

CLIENT RISK ASSESSMENT TEMPLATE

- The Guildhall holds a *General Risk Assessment* document, which assesses ‘day to day’ risks within the building/function rooms.
- However in order to hire the Guildhall’s function rooms, a specific Risk Assessment must be completed by the Hirer.
- The assessment must be a careful examination of the specific activities/use of building taking place within the hire/event, from start to finish.
- Risks are those that could cause harm to people and places. How serious the harm may be and the likelihood that it will occur is something the hirer must assess ahead of your booking taking place.
- Safety management is about risk management not hazard management, putting in place control measures to reduce risks.
- This document is intended as a guide/template for those managing events within the Guildhall. It is not event specific and can be used as a framework for generating your own individual event risk assessment. You may use this template, or use your own if preferred.
- Furthermore, this document is not fully comprehensive, it is the responsibility of the event organiser to consider all possible hazards generated by their event taking place within Guildhall and put measures in place to either eliminate or reduce the risk.
- General guidance in relation to writing event risk assessments can be found at either [hse.gov.uk/simple-health-safety/risk/index](https://www.hse.gov.uk/simple-health-safety/risk/index) or [thepurpleguide.co.uk](https://www.thepurpleguide.co.uk).
- Any venue specific queries can be directed to the Guildhall team at guildhall@winchester.gov.uk

A risk assessment for your booking must be signed off by the Guildhall Management team ahead of the event.

Please see our expected timeline for this submission below;

<u>Timeframe to event date</u>	<u>Summary e.g. of the ‘Type of risks assessed’</u>
At time of booking	Type of activity taking place, Security, Venue Access for attendees
3 months ahead of event	Third party suppliers risks, other attendees risks
1 month ahead of event	Discussion with Guildhall for assessment edits & sign-off
14 working days before event	Acceptable late changes made & agreed (e.g. minor event activity adjustments)

HAZARD	POTENTIAL RISK	THOSE IMPACTED	GUILDHALL CONTROLS ALREADY IN PLACE	EVENT ORGANISER CONTROLS
<p>Delivery vehicle movements in car-park/front of building (Broadway road) during load in or pack down</p> <p>Vehicle/pedestrian collision in busy multi use car park</p>	<p>Minor to fatal injury</p>		<p>Hirer allocated parking spaces directly around perimeter of venue</p> <p>GH2 or GH3 suggested use for events in Bapsy Hall where possible for load in via external stairs</p>	<p>(DELETE ME) Advice;</p> <ul style="list-style-type: none"> - Consider Broadway parking bay suspension for high volume/large lorries (restricted sizes into Guildhall Yard car park) - Utilise only the allocated spaces in the Guildhall Yard car park to avoid unnecessary pedestrian traffic - For high volume load ins consider possible car park marshals to control traffic in the restricted area - Minimise volume of personnel required in car park at any one time- stagger deliveries where possible - Provide safe working practice information to event staff involved in unloading/loading vehicles
<p>Overwhelming access routes into the venue during load in or pack down</p> <p>Slips, trips and falls in use of staircases</p>	<p>Minor to severe musculoskeletal injuries</p>		<p>Weight restrictions detailed in passenger lift car</p> <p>Annual passenger lift servicing conducted by external contractor</p> <p>Regular pre-event meetings to discuss logistics of multiple events co-running within venue</p>	<p>(DELETE ME) Advice;</p> <ul style="list-style-type: none"> - Plan access routes and weights, with no goods lift. - Provide/utilise trolleys or physical aids where possible to increase the volume being transported and reduce the quantity of journeys being made

