Manage the use of physical resources

Overview

This standard is about managing physical resources such as equipment, facilities and consumables.

The main outcomes of this standard are:
1. Plan the use of physical resources
2. Obtain physical resources
3. Ensure the availability of physical resources
4. Monitor the use of physical resources

This standard is aimed at people working in management or development at middle manager level.
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Performance criteria

You must be able to:

Plan the use of physical resources

1. give opportunities to relevant people to provide information about the physical resources required
2. develop plans which take account of past experience, trends and developments and factors likely to affect future resource use
3. make sure these plans are consistent with the organisation's objectives, policies and legal requirements
4. present these plans to relevant people in an appropriate and timely manner

Obtain physical resources

5. make requests for physical resources that clearly show the costs involved and the anticipated benefits expected from the use of the resources
6. present requests for physical resources to relevant people in time for the resources to be obtained
7. obtain physical resources that support activities under your control
8. agree appropriate amendments to their plans with relevant people when you cannot obtain the physical resources they need in full

Ensure the availability of physical resources

9. identify the supplies needed
10. negotiate with suppliers in a manner which will maintain good relations with them
11. choose from a range of suppliers that is sufficiently wide to ensure adequate competition and continuity of supplies
12. reach agreements with suppliers that provide good value and comply with organisational and legal requirements
13. monitor the quality and quantity of supplies at appropriate intervals
14. obtain supplies that consistently meet the organisation's requirements for quality, quantity and delivery
15. deal with any actual or potential problems with supplies promptly
16. keep records of supplies that are complete, accurate and available only to authorised people
Monitor the use of physical resources

17. give opportunities to team members to take individual responsibility for the efficient use of **physical resources**
18. make sure their team’s use of **physical resources** is efficient and takes into account the possible impact on the environment
19. monitor the quality of **physical resources** continuously
20. use monitoring methods that are reliable and comply with organisational requirements
21. monitor the actual use of **physical resources** against an agreed plan at appropriate intervals
22. take prompt **corrective action** to deal with actual or potential significant deviations from plans
23. keep records relating to the use of **physical resources** that are complete, accurate and available to authorised people only
Knowledge and understanding
You need to know and understand:

Plan the use of physical resources

1. how to provide opportunities for relevant people to provide information about the physical resources required
2. the importance of developing plans which take into account past experience, trends and developments and factors likely to affect future resource use
3. the need for plans to be consistent with organisation’s objectives, policies and legal requirements
4. the importance of presenting plans to relevant people in an appropriate and timely manner

Obtain physical resources

5. how to make requests for physical resources
6. the importance of requests for physical resources being presented to relevant people in time for the resources to be obtained
7. how to obtain physical resources that support activities under your control
8. how to agree with relevant people appropriate amendments to plans when you cannot obtain the physical resources required

Ensure the availability of physical resources

9. how to identify the supplies needed
10. the importance of negotiating with suppliers in a manner which will maintain good relations
11. how to choose from a range of suppliers that is sufficiently wide to ensure adequate competition and continuity of supplies
12. methods of reaching agreements with suppliers that provide good value and comply with organisational and legal requirements
13. the need to monitor the quality and quantity of supplies at appropriate intervals
14. the organisation’s requirements for quality, quantity and delivery of physical resources
15. methods of dealing with actual or potential problems with supplies
16. the importance of accurate record keeping in managing supplies and suppliers
17. take prompt corrective action to deal with actual or potential significant deviations from plans
18. keep records relating to the use of physical resources that are complete, accurate and available to authorised people only

Monitor the use of physical resources

19. the importance of giving opportunities to team members to take individual responsibility for the efficient use of physical resources
20. procedures to ensure the team’s use of physical resources is efficient and takes into account the possible impact on the environment
21. the need to continuously monitor the quality of physical resources
22. monitoring methods that are reliable and comply with organisational requirements
23. how to monitor the actual use of physical resources against an agreed plan
24. the corrective action to deal with actual or potential significant deviations from plans
25. the importance of maintaining confidentiality in record keeping
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Scope/range

**relevant people**
1. team members
2. colleagues working at the same level
3. higher level managers or supervisors
4. people outside the organisation

**plans**
1. short term
2. medium term
3. long term

**requests**
1. spoken
2. written

**supplies**
1. goods
2. services

**suppliers**
1. inside the organisation
2. outside the organisation

ways to **monitor**
1. direct observation
2. considering oral information from others
3. considering written information from others

**corrective action**
1. altering activities
2. modifying the use of physical resources for activities
3. renegotiating the allocation of physical resources

**physical resources**
1. equipment
2. facilities
3. consumables
Behaviours

The following behaviours underpin the delivery of services in the spectator safety sector. These behaviours ensure that clients receive a positive impression of both the organisation and the individual.

You must show you are consistently:
1. Recognising the need for flexibility to take account of changing circumstances
2. Adjusting plans and responses accordingly – senior stewards and safety officers (separate statements)
3. Prioritising objectives and planning work to make best use of time and resources - safety officers, senior stewards?
4. Making time available to support others.
5. Taking personal responsibility for making things happen.
6. Showing integrity, fairness and consistency in decision-making.
7. Clearly agreeing what is expected of others and holding them to account. (challenging behaviour eg racism)
8. Seeking to understand people's needs and expectations.
10. Taking pride in delivering high quality work.
11. Vigilant for possible hazards and threats.
12. Encouraging and supporting others to make the best use of their abilities.
13. Using a range of leadership styles appropriate to different people and situations. Senior s and safety officers
14. Diversity
15. Safety must have priority over security. (safety and welfare at events)
16. Taking pride in appearance
17. Adhering to organisation or venue dress code.
18. Compliance with venues code of conduct.
19. Use of confidentiality
20. Safeguarding
21. basic legal requirements covering disability, discrimination and safety

Skills

Listed below are the main generic skills and qualities applied to the delivery of spectator safety.

