

Worthing Theatres Review

Report by the Joint Scrutiny Working Group

1.0 Summary

- 1.1 This report sets out the findings of the Adur and Worthing review of Worthing Theatres which was undertaken by a Working Group set up by this Committee.

2.0 Background

- 2.1 As part of its Work Programme for 2014/15 the Joint Committee agreed to set up a Working Group to review the Business Plan for Worthing Theatres to examine what had and had not been delivered, this followed concerns that the Theatres budget had incurred serious overspends of £484,000 in 2013/14 of which a significant proportion was not reported until the final quarter of the 13/14 financial year, in part, due to weak financial controls.

- 2.2 Councillors Ann Bridges, Liz Haywood and Rod Hotton (Adur District Council) and Keith Bickers, Heather Mercer and Vino Vinojan (Worthing Borough Council) were appointed to the Working Group. The Working Group met on 4 September, 6 and 29 October, 11 December 2014 and 11 February 2015 to undertake the review and review the evidence provided. Councillor Keith Bickers was appointed as Chairman of the Working Group which was supported by Mark Lowe, Policy Officer. The Working Group has also worked closely with Councillor Mary Lermite, Worthing Cabinet Member for Customer Services who attended some of the Working Group meetings.

- 2.3 The Working Group agreed the following terms of reference for the review:-

A review of the Business Plan for Worthing Theatres to examine what has and has not been delivered. The review will include an assessment of:-

- Income targets versus Actual expenditure;
- Budgeting controls in place;
- Catering and events costs/income;
- Benchmarking information to review how the theatres provision in Worthing compares with other local theatres provision;

- Marketing expenditure and the marketing approach.

The findings from the review will also be reported to the Joint Strategic Committee.

3.0 Evidence

3.1 As part of the review, the Working Group agreed that it would gather the evidence and supporting information for the review from a number of people connected with Worthing Theatres. The Working Group interviewed the following:-

- Amanda O'Reilly, Worthing Theatres Manager and now Head of Culture
- Pamela Coppelman, Principal Accountant, Adur District and Worthing Borough Councils
- Martin Allen, Ropetackle Arts Centre, Shoreham
- Scott Marshall, Director for the Economy, Adur and Worthing Councils
- Gavin Davis, General Manager, Eastbourne Theatres and
- Mary Lermite, Cabinet Member for Customer Services, Worthing Borough Council

3.2 The Working Group also received written background information from Paul Yallop, former Leader of Worthing Borough Council and further written evidence from Eastbourne Theatres and the Accountancy Section, Worthing Borough Council. As part of the review, the Worthing Councillors on the Working Group met with the Theatres Manager and her managers to find out more about the work and their roles and also toured the Theatres to find out first hand how the Theatres operate on a daily basis.

3.3 As part of the review, the Working Group received a significant piece of supporting evidence. An independent report from consultants had been released during the review period which revealed the economic impact of the Theatres on the Worthing Economy. This report had been released to highlight the value of Worthing Theatres in the local economy and it was considered useful as a starting point in the scrutiny report.

3.4 The main aim of the report was to provide some estimates of the Theatre' economic and employment impacts and help articulate the value of every £1 of Worthing Borough Council investment. The report was very much a first attempt at creating a baseline from which more sophisticated tracking could be developed over time. (The full report was circulated to the Working Group) The main findings from the report were that:-

- Worthing Theatres has around 128 FTE jobs, including touring actors and crew, but could support around 182 local jobs once indirect effects are included.
- Their total direct impact on the economy is estimated to be £5.2m per annum, based on additional spend of theatre-goers, local purchasing and local spending of Theatre staff. This could be as high as £8.3m once a local multiplier (1.6) is applied.
- The economic impact provides a return on the Council's investment in 2013/14 of almost 7:1.

- Worthing Theatres are a clear catalyst to additional spending in other parts of the economy. Around £1.5m is spent in restaurants, shops and the hospitality sector by theatre-goers who visit Worthing from outside the Borough.
- Worthing Theatres share of core market expenditure has risen from 37% to 67% in the last year and in three of the last four quarters, ticket sales were ahead of the national average. [*In Lay terms this is the proportion of expenditure by cultural audiences in the 'core area' that is being spent in Worthing Theatres rather than in other theatres and venues elsewhere in the country*].
- Worthing Theatre audiences attending 2 or more times a year are ahead of the national average and improving relatively.
- Around half of the visitors to Worthing Theatres live within the Borough, Not only do they provide an important social and community function, their existence means that cultural spending is retained within the Borough instead of being lost to neighbouring areas.