<p>Pedestrian collisions in high traffic areas</p> <p>Overloading of passenger lift</p>			<p>External stairwells checked weekly for trip hazards- stairwell grip edging replaced annually</p> <p>Unexpected change of level or texture on flooring marked with hazard strips</p>	<ul style="list-style-type: none"> - Be mindful of members of the public, Council personnel, other event attendees when planning load in routes into the building - Consider possible marshal positioning on front steps to manage people flow during load in - Visually inspect high traffic routes for obstructions/pinch points prior to commencing load in
<p>Working at height – inc use of ladders or stepladders</p> <p>Fall from damaged, unstable or unsuitable working at height equipment</p> <p>Dropping equipment from top of working at height equipment</p> <p>Injury from incorrect set up of working at height equipment</p>	<p>Minor to severe musculoskeletal injuries, potential life threatening injuries,</p>		<p>Venue working at height policy in place for Guildhall staff that use ladders</p> <p>Regular working at height training and equipment specific training conducted for Guildhall staff that use ladders</p> <p>Only commercial grade equipment is used by the Guildhall and fully inspected internally every quarter</p> <p>Guildhall Ladders and stepladders are visually inspected prior to use and not used if damaged in any way</p> <p>When stored ladders are secured with chains to prevent sliding and client use</p>	<p>(DELETE ME) Advice;</p> <ul style="list-style-type: none"> - The hirer must supply own working at height equipment if required for event set up -Ensure those using working at height equipment are trained and competent personnel, including any contracted event suppliers. -All equipment bought to site must be safe, fit for purpose and correct for the planned task -Where deemed necessary allocate two personnel to working at height tasks during set up -Plan for secure storage of equipment during the event to ensure equipment is out of reach of event attendees/members of the public <p>Further guidance on working at height can be found at: https://www.hse.gov.uk/toolbox/height.htm</p>

<p>General manual handling of loads during load in or pack down</p> <p>Injury associated with the handling of loads</p>	<p>Minor to severe musculoskeletal injuries,</p>		<p>Regular staff training conducted, delivering best practice and safe systems of work</p> <p>Guildhall event furniture all weighed and identified to staff and Hirers as one/two person lifts</p> <p>PPE provided to all Guildhall Operational staff on commencement of employment</p> <p>Regular checks on furniture are carried out as part of the Guildhall inventory. Items maintained and removed if unsafe</p> <p>Briefings can carried out on site by Duty Manager to hirer of safe working practices using furniture</p>	<p>(DELETE)</p> <p>Advice;</p> <ul style="list-style-type: none"> - Provision of PPE (personal protective equipment) or manual handling aids for your staff -You may require Trolleys and physical aids may be needed - Adhere to displayed passenger lift weight restrictions at all times - Be mindful of total distances required to travel with loads when planning routes into the building - Training required to ensure those loading in are competent persons - Ensure that persons know the approximate weight of the load prior to handling and feel comfortable to undertake the task. Note that persons who handle weights in the region of, or in excess of, the HSE guidelines are particularly at risk. Further guidance can be found at: <p>https://www.hse.gov.uk/msd/manual-handling/avoid-hazardous-manual-handling.htm</p>
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<p>Setting up and use of electrical equipment,</p> <p>including but not limited to audio-visual equipment, mobile catering equipment and mobile bars</p>	<p>Minor to severe injuries, possible death,</p>		<p>Training for Guildhall staff on safe assembly of A.V during induction and reviewed annually</p> <p>PAT testing of all Guildhall equipment in house</p> <p>Annual maintenance of on-site equipment including cleaning carried out by approved external AV company</p> <p>AV companies asked to provide PAT testing certs for all equipment used on site</p> <p>Hired equipment on site is operated by the AV company only</p>	<p>(DELETE) Advice;</p> <ul style="list-style-type: none"> - Risk Assessment require by all contractors - All equipment bought to site must be safe to use and PAT tested- certificates to be provided ahead of event date - Discuss power requirements with Guildhall staff prior to event day- there any power requirements above standard 16amp sockets? What is the total power draw for your event? - Other suppliers such as DJs must be competent and provide all required documentation prior to event date. All hired equipment on site is operated by the company only - Visual inspection of electrical items prior to use - Provision of cable covers to secure leads/cables of any equipment bought on site
<p>Clouding of personal assessment due to intoxication,</p> <p>potentially leading to harm</p>	<p>Minor to severe reaction, emotional stress, danger to themselves, danger from others, danger to others</p>		<p>Guildhall Recommend Licensed Bar operators, who have undergone due diligence checks.</p> <p>All Duty Managers hold personal licences on behalf of the Guildhall's premises licence</p> <p>Licensing, Bio-Hazard/Sharps and Drugs policies are in place</p> <p>Security provider and Operations team trained in talking to customers under the influence of alcohol</p>	<p>(DELETE) Advice;</p> <ul style="list-style-type: none"> - Risk assessment and Policies are provided by bar operator - Provision of pre-booked alcohol to be of a responsible level, agreed with the Guildhall. - Encourage event attendees to not attempt to bring own alcohol onto premises. - Evidence of bar staff are trained on responsible alcohol retailing, Think 25 measures - Ensure Free water available on all event bars

