

**FINANCE AND RISK COMMITTEE OF THE BARBICAN CENTRE BOARD**  
**Monday, 2 November 2020**

Minutes of the virtual meeting of the Finance and Risk Committee of the Barbican  
Centre Board held on Monday, 2 November 2020 at 1.45 pm

**Present**

**Members:**

Deputy Tom Sleigh (Chair)  
Deputy Dr Giles Shilson (Deputy Chairman)  
Randall Anderson  
Russ Carr  
Deputy Wendy Hyde  
Jeremy Mayhew  
Alasdair Nisbet

**Officers:**

Sir Nicholas Kenyon	-	Managing Director, Barbican Centre
Jonathon Poyner	-	Director of Operations & Buildings, Barbican Centre
Sandeep Dwesar	-	Chief Operating & Financial Officer, Barbican Centre
Natasha Harris	-	Director of Development, Barbican Centre
Leonora Thomson	-	Interim Artistic Director, Barbican Centre
Sean Gregory	-	Director of Innovation & Engagement, Barbican Centre
Niki Cornwell	-	Head of Finance and Business Administration, Barbican Centre
Matt Lock	-	Head of Audit & Risk Management, Chamberlain's Department
Leanne Murphy	-	Town Clerk's Department

**1. APOLOGIES**

Apologies were received from Emma Kane.

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

There were no declarations.

**3. MINUTES**

The draft public minutes of the Finance & Risk Committee meeting held on 7 September 2020 were approved as a correct record.

**4. INTERNAL AUDIT UPDATE**

The Committee considered a report of the Head of Audit & Risk Management providing Members with an update in respect of Internal Audit activity related to the Barbican Centre, the last written submission having been made to the January 2020 meeting of the Barbican Risk Committee.

Members were informed that the Audit Plan delivery had been completed for 2019-20 and is progressing in respect of 2020-21. As of mid-October 2020, there were no live red priority recommendations and seven live amber priority recommendations which exceeded their original target dates for

implementation. Revised target dates were supplied for these recommendations due to slippage in implementation timescales.

The Head of Audit & Risk Management confirmed that there had been good progress since the implementation of the new audit system and Officers were confident that the Centre's audit plan would be delivered. The new approach, which included the issuing of new reporting, had seen better dialogue with Senior Management and it was hoped this would help with finalising some older recommendations that were overdue past their original completion dates. Members were asked if March 2021 was an appropriate date to finalise these outstanding recommendations.

A Member was pleased to note improvements concerning bars and retail, with most recommendations largely resolved, and queried how these were being managed and followed up. Officers confirmed the audits were recently completed and would be revisited as per the targets. It was noted that follow up was generally one month after the scheduled implementation date and that timescales could be included on future reports with a follow up column providing scheduled dates.

A Member enquired if internal audit had looked at changes in process and approval of financial transactions as a result of Covid. Members were advised that this was mostly unchanged except for the ability of some committees not being able to provide oversight as normal as they were suspended at the beginning of the lockdown. Approvals still went ahead through the same system and therefore the risks had barely changed.

Another Member accepted that whilst Covid had created some different conditions, Management had committed to the internal audit contract of recommendations and there were things that had not been fulfilled as agreed which needed explanation. Director of Operations & Buildings firstly apologised that some recommendations had not been completed as agreed, but other issues including Covid had taken priority leading to a delay. It was confirmed that strategic alignment and marketing had taken place and a new online training programme was available covering this area.

A Member proposed that the outstanding visitor experience recommendations be removed from the audit list as they formed part of the new business plan. Members agreed with the approach for Management to deal with the outstanding recommendations to allow for the Committee to deal with the live risks.

For brand management, it was suggested that a Barbican background for Members and Officers be used during remote meetings.

In response to a query concerning contracting, Members were advised that the audit focussed on routine transaction review work. The Head of Audit & Risk Management hoped to introduce a Corporation-wide programme to routinely pick up compliance work and regular audit assurance including an analytics dashboard evaluating a range of controls.

RESOLVE - That Members:-

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

**5. PROJECTS UPDATE REPORT**

The Committee received a report of the Director of Operations and Buildings providing Members with an update on the Centre's maintenance and refurbishment projects that fall under the Cyclical Works Programme (CWP) and additional projects funded from other sources.

The Director of Operations and Buildings gave thanks to Members for their support and noted the huge amount of work being done behind the scenes to deliver the large pipeline of works which was moving forward.

RECEIVED.

**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.

**9. NON-PUBLIC MINUTES**

The draft non-public minutes of the Finance & Risk Committee meeting held on 7 September 2020 were approved as a correct record.

**10. COVID-19 SITUATION UPDATE**

The Committee considered a report of the Chief Operating and Financial Officer providing Members with an update on the current situation for the Centre as a result of the Covid-19 pandemic.

**11. PROJECTS UPDATE: NON-PUBLIC APPENDIX**

The Committee received the non-public Projects Update appendix to be read in conjunction with item 5.

**12. BUSINESS REVIEW - SEPTEMBER 2020 (PERIOD 6 - 20/21)**

The Committee considered a report of the Chief Operating & Financial Officer setting out the Business Review for the September 2020 (Period 6 – 20/21) accounts.

**13. CONTROVERSIAL PROGRAMMING RISK REGISTER**

The Committee received a report of the Interim Artistic Director updating Members on the Programming Controversial Risk Register and the identified potential risks that occur as a result of specific programmed events and activities, as well as outlining the mitigation processes in place for each.

**14. RISK UPDATE**

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

**15. REPORT OF ACTION TAKEN**

The Committee noted a report of the Town Clerk updating Members on action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee in accordance with Standing Orders No. 41 (a) and (b).

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

There were no questions.

**17. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

**The meeting ended at 2.57 pm**

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Chairman

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