

# **Causeway Coast and Glens Borough Council**

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## ***Internal Audit Report Events***

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November 2016  
Final

**MOORE STEPHENS**

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# INTERNAL AUDIT REPORT

## Events

### Executive Summary

This internal audit was completed in accordance with the approved annual Internal Audit Plan for 2016/17. This report summarises the findings arising from a review of Events which was allocated 7 days.

Through our audit of a case study of 4 events delivered since 1 April 2016; Airwaves, Rathlin Sound Maritime Festival, Lamma Fair and Summer Fireworks (on the last day of the Red Sails Festival), we found the following examples of good practice:

- The events that were reviewed were in line with Council objectives
- The Council approves, through the Leisure and Development Committee, the annual calendar of events
- The Council has an Events Team who have significant experience in planning and managing events, and plans are in place to restructure the team and create additional posts
- The Events Team takes the lead on managing all events delivered directly by the Council
- The Events Team drafts all Event Safety Plans and consults with the Council Health and Safety team at all stages
- Safety Advisory Groups are formed for each major event bringing together representatives of emergency services with Council to discuss relevant safety and logistical matters relating to the specific event.

Some areas (Priority 2) where controls could be enhanced were noted during our review:

- Where Council is engaging with other partners to deliver events, such as in the case of Rathlin Sound Maritime Festival, the Event Owner should ensure that the role and responsibilities of each partner and any organising committee are clearly documented and formally agreed. The need for a formal partnership agreement should be considered.
- We found that not all relevant insurance documentation was on file for Airwaves (non-food traders). Event owners should ensure that copies of the public and employer's liability insurances of event equipment suppliers or contractors involved in events are verified and that the insurances meet the minimum levels required by Council. The checklist for all third parties (e.g. traders) involved in an event, should be kept up to date and should note receipt of and review of insurance documents.

- While each event has a budget allocated, it is usually limited to a small number of line items and lacks detail. Each event owner should prepare a detailed budget for each event they are responsible for, and monitor financial commitments and actual expenditure against this budget throughout the planning and running of the event; the detail should also be included in the event evaluation report
- A de-brief of all relevant partners should be held for every event within a short time of the event completing and include reports from external safety agencies such as PSNI, RNLi etc. 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. We also found an inconsistent approach to post event evaluation and communication of lessons learned and recommendations.

The following table summarises the total number of findings/recommendations from our audit (all recommendations accepted by management):

Risk	Number of recommendations & Priority rating		
	1	2	3
Events may be delivered by Council without sufficient consideration and approval leading to potential poor event management and experience by the public and potential unnecessary expenditure by Council.	-	1	1
There may be no assessment of the risks related to holding a Council event prior to the event being held and risks may not continue to be monitored, leading to hazards and control risks not being managed and adverse impacts for the Council and the public attending the events.	-	1	1
Council events may not be appropriately managed leading to a poor event experience and increased risk of the event not proceeding to plan.	-	1	2
There may be no post-event evaluation of Council events resulting in missed opportunities to identify lessons learned.	-	1	-
<b>Total recommendations made</b>	<b>0</b>	<b>4</b>	<b>4</b>

Based on our audit testing we are able to provide the following overall level of assurance:

**Satisfactory**

Overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified this should not significantly impact on the achievement of system objectives.

Points for the attention of Management

In addition to the recommendations noted above we have identified 3 system enhancements during the course of the audit which do not form part of our formal findings, but may help enhance the existing controls. These are detailed at Appendix III.

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<b>Distribution:</b>	Audit Panel
	November 2016

<b>Audit progress</b>	<b>Date</b>
Audit commenced	24 October 2016
Draft Report issued to senior management for response	28 November 2016
Responses Received	17 February 2017
Responses Agreed	21 February 2017
Report Issued	28 February 2017

All matters contained in this report came to our attention while conducting normal internal audit work. Whilst we are able to provide an overall level of assurance based on our audit work, unlike a special investigation, this work will not necessarily reveal every issue that may exist in the Council's internal control system.

## Objective

The areas for inclusion in the scope of the audit were determined through discussion with management. The scope of this audit was to review the arrangements in place in relation to Events directly delivered by Council, focusing on the main risks associated with:

- Event approval
- Risk assessment
- General event management
- Monitoring and evaluation reporting

for 4 case study events (Airwaves, Rathlin Sound Maritime Festival, Lammas Fair and Summer Fireworks (on the last day of the Red Sails Festival)).

This audit did not focus directly on procurement arrangements for delivery of events.

