Quest 2016 – Splus 14
Event Management
Guidance Notes

Issue 4 - July 2016

Outcomes

- There is an Events strategy which supports the core purpose of the organisation, its business goals and marketing objectives
- Events are well 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 interest, skills or talent
- The value and impact of events can be demonstrated and evidenced

Suggested Guidance

MV
General observation (not scored)
EXAMPLES OF BEST PRACTICE Enquiries and contact with box office   - Enquiries, contact and conversations with box office   - Easy to purchase tickets
GUIDANCE   - Are enquiries, contact and conversations with box office staff received positively, for example do they know the costs of tickets, seating plan and event line up   - Is it easy to purchase tickets; is there a facility to purchase tickets on line
EXAMPLES OF BEST PRACTICE Marketing and promotion   - Professionally branded literature and media   - Marketing media   - Social Media   - Website
GUIDANCE   Is professionally pre publicity branded literature and media, with branded logos available

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- Is an array of marketing media used to promote the event, for example banners, newspaper advertising and local radio
- Is social media used to promote the event, including twitter, Facebook and texting
- Is the website accessible and information up to date and accurate, is it easy to navigate with good event information available

EXAMPLES OF BEST PRACTICE

Venue

- Seats, sightlines and acoustics
- Access and egress
- Merchandise

GUIDANCE

- Are the venue arrangements appropriate, such as comfort of seating, sight lines and acoustics good
- Are arrangements for access and egress to the event good, such as signage, ease of finding seats and queue control by stewards
- Is merchandise available for purchase; is it prominently displayed with prices visible

EXAMPLES OF BEST PRACTICE

Catering

- Range of products
- Prices
- Number of outlets

GUIDANCE

- Is a range of food and drink available for purchase
- Are costs in line with similar establishments
- Are there an appropriate number of outlets, with suitable staffing level to meet demand

PLAN

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 includes specific goals in relation to 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 disabled people as well as talent development and completion where that is needed
- 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 spend opportunities in alignment with the business and financial objectives
- Does the organisation undertake research pre and post event to help develop the programme
- Do management and staff attend national and local forums to assist in the development of best practice, 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 clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customers

DO

Are Events well managed and organised?

EXAMPLES OF BEST PRACTICE

- Internal and External communications pre, during and post events
- Operational plans for delivery
- Operations plans for safeguarding
- Pre checks for events
- Equipment serviced and records kept
- Contingency plans

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SUGGESTED GUIDANCE
- Are communications with in house staff, external bodies and key officials pre, during and post events, using 'riders', meetings, radios and mobile phones planned out
- Are operational plans are in place for delivering the event, which meets required standards and has 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 are 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

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 are in line with national and local guidelines/ standards
- Are staff trained and experienced for 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

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

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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 authority to comply with guidelines and legislation? Has current industry guidance been used during the planning process (such as HSG195, Challenge 21, 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

MEASURE

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

REVIEW

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 practice 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 practice 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 on a regular basis 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 business, clubs, facilities. Are results produced and findings celebrated or acted upon with a view to making the events more successful
- Is best practice used and put into practice from events, for example the Community Games; Youth Games; School Games
- Is best practice advice from National Governing Bodies of Sport used and put into practice

IMPACT

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 business, such as hotels, transport and restaurants
- Is there a continuous improvement ethos embedded in the organisation
- Is the organisation attracting larger events and possible capital investment (funding opportunities)