4.0 Context of Worthing Theatres and Budget position

4.1 Worthing Theatres are split over 4 sites:-

- Connaught Theatre
- Pavilion Theatre and Denton Lounge
- The Connaught Studios
- The Assembly Rooms

4.2 The budget for Worthing Theatres in 2013/14 was set at £1,302,520 but the outturn figures for 13/14 had revealed an overspend of £484,000 which was made up of the following variations:-

Redundancies - £66,000

Under recovery on programming - £218,000

Catering - £195,000

Other variations - £5,000

4.3 The Working Group was advised that 2012 /13 was the first year of the current Theatres Business Plan which included financial targets that relied on a large increase in income from catering once it had been provided in house. The last two operational years had shown that the budgets set within the business plan were not achievable and it was imperative that a revised Business Plan with realistic income and expenditure budgets was developed, considered and approved by Members.

4.4 Additionally, it was important to note that the theatres staff had completed the corporate Job Evaluation programme in January 2013 which had dramatically increased the salary bill which had previously not been accounted for within the current Business Plan.

- 4.5 The Working Group has discovered that although there had been a budget deficit for 2013/14 it was estimated/forecasted that the budget overspend would be reduced to somewhere between £190,000-£192,000 for 2014/15 and for 2015/16 a balanced budget was being forecast – (within 2 years).
- 4.6 The catering budget had also been particularly challenging in the past but the projected figures showed a catering profit of £93,500 in 2014/15 which would be a dramatic improvement on the last two years. Officers were no longer accepting overspends and were working tirelessly to improve the situation each month by further increasing income streams and maximising effectiveness and efficiency.

5.0 What is already being done to improve the Theatres Budget situation

5.1 The Working Group has been briefed on the work currently being undertaken to address the budget issues.

5.2 Each department manager now has a detailed breakdown of the budgets they manage and there are monthly financial meetings to make sure all areas are on track. In terms of increasing income, some plans are in place to:-

- Increase ticket sales, develop new audiences for improved programming
- Increase profitability of films: replacement of film officer, contract with Picturehouse, hires directed to Pavilion & Assembly Hall
- Increase secondary spend: bar sales during intervals, bar pricing, Christmas merchandise, card and book sales
- Increase Denton trade: new external signage, wedding receptions, hires with catering
- Increase venue hires: contemporary music, family parties, community performances etc.
- Move Pavilion box office to Denton foyer
- Detailed review of each expenditure lines to make further reductions
- Cross department working to maximise efficiency and reduce the salary bill.

5.3 Detailed budgetary controls have also been implemented to improve budget monitoring:-

- All budget heads are being closely monitored .
- A number of regular budget 'hot spots' meetings are held to assess progress with the budgets (these are attended by the Director/Theatres Manager and Executive Members for Resources and Customer Services.
- The Director for Economy attends meetings with the Theatres management to ensure that Managers know that the budget overspends need to reduce quickly and will not be tolerated.
- There are also budget meetings with staff to enforce that the budget is being looked at as part of a business.
- Every budget line should be cost effective. Accountancy support is now more cost effective for this financial year.
- There is now a monthly check on budget lines. If budgets get too close to the edge of going into a deficit, then they are stopped immediately. The mindset of 'spend' has now stopped.

- The Director for the Economy has a monthly Directorate Management Team and regular 1-1 meetings with Service Managers. Managers do have targets which form part of the PDR process. These meetings with Managers cover the details of budgets for the theatres together with any promotions which are available at the time. The Theatres Manager identifies any budget issues in advance.
- Extra controls put in place to ensure that overspends are controlled.
- New Service Accountant working on Theatres budgets. Service Accountant helping the new Director for Economy with budgets and it is now easier to monitor and to produce separate reports for each cost centre area.
- Theatres are now being asked to focus on things in the budget that they have some control over. There is now better monitoring information provided with spreadsheets provided on separate budget issues.
- Budgets that theatres cannot control eg Technical Services recharges, have been taken out of the budgets so that it does not confuse the budgetary control process

