

RISK COMMITTEE OF THE BARBICAN CENTRE BOARD

Wednesday, 22 January 2020

Minutes of the meeting of the Risk Committee of the Barbican Centre Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 22 January 2020 at 9.30 am

Present

Members:

Deputy Tom Sleigh (Chair)	Deputy Wendy Hyde
Deputy Dr Giles Shilson (Deputy Chairman)	Alderman David Graves
Russ Carr	Alasdair Nisbet

In Attendance

Officers:

Sir Nicholas Kenyon	-	Managing Director, Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Jonathon Poyner	-	Director of Operations and Buildings, Barbican Centre
Louise Jeffreys	-	Artistic Director, Barbican Centre
Sarah Wall	-	Group Accountant, Barbican Centre
Niki Cornwell	-	Head of Finance and Business Administration, Barbican Centre
Nick Adams	-	Senior Policy & Communications Manager, Barbican Centre
Cirla Peall	-	Audit Manager, Chamberlain's Department
Leanne Murphy	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from Judith Pleasance.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

3. MINUTES

The public minutes of the meeting held on 4 November 2019 were approved as a correct record.

4. HEALTH AND SAFETY ANNUAL UPDATE

The Committee received a report of the Director of Operations and Buildings providing an update on the Centre's Health and Safety activities and provision over the last year and agenda items for 2020.

Members were advised that work with the Alliance with the Guildhall School was progressing well and that the Alliance would be auditing all departments for the 2020 Certificate of Assurance to further build and encourage the one team approach.

RECEIVED.

5. **INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit providing an update on Internal Audit activity undertaken at the Barbican Centre between November 2019 and January 2020. The following comments were made:

With regards to the Audit of Data Security, Members were advised that good progress had been made since Terms of Reference finalisation and the audit fieldwork had been completed. An exit meeting would be held ahead of draft report preparation.

Members were provided with a summary of live high priority recommendations with a comparison of latest revised target dates to the original agreed dates. It was noted that a recent corporate follow-up exercise confirmed the status of all high priority recommendations due for implementation by 31 December 2019. The Audit & Risk Management Committee were due to consider the detailed outcome at its meeting on 28 January and the expectation was that there would be focus on implementation slippage. The Centre had two audits where such slippage had occurred, and implementation timescales had been exceeded.

Members queried how it was ensured that the right frameworks were in place to support the Centre which sat outside normal Local Authority operations and required a commercial focus, the Centre being a significant income generator. Members were advised that the City Corporation had mixture of Internal Audit expertise to cover all of its operations comprising an in-house team and an external partner (Mazars).

A Member was concerned that risk slippage would cause a reputational risk as the Barbican Centre could be perceived as being out of control. Members stated that the brief Barbican management explanation in the report made it appear like there had been no progress in the last six months since previous updates. Members were advised that two audit areas had suffered implementation slippage: Visitor Experience and Retail and Bars. Officers advised that Visitor Experience was being realigned with the Barbican Centre's Strategic Plan and a new retail system with enhanced controls had been sourced and would be implemented in the summer. In the meantime, the current system for stock control was functioning but largely manual and spreadsheet based which was open to duplication.

A Member noted that 10 of 12 high priority recommendations had significantly overrun from their original target dates and that members would always want a full explanation in order to understand the issues and ensure better outcomes. The Deputy Chairman stated that information was required in reports from the Barbican Centre's management, not the Internal Audit Team, to provide detail in order for Members to adequately understand risks and the reasons for any slippage. Officers agreed that reports would be reviewed on how implementation slippage and the resulting risks were presented so as to ensure the ongoing narrative and reassurance were provided.

It was noted that implementation of the new ticketing system was a huge focus for Officers which had taken precedence over other priorities such as the stock

system. This system was chosen in November and it was planned that it would be implemented in January; however, sickness and loss of staff in the Procurement Team had delayed the tendering process. Members highlighted the need to know these details to understand delays. The Chair requested that Officers take the same discipline as used with non-compliant waivers.

Members were advised that a report was going to the next Audit & Risk Committee which, subject to approval, would move to a new follow-up approach. Internal Audit expected to be able to focus on the change in assurance from the time of original audit to the time of follow-up. The Chair agreed to discuss recommendations follow-up reporting with the Chairman of the Audit & Risk Committee.

A Member noted that the Centre could use the various data sources to carry out risk studies, which could in turn provide interesting/useful analysis. Members agreed that there were opportunities to explore resources, including the website and social media, which could change how certain risks were prioritised or viewed.

RESOLVED – That Members:-

- Note the report;
- Consider the appropriateness of the delays in high priority recommendations implementation.

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

There were no questions.

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

There were no urgent items.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) 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.

Item No.

9-13

Paragraph No.

3

9. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 4 November 2019 were approved as a correct record subject to the rewording of two points for clarification.

10. **PROGRAMMING RISK REGISTER**

The Committee received a report of the Artistic Director concerning potential

risks associated with forthcoming programmed activities at the Barbican Centre along with a Programming Controversial Risk Register.

11. RISK UPDATE

The Committee received a report of the Director of Operations and Buildings advising Members of the risk management system in place at the Barbican and updating on the significant risks that have been identified and outlining measures for mitigation of these risks.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no urgent items.

The meeting ended at 10.20 am

Chairman

Contact Officer: Leanne Murphy
tel. no.: 020 7332 3008
leanne.murphy@cityoflondon.gov.uk