



Event Governance & Delivery Policy

Document Control

ITEM	DETAILS
Policy Number	GP16
Policy Title	Event Governance & Delivery Policy
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Applies To	Board of Directors, Volunteers, Contractors, Performers, Stallholders, Delivery Partners and anyone acting on behalf of Gravesham Pride CIC
Related Policies	Articles of Association; Governance Handbook; GP01 – Code of Conduct; GP02 – Equality, Diversity, Inclusion & Accessibility (EDIA) Policy; GP03 – Safeguarding Policy; GP04 – Conflict of Interest Policy; GP05 – Confidentiality & Data Protection Policy; GP06 – Speaking Up (Whistleblowing) Policy; GP07 – Complaints & Concerns Policy; GP08 – Volunteer Management Policy; GP09 – Volunteer Code of Conduct; GP10 – Health, Safety & Safe Working Policy; GP11 – Risk Management Policy; GP12 – Financial Management Policy; GP13 – Document Control & Records Management Policy; GP14 – Communications, Branding & Social Media Policy; GP15 – Environmental Sustainability Policy.
Related Legislation	Health and Safety at Work etc. Act 1974; Management of Health and Safety at Work Regulations 1999; Equality Act 2010; Licensing Act 2003; Data Protection Act 2018; UK General Data Protection Regulation (UK GDPR); Companies Act 2006.

1. Purpose

Gravesham Pride CIC exists to deliver safe, inclusive and professionally managed community events that celebrate diversity, promote equality and strengthen community cohesion.

The purpose of this policy is to establish the governance framework that underpins the planning, approval, delivery and review of all events organised by Gravesham Pride CIC.

This policy explains **how** events are governed. It does **not** replace individual Event Management Plans. Instead, each Event Management Plan is developed in accordance with the principles contained within this policy and provides the operational arrangements for a specific event.

Through this policy, Gravesham Pride CIC aims to:

- provide effective governance for all events
- promote consistent planning standards
- ensure legal and regulatory compliance
- protect volunteers, attendees and the wider public
- support effective decision-making
- promote accessibility and inclusion
- safeguard organisational assets and reputation
- encourage continual learning and improvement

Every event organised by Gravesham Pride CIC should reflect our organisational values and demonstrate our commitment to professionalism, safety, inclusion and community benefit.

2. Scope

This policy applies to every event organised, managed or delivered by Gravesham Pride CIC.

This includes, but is not limited to:

- annual Pride events
- Pride marches
- community celebrations
- fundraising activities
- educational events
- volunteer events
- public engagement activities
- partnership events where Gravesham Pride CIC is the lead organiser.

This policy applies to:

- Board Directors
- Volunteers
- Contractors
- Suppliers
- Performers
- Stallholders
- Delivery Partners
- Anyone authorised to undertake activities on behalf of Gravesham Pride CIC.

The principles within this policy should be considered from the earliest stages of planning until post-event review and evaluation.

3. Definitions

Event Governance

Event governance is the framework through which Gravesham Pride CIC plans, approves, oversees, delivers and reviews events.

It provides accountability, consistency and assurance that events are organised responsibly.

Event Management Plan

An Event Management Plan is the operational document prepared for an individual event.

It sets out the specific arrangements required for that event, including:

- event overview
- roles and responsibilities
- risk management
- site management
- emergency procedures
- contractor arrangements
- operational plans

Each Event Management Plan must be consistent with this policy.

Event Management Team

The Event Management Team consists of those individuals appointed to oversee the planning and delivery of an event.

Membership will vary depending upon the size and complexity of the event.

Event Control

Event Control is the central point from which the event is coordinated.

Event Control supports:

- communication
- decision-making
- incident management
- coordination of resources
- liaison with emergency services and partner agencies where required.

Stakeholders

Stakeholders include any individual or organisation with an interest in the planning or delivery of an event.