1. Empathy
2. Active listening
3. Coaching – senior stewards and safety officer
4. Communicating (verbal, written)
5. Consulting
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6. Influencing and persuading
7. Delegating - senior stewards and safety officer
8. Diplomacy
9. Empowering - senior stewards and safety officer
10. Facilitating senior stewards and safety officer
11. Following
12. Leading by example
13. Resilience
14. Managing challenging behaviour
15. Mentoring
16. Motivating
17. Negotiating and compromising
18. Obtaining feedback
19. Planning and evaluating senior stewards and safety officer
20. Providing feedback
21. Setting objectives for senior stewards and safety officer
22. Valuing and supporting others
23. Personal appearance
24. Be literate

Glossary

Appearance
The agreed dress code of the venue
This includes wearing the correct clothes, presenting a professional image and having the correct identification

Assess
Gathering all the necessary information and identifying if there is a crowd problem

Agreed procedures
Those agreed with the line manager

Announcements
By public address or the information board

Assertive
Being positive, confident and not giving in

Accurate(ly)
Without making mistakes
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Area
This could be: confined areas, open areas, public areas and non-public areas.

Audit trail
Keep a track of different versions (and historic background)

Body language
The way you stand, hold your arms, use gestures etc.

Casualty
Any person who has suffered an injury or illness as a result of the incident

Communications (resources)
This could be notebooks for recording incidents, or communications equipment such as radios, if appropriate

Communicate
This includes using words, but also includes body language, tone of voice etc.

Conflict
Situations in which people are disagreeing strongly which may lead to violence or other forms of unlawful or unsociable behaviour

Clearly
So that others can understand what has been said

Colleagues
Includes stewards, line manager and people working at the same level as you.

Correct number of stewards
As specified in the arrangements for the event

Correctly
As specified in the arrangements for the event

Designated area
The area for which the steward or senior steward is responsible for.

Dangerous crowd situations
Includes dangerous crowd dynamics, density, stress and overcrowding
Designated points
Where the stewards should be standing or sitting

Event
This could be any type of public event, for example sporting or other types of performances

Emergency
Any situation that immediately threatens the health and safety of children, staff or yourself

Emergency services
Usually the ambulance service

Hygiene hazards
For example, unsanitary toilets

Hazard
Something that may cause harm, accident or danger

Incident
Any unplanned occurrence

Incident management procedures
Procedures as dictated by the venue’s operational plan for dealing with incidents

Impartially
Being fair to all those involved in a situation. Not favouring or discriminating against any particular type of person

Local statutory requirements
Local by-laws and the safety certificate for the venue

Minimum force
The law generally allows a person to use such force as is reasonable in the circumstances for the purposes of self-defence. Similar rules apply to defence of someone else or defending property from an unlawful act. However, there is
no easy definition of what force is reasonable: it is a matter to be decided in each individual case by the court.

**Monitor**
Keep up-to-date on what is going on

**Near miss report:**
An incident which could have resulted in injury or damage

**Organisational procedures**
The venue’s procedures for carrying out certain tasks as laid down in the normal operating procedures and emergency action plan

**Other people involved**
These may be other members of staff or public apart from the casualty

**Participants**
The players, performers or officials

**People with particular needs**
For example, people with disabilities or medical conditions which may mean they need special attention following accidents and emergencies

**Personal space**
The amount of space around a person that they feel comfortable with; getting closer to someone than they feel comfortable with will make a situation worse

**Physical hazards**
Something that may cause harm, for example unsafe structures, defective lighting, defective signage, litter and debris, spillages, blocked exits

**Positive and negative feedback**
Covering what went well and what did not

**Promptly**
Without unnecessary delay

**Public areas**
Includes transit areas
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**Qualified assistance**
Someone who designated to deal with the type of emergency, for example the onsite first aider or a member of the emergency services
Someone who has a recognised first aid qualification or the emergency services

**Relevant guidance documents**
For example the 'green guide'

**Resources**
The things you need to do your job effectively

**Risks**
The likelihood of a hazard actually causing harm and the seriousness of this harm

**Report**
Verbal, non-verbal or written

**Relevant legislation**
In particular the Health and Safety at Work Act and the Safety at Sports Grounds Act

**Responsible colleague**
Usually the candidate's line manager, but could be someone else in an emergency situation

**Roles and responsibilities**
What the stewards have to do during the event and what they will be responsible for

**Sensitive questioning**
Asking questions in a way that is not going to make the situation worse, for example by being polite and by phrasing questions in a way that is not going to upset someone further

**Significant information**

**Stewards**
The staff working directly with the spectators to look after their safety and
comfort

**Sympathetic**
Showing an understanding of other people’s problems

**Unlawful behaviour**
Behaviour which breaks the law, for example, violent or threatening behaviour, unlawful entry, pitch invasions etc.

**Unsociable behaviour**
Behaviour likely to offend other people, for example bad language or racist abuse, swearing or other types of abusive behaviour

**Unlawful behaviour**
This would include racism, threatening behaviour, violence and other types of behaviour that is against the law

**Venue**
The place where the event takes place
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