## Background

As part of its role in supporting community, leisure and cultural opportunities in the district, the Council delivers a number of events throughout the year, such as sporting, arts, heritage and cultural events. In addition, the Council may provide funding to local community groups to host events and/or promote via its website other relevant events held within the Borough. All events promoted by Council carry an element of reputational risks. Those events funded and managed directly by the Council expose Council to financial and operational risks.

The Events Team sits within Tourism and Recreation which is within the Leisure and Development directorate. All events are delivered by the Events Team with event support from across Council (eg estates, health and safety). Of the case studies reviewed all were delivered directly by the Events Team staff.

## Risks

The risks identified by Internal Audit relating to Events and agreed with management are as follows:

1. Events may be delivered by Council without sufficient consideration and approval leading to potential poor event management and experience by the public and potential unnecessary expenditure by Council.
2. There may be no assessment of the risks related to holding a Council event prior to the event being held and risks may not continue to be monitored, leading to hazards and control risks not being managed and adverse impacts for the Council and the public attending the events.

3. Council events may not be appropriately managed leading to a poor event experience and increased risk of the event not proceeding to plan.
4. There may be no post-event evaluation of Council events resulting in missed opportunities to identify lessons learned.

## Audit Approach

Our audit fieldwork comprised:

- Documenting the systems via discussions with key staff
- Consideration of the key risks within each audit area
- Examining relevant documentation
- Carrying out a preliminary evaluation of the arrangements and controls in operation generally within the Council and specifically within the case study events reviewed
- Testing the key arrangements and controls
- Testing the completeness 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.

### Job title

Head of Tourism and Recreation

Events Team Manager

Events Officers

Tourism Development Officer

Health and Safety Officers

## Findings and Recommendations

This section of the report sets out our findings in relation to control issues identified and recommendations. A summary of all the key controls that we considered is included in Appendix II to this report.

### 1.1 Risk 1 – Rationale and Approval for Events

#### ISSUE 1 – Rationale for Events

##### a) Observation-

Approval was given by the Committee for the calendar of events, which contained each of the events reviewed. Each of the events reviewed in detail are recurring annual events, so no recent proposals for these were on file. A short report on the future of the Airwaves event was prepared and presented to Council (in 2016/17). There is no single template for preparing a proposal for new events to provide an overview of the financial commitment, rationale for the event, aims and objectives,

relevant operational details and a detailed budget breakdowns of the cost of the event and the cost to Council. Council has requested 2 new signature events to be devised and delivered by the events team. There is no formal process or proposal template to facilitate this.
<b>b) Implication-</b> There may be insufficient analysis of options for delivery and costing of new events and insufficient detail for making informed decisions on which events to prioritise and deliver.
<b>c) Priority Rating-</b> 3
<b>d) Recommendation-</b> 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
<b>e) Management Response-</b> Agreed. The Head of Service for Tourism & 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.
<b>f) Responsible Officer &amp; Implementation Date-</b> Peter Thompson. Immediate Implementation

## ISSUE 2 – Role and Remit of Event Delivery Partners

<b>a) Observation-</b> Organising committees (Steering Group and Sub-Committees) made up of Council representatives with other external organisations (2 Community Groups, Chamber of Commerce) are involved in the delivery of the Rathlin Sound Maritime Festival. The role of the members was discussed and noted at a meeting of the Rathlin Community Group, where it was agreed Council would be the lead partner. There is, however, no formal agreement in place between these partners.
<b>b) Implication-</b> In the absence of a formalised agreement there may be a lack of clarity as to what is expected of event delivery partners and also their legal liabilities. This may result in difficulties in holding partners accountable for their role within the event delivery and disputes over any legal liabilities.
<b>c) Priority Rating-</b> 2
<b>d) Recommendation-</b> 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.
<b>e) Management Response-</b> Council will establish a memorandum of understanding with partnership organisations, formerly agreeing roles & 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.

- f) Responsible Officer & Implementation Date-**  
Head of Tourism & Recreation and Events Manager – immediate; when relevant.

## 1.2 Risk 2 – Assessment of Risks

### ISSUE 3 – Documenting Event Safety Plans and Risk Assessments

**a) Observation-**

Event safety plans were documented (either as formal Event Safety Plans or as part of an Event Management Plan) for all of the events reviewed. Although a consistent format was not used these were found to be well developed and comprehensive.

Risk assessments (using the Council's RAMS template) were prepared for each of the case study events reviewed and we were advised that these are monitored on an ongoing basis, although no documented evidence on ongoing monitoring was available. These risk assessments were dated but none were formally signed.

