



STEWARDS

Event staff

There are many tasks to be undertaken and services to be provided during an event. The identification, training and management of specific groups to undertake these tasks is the responsibility of the event organiser. The management structure for an event can differ between the planning stage and the operational stage. To manage the operational aspects of the event the organiser should establish an event management team.

Management structure

The organisational structure outlined below is that recommended for large scale events and can be modified dependent on the needs of the event. In all cases the responsibilities attached to an appointment must be clearly set out, there should be no duplication, overlaps or gaps. Any doubts about who is responsible for what should be openly discussed in pre-planning meetings so that no potentially dangerous assumptions are made - responsibilities must be expressed explicitly.

The following event management organisational structure shows the relationship with the key statutory agencies for event planning and emergency response purposes:

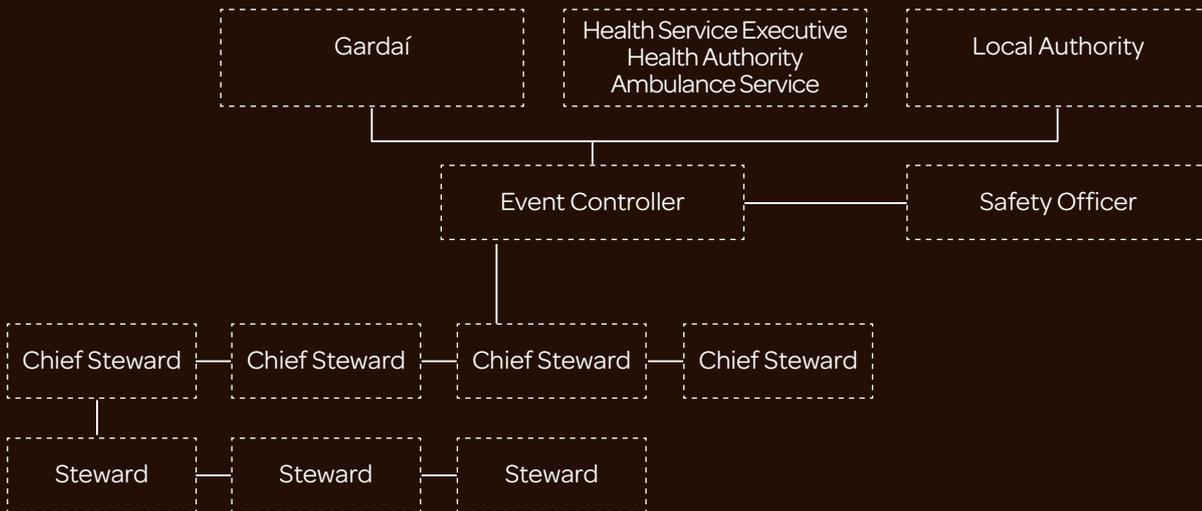


Figure 3: Event management structure

The persons appointed to the positions indicated should have the knowledge and experience to be competent in undertaking their task. Deputies should be appointed to key positions to ensure continuity in the control of the event in the absence of key personnel and to facilitate events of long duration. For smaller events some positions may be combined during the operation of the event, however it is essential that a designated competent person have responsibility for all aspects of safety. The event controller, safety officer, chief steward and medical manager are the key people involved with the management of safety at an event, however all staff should be encouraged to take responsibility for safety matters within their area of event operations.

Event controller

The event controller is the term used to identify the person appointed by the event organiser with the status and authority to take full responsibility for all matters relating to the operation of the event. Some of the duties attached to this position include:

- Having overall responsibility for the management of the event .
- Ensuring the event is staffed by a sufficient number of competent staff.
- Ensuring effective control, communication and co-ordination systems are in place.
- Ensuring that adequate measures are in place for the safety of all person at the event.
- Initiation, liaison and management of emergency action if necessary.

Safety officer

An overall safety co-ordinator should be appointed for the event. He/she should be involved in the event from the initial planning stages through to build up and tear down. This is a key role to ensure that there is a common understanding of the event organisers safety policy and procedures when dealing with safety and emergency response personnel such as event stewards and/or security personnel; emergency services representatives, contractors, sub-contractors and performer representatives. Some of the tasks undertaken by the safety officer include:

- Act as safety co-ordinator in relation to safety matters and have overall responsibility for all aspects of safety
- Ensure that suppliers of equipment carry out pre-event safety checks
- Be present during the event to monitor and manage all the safety arrangements
- Advise the event controller on the initiation of emergency procedures

Chief stewards/stewards

The event organiser is responsible for ensuring that an adequate level of stewarding is provided for an event. A chief steward will have responsibility for the management of event stewards in designated areas. Event stewards are the eyes and ears of the event management team and their training and knowledge of the event/venue are critical to the smooth operation of an event and the safety of all persons in attendance. The number of stewards required for an event can be determined by carrying out a risk assessment. The number of entrances to the venue, whether there are restricted areas, potential areas of crowd pressures should all be considered when making this assessment. Stewards will also be required for general duties such as providing information to spectators, managing the flow of people through the venue and external ticket checks.

All stewards should be provided with readily identifiable coats or bibs in safety colour e.g. orange or yellow or combinations of both. The code of practice recommends that all stewards be physically fit, over eighteen and under fifty five years of age. It is recommended that all stewards have completed the IRFU Stewards Training Course. Chief stewards particularly on larger sites or for larger events should be in the possession of two way radios. Pre- event briefings should be held prior to the event to ensure familiarity with layout of venue.