Examples include:

- volunteers
- contractors
- performers
- stallholders
- statutory agencies
- local authorities
- emergency services
- community groups
- sponsors
- attendees

4. Our Commitment

Gravesham Pride CIC is committed to delivering events that are:

- safe
- inclusive
- welcoming
- accessible
- professionally managed
- environmentally responsible
- financially accountable
- legally compliant

Every event will be planned with consideration for:

- health and safety
- safeguarding
- equality, diversity, inclusion and accessibility
- environmental sustainability
- community impact
- financial stewardship
- effective governance

We are committed to working collaboratively with volunteers, contractors, statutory agencies, partners and our local community to deliver events that reflect the values and aspirations of Gravesham Pride CIC.

5. Policy

5.1 Event Governance Principles

All events organised by Gravesham Pride CIC will be managed in accordance with the principles of good governance.

Events should be:

- properly planned
- appropriately resourced
- proportionately managed
- legally compliant
- supported by suitable documentation
- reviewed following completion

Governance arrangements should be proportionate to the scale, complexity and level of risk associated with each event.

5.2 Event Approval

No event should proceed unless it has been formally approved through the organisation's governance arrangements.

Before approval is given, consideration should normally be given to:

- organisational objectives
- financial viability
- health and safety
- safeguarding
- accessibility
- environmental impact
- volunteer capacity
- legal and licensing requirements

- organisational risks
- community impact

Approval should be recorded within the appropriate governance records.

5.3 Event Planning

Planning should begin sufficiently early to allow appropriate preparation.

Planning arrangements should normally consider:

- event objectives
- event format
- venue suitability
- stakeholder engagement
- operational requirements
- contractor requirements
- volunteer requirements
- accessibility
- emergency planning
- financial planning
- communications
- environmental sustainability

Planning should remain flexible so that emerging risks or changing circumstances can be addressed.

5.4 Event Documentation

Every significant event should be supported by appropriate documentation. Depending upon the nature of the event, documentation may include:

- an Event Management Plan
- risk assessments
- site plans
- emergency procedures
- safeguarding arrangements
- communication plans
- contractor documentation
- insurance documentation
- licences and permissions
- operational briefings

Documentation should be proportionate to the size and complexity of the event.

All documents should be prepared and managed in accordance with the **Document Control & Records Management Policy**.

5.5 Governance Through Existing Policies

This policy forms the overarching framework for event delivery and should be read alongside the other governance policies of Gravesham Pride CIC.

Rather than repeating requirements, event planning should comply with the relevant organisational policies, including:

- **GP01** – Code of Conduct;
- **GP02** – Equality, Diversity, Inclusion & Accessibility Policy;

- **GP03** – Safeguarding Policy;
- **GP05** – Confidentiality & Data Protection Policy;
- **GP08** – Volunteer Management Policy;
- **GP09** – Volunteer Code of Conduct;
- **GP10** – Health, Safety & Safe Working Policy;
- **GP11** – Risk Management Policy
- **GP12** – Financial Management Policy
- **GP14** – Communications, Branding & Social Media Policy
- **GP15** – Environmental Sustainability Policy

Where an Event Management Plan is produced, it should demonstrate how these policies will be implemented during the planning and delivery of the event.

5.6 Roles and Responsibilities

Effective event delivery depends upon clearly defined roles and responsibilities.

For every event, Gravesham Pride CIC will establish an appropriate management structure that reflects the size, complexity and level of risk associated with the activity.

Roles should be clearly communicated before the event and may include:

- Event Director
- Event Manager
- Site Manager
- Health and Safety Lead
- Safeguarding Lead
- Volunteer Coordinator
- Event Control
- Contractor Leads
- Area Supervisors
- Team Leaders

Where responsibilities are delegated, accountability remains with the Board of Directors.

Individuals should only undertake duties for which they have been appropriately briefed, trained or authorised.

5.7 Event Management Team

An Event Management Team should be established for significant events.

The team is responsible for planning, coordinating and overseeing event delivery.

