



Finance and Risk Committee of the Barbican Centre Board

Date: MONDAY, 8 DECEMBER 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)	Alderman Sir Nicholas Lyons
	Mark Page (Deputy Chairman)	Anett Rideg
	Aaron Anthony Jose Hasan D'Souza	Alderman Sir William Russell
	Robert Glick, Barbican Trust (External Member)	

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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 30th September 2025.

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 30th September 2025.

For Decision
(Pages 9 - 14)

8. **ANNUAL BUDGET**

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

For Decision
(To Follow)

9. **BARBICAN BUSINESS REVIEW**

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

For Information
(To Follow)

10. **SUSTAINABILITY PLAN 2025 - 2028**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 15 - 34)

11. **HEALTH AND SAFETY UPDATE**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 35 - 38)

12. **CYBER SECURITY ANNUAL REPORT**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 39 - 50)

13. **RISK UPDATE**

Report of the Interim CEO, Barbican Centre.

For Information
(To Follow)

14. **PROGRAMMING & EVENTS RISK REGISTER**

Report of the Interim CEO, Barbican Centre.

For Information
(To Follow)

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**

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FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD **Tuesday, 30 September 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 Tuesday, 30 September 2025 at 1.45 pm

Present

Members:

Mark Page (Deputy Chairman)
Robert Glick (External Member)
Anett Rideg
Alderman Sir William Russell

Officers:

David Farnsworth	- Interim CEO, Barbican Centre
Megan Dewberry	- Barbican Centre
Cornell Farrell	- Barbican Centre
Emma Green	- Barbican Centre
Natasha Harris	- Barbican Centre
Nick Kapoutzis	- Barbican Centre
Devyani Saltzman	- Barbican Centre
Pip Simpson	- Barbican Centre
Harriet Usher	- Barbican Centre
Beau Vigushin	- Barbican Centre
Helen Wallace	- Barbican Centre
James Hewett	- Chamberlain's Department
Sarah Wall	- Chamberlain's Department
Matthew Lock	- Chamberlain's Department
Kate Doidge	- Governance Officer

1. APOLOGIES

Apologies for absence were received from Tijs Broeke, Aaron D'Souza, and Alderman Sir Nicholas Lyons.

Aaron D'Souza and Alderman Sir Nicholas Lyons observed the meeting virtually.

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

Mark Page declared an interest in respect to Agenda Item 11, as his wife was involved in the music industry.

There were no other declarations.

3. **MINUTES**

RESOLVED: - that the public minutes and non-public summary of the previous meeting, held on 23rd June 2025, be approved as an accurate record.

4. **INTERNAL AUDIT UPDATE**

The Sub-Committee received a report of the Head of Internal Audit, concerning an update on Internal Audit activity related to the Barbican Centre.

The Deputy Chair requested that officer's comment on the Health & Safety Audit. The Sub-Committee heard that a dedicated resource had been brought in, to accelerate certain recommendations to move beyond the limited assurance rating, improve relations with the health and safety team at the City Corporation, and work towards a sustainable position.

On the financial recommendations, the Sub-Committee heard that resource needed to be dedicated to demonstrating a quarterly improvement, providing reassurance on a long-term basis.

The Sub-Committee agreed to discuss the non-public appendices further in the non-public session.

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 involve the likely disclosure of Exempt Information, as defined in Part 1 of Schedule 12A of the Local Government Act.

8. **NON-PUBLIC MINUTES**

RESOLVED: - that the non-public minutes of the previous meeting held on 23rd June 2025 be approved as an accurate record.

9. **NON-PUBLIC APPENDICES**

The Sub-Committee received the non-public appendices for Agenda Item 4, Internal Audit Update.

NOTE: Following the end of this item, the Sub-Committee agreed to amend the running order, to receive Agenda Item 11, Music Deep Dive, and Agenda Item 12, Salaries Deep Dive, ahead of Agenda Item 10, Barbican Business Review.

10. **MUSIC DEEP DIVE**

The Sub-Committee received a joint report of the Chamberlain and Interim CEO, Barbican Centre, concerning a comprehensive overview of the financial performance and strategic developments within the Barbican Centre's music department.

11. **SALARIES DEEP DIVE**

The Sub-Committee received a joint report of the Chamberlain and Interim CEO, Barbican Centre, concerning a salaries deep dive for the Barbican Centre.

12. **BARBICAN BUSINESS REVIEW**

The Sub-Committee received a joint report of the Chamberlain and Interim CEO, Barbican Centre, concerning the Barbican Business Review for Period 5, and an update on the 10-Year Business Plan.

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

The Sub-Committee received a report of the Interim CEO, Barbican Centre, concerning an oversight of the Barbican Centre's Health and Safety Plan 2025-2028.

14. **PROGRAMMING AND EVENTS RISK REGISTER**

The Sub-Committee received a report of the Interim CEO, Barbican Centre, concerning the Arts Programming & Business Events Risk Register.

15. **RISK UPDATE**

The Sub-Committee received a report of the Interim CEO, Barbican Centre, concerning the risk management system in place at the Barbican Centre and an update on the significant risks that had been identified and associated mitigation measures.

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

There were no non-public questions.

17. **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 3.27 pm

Chairman

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

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