CHECKBACK INTERNATIONAL
The Vetting Solutions Centre

The everything guide to BS8406:2020

If you supply staff to the events industry then there is a British Standard just for you – BS8406:2020.

This is the gold standard that event organisers should work to and often suppliers will be asked if they comply with specific sections or the standard as a whole before they can obtain event work.

So what is BS8406:2020 and what do you need to have in place to comply with the standard?

This guide is designed as a navigation tool to help you understand what is in the standard, what the individual sections mean and how you can ensure that you work in accordance with it.

We hope you enjoy the guide and that it proves useful for yourself and your company.

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What is BS8406:2020?

BS8406:2020 is the latest standard that deals with the complex needs of the event industry.

BS8406 does provide some really useful information and points to think about, whatever the size of event you are producing

The standard is aimed squarely at contractors that provide stewarding for larger events and festivals and isn't targeted at people who organise a small community event such as a fete or local festival.

That having been said, 8406 does provide some really useful information and points to think about, whatever the size of event you are producing and whatever part of the events supply chain you work in.

Above all, BS8406 is a code of practice that all event contractors should aim to get close to and larger firms should absolutely comply with.

As the BSI notes; "*Although this British Standard is aimed at organisations that provide event stewarding services on a contracted basis, its provisions and guidelines could be equally applicable to those companies operating an in-house service provision.*"

Although some of the parts of the standard may seem overly bureaucratic and long-winded, all of the sections are rooted in practical experience, good business practice or legal requirements.

You may also find that in many cases you do something similar that only needs to be tweaked a little bit to ensure that you comply.

Introduction

BS8406:2020 builds on the earlier standard BS8406:2009 and is designed to cope with the changing face of society and the events industry in the 21st century.

Whilst it is not legally binding, contractors will often be asked whether they comply with the latest standard when they are tendering for work or when they are setting up their insurance.

We can often be guilty of thinking that British Standards are somehow remote and unconnected from daily operational life but to do so is a big mistake.

All of the requirements of the standard are rooted in real life situations and are responses to risks that appear at pretty much every event.

We can often be guilty of thinking that British Standards are somehow remote and unconnected from daily operational life but to do so is a big mistake.

For example, you may choose not to do pre-employment checks on your stewards before they work an event and then find that you have employed a known pickpocketing gang to look after members of the public!

The results of not complying with BS8406 when things go wrong don't bear thinking about and you can expect some pretty stinging reputational damage if you find yourself in this situation.

It is also fair to say that if you do not comply with the standard and things go badly, you could find that your company is faced with legal claims that might prove fatally damaging.

In short; you don't have to comply with BS8406:2020 but there are some very good reasons to do so.

It's about documentation

To some extent, there are two types of standard; those that are audited before certification and those that are more of a code of conduct and good operating procedures.

At the moment, BS8406:2020 is the latter of the two but that doesn't mean that you can't get audited. You can ask any certification body to do a voluntary audit to ensure that you are living up to the requirements. Sure it is expensive, but there are very few companies doing this in the sector (possibly because it is voluntary) so getting this in place could give you a serious competitive advantage.

If you have never obtained a British Standard certification then it may come as some surprise to find out that it is not just about doing the thing you say you are doing, it is about documenting it.

…you may do most of what is in there but the big question is; can you prove it?

For example, it is not enough to tell people that you train your team. You need to have documentary evidence that this was done and what the outcome was.

So when you read this standard remember that you may do most of what is in there but the big question is; can you prove it?

The organisation – infrastructure and management

The first section in 8406 deals with the set-up of the contracting organisation itself and to be fair this is where British Standard can get really annoying.

This is because the standard itself does not set out the requirements but refers to another standard BS10800:2020. Fear not though, because we bought the standard so you don't have to!

BS10800:2020 is the standard that relates to the strategic management of security provision. Think of it like a festival stage. It provides the basis for a great gig but you still don't have a band. To stretch the analogy further, BS10800 is the stage and BS8406 is the band.

There's little point in having a stage without a band and vice versa and the same can be said about the two standards.

BS10800:2020

BS10800 looks at the strategic setting of the organisation and deals with how you operate your business, interact with your customers and manage risk.

It's a wide-ranging standard that provides a strategic framework for security businesses as diverse as CCTV operators, keyholding & response and of course, event stewarding.

