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***Internal Audit Report  
Review of Prior Year  
Recommendations  
2016/17***

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March 2018

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# 1 Introduction

This internal audit was completed in accordance with the approved annual Internal Audit Plan for 2017/18.

This report summarises the findings arising from a review of the progress made by the Council in implementing the prior year internal audit recommendations.

## 1.1 Objectives and Scope

The scope of this audit was to review the progress made by the Council in implementing prior year internal audit recommendations.

The agreed audit objective was therefore to confirm that the internal audit recommendations have been implemented.

## 1.2 Background

The Council is committed to ensuring that key risks are identified and addressed as far as possible, the system of internal control is adequate and operating effectively and the policies and procedures in place are up to date and being followed.

As Internal Audit reports and findings identify possible risk areas, an important part of the internal audit service is to review the progress made in addressing prior year recommendations.

In 2016/17, we reviewed the following audit areas as part of our Internal Audit schedule:

| Audit Area                    | Number of recommendations |            |            | Total     |
|-------------------------------|---------------------------|------------|------------|-----------|
|                               | Priority 1                | Priority 2 | Priority 3 |           |
| Cash Handling - Ballyreagh    | 2                         | -          | -          | 2         |
| Cash Handling – Caravan Parks | 2                         | 5          | 4          | 11        |
| PCSP                          | -                         | 1          | 5          | 6         |
| Partnerships                  | -                         | 4          | 4          | 8         |
| Events                        | -                         | 4          | 4          | 8         |
| Capital Projects              | -                         | 2          | 4          | 6         |
| <b>Total</b>                  | <b>4</b>                  | <b>16</b>  | <b>21</b>  | <b>41</b> |

The above recommendations have been revisited as part of this year's internal audit work programme. For each recommendation we met with the relevant officer to discuss and review evidence of progress.

# 2 Results of Review

We reviewed the progress made in implementing the recommendations in the six internal audit assignments completed in 2016/17. The table below notes overall progress against recommendations at the time of our review (March 2018).

| Status                     | Number of Recommendations |            |            | Total     |
|----------------------------|---------------------------|------------|------------|-----------|
|                            | Priority 1                | Priority 2 | Priority 3 |           |
| Issue addressed            | 4                         | 12         | 17         |           |
| Issue being addressed      |                           | 4          | 4          |           |
| No longer a priority issue |                           |            |            |           |
| Issue not yet addressed    |                           |            |            |           |
| <b>Total</b>               | <b>4</b>                  | <b>16</b>  | <b>21</b>  | <b>41</b> |

#### **Priority 1 Recommendations**

The table above shows that 4 of the 4 Priority 1 recommendations across all audits completed in 2016/17 have been addressed.

#### **Priority 2 Recommendations**

The table above shows that 12 (75%) of the 16 Priority 2 recommendations across all audits completed in 2016/17 have been addressed and 4 are in the process of being addressed.

#### **Priority 3 Recommendations**

In relation to Priority 3 recommendations, the table above shows that 17 (80%) of the 21 recommendations have been addressed, and 4 are in the process of being addressed.

### 3 Update on Prior Year Recommendations

#### 3.1 Cash Handling - Ballyreagh

| Recommendation  | Priority Level | Management Response   | Position at March 2018  |
|---|----------------|---|---|
| <p>The Council should complete a full and detailed review of the financial controls and processes in place at the golf course (as part of its wider review of cash handling and financial controls across its leisure sites, as recommended in previous audit reports).</p> <p>As part of this review, a clear cash handling policy and procedures should be developed covering receipt of income, till reconciliation, security of cash, and accuracy and monitoring of income records, linking across all leisure sites including Causeway Coast and Glens Borough Council. Consistent recording templates and checklists should be developed for use across all sites to ensure consistency of approach and provide a standard process for staff working off-site. Training should then be provided to staff (including any agency staff) involved in cash handling at the golf course.</p> <p>In addition, the Council should put in trend analysis controls for income received at the golf course (and other leisure sites) to reduce risk and identify opportunities for service/site development and increased income generation.</p> | <p>1</p>       | <p>Agreed. Management will commence in consultation with the current licence holder and Council Business Support Staff a review of the current financial controls which exits at Ballyreagh Golf Course. In conjunction with the Licence holder, management will establish and implement safe systems of control, with associated paperwork to standardise processes and reduce risk.</p> | <p><b>Issue Addressed</b> – A new EPOS has been introduced, the new system allows for daily reconciliation of cash against a daily till receipt (X and Z reports). The cash register allows the facility to separate the money collected for green fees and the income generated by the golf pro. This has enabled a cash handling procedure to be written and implemented. A card payment option has also been introduced into the facility, therefore reducing the amount of money at the facility. Systems of control have been enhanced considerably.</p> |

