

## Schedule of Barbican Centre Live High Priority Recommendations as at mid-December 2021

Recommendation Area	Priority	Original Target Date	Revised Target Date	Status & Comments
<b>IT Projects – January 2020</b>				
<b>1. IT Projects (MK 3150)</b> In rolling out the use of Project Initiation Forms for non-strategic IT projects: <ul style="list-style-type: none"> <li>Consideration should be given to the development of guidance to aid PIF completion, including identification of mandatory content.</li> <li>Project documentation should contain a clear line of sight between project objectives and the related strategic goals, facilitating evaluation of delivery.</li> </ul>	Amber	31/01/2020	31/01/2021	<b>Internal Audit Comment:</b> Partially Implemented and overdue against revised target date. Implementation evidence (PIF form and associated guidance) required in order to assess as fully implemented.
<b>Barbican &amp; GSMD – Facilities Management &amp; Maintenance – March 2021</b>				
<b>2. Facilities Management &amp; Maintenance (MK 3650)</b> The Head of Engineering Projects should determine appropriate productivity targets and wider performance measures for the Engineering Team and implement a framework for monitoring performance accordingly, in order to drive the necessary improvements in performance.	Amber	30/09/2021	31/03/2022	<b>Internal Audit Comment:</b> Formal follow-up exercise concluded in December 2021 and determined that these recommendations are outstanding.
<b>3. Facilities Management &amp; Maintenance (MK 3652)</b> The Head of Engineering and Projects should ensure that the accuracy and completeness of Programmed Maintenance tasks within the Micad and Agility systems are periodically verified.	Amber	31/05/2021	31/01/2022	
<b>4. Facilities Management &amp; Maintenance (MK3656)</b> The Head of Engineering and Projects should implement a framework for monitoring the quality of Programmed Maintenance, completed by both Skanska and the Engineering Team.	Amber	15/07/2021	31/03/2022	

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<u>5. Facilities Management &amp; Maintenance (MK 3660)</u> The Head of Engineering and Projects should ensure that all water management tasks are set out within the Programmed Maintenance Schedules.	Amber	31/05/2021	31/03/2022	
<u>6. Facilities Management &amp; Maintenance (MK 3661)</u> The Head of Engineering and Projects should implement an appropriate action plan to ensure that all outstanding all Gas Safety, Electrical Safety and Water Management tasks are completed.	Amber	15/07/2021	31/03/2022	
<u>7. Facilities Management &amp; Maintenance (MK 3664)</u> The Head of Engineering and Projects should implement a framework for monitoring the quality of Reactive Maintenance, completed by both Skanska and the Engineering Team.	Amber	15/07/2021	31/03/2022	
<u>8. Facilities Management &amp; Maintenance (MK 3665)</u> The Head of Engineering and Projects should ensure that the skills analysis exercise is completed in an appropriate timeframe.	Amber	30/09/2021	30/06/2022	
<u>9. Facilities Management &amp; Maintenance (MK 3666)</u> The Head of Engineering and projects should enhance monitoring arrangements to ensure that quoted works are subject to approval prior to works being initiated.	Amber	31/05/2021	TBC	
<u>10. Facilities Management &amp; Maintenance (MK 3667)</u> The Head of Engineering and Projects should implement arrangements for verifying the accuracy of reactive maintenance tasks recorded as 'completed' in Micad.	Amber	31/05/2021	31/03/2022	
<b><u>Audit of Spektrix – June 2021</u></b>				
<u>11. Ticketing System (MK 3747)</u>	Amber	31/12/2021	<u>Internal Audit Comment:</u> Formal follow-up exercise to be carried out in respect of this audit in January 2022.	

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Controls should be strengthened to reduce the risk of unauthorised system access, either through Single Sign-On (SSO) or increased Spektrix password controls.				<p>Interim management updates are reflected against each recommendation.</p> <p><u>Management Update:</u> We have invested in providing Microsoft Enterprise Mobility and Security (EMS E3) for all our users. Aside from other security improvements we are looking to use one feature of this product to provide a single-sign-on layer for the Spektrix web client application. It is theoretically possible but the concept has not yet been proved. Once licences are in place in October we should be able to clarify whether this approach is technical possible by end November.</p>
<p><u>12. Ticketing System (MK 3770)</u> The Head of Systems and Data should undertake an exercise with key users to review the deliverables in the tender document to establish the latest position, determine what has been delivered and what is still needed to be implemented to support delivery of departmental and corporate objectives.</p>	Amber	30/09/2021		<p><u>Management Update:</u> Our initial review of the requirements set out in the tender document has identified that the “must-have” requirements are generally met, except notably YLD002 regarding dynamic pricing. In retrospect it was unrealistic for us to set this as a must-have requirement (for launch) given that even now we have not settled our own policy for dynamic pricing. Also, we note that Spektrix does not truly support this feature, even using their recommended solution (Activity Stream). This was likely a misinterpretation of the requirement.</p>

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				<p>They are now actively developing this feature in collaboration with a third-party supplier (Digonex) and have (without commitment) said that it may be ready in 2022. In the meantime they are assisting us with a manual implementation.</p> <p>Our next step is to engage stakeholders in a regular CRM and ticketing stakeholders / community of interest group, likely to be held monthly.</p> <p>Overall it is clear that writing a large number of specific requirements, expressed in a rigid tabular format, is not a useful way of defining the behaviour and usage of a piece of software that is just one piece of a major business change project whose precise outcomes could not have been predicted.</p>
<p><u>13. Ticketing System (MK 3771)</u>  Barbican management should request formal reports on performance against SLA targets and undertake regular service performance review meetings to ensure that: targets are being met, issues are identified at the earliest opportunity, and appropriate action is taken on a timely basis.</p>	Amber	30/09/2021		<p><u>Management Update:</u>  We have continued to hold quarterly performance reviews with our Account Manager and sometimes the Head of Support. The most recent was 28 September. Reporting on this is annual.</p>
<p><u>14. Ticketing System (MK 3774)</u>  System and / or management controls over refunds should be applied as soon as practicable to minimise the risk of fraud and error.</p>	Amber	30/09/2021		<p><u>Management Update:</u>  The ability to restrict refunds to only be made to the original payment card was a specific requirement for the replacement of our ticketing system.</p>

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Where refund restrictions have been lifted, there should be regular review of available management information.				With this in place it was always the intention to broaden the ability for refunds to be actioned by a wider pool without seeking management approval in certain scenarios. Management approval is still sought in circumstances other than performance cancellations or corrections and Management review refund reports on a regular basis. We do however wish to continue to press our supplier, Spektrix, for the development of more granular control of system permissions including refunds.