It's not a difficult standard to adhere to and, just like 8406 you probably do much of this anyway but the standard is a method of formalising your approach.

BS10800 looks at the strategic setting of the organisation and deals with how you operate your business, interact with your customers and manage risk.

So let's take a look at a little more of the BS10800:2020 in detail.

Understanding the organisation and its context

You need to ensure that you have a documented statement of what your organisation does and how it does it.

This needs to set out the external and internal issues that are relevant to your purpose and that affect your ability to achieve the intended outcome(s) of the provision of event stewarding.

Understanding the needs and expectations of interested parties

This is simply making sure that you have a formal, written document that clearly show what each interested party is expecting of you.

You'll need to show who the interested parties are and what their needs are.

This should be the norm anyway when you sign a contract to provide stewards but you need to ensure this is in place for every job you do.

Determining the scope

Again, this should be a standard part of the documentation pack for any event.

This will show exactly what you are providing and also what you are *not providing*.

Having a clear scope avoid upsets on the first day of a festival when you are asked to steward car parking that you know nothing about!

The scope should show both the geographical boundaries of what you provide but also the managerial boundaries. Who can tell the stewards where to go, how they will be supervised etc.

Having a clear scope avoid upsets on the first day of a festival when you are asked to steward car parking that you know nothing about!

Top management commitment

This is a common rule across all types of British Standards and it to show the commitment that the management team has to providing services in line with the standard.

What we are looking for here is a formalised method of ensuring that the company is compliant and it needs to include;

- clear aims and objectives for service provision
- achievable targets
- identification of resources
- suitable infrastructure
- monitoring and management of service deliver
- the promotion of continuous improvement
- policies that are relevant and suitable for the business
- organisational roles and responsibilities clearly set out

Planning

The standard requires that you have a clear sight of the risks and opportunities both at an organisational level and for each event.

You ned to ensure that you have taken into account the risks that face your business and also the opportunities that may be available to take advantage of.

At the event level, you will need to coordinate your risk assessment with that of the organisers to ensure that you have captured everything they are concerned with as well as the risk that face your company.

We'd suggest getting a SWOT and PESTLE analysis together and then setting up a template to be used each time you sign up an event.

Objectives and planning

The first place to start here it to have a set of objectives for your business.

Try to make them SMART objectives; Specific, Measurable, Achievable, Relevant to your organisation and Time-bound

They also need to be;

- consistent with customer requirements
- monitored
- communicated
- updated when required

Remember though that it is not enough to just *know* that these are your objectives, you need to commit them to paper (or at least a Word document).

You should also maintain a company-wide risk register to show the types of risks that you face and what you are doing to manage them.

Support

Support is all about giving your people the best chance of achieving your objectives and includes;

- people - You have to ensure that you have the right people in the right place with the right skills
- finance – have you got sufficient working capital to run the business until you get paid?
- insurance – no stewarding should even be thought about until you have the right insurance in place
- premises – do you have appropriate premises to run your business?
- control room – especially important on site when you have 100s of stewards all over the place
- equipment and uniforms – your people have to be properly equipped (radios, first aid kits etc) and they have to be easily identifiable
- vehicles – can you get your people to where they need to be? Minivans for travel to site, golf buggies on site

So as you can see, BS10800:2020 is a pretty comprehensive standard. There are more requirements too but they overlap with BS8406 so we'll cover them in the next sections.

To reiterate, you probably do most of this anyway but British Standards are about formalising your thought process and making sure that you have covered all bases.

Operational planning and documentation

We've covered many of the aspects of planning within BS10800 but BS8406:2020 goes a little bit further.

BS8406 sets out the type of documentation you need to have in place;

- contracts
- staffing level
- policies, e.g. health and safety policy, crowd safety policy
- risk assessments
- training
- minutes of client and organisation meetings
- operational plan/method statement
- details of any incidents and accident reports
- complaints
- event logs
- insurance schedules

These should all be kept securely for a minimum of seven years.

Sale of services

BS8406 again refers to BS10800 when it comes to the sale of your services and gives a definitive list of what you should do and how you should do it.

Contacting potential customers – You must make clear why you are contacting them and the name of your company but you shouldn't ask about their current security arrangements.