			Security conduct their own risk assessment Bag searches on entry when security personnel are on duty	
<p>Safeguarding of staff and event attendees</p> <p>Increased vulnerability of adults due to intoxication</p> <p>Safeguarding of all children attending events within the venue</p> <p>Welfare of event staff working onsite</p>	Physical and/or emotional injury/stress		<p>WAVE training provided for Guildhall Operational staff</p> <p>Guildhall Safeguarding policy in place and reviewed annually</p> <p>No under/mixed age events allowed with licensed bars permitted</p> <p>Photo ID is required by security staff on entry. Only drivers licences, PASS cards or valid passports accepted as photo ID</p> <p>Security personnel trained in highlighting potentially under age customers and those in potentially problematic situations</p> <p>Staff have access to Winchester City Council welfare support services</p>	<p>(DELETE ME)</p> <p>Advice;</p> <ul style="list-style-type: none"> - Do you require a safeguarding policy? - Event organisers must ensure that the adult to child ratio is in line with Guildhall Terms & Conditions. - Consider what staff welfare facilities you will put in place, such as a quiet space for staff onsite - Evidence that event organiser/hirer holds all next of kin details for all event staff - Event attendee numbers provided to Guildhall team and Security contractor in advance of event are accurate to ensure adequate security personnel provision is in place to protect intoxicated attendees from potential safeguarding concerns - Access to the Police WAVE training resources can be found at: https://nbcc.police.uk/guidance/wave-presentation
<p>Managing difficult customers and potential violence,</p>			<p>Only approved Guildhall security contractor used for events</p> <p>Guildhall Operational staff all qualified in</p>	<p>(DELETE ME)</p> <p>Advice;</p>

			<p>Door Supervisor certification</p> <p>Winchester City Council violence and aggression training undertaken as part of induction</p> <p>Glass policy in place and reviewed annually. Plastics must always be used on high volume/risk bars as opposed to glass to reduce use as possible weapon</p> <p>Dispersal policy in place, passed to hirers who will be operating as a late night venue</p> <p>For larger events, access control to the venue is exercised and security personnel are in position</p> <p>Security team & Hirer issued with 2way radios for efficient communication</p>	<ul style="list-style-type: none"> - Accurate attendee numbers given to ensure venue has sufficient security personnel on hand - For larger events, security personnel are fully briefed and aware of customer demographic and risk assessment - All Event & Bar staff briefed to highlight any cause for concern to security personnel at the earliest opportunity - Consider attendee access to glass and if possible, remove this risk completely. If not possible consider steps to make this safer, i.e. glass collector - Consider dispersal policy additions
<p>Overcrowding before/during/after an event,</p> <p>Large amounts of people on Broadway- smoking areas, queues, anti-social behaviour and dispersal</p> <p>Crushing at front of a crowd within internal event space</p>			<p>Venue capacities are set, regularly reviewed by Guildhall Management and signed off as part of booking confirmation</p> <p>All event documentation, including floor plans, is reviewed by Guildhall Management ahead of the event date</p> <p>On larger events customers are clicked in to the venue via one entrance only and security personnel patrol key fire exit areas of the building to prevent unauthorised entry</p>	<p>(DELETE ME) Advice ;</p> <ul style="list-style-type: none"> - Ensure accurate floor plans and attendee numbers are submitted to the Guildhall team in advance - Consider (with Security guidance) if a queuing system for entry is required. - Crowd barriers can be hired from the Guildhall. If so, it is recommended that a queue system runs around the corner of the building, to avoid high numbers blocking the main pavement & bus stops

