
Overview

This standard is about helping the organisation to develop, implement and review policies and procedures affecting key areas of work. The key areas of work which policies and procedures relate to are: health and safety, customer care, environmental issues, quality of service, community involvement, responses to changing legislation, safeguarding, data protection, complaints and equality and diversity.

The main outcomes of this standard are:

1. Develop policies and procedures
2. Consult on policies and procedures
3. Finalise and implement policies and procedures
4. Review policies and procedures

This standard is for those staff with overall responsibility for safety and security at spectator events and crowded places.

Performance criteria

You must be able to: **Develop policies and procedures**

1. select the objectives for **policies and procedures**
2. develop criteria for drafting and writing **policies and procedures** which will be consulted upon at a later stage
3. draft **policies and procedures** that are consistent with current legislation, current guidance, best practice and existing organisational procedures
4. include equality and diversity policies in your policies and procedures
5. agree draft policies with **internal stakeholders**

Consult on policies and procedures

6. recommend **internal and external stakeholders** for consultation
7. establish research and consultation methods and timelines
8. carry out the consultation with all stakeholders
9. evaluate the consultation responses and draw conclusions

Finalise and implement policies and procedures

10. finalise **policies and procedures** taking into account the conclusions from the evaluation of consultation responses
11. agree with **internal stakeholders**:
 1. the measures for implementing **policies and procedures**
 2. the arrangements of any training required
 3. how the changes should be communicated
12. check the **policies and procedures** before publication ensuring consistency with organisational requirements
13. alert all staff to any revisions to **policies and procedures** and the reasons for the revisions
14. confirm staff are aware of **policies and procedures**

15. agree with **internal stakeholders** how often **policies and procedures** are reviewed

Review policies and procedures

16. monitor the effectiveness of **policies and procedures**

17. review policies and procedures with **internal and external stakeholders** in accordance with the review timetable

18. review security policies and procedures in response to revised UK threat level

19. keep records of any reviews

Knowledge and understanding

You need to know and understand: **Develop policies and procedures**

1. types of and objectives for **policies and procedures** the organisation may need to develop, implement and review
2. the criteria to be followed for the key work areas
3. methods of drafting **policies and procedures**
4. current legislation and guidance, best practice and existing organisational **policies and procedures**

Consult on policies and procedures

5. how to identify the **internal and external stakeholders** to consult with on **policies and procedures**
6. research methods and which methods are most suitable to allow people to contribute
7. the best **sources of information** to use for the consultation
8. the processes for running a consultation
9. methods of evaluating the consultation inputs

Finalise and implement policies and procedures

10. how to analyse consultation responses
11. why you must take into account the consultation responses when producing final versions of **policies and procedures**
12. implementation processes for new **policies and procedures**
13. training and briefing requirements for policy implementation
14. the communication strategy for changes to **policies and procedures**
15. criteria for determining the effectiveness of new **policies and procedures**
16. why new **policies and procedures** should be consistent with current legislation and guidance and existing organisational procedures

Review policies and procedures

17. why you must monitor **policies and procedures**
18. the process for reviewing **policies and procedures** with **internal and external stakeholders**
19. why a review timetable for **policies and procedures** should be created and followed
20. how to check that staff are aware of the **policies and procedures** and that these are being followed
21. why it is crucial to review security policies and procedures in response to current and revised UK threat levels
22. the process for reviewing policies and procedures in response to changes to the terrorism threat level
23. why you must keep records of reviews

Scope/range**ADDITIONAL INFORMATION****Equality and Diversity**

It is anticipated that organisations will have procedures and guidelines for their stewarding staff to follow that will satisfy the following requirements as a minimum:

- different physical needs
- different cultural needs
- language needs
- beliefs

Safety, Security and Service

It is expected that all services carried out at spectator events and crowded places are done so in line with the below measures:

Safety measures: any measure designed and implemented with the primary aim of protecting the health and well-being of all client groups who attend, or participate in events

Security measures: any measure designed and implemented with the primary aim of preventing, reducing the risk and/or responding to any criminal or unlawful activity or disorder committed in connection with events

Service measures: any measure designed and implemented with the primary aim of making all client groups feel comfortable, appreciated and welcome when attending events

UK Terrorism Threat levels

It is expected that senior stewards, safety officers and similar staff holding overall responsibility for the safety and security of events will be familiar with the current UK Terrorism threat levels.

