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 and its business and marketing objectives
- Events are well managed meeting industry requirements and standards and communities/clubs that are staging their own events are given high quality support to deliver successful events.
- 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

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
How do individual events and the events programme as a whole contribute to the business and marketing objectives of the organisation?	The organisation is actively involved in delivering events and/or supporting communities/clubs to deliver events. However, there is no Events Strategy or plan in place or clear rationale for investing in an events service.	There is a structured programme of established events operating which have profile and are well supported. There is a basic events plan in place but no clear and shared understanding of how events contribute to the overall purpose of the organisation and its business and marketing goals.	An Events Strategy or plan has been developed with stakeholders and has Board level support. It is clearly aligned to the purpose and vision of the organisation and to local needs and opportunities	There is evidence that the Events Strategy or plan is successfully delivered and playing an important role in bringing partners and stakeholders together. Events are clearly identified in Marketing and Communication Plans to determine their rationale and intended impact Individual events and the events programme as a whole has high profile and is strongly supported through	There is evidence that the Events Strategy or plan is having a long term impact and making a significant contribution to achieving the organisation's business and marketing objectives. There is also evidence that events play a major role: in engaging new target audiences; activating social action in communities; and / or providing a development pathway. They are not 'run for the sake of it'.

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				investment by third parties. There is emerging evidence of long term benefits and innovation from the events programme such as engaging and retaining new target audiences.	There is an events schedule that is well designed and promoted so the Events Strategy underpins year round development work with partners and is seen to be a good use of resources in delivering desired outcomes The Events Strategy has been developed and reviewed with partners and stakeholders to stimulate innovation and growth and to improve efficiency and effectiveness. This has been achieved by using evidence on the value, quality of delivery and impact of previous Event Strategies and plans.
DO					
How are events managed and organised for the benefit of participants and stakeholders?	Events are ad hoc and organised without reference to industry guidelines and best practice.	There are basic policies and procedures in place around staff training and event organisation with reference to industry guidelines and best practice.	Staff or third party operators are well skilled and experienced in event organisation. Operational planning is detailed and driven by industry standards, health	Policies, practices and procedures are vigorously reviewed pre and post event and there is specialist knowledge and experience amongst staff. Best practice is shared and	There is evidence of continuous improvement to ensure events are safe and secure for participants. There is evidence of events being used to stimulate innovation; generate

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			and safety and safeguarding practice and comprehensive risk assessment processes. There is a range of events being delivered directly or by third parties.	proactively pursued across events for health and safety, risk management and safeguarding. External advice (especially for safeguarding) is sought and utilised. There is a wide range of events being delivered directly and by third parties. An Events Organising Group(s) of partners and stakeholders is established and operates effectively. Events are used to recruit and develop: new volunteers, leaders and coaches.	growth and/or build or strengthen pathways for progression. Planning processes apply across key or major events to ensure consistency and high quality delivery The organisation can demonstrate its profile has increased and it has a strong reputation for organising successful events. An Events Organising Group(s) is perceived by partners, stakeholders and funders to be best practice. There is evidence that the events programme has significantly strengthened the infrastructure of volunteers, leaders and coaches. There are examples of outstanding events taking place that have made a

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					difference to provision at community level; the achievement of social good or identification/nurturing of new talent.
MEASURE					
How are the costs and benefits of the events programme measured and justified?	There is an inadequate measurement process in place for events.	There is a basic process of measurement for individual events focusing mainly on numbers attending.	There is a structured approach to evaluation with KPIs in place that focus on quantitative analysis covering the numbers and profile of participants and volunteers and capturing of media exposure.	There is a structured approach to evaluation with KPIs in place that focus on quantitative and qualitative analysis covering a wide range of KPIs, case studies and outcomes studies that help to determine the social value of work undertaken. Measurement tools are being utilised which will help show wider sporting, health, education or economic benefits.	There is an evaluation framework in place with clear success measures and KPIs for all aspects of the Events Strategy with trend data that can evidence: • Finance- linked to sustainability • Participation- linked to audience profile • Profile- linked to clear marketing objectives and targets • Quality- linked to participant/stakeholder / partner satisfaction rates • Legacy- linked to volunteer; wider workforce; skills; economic added value, community engagement and social

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					action; and facility development • Talent- linked to progression pathways for schools, NGB and club partnerships.
REVIEW					
How is the event programme based on best practice and continuous improvement?	Events tend to be run for historical reasons and reviews processes are limited.	Review processes tend to concentrate on how the event is run and organised.	Key events have KPIs in place which are reviewed with partners and stakeholders each year Benchmarking takes place for key events making use of industry best practice and networks.	Partners and stakeholders are involved in a regular review of the events programme and individual events undertaken to determine value, worth and impact given the level of resources required to make them happen. There is evidence that the views of participants and volunteers involved in events are used to inform the review process. The Events Organising Group(s) are actively involved in check and challenging delivery is on track and in the review the progress.	There is a detailed cost/benefit analysis of the events programme undertaken. There is evidence that event participants and volunteers are actively involved in the review process. Results and findings are published and have been used to inform decision making, shape events and make changes to priorities and the ways events are managed, organised and promoted.