Responsibilities may include:

- planning meetings
- operational coordination
- liaison with statutory agencies
- contractor management
- volunteer coordination
- financial oversight
- health and safety
- safeguarding
- accessibility

- communications
- post-event evaluation

The composition of the Event Management Team should reflect the scale and complexity of the event.

5.8 Legal and Regulatory Compliance

Gravesham Pride CIC is committed to complying with all relevant legal and regulatory requirements.

Before an event takes place, consideration should be given to any permissions, licences or approvals that may be required. Depending on the nature of the event, this may include:

- landowner permission
- road closure approvals
- Temporary Event Notices (TENs)
- entertainment licensing
- highway permissions
- food safety requirements
- public liability insurance
- contractor documentation
- safeguarding arrangements

Compliance should be proportionate to the event being delivered.

5.9 Risk Management

Every event should be supported by appropriate risk management arrangements.

Risk management should be undertaken in accordance with **GP11 – Risk Management Policy** and **GP10 – Health, Safety & Safe Working Policy**. This normally includes:

- identifying hazards
- assessing risks
- implementing control measures
- assigning responsibilities
- reviewing changing circumstances
- recording significant findings

Risk assessments should be proportionate to the event and reviewed whenever circumstances change.

5.10 Health and Safety

Health and safety arrangements must be considered throughout event planning and delivery.

Gravesham Pride CIC will ensure that:

- suitable control measures are implemented
- volunteers receive appropriate safety briefings
- emergency arrangements are established
- welfare arrangements are considered
- incidents are reported appropriately

Operational arrangements are detailed within the **Health, Safety & Safe Working Policy** and individual Event Management Plans.

5.11 Safeguarding

Safeguarding forms an integral part of event planning.

Appropriate safeguarding arrangements should be established for every event, taking account of:

- children
- young people
- adults at risk
- volunteers
- public reporting arrangements
- safeguarding contacts
- referral procedures

All safeguarding concerns must be managed in accordance with **GP03 – Safeguarding Policy**.
Safeguarding should never be compromised by operational pressures or reputational concerns.

5.12 Equality, Diversity, Inclusion and Accessibility

Gravesham Pride CIC is committed to delivering events that are welcoming and accessible to everyone.

Planning should consider:

- physical accessibility
- communication needs
- reasonable adjustments
- inclusive facilities
- accessible information
- participation barriers
- welfare arrangements

Accessibility should be considered from the earliest planning stages rather than added as a final consideration.

Further guidance is contained within **GP02 – Equality, Diversity, Inclusion & Accessibility Policy**.

5.13 Volunteer Management

Volunteers are essential to the successful delivery of Gravesham Pride events.

Volunteer management should be undertaken in accordance with:

- **GP08 – Volunteer Management Policy**
- **GP09 – Volunteer Code of Conduct**

Event planning should include:

- role allocation
- induction
- briefing
- supervision
- welfare
- recognition

Volunteers should be supported to carry out their duties safely, confidently and respectfully.

5.14 Contractor and Supplier Management

Contractors play an important role in event delivery.

Before appointing contractors, consideration should be given to:

- competence;
- experience;
- insurance;

- risk assessments
- method statements where appropriate
- safeguarding responsibilities
- health and safety arrangements
- contractual obligations

Contractors should understand the standards expected by Gravesham Pride CIC and work collaboratively with the Event Management Team.

5.15 Financial Governance

Financial arrangements relating to events must comply with **GP12 – Financial Management Policy**.

This includes:

- budgeting
- procurement
- payment authorisation
- sponsorship
- grants
- cash handling
- financial reporting

Event budgets should be monitored throughout planning and delivery. Significant financial risks should be reported to the Board promptly.

5.16 Communications

Communication arrangements should support the safe and effective delivery of events.

Planning should include:

- communication with volunteers
- communication with contractors
- communication with attendees
- media arrangements
- emergency communications
- public information

All communications should comply with **GP14 – Communications, Branding & Social Media Policy**.