5.4 The Working Group welcomes this work which will go some way to help monitor the budget.

5.5 Towards the end of the review period, the Working Group was also advised of the recent fundamental review of the Councils organisational structure which looked at the tier 3 management arrangements – ‘Getting in Shape’. This was part of the delivery of the aims of the ‘Catching the Wave’ strategic direction agreed by the Councils in January 2014. As part of this it had been agreed that a new Head of Culture was to be created with a culture portfolio which would seek to bring together the Venues (including theatres) & Museum services and the reshaping of the Councils visitor services offer including new investment in delivering an all year round events programme and improved cultural offer. This service will also actively support the new Commit to Culture Partnership with creative partners to drive forward projects, programmes and activity for the communities and visitors. The service will lead on the Councils ambitions to develop and deliver exceptional creative and cultural venues alongside the building of new research facilities for the nationally recognised museum collection. The Working Group also welcomed this move and noted that Amanda O’Reilly, current Theatres Manager, had been appointed as the new Head of Culture.

5.6 For the purposes of the review the Working Group has decided to break the review down into the following key issues:-

- Marketing
- Budgeting
- Employment/staffing

5.7 The findings from the review and suggestions from the Working Group to help improve the running of the Theatres as a business are set out below. A detailed list of suggested recommendations, activities and timelines required to support these suggestions is also attached as an appendix to this report. Some of these proposals will be challenging to achieve but the Working Group considers that the proposals will help Worthing Theatres become more cost effective long term and provide

better financial stability and value for money for the Council and Worthing residents.

6.0 Conclusions and proposals

6.1 1. Marketing of Worthing Theatres

6.2 The level of marketing spend for the Theatres has been found to be quite high and there was a £66,708.70 variance on the 2013/14 budget. Evidence provided has indicated that Worthing Theatres has dramatically changed the quality and content of its cultural offer over the last two years and this new and exciting work has required the development of new audiences which has had an effect on the marketing spend. However, the return on this investment is not yet clear and, therefore, it is suggested that alternative ways of marketing should be explored which are explained below.

6.3 Although Worthing Theatres has had a feedback system in place during the last year and that data is reviewed weekly, evidence was also received to suggest that there is a lack of complete detailed customer feedback data available to help with improving the level and quality of shows on offer, a consistent theme running through the review. It is, considered that the Theatres Managers should undertake more detailed public consultation/market research/analysis across the year to find out more from the public (including non users) on the type of shows which they want to see. The Working Group is of the view that there should be more public consultation/market research to find out what users and non users want. There is also a need to find out more about where the customers come from. Having this information will help the Theatres management in delivering a suitable long term programme of events to suit all needs/tastes and to maximise income.

6.4 The review has also identified the need to make better use of social media as part of ways to improve tickets sales and to improve the popularity of the Theatres. It is suggested that there should be better use of social media/on line bookings facility and the creation of a mobile phone 'app' to enable mobile phones bookings to be made. This is coupled with the need for a better Theatres web site provision with improved on line marketing. These findings are in line with the Councils new Digital Strategy which seeks to provide new channels for customers to be able to do business with the Councils and provide appropriate technology to enable this to happen.

6.5 Other ways to improve marketing suggested are:-

- Potential customers need to know how easy it is to do business with the Theatres
- There should be better use of the venues for community activities. Community uses are not as lucrative as private sector uses but it is considered that these uses do have the potential to improve marketing providing that they do not impact on the overall potential to secure revenue. There should also be better marketing of the venues and the rates for the hiring of the Theatres should all be reviewed to ensure that income is being maximised; .

- Performers/acts should be encouraged to produce their own marketing material to promote the Theatres and to reduce costs.
- The booking fee should also be included in the ticket price.
- It is suggested that Worthing Theatres should also investigate 'bulk buying' options to gain economies of scale – Possibly working with Eastbourne/Ropetackle (catering supplies, confectionery) Evidence provided by both Eastbourne and Ropetackle suggested that this might be helpful.
- To enable access to other funding streams it is also suggested that there is a need to provide a business focused external funding manager to work two days per week solely with the Theatres Manager to seek out and apply for funds. Alternative ways to pull in additional external funding should also be examined
- The Working Group believes that there should also be closer contact between Worthing Theatres and colleges and schools to assist with work experience and marketing eg Fashion shows etc

