

## Overview

This standard is about the effective planning and management of a response to malicious or non-malicious significant or major incident on behalf of the organisation. It also covers supporting and working with emergency responding organisations as well as ensuring continuity of business and return to normality.

The main outcomes of this standard are:

1. Assess the risk and threat of an incident
2. Plan for the response to a significant or major incident
3. Manage the initial response to a significant or major incident
4. Manage post incident recovery

This standard is for safety officers and similar staff working at sporting or other events at which there are spectators or audiences.

## Performance criteria

*You must be able to:* **Assess the risk and threat of an incident**

1. obtain and analyse information needed to carry out a risk and threat assessment
2. carry out risk and threat assessments
3. evaluate the hazards and threats associated with the event
4. co-operate with emergency responders to:
  1. maintain an agreed position on the risks affecting the event
  2. plan and prioritise resources required to prepare for those risks
5. record risk assessments in accordance with organisational requirements and guidelines
6. explain risk and threat assessments to stakeholders
7. integrate the mitigation measures in response to the risk and threat assessment
8. review and up-date risk and threat assessments in response to changes in the risk environment
9. maintain and update contingency plans
10. liaise with stakeholders to update emergency plans

## **Plan for the response to a significant or major incident**

11. evaluate the response threshold for the incident
12. split responsibilities and tasks between all participants involved in the response process according to their roles and responsibilities
13. select the person with responsibility and authority to initiate an incident response
14. plan the use of resources needed for a response
15. assess the need for training and exercise planning
16. develop a training and exercise programme

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### **Manage the initial response to a significant or major incident**

16. assess client groups at risk of harm and injury
17. contact the emergency services with detailed information about the incident
18. initiate the incident response
19. operate a decision log
20. continue to dynamically assess the risks and modify the response in support of priorities
21. transfer primacy to the emergency services and provide them with up-to-date information on the incident
22. continue to support the emergency services throughout the incident
23. contribute to or initiate business continuity plans

### **Manage post incident recovery**

24. retain and secure evidence to support a post incident investigation
25. debrief all stakeholders and produce a report on the incident
26. review contingency planning arrangements
27. provide access to specialist resources to support those affected by the incident

## Knowledge and understanding

*You need to know and understand:* **Assess the risk and threat of an incident**

1. current legal and regulatory requirements, standards and good practice guidelines
2. the national and regional risk assessment and threat level
3. the roles and structure of local resilience forums for co-operation on risk assessment
4. the characteristics of the event that may influence the likelihood and impact of a major incident
5. the organisation's business continuity and incident plans
6. the aim, scope and objectives of incident plans and arrangements
7. the resources available for incident management
8. the importance of involving all the relevant stakeholders in the planning process
9. the importance of continuously assessing risk during the incident
10. risk assessment methods
11. mitigation measures

### **Plan for the response to a significant or major incident**

12. stakeholders and their roles and responsibilities in the response process
13. resources needed for a response
14. the principles of incident management planning
15. the emergency planning cycle
16. methods of raising awareness of incident plans and arrangements

### **Manage the initial response to a significant or major incident**

15. the potential impact of emergencies on client groups
16. the information that needs to be provided to the emergency services
17. methods of communication during a significant or major incident

18. the importance of communicating clearly and assertively
19. the process for initiating a response to a significant or major incident
20. the importance of a decision log
21. the methods of recording discussions, decisions, actions and communications
22. methods of managing an incident response
23. how to lead an incident response team and make decisions
24. how to modify the response to support priorities
25. the process of transferring primacy to the emergency services
26. the types of support that might be required by members of the incident response team and the emergency services
27. business continuity plans

### **Manage post incident recovery**

28. types of evidence required for post incident investigation
29. how to secure evidence
30. how to debrief those involved
31. report writing
32. the importance of reviewing and evaluating an incident response
33. how to use evaluation findings to ensure continuous improvement
34. where and how to access support for those effected by the incident

## 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.

SKASS24

Manage initial response to a significant or major incident and plan for resilience



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**Scope/range related to performance criteria**



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### Scope/range related to knowledge and understanding

## 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

### **Emergency responders**

Any agency that may be able to or required to respond to an emergency occurrence at a venue. This may be one or more of the Category 1 responders supported by one or more of the Category 2 responders.

### **Category 1 or Category 2 responders**

As defined by the Civil Contingencies Act 2004 and updated by the Cabinet Office, Civil Contingencies Secretariat, currently Category 1 responders are public bodies including emergency services, NHS Trusts, HM Coastguard and local authorities. Category 2 responders are private sector bodies including utility companies and transport providers.

### **Business continuity planning**

Preparing and developing plans so that in the event of an incident the business can continue to operate.

### **Business continuity management**

The implementation of the pre-prepared business continuity plans.

### **Major incident**

A major incident may be declared by one or more of the category one or category two responders as defined in the Civil Contingencies Act 2004.

### **Mitigation measures**

Those measures identified and followed by the organisation to limit the impact of any issue, risk hazard or threat.

**Significant incident**

A significant incident is where the organisation is required to initiate their incident management plans or contingency plans to deal with and respond to an incident that has taken place and may disrupt the safe operation of the event. The incident response may require additional stakeholder resources and support.

**Training and exercise programme**

A rolling programme of training sessions and exercises to test, validate, review and revise the venue and or event incident planning arrangements.

**Transfer of primacy**

When during the response to an incident control is formally transferred over to one or more of the responding authorities. Issues relating to the transfer of primacy should be agreed in organisational procedures prior to an event.

**Links to other NOS**

SKASS14, SKASS15, SKASS16, SKASS19, SKASS23

SKASS24

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