

Schedule of Barbican Centre Live Red and Amber Priority Recommendations – January 2019

Recommendation Area	Priority	Status	Original Target Date	Revised Target Date	Comment
<u>Catering</u> : Use of objective and SMART key performance requirements within similar type contracts to facilitate effective measurement of contractor performance.	Amber	Not Yet Due	01/04/17	31/03/19	Barbican management: this is to be implemented for the next contract as it would be difficult to get any contractually binding agreement in respect of the current arrangement. The current contract is for 5 years from Sept 2015 and the recommendation will be incorporated in the new contract from September 2020. The target implementation date of March 2019 relates to contract specification stage for the new arrangements.
<u>Visitor Experience</u> : Common understanding of 'visitor experience'.	Amber	Not Yet Due	31/08/18	31/12/19*	As agreed with Members, our aim is to create an environment that enables and inspires others to achieve their best. It was agreed that this is to be achieved through the delivery of the following prioritised areas: 1) Compliant, 2) Efficient, 3) Appropriate. We have been delivering a ground-up review and much resultant change and this has meant that people have had to prioritise their finite time on areas of compliance including fire safety and terrorism for example. The Barbican's Strategic Plan defines the goals, one of which is Visitor Experience, (which, unfortunately, shares its name with one of our teams, causing confusion during the audit). Within that goal are contained the objectives all of which have a direct and indirect impact on audience experience. Within these are projects which deliver change in the areas of audience experience.
<u>Visitor Experience</u> : Improved 'Line of sight' between strategic aims and operational activities to embed 'visitor experience' within the organisational culture.	Amber	Not Yet Due	31/01/19	31/12/19*	
<u>Visitor Experience</u> : Business Plan content update to reflect SMART objectives supporting delivery of strategic goals.	Amber	Not Yet Due	30/11/18	31/12/19*	
<u>Visitor Experience</u> : Data measurement, analysis and dissemination to interested parties to facilitate monitoring of delivery against the Strategic Goal.	Amber	Not Yet Due	31/05/19	31/12/19*	

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<u>Visitor Experience</u> : Business Plan progress monitoring to obtain assurance that all the projects / activities relating to the Visitor Experience Strategic Goal are being delivered as anticipated, and performance measures achieved.	Amber	Not Yet Due	30/11/18	31/12/19*	Our prioritised plan means that we will focus on the points raised in the audit and bring together the projects under the 'appropriate' priority. In the meantime, the works under 'compliant' and 'efficient' have all contributed to the Visitor Experience.
<u>Barbican Retail and Bars</u> : Retail stock ordering – increased automation.	Amber	Not Yet Due	31/07/18	31/03/19	Management comment: Numerous talks to work with Revel to solve our issues have taken place but it doesn't look like it will deliver what we need. Retail are working with IT on requirements for a new system and we are going to the market in the next few months. Some system testing on what is out there has already been done and we feel comfortable a new system will meet all our needs. Revised timescale for a procurement decision is 31/03/19.
<u>Barbican Retail and Bars</u> : Retail - online sale system interface with the EPOS system.	Amber	Not Yet Due	31/07/18	31/03/19	
<u>Barbican Retail and Bars</u> : Retail – streamlining of stocktake arrangements.	Amber	Not Yet Due	31/07/18	31/03/19	
<u>Barbican Retail and Bars</u> : Retail – information capture in respect of internal sales.	Amber	Not Yet Due	31/07/18	31/03/19	
<u>Barbican Retail and Bars</u> : Bars – accurate capture of stock cost information on the EPOS system.	Amber	Not Yet Due	30/04/18	31/03/19	
<u>Barbican Retail and Bars</u> : Bars – inclusion of till points within CCTV coverage.	Amber	Not Yet Due	31/05/18	31/12/19	This is being tied in to the larger Barbican wide CCTV project. As this is being procured centrally for all City departments this project has seen a delay to 2019. New deadline - 31st December 2019.

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<u>Baxter Storey (Guildhall School / Barbican): Contract Documentation</u>	Red	Not Yet Due	03/09/18	TBC	Internal Audit comment: the new corporate catering service is in operation and signing of the contract has been delayed. The Comptroller and City Solicitor's Department is working with City Procurement and client departments to resolve the issues with the contractor but the timescale for signing the contract is unknown.
<u>Baxter Storey (Guildhall School / Barbican): Formalisation of Service Subsidy and Profit Share Arrangements</u>	Amber	Overdue	03/09/18	TBC	
<u>Baxter Storey (Guildhall School / Barbican): Introduction of Sanctions for Poor Contractual Performance</u>	Amber	Overdue	03/09/18	TBC	
<u>Baxter Storey (Guildhall School / Barbican): Contractual KPI Monitoring and Reporting</u>	Amber	Not Yet Due	03/09/18	31/03/19*	The new contract specifies KPIs and arrangements for monitoring. The first KPI review took place in December 2018 and the Team are meeting with other departments/City Procurement to go through their experience and scoring in January 2019. A revised target date supplied for full implementation to enable 3 months of monitoring activity to be demonstrated.
<u>Baxter Storey (Guildhall School / Barbican): Management of External Health & Safety Inspection Reports</u>	Red	Not Yet Due	22/05/18	30/04/19*	Internal Audit comment: Disagreement over the H&S inspection report examined at the time of audit fieldwork has been resolved. Management comment: The audit took place in December 2018 but monthly reporting won't start until mid-January 2019. A revised target date for full implementation has been set to enable examination of three months' of meeting minutes to demonstrate progress.
<u>Equality & Inclusion: Reporting to Management</u>	Amber	Not Yet Due	30/09/18	30/06/19*	Partially implemented as the arrangements for provision of updates on the strategy to Management Team / Directorate have been agreed. Revised target date supplied for when the report is timetabled to go to SMT.

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Equality & Inclusion: Performing Artists – Use of Third Parties	Amber	Not Yet Due	31/01/19	-	

‘*’ Denotes revised target date supplied since the November 2018 meeting of the Barbican Risk Committee

Recommendation Status		Partially Implemented	Not Implemented	Revised Target Date To Be Confirmed	Target Date Revised Since November 2018 Committee
Live red priority recommendations	2	2	0	1	1
Live amber priority recommendations	17	8	9	2	7
TOTAL	19	10	9	3	8