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| Recommendation  | Priority Level | Management Response  | Position at March 2018   |
|---|----------------|--|--|
| <p>The Council should ensure that adequate arrangements are put in place to hold cash securely once received and until lodgement. In addition, lodgements should be sufficiently frequent to reduce the risk of the build-up of large cash amounts on site and risk to staff when taking lodgements for banking.</p> <p>Security of cash held and collection/banking of lodgements should be reviewed across all leisure sites to determine whether common arrangements can be made (particularly for sites situated close to each other) and staff cover arrangements reviewed to ensure that these are appropriate and lodgements can be made securely.</p> | 1              | <p>Agreed. Management in consultation with the Licencee will review the current procedures/practices for the securing of cash on site and the subsequent transportation of cash to the bank.</p> <p>Council staff will work closely with the Licencee to ensure that adequate cash storage is available and managed on site within specified amounts, safe banking arrangements will be implemented to ensure timely lodgements are carried out within set timeframes.</p> | <p><b>Issue Addressed</b> – All monies collected at the site are held securely within the safe at the Facility. Lodgement intervals are timely, but Council is still dependant on the Licensee to ensure that they take place. Council Officers have requested that the facility at Ballyreagh be included as a facility which would benefit from the collection of Cash by a third party.</p> |

### 3.2 Cash Handling – Caravan Parks

| Recommendation  | Priority Level | Management Response  | Position at March 2018  |
|---|----------------|--|---|
| The Council should develop procedures for cash handling at all caravan parks. Once formalised, these should be provided to all staff involved in handling cash and training rolled out. | 2              | Agreed. Council will review procedures already in place at similar businesses under its management (e.g. Leisure Centres), and will adapt these as appropriate. The procedures that have been applied in the legacy councils will be reviewed against best practice, and one single set of standard procedures will be introduced. All wardens will be trained in these procedures, and will in turn take responsibility for training any seasonal staff whose duties include cash handling. | <b>Issue Addressed</b> – Procedures in place and training provided for all sites, including seasonal staff. |

|  |          |   |                                |
|--|----------|---|--------------------------------|
| <p>Wardens should ensure that laundry machines, showers and any other vending income are emptied by two staff members (where possible) on a regular basis and are receipt is signed by both staff members involved in the collection and attached to the warden's report/ lodgement records that are sent to Finance. Given the high amounts of cash involved, wardens should ensure that this cash is collected and counted on the same day as lodgement to reduce high amounts of cash being held on site.</p> <p>The practice of using cash from showers to provide change to customers arriving 'on spec' should be eliminated where possible to further avoid the risk of only one person collecting. This could be overcome, for example by increasing the change float and ensuring sufficient coinage is held. As an additional control, a trend analysis should be performed for cash collected each year to monitor income in relation to showers and laundry.</p> | <p>1</p> | <p>Agreed. Where the number of staff permit the practice, laundry machines, showers and any other vending income will be emptied by two staff members on a regular basis and the entry in the record book for such income will be signed by both staff members involved in the collection. This will be kept at the Park, and a copy of the page sent to Finance along with the warden's report/ lodgement records on a regular basis. Such income is restricted to times when a Park is open, which corresponds to when 2 staff members are employed. Should collection be required when only 1 staff member is on duty, the warden will schedule a Council employee (usually the General Manager, Caravans) to be in attendance to fulfil this requirement. Cash will be collected, counted and lodged on the same day, or as soon thereafter as possible.</p> <p>The anomalies noted in bullet points 2-4 in 2(a) above have been accounted for: the £80 has been explained, and the variance in shower income is due to one park charging 20p and the other charging 50p per shower period.</p> | <p><b>Issues Addressed</b></p> |
|--|----------|---|--------------------------------|