			<p>Toilets available in two separate locations on two separate levels, to increase the spread of customers across multiple events</p> <p>On larger events security staff monitor key areas of the venue prone to overcrowding such as dancefloors, corridors, bars and toilets</p> <p>On larger events security personnel will be permanently positioned on the front doors to monitor entry and activity on the Broadway outside</p>	<ul style="list-style-type: none"> - Consider (with Security) a designated smoking area. Guildhall management recommends one for evening events with over 100 attendees - Should a re-entry policy be in place to limit a capacity breach in the latter stages of an event - Stage safety barriers may be required at the front of the stage to prevent any crowd surging from becoming dangerous. - Consider safe dispersal of attendees at the end of the event. Further guidance can be found at: https://www.hse.gov.uk/event-safety/crowd-management-assess.htm
<p>Fire Safety</p> <p>Fire prevention during event planning and set up</p> <p>Fire evacuation during event</p>	<p>Minor to fatal injury including possible burns and/or smoke inhalation</p>		<p>Building Fire risk assessment in place and reviewed annually</p> <p>Fire evacuation procedure, fire testing procedure and fire equipment policies in place</p> <p>Weekly visual checks of fire extinguishers, fire doors and fire exit routes</p> <p>Regular fire marshal and fire prevention training for Guildhall team</p> <p>Full alarm and equipment service annually by approved external contractor</p>	<p>(DELETE ME)</p> <p>Advice</p> <ul style="list-style-type: none"> - Key fire marshal leads required for large or high risk events - No open flames as part of event decor - Décor must be fire retardant - Hirer to brief all event staff, self managed contractors and event attendees of fire evacuation procedure, location of muster point and nearest fire exits. For large events, Guildhall Duty Manager will be present.

			<p>Passenger lift operates as fire evacuation lift for disabled customers, procedure in place and Operational staff trained</p> <p>Information provided to the Hirer on evacuation procedure</p>	<ul style="list-style-type: none"> - Ensure a minimum of 1m clearance of all fire exits when generating floor plans in advance of event, ensure floor plans are adhered to and fire exits are kept clear throughout the event - Notify venue of any known disabled attendees in advance where possible - Awareness of location of all auto close doors fire doors within event space and adjacent corridors, particularly ensuring they are kept clear of obstructions/crowds and free to close at all times
<p>Security of Building</p> <p>Considerations to include;</p> <p>Event security</p> <p>General building security</p> <p>Terrorism</p> <p>Access to secure areas</p> <p>Public areas vs event spaces</p>	<p>Minor to fatal injury in addition to possible psychological trauma</p>		<p>Guildhall Key holding, building security, terrorist threat and CCTV policies in place and annually reviewed</p> <p>CCTV system in place across building, serviced annually and footage stored for 28 days</p> <p>Intruder alarm system covers entire venue, 24 hour monitoring whilst building is closed. System serviced by external contractor on a regular basis</p> <p>Access card lock on rear door, first floor staff areas and office accommodation</p> <p>All event spaces, store rooms, cellars and bars locked when not operated. Only Guildhall staff hold keys</p>	<p>(DELETE ME)</p> <p>Advice;</p> <ul style="list-style-type: none"> - Provide accurate attendee numbers to Guildhall management in advance of event to ensure correct ratio of security personnel are booked in line with venue T&Cs - If security personnel is not required for the event, inline with T&Cs, how will the attendees be managed on arrival and throughout the event. How will entrances and exits be monitored to ensure public don't enter. - Event organisers/attendees should only attempt to gain access to the specific event spaces booked for that event and the toilet facilities within the venue