Additionally, each contractor hired or third party (e.g. trader) involved in an event must provide an up to date risk assessment and any relevant (health and safety) certificates. As Airwaves has the biggest number of third party agreements, we reviewed (non-food) traders' applications and found that 1 risk assessment (out of 43 hard copies of trader applications reviewed) was not on file.

**b) Implication-**

Council may not be able to evidence that additional actions identified in the risk assessments have been completed. If a claim is brought against Council, there may be insufficient information to evidence that all relevant risks were considered and plans put in place to address them.

**c) Priority Rating-**  
3

**d) Recommendation-**

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 using checklists for all third parties involved in an event, to note receipt of and review of risk assessments.

**e) Management Response-**

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 new Risk Assessment matrix developed by Council is being integrated into the process. Checks do take place on third party suppliers Public Liability & Risk Assessment, with queries passed to Corporate Health & 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.

- f) Responsible Officer & Implementation Date-**  
Event Manager/Assistant Events Manager  
Implementation: Prior to the Event

#### ISSUE 4 – Insurance

**a) Observation-**

Each third party hired for an event must provide up to date, insurance details and any relevant (health and safety) certificates. As Airwaves has the biggest number of third party agreements, we reviewed (non-food) trader insurance documents. 58 non-food traders were recorded on a soft copy list and used as a checklist for payment, checking insurance, issuing car parking passes etc. We found however that the list was not kept up to date. 43 hard copies of applications to trade were on file and we found that 9 non-foods traders' insurance certificates were not on file and, for an additional 5 non-foods traders, the insurance certificates on file were due for renewal before the event.

**b) Implication-**

There is a risk that there may be insufficient insurance cover in the event of an incident or accident involving a third party at an event.

**c) Priority Rating-**  
2

**d) Recommendation-**

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.

**e) Management Response-**

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 & Suppliers often require a Food License for an event which is issued by Environmental Health subject to their criteria being met. H&S also carry out risk assessments, we therefore consult with our colleagues in Environmental Services regarding these matters.

- f) Responsible Officer & Implementation Date-**  
Events Manager - immediate

### 1.3 Risk 3 – Management of Events

**ISSUE 5 – Event Management Procedures****a) Observation-**

The Events Team is experienced and skilled in delivering events which are directly managed by Council. They liaise with other Council services to arrange support from estates, health and safety etc. when preparing, planning and delivering events. We also noted that the feedback from event owners and from evaluation reports was that the events selected for review had been well received by the public and those taking part. We found however that there is no consistent procedure for planning events and therefore the documentation that is produced for some elements varies (eg event safety plans, event management plans are not consistent).

Differing forms of task lists had been developed for the events reviewed setting out what needed to be done by whom, but not always with a deadline. For Airwaves, Rathlin and Lammas regular meetings are held to discuss progress. At each meeting progress was reviewed and next actions agreed. We also found that information regarding the events may be held by a number of different people who had a role in organising the event and not in a central location. For the sample of events selected this was for two reasons,

- Airwaves has an externally contracted director for the air display, and
- Rathlin Sound Maritime Festival and Lammas Fair were led by officers outside of the events team. Both these events will now transfer to the events team for 2017/18

We noted that due to a lack of a standardised approach to task planning and the absence of deadlines for activities, it may be difficult for another member of staff to pick up planning and delivery of an event if the event owner is absent due to unforeseen circumstances.

**b) Implication-**

In the event that the event owner is unexpectedly absent from work for a prolonged period, the lack of detailed information about what is required to deliver the event or at what stage the event planning is at could cause difficulties for staff trying to provide cover.

**c) Priority Rating-**

3

**d) Recommendation-**

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.).

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.

**e) Management Response-**

Recommendation noted and agreed with. Event Management Plan Template has been developed and provides this information.

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|---|
| <p><b>f) Responsible Officer &amp; Implementation Date-</b><br/>Events Manger - immediate</p> |
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#### ISSUE 6 – Financial Review

**a) Observation-**

Each event has a budget, but these are usually just one or two allocated amounts. We found no formal preparation of a detailed budget in advance of the events and were advised that there is a lack of management information to allow timely monitoring of expenditure during the planning and post evaluation of the event.

**b) Implication-**

If a detailed budget is not prepared in advance there is a risk of inappropriate allocation of resources, of cost over-runs or of insufficient funds to deliver the event. Insufficient management information means that event owners lack the appropriate information for monitoring and reporting purposes.

**c) Priority Rating-**  
2

**d) Recommendation-**

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

**e) Management Response-**

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 mangers with the tools required for sound financial and budgetary control.