6.6 2. Budgetary issues

- 6.7 Budgetary detail and existing controls have been scrutinised carefully. It is noted that a number of key improvements in budgetary control have already been implemented which are referred to in Section 5.3 of this report above but it is considered that there has appeared to be a lack of clear financial understanding and scrutiny of the budgets by some which has exacerbated the budgetary problems. There is still a need for more effective budget management and reporting which appears to be being introduced following the change by the Accountancy section in budget monitoring. A move to a monthly 'profit and loss approach to budgeting will help with detailed budget monitoring.
- 6.8 The problems in budgetary control have also highlighted the need for clearer and simpler financial spreadsheets and the need for better budgetary control training for staff to provide them with an improved understanding of margins and proper budgeting/costing. The Working Group considers that this training should be implemented as soon as possible.
- 6.9 The Working Group also considers that the catering expectations have been unrealistic. In 2013/14 there were overspends on catering expenditure of £176,465 and the latest data available for 2014/15 was showing a deficit in catering of £84,000. The Working Group highlighted the quality of the catering provision and a recent Business Awards dinner where problems were caused with people not being served on time. Although the events organisers had oversold the number of tickets agreed with the venue which caused the problems on the night, it was considered that expectations on these occasions should be managed and appropriate risk management controls put in place to control the risks which otherwise have the potential to damage the Councils reputation.
- 6.10 Profit and loss controls for shows is also highlighted as a risk and whilst the Theatres Manager has assured the Working Group that cancellations are very rare it is considered that there is a need to have clear risk assessments in place for booking shows to control the profit and loss for events and to provide adequate customer satisfaction provision.

- 6.11 There is also a need for improved financial scrutiny and accounting with the introduction of Performance v Target/Spend v Budget for all of the Theatres areas.
- 6.12 As a way of maximising income it is suggested that the Accountants should ensure that the VAT controls are being applied correctly within the rules with as much manipulation as possible to benefit the Council.
- 6.13 The review has also revealed that Worthing Symphony Orchestra do use the venues and are given funding in excess of the budgeted level of £20,000. Investigations showed that the Council has regularly provided support of £36,000 for the Orchestra from the Theatres Budget. The Working Group considers that this additional funding should not continue and it is pleased to note that the new Head of Culture is now working with the Symphony Orchestra to ensure that it is self sufficient and does not have to rely on additional funding from the Council. The Working Group believes that there should be full transparency and clarification in this budgeting to show how much the funding is and the Council's responsibility in providing that funding.

6.14 Employment/staffing

- 6.15 Staffing and training for staff are considered to be key issues for a thriving theatre provision. Dedicated staff with excellent customer care skills are key to improving the business and making customers want to come back for more time and time again. The Working Group has noted that the staff salaries have been higher than the industry norm for some which had been addressed in the Pay and Grading reviews. The Council's Pay and Grading system is not designed for a commercial business and it has been difficult to agree industry standard salaries which may have had some impact on the overall budget shortfall.
- 6.16 Evidence was also received during the review, however, that there were too many Managers in Theatres. Since the review began two Manager posts have subsequently been identified for redundancy as part of the overall restructuring and needs of the business which will help reduce the budget overspend long term.
- 6.17 As part of the long term staffing budgets strategy, the Working Group also considers that the theatres management should look at the impact and cost savings of introducing 'zero hours contracts for staff which might help reduce costs.
- 6.18 The Working Group also suggests that there should be a General Manager post introduced with responsibility for Strategy, booking acts and overall management including assisting in providing the cultural delivery etc. The Working Group recognises the work done by the former Theatres Manager in these roles but feels that her time would be better used in improving the general strategic direction of the Theatres. The Working Group agrees with the view of the Director for the Economy that a Business Manager post should be introduced to run the Theatres as a business which would free up the time of the new Head of Culture to provide that cultural offer rather than her spending time on the business/accountancy support.
- 6.19 There is also a need for some budgetary control training to be provided for theatres staff. This should cover cost centre management, budgeting, forecasting, budget

management and understanding financial management information. Pamela Coppelman, Principal Accountant who was interviewed by the Working Group did advise that this training could be provided by Accountancy staff.