| Recommendation  | Priority Level | Management Response   | Position at March 2018   |
|---|----------------|---|--|
|   |                | The practice of using cash from showers to provide change to customers arriving 'on spec' will stop where possible with change floats being increased as necessary and sufficient coinage being held. A trend analysis will be performed for cash collected Each year to monitor income in relation to all such miscellaneous income. |  |
| Consideration should be given to ensuring that all floats are reconciled on a daily basis and signed off by the warden / duty supervisor as evidence that they have counted the float (as well as reconciling the daily takings to camp manager). This would provide additional assurance should a discrepancy occur where different shifts are operated. | 2              | Agreed. All floats will be reconciled on a daily basis and signed off by the warden / duty supervisor as evidence that they have counted the float. The daily takings will be reconciled against Camp Manager for all caravan income (but not for miscellaneous income).  | <b>Issue Addressed</b>   |
| Consideration should be given to formalising the arrangements in place with the gaming operator and the contents of the coin box should be counted in the presence of a staff member, processed through the till and the receipt signed by both as evidence of this.  | 3              | Agreed. The gaming operator will not be given access to any machine unless a member of staff is present. The contents of the coin box will be counted in the presence of this staff member, processed through the till, and the receipt signed by both as evidence of this.   | <b>Issue Addressed (largely Benone)</b>  |
| Caravan park staff should be made aware of the importance of credit/debit card security procedures and should ensure that credit card information is not documented. Card verification codes should never be documented or stored. Any  | 1              | Agreed. The Council will comply fully with Payment Card Industry Data Security Standards. The various procedures concerning refunds, carried over from the 4  | <b>Issue Addressed</b> – including seasonal staff.<br><br>Council booking refund policy to be put in place by 30/4/17. |

| Recommendation   | Priority Level | Management Response  | Position at March 2018  |
|--|----------------|--|---|
| <p>card information which is held, should be maintained in a secure location.</p> <p>Consideration should also be given to developing a Council booking refund policy to provide guidance to wardens and ensure consistency across the caravan parks.</p>  |                | <p>legacy councils, will be reviewed in order to produce a single Council booking refund policy to provide guidance to wardens and ensure consistency across the caravan parks.</p>  |   |
| <p>At Benone Supervisors and the Warden who are responsible for cashing up at the end of shift and reconciling till reports to the takings should ensure that any under/overs are recorded and lodgements should reflect actual takings. Any discrepancies above a certain limit should be investigated further.</p> <p>Where cash counts are being performed, these should be conducted by two people if available. One member of staff should be responsible for counting cash and the other for checking this is accurate and the cash up sheet should be signed to document evidence of this. In addition, consideration should be given to setting a limit at which a cash lift is performed to minimise large build -ups of cash in the till and reduce risk of misappropriation. Appropriate documentation should be maintained to complete the audit trail.</p> <p>The warden should continue with periodic spot checks on cash within the till drawers and document evidence of this check.</p> | <p>2</p>       | <p>Agreed. All staff responsible for cashing up at the end of shift and reconciling till reports to the takings will ensure that any discrepancies are recorded so that lodgements reflect actual takings. Any such amount above £5 will be brought to the attention of the General Manger for Caravan Parks and investigated further.</p> <p>Separate user logins will be used for different till users.</p> <p>All cash counts will be conducted by two people if available: one to count the cash and the other to check for accuracy, with the cash up sheet signed as evidence of this. A cash lift will be performed when the amount exceeds £3,000 and this will be recorded and signed off in the day diary, as will random periodic spot checks performed on cash within the till drawers by wardens.</p> | <p><b>Issues addressed where possible</b> – not always practical due to number of staff being limited at the smaller parks.</p> |

| Recommendation   | Priority Level | Management Response   | Position at March 2018  |
|--|----------------|---|---|
| In addition to developing common cash handling procedures, consideration should be given to reconciling income from touring caravans and tents as recorded on camp manager to cash received and lodged from each site to provide a complete analysis of expected income against that received. | 2              | Agreed. Common cash handling procedures will be initiated following consultation with Council staff in other work streams. This will include reconciling income from touring caravans and tents as recorded on Camp Manager to cash received and lodged from each park.                       | <b>Issue Addressed</b> – via Camp Manager   |
| Staff should ensure that they use individual usernames and passwords when processing bookings.   | 3              | Agreed. All Staff will use individual usernames and passwords when processing bookings.   | <b>Issue Addressed</b> – where possible, <u>EXCEPT Benone</u> : the internet connection is so slow that to log off and log on again can frequently take much longer than five minutes.... not really acceptable when a potential customer is trying to make a telephone booking and there's a queue at reception. PROPOSAL: for the 2018 season, to ask IT to insert the appropriate staff names into the drop down menu under 'Booking Method'....there is a requirement to answer this field before progressing to the next stage of the booking. |
| Staff should be reminded to ensure that receipts for refunds are printed with an explanation of the reason for the refund and signed by the supervisor as authorisation of the refund.   | 3              | Agreed. Staff will ensure that receipts for refunds are printed with an explanation of the reason for the refund and signed as authorisation of the refund.<br><br>A summary sheet will be developed to daily record all ins/outs of such deposits, and will be signed off by the supervisor. | <b>Issue Addressed</b>  |
| Wardens should be made aware of the insurance limits on site and lodgements should be made frequently to ensure that the limits are not exceeded. Consideration should be given to increasing the insurance limits for the safe at the Benone tourist  | 2              | Agreed. Appropriate insurance limits, and the secure storage of cash takings, will be reviewed on a Park by Park basis in consultation with Finance   | <b>Issues Addressed</b>   |