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IMPACT					
What is the impact of the events programme and what difference is it making to the organisation?	It is not clear what the Events Strategy or individual events achieve in the way of impact	Events are well supported and there is anecdotal evidence of their impact	Event(s) are self- sustaining and viable with clear returns on investment demonstrated in terms of increased numbers of participants and volunteers and secured income from sponsorship, other sources of funding or income generation. Media coverage is given a value and has been evaluated in terms of its impact in raising the profile and a wider reach of the organisation.	Case studies and qualitative outcome studies involving participants, partners and funders provide solid evidence of impact. There is quantitative evidence of consistently improved outputs for attendances; the profile and satisfaction levels of participants and volunteers and media exposure.	There is clear and compelling evidence of the impact of the events programme and single events on local and/or national outcomes for: engagement; widening access; individual development; community development; workforce development and health/well-being. The Board and Leadership Team/Strategic Management Team together with partners and stakeholders can demonstrate the investment of time and resources into the events programme is making a positive difference and justifies the priority afforded to this form of intervention. There is a shared commitment to increase the impact by scaling up the events programme or elements of

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					it.

Guidance

PLAN
How do you plan your event programme to maximise occupancy and profitability?

SUGGESTED GUIDANCE

- The organisation's Business Strategy/Plan includes specific goals in relation to event organisation which align with its core purpose and vision
- The organisation has developed an Events Strategy or plan with qualitative and quantitative targets and KPIs which link to local priority needs, priorities and outcomes as well as to international/national/regional events
- The Events Strategy or plans include involvement in non-sporting or community events where this helps develop new markets and engage targeted population groups and communities
- There is an Events Organisation Group or Groups in place to bring the key players together to co-ordinate the planning and delivery of the events programme and major events
- Events or event programmes are 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 competition where that is needed
- Financial planning has specific targets and cash flow projections for the event programme
- A marketing and communications actions have been developed to maximise the impact and profile of the Event Strategy or plan and where appropriate to maximise income generation
- There are processes in place to identify and control risks to the business
- The Event Strategy identifies opportunities for sponsorship and other sources of funding, partner and stakeholder involvement and secondary spend in alignment with the business and financial objectives
- The organisation undertakes research pre and post event to help develop the programme
- The organisation attends national and local forums to assist in the development of best practice, including programming and promotion, current trends and to keep informed on industry guidance and legislation
- There is a procurement strategy that links back to the Business Strategy/Plan and covers, agency staff, equipment hire and event promoters
- The organisation effectively manages working relationships with external bodies, for example media, promoters, VIPs, funders/sponsors and performers
- Procedures and policies are clearly developed, defined and documented as part of an integrated quality management system, for staff and the wider workforce of volunteers and leaders, and where appropriate, for customers.

DO

GUIDANCE

- Staff and the wider workforce have clearly defined and roles/responsibilities set out to create clear lines of accountability and authority in line with national and local guidelines/standards

- Staff are trained and experienced when setting up equipment for events
- Staff uniform is easily identifiable to enable customers/participants to know where to look for support and advice
- Specific training programmes are in place for event and catering staff, including stewards, agency staff, sessional staff and volunteers
- Communication with in house staff, external bodies and key officials pre, during and post events, using 'riders', meetings, radios and mobile phones is planned out
- Communities and third parties are offered high quality support to stage their own events
- Operational plans are in place for health and safety which meets required standards and has been approved by the appropriate management body or external agency. The plan has a comprehensive list of risk assessments; comprehensive first aid provision, safe systems of work and a detailed emergency action plan including dealing with major incidences and evacuation procedures
- Operational plans are in place for safeguarding which have been approved by the appropriate management body and follow recognised standards and guidelines. There is a designated Welfare Officer who has the competencies, experience and training for this role.
- Provision is in place to cover liability insurance and welfare of all staff and participants
- The organisation liaises with appropriate public bodies, such as the police, fire and local authority to comply with guidelines and legislation. Current industry guidance has been used during the planning process such as: HSG195 (Events Safety Guide), Challenge 21 and SIA (Security Industry Authority)
- The organisation has relevant licences, such as designated premise licence, personnel licence, Performing Rights Society (PRS) and Phonographic Performance Limited (PPL)
- Routes for races and events are pre checked 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
- Equipment service and inspection records in place, including staging units, seating, sound and lighting etc.
- The management team have contingency plans that cover operational and staffing issues, including equipment failure, event cancellation and staff shortage

MEASURE

GUIDANCE
- Clear KPIs are in place for finance including budget management, sourcing external funding, delivering a calculated return on investment and adding value to the local economy
- Clear KPIs are in place for participation by identified target groups/communities/audiences
- Clear KPIs are in place for marketing and communication in terms of media profile; influence and engagement with target audiences
- Clear KPIs are in place for assessing the quality and organisation for the event including satisfaction surveys of customers/participants/volunteers and, if appropriate, partners, stakeholders and funders
- Clear KPIs are in place for legacy and development objectives that can be tracked back to the Business Strategy/Plan
- Measurement and evaluation processes are in place to capture data, feedback and management information from participants, stakeholders (such as schools, community organisations or facility providers) and customers/beneficiaries in order to assess the value and benefit of an event or programme of events

