

Internal Audit Risk Reviews – June 2024 Update: Barbican Centre Outcomes

Risk Reference, Date of Review and Assurance Rating	Key Findings
<p>Risk BBC H&S 002: Failure to deal with Emergency/ Major Incident/ Risk of Terrorism (February 2024)</p> <p><i>Context: risk score of 16, target score of 8, target date of 31/03/2024 and a 'reduce' approach recorded on Ideagen.</i></p>	<p>Assurance could not be provided that the stated mitigation actions would be effective in reducing the target risk score in line with the target due date.</p> <p>Effective oversight in respect of the management of this risk would be better facilitated by ensuring that updates to the risk register include an overall statement setting out whether the risk rating and score are likely to be reduced in line with target, within the planned timeframe. Where delivery is at risk, the revised delivery timescales should be stated.</p>
<p>Assurance: Moderate</p>	<p>The following exceptions were also noted during audit testing and reported to Barbican Centre management:</p> <ul style="list-style-type: none"> • Risk and mitigation action updates have not been provided since October 2023. • It is unclear from mitigation action update notes what further activity is planned by the individual due dates; this makes it hard to evaluate progress and assess the impact of any slippage. • If the due dates are being used as the next significant review date, the commentary in the risk register should reflect this. <p>It was evident from discussion with the risk owners that the risk was well understood, there was a range of activity in progress linked to the mitigation actions and consideration of the risk was ongoing as part of business as usual operations.</p>
<p>Risk H&S 006: Failure to Comply with Current Legislation (February 2024)</p> <p><i>Context: risk score of 4, target score of 4, an 'accept' approach recorded on Ideagen and no target date.</i></p>	<p>This risk was recorded on Ideagen as being below appetite but the limited information contained within the register did not facilitate independent review or the provision of assurance.</p> <p>Effective oversight in respect of the management of this risk would be better facilitated by ensuring that more detail is included within the action descriptions and their respective updates.</p>
<p>Assurance: Limited</p>	

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	<p>The overall risk description set out a range of causes that could result in the risk event, but the mitigation actions did not reference – even at a high level - the range of planned activities to address these.</p> <p>Overall risk and individual mitigation action updates had not been provided since October 2023.</p> <p>The risk owner acknowledged that the level of information captured within Ideagen was lacking and it was agreed that the next iteration of the register would seek to address this.</p>
<p>Risk H&S 005: Non-Compliance with Fire Regulations (February 2024)</p> <p><i>Context: risk score of 16, target score of 2, target date of 31/12/2025 and a 'reduce' approach recorded on Ideagen.</i></p>	<p>Whilst the overall target date is not until 31st December 2025, assurance could not be provided (on the basis of the limited information within the risk register) that the planned mitigations would be effective in bringing the risk score within appetite by this point.</p>
<p>Assurance: Limited</p>	<p>Internal Audit evaluation of BBC H&S 008 (Fire Leading to Major Incident) identified that one of the mitigation actions linked to that risk references “scope and deliver the capital investment projects as described BBC H&S 005”. This action was reported as being behind on progress: “Scope and cost of works have increased significantly beyond budget hence reduction in progress score and increased due date. Funding to be sought to complete project.” This update, coupled with insufficient information within the H&S 005 risk register, hampers assessment of whether the target risk score will be achieved by the specified date.</p> <p>The following exceptions were also noted during audit testing and reported to Barbican Centre management:</p> <ul style="list-style-type: none"> • In some instances, it is unclear from action update notes the plans for further activity to mitigate the risk; this makes it hard to evaluate progress and assess the impact of any slippage. The notes section should capture progress in delivery of the mitigation actions against the relevant due dates, making it clear whether milestones have been met and the mitigation is on track.

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	<ul style="list-style-type: none"> • There is a completed mitigation action on Ideagen (005b Monitoring and complying with legislation) – marked as complete in April 2020, with a later update of “City Surveyor leading the project, but capital projects currently put on hold pending a City decision” in September 2022. The basis for closure of this action is not reflected in Ideagen. • If the due dates are being used as the next significant review date, the commentary in the risk register should reflect this.
<p>Risk H&S 008: Fire Leading to Major Incident (February 2024)</p> <p><i>Context: risk score of 8, target score of 4, target date of 31/08/2024 and a ‘reduce’ approach recorded on Ideagen.</i></p> <p>Assurance: Moderate</p>	<p>Assurance could not be provided that the stated mitigation actions would be effective in reducing the target risk score in line with the target due date.</p> <p>Effective oversight in respect of the management of this risk would be better facilitated by ensuring that updates to the risk register include an overall statement setting out whether the risk rating and score are likely to be reduced in line with target, within the planned timeframe. Where delivery is at risk, the revised delivery timescales should be stated.</p> <p>The following exceptions were also noted during audit testing and reported to Barbican Centre management:</p> <ul style="list-style-type: none"> • In some instances, it is unclear from action update notes the plans for further activity to mitigate the risk; this makes it hard to evaluate progress and assess the impact of any slippage. The notes section should capture progress in delivery of the mitigation actions against the relevant due dates, making it clear whether milestones have been met and the mitigation is on track. • One of the mitigation action due dates is later than the overall risk target date. • The progress score and latest note in respect of one of the mitigation actions suggest that the associated due date (30/04/2024) should be extended. • If the due dates are being used as the next significant review date, the commentary in the risk register should reflect this.

Appendix 2

Risk Reference, Date of Review and Assurance Rating	Key Findings
	<p>The Internal Audit review was carried out in mid-February 2024, soon after the most recent updates on Ideagen, and it was noted that the risk was then deactivated mid audit fieldwork. The Corporate Strategy Officer sought to liaise with the Barbican Centre to understand the reason for this and to confirm the intended arrangements for ongoing management of this particular risk area.</p>
<p><u>Risk BBC CL 002: Safeguarding (May 2024)</u> <i>Context: risk score of 12, target score of 4, a ‘reduce’ approach recorded on Ideagen and no target date.</i></p>	<p>Assurance could not be provided that:</p> <ul style="list-style-type: none"> • incremental progress was being made in reducing this score to the target level • mitigation actions were being delivered on a sufficiently timely basis <p>The content of the risk register did not demonstrate that the corporate risk management approach had been applied consistently and did not facilitate effective oversight of the management of this risk. The following exceptions were also noted during audit testing and reported to Barbican Centre management:</p>
<p>Assurance: Limited</p>	<ul style="list-style-type: none"> • Review and update of the register is not frequent and timely. • The frequency of risk review did not meet the corporate quarterly expectation in 2023 and has not met it in 2024 to date. • There has been no overall risk update since September 2023. • There is no target date for achieving the target risk score of 4 and the overall risk updates do not make clear the likely timescale. • The reported progress on Ideagen is 0% for all stated mitigations with a due date of 31/03/2024, indicating that delivery is well behind target. • Mitigation action updates have been unchanged between April 2023 and the last recorded update in September 2023. • Revised due dates are required for the live mitigation actions. • Mitigation action updates lack sufficient detail to inform progress monitoring – for example simply repeating the description or commenting “ongoing”.