- f) Responsible Officer & Implementation Date-**  
Events Manager – immediate effect

#### ISSUE 7 – Role & Signing in of Stewards, Volunteers & First Aiders

**a) Observation-**

We were advised that briefings were provided to all on the day of the event. For Airwaves, security and stewarding is contracted out so briefings are the responsibility of the respective contracted company. For other events we were advised that the events officer verbally presents the event safety plan and issues stewards etc. with the relevant page of the deployment plan, risk assessments and contact lists. No notes are retained of these briefing sessions.

Sign in sheets are not always required for stewards, first aiders etc. We were advised that a roll call is made, however no evidence is retained of this.

**b) Implication-**

There is a small risk that the insufficient evidence of stewards or first aiders being made aware of their role, and lack of evidence of their attendance at the event may

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leave Council open to criticism of poor management in the case of an incident or accident.
<b>c) Priority Rating-</b> 3
<b>d) Recommendation-</b> 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 relevant participants in events (eg parade group organisers) sign-in at each event. 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.
<b>e) Management Response-</b> 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 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.
<b>f) Responsible Officer &amp; Implementation Date-</b> Head of Tourism and Recreation - immediate

## 1.4 Risk 4 – Post-Event Evaluation

### ISSUE 8 – Post-event Evaluation

#### a) Observation-

Post event evaluation varied for the 4 events reviewed. For Airwaves the (an external) evaluation report focused on the economic impact of the event, estimating attendance numbers and the level of spend by visitors. For Rathlin an evaluation is prepared for Tourism NI using a standard template provided by this funder. This includes statistics on attendees, and assessments of the economic impact based on the statement from a number of local businesses. In addition, a survey of 253 attendees was carried out and the results summarised on a spreadsheet by the event coordinator. No conclusions are made based on the survey. For Lammas Fair feedback from the Ballycastle Chamber of Commerce highlighted the positive impact of the event on the area, and also highlighted issues that need to be addressed when planning for next year's event. Feedback was also received from the general public via comment cards; a short summary provided some recommendations for improving future Lammas fairs but does not provide any detail as to how the comment cards were issued and collected or how many responses were received. No evaluation was on file for the Summer Fireworks and we were advised that, for smaller events such as summer fireworks on the final day of the Red Sail Festival, evaluation is only completed on an exception basis i.e. if there is a specific issue which should be noted to improve future planning of events.

It is generally expected within the Events Team that debrief meetings should be held within 2 weeks of each event. We found that a comprehensive debrief meeting was not held for Rathlin (although a meeting of the Ballycastle subcommittee did take place).

The events budget is reviewed on a monthly basis by the Events Manager, but there was no analysis of detailed costs against budget as detailed budgets were not prepared in advance for these events.

Where evaluation reports were prepared, some lessons learned were identified in the narrative of the text, but these could potentially be missed.

#### b) Implication-

Council may have insufficient information on which to decide whether to run events again or how to prioritise delivery of events. There is also a risk of cost over-run without sufficient budget setting and monitoring by the event owner.

#### c) Priority Rating-

2

#### d) Recommendation-

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.

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. 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.

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 indicators etc) to enable a more complete post-evaluation assessment and to support decision-making for future events.

**e) Management Response-**

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.

**f) Responsible Officer & Implementation Date-**

Head of Tourism and Recreation – under review

## Appendix I: Definition of Assurance Ratings and Hierarchy of Findings

### **Satisfactory Assurance**

*Evaluation opinion:* Overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified this should not significantly impact on the achievement of system objectives.

### **Limited Assurance**

*Evaluation opinion:* There are significant weaknesses within the governance, risk management and control framework which, if not addressed, could lead to the system objectives not being achieved.

### **Unacceptable Assurance**

*Evaluation opinion:* The system of governance, risk management and control has failed or there is a real and substantial risk that the system will fail to meet its objectives.

### **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:** Failure to implement the recommendation is likely to result in a major failure of a key organisational objective, significant damage to the reputation of the organisation or the misuse of public funds.

**Priority 2:** Failure to implement the recommendation could result in the failure of an important organisational objective or could have some impact on a key organisational objective.