• Processes are in place to encourage feedback from promoters, external bodies (media), staff and third parties to provide post event feedback

REVIEW

GUIDANCE
- The organisation routinely benchmarks with other venues/providers on a local, regional and national level to discover best practice and make improvements
- The organisation reviews and has a record of using feedback from customers and stakeholders to make changes and improvement
- Organisational and management arrangements including procurement and event regulation are reviewed on a regular basis to maximise efficiency and effectiveness
- The organisation regularly reviews the purpose, benefits and costs of the Event Strategy with partners and stakeholders. The Event Organising Group(s) are actively involved in the review process. KPIs are reviewed to determine how successful the programme and events are and where further areas for improvement can be made. As a result of the review findings new targets/objectives are set
- Regular cost benefit analysis is undertaken and results are produced and shared with stakeholders
- Qualitative outcome surveys are undertaken with participants, volunteers, local business, clubs, facilities, the results produced and the findings are celebrated or acted upon with a view to making the events more successful.
- Best practice from events such as the Community Games; Youth Games; School Games is used and put into practice.
- Best practice advice from National Governing Bodies of Sport is used and put into practice.

IMPACT

GUIDANCE
- There is a clear legacy from the event or events in terms of participation and engagement with an increase in footfall and occupancy from specific target audiences
- There is an impact in terms of the profile, influence, media and public relations, awareness that can be evidenced and tracked
- There is an impact in terms of finance- through sponsorship or other sources of funding, B2B links and direct or secondary income
- The event or events can demonstrate their impact in terms of economic value to an area and inward investment that will be of wider benefit
- The event or series of events is clearly linked to volunteering/buddy schemes and results can be evidenced around soft outcomes; skills development and volunteer engagement and satisfaction levels
- Event(s) are self- sustaining and viable with clear returns on investment demonstrated
- Customer/audience and participation/volunteer satisfaction levels are improving and participation levels in the event or programme of events are increasing
- Events programmes are linked to local facility, club, community or outreach management plans, developments and promotions
- Case studies are available to show the impact of events on: individual or community development; progression and talent development
- There is clear improvement in the way events are managed, promoted and organised which is recognised and evidenced by partners, stakeholders and funders
- The organisation is able to attract and deliver larger events and possible capital investment (funding opportunities)
- Key ingredients for successful events are identified and replicated in other events of a similar nature

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- High impact events and event interventions are recognised and there is a desire or commitment to scale up such operations to achieve greater impact.

EVALUATION FROM THE COMMUNITY GAMES NATIONAL PROGRAMME

THE BEST KIND OF COMMUNITY GAMES EVENT

✓ **The best size**… medium size, 200-600 people, so that it feels like you are part of something successful but it's not too large – you can still find friends to talk to.
✓ **The best setting**... in the local community, visible, open space
✓ **The best infrastructure**… green space with parking, toilets and an indoor hall
   - Existing voluntary set-up, to run the event
   - Access to some free resources, such as marquees, tables and chairs
   - Local organisations to help, such as church, school, playgroups, pub, WI, Scouts/Guides, and local businesses
✓ **Best run by**… volunteers
✓ **The best 'audience'**... all ages, not just for children - something for all generations in a family
✓ **Best kind of funding**… some grants, and some help 'in kind'
✓ **The best weather! ...** sunny and warm, but if the event is good enough (and has a wet weather plan!) it can survive the rain!
✓ **The best PR**… word of mouth, visible banners/posters, and Twitter Facebook for the teenagers and young adults
✓ **The best activities**… a variety – something for everyone – sports, arts, entertainment, competitions, refreshments and a picnic

AND

The best ways to make it special – help to create community spirit, by giving the event a theme to make it special for the community, structure it so that it brings people together, and make it memorable with an opening or closing ceremony. Closing ceremonies, or a finale, which help to leave people with a lasting positive memory of the event.

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Community Games Principles

1. Led by the Community
2. Include both sport and cultural activities
3. Have some sort of opening or closing ceremony

Community Games with the Most Impact

Findings from the evaluation show that the most successful events share common characteristics – both in terms of success on the day, and impact on the community, volunteers and participants on the day and afterwards.

The diagram illustrates the common characteristics of Community Games that have the most impact locally.

Community Games with the most impact

- **Size** 200–600 people
- **Partners** Draw in funding and resources
- **Buzz** Having 'wow' and 'aah' factors
- **Shared Moments** With family, neighbours & friends
- **Activities** Something for everyone
- **Run By** Local volunteers
- **Facilities** Parking, toilets, hall
- **Setting** Green, visible, open space

97% of volunteers said they would look to volunteer again