- 6.20 The Working Group also suggests that theatres staff should be available to multi skill and multi task to help improve the Theatres Performance. Staff also require additional customer care skills because better customer care is required at the point of sale and evidence of continuing professional development for all staff should be provided. Customers need to feel valued and to make them want to come back – There needs to be a good relationship with the customers. Sales skills and the up selling skills are also required to try to increase theatres sales long term.
- 6.21 The Working Group also recognises the value of Theatres volunteers and consider that it is important to have a volunteer champion to promote best practice and the benefits of being a theatre volunteer.
- 6.22 The Working Group also discussed the issue of some staff receiving 'free food'. There was concern that this practice did not provide equality in line with arrangements for other staff in the Council and the same arrangements were not applied to 'Theatre volunteers'. To ensure equalities and value for money it is suggested that a review of the 'free food' provision be undertaken.

6.23 Other Issues

- 6.24 Some other issues are identified as part of this review which do need to be addressed:-
- Communication issues – It is considered that general communication needs to be improved with better reporting provided to Team Managers and reports to Executive Members, Council and Councillors.
 - As far as possible there should be a 5 year strategic plan built for the Theatres which is split into yearly objectives and is in line with the overall aims for cultural delivery.
 - Worthing Borough Council also need to decide in the long term how it wants to run the Worthing Theatres – Should they be run as a Local Authority, Private or Trust model? The Trust model could allow the Theatres to attract more levels of funding than could be achieved with the Local Authority model.
 - The cleanliness of the Theatres toilets should also be addressed urgently.
- 6.25 The Working Group has also noted with concern the level of additional re charges that have been applied to the Theatres budget from the Business and Technical Services section. These recharges have often been late in being received and have had a major impact on the overall budget position, particularly the 2013/14 Budget. The Working Group welcomes the action now being taken by the Accountancy Section to isolate the recharges from the overall budget but it is proposed that the Head of Business and Technical Services should report back to this Committee as part of its Work Programme for 2015/16 on how his Section does manage the overall recharge process and the costs involved for all of its work. With this in mind, the Working Group did highlight two particular areas of re charge which required more explanation. Therefore, the report back should also review how Worthing

Borough Council charges for work by its own internal provider and why no external tendering process was in place for such work which could have resulted in cost savings for all the work examined by the Working Group.

- 6.26 This review of Theatres has, therefore, highlighted a number of issues and made people take note of the concerns about the budget situation. The Working Group strongly believes that the suggestions which it has raised, if implemented, can go some way to helping improve the vitality of the Worthing Theatres as a key cornerstone of the Worthing economy.

7.0 Legal

- 7.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).

8.0 Financial implications

- 8.1 There may be some financial implications relating to the implementation of the options set out in this report.

9.0 Recommendations

- 9.1 That the Committee notes the findings from the review of Worthing Theatres;
- 9.2 That the Committee:-
- (a) Supports the work already being undertaken to improve the Theatres budget situation as set out in Section 5.3 of the report;
 - (b) Endorses the approach suggested by the Working Group as set out in Section 6 above and in the attached Appendix of the report for further improvements to budgetary control and working practices within the Theatres section which can provide better value for money; and
 - (c) Agrees to forward these views to the Joint Strategic Committee for consideration;
- 9.3 That the Director for Economy and Head of Culture report back to the Committee in September 2015 on progress in implementing the recommendations from the review;
- 9.4 That a report on policy and procedures relating to recharges applied by the Business and Technical Services section, to provide greater openness and transparency on the recharging system, be added to the Committee Work Programme for 2015/16.

Background Papers:

