



Finance and Risk Committee of the Barbican Centre Board

Date: TUESDAY, 30 SEPTEMBER 2025

Time: 1.45 pm

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)	Alderman Sir Nicholas Lyons
Mark Page (Deputy Chairman)	Anett Rideg
Aaron D'Souza	Alderman Sir William Russell
Robert Glick, Barbican Trust (External Member)	

Enquiries: Kate Doidge
kate.doidge@cityoflondon.gov.uk

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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 23 June 2025.

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 9.

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 23 June 2025.

For Decision
(Pages 13 - 18)

9. **NON-PUBLIC APPENDICES**

Non-Public Appendices to be read in conjunction with Agenda Item 4.

For Information
(Pages 19 - 24)

10. **BARBICAN BUSINESS REVIEW**

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

Note: Report to Follow

For Information
(To Follow)

11. **MUSIC DEEP DIVE**

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

Note: Report to Follow.

For Information
(To Follow)

12. **SALARIES DEEP DIVE**

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

For Information
(Pages 25 - 32)

13. **HEALTH AND SAFETY 3-YEAR PLAN**

Report of the Interim CEO, Barbican Centre.

For Discussion
(Pages 33 - 48)

14. **PROGRAMMING AND EVENTS RISK REGISTER**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 49 - 54)

15. **RISK UPDATE**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 55 - 76)

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

Monday, 23 June 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 Monday, 23 June 2025 at 10.30 am

Present

Members:

Tijs Broeke (Chair)
Mark Page (Deputy Chairman)
Aaron Anthony Jose Hasan D'Souza
Robert Glick (External Member)
Anett Rideg
Alderman Sir William Russell

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Ali Mirza	- Barbican Centre
Jackie Boughton	- Barbican Centre
Megan Dewberry	- Barbican Centre
Natasha Harris	- Barbican Centre
Shanay Jhaveri	- Barbican Centre
Bobby Stewart	- Barbican Centre
Harriet Usher	- Barbican Centre
Ellie Varley	- Barbican Centre
Beau Vigushin	- Barbican Centre
Sarah Wall	- Chamberlain's Department
Anu Newton	- Chamberlain's Department
John Cater	- Town Clerk's Department

1. APOLOGIES

In advance of the meeting, a formal apology was received from Alderman Sir Nicholas Lyons.

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 of the previous meeting, held on 8th January 2025, be approved as an accurate record.

4. INTERNAL AUDIT UPDATE

The Committee received a Report of the Chamberlain which provided an update on Internal Audit activity related to the Barbican Centre since the Report

to the January 2025 meeting of the Committee and a cumulative summary of work for the 2024-25 year.

The Committee noted that several appendices for this Report were in the non-public agenda and a fuller discussion about these matters would therefore follow later in the meeting.

It was noted the Forward Plan of Assurance Work would be raised and discussed at the next meeting of the Committee in September.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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

There was no other public 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 8th January 2025, be approved as an accurate record.

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

The Committee received a Report of the Interim CEO, Barbican Centre reviewing the Centre's financial performance in over March 2025 (Period 12 of 2024/25).

10. **BARBICAN BUSINESS REVIEW: MAY 2025 (PERIOD 2)**

The Committee received a Report of the Interim CEO, Barbican Centre reviewing the Centre's financial performance over May 2025 (Period 2 of 2025/26).

11. **VISUAL ARTS DEEP DIVE**

The Committee received a Report of the Interim CEO, Barbican Centre providing a deep dive of the Visual Arts Department.

12. **BARBICAN CYCLICAL WORKS PROGRAMME AND CAPITAL PROJECTS - UPDATE REPORT**

The Committee received a Report of the Interim CEO, Barbican Centre providing an update on the Cyclical Works Programme and Capital Projects at the Centre.

13. **RISK UPDATE**

The Committee received a Report of the Interim CEO, Barbican Centre advising Members of the risk management system in place at the Centre and updating Members on the significant risks that have been identified and measures for mitigation of these risks.

14. **PROGRAMMING & BUSINESS EVENTS RISK**

The Committee received a Report of the Interim CEO, Barbican Centre concerning the Arts Programming & Business Events Risk Registers.

15. **HEALTH AND SAFETY UPDATE**

The Committee received a Report of the Interim CEO, Barbican Centre updating Members on health, safety and fire safety management at the Barbican Centre.

16. **NON-PUBLIC INTERNAL AUDIT UPDATE APPENDICES**

The Committee received the non-public appendices to the Internal Audit Update Report (Item 4).

