


Business Resilience

Dealing with a large event, maintaining key services and keeping people safe



There may be times when you have to deal with a larger congregation or more visitors connected to an event or situation.

In response to this scenario we have created some guidance notes to help you manage a large or continuous event, maintain key services and keep people safe.

On the basis that **prevention is better than cure**, it is preferable not to suffer an incident or loss in the first place. To this end you should carry out a **threat assessment** to identify the likelihood and impact of a range of scenarios resulting from a large number of additional people visiting your premises. This may include foreign visitors and many others unfamiliar with the layout of the buildings.

Key threat scenarios could range from a significant health and safety incident, property damage, theft of precious items to a security threat. Working through these scenarios in advance will test your business resilience and enable you to put preventative measures in place to reduce both the likelihood and impact of any potential disruption.

With this in mind, here are some business resilience points for you to consider. Please note this list is not exhaustive and additional guidance in terms of business continuity planning can be found on <https://www.thebci.org/>.

- Appoint a team that consists of representatives from the main areas of your organisation e.g. operations, maintenance, administration to ensure the smooth running of the event, key services are maintained and people are kept safe.
- Identify an individual e.g. a co-ordinator who has responsibility for overseeing the team and has the appropriate authority to make decisions and implement them immediately.
- As a team work through the various threat scenarios and put in place appropriate preventative measures.
- Ensure the team has been given full details of the event in terms of activities, scale, type, timing, location.
- Clarify to the team which key services need to be maintained and the resources required to keep them up and running. This could include, worship, prayer, pastoral support, choir for example.
- Consider and agree which services or activities you would stand down in order to prioritise the event and maintain the delivery of key services.
- Consider what **additional** specialist skills and guidance will be required to support the large scale event e.g. Health & Safety, Property Protection. **Refer to the following sections for additional guidance.**
- Consider how you can call upon additional staff and volunteers to provide extra support, particularly if this needs to be at short notice.

- Assess what additional facilities or equipment may be required e.g. toilets, food and drink, signage, book of condolences.
- Ensure people know what to do in the event of a disruption or incident. Brief staff and volunteers on each key threat scenario and the agreed response to ensure they are clear in terms of their roles and responsibilities.
- Check that they fully understand what to do in the event of an emergency situation including, escalation procedures, liaison with emergency services, evacuation and assembly points.
- Be clear in terms of who you will need to communicate with prior, during and after the event e.g. emergency services, key organisations, contractors, suppliers, staff, volunteers.
- Compile a brief communications plan identifying the relevant people & organisations you will need to contact and what communications mediums you will use e.g. telephone, appropriate social media channels.
- Build in some time following any large event to review any lessons learned so these can be incorporated into your future business continuity plans.

Health & Safety

In many cases, you will already have tried and tested arrangements in place to keep safe all those who work at, visit or use your premises. As such, all you may need to do is review your existing precautions to check that they will be adequate given that more people may be using your premises; they may be using them at different times of the day; you may be hosting additional services, events and activities; or staff may be working on their own at unusual hours.

It is important to remember, that any additional health and safety precautions you identify should be proportionate. This will depend on your own circumstances. For example, reflecting the size of your premises; the numbers of employees, volunteers or visitors you have or expect; and the nature of the activities that you do or are planning, either as 'business as usual' or to reflect the event itself.

With all of this in mind, here are some points for you to consider. Some may be more relevant to you than others.

- If you have [appointed someone](#) to help you with your health and safety obligations, work with them to review your arrangements and precautions to make sure they are adequate. This should reflect any responsibilities you may have under health and safety law, along with any commitments you have made in your [health and safety policy](#) if you have prepared one.
- If you need to complete [risk assessments](#) to meet any legal responsibilities you have, review these as well to make sure that they are valid and have identified any reasonable precautions you need to take. This will include any arrangements or precautions to guard against [fire](#).
- Provide any additional training or information for staff and volunteers if this is necessary to make sure they know how to work safely and protect others.
- Check that your first-aid arrangements and facilities are adequate to ensure the correct response at the required times. You may have to [formally assess](#) what is needed. In the event of an accident, your existing arrangements for recording and investigating these should apply. For those more serious, you may need to [report them](#) and keep certain records.
- If you are expecting a larger congregation or more visitors, check that the precautions you have in place to protect against slips or trips are adequate. If they are not, identify any additional ones that are needed and implement these. Further information on preventing slips and trips can be found [here](#).
- If you are hosting larger events or unusual activities, make sure that these are planned if necessary to make sure that people will remain safe. Most of the time, these will present little or no additional risk but some may need careful consideration. Further information on planning events can be found [here](#).
- Identify any additional situations where staff will be working alone, making sure that any precautions you have taken are adequate to protect them. Vulnerable situations can arise frequently, particularly where they are alone on the premises, maybe locking up after an event or service. Further information on protecting those working alone can be found [here](#).
- Make sure that your arrangements for safeguarding children and vulnerable adults will remain adequate, following the guidance issued by your central or governing body.
- Check that any welfare facilities you are providing for the use of others will be adequate and will remain clean and properly maintained. This may be a particular consideration, if your premises are being used as a volunteer hub and you are obliged to provide them.

- Carry out any necessary periodic checks to ensure that the precautions you have taken remain effective and adequate. This may include simple inspections to check that the premises and any equipment is safe. It may also include a rehearsal of your event where this is appropriate. If you have completed risk assessments, these will help you identify where these checks will be necessary.

Property Protection

Given changing circumstances it is important to consider how best to protect your property from increased numbers of people who will be visiting your premises for varying lengths of time.

- Undertake a general review of security arrangements to ensure they are adequate to meet foreseeable requirements.
- Pay particular attention to any high value items that are normally on display. Consider locking these away in a secure area or have stewards nearby to protect them.
- There may be increased amounts of cash given via donations from visitors. Review cash handling/protection and banking arrangements in anticipation of this.
- Remind staff and volunteers of the potential threat of theft and ask them to observe/report any suspicious activity.
- Ensure staff and volunteers know what action to take if they observe any suspicious criminal activity.
- Conduct routine searches of the premises at opening/closing times to identify any anyone who should not be in building. Ensure procedures include guidance on how to manage this situation.
- Ask staff and volunteers to be aware of suspicious items e.g. bags or packages that may be left in or around the buildings. Procedures should be in place on how they should respond.
- Does someone have responsibility for liaising with local police on the current terrorism risk status?
- Have you requested support from your local counter police terrorism officer to provide risk mitigation advice and awareness training to your staff/volunteers?

We have produced a helpful terrorism checklist highlighting further considerations, available on our [website](#).

In addition more detailed security information can be found at www.ecclesiastical.com/risk-management/church-security/.

Further information

Business Resilience

Further information on the topics mentioned can be found at www.ecclesiastical.com/risk-management/business-continuity/ or www.thebci.org.

Health and Safety

Further information on the topics mentioned can be found at www.ecclesiastical.com/risk-management/ or www.hse.gov.uk/.

Need to contact us?

For further advice Ecclesiastical customers can call our Risk Management Advice Line on 0345 600 7531 (Monday to Friday 09:00 to 17:00, excluding Bank Holidays) or email us at risk.advice@ecclesiastical.com and one of our experts will call you back within 24 hours.

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