



## Finance and Risk Committee of the Barbican Centre Board

**Date:** MONDAY, 23 JUNE 2025

**Time:** 10.30 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)

<b>Members:</b>	Tijs Broeke (Chair)	Alderman Sir Nicholas Lyons
	Mark Page (Deputy Chairman)	Anett Rideg
	Aaron D'Souza	Alderman Sir William Russell
	Robert Glick, Barbican Trust (External Member)	

**Enquiries:** John Cater  
John.Cater@cityoflondon.gov.uk

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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.

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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 8<sup>th</sup> January 2025.

**For Decision**  
(Pages 5 - 8)

4. **INTERNAL AUDIT UPDATE**

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

**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 8<sup>th</sup> January 2025.

**For Decision**  
(Pages 13 - 18)

9. **BARBICAN BUSINESS REVIEW: MARCH 2025 (PERIOD 12)**

Report of the Interim CEO, Barbican Centre.

**For Information**  
(Pages 19 - 36)

10. **2025/26 BARBICAN CENTRE FORECAST UPDATE**  
Report of the Interim CEO, Barbican Centre.  
**For Information**  
(Pages 37 - 40)
11. **VISUAL ARTS DEEP DIVE**  
Report of the Interim CEO, Barbican Centre.  
**For Information**  
(Pages 41 - 50)
12. **BARBICAN CYCLICAL WORKS PROGRAMME AND CAPITAL PROJECTS -  
UPDATE REPORT**  
Report of the Interim CEO, Barbican Centre.  
**For Information**  
(Pages 51 - 58)
13. **RISK UPDATE**  
Report of the Interim CEO, Barbican Centre.  
**For Information**  
(Pages 59 - 88)
14. **PROGRAMMING & BUSINESS EVENTS RISK**  
Report of the Interim CEO, Barbican Centre.  
**For Information**  
(Pages 89 - 94)
15. **HEALTH AND SAFETY UPDATE**  
Report of the Interim CEO, Barbican Centre.  
**For Information**  
(Pages 95 - 104)
16. **NON-PUBLIC INTERNAL AUDIT UPDATE APPENDICES**  
Report of the Interim CEO, Barbican Centre – to be read in conjunction with Item 4.  
**For Information**  
(Pages 105 - 126)
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**

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## **8<sup>TH</sup> AFINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD** **Wednesday, 8 January 2025**

Minutes of the meeting of the Finance and Risk Committee of the Barbican Centre Board held at Co-Lab Space, Level 2, Barbican Centre, Silk Street, EC2Y 8DS on Wednesday, 8 January 2025 at 10.00 am

### **Present**

#### **Members:**

Tijs Broeke (Chair)  
Alderman Sir William Russell (Deputy Chairman)  
Deputy Randall Anderson  
Robert Glick (External Member)  
Mark Page (External Member)  
Anett Rideg

#### **Officers:**

David Farnsworth	- Interim CEO, Barbican Centre
Ali Mirza	- Interim Deputy CEO, Barbican Centre
Megan Dewberry	- Barbican Centre
Cornell Farrell	- Barbican Centre
Natasha Harris	- Barbican Centre
Philippa Simpson	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Sarah Wall	- Chamberlain's Department
Claire Ramsey	- Chamberlain's Department
James Hewett	- Chamberlain's Department
Matthew Lock	- Chamberlain's Department
Anu Newton	- Chamberlain's Department
Kate Doidge	- Town Clerk's Department

#### **1. APOLOGIES**

Apologies were received from 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 4<sup>th</sup> November 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 on Internal Audit activity relating to the Barbican Centre, including the

finalisation of various audits, and details of indicative high-level audit coverage for 2025-26 for comment.

In relation to an audit coverage in 2025-26 of the Barbican Renewal Project Governance, it was suggested that this should not occur until the governance had been implemented. The Committee heard that it was due to the timing of the City Corporation elections in early 2025 that the proposal was being brought before the Committee, and it was agreed that it would be more prudent to undertake post-implementation, later in 2025.

