

**SWANSEA COUNCIL  
MANAGEMENT ACTION PLAN  
SWANSEA GRAND THEATRE**

**Appendix A**

REPORT REF	RECOMMENDATION	CLASS (HR; MR; LR; GP)	AGREED ACTION/ COMMENTS	RESPONSIBILITY FOR IMPLEMENTATION	IMPLEMENTATION DATE	Update to AC 09/06/2021	Update 15/09/2021	Update 17/12/2021
<b>Expenditure – including P-Card Administration and Transactions</b>								
2.1.1 i)	A purchase order must be created before all goods and / or services are procured.  <i>(Previous Audit Recommendation)</i>	LR	Agreed	(Theatre Manager) Operations Manager (resources)	Immediate – ongoing	The Interim Theatre Manager held a meeting with all Department Managers on 15th March 2021 and reminded all those with iProcurement responsibility that spending restrictions must be adhered to and that all goods or services must be created on the system before anything can be procured. Also approval is sought from the HoS in advance of each quarter before any	Implemented. Any spend must be approved in advance by HoS.	No Action Required
2.1.1 ii)	Approval for purchases, subject to spending restrictions, should be obtained by the HoS and retained.	LR	Agreed	Strategic Manager Chris Mellor;	Immediate	As per comment above. Each Department manager is to provide the Interim Theatre Manager with a budget plan per quarter and then the approval will be obtained from the HoS. Appreciate that ad-hoc items might be required and approval will be sought individual.	Implemented. All spend must be approved in advance by HoS.	No Action Required
2.1.2	As per Accounting Instruction No. 5, the ESI check must be completed, evidence retained and the result along with the Employment Status Form be submitted to Accounts Payable.	MR	Agreed	Strategic Manager; via Theatre Manager;	April '21	ESI are created for all those self-employed and there is a file on the server that contains all those submitted. Accounts payable will not release payment unless the ESI has been completed. To mitigate any future risks - those that are self-employed will be placed onto Oracle and the checks will be undertaken centrally	Implemented. All suppliers to be set up on the Oracle. AP processes includes confirmation that all checks are in place prior to payments being made.	No Action Required
2.1.4	All P-Card payments must be approved by the cardholder's authorised line manager.  <i>(Previous Audit Recommendation)</i>	LR	Agreed	Operations Manager (resources)	Immediate – ongoing	P-Card approvals – each month the Operations Manager (Resources) obtains the receipts from each of the holders and then approval of transactions are provided. Previously if the theatre manager or Operations Manager was out of the office or on leave then no one approves, hence why a couple of transaction have been approved by Finance. During any absence of the Operations Manager (resources), the Operations Finance Manager has been directed to undertake this role	Implemented. Approval to be passed to Operations Finance Manager if Theatre Manager unavailable.	No Action Required
2.1.5	A VAT receipt should always be requested at the time of purchase. Where a VAT receipt is not available, VAT should not be reclaimed.	LR	Agreed	(Theatre Manager) Operations Manager (resources)	Immediate – ongoing	The approvals for these transactions was completed centrally due absence. The Operations Manager (Resources) has requested all staff to obtain VAT receipts from the supplier.	Implemented. All staff reminded that they must have a VAT receipt. Highlighted on 15th March in meeting with department managers.	No Action Required
2.1.6	A VAT receipt should always be requested at the time of purchase and the VAT shown reclaimed on the P-Card system.  <i>(Previous Audit Recommendation)</i>	LR	Agreed	(Theatre Manager) Operations Manager (resources)	Immediate – ongoing	As above; P Card holders have been reminded about this. In addition we have reduced the number of P Cards in the theatre to two, however this has now been reduced to one.	Implemented. All staff reminded that they must have a VAT receipt. Highlighted on 15th March in meeting with department managers.	No Action Required
2.1.7	The Purchasing Card is not intended to replace the use of official orders for standard purchases and is not to be used as a means of bypassing Corporate Procurement rules or Spending Restrictions.	LR	Staff reminded of protocols and policies for P-Cards Agreed	SMT  (Theatre Manager) Operations Manager (resources)	Immediate – ongoing	Staff have been reminded of the protocols and that purchases will not be authorised for abuses. Nb. Staff also reminded that some ad-hoc purchasing for maintenance purposes will continue to take place for spot repairs and urgent, unforeseeable need is within the terms of use.	Implemented. Managers reminded in meeting on 15th March.	No Action Required
<b>Income</b>								