The threat level indicates the likelihood of a terrorist attack in the UK. There are 5 levels of threat:

- LOW - an attack is unlikely
- MODERATE - an attack is possible but not likely
- SUBSTANTIAL - an attack is a strong possibility
- SEVERE - an attack is highly likely
- CRITICAL - an attack is expected imminently

The level is set by the Joint Terrorism Analysis Centre and the Security Service (MI5). Threat levels do not have an expiry date, but they can change at any time as different information becomes available to security agents.

Scope/range related to performance criteria

Policies and procedures relating to (cover a minimum of 4)

1. event safety
2. health and safety
3. customer care
4. quality of services
5. environmental issues
6. community involvement
7. response to changing legislation
8. safeguarding
9. complaints
10. data protection
11. equality

Internal stakeholders (cover a minimum of 2)

1. person responsible for the event
2. line manager
3. event staff familiar with venue
4. event staff unfamiliar with venue

External stakeholders (cover a minimum of 2)

1. emergency services
2. regulatory body
3. contractors
4. transport providers

Scope/range related to knowledge and understanding

Policies and procedures relating to

1. event safety
2. health and safety
3. customer care
4. quality of services
5. environmental issues
6. community involvement
7. response to changing legislation
8. safeguarding
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10. data protection
11. equality

Internal stakeholders

1. person responsible for the event
2. line manager
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External stakeholders

1. emergency services
2. regulatory body
3. contractors
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Sources of information

1. incident / near incident reports
2. changes in legislation

Behaviours

The following behaviours underpin the delivery of services in the spectator safety sector. These behaviours ensure that clients receive a positive impression of both the organisation and the individual.

You must show you are consistently:

1. Recognising the need for flexibility to take account of changing circumstances
2. Adjusting plans and responses accordingly
3. Prioritising objectives and planning work to make best use of time and resources
4. Making time available to support others
5. Taking personal responsibility for making things happen
6. Showing integrity, fairness and consistency in decision-making
7. Clearly agreeing what is expected of others and holding them to account such as challenging anti-social behaviour
8. Seeking to understand people's expectations and any additional needs and be able to cater for these
9. Taking responsibility for personal safety
10. Taking pride in delivering high quality work
11. Vigilant for possible hazards and threats
12. Encouraging and supporting others to make the best use of their abilities
13. Using a range of leadership styles appropriate to different people and situations
14. Advocating safety and welfare as a priority when planning events
15. Taking pride in your appearance and adhering to any organisation or venue dress codes
16. Complying with venues' code of conduct
17. Demonstrating your ability to maintain confidentiality
18. Showing an awareness of safeguarding issues
19. Demonstrating an understanding of basic legal requirements covering diversity and safety

Skills

Listed below are the main generic skills and qualities applied to the delivery of spectator safety.

1. Active listening
2. Effective verbal and non-verbal communication
3. Influencing and persuading others
4. Delegating
5. Diplomacy

6. Empahty
7. Empowering others
8. Ability to follow instructions
9. Leading by example
10. Resilience
11. Managing challenging behaviour
12. Mentoring
13. Motivating others
14. Negotiating and compromising
15. Obtaining and providing feedback
16. Planning and evaluating
17. Setting objectives
18. Valuing and supporting others

Links to other NOS SKASS14, SKASS15, SKASS19, SKASS23, SKASS24

SKASS16

Develop, implement and review policies and procedures for safety and security at spectator events



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