Company information – You must include the following information on your website and documentation;

- the registered full company name, address and company number, and date and location of registration, if the organisation is an incorporated company;
- VAT registration number;
- any previous name(s) of the organisation;
- the details of any parent organisation (e.g. immediate holding company or ultimate holding company); and
- details of trade association membership, compliance with industry standards, and/or details of certification(e.g. UKAS-accredited or SIA Approved Contractor Scheme), where applicable.

Pre-quotation survey – You should complete a site visit prior to providing a quotation

Quotations – Any quotation should be clear and transparent and should include;

- the terms and conditions under which the work would be carried out;

- the total costing for the service and the arrangements for payment (NB Costing can include information on the gross pay of personnel.)
- the contract period, along with procedures for termination of the contract and reference to any exclusion, penalty clauses or other restrictions
- the liabilities of the organisation, which should not be unlimited, other than by law
- details of the customer's requirements, derived from a pre-quotation survey (see 8.3.3) or from the customer's written instructions, including clear cross-reference to any separately documented requirements or instructions
- arrangements for statutory holidays
- the obligations of the organisation to the customer, including any provision of specialist advice or duties, and reference to any applicable British Standards
- the obligation of the organisation to maintain confidentiality with respect to information obtained whilst tendering for or fulfilling a contract
- any customer requirement to provide and/or maintain any specified item or service, which the customer has agreed to provide and which is necessary for fulfilling the contractual obligations.

Contracts – You should ask your customer to sign either an acceptance form indicating that they have read and understood your terms and conditions or a contract document that refers to your quote and terms and conditions.

Site survey – Before you commence work you should carry out a further site survey to make sure you know where everything is and to create your assignments for stewards

Assignment instructions – Working with the customer you should produce assignment instruction for each role on the job. These should then be signed off by your customer to ensure that they are clear about what roles will have what responsibilities and the boundaries of your service.

Customer property - If you need to be in control of customer property then the handover should be recorded and any defects noted. Similarly, when this is returned.

Subcontractors – If you are planning on using subcontractors for the event then you should obtain the customers express permission beforehand. You should also ensure that they follow the requirements of BS8406:20 and BS10800:2020.

You must also ensure that your subcontractors and their staff are screened to BS7858.

Qualifications of suppliers' personnel – The standard requires that where you have suppliers who will have access to a customer's site they;

- are screened in accordance with BS 7858
- are experienced and/or trained to undertake the work involved
- have individually signed a confidentiality agreement relating to the disclosure of the customer's and the organisation's confidential information and/or material
- agree to report immediately to the organisation any alleged or actual contravention of the law
- retain evidence of these

Staffing and resourcing

Above all, event stewarding is a people business.

If you can't manage people, you'll have problems and, by the same token, if you employ stewards who don't have the required people skills then you could be in for a difficult time.

Above all, event stewarding is a people business.

That is why one of the largest sections in BS8406:2020 is all about people.

The standard quite rightly focuses on stewards but we'd argue that actually many of these items are just as valuable for non-operational staff as for people on the frontline.

Selection

The first requirement deals with the selection of staff and this should;

- be a risk-based selection process
- assess their ability to carry out the role
- assess their aptitude and demeanour
- ensure they have good communications skills
- understand their experience and qualifications

Naturally all of the legal requirements should also be observed such as not selecting/discarding based on protected characteristics etc.

Screening

It is a legal requirement that every employer carries out Right To Work checks on their employees *before* they start work.

You can do this manually or you can use the Checkback IDVT digital process which gives you a formal statutory excuse allowing you to employ people with confidence.

Note though that this is purely the bare minimum that you must do as it is a legal requirement, but it only tells you whether someone has the right to work in the UK and not whether they have any criminal convictions.

You should inform people during the interview process that you will screen all applicants.

You will then need to decide what level of screening you want to adopt. There are no rules here but you do need to take a risk-based approach. For example, if you are employing stewards that will mainly be working with children then you may want to choose a higher-grade screening than for people who are working the car park.

If you do this then you do need to have a way to ensure that they can't transfer between roles once the event is underway.

In general, BS8406 suggests screening to BS7858 which is the security industry standard but as a minimum we'd suggest at the very least a DBS check.

If you are a charity, then these are free when done directly through the Home Office, or we can handle them for you for a small admin fee.

Remember that pre-employment screening can take a while to come through so start this process early on in your recruitment.