2.2.1	It should be ensured that documents are signed as evidence of checks being undertaken when handing in cash for banking.	LR	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	April '21 (on easing/reopening)	Noted that during periods of staff absence significantly reducing capacity, some documents have not been countersigned. The Interim Theatre Manager has raised this with individuals and has directed the relevant team members to ensure there remains adequate cover and counter signatories in place.	Cash income significantly reduced and majority of cash income will be via third parties when Theatre reopens. Managers have been reminded of the need to document when cash is transferred between staff.	No Action Required
2.2.2	The amount of the cash float transferred to and from the Ushers should be recorded.  <i>(Previous Audit Recommendation)</i>	LR	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	April '21	This was partly complete, as the cash floats are counted and provided to the Customer Service Assistants, who signed verify the amount, but the figure was not recorded separately per signature as it was a fixed sum. Similarly at the end of the interval the balance was aggregated rather than recorded to individuals. This has now been rectified and the system is in place.	Implemented. Column added to the sheet to record this.	No Action Required
2.2.3	A monthly income management routine should be implemented, reviewing the payment status of all invoices for the Theatre. Action should be taken to chase customers with outstanding debt with the intention of obtaining payment and resolving any disputes that may arise.	MR	Agreed	SMT (Theatre Manager) Operations Manager (resources)	Immediate	A procedure is in place for Accounts Receivable disputes and discussions have taken place reference debts. Several have been referred to Legal. A report from Accounts Receivable is sent to the theatre each month and the Operations Finance Manager reviews and follows up outstanding actions.	Implemented - New routine includes extracting monthly report from the Oracle and following up outstanding payments. Theatre officers also liaise with AR staff.	No Action Required
<b>Ticket sales and issue of complimentary tickets</b>								
2.3.3	The policy/guidance note for the issuing of complimentary tickets should be reviewed, updated and approved by the current Head of Service. An annual review of the policy should also take place.	MR	Agreed	Policy /Service support officer overseen by the Service Strategic Management team - TMc overall	April '21	The previous policy has been reviewed, and updates need to be ratified. The policy will continuously be reviewed as part of annual budget and service planning.	Partially Implemented. TM updating the complimentary ticket policy. No tickets to be issued until policy is ratified.	Implemented. New Policy agreed by Director and Cabinet Member on 11th November 21. Copy provided to Audit.
2.3.4	The complimentary ticket form should be reviewed to ensure that it complies with the information required in the updated Complimentary Tickets Guidance.	LR	Agreed	Strategic Manager; via Theatre Manager;	April '21	As above - the form is currently compliant with the previous policy and will be updated accordingly.	Not yet implemented. Form to be updated once the policy is ratified.	Implemented. No Action Required
<b>Agreements with Ticket Agents</b>								
2.4.1	New agreements should be signed and retained, detailing the 0% commission rate.	LR	Agreed	SMT (Theatre Manager) Operations Manager (resources)	Immediate	A new agreement was sent out to all Ticket Agents on 16th April 2019 outlining the 0%. The new agreement is therefore already in place for all	Implemented. Documentation issued in April 2019 to ticket agents.	No Action Required
<b>Contractual Agreements</b>								
2.5.1	The current negotiation and approval of contracts process should be reviewed to ensure it meets business needs.	HR	Agreed and currently underway	SMT (Theatre Manager) Operations Manager (resources)	Immediate	HoS is now linked in with managers who review and discuss all implications of contracts and requests for variations. HoS signing off all new contracts at the theatre. Clear role for negotiating and making recommendations is within an updated JDPS for the theatre manager. With all productions, a Gross Profit calculator is created to ensure the best deal. The financial outcome to the theatre is escalated, forecasting audience capacities for approval.	Implemented. Theatre Manager and HoS now involved in the approval of contracts.	No Action Required
2.5.2	All amendments to contracts should be made prior to the signing of the document. If this is not possible, any amendments should be initialled and dated by both parties as evidence of both parties agreeing to the amendments.	MR	As above	SMT (Theatre Manager) Operations Manager (resources)	Immediate	As above. This process is in place and any contract variation is discussed between those that sign the contract. Amendments are agreed via written correspondence either via email or via the actual contract.	Implemented. All amendments will be approved by HoS.	No Action Required
2.5.3	Insurance documents should be checked and evidence of the insurance in place should be retained.	MR	Agreed	Strategic Manager and SMT – theatre manager lead –	Immediate	All insurance documents for any Producers coming into the theatre are obtained along with their Risk Assessments and Technical Riders. This is the responsibility of the Technical Team Lead.	Implemented. Insurance details / documents to be received with Risk Assessments etc.	No Action Required
<b>Room Hire Income</b>								

