

Quest 2012 – Splus 14

Event Management



Outcomes

- To offer a diverse programme for the relevant communities (e.g. local, regional and national)
- To maximise usage of all available event space
- To work in partnership with industry bodies to ensure the safe delivery of events

MV
General observation (not scored)
EXAMPLES OF BEST PRACTICE • Pre-sale and box office
GUIDANCE • Are enquires, 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
GUIDANCE • Is professionally pre publicity branded literature and media, with branded logos available • 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 • 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
GUIDANCE • Is a range of food and drink available for purchase • Are costs in line with similar events • Are there an appropriate number of outlets, with suitable staffing level to meet demand
PLAN
How do you plan your event programme to maximise occupancy and profitable?
EXAMPLES OF BEST PRACTICE • Corporate business plan • Event strategy • Finance plan • Marketing plan • Risk management • Secondary spend • Partnerships • Research • Procurement • Procedures and policy standards

GUIDANCE

- Does the organisations business plan include objectives in relations to event programming
- Has the organisation developed an event strategy including target that are both quantitative and qualitative
- Does the event strategy address the needs of the local community needs; including actively sourcing events
- Does the financial plan include specific targets for the event programme and cash flow projections
- Has a marketing plan been developed, does it align with the event strategy
- Are there processes in place to identify and control risks to the business
- Does the event strategy consider secondary spend
- Does the organisation consider partnership in the event strategy; are there good examples of working in partnership with other organisations or services to assist in the delivery of the event strategy
- Does the organisation undertake research that helps to develop the programme
- Does the organisation attend national and local forums to assist in the development of best practice, including programming, 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
- Procedures and policies are clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customers

DO

How are staff responsibilities defined and managed?

EXAMPLES OF BEST PRACTICE

- Staff job descriptions
- Staff knowledge
- Security Industry Association (SIA)
- Staff training
- Training programme
- Operational plans
- External agency staff
- Procedures and policy systems

GUIDANCE

- Are staff roles clearly defined within job description, including what roles do staff have and what levels of responsibility do they have
- Do the staff know what the general and event programme is
- If there is a problem, do staff know how to deal with it and if necessary who to report the problem to
- Does the organisation ensure that staffing arrangements are in line with SIA guidelines
- Are staff trained and experienced when setting up equipment for events
- Is there a specific training programme in place for event and catering staff, including stewards
- Are operational plans in place to deliver the event, which defines staffing levels, equipment requirements and health and safety guidance
- If external agency staff are required are contracts in place that cover liability insurance and welfare
- Does the management ensure that staff are trained in relevant procedures and policies; whenever changes are made how are they informed

How are events delivered?

EXAMPLES OF BEST PRACTICE

- Event diary
- Event administration and pre-event preparation
- Event viability
- Operational plan

- External bodies
- Communication
- Contingency planning

GUIDANCE

- Do the management team have a list of dates of the major events before the smaller events are programmed and booked
- Does the organisation consider event hierarchy based on commercial and charity aims
- Does the event administration process include booking administration, displaying event dates, meeting with organisers, detailing what is required, writing risk assessments, organising the team, and equipment requirements
- Are pre financial plans developed to track event viability
- Are appropriate operational plans developed, including checks conducted before, during and after events, permit to work completion and method statements for external contractors
- How does the organisation effectively manage working relationships with external bodies, for example media broadcast, performers and promoters
- How does the management team accommodate and manage external units and equipment during events
- How does the team communicate with in house staff, external bodies and key officials pre, during and post events, for example 'riders', meetings, radios and mobile phones
- How do the team know who does what during an event
- Does the management team have contingency plans that cover operational and staffing issues, including equipment failure, event cancellation and staff shortage

What industry guidelines and legislation have you considered to deliver the programme and events safely?

EXAMPLES OF BEST PRACTICE

- External partners
- Licences
- Industry guidance
- Evacuation procedures
- Health and safety procedures

GUIDANCE

- Does the organisation liaise with appropriate public bodies, such as the police, fire and local authority to comply with guidelines and legislation
- Does the organisation have relevant licences, such as designated premise licence, personnel licence, Performing Rights Society (PRS) and Phonographic Performance Limited (PPL)
- Is current industry guidance considered during the planning process; does the management team use industry guidance (such as challenge 21 and SIA)
- Are there comprehensive evacuation procedures in place, specifically for events
- Are there specific risk assessments and safe systems of work in place for all events

Is equipment maintained to allow the delivery of events?

EXAMPLES OF BEST PRACTICE

- Equipment service inspection records
- Proactive maintenance
- Storage of equipment
- Managing equipment
- External bodies

GUIDANCE

- Are equipment service and inspection records in place, including staging units, seating, sound and lighting
- Are recorded checks completed for equipment

- Is there a cleaning and maintenance programme for the major fixed event equipment
- Are stores well managed, such as equipment racked, stored and labelled
- Is the equipment part of an asset register with a replacement plan
- Are regular stock takes completed
- Is there a process in place to deal with damaged equipment
- Is there a process in place to check external bodies units and equipment, including records

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Budgets
- Performance measurements
- Performance audits
- Customer and stakeholder feedback
- Costs of equipment replacement/ maintenance

GUIDANCE

- Is there a process in place to report against the specific events budget and defined financial targets
- Does the management team maximise income and control expenditure ; are procedures in place to monitor this in a timely manner
- Have the management team developed key performance indicators (KPIs) such as number of events, number of customers (footfall) and occupancy rates
- Does the organisation carry out performance management audits for specific event activity, such as income, expenditure and service delivery
- Are processes in place to encourage feedback from promoters, external bodies (media) and staff debriefs, including post event feedback
- Is equipment maintained and looked after to ensure longevity

REVIEW

How do you review what you have measured?

EXAMPLES OF BEST PRACTICE

- Benchmarking
- Customer and stakeholder feedback
- Competitor analysis
- Action plan review
- Performance management
- Risk assessment and work instruction preview
- Programme review
- Industry updates
- Training updates
- Procedure and policy systems

GUIDANCE

- Has the organisation benchmarked with other venues on a local, regional and national level; this may be from visiting other events and facilities
- How does the organisation review and use feedback from customers and stakeholders
- Has the management team undertaken competitor analysis, including ticket prices , venue hire and catering
- Do the management team review their progress against the event strategy on a regular basis
- Are KPIs reviewed to determine how successful the programme and events are and where further areas for improvement can be made
- Are risk assessment and work instruction reviews undertaken to ensure the smooth running of events and to ensure changes are detailed where necessary

- Is there a regular review of the event strategy that looks at the overall programme as well as individual events that assists in planning for future years
- Do the management team review and read industry related media
- What processes have the organisation developed to ensure that the staff know if guidance or regulations have changed
- Does the management have a process in place to regularly review and update relevant procedures and policy systems

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Finance
- Footfall
- Tourism/ local economy
- Publicity
- Profile raising
- Continuous improvement
- Repeat business

GUIDANCE

- Are income levels increasing
- 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 the facilities profile being raised on a local and national level, such as televised events
- Is there a continuous improvement ethos embedded in the organisation
- Is the organisation attracting larger events and possible capital investment (funding opportunities)