25 February 2015

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Schedule of other matters

1.0 Council Priority

1.1 Matter considered and no issues identified.

2.0 Specific Action Plans

2.1 Matter considered and no issues identified.

3.0 Sustainability Issues

3.1 Matter considered and no issues identified

4.0 Equality Issues

4.1 Matter considered.

5.0 Community Safety issues (Section 17)

5.1 Matter considered and no issues identified

6.0 Human Rights Issues

6.1 Matter considered and no issues identified

7.0 Reputation

7.1 Matter considered and no issues identified

8.0 Consultations

8.1 Matter considered. Consultation undertaken as set out in the report.

9.0 Risk assessment

9.1 Any areas of risk are identified within the attached report.

10.0 Health & Safety Issues

10.1 Matter considered and no issues identified

11.0 Procurement Strategy

11.1 Matter considered and no issues identified

12.0 Partnership working

12.1 The report from the Working Group relates to Worthing Theatres.

APPENDIX

JOSC Theatres Working Group

Recommendations and timelines

Recommendations	Activities required	Time line and date
1.Improvements to the marketing of Worthing Theatres	<ul style="list-style-type: none">• (a) Undertake more detailed public consultation/market research to find out more from the public on the type of shows required;• (b) Make better use of social media to improve ticket sales by providing better on line booking facilities and creating a mobile phone app to enable mobile phone bookings;• (c) Improve the Theatres website provision• (d) Provide more information to potential customers on how easy it is to do business with the Theatres• (e) Better marketing of the Worthing Theatres to encourage use of the venues for community activities and a review of the rates for hiring of the Theatres to ensure that income is being maximised;• (f) Performers/acts to be encouraged to produce their own marketing material to promote the Theatres;	September 2015 November 2015 November 2015 Ongoing May 2015 June 2015

	<ul style="list-style-type: none"> • (g) Booking fee for tickets to be included in the ticket price rather than separate prices; • (h) Investigate bulk buying options to gain economies of scale – eg for catering supplies, confectionery etc • (i) Consider appointing business focused external funding manager to work with Theatres Manager/Head of Culture to seek out and apply for additional external funds and also examine alternative ways to pull in additional external funding; • (j) Develop closer contact between the Theatres and local colleges/schools to assist with work experience and improve marketing. 	<p>September 2015</p> <p>June 2015</p> <p>September 2015</p> <p>July 2015</p>
2. Improvements to Budgeting	<ul style="list-style-type: none"> • (a) Ensure effective budget management and reporting is maintained; • (b) Provide theatres staff with budgetary control training; • (c) Ensure that effective risk management controls are in place to control the risks associated with catering expenditure and provision of catering in general; • (d) Have clear risk assessments in place for booking shows to control profit and loss for events; 	<p>May 2015</p> <p>April 2015</p> <p>April 2015</p> <p>April 2015</p>

	<ul style="list-style-type: none"> • (e) Ensure that improved financial scrutiny and accounting is in place, introducing performance v target/spend v budget (Monthly profit and loss approach); • (f) Ensure that VAT controls are applied correctly within the rules to maximise income. • (g) That a review of the funding arrangements for the Worthing Symphony Orchestra should be undertaken to provide clarification on the budgeting arrangements in place and to ensure full transparency to show how much the funding is and the Council's responsibility in providing funding. 	<p>May 2015</p> <p>Ongoing</p> <p>May 2015</p>
<p>3. Improvements for Employment/Staffing</p>	<ul style="list-style-type: none"> • (a) Examine the impact and cost savings of introducing 'zero hours' contracts for staff to reduce costs; • (b) Consider the creation of a General Manager/Business Manager post with responsibility for strategy, booking acts and overall management; • (c) Provide staff with additional customer care skills and 'up selling skills' and provide evidence of continuing professional development for all staff reflecting ongoing changes; 	<p>May 2015</p> <p>June 2015</p> <p>April 2015</p>

	<ul style="list-style-type: none"> • (d) Consider appointing a ‘volunteer champion’ to promote best practice. • (e) Undertake a review of the provision of paid refreshments for staff and volunteers to ensure equalities and value for money for the Council. 	<p>April 2015</p> <p>May 2015</p>
<p>4. General/Other improvements</p>	<ul style="list-style-type: none"> • (a) Improve general communication issues to provide better reporting to Team Managers and reports to the Executive Member for Customer Services, Executive, Council and Councillors to ensure all are kept informed of all matters affecting the Theatres; • (b) Develop a 5 year strategic plan built split into yearly objectives in line with overall aims for cultural delivery; • (c) The Council should decide long term how it wants to run the Theatres; • (d) The cleanliness of the Theatres toilets should be addressed; • (e) That the Theatres staff be given freedom to negotiate on maintenance contract work with both Council departments and also external contractors to achieve value for money. 	<p>Ongoing</p> <p>May 2015</p> <p>September 2015</p> <p>Immediate and ongoing</p> <p>Ongoing</p>

	<ul style="list-style-type: none">• (f) That the Head of Business and Technical Services report back to JOSC providing an overview of how the overall overheads recharge process works and the costs involved to ensure greater openness and transparency.	July 2015
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