The standard makes four recommendations for levels of screening;

- **Level 1** – Verification of identity and address (You should do this anyway in your RTW checks). Recommendation from an individual known to the organisation or other trusted source. We wouldn't suggest this is a suitable level for any but the simplest of organisations running the smallest of events. There is simply too much risk here for a sensible business.
- **Level 2** – Identity and address verification together with a BS7858 screening. But only once the individual has worked for the organisation for a month.

- **Level 3** – BS7858 screening but conditional upon employment. We really can't see the difference between level 2 and 3. Surely if your BS7858 comes back with serious adverse findings you won't want them working in a responsible position for your business anyway!
- **Level 4** – BS7858 before employment. We'd suggest that this is the best way to go and of course your employment offer is made contingent upon a good result. Don't bother screening people before you have decided they would be suitable for employment though as that would often be a waste of money.

Health

Another area where 8406 reverts to 10800 is under health.

The standard states that employees that are carrying out security work should be sent an employment medical questionnaire with questions that relate only to the job role they are being employed for.

You do need to be careful here and it is worth speaking with a qualified HR professional who can ensure that your health questionnaire doesn't break employment rules, especially around protected characteristics and The Equality Act 2010.

Terms and conditions of employment

Once you have selected your person you need to send a written statement of the terms and conditions of their employment, which could include details of the following:

You do need to be careful here and it is worth speaking with a qualified HR professional who can ensure that your health questionnaire doesn't break employment rules…

- job title
- job description
- effective start date
- probationary period, if required
- provisional period subject to screening, if applicable
- pay and allowances
- hours and days of work
- leave entitlement
- conditions of payment during absence through illness
- pension entitlement
- industrial injury procedures
- the address of the organisation
- equipment and uniform supplied
- disciplinary and appeals procedures
- terms of notice of termination of employment

Disciplinary code

The standard also sets out a disciplinary code that is the minimum that should be applied. Again, we'd suggest speaking with an HR professional or an employment lawyer to draft up a code that works for your company.

Equipment and uniforms

Another area that BS10800:2020 gives guidance on is that of uniforms and equipment.

Specifically, it looks at;

Uniforms – unless the customer requests otherwise, stewards should wear your own company uniform

Vehicles – Operational vehicles should be fit for the intended use, carry a two-way comms device, Be inspected at least once a month to ensure that they are roadworthy, be regularly serviced, have any damage repaired in a timely manner and be kept clean and tidy.

Again, this is an area where you may well already do the things required by the standard so it is just a matter of recording what you do, why you are doing it and keeping your records securely.

Other equipment – like vehicles other equipment should be fit for the purpose and serviced according to the manufacturers instructions. PAT tests are a legal requirement and you should ensure that your people have appropriate training where needed.

Identification

Before starting work, your new employee should produce a form of photographic identity such as a driving licence or passport.

Be aware that you need this for the Right To Work checks, but when you conduct these pre-employment you do need to ensure that the person whose identity you have checked is actually the person who turns up. You'd be surprise how often this isn't the case.

Before starting work at each site, your stewards should show their identification to the site or event manager or other person who is managing contractors.

You may choose to issue identity cards to your stewards and this can often be helpful where you are working at smaller sites that may not issue ID cards or passes.

Your staff should also carry any identity cards or passes as requested by your customer.

Staff welfare checks

You need to make sure that you have suitable welfare policies in place for your staff and that they aren't required to work in a way that would be injurious to their health.

Another job for your HR person, the polices will need to set out what you stewards should do if they have any problems. You may also need to check their status with respect to the working hours directive.

It is good practice to make sure that you have someone checking on your stewards when they are on site and ensuring that they get suitable breaks, water in hot weather and aren't cold or wet during the winter.

Escalation procedures

To comply with BS8406:2020 you need to ensure that you have a clear, defined and communicated escalation policy should anyone make a complaint.

This could include what happens when a festival-goer makes a complaint about their treatment by a steward, from a customer about your service or a member of staff about their employment.

For on-site complaints you should have a control point where people can make contact with a suitable person to progress the complaint.

Again, all matters should be properly recorded and filed so that they can be accessed later on.

Control Point

The company should have a control point for any event where they have a stewarding presence.

For large festivals, this may be a portacabin for administration and one that will serve as a briefing room or place for stewards to spend their down time.

For smaller festivals, you may be invited to use the facilities of the event organiser which can often be much better from a communication point of view.

