentation, speaking with colleagues across the organisation and recording observations of the physical site. This information contributes to a gap analysis exercise to identify priority areas for improvement and inform the long-term strategic health and safety plan.

An internal audit of the Barbican's health and safety management is planned for January/February 2025. This will provide additional insight into deficiencies and will help inform the health and safety plan.

All options will be considered in determining the strategic direction based on the data collated. Options including risk-based approach, cost/benefit etc will be part of the decision-making process for the Director's Group. The intention is to present the draft plan to the Committee for comment/approval circa three months after the audit results. Improvements are already underway and will continue throughout the drafting of the plan.

Proposals

4. As stated, the proposal is to present a draft strategic plan in Spring/Summer 2025.

This report is for information purposes and provides context to the current state of health and safety management. Funding for the three new health and safety roles has already been secured, as outlined earlier in this report. Any further resource implications or needs will be better understood and clarified once the gap analysis exercise has been completed and will be included in the draft plan.

Conclusion

5. In conclusion, the Barbican Centre is taking significant steps to address the gaps in its health, safety, and fire management systems, following a series of challenges and independent reviews. With the approval of funding for three new health and safety roles, including a Head of Health, Safety, and Wellbeing, the Centre is now in position to improve its overall safety culture and capabilities.

The ongoing safety maturity assessment and leadership training are key components in building a more robust safety framework. The development of a strategic health and safety plan, informed by a gap analysis and an internal audit, will ensure continuous improvements and will be submitted for approval in Spring/Summer 2025. These actions reflect a strong commitment to enhancing the safety and wellbeing of all stakeholders at the Barbican Centre.

Appendices

None

Megan Dewberry

Head of Health, Safety and Wellbeing

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of the Local Government Act 1972.

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