It was requested for further specification on the risk management category. The response was that the audit plan was an iterative process, and as themes were determined, specifics would be considered. This could therefore translate into specific individual risks, or a review of the risk management framework and how it was deployed across the Barbican Centre.

RESOLVED – That Members noted the report and provide feedback in respect of the forward plan of assurance work.

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

The Committee received a report of the Interim CEO, Barbican Centre, concerning the current state of health and safety at the Barbican Centre and steps taken to address gaps.

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

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

There were no public questions.

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

There were no public items of urgent business.

8. **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.

9. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the previous meeting, held on 4<sup>th</sup> November 2024, be approved as an accurate record.

**Note: At this juncture, the Committee agreed that Agenda Item 12, Internal Audit, be brought forward to be received following Agenda Item 9, Non-Public Minutes**

| 10. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit, concerning an update on Internal Audit activity relating to the Barbican Centre, including the finalisation of various audits, and details of indicative high-level audit coverage for 2025-25 for comment. The Committee discussed appendices 1 – 3, which were non-public.

11. **ANNUAL BUDGET**

The Committee received a joint report of the Chamberlain and Interim CEO, Barbican Centre, concerning the endorsement of the Barbican Centre budget for 2025/26.

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

The Committee received a report of the Interim CEO, Barbican Centre, concerning the justification for a minority of Barbican Centre Cyclical Works Programme (CWP) projects to continue into 2025/26, and the approval of the associated budgets to be carried forward into 2025/26.

13. **BARBICAN CENTRE HEALTH & SAFETY REPORT**

The Committee received a report of the Interim CEO, Barbican Centre, concerning the current state of health and safety at the Barbican Centre and steps taken to address gaps.

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

The Committee received a joint report of the Chamberlain and Interim CEO, Barbican Centre, concerning the Business Review for October 2024 (Period 7).

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

The Committee received a report of the Interim CEO, Barbican Centre, concerning an update on the Cyclical Works Programming (CWP) and Capital Projects.

16. **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.

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

One non-public question was raised.

18. **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 11.40 am**

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Chairman

**Contact Officer: Kate Doidge**  
**[kate.doidge@cityoflondon.gov.uk](mailto:kate.doidge@cityoflondon.gov.uk)**



<b>Committee(s)</b>	<b>Dated:</b>
Finance & Risk Committee of the Barbican Centre Board	23/06/2025
<b>Subject: Internal Audit Update</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Head of Internal Audit</b>	<b>For Information</b>
<b>Report author: Cirila Peall, Audit Manager</b>	

## Summary

This report provides Members with an update on Internal Audit activity related to the Barbican Centre since the report to the January 2025 meeting of this Committee and a cumulative summary of work for the 2024-25 year. Assurance work progressed since the last update includes finalisation of a 2024-25 Safeguarding audit, completion of audit fieldwork in respect of Health and Safety and two follow-up exercises in respect of 2024-25 audits.

As at early June 2025 there are 8 live high (red) priority and 22 live medium (amber) priority recommendations, 5 (medium - amber) of which arose in the recently finalised audit. One recommendation was closed down during a recent follow-up.

A delivery update is provided in respect of relevant 2025-26 assurance work.

## 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 Global 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.

## Assurance Outcomes 2024-25

6. **Appendix 1** provides an overview of assurance work outcomes within 2024-25, summarised as:
  - A risk review with a limited assurance outcome.
  - Four audits: two limited assurance and two moderate assurance outcomes.
  - A compliance check with a moderate assurance outcome.
  - A fourth round follow-up exercise which confirmed resolution of 5 issues from a 2020-21 audit.
7. Internal Audit is rolling out monthly dashboard reporting to share audit delivery updates, details of live issues and emerging themes from assurance work, with Chief Officers. An annual summary document has been prepared and is shown at **Appendix 2**.
8. Detailed progress is set out under relevant headings below, key developments since the last update to this Committee can be summarised as follows:
  - The 2024-25 Safeguarding audit has been finalised.
  - Audit fieldwork in respect of Health and Safety has been completed.
  - Two follow-up exercises have been carried out in respect of 2024-25 audits: Financial Controls and Business Continuity.