Medical manager

The event organiser under health and safety legislation and in the provision of their 'duty of care', must appoint a competent person to take responsibility for the provision of medical/first aid and ambulance assistance, as appropriate, to those involved in an event, including event staff and members of the public. For major rugby events this person should be an officer from the health authority ambulance service. The first aid/medical and/or ambulance provision needed for the event will depend on the number and profile of the people expected to attend, the type of event, the duration of the event, seasonal/weather factors, the range of attractions, etc. For small, low risk events, it may be sufficient to provide a number of trained first-aiders, whereas for larger events with greater risks, medical and ambulance facilities will be required on site.

While statutory, commercial and voluntary organisations have the training and experience to provide first response medical, first aid and ambulance personnel to events, in most cases there will be a charge for their services. Event organisers seeking the assistance of any of these organisations should request their services well in advance of the event. The provision of a medical facility can also serve to minimise the effects of an event on the healthcare provision for the local population, and can reduce its impact on the local accident and emergency hospital and the ambulance services.

First Aid/Medical posts should be clearly signposted and provided with easy access for spectators and an ambulance. There should also be a designated, clear exit route for an ambulance at all times. It may be necessary to designate a parking area for an ambulance close to the medical/first aid post. For larger events a number of first-aid posts and mobile response teams should be dispersed around the site. All event staff should be familiar with the location of the medical/first aid posts.

The advice of the relevant Health Authorities should be sought when planning the medical provision for an event. The control and co-ordination of first/aid organisations at large-scale events is within the remit of the Health Authorities.

For any event a medical operational plan should be developed to cover such areas as the type of service being provided, location of facilities, procedures for sending people off site for medical care, recording of data, and contingencies for untoward occurrences. The development of such plans should involve the event organisers and the agreed medical providers.

Additional event staff

Consideration should be given to the staffing of such event ancillary facilities as:

- Information services e.g. lost children
- Media information
- On site ticket/programme sales
- Logistics compounds
- Cloakroom facilities

Not all events will need such facilities, but in staffing your event you should consider such additional needs and plan accordingly.

Communications

Events communications include the provision of information to the public and efficient operational systems to communicate with event staff in both routine and emergency situations. In addition to the use of communication equipment key personnel should conduct regular on-site meetings to resolve issues, which effect the smooth operation of the event.

Public information

Advance information to the public about the venue and its facilities is extremely beneficial. It is a good idea to include some of this information on the back of tickets or in any pre-event publicity leaflets etc. Such information can include the location of entrances, transport arrangements, what items/ activities are prohibited etc. Leaflet drops can assist to keep those living in the vicinity of the event fully informed of relevant details such as road closure, parking facilities, access times etc.

Methods of communication

For communication with key site or venue personnel, two-way radios are extremely useful providing staff are trained in their use. Messages can become unclear in areas of loud noise and a procedure for acknowledgement of the message should be implemented. It is recommended for large events that you provide a central point on site from which communication can be controlled and certain key personnel located printed materials.

Communication methods for an event can include:

- Portable radio systems
- Internal and external telephone links
- Public address systems (preferably which allow the option of addressing different sectors collectively or separately)
- Closed circuit television systems
- Information boards and video boards
- Cellular (Mobile Phones)
- Tickets, programmes and other
- Battery operated loud hailer



Managing communications

Effective communications are essential at events and are critical in an emergency situation. Failure can occur for a number of reasons and effective communications are dependent on a number of factors.

Recognising the causes of failure and how you can work towards more effective communications are crucial to the safe operation of the event. Some of the reasons for communications failure at events have been identified as follows:

People	Do not deliver messages clearly and precisely and assume that what should be happening is actually happening
Procedures	Are incorrectly carried out
Equipment	Fails
Lack of focal point	Different pieces of information reach different people

Table 4: Communication failures

Experience has shown that adherence to the following principles can improve the information flow between event management, event staff and people attending the event.

Co-ordination	Keep others informed of what they need to know, without overburdening them with unnecessary information
Accuracy	The wrong message may be worse than none at all
Information	Who needs to know what
Timeliness	A message delivered too early or too late may add to confusion
Confirmation	Make sure the right people have the information they need

Table 5: Effective communications

Public announcements

In an emergency situation it is important that an adequate standard of public address system is used which overrides other forms of entertainment noise. Clear directions must be given to ensure evacuation times are kept to a minimum. If the public address system is improperly used it can lead to confusion and critical loss of time in evacuating all persons on the site. Emergency and safety messages should be documented and agreed in advance and a designated person nominated to deliver such messages.

Training

All event staff should be trained to be competent in the specific tasks they will undertake during the event. As each event is unique, the human resource needs can be diverse from one event to the next. The levels of competence and the teamwork involved in staffing and managing an event are not always appreciated, in particular there is a high level of dependency amongst event staff, particularly in the event of an emergency incident. In addition to verifying the competence of the event staff, the organiser should ensure that key personnel are aware of the content of the event management plan. Attention should be paid to the specific tasks they will be expected to perform during the event particularly their responsibilities with regard to the safety arrangements and emergency response procedures.