Quest – Splus 14 - Event Management
Guidance Notes

Module Outcome
• There is an Events Strategy which supports the core purpose of the organisation, its business goals and marketing objectives
• Events are professionally managed meeting industry requirements and standards.
• Events serve to attract and retain new audiences and/or serve to create pathways for people to progress and develop their interests, skills, or talent
• The value and impact of events can be demonstrated and evidenced

PLAN
Challenge: Is there a clear purpose for individual events and the events programme as a whole?
Examples of best practice • Corporate business plan • Event strategy • Involvement in community events • Programme designed and developed to include all groups • Finance plan • Marketing and communications plan • Identify and control risks to the business • Sponsorship, partners and secondary spend • Research • National and local forums • Procurement • Working relationships with external bodies • Procedures and policy standards
Suggested Guidance • Does the organisation's business plan include specific goals for event organisation which align with its core purpose and vision • Have the organisation developed an event strategy with qualitative and quantitative targets which link to local priority needs, priorities, and outcomes as well as to international/ national/regional events • Do plans include work to become involved in non-sporting or community events where this helps develop new markets and promote community engagement? • Are events or event programmes designed and developed to help promote health and well-being; inclusion by widening access; integration of communities; inclusion of under-represented groups; sport and activity for people living with a disability, as well as talent development and competitions?

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- Has financial planning specific targets for the event programme and cash flow projections
- Has a marketing and communications plan been developed to maximise the impact and profile of the event strategy and where appropriate to maximise income generation
- Are there processes in place to identify and control risks to the business
- Does the event strategy address sponsorship, partner involvement and secondary spending opportunities in alignment with the business and financial objectives
- Does the organisation undertake research pre-event and post-event to help develop the event
- Do management and staff attend national and local forums to assist in the development of best practices, including programming and promotion, current trends and keep informed on industry guidance and legislation
- Is there a procurement strategy that links back to the business plan and covers, agency staff, equipment hire and event promoters
- Does the organisation effectively manage working relationships with external bodies, for example, media, promoters, VIPs, funders/sponsors, and performers
- Are procedures and policies developed, defined, and documented as part of an integrated quality management system, for staff and where appropriate customers?

DO
Challenge: Are Events well managed and organised?
Examples of best practice

- Internal and External communications pre-event, during and post-events
- Operational plans for delivery, and if required this could include a risk assessment and security plan, considered to be a 'reasonably practicable' standard,
- Operations plans for safeguarding
- Pre-checks for events
- Equipment serviced and records kept
- Contingency plans
- If required, event licensing and permits have been issued by the relevant NGB or local council.
- Event organisers have been trained and aware of the basic HSE health and safety basics, and if required, have completed NGB event training.

Suggested Guidance

- Are communications within house staff, external bodies, and key officials pre-, during and post-events, using 'riders', meetings, radios, and mobile phones planned out

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- Are operational plans being in place for delivering the event, which meets required standards and have been approved by the appropriate management body or external agency? Does the plan cover all areas, for example, health and safety, a comprehensive list of risk assessments; comprehensive first aid provision, equipment, safe systems of work and a detailed emergency action plan including evacuation procedures?
- Are operational plans in place for safeguarding which have been approved by the appropriate management body and follow recognised standards and guidelines
- Are pre-checks carried out immediately before events and appropriate operational plans developed, including checks conducted before, during and after events, permit to-work completion and method statements for external contractors
- Is the equipment serviced and inspected and are records in place, for example for staging units, seating, sound, and lighting
- Have the management team developed contingency plans that cover operational and staffing issues, for example, equipment failure, event cancellation and staff shortage
- If required, are permits for events in place, for example, trail race permits from the Trail Running Association or a road race event licence from England Athletics?

DO
Challenge: Are staff roles/responsibilities defined and are staff trained?

Examples of best practice
- Staff roles and responsibilities defined
- Staff trained
- Identifiable uniform
- Training programme

Suggested Guidance
- Are staff roles clearly defined and roles/ responsibilities set out to create clear lines of accountability and authority and are staffing arrangements in line with national and local guidelines/ standards
- Are staff trained and experienced in setting up equipment for events
- Is staff uniform easily identifiable to enable customers/ participants to know where to look for support and advice
- Are specific training programmes in place for event and catering staff, including stewards, agency staff, sessional staff, and volunteers
- Have event organisers received appropriate training, for example, have those organising a road race completed the England Athletics Race Director training?