| Recommendation  | Priority Level | Management Response  | Position at March 2018  |
|---|----------------|--|-------------------------|
| <p>complex, at least on temporary basis, to cover the busy summer period.</p> <p>Where no safe or cash box is in place, consideration should be given to storing cash taking in a more secure cash box prior to lodgement.</p> <p>As part of the overall review of cash handling, a review of cash being transported should be undertaken with a view to minimising the risk involved with staff handling cash in transit. For example two caravan sites and the council owned golf course are in close proximity and arrangements could be made for the collection of cash at these sites by an external provider. This would also reduce the time spent by staff in the possession of large sums of cash.</p> |                | <p>branch. Wardens will make themselves familiar with these insurance limits, performing lodgements as required so as to ensure that such limits are not exceeded.</p> <p>A review of cash being transported (including the option of using an external provider) will be undertaken to reduce the risk to staff who handle cash in transit.</p> |                         |
| <p>As a matter of good practice and given that deposits for washrooms and barrier cards are held at the counter in the reception area in an unsecured filing box, the Warden should ensure that the reception is locked when unattended. In addition, during peak season, cash deposits in excess of £500 could be held in the filing box and it is therefore important that this is kept out of sight of public view.</p>  | 3              | <p>Agreed. No cash, deposits, or activated barrier cards will be visible at any Park counter, and wardens will ensure that their reception or office is locked when unattended</p>   | <b>Issues Addressed</b> |
|   |                |  |                         |

### 3.3 PCSP

| Recommendation  | Priority Level | Management Response  | Position at March 2018   |
|---|----------------|--|--|
| A record should be retained of the reasons for decisions relating to the amount awarded. In addition, the list of costs excluded (section 1.5 of the grantee guidance notes) should be reviewed and updated with the PCSP members. Further guidance for grant assessment panel members on eligible and ineligible costs, and on recording reasons for decisions on the amount of the award should also be documented. | 2              | A more complete record of panel members reasons for decisions in respect of the amount of award will be kept for the 2017/2018 PCSP Grants Programme, including awards of a lesser amount than sought. | <b>Issue Addressed</b> - Within the 2017/2018 PCSP Grant Programme guidance notes were revised and complete information on eligible and ineligible costs was provided to all members and re-iterated to scoring, ratification and appeals panel members on separate occasions. Scoring panel members were advised of the auditor's recommendations in respect of more complete recording of rationale for decisions, particularly in the case of reduced awards and requested to comply. More complete records achieved. |
| At the grant application assessment stage the Governments Funding Database for grants already awarded should be checked for evidence of duplicate funding. All PCSP grants awarded should also be recorded on the Government Funding Database. The PCSP Manager and the Funding Unit Manager should agree whose responsibility it is to carry out these tasks.  | 3              | As noted, there was a misunderstanding between the Funding Unit and the Service area in relation to responsibility for this task in 2016-2017. This will be fulfilled by PCSP staff team in 2017/2018. | <b>Issue Addressed</b> - In respect of the 2017/2018 PCSP Grant Programme, the Government Funders Database has been updated by the PCSP Administrative Officer, as agreed.   |
| In line with Section 6.2 of Councils Procurement Policy and Procedures, the PCSP should ensure that the following be present in the tender folder, "Signed conflict of interest forms from all persons participating in the evaluation of the tender ."   | 3              | Staff will all sign conflict of interest declarations prior to scoring future submissions.   | <b>Issue Addressed</b> - 1 tender process complete in financial year to date. Conflict of interest declarations completed by the 3 officers scoring and filed.   |
| PCSP officers should ensure that organisations maintain sufficient evidence, which  | 3              | Checklist would be challenging as projects vary significantly as does supporting documentation.  | <b>Issue Addressed</b> - PCSP officer is currently undertaking 1-1 meetings with grant recipients in   |

