

Manage and maintain stewarding in designated areas

Overview

This standard is about making sure that stewarding is effective in your area of responsibility, dealing correctly with problems which are referred to you and debriefing stewards following the event.

The main outcomes of this standard are:

1. Manage and maintain stewarding in the designated area
2. Debrief stewards and check venue and equipment

This standard is for senior stewards and supervisors working at sporting or other events and crowded places at which there are spectators or audiences.

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Performance criteria

You must be able to: **Manage and maintain stewarding in the designated area**

1. monitor and support the stewards in the designated area
2. allocate the required number of stewards to designated points
3. manage and maintain the safety and **welfare needs** of all **client groups** in your designated area
4. report any issues relating to stewarding operations to the responsible colleague using the agreed procedures
5. keep records of all actions following agreed procedures
6. provide the stewards with ongoing instructions in accordance with the event plan

Debrief stewards and check venue and equipment

7. obtain the information needed for debriefing
8. encourage the stewards to provide both positive and negative feedback on the event and arrangements
9. make sure all **incidents** in your designated area are fully reported and recorded
10. follow the agreed procedures for getting equipment back from the stewards
11. follow agreed procedures for checking and securing the venue
12. record and report issues to do with equipment and the venue to the responsible colleague
13. suggest possible improvement to safety, security and service and pass these onto the relevant people

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Knowledge and understanding

You need to know and understand: **Manage and maintain stewarding in the designated area**

1. the monitoring procedures in the designated area
2. the number and required skills of stewards in the designated area and their assigned duties
3. the importance of understanding steward behaviours and the impact this may have on their performance and the **client groups**
4. the importance of maintaining the safety and welfare of all **client groups**
5. communication methods
6. methods of record keeping
7. what prompts and techniques to include when giving instructions to stewards
8. the importance of effective leadership skills

Debrief stewards and check venue and equipment

9. the importance of debriefing and how to conduct a debriefing session
10. how to obtain the information needed for debriefing
11. what information is required for the debriefing
12. ways of encouraging the stewards to provide both positive and negative feedback on the event and arrangements
13. the organisation's procedures for reporting incidents
14. the agreed procedures for:
 1. getting equipment back from the stewards
 2. checking and securing the venue
 3. recording and reporting issues to do with equipment and the venue to the responsible colleague
15. why it is important to suggest possible improvement to safety, security and service and who to suggest these to

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.

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Scope/range related to performance criteria

Incidents (cover a minimum of 4)

1. unlawful, disorderly and anti-social behaviour
2. dangerous crowd situations
3. security incident
4. fire
5. structural failure
6. equipment failure
7. medical emergencies

Client groups (cover a minimum of 4)

1. spectators
2. workforce
3. contractors
4. regulatory bodies
5. media
6. emergency services
7. athletes
8. artists
9. event officials

Welfare needs (cover a minimum of 2)

1. personal safety
2. emotional well being
3. physical well being
4. cultural needs

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

Client groups

1. spectators
2. workforce
3. contractors
4. regulatory bodies
5. media
6. emergency services
7. athletes
8. artists
9. event officials

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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 e.g. 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 and managing 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

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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. Valuing and supporting others

Glossary

Agreed standards and procedures

Previously approved procedures which set out the way a venue operates on a daily basis. This can be normal operating procedures, emergency procedures and contingency plans. This covers venue requirements as well as organisational requirements.

Qualified assistance

Someone who is regarded as occupationally competent within their identified role. For example: the onsite first aider or a member of the emergency services.

Links to other NOS

SKASS3, SKASS4, SKASS5, SKASS7, SKASS9

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