Stewarding is above all a people business, whether the people are customers, event goers or members of staff …

In any case, the control point needs to be clearly marked and its locations properly communicated to all staff and the customer. You should also ensure that stewards can easily make contact from remote parts of the site and that there is effective communication with base.

Training

Stewarding is above all a people business, whether the people are customers, event goers or members of staff you need to have a culture and skillset in place to deal with all of these.

The basis for any stewarding or security company has to be a well organised and trained workforce and that goes equally for permanent staff as well as contractors and temporary stewards.

BS8406 goes to great lengths to look at training and for this reason we've given it a section all of its own.

The standard notes that every organisation should have a clearly defined and documented training policy for the scope and delivery of the service and that training should be carried out by competent, qualified training persons.

Having a standard process makes operational sense because what you don't want are people turning up on site who have gaps in their training or to have to make up a training scheme every time you recruit someone new.

You must make sure that you document the training you give and the results for the particular steward. This will become very important if there are any issues on site or if you have to make an insurance claim so don't skip the documentation aspect.

Induction training

Once the recruitment process is complete the next touchpoint for the employee is their induction.

You can structure your training in the manner that best suits you and your company but as a minimum it should include;

- company structure
- company values, aims and mission statement (where applicable)
- pay and benefits
- relevant company policies and procedures
- health and safety.

You should have completed induction training before a steward is deployed on site.

Operational training

Induction training provides the basics for any employee but to have an effective stewarding team you need to give more specific instruction on certain aspects of the job.

You should look to cover;

- duties of a steward
- health and safety
- customer care and social skills
- reporting procedures
- methods of communication
- equality and diversity
- safeguarding vulnerable persons
- counter-terrorism
- current and emerging industry trends and risks, e.g. acid attack.

In an ideal world this training will take place before deployment although junior stewards can be placed with more senior workers who can go through some of the things listed here.

Counter-terrorism awareness

Sadly, terrorism is a fact of the modern world and whilst we often think that this is something confined to foreign actors, actually the majority of terrorist incidents in the UK over the last few years have been by home-grown terrorists.

Large venues are prime targets for this kind of incident and the Manchester Arena bombing shows that an attack can happen in even the most unlikely place.

This makes counter-terrorism training even more important for stewards and as the threat changes and evolves your training should be refreshed and revised.

You need to make sure your team have an awareness of;

- an introduction to the terrorist threat and vulnerabilities
- the role of stewards in countering the terrorist threat
- identifying and responding to suspicious behaviours
- identifying and dealing with suspicious items
- how to respond to a bomb threat
- how to respond to a firearm or bladed weapon attack
- how to respond to a vehicle-as-a-weapon attack.

You should also include venue-specific items around counter-terrorism in your on site pre-event briefing.

Venue-specific training

Every venue is different and every type of event has its own quirks and peculiarities.

Take the example of passes. Two events might be almost totally identical but a photographer pass at one event might allow backstage access while at another it won't.

This is why venue and customer specific training is a must before deployment.

You should use the pre-event meetings with your customer's operations team as an opportunity to make notes about things to include in your training and briefings.

The training should include, as a minimum:

- venue layout, including exits and first aid and fire points
- local policies and procedures
- reporting protocols
- incident and emergency procedures.

And of course, full training records should be maintained.

Role-specific training

Your team will all have different roles both on the day and when off site.

It is important to make sure that you provide training that is appropriate for the type of role someone is going to do and the responsibilities they hold.

Typically, you'll want to include specific training regarding the duties for;

- supervisor
- control room operative
- front of stage pit barrier
- response team
- fire marshal
- traffic marshal

You may wish to include role training for management staff, backroom teams and trainers themselves.

Takeovers

If you take on staff as part of a takeover or merger then you need to make sure that all team members are trained up to the same level.

This is where good training records will be invaluable as they will identify the level of training each team member has received.

If the training records are lacking then you might want to carry out a skills and needs analysis to understand what exactly you need to put in place.

It is possible that you find yourself with people who have many years on the job experience but no training records to back any of this up; and in this case you may decide that they do not need to go through a whole training course, but that you will provide bespoke packages to suit their particular needs. In this case you should make sure you document your thought process.

In all cases though, you should still run everyone through the induction training as this gives them the grounding in their new organisation and is a way of welcoming them to the team.

Refresher training

The efficacy of training tends to wane over time.