**Priority 3:** Failure to implement the recommendation could lead to an increased risk exposure.

## Appendix II: Summary of Key Controls Reviewed

### Events

Risk	Key Controls
<p>Events may be delivered by Council without sufficient consideration and approval leading to potential poor event management and experience by the public and potential unnecessary expenditure by Council.</p>	<ul style="list-style-type: none"> <li>• A proposal for each event is prepared and approved by Council – this is subject to recommendation</li> <li>• Events are in line with corporate objectives</li> <li>• Council event planning and delivery is coordinated so that approval control is maintained and events can be delivered in a consistent manner – this is subject to an audit recommendation</li> <li>• Appropriate documentary evidence is maintained in support of partnership arrangements and agreements established to deliver joint events – this is subject to an audit recommendation</li> </ul>
<p>There may be no assessment of the risks related to holding a Council event prior to the event being held and risks may not continue to be monitored, leading to hazards and control risks not being managed and adverse impacts for the Council and the public attending the events</p>	<ul style="list-style-type: none"> <li>• There is a risk assessment of each Council event, completed as part of the event proposal process – this is subject to an audit recommendation</li> <li>• Further actions to manage risk (identified through the risk assessment) are monitored to ensure that they are implemented successfully – this is subject to an audit recommendation</li> <li>• Risks continue to be monitored as the event progresses to ensure that all risks are sufficiently managed – this is subject to an audit recommendation</li> </ul>
<p>Council events may not be appropriately managed leading to a poor event experience and increased risk of the event not proceeding to plan</p>	<ul style="list-style-type: none"> <li>• An individual is clearly identified as the event owner</li> <li>• There is effective financial review and regular budgetary monitoring of costs associated with each event – this is subject to an audit recommendation</li> <li>• The event owner is present on the day of the event to maintain onsite control of the event</li> <li>• There are adequate personnel on the day to deliver the event</li> <li>• Council staff or third parties involved in the event delivery (eg providing crowd or transport control) are sufficiently briefed on their roles and responsibilities – this is subject to an audit recommendation</li> <li>• There are sufficient First Aid arrangements in place at Council events</li> </ul>
<p>There may be no post-event evaluation of Council events resulting in missed opportunities to identify lessons learned</p>	<ul style="list-style-type: none"> <li>• The success of each Council event is assessed to identify any lessons learned and recommendations for future events – this is subject to an audit recommendation</li> <li>• Lessons learned and recommendations are appropriately shared and incorporated into the planning for future Council events - this is subject to an audit recommendation</li> </ul>



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## Appendix III: Points for the Attention of Management

### Health and Safety – Checklist

The Health and Safety team have recently prepared a checklist for reviewing safety arrangements at events (these can be used for walk through safety inspections carried out immediately prior to, during and after the event). This is currently in draft format and will need to be discussed with the events team and responsibilities agreed.

#### **Management response:**

The report identifies system enhancements and these are received gratefully and will be acted upon. The recently developed Event Management Plan template and guidelines includes a section on risk assessments and will be adjusted to include the 'immediately prior to the event'. This checklist was drafted for large events such as Airwaves Portrush. The Council Health and Safety team have shared the document with Events with a view to utilising the checklist against other events.

### Health and Safety – Incident Reporting

A folder within the Rathlin Sound Maritime Festival 2016, contains details of an incident where a member of the public was injured during the festival while using a piece of equipment owned by one of the entertainers contracted to appear during the festival. There is no evidence of a formal incident report being recorded at the time, although the individual may have raised the issue with event partners. We did note however, that appropriate insurance cover and a risk assessment for the entertainer were on file.

Consideration should therefore be given to improving the current process for recording of incidents, particularly those involving equipment or facilities provided by third parties at events.

#### **Management response:**

It is Council procedure that all incidents should be reported at any facility or event as part of Council operations. This is an organisation wide policy and not exclusive to event management policy. Presently, staff record all incidents, accidents at events and report them accordingly to the Council Health and Safety Team. On the occasion whereby the event is being delivered in partnership new processes will be initiated to improve incident reporting.

As noted earlier in the report, the events currently being delivered by Council are widely viewed (both internally and externally) as being successful, and are managed by an experienced events team. However during the audit it was noted that the team are extremely busy and under time pressure. This sort of time pressure is a contributing factor to the control issues identified. Council has approved a revised structure for the events team, and a new events officer will be employed. This will help mitigate the pressures on

the current team. However as explained in issue 1 there is also an absence of due and proper consideration of the rationale for, and of the financial and human resources required for all events, especially new events. Council are planning 2 new significant events which the event team will be tasked to plan and deliver. Care must be taken to ensure that appropriate human resources are in place within the events team, in a timely manner, to allow better control to be exercised over existing and planned new events.

**Management response:**

As far as ensuring adequate financial and human resources, officers of the Council are very aware of expectation to delivery viz-a-vis resource allocation; we will continue to communicate this to Elected Members. A new structure has been devised to address the lack of human resources within the Team to deliver on expectations. The out working of that is still a work in progress.