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| Recommendation  | Priority Level | Management Response   | Position at March 2018   |
|---|----------------|---|--|
| <p>should be available for officers to review at the time a claim for payment is made. PCSP officers should then record their review of such evidence before authorising any claims for payment. To support this PCSP may wish to consider putting in place a specific checklist with each grantee of the type of evidence required, and this could be retained on the project file or shared folder.</p> |                | <p>Grant recipients are advised of the documentation that we require at finance workshops at award stage. A review sheet recording officer's feedback can be implemented prior to the authorisation of payments.</p>  | <p>respect of the evidence required and to provide additional support to organisations. Within other programmes, we are working with colleagues in DoJ/NIPB in respect of the revised documentation which will be required to report within an Outcomes Based Accountability framework.</p>  |
| <p>To ensure that the PCSP receives the level of information and assurance required to allow proper approval of grant claims, all grantees should use the required progress report format, and no payment should be authorised or made unless the required format is used and signed.</p>   | 3              | <p>This has now been implemented. Single instance of noncompliance by a grant recipient.</p>  | <p><b>Issue Addressed</b></p>  |
| <p>A process should be put in place whereby budget reports and a summary of each grant's progress including expenditure/claims to date are placed before the Committee at regular intervals e.g. quarterly to coincide with the claims and progress reports to the Joint Committee and monthly in the second half of the financial year.</p>  | 3              | <p>Whilst budget reports are currently not formally presented, staff update the Partnership monthly on project progress and inform members of any slippage requiring re-profiling for decision by members. Going forward, formal reports will be presented quarterly in line with claims to DoJ/NIPB.</p> | <p><b>Issue Addressed</b> - Management undertaking was for the provision of reports in line with quarterly claims to DoJ/NIPB. To date, no Letter of Offer has been received therefore a 2017/2018 Quarter 1 Claim did not apply. PCSP members will receive full budget report following submission of claim quarter ending September 2017 and quarterly thereafter.</p> |
|   |                |   |  |

### 3.4 Review of Partnerships

| Recommendation   | Priority Level | Management Response  | Position at March 2018  |
|--|----------------|--|---|
| <p>Council should, in consultation with all Heads of Service, prepare a register (or registers) of all existing partnerships including such details as:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Partnership name</li> <li><input type="checkbox"/> Type of partnership</li> <li><input type="checkbox"/> Category of partnership e.g. limited company</li> <li><input type="checkbox"/> Council's role</li> <li><input type="checkbox"/> Names of Councillors and Officers involved</li> <li><input type="checkbox"/> Date partnership began</li> <li><input type="checkbox"/> Date of approval at appropriate Council level</li> <li><input type="checkbox"/> Date partnership agreement signed</li> <li><input type="checkbox"/> Date partnership agreement will expire</li> <li><input type="checkbox"/> Location of partnership files</li> </ul> | 2              | Agreed. This will be set as an objective for Business Support for 2017 | <p><b>Issue being Addressed</b> – The organisation structure is currently being implemented. The Business Support Manager has been appointed. Revised date for completion Sept 18</p> |

| Recommendation  | Priority Level | Management Response   | Position at March 2018   |
|---|----------------|---|--|
| <p>Council should develop guidelines for partnership working which should contain as a minimum:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Definitions of partnership</li> <li><input type="checkbox"/> Procedures to be followed and checklists to be used when creating new Partnerships; e.g. assessing and getting approval at appropriate levels of Council, putting appropriate procedures in place for oversight and payment of any funding, defining roles and responsibilities of Council officers and members</li> <li><input type="checkbox"/> Guidance (and checklists) for risk assessment</li> <li><input type="checkbox"/> Pro forma(s) for agreement(s)</li> <li><input type="checkbox"/> Procedures to be followed and checklists to be used when managing existing Partnerships</li> <li><input type="checkbox"/> Guidance (and templates) on monitoring and reporting progress of partnerships</li> <li><input type="checkbox"/> Protocol for Elected Members involved in any work with Partnerships</li> <li><input type="checkbox"/> Protocol for employees involved in any work with Partnerships</li> <li><input type="checkbox"/> Procedures to be followed and checklists to be used for an annual review of existing partnerships</li> </ul> | 2              | Agreed. I will outsource the requirement to achieve a 'clean sheet' approach for the development of a Council Partnership Policy. | <b>Issue being Addressed</b> – The organisation structure is currently being implemented. The Business Support Manager has been appointed. Revised date for completion Sept 18 |
| Appropriate training on partnership engagement and management should be provided for Council members and staff.   | 3              | Agreed. Training is required to brief / train Members and Officers on Finding No. 2, Partnership Guidelines.                      | <b>Issue being Addressed</b> – Dec 2018  |
| Formal agreements should be put in place for all existing and new partnerships in a timely manner i.e. before any activities occur and before the expiration of any existing agreements.  | 2              | On completion of Finding No. 1 Officers will review all existing arrangements: firstly defining the purpose of the partnership.   | <b>Issue being Addressed</b> – Dec 2018  |
| Each partnership should have a partnership file, with a checklist of information that should be retained. The information can be retained in hardcopy within  | 2              | On completion of Finding No. 1 all existing documentation will be reviewed and a system will be                                   | <b>Issue being Addressed</b> – Dec 2018  |