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DO
Challenge: What legislation, regulation & best practice guidance has been considered?

Examples of best practice
- Public Liability Insurance and health and safety
- Liaison with public bodies
- Relevant licences
- External equipment checked
- Lighting/ power loads checked
- Relevant qualifications

Suggested Guidance
- Are there processes in place to check that all event providers, community groups and performers have public liability insurance, risk assessments and health and safety procedures
- Does the organisation liaise with appropriate public bodies, such as the police, fire, and local authorities to comply with guidelines and legislation? Has current industry guidance been used during the planning process (such as HSG195, Challenge 21 or 25, Security Industry Association - SIA)
- Does the organisation have relevant licences, for example, designated premise licence, personnel licence, Performing Rights Society (PRS) and Phonographic Performance Limited (PPL)?
- Is there a process in place to check units and equipment brought in by external organisations, for example, have the items been Portable Appliance Tested
- Are systems in place to assess any lighting/ power loads that may be added to the facility's circuit to ensure it can cope
- Are staff qualified to manage a sport-specific event or contract a third party who is, for example, if road closures are required, has the person in charge completed a traffic management course?

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MEASURE
Challenge: How do you measure the cost and benefit of the event programme?
Examples of best practice • Performance measurements • Data, feedback, and management information captured • Feedback from promoters, external bodies, staff and third parties • Marketing Activity

Suggested Guidance
• Are clear KPIs in place for example:
    o Finance including budget management, sourcing external funding, delivering a calculated return on investment and adding value to the local economy
    o Participation by identified target groups/communities/audiences
• Marketing and communication in terms of media profile; influence and engagement with target audiences
• Quality and organisation of the event including satisfaction surveys of customers/participants/volunteers and stakeholders/funders if appropriate
• Legacy and development objectives that can be traced back to the Business Plan
• Are measurement and Evaluation processes in place to capture data, feedback and management information from participants, and stakeholders (for example schools, community organisations or facility providers) to assess the value and benefit of an event or programme of events
• Are processes in place to encourage feedback from promoters, external bodies (media), staff and third parties to provide post-event feedback
• Does management track where customers attending events come from to help measure the success of marketing activity and inform future marketing communication plans?

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REVIEW
Challenge: How do you review what you measure?
Examples of best practice • Benchmarking • Customer and stakeholder feedback • Organisational and management arrangements • Purpose, benefits, and costs of the event strategy • Soft outcome surveys • Best practice from events • Best practices from National Governing Bodies of Sport
Suggested Guidance • Does the organisation routinely benchmark with other venues/providers on a local, regional, and national level to discover best practices and make improvements • Does the organisation review and record feedback from customers and stakeholders to make changes and improvement • Are organisational and management arrangements reviewed regularly to maximise efficiency and effectiveness, for example, procurement and event regulation • Does the organisation regularly review the purpose, benefits, and costs of the event strategy with partners and stakeholders? Are KPIs reviewed to determine how successful the programme and events are and where further areas for improvement can be made? Are new targets/objectives set as a result • Are soft outcome surveys conducted, for example around participants, volunteers, local businesses, clubs, and facilities? Are results produced and findings celebrated or acted upon to make the events more successful • Is best practice used and put into practice from events? Is best practice advice from National Governing Bodies of Sport used and put into practice?

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IMPACT
Challenge: Are Events making a clear difference to the overall work of the organisation?
Examples of best practice • Income levels and event viability/ profitability • Footfall • Raising the profile of the area and attracting customers • Continuous improvement • Attracting events and capital investment
Suggested Guidance • Are income levels and event viability/profitability increasing, both on ticket sales and secondary spend • Is there an increase in footfall, including customers from target groups and among the wider community • Is the organisation raising the profile of the area and attracting customers from outside the local catchment that may have a positive effect on other local businesses, such as hotels, transport, and restaurants • Is there a continuous improvement ethos embedded in the organisation • Is the organisation attracting larger events and capital investment (funding opportunities)?