			<p>Active membership of city Shopwatch and Pubwatch schemes, involving regular meetings with city centre event organisers/local authorities</p> <p>Event security is provided by an approved contractor who is familiar with all areas of the venue. Whilst on site, at larger events they will be strategically positioned and conduct routine patrols of building</p> <p>Security and operational staff are provided with a handheld radio to ensure efficient communication throughout all events</p> <p>All Guildhall staff are provided with building security training including PREVENT counter terrorism training to support in identifying potential victims of radicalisation</p>	<ul style="list-style-type: none"> - Where necessary, hirer/event organiser to attend Duty Manager security briefing at start of event - Consider if any access passes for secure areas will be required for event organiser or event staff and contact Guildhall management in advance of event date to make arrangements for these to be issued - Considerations such as lanyards or uniforms should be made to ensure event staff are identifiable to attendees - Guildhall Winchester is a large public building owned by local government, event organisers must advise Guildhall management at the earliest instance if there is any possible political/ethical motive or emotive direction to their event that could trigger potential protests (i.e. anti-government protests, pharmaceutical event re animal welfare) <p>A free Home Office eLearning module on PREVENT radicalisation awareness can be found at: https://www.elearning.prevent.homeoffice.gov.uk/edu/</p> <p>Further guidance in managing security in crowded places can be found at: https://www.gov.uk/government/publications/crowded-places-guidance</p>
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<p>Food Safety</p> <p>Food poisoning or food borne illness resulting from cross contamination, bacterial growth or food not being fit for consumption</p> <p>Reactions due to Allergy or food intolerance</p>	<p>Minor to severe gastrointestinal issues including: vomiting and diarrhoea; headaches, fever, dehydration, Severe cases may result in hospitalisation, or death.</p> <p>Minor to severe allergic reactions potentially resulting in hospitalisation or death</p>		<p>Guildhall approved caterers on site only</p> <p>Caterers provide risk assessment prior to working on site</p> <p>Only approved caterers with food safety certificates received</p> <p>Kitchen equipment visually checked before and after use and maintained by external contractor</p> <p>Kitchen checklist completed on arrival and departure by external caterer/hirer and signed off by Guildhall Management</p> <p>Evidence shown of Allergens policy in place, foods will be plated separately for event attendees with allergies</p> <p>Regular staff training of all Guildhall staff in Allergens & Hygiene</p>	<p>(DELETE ME)</p> <p>Advice ;</p> <ul style="list-style-type: none"> - Only Guildhall approved caterers to be used, no food is to be brought to site or prepared onsite by event organisers - No food is to be removed from the venue by event organisers or attendees - Evidence shown of Allergens policy in place, foods will be plated separately for event attendees with allergies - Event organisers have advised Caterer of all dietary requirements and allergies in advance of event date <p>Further guidance on food safety can be found at: https://www.food.gov.uk/food-safety</p>
<p>First Aid Provision</p>	<p>Physical and or emotional injury/stress</p> <p>Injury from cause of accidents</p> <p>Cross infection from contact</p>		<p>General First Aid policy in place and reviewed annually</p> <p>All Security and Guildhall personnel are first aid trained,</p> <p>A minimum of one first aiders is on duty during events</p> <p>Defibrillator located at main reception. First aid training provided covers use of Defibrillators</p>	<p>(DELETE ME)</p> <p>Advice ;</p> <ul style="list-style-type: none"> - Consider appropriate number of first aiders - Specific detail needed on how to manage first aid incident linked with Guildhall first aid policy - Event organiser to brief all event staff, self managed contractors and event attendees on first aid procedure

			<p>First aid boxes at key locations throughout the venue, fully stocked with provisions including PPE and date checked regularly</p> <p>Accident/Incident Report Forms to be completed and retained by Winchester City Council Health and Safety Manager</p>	<ul style="list-style-type: none"> - Event organiser to advise Guildhall management and/or Security of any pre-existing medical conditions of attendees where possible and appropriate - Laminates provided to event organisers advising how to contact first aider during the event - Consider if strobe lighting is to be used, notify Guildhall Management in advance and event organiser to ensure correct signage is on display to notify attendees - All accidents/incidents should be reported to the Duty Manager to ensure an accident form is completed
<p>Noise</p> <p>Event attendees and staff exposed to loud music</p>	<p>Damage to hearing</p> <p>Impact on local residents physical and mental health</p>		<p>Guildhall Noise policy in place and reviewed annually, passed onto hirers using the venue as a late night venue</p> <p>Event diary reviewed regularly by Guildhall management to ensure the sound levels of multiple events taking place within the building do not impact on each other</p> <p>Guildhall management notify residents of events with live music on a regular basis</p> <p>For larger events, security personnel are briefed on exit strategies for the end of the night, including no drinks allowed to</p>	<p>(DELETE ME) Advice ;</p> <ul style="list-style-type: none"> - Hirer/Event organiser to have an awareness of the impact of noise on other events co-running within the venue - Regular logged sound level checks must be carried out by Duty Manager with hirer - Plans for dispersal at end of event - Sound checks must take place on all events with live music - Event organiser to ensure provision of CE