| Recommendation   | Priority Level | Management Response  | Position at March 2018                   |
|--|----------------|--|--|
| the file or the location of the hardcopy or softcopy should be noted.  |                | prepared for future record retention.  |  |
| Each partnership should undergo a risk assessment; this can be facilitated by developing a partnership risk checklist. This should be completed for existing and proposed partnerships and retained within the partnership file. This should also be included as part of the information provided when making any recommendation to Council to approve or extend a new partnership | 3              | Agreed.  | <b>Issue being Addressed – Dec 2018</b>  |
| Council should review the practice of making payments to partnerships in the absence of an up to date partnership agreement in place and provision of a progress report.   | 3              | Agreed. In the case of Safer Coleraine, this is not a partnership agreement per se, it is a service provision. The CCTV provision is currently under review. | <b>Issue being Addressed – Sept 2018</b> |
| The activities and impact of each partnership must be appropriately monitored by Council   | 3              | Ongoing work will be presented to SMT/Committee/Council aligned to Council's Corporate Plan and Draft Partnership Policy, Finding No. 2.                     | <b>Issue being Addressed</b>             |
|  |                |  |  |
|  |                |  |  |
|  |                |  |  |

### 3.5 Events

| Recommendation   | Priority Level | Management Response  | Position at March 2018  |
|--|----------------|--|---|
| <p>Council should consider developing a template for proposing new events for evaluation and appropriate approval. This should provide an analysis of event delivery options, including costs and clear detail of the event aims and objectives</p>  | <p>3</p>       | <p>Agreed. The Head of Service for Tourism &amp; Recreation has prepared an Event Management Plan and guidance notes; a copy is attached for your consideration. This Event Plan Template will be used for all Council Managed Events.</p>   | <p><b>Issue Addressed:</b> - Any new events go through the Council Chamber seeking approval based upon a report detailing all the relevant information such as: Event Aims and Objectives, Analysis of event, organisation and delivery process, budget etc.</p>  |
| <p>Where Council is engaging with other partners to deliver events, the Event Owner should ensure that the role, responsibilities and legal liabilities of each partner and any organising committee are clearly documented and formally agreed.</p>   | <p>2</p>       | <p>Council will establish a memorandum of understanding with partnership organisations, formerly agreeing roles &amp; responsibilities. This will be agreed by both parties and presented in the form of a Terms of Reference document. However, we feel this is only appropriate for larger scale/ major events and would not be workable with smaller/more informal supportive linkages between Council and other parties.</p> | <p><b>Issue Addressed:</b> - Any new partners brought on board to deliver events in conjunction with Council will be documented and agreed.</p>   |
| <p>Council should consider developing a template or a list of minimum contents for event safety plans. Included in the safety plan, the standard template for risk assessments (in line with general Council Health and Safety policy) should be fully completed and include an action plan (if appropriate). The section for risk assessment sign-off should always be completed. Consideration should further be given to consistently</p> | <p>3</p>       | <p>The recommendations are noted with agreement; implementation will be carried out for Council Major Events. Safety Plans vary in content based on the size and scale of the event. Risk Assessments are carried out for all Council run events and the</p>   | <p><b>Issue Addressed:</b> - Safety plans have always been the practise of our service and vary in content depending on size and scale of event. EG There is no point in including a section on Emergency Services planning / trading /amusements when there is no requirement to do so for small scale events.</p> |

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| Recommendation  | Priority Level | Management Response   | Position at March 2018  |
|---|----------------|---|---|
| <p>using checklists for all third parties involved in an event, to note receipt of and review of risk assessments.</p>  |                | <p>new Risk Assessment matrix developed by Council is being integrated into the process. Checks do take place on third party suppliers Public Liability &amp; Risk Assessment, with queries passed to Corporate Health &amp; Safety if deemed necessary. Agree on risk assessment sign off, but this proves contentious regarding the element of risk to the public and level of responsibility for the event from within the organisation.</p>   | <p>Risk assessments are carried out for all events and contained within our plans. Sign off proves contentious depending on the element of risk to the public and the level of responsibility for the event within the organisation some being as high as Director level.</p> <p>Third level RAs are requested upon appointment regarding a supplier and cross checked prior to the event taking place in normal operating circumstances.</p> |
| <p>Event owners should ensure that copies of the public and employer's liability insurances of event equipment suppliers, contractors or other third parties involved in events are verified, valid for the period of the event and that the insurances meet the minimum levels required by Council. A soft copy checklist for all third parties (e.g. traders) involved in an event, should be retained and kept up to date, recording receipt of and review of insurance documents etc.</p> | <p>2</p>       | <p>Recommendation is noted and to be advanced with environmental Health Department to assess issues around implementation and practicality. Council will continue to collect the relevant documentation mentioned from suppliers and a checklist regarding same will be developed. Traders &amp; Suppliers often require a Food License for an event which is issued by Environmental Health subject to their criteria being met. H&amp;S also carry out risk assessments, we therefore consult with our colleagues in Environmental Services regarding these matters</p> | <p><b>Issue Addressed:</b> - A checklist has being developed for this purpose with ongoing work being completed in conjunction with Environmental Health &amp; Corporate Health &amp; Safety.</p>   |