5.17 Insurance

Appropriate insurance arrangements must be maintained for organisational activities. Before an event proceeds, consideration should be given to:

- public liability insurance
- employer's liability insurance where legally required
- volunteer insurance
- contractor insurance
- specialist cover where appropriate

The level of insurance should be proportionate to the event and reviewed regularly.

5.18 Environmental Sustainability

Environmental sustainability should be integrated into event planning.

Event organisers should consider:

- waste reduction
- recycling
- protection of public spaces
- sustainable procurement
- responsible use of resources
- environmental impact

Environmental arrangements should be implemented in accordance with **GP15 – Environmental Sustainability Policy**.

5.19 Event Documentation

Event documentation provides evidence that appropriate planning has taken place. Depending upon the nature of the event, documentation may include:

- Event Management Plans
- risk assessments
- emergency procedures
- site plans
- volunteer briefings
- contractor documentation
- licences and permissions
- contact lists
- operational checklists

Documentation should be:

- accurate
- current
- securely stored
- reviewed regularly
- retained in accordance with **GP13 – Document Control & Records Management Policy**.

6. Roles and Responsibilities

6.1 Board of Directors

The Board of Directors is responsible for:

- approving significant events
- providing strategic oversight
- ensuring appropriate governance arrangements are in place
- monitoring organisational risks
- ensuring sufficient resources are available
- reviewing lessons learned following events

6.2 Event Director or Event Manager

The Event Director or Event Manager is responsible for the overall planning, coordination and delivery of the event.

This includes ensuring that:

- appropriate documentation is prepared;
- legal requirements are met;
- volunteers and contractors are coordinated;
- significant risks are managed;
- operational decisions are recorded where appropriate;
- issues are escalated promptly when required.

6.3 Directors

Directors are expected to:

- support effective planning
- fulfil responsibilities delegated to them
- promote safe and inclusive event delivery
- work collaboratively with volunteers, contractors and partners
- uphold the governance standards set out in this policy

6.4 Volunteers

Volunteers are expected to:

- follow event briefings and instructions
- comply with organisational policies
- carry out only the duties assigned to them
- report incidents, hazards and concerns promptly
- contribute to a safe, welcoming and inclusive event environment

Every volunteer plays an important role in the successful delivery of Gravesham Pride events.

7. Event Delivery

Once an event has commenced, the Event Management Team is responsible for ensuring that the event is delivered safely, professionally and in accordance with the approved Event Management Plan.

Operational decisions should be based upon:

- the safety of attendees, volunteers and contractors
- legal responsibilities
- safeguarding considerations
- accessibility
- risk assessments
- professional judgement
- advice from emergency services or statutory partners where appropriate.

Where circumstances change during an event, the Event Management Team should respond proportionately, keeping appropriate records of significant decisions where practicable.

7.1 Event Control

For larger or more complex events, an Event Control function should be established.

Event Control provides the central point for:

- operational coordination
- incident management
- communication
- deployment of resources
- liaison with emergency services
- liaison with statutory agencies
- recording significant incidents

The level of Event Control should be proportionate to the size and complexity of the event.

7.2 Incident Management

Despite careful planning, incidents may occur.

All incidents should be managed calmly, proportionately and in accordance with established procedures.

Examples include:

- accidents
- medical emergencies
- safeguarding concerns
- lost children or vulnerable adults
- crowd management issues
- severe weather
- fire
- equipment failure
- security incidents

Significant incidents should be recorded and reviewed following the event.

Where required, incidents should be reported to the appropriate emergency services or statutory agencies.

7.3 Emergency Planning

Every significant event should have appropriate emergency arrangements. Planning should consider foreseeable emergencies including:

- fire
- severe weather
- medical emergencies
- crowd evacuation
- structural failure
- loss of utilities
- major security incidents

Emergency arrangements should be proportionate to the nature of the event and communicated to relevant volunteers, contractors and partners before the event commences.

7.4 Dynamic Decision-Making

Events are dynamic environments where circumstances can change quickly.

The Event Management Team should continually assess changing conditions throughout the event.

