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## Overview

This standard is about managing resources including physical resources such as equipment, facilities and consumables. This standard also covers personnel resources which are viewed as assets in this context.

The main outcomes of this standard are:

1. Plan the use of resources
2. Obtain resources
3. Ensure the availability of resources
4. Monitor the use of resources

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

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## Performance criteria

*You must be able to:* **Plan the use of resources**

1. ask **stakeholders** to provide information about the resources required
2. develop plans that make the best use of resources
3. obtain specialist advice and guidance in relation to the provision of specialist resources for mitigating threats
4. prepare plans that are consistent with the organisation's objectives, policies and legal requirements
5. present, negotiate and agree these plans with **stakeholders**

### **Obtain resources**

6. ask for resources that support activities under your control
7. negotiate and reach agreement with suppliers for resources
8. agree amendments to plans with **stakeholders** when you cannot obtain the required and / or planned resources

### **Ensure the availability of resources**

9. choose resources from a range of suppliers to ensure adequate competition and continuity of supplies
10. monitor the quality and quantity of supplies
11. obtain supplies that meet the organisation's requirements
12. deal with any problems with supplies and supply chains
13. keep records of supplies

### **Monitor the use of resources**

15. monitor the quality of resources
16. take corrective action to deal with any deviations from plans
17. keep and be prepared to share records relating to the use of

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resources with relevant **stakeholders**

## Knowledge and understanding

*You need to know and understand:* **Plan the use of resources**

1. the importance of involving stakeholders in planning **resources**
2. methods of developing plans which take into account past experience, trends and developments and factors likely to affect the use of **resources**
3. how and why to obtain specialist advice and guidance in relation to the provision of specialist **resources** for mitigating threats such as terrorism
4. how to prepare plans that are consistent with your organisation's objectives, policies and legal requirements including supply chains
5. methods of presenting plans to stakeholders in an appropriate and timely manner
6. negotiation techniques

### **Obtain resources**

7. basic principles of cost benefit analysis
8. the procedure for requesting and obtaining **resources** in your area of responsibility
9. the importance of revising plans and updating **stakeholders**

### **Ensure the availability of resources**

10. methods of identifying the supplies needed and ensuring they meet with relevant published standards, including prompt response to changed circumstances
11. the procedures to follow when selecting from a range of suppliers to ensure adequate competition and continuity of supplies
12. the need to monitor supplies at appropriate intervals
13. the procedures for business continuity of the supply chain
14. your organisation's requirements for **resources**
15. the importance of balancing the event's requirements

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and organisational requirements

16. methods of dealing with problems with supplies and supply chains

17. record keeping in managing supplies and suppliers

18. the importance of continuously monitoring the quality of **resources**

### **Monitor the use of resources**

19. when to take prompt corrective action to deal with deviations from plans

20. methods of monitoring the use of **resources** against agreed plans

21. the mitigating actions to take when dealing with deviations from plans

22. confidentiality in record keeping in accordance with current legislation

## 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

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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**

**Stakeholders** (cover all)

1. team members
2. colleagues working at the same level
3. higher level managers or supervisors
4. people outside the organisation



**Scope/range related  
to knowledge and  
understanding**

**Stakeholders**

1. team members
2. colleagues working at the same level
3. higher level managers or supervisors
4. people outside the organisation

**Resources**

1. overlay
2. human resources (employees, volunteers, contractors)
3. consumables

## 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. Striving to be 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. Empathy
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

## Glossary

### **Changed circumstances:**

Any incident occurrence or event that may require the venue owner or event organiser to change update or modify the event plans. Such circumstances may include, weather conditions, new or additional risks or threats, revised UK threat level.

## Links to other NOS

SKASS14, SKASS15, SKASS16, SKASS23, SKASS24

SKASS19

Manage resources for safety and security at spectator events



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