| Recommendation  | Priority Level | Management Response   | Position at March 2018   |
|---|----------------|---|--|
| <p>Detailed event management procedures should be developed including basic event management tasks, clear responsibilities and associated template documentation for all event owners so that event planning and management is carried out in a consistent way across Council and there is a clear understanding of the relevant documents and notifications (such as completing a task checklist, formal risk assessments, Event Management Plan, Event Safety Plan and NIEA, NIAS notifications etc.).</p> <p>In addition, one central electronic or manual repository / master file should be held by the (new) Event Owner for all information relating to the event so that information can be easily retrieved.</p> | 3              | <p>Recommendation noted and agreed with. Event Management Plan Template has been developed and provides this information.</p>   | <p><b>Issue Addressed:</b> - Event plans and action plans with action lists have been developed and continue to be developed as we move through this transition process of taking onboard events from other legacy areas. The process aims to ensure the process and procedures are mirrored for all events.</p> |
| <p>Event owners should prepare a detailed budget for each event and should monitor financial commitments and actual expenditure against this budget throughout the planning and running of the event. The details on spend against budget should also be included in the event evaluation report</p>  | 2              | <p>Recommendation noted and agreed, costs are captured within the Event Management Plan. Budget reports are evaluated monthly. Council are introducing a new financial management system with accompanying training to facilitate managers with the tools required for sound financial and budgetary control.</p> | <p><b>Issue Addressed:</b> - Budget reports are well developed and continue to be scrutinised monthly where delegated to the Events Manager. On occasions such budgets are held at a higher level within Council structure.</p> <p>A traffic light system has been devised to highlight issues arising.</p>      |
| <p>Event owners should ensure that the role and responsibilities of any stewards and volunteers in the delivery of the event are clearly documented and communicated. Event owners should ensure that all stewards, volunteers, first aiders and any other</p>  | 3              | <p>Recommendation noted and agreed. Council plans to create new job spec for Events Stewarding and Chief Steward with the plan being advertised to all staff. Chief Event Stewarding</p>  | <p><b>Issue Addressed:</b> - Stewarding duties have always been documented and communicated to staff at events.</p> <p>To compliment this a sign in sheet has been developed to comply with audit recommendations.</p>   |

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| Recommendation  | Priority Level | Management Response   | Position at March 2018   |
|---|----------------|---|--|
| <p>relevant participants in events (eg parade group organisers) sign-in at each event.<br/>Sign-in sheets should be counter-signed by the event owner or the Events Safety Advisor as appropriate to record that all sign-ins have been checked and there are sufficient personnel for the event.</p>   |                | <p>will be tested with briefing responsibility to ensure proper communication prior to and during the event. Sign in sheets for Event briefing are now being utilised at all events.</p>  |  |
| <p>A de-brief of all appropriate partners should be held for every event within a short time of the event completing and include (a report from) relevant agencies involved in the event (eg PSNI, RNLI). Consideration should also be given as to how best to communicate the lessons learned and recommendations from the de-brief amongst all involved in the event to improve future planning and event management.</p> <p>A post-event evaluation report should be completed for all events organised and delivered by Council (alone or in partnership), including review of spend against budget and a specific section on lessons learned and recommendations.</p> <p>Consideration should also be given as to how best to communicate the evaluation of the events with the Council Committee and how to communicate lessons learned and recommendations amongst all event owners.</p> <p>As part of the evaluation, robust measures for events and their impacts should be developed (considering a range of areas such as finance, satisfaction of the public, social and cultural</p> | <p>2</p>       | <p>Noted, post evaluation events, can be captured at high level with a de-briefing. However, the detail measurement of event success is a return on investment and its contribution to Council's corporate objectives requires significant additional resources. This has been communicated to the Council Elected members. However, resources remain restricted.</p> | <p><b>Issue Addressed:</b> - A post event review is held of all Council events, however, this becomes problematic over the summer months due to the workload and holidays with events in June not having reviews for up to a period of 3 months thereafter. All elements of the event are discussed. In certain cases evaluations are also held by outside bodies for a more detailed analysis of the event.</p> |

| Recommendation   | Priority Level | Management Response | Position at March 2018 |
|--|----------------|---------------------|------------------------|
| indicators etc) to enable a more complete post-evaluation assessment and to support decision-making for future events. |                |                     |                        |