Where necessary, operational decisions may include:

- temporarily suspending activities;
- modifying event layouts;
- restricting access to certain areas;
- delaying activities;
- cancelling part or all of the event.

Such decisions should always prioritise:

- life;
- safety;
- safeguarding;
- legal compliance;
- public welfare.

Where reasonably practicable, significant operational decisions should be recorded.

7.5 Event Close-Down

Planning for an event includes planning for its safe conclusion.

Close-down arrangements should consider:

- safe departure of attendees
- volunteer welfare
- contractor de-rig
- vehicle movements
- equipment recovery
- waste removal
- venue reinstatement
- security of organisational assets

The Event Management Team should ensure that close-down activities are completed safely and with consideration for the surrounding community.

7.6 Event Debrief

Following significant events, a structured debrief should be undertaken. The purpose of the debrief is to:

- identify what worked well
- identify opportunities for improvement
- review incidents
- consider volunteer feedback
- review contractor performance
- consider stakeholder feedback
- identify learning for future events

Debriefs should encourage honest, constructive discussion and focus on continuous improvement rather than attributing blame.

7.7 Lessons Learned

Learning is an essential part of good governance.

Where lessons are identified, Gravesham Pride CIC should consider whether changes are required to:

- policies
- Event Management Plans
- risk assessments
- volunteer briefings
- training
- procurement arrangements
- contractor management
- communication arrangements

Significant learning should be retained as organisational knowledge in accordance with **GP13 – Document Control & Records Management Policy**.

7.8 Continuous Improvement

Gravesham Pride CIC is committed to continually improving the way events are planned and delivered.

We will achieve this by:

- reviewing each event objectively
- listening to volunteers and attendees
- working collaboratively with statutory partners
- monitoring changes in legislation and recognised good practice
- updating policies where appropriate
- sharing learning across future events

Continuous improvement helps ensure that every Pride event builds upon the success and experience of previous years.

8. Monitoring and Compliance

The Board of Directors is responsible for monitoring compliance with this policy.

Compliance will be reviewed through:

- event planning meetings
- review of Event Management Plans
- review of risk assessments
- monitoring legal and regulatory compliance
- post-event debriefs
- incident reviews
- volunteer feedback
- contractor feedback
- stakeholder engagement
- review of lessons learned

Where improvements are identified, appropriate action will be agreed and implemented.

This policy forms the governance framework for all events organised by Gravesham Pride CIC and should be considered throughout the event lifecycle.

9. Equality Statement

Gravesham Pride CIC is committed to delivering events that are inclusive, accessible and welcoming to everyone.

Equality, diversity, inclusion and accessibility should be considered throughout:

- planning
- decision-making
- procurement
- volunteer management
- communications
- event delivery
- event review

Events will be organised without unlawful discrimination on the grounds of:

- age
- disability
- gender reassignment
- marriage or civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Where barriers to participation are identified, reasonable steps will be taken to reduce or remove them wherever reasonably practicable.

10. Policy Review

This policy will normally be reviewed every two years. An earlier review may take place where:

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- legislation changes
- organisational activities change significantly
- learning from events identifies opportunities for improvement
- significant incidents occur
- recognised good practice develops
- the Board determines that revisions are required

The Board of Directors is responsible for approving any amendments to this policy.

Appendix GP16-A

Practical Examples

The following examples demonstrate how this policy should be applied in practice.

Example 1 – Event Approval

Situation

A proposal is received to organise a new community event.

Expected Practice

The Board considers the objectives, risks, volunteer capacity, finances and legal requirements before approving the event.

Inappropriate Practice

Announcing the event publicly before governance approval has been obtained.

Example 2 – Contractor Management

Situation

A contractor is appointed to provide staging.

Expected Practice

The contractor provides appropriate insurance and safety documentation, and responsibilities are agreed before the event.

Inappropriate Practice

Allowing work to begin without confirming competence or insurance.

Example 3 – Dynamic Risk

Situation

High winds develop during an outdoor event.