This means that you need to put in place some form of refresher training to ensure that people's skills are kept up to date.

You could also lay on training when;

- there is new legislation
- you change your procedure in a major way
- you buy new equipment
- you bring in new software or systems

This is by no means an exhaustive list and it is always worth talking to your people to find out if there are any specific areas they feel they could use more help with.

Again, make sure that refresher training is documented and it can be worth investigating HR software to see if this would help. It is also a good idea to have a calendar with training dates set out.

Vocational training

BS8406:2020 states that *"Stewards should be encouraged to achieve recognized qualifications in event stewarding disciplines."* Such as NVQ Spectator Safety, the Certificate for Event Stewards or Understanding Stewarding at Spectator Events.

Training does three things; it improves your business, it improves the service that your customer receives and it shows your employees that they are valued and that you are prepared to invest in them.

Training records

The standard does not require either external or internal training but what it does specify is that accurate and up to date records should be held

You should include at a minimum;

- date of delivery
- course title
- date of expiry (where applicable)
- the name of the organisation delivering the training where applicable

Planning and Operational delivery

Successful stewarding is all about operational delivery and section 7 of BS8406 looks at this with requirements that pretty much every company should already be doing.

Remember our point about documentation, you may be doing all of the things here and more but you do need to make contemporary notes to show what you have done and what the outcome was.

Event operational plan

The starting point for the event is to have an operational plan.

It's a good idea to have a standard format that you fill out every time you take on work. This means that you can be sure you have covered everything and shows your customer a professional image.

This is where good communication and client liaison proves to be really valuable. The standard requires the operational plan to be produced in concert with the client's operational event plan.

Site surveys

The site survey is where your operational plan starts to be fleshed out. Initially you are required to carry out a site survey prior to agreeing the contract and also shortly before the event. This doesn't mean that these are the only surveys you can conduct however, just that this is a minimum.

The aim of the site survey is to ensure that there are no physical limitations to providing the service and to understand the area to be stewarded. The findings of the surveys then get added to the operational plan.

If a physical site survey isn't possible then desktop research needs to be carried out using knowledge of a previous event, other recent surveys, topographical information, such as Google Maps and client explanations.

On the survey the following information needs to be collected;

- client details
- details of site construction, set up and facilities, event schedule, existing documentation, including:
    - site or building plans
    - risk assessments
    - emergency procedures
    - supporting measurements.
- details of the roles and responsibilities of the organisation, including structure, management, supervision and staffing levels.
- details of what functions the organisation is to carry out over a specified time period.
- details of all organisations working at the event, including process for communication between them and how to continuously access and provide updated information relating to the event.
- details of licensing requirements for the site, premises licence(s)/temporary event notice, including, where appropriate
    - designated premises supervisor(s) (DPS)

  - noise levels
  - traffic management
  - overall and sectional capacities
  - temporary structures and
  - security levels.
- details of event load in, or build and break procedures, including site safety rules and policies.
- details of location and functionality of service points, e.g. accreditation, box office, sales outlets, information, medical and welfare facilities.
- details of access controls and internal/external circulation routes for suppliers, service providers, public, performers, and emergency services.
- details of staff welfare, briefing and logistic areas.
- details of cleaning protocols and site maintenance.
- for both public and staff, details of location, access to and operating times of car parks and transport facilities, camp sites, additional entertainment, specialized artist engagement, specialised activities.
- details of public arrival, admission procedures and policies, including:
  - disability access
  - special needs requirements
  - method of ingress
  - entrance process
  - gate locations and loading procedures and
  - profile of audience and expected attendance.
- details of queuing capacities at main entrances and at each unique service or entrance point site-wide.
- details of lighting, power and IT facilities.
- details of testing procedures and use of communications and technical equipment before and during the event.
- details of crime reduction strategy, escalation processes, risk assessments and data control procedures.
- details of site communications, including control room set up and protocol, command and control procedures, and emergency procedures.
- details of artist, audience, cultural and environmental influences.
- details of barrier and fencing requirements to facilitate safety and integrity of site, including release and escape routes.
  - Details of site egress and departure procedures, including:
  - exit gates and routes
  - monitoring and managing crowd capacity, density and flow
  - car parking
  - traffic management
  - provision of public transport and
  - temporary accommodation procedures, i.e. camping.
  - multiple destination points of the departing crowd

- details of offsite factors including, but not restricted to, environment, local residents, nearby businesses and other public activities.