			leave the venue and taxi's available directly outside the building	<p>approved ear plugs to event staff bought to site and advised to arrange regular breaks for event staff working in loud environment</p> <ul style="list-style-type: none"> - Plans to ensure doors to event spaces are closed where possible to reduce noise spilling out of room - Advise Guildhall management, ahead of event date, of the timings of loud or live entertainment. This allows management to manage impacts across other events in the venue and advise nearby residents of regular timings <p>Further guidance on managing noise at events can be found at: https://www.thepurpleguide.co.uk/index.php/the-purple-guide/89-17-noise?highlight</p>
<p>Slips, trips and falls within an event space</p> <p>Causes include surfaces being uneven, obstructed or slippery</p>	Minor to severe musculoskeletal injuries		<p>Slips and trips eLearning completed by all Guildhall staff as part of Winchester City Council induction</p> <p>All staff trained on importance of spillage clean up</p> <p>All main entrances/exits routes into the venue are carpeted</p> <p>All venue toilets checked regularly every day by Guildhall staff and any spillages are cleaned immediately. Wet floor signs used in all spillage locations</p>	<p>(DELETE ME) Advice;</p> <ul style="list-style-type: none"> - Extra precautions should be considered for event spaces with higher levels with potential for falls. Including but not limited to the Bapsy stage/balcony, Walton balcony/fire escape and King Charles Hall balcony (KCH balcony has no access with the exception of a solo photographer on arrangement with venue team) - Considerations should be had for the potential weather conditions on the event

			<p>All uneven surfaces and changes in height are clearly marked</p> <p>External stairwells checked weekly for trip hazards- stairwell grip edging replaced annually</p>	<p>day, all larger event spaces have hard wood floors and could become slippery with high footfall</p> <ul style="list-style-type: none"> - Provision of cable covers to secure leads/cables of any equipment bought on site - If using stage barriers in Bapsy Hall, ensure a sufficient gap between stage and crowd for security personnel (Ideally width of stairs) <p>Further guidance on safely managing slips and trips can be found at: https://www.hse.gov.uk/slips/index.htm</p>
<p>The use or exposure to hazardous substances in line with COSHH (The Control of Substances Hazardous to Health)</p>			<p>COSHH and line cleaning procedures in place and reviewed annually</p> <p>Data sheets available for all chemicals used onsite by Guildhall team</p> <p>All flammable chemicals are stored in a secure flammables cupboard</p> <p>PPE provided to Guildhall staff to utilise when handling chemicals</p>	<p>(DELETE ME) Advice;</p> <ul style="list-style-type: none"> - Any requirement to bring chemicals onsite must be discussed with Guildhall management in advance of the event date- this includes any suppliers or contractors - If use of chemicals is necessary, data sheets and PPE must be provided to event staff. - Chemicals must be stored securely whilst onsite and kept away from event attendees and members of the public

<p>COVID 19 contamination whilst inside of the venue</p> <p>Event attendees in too close contact with each other</p> <p>Cross infection through contact with contaminated touch point</p>			<p>A general Guildhall COVID 19 venue risk assessment in place</p> <p>Social distancing eLearning training completed by all Guildhall personnel</p> <p>Reduced room capacities outlined in line with social distancing guidelines</p> <p>one way system can be put in place in the building (event dependant)</p> <p>Toilets only open to those using the Guildhall for hire</p> <p>Cleaning frequency of event spaces may be increased to include touchpoints should government guidelines be in place</p> <p>Signage around building to advise awareness</p> <p>Hand gel stations at venue entrance and on each level, surface wipes provided in all event spaces</p> <p>PPE available to all Guildhall staff</p>	<p>(DELETE ME)</p> <p>Advice;</p> <ul style="list-style-type: none"> - All event organisers to be issued with any government specific guidelines pre-event, it is then the event organiser's responsibility to share this with all event attendees - Considerations should be given to the provision of attendee PPE depending on the nature of the event. PPE should be provided to event staff including sneeze guards as required (i.e. exhibition stands, bars, entrance desks) - Discussions should be had with Guildhall Management ahead of event date regarding requirements for additional floor markings or event specific directional signage. Considerations should be made for pinch points and dwell spaces within the venue when planning load in and crowd management routes - Event organisers must ensure attendee numbers are accurate, facilitating clicker counting on entry to event space. Additional staff should in place during larger events for marshalling - Event organisers must consider the impact of alcohol consumption on attendee compliance and awareness of any social distancing measures
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				Anyone displaying symptoms and testing positive for COVID 19 after attending an event at Guildhall Winchester must follow government guidelines https://www.gov.uk/coronavirus
Event Cancellation/Event misinformation			Clear comms expected between Guildhall and hire pre/during/post event, Advice available from Council Communications team	(DELETE ME) Advice; <ul style="list-style-type: none"> - Pre-planned event contingencies for changes/cancellations, and messaging in place pre-event. - Clear communications/PR plan for larger events - For ticketed events, evidence of well managed and appropriate communications/social media platforms