Expected Practice

The Event Management Team reviews conditions, consults relevant contractors where appropriate and decides whether activities should be modified, suspended or cancelled.

Inappropriate Practice

Continuing the event without reassessing the risks.

Example 4 – Volunteer Welfare

Situation

A volunteer becomes unwell during their shift.

Expected Practice

The volunteer is relieved of their duties, appropriate welfare or medical support is arranged and duties are reallocated where necessary.

Inappropriate Practice

Expecting the volunteer to continue despite being unwell.

Example 5 – Accessibility

Situation

An attendee reports difficulty accessing part of the event site.

Expected Practice

The concern is assessed promptly, reasonable adjustments are considered where practicable and the issue is reviewed during the post-event debrief.

Inappropriate Practice

Dismissing the concern without consideration.

Example 6 – Post-Event Learning

Situation

Following the event, volunteers identify improvements to the registration process.

Expected Practice

The feedback is recorded during the debrief and considered when planning future events.

Inappropriate Practice

Ignoring volunteer feedback because the event was completed successfully.

Good Event Governance Principles

Everyone involved in planning and delivering events should remember:

- Plan early.
- Put safety first.
- Protect children and adults at risk.
- Be inclusive and accessible.
- Communicate clearly.
- Keep accurate records.
- Work collaboratively.
- Learn from every event.
- Protect our reputation.
- Deliver Pride with professionalism and care.

Good governance creates successful events.

Appendix GP16-B

Related Legislation and Governance Documents

Primary Legislation

This policy should be read alongside relevant legislation, including:

- Companies Act 2006
- Health and Safety at Work etc. Act 1974
- Management of Health and Safety at Work Regulations 1999
- Equality Act 2010
- Licensing Act 2003
- Data Protection Act 2018
- UK General Data Protection Regulation (UK GDPR)
- Environmental Protection Act 1990
- Civil Contingencies Act 2004 (where relevant to emergency planning)

Related Gravesham Pride CIC Governance Documents

This policy should be read alongside the following Gravesham Pride CIC governance documents:

- Articles of Association
- Governance Handbook
- GP01 – Code of Conduct
- GP02 – Equality, Diversity, Inclusion & Accessibility (EDIA) Policy
- GP03 – Safeguarding Policy
- GP04 – Conflict of Interest Policy
- GP05 – Confidentiality & Data Protection Policy
- GP06 – Speaking Up (Whistleblowing) Policy
- GP07 – Complaints & Concerns Policy
- GP08 – Volunteer Management Policy
- GP09 – Volunteer Code of Conduct
- GP10 – Health, Safety & Safe Working Policy
- GP11 – Risk Management Policy
- GP12 – Financial Management Policy
- GP13 – Document Control & Records Management Policy
- GP14 – Communications, Branding & Social Media Policy
- GP15 – Environmental Sustainability Policy
- Event Management Plans
- Risk Assessments
- Emergency Procedures
- Site Plans

Good Event Governance Principles

This policy supports Gravesham Pride CIC's commitment to:

- safe event delivery
- effective governance
- legal compliance
- accessibility and inclusion
- safeguarding
- financial accountability

- environmental responsibility
- partnership working
- continuous improvement
- community confidence.

Review and Version Control

This appendix will be reviewed whenever there are significant changes to:

- event legislation or guidance;
- recognised good practice;
- organisational governance;
- related Gravesham Pride CIC governance documents.

Our Commitment to Event Governance

Gravesham Pride CIC believes that great events do not happen by chance. They are the result of careful planning, clear governance, effective teamwork and a shared commitment to our community.

Every event we organise will be guided by our values of inclusion, respect, safety and professionalism. We will work collaboratively with our volunteers, contractors, performers, partners and statutory agencies to create welcoming, accessible and memorable experiences for everyone.

By planning responsibly, making informed decisions and learning from every event, we will continue to strengthen our organisation and deliver Pride events that our community can trust, enjoy and be proud of.