As you can see this is a comprehensive list and could form a part of your site survey template but it is not exhaustive so if there any peculiarities regarding the particular event then you need to add them to your survey report.

Risk assessments

A documented risk assessment is often asked for by insurers and even if they don't ask for one before taking on the risk, they will expect one to be carried out and will refer to it if there is a claim.

You customer will also more than likely expect to see that you have thought about the risks involved and have a mitigation plan in place.

These need to be carried out by a competent person and must be held under review throughout the lead up to the event and during the event itself if a situation unfolds.

Risk assessments should take into account hazards caused by;

- the weather
- crowd dynamics
- unsafe structures
- any unexpected change in circumstances at or near the event
- physical security risks
- threat level

The standard sets out a five-step approach to carrying out a risk assessment

1) **Hazards** - identify the various hazards associated with the site and/or event's activities
2) **People** - identify those people who are at risk, who might be harmed and how
3) **Evaluate** - evaluate the risks and decide if the existing precautions are adequate or can be improved
4) **Record** - record all findings, recommendations and remedial actions implemented
5) **Review** - review the assessment and revise as necessary

We'd also set a sixth item in there after evaluate – Mitigate. In other words, is there a way you can remove or reduce the risks by modifying your approach?

We'd also extend the review phase to a lessons learned exercise. How did your plan work in practice? What can you learn from the event? How would you change your approach?

These can then all be fed back into future planning for other stewarding events you do in the future.

Operational delivery

By the time you get to operational delivery you may think that you have covered all your bases through the planning and set up phase but as we know events rarely run to plan!

But when you turn up on site you should have a fully formed operational plan which will form a kind of 'bible' for your senior staff who are managing aspects of the event and will inform your on-site briefing.

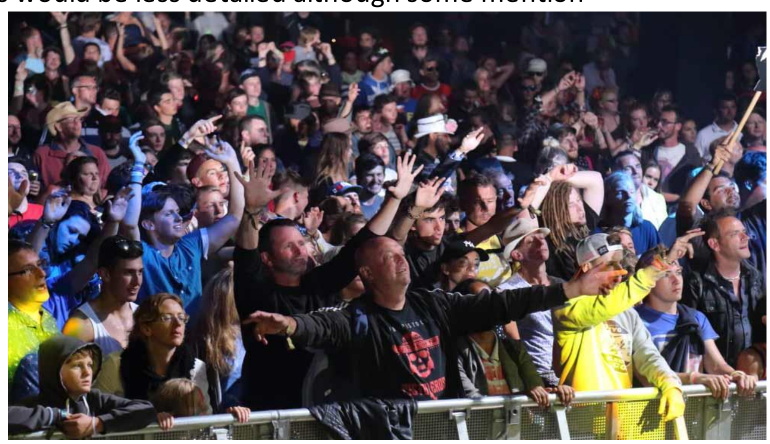
Your operational plan should be appropriate for the size and complexity of the event you are stewarding and much of this will be informed by the risk assessments you have carried out. The plan should cover;

- an introduction and overview with reference to the site survey (see 7.2) and the statement of intent, documentation and data handling
- details of the client and contract
- details of premises licence/temporary event notice and designated premises supervisor (DPS)
- a directory of organisations and their roles and responsibilities
- organisational information (this is for your organisation and could include insurance, health and safety, training, off-site contacts.)
- the operational structure of the organisation and dynamic deployment schedule(s), including use of other labour providers, on-site contacts, communications and control room functionality
- the nature and type of event and the profile of attendees
- event risks, including threat assessment, counter-terrorism measures, vulnerability and mitigation, risk reduction measures and risk assessment for stewarding staff
- details of briefing, induction and welfare throughout the event
- build and break information, including access control, site safety rules, communications, delivery process, public interface and shift handover
- arrival information (staff, public, and other), including transport, walkway and queue management, diversion plans, entrance designs and capacities
- details of mapping arrival and ingress rates and capacities
- event information, including:
    - infrastructure
    - ticketing
    - accreditation
    - conditions of entry
    - lost and found
    - information points
    - missing persons procedures
    - crime reporting
    - incident recording
    - medical points
    - facilities
    - concessions
    - entrance and exit points
    - disability access across the site
- details of the event's security functions, including

- drugs policy
- prohibited items
- search procedures
- ejection procedures
- crime reduction strategy and reporting crime

- details of temporary accommodation facilities, e.g. staff and public campsites, including safety, location, welfare checks and clearance
- details of additional entertainment, concessions, including alcohol and refreshments
- details of zonal and structural capacity management and procedures, specialized functionality, including front of house and back of house functionality, hospitality areas, daily closure procedures
- details of police and emergency services liaison procedures, including;
  - coordination of agencies and actions in emergencies
  - communications
  - rendezvous point(s)
  - alert states
  - coded messages
- details of egress, routes, procedures and checks.