2.6.1 i)	Booking forms should be completed for all bookings. Regular bookings should be recorded on a signed booking form and reviewed at least on an annual basis to ensure that current charges are reflected and agreed.	MR	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	Immediate and latest test at April (post easing)	All long term tenants and hirers, their risk assessments, insurance and hire agreements are obtained and signed. This is the responsibility of the Front of House Managers. Room Hire rates are reviewed annually to see if they are fit for purpose and we review for local comparison and liaise with other similar venues throughout Wales and national theatre networks for comparators.	Implemented. All booking forms uploaded to Artifax.	No Action Required	
2.6.1 ii)	Booking forms should be signed by both parties.	LR	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	Immediate	Previous discrepancies arose with customers outside the area without access to scanners etc., meaning email confirmations were used. The rollout of docuSign will assist the procedures to be embedded on reopening.	Implemented.	No Action Required	
2.6.1 iii)	Free booking category should be included on the room hire rates form, clearly indicating what circumstances are acceptable and who can approve free bookings.	LR	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	Immediate	There is currently a review in place at the moment and the rates will be amended accordingly.	Implemented. There is now a joint partnership with RCC. Management agreement in place.	New rates card going to Cabinet January '22 along with process for future review. RCC reminded that all bookings need to be entered onto Artifax accompanied by insurance and risk assessments.	
<b>Inventory</b>									
2.7.1	As required in Accounting Instruction (AI) 9, full descriptions of items should be recorded, including make, model and serial number.	LR	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	Immediate	This has been completed for all new items coming onto the inventory. The inventory is scheduled to be checked annually during August whilst we are in	Implemented. Inventory check to be undertaken during August (during shut down) with certificate completed at the end of the financial year.	No Action Required	
2.7.3	Inventory Certificates should be completed at the end of each financial year, in accordance with AI 9.	LR	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	Immediate	This will be completed by each Manager as part of the Year End Procedure and will be coordinated by the Operations Finance Manager.	Implemented. Inventory check to be undertaken during August (during shut down) with certificate completed when the check has been finalised.	No Action Required	
<b>Petty Cash</b>									
2.10.1	As per Accounting Instruction 6, Petty Cash Claims should be submitted at least on a 3 monthly basis.	GP	Agreed	Theatre manager – SMT Ops manager (resources)	Immediate	The need for Petty Cash has reduced in theatre which resulted in the float being reduced from £400 to £200. Nil claims will be submitted by the designated officers	Implemented. Reduced from £400 to £200. Will be submitted at least every 3 months if possible.	No Action Required	
2.10.3	A VAT receipt should always be requested at the time of purchase, and eligible VAT reclaimed.	LR	Agreed	Theatre manager – SMT Ops manager (resources)	Immediate	The Operations Manager (Resources) has reminded and instructed all staff to obtain VAT receipts from the supplier.	Implemented. All staff reminded that they must have a VAT receipt. Highlighted on 15th March in meeting with dept. Managers.	No Action Required	
<b>Restoration Fund</b>									
2.13.2	The Restoration Fund Constitution should be finalised and approved by the HoS.	LR	Agreed	Ops manager (resources)  HoS	Apr-21	The RF Constitution is in line with the Councils Spending Restrictions and the fund is monitored by the Operations Manager (Resources). The fund was set up and approved by Cabinet. Use is approved by HoS and Director.	Not yet implemented. Still in draft form, however, currently adhering to Council spending restrictions.	Implemented. Procedure agreed by Director and Cabinet Member on 11th November 21. Copy provided to Audit.	
<b>Vehicles</b>									
2.14.3	Fuel reports should be requested from CTU and reviewed on a regular basis.	GP	Agreed	SMT (Theatre Manager) Operations Manager (foh/tech)	Immediate	The Interim Theatre Manager has requested that CTU send these reports on a monthly basis via email. We have greatly reduced the use of vehicles by implementing new digital systems and new website.	Implemented. Reports requested from CTU, however, vehicle has not been used much during the pandemic.	No Action Required	