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

There was one non-public question.

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

There was no other urgent non-public business.

The meeting ended at 12.15 pm

Chairman

Contact Officer: John Cater
john.cater@cityoflondon.gov.uk

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Committee(s) Finance & Risk Committee of the Barbican Centre Board	Dated: 30/09/2025
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?	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: 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 June 2025 meeting of this Committee.

The update incorporates the delivery status of relevant Internal Audit work i.e. Barbican Centre audits and follow-up exercises, the outcome of corporate audits incorporating testing of Barbican Centre controls, and a breakdown of live high (red) and medium (amber) priority audit recommendations.

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.
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.

Key Developments

3. Key developments since the last update to this Committee are summarised as:
 - Finalisation of the audit of Barbican Centre Health and Safety.
 - Completion of the 2024-25 Financial Controls audit second round follow-up.
 - Initiation of the audit of Renewal Programme Governance and two follow-up exercises: 2024-25 Business Continuity (second round) and 2024-25 Safeguarding (first round).
4. Detailed information on progress is set out under relevant headings below.

Delivery of Internal Audit Work

5. The Barbican Centre 2025-26 assurance programme delivery status is as follows:

Assurance Work	Status	Rating	Recommendations Raised			
<u>Audits</u>			Low	Medium	High	Total
Health & Safety	Complete	Limited	0	3	4	7
Renewal Programme Governance	Fieldwork in Progress	N/A	-	-	-	-
Ticket Income	Not Initiated	-	-	-	-	-
Facilities Management & Maintenance	Not Initiated	-	-	-	-	-
Total			0	3	4	7
<u>Follow-Ups</u>			Low	Medium	High	Total
Original Audit	Stage	Outcome	Recommendations Implemented			
Business Continuity 2024-25	Second Round	Initiated	0	-/7	-/3	-/10
Financial Controls 2024-25	Second Round	Further Action req	0/1	1/6	0/1	1/8
Safeguarding 2024-25	First Round	Initiated	-/2	/5	0	-/7
Total Implemented			0/3	1/18	0/4	1/25

6. The executive summary and management action plan in respect of the finalised Health and Safety audit are provided at **Appendix 1**. The scope of the recently initiated Renewal Programme Governance audit is set out at **Appendix 2**. High level outcomes of the completed items are set out below. Internal Audit will liaise with Barbican Centre management to agree the timing of the uninitiated audits.
7. The status of corporate assurance work delivery relevant to the Barbican Centre is as follows:

Assurance Work	Status	Rating	Recommendations Raised			
<u>Audits</u>			Low	Medium	High	Total
Procurement Authorisation Reports (PARs): Commercial Service Checks	Complete	Substantial	0	0	0	0
Total			0	0	0	0

8. Substantial assurance was provided in respect of checks undertaken with the Commercial Service remit, but responsibility for ensuring compliance with the Procurement Code rests with the local (departmental) authoriser of the PAR form. Audit sample testing of PARs highlighted poor departmental process application, indicating that further work is required to embed a compliant corporate culture.

Summary of Assurance Work Outcomes

9. The two recently completed Barbican-specific reviews have highlighted key areas for improvement within the control frameworks, offering insights to support enhanced operational effectiveness:
- **Barbican Centre Health and Safety:** limited assurance in respect of the overall framework for ensuring appropriate practices through the Barbican Centre. Issues from the 2024 risk reviews had also not been fully resolved (**Appendix 1**).
 - **Financial Controls Second Round Follow-Up:** seven of the eight original issues remain live, with progress demonstrated in some instances. A further round of follow-up will be carried out in November 2025 to evaluate the impact of action being taken to strengthen the control framework.

Recommendations Implementation

10. As at early September 2025, there are twelve live high (red) and twenty-five medium (amber) priority recommendations, four and three of which were raised as part of the recently finalised Health and Safety audit. Details of the live recommendations are set out in **Appendix 3**. Follow-up of the Safeguarding (first round) and Business Continuity (second round) audits are in progress; all issues are assessed by Internal Audit as live pending receipt of implementation evidence

Corporate & Strategic Implications

11. 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

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

Appendices

- **Appendix 1: Outcome of Recently Finalised Review (Non-Public)**
- **Appendix 2: Live Audit Assignment Scope Information (Non-Public)**
- **Appendix 3: Live High and Medium Priority Recommendations (Non-Public)**

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

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