Naturally smaller events, such as community gatherings would be less detailed although some mention of every section should be made such as noting that it isn't applicable as this proves that you have assessed each and every point.



Event contingency plan

What happens if things change suddenly?

What do you do if there is a major incident?

This is where your contingency plan comes into play.

Your contingency plan will again reflect the size and complexity of the event you are working but just because an even might be small and simple, it doesn't mean that you don't need one.

B8406 sets out the minimum level that a contingency plan needs to reach including;

- liaison with other agencies;
- the role of the emergency liaison team;
- assessment(s) of any risk;
- alert and emergency procedures;
- priorities in terms of allocating resource; and
- plans for a return to normality.

It isn't an exhaustive list but it does form the spine that a fully fledged contingency plan can be produced around.

Event briefing

One of the most common mistakes that people make when they start running stewarding at events is to think that people will turn up to site and instantly know their job.

That is rarely the case, especially when you are employing casual stewarding staff so an event briefing is a must.

8406 notes that briefings should;

- include general and specific roles
- be fully documented
- available to every steward
- include information relating to;
    - The nature of the crowd
    - Potential risks
    - Control measures

For larger events, you may need to hold several briefing sessions either for different staff roles or for different shift patterns and they should be tailored accordingly.

Contract performance monitoring

This is another area where BS8406 falls back on BS10800 for guidance.

The standard requires that the company should have a written and communicated plan for regular customer contact to discuss contract performance.

Formal customer meetings to discuss contract performance should have minutes taken and retained.

Experienced stewarding businesses may have a wry smile when we note that this is useful later on if there is a dispute around payment.

It is always a good idea to ensure for longer, more complex events that you have a specific get-together with the event organiser and site manager to discuss any issues so that they can be solved immediately rather than falling out when it comes time for you customer to pay their bill!

Post event

So the event is over and all of your kit is cleaned and back at base – you can heave a sigh of relief.

But BS8406 has one final task for you to do.

You need to hold a debrief between yourselves, the client and other stakeholders to asses how the event went and review performance.

Typically, larger events will have these anyway but for smaller organisations it may be better to request a video call rather than trying to convene an in-person meeting.

Again, take copious notes and store these for later but don't just sit on them. Your findings from the post event debrief should help to inform your lessons learned from the event and feed into your continuous improvement plan.

Summary

We live in a world that is becoming more and more risk averse.

The response to that is to try and control every variable possible and for companies that employ stewarding contractors that means requiring them to abide by BS8406:2020.

It may seem over cautious but it is important to understand that our customers are probably being driven by outside forces, such as insurers.

Be that as it may, the fact remains that BS8406:2020 is actually a really helpful standard because it includes many of the things we should be doing anyway, but that perhaps sometimes get forgotten.

The standard also requires you to document your work. This is important for two main reasons; firstly, it helps you with continuous improvement meaning that your company can grow and improve over time. Secondly, BS8406:2020 documentation can really help if you get into a payment dispute with your customer or if you find yourself having to defend your work when an incident occurs.

We heartily recommend adopting British Standards as a method of ensuring your business is delivering great service and is in great shape to grow into the future. That's why we invested in obtaining certification to BS9001 and BS27001 for our business.

We hope you have enjoyed the guide and have found it useful.

About Checkback

We provide pre-employment screening of all types for individuals, charities, government departments and companies.

For stewarding and security companies we have a specific product, BS7858 that complies with all the requirements of BS10800 and BS8406.

We can also provide the new government standard digital right to work checks, IDVT as we are a registered government IDSP.

If you'd like to speak to us about our service, you can email us on solutions@checkback.co.uk call our team on 01442 816 333 or visit our website and fill in the contact form https://checkback.co.uk/

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