### *Safeguarding*

9. This audit was included in the agreed programme of Internal Audit assurance work to build upon the findings of the (May) 2024 safeguarding risk review (BBC CL 02: "Failure of Safeguarding Procedures), which focused on administration of this risk as captured on Ideagen and resulted in a limited assurance outcome. The overall audit objective was to provide assurance over the adequacy of the control framework to ensure compliant safeguarding practices throughout the Barbican Centre. An executive summary is provided at **Appendix 3**.
10. A Moderate assurance opinion was given which was proportionate to the level of inherent risk in relation to safeguarding matters rather than fundamental weaknesses within arrangements at the Barbican - this coupled with the fact that there had been only one reported safeguarding incident within the previous 6 months which limited our ability to assess the effectiveness of arrangements in operation.
11. In total, 7 recommendations were made which colleagues responded positively to and prompt action was planned to resolve the issues identified during the audit. Follow-up is scheduled for September 2025 and will seek to evaluate the effectiveness of control improvements in practice.

### Recommendations Implementation

12. As at mid-early June 2025, there are 8 live high (red) and 22 medium (amber) priority recommendations, 5 (medium – amber) of which were raised as part of

the recently finalised audit. Details of the live recommendations are set out in **Appendix 4**.

13. Formal follow-up activity has identified that target timescales for making necessary improvements have been over-optimistic in some cases, resulting in recommendations implementation slippage, and delaying closure. In other cases (Business Continuity), corrective action has been impacted by wider (corporate) developments. Follow-up information is set out below:

- Financial Controls, original audit finalised November 2024, Moderate assurance outcome. Follow-up May 2025:

	High Priority	Medium Priority	Low Priority	Total
Issues Raised	1	6	1	8
Issues Closed	0	1	0	1
Live Issues	1	5	1	7

- Business Continuity, original audit finalised July 2024, Limited assurance outcome. Follow-up May 2025:

	High Priority	Medium Priority	Low Priority	Total
Issues Raised	3	7	0	10
Issues Closed	0	0	0	0
Live Issues	3	7	0	10

14. Revised target timescales for implementation have been provided in some cases, as set out in Appendix 4), and Internal Audit will continue to liaise with recommendation owners to obtain assurance in respect of the necessary internal control improvements.

#### 2025-26 Delivery Update

15. **Appendix 5** sets out the delivery position in respect of 2025-26 audit work and reflects fieldwork completion in respect of Health and Safety and the two recent follow-ups of 2024-25 audits, as set out above.

16. High level proposals for remaining audit coverage comprise reviews of Barbican Renewal Project Governance and rolling programme coverage in respect of Ticket Income, and Facilities Management and Maintenance. Scoping discussions will be held with Barbican Centre management to agree the approach and timing.

#### **Corporate & Strategic Implications**

17. 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**

18. Members are asked to note the outcome of 2024-25 assurance work, the Internal Audit annual dashboard, the delivery position in respect of the ongoing programme of assurance work, the outcome of a recently finalised review and the live high and medium priority recommendations position.

## **Appendices**

- **Appendix 1: 2024-25 Assurance Work Outcomes**
- **Appendix 2: Internal Audit Dashboard 2024-25**
- **Appendix 3: Outcome of Recently Finalised Review: Safeguarding**
- **Appendix 4: Live High and Medium Priority Recommendations**
- **Appendix 5: 2025-26 Assurance Work Delivery**

**Cirla Peall** - Audit Manager, Chamberlain's Department,  
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of the Local Government Act 1972.

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