### 3.6 Capital Projects

| Recommendation  | Priority Level | Management Response   | Position at March 2018 |
|---|----------------|---|------------------------|
| <p>More regular reporting should be made to Council elected members on capital project progress. This could be achieved by providing additional information to elected members at the bi-annual Capital Works Programme Workshop. Additional information which should be reported includes:</p> <ul style="list-style-type: none"> <li>o The physical progress status of each project,</li> <li>o Expenditure against budget to date,</li> <li>o Any major issues faced,</li> <li>o Planned completion dates.</li> </ul> <p>Additionally, the CPRG should document its review of post project evaluations prior to submission to Council to record if the outcomes of the project were in line with the planned Business Case and to inform future planning of capital projects</p> | 3              | Agree. Additional information will be presented at the bi-annual meeting on all capital works. Post project evaluations to be reviewed and outcomes assessed against the business case. | <b>Issue Addressed</b> |

| Recommendation   | Priority Level | Management Response  | Position at March 2018 |
|--|----------------|--|------------------------|
| <p>All tender assessment panel members should complete and sign a declaration of interest prior to assessing tenders, and a scoring matrix should be signed by each member of the assessment panel. Consideration should be given to re-iterating the need for signed declarations of interest at tender assessment stage within the procurement policy and procedures.</p>  | 3              | Agreed.  | <b>Issue Addressed</b> |
| <p>The Council Policy and Procedure for Procurement (2014) should be reviewed and updated to clearly define:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The process for dealing with challenges</li> <li><input type="checkbox"/> Clarification on the process in relation to standstill periods.</li> </ul>  | 3              | Agreed. Procurement Policy to be reviewed and amended accordingly. | <b>Issue Addressed</b> |
| <p>Documented procedures should be reviewed and expanded to include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> agreed definitions on the different types of projects</li> <li><input type="checkbox"/> more specific guidance on the form and content of project proposals and business cases (and Economic Appraisals where applicable) needed for each type of project.</li> </ul>   | 2              | Agree with the recommendations.                                    | <b>Issue Addressed</b> |
| <p>The CPRG should ensure that the review of Business Cases prior to submission to Council is sufficiently evidenced. To assist the process, consideration should be given to developing a template for the review of Business Cases which would be completed and signed by those who perform the review (at each stage) and approve each Business Case before presentation to Council (at each stage). The CPRG should consider including a summary page on the spreadsheet it uses to record progress of Capital Projects through the Council's 4 step process. This could provide</p> | 2              | Agree with the recommendations.                                    | <b>Issue Addressed</b> |

| Recommendation   | Priority Level | Management Response | Position at March 2018 |
|--|----------------|---------------------|------------------------|
| information at a glance and allow a reconciliation of project changes (i.e. movement between the 4-steps, all budget increases/decreases, expenditure to date). If Business Cases are reviewed at SMT, this should also be evidenced through recording in the SMT Action Points. |                |                     |                        |
|  |                |                     |                        |



## Appendix I: Hierarchy of Findings

This audit report records only the main findings. As a guide to management and to reflect current thinking on risk management we have categorised our recommendations according to the perceived level of risk. The categories are as follows:

**Priority 1:** Major issues which require urgent attention and the implementation of agreed audit recommendations in the short term.

**Priority 2:** Important issues which require immediate attention and the implementation of agreed audit recommendations in the short to medium term.

**Priority 3:** Detailed issues of a less important nature which require attention and the implementation of agreed audit recommendations in the medium to long term.

## Appendix II: Our Approach and Staff Interviewed

Our audit fieldwork comprised:

- Reviewing progress against recommendations via discussions with key staff
- Examining relevant documentation
- Testing controls and accuracy of records.

The table below shows the staff consulted with and we would like to thank them for their assistance and co-operation.

| <b>Name</b>       | <b>Job title</b>                          |
|-------------------|---|
| Brian Tohill      | Central Area Management Sport & Wellbeing |
| Steve McCartney   | Caravan Parks Manager                     |
| Peter Thompson    | Head of Tourism & Recreation              |
| Bridget McCaughan | PCSP Manager                              |
| Richard Baker     | Director of Leisure & Development         |
| Christine McKee   | Events Manager                            |
| Paul Caldwell     | Capital Projects Manager                  |