



Sports Event Organisation 10

Getting to know your unit

Assessment

You will be assessed by a series of assignments set by your tutor.

Sports event organisation is a global industry worth billions of pounds every year. High-quality events are essential to sports and generate interest, raising their profile and ultimately increasing the number of participants taking part in the sport. At the very highest level, events can enhance a country's profile and act as a catalyst for future success. In this unit, you will research a variety of events, propose your own even, and then plan and deliver your event. Afterwards, you will review your successes and areas for improvement.

How you will be assessed

A series of internally set assignments will be used to assess you throughout this unit. The activities in this unit are designed to replicate real life and give you an experience which will develop your own skills and techniques, many of which will be transferable. Although completing these tasks will not guarantee you a certain grade, they will allow you to practise scenarios and gather a valuable insight into events and their organisation.

Gaining a Pass grade relies on you completing all the tasks in the unit. Ensuring that you are methodical and complete all tasks is essential to your success.

For a Merit or Distinction grade, you will need to enhance your performance in completing the tasks and ensure that you deliver in a style that fulfils the more demanding criteria. For example, when looking at other sporting events, a basic discussion will enable you to achieve a Pass but an evaluation will meet the needs of a Distinction.

The tasks in the assignment set by your tutor will be varied and allow you to use a variety of styles to demonstrate your understanding. They could include:

- ▶ designing a presentation to pitch an idea for a new event to a board of industry professionals
- ▶ organising an event for local schools to try out new sports and activities
- ▶ completing worksheets to review your performance while planning and delivering a sports event.

Assessment criteria

This table shows what you must do in order to achieve a **Pass**, **Merit** or **Distinction** grade, and where you can find activities to help you.

Pass	Merit	Distinction
Learning aim A Investigate how different types of sports events are planned and delivered		
A.P1 Discuss the planning, promotion and delivery of two different types of sports events. Assessment practice 10.1	A.M1 Compare the planning, promotion and delivery of two different sports events. Assessment practice 10.1	A.D1 Evaluate own feasible planned proposal for a sports event to meet targeted aims to recommend improvements. Assessment practice 10.1
Learning aim B Develop a proposal for a sports event for implementation approval		
B.P2 Explain own feasible planned proposal for a sports event to meet targeted aims. Assessment practice 10.2	B.M2 Analyse own feasible planned proposal for a sports event to meet targeted aims. Assessment practice 10.2	B.D2 Evaluate own feasible planned proposal for a sports event to meet targeted aims to recommend improvements. Assessment practice 10.3
Learning aim C Undertake the planning, promotion and delivery of a sports event		
C.P3 Plan for the promotion and delivery of a sports event, contributing effectively to team activities. Assessment practice 10.3	C.M3 Manage key decisions for planning and delivering individual and team activities to meet planned outcomes for promotion and delivery of a sports event. Assessment practice 10.3	CD.D3 Evaluate own performance in planning, promoting and delivering a sports event, justifying choices, strengths and recommendations for future practice. Assessment practice 10.4
C.P4 Perform tasks/activities fully, correctly and safely to achieve planned outcomes for the promotion and delivery of a sports event. Assessment practice 10.3		
Learning aim D Review the planning, promotion and delivery of a sports event and reflect on your own performance		
D.P5 Discuss the effectiveness of the planning, promotion and delivery of the sports event, explaining strengths and weaknesses and areas for development. Assessment practice 10.4	D.M4 Analyse the effectiveness of the planning, promotion and delivery of the sports event, recommending areas for improvement for self and future events. Assessment practice 10.4	
D.P6 Explain own contribution to the planning, promotion and delivery of the sports event using personal logs and feedback from others. Assessment practice 10.4		

Getting started

Sports events are numerous and diverse. Give yourself five minutes to name as many as you can. Are there any which you feel are more successful than others? Justify your thoughts. Setting up sports events can take a large amount of time and energy. What do you think are the main challenges faced by anyone trying to organise a sports event?

A

Investigate how different types of sports events are planned and delivered

Link

This unit can link with *Unit 4: Sports Leadership* if there is an opportunity to combine assignment work by running an event that requires you to demonstrate leadership skills.

There are numerous factors that must be considered and managed when planning and delivering a sports event. No matter what the scale of an event, there will be restrictions on delivery. These may come from local or national government, from working to a budget, from following governing body guidelines or meeting the expectations of the audience. A sports event that does not fulfil every demand that it is expected to cannot ultimately be deemed successful.

Different types of sports events

Understanding the purpose of a sports event is fundamental to ensuring its success. There are many types of sports events and selecting the correct type and format for your audience or to achieve your aims is the first task of any event organiser. Table 10.1 shows different types of sports events with a brief description of each one.

► **Table 10.1:** Different types of sports events

Type of event	Description of event
Tournaments and competitions	Where teams or individuals meet to compete to find a winner. If numerous teams or individuals are competing, there will often be a series of stages that make up a tournament. In some tournaments losers are immediately knocked out, but in others participants have an opportunity to compete against a variety of opponents in groups, with the best from each group moving on to the next stage.
Training camps	Where individuals or teams are invited to come together to develop skills and techniques. These often happen over several days and are most likely to take place off season. For individuals and teams with large budgets, these may often take place abroad in locations that increase the likelihood of good conditions that will maximise opportunities to train.
Coaching courses	Allow sports participants to come together to look at specific skills under an experienced coach. Often governing body awards in proficiency are associated with coaching courses.
Conferences	Where experts make presentations to an audience on a chosen topic, allowing time for interaction with the audience and feedback on the subject matter.
Campaign events	Designed to promote interest in a team, individual or larger event. Often the priority is ensuring maximum exposure and building a buzz around the subject. They help ensure sponsors get value for money, and that teams and individuals get the support needed to build their confidence to succeed.
Charity and fundraising events	Designed to raise funds for a charity – are numerous and varied. They can take the form of a simple competition or tournament, parades or challenges. Sponsored events such as 10k runs are popular examples of this.
Expeditions	May take place in any terrain and use any mode of transport to make progress. However, all expeditions force participants out of their normal environment and have an ultimate purpose such as climbing a challenging mountain, kayaking down a river or looking for rare animals in the wilderness.
Outdoor education	Could take the form of a competition, coaching course or expedition. Taking part in outdoor education has proven benefits for people's social and personal development. Team-building events for corporate clients are big business and use outdoor experiences to develop transferable skills such as cooperation and communication.
Social, personal or physical development	Taking part in any sport will have benefits for social, personal and physical development. It is possible to tailor an event to highlight these benefits and make them clear to participants using reflective sessions and focused briefing about tasks.

Scale

Events take place at all levels from grass-roots events that are highly localised up to global events attracting visitors from right round the world and watched on television by millions. All events have a place in the success of sports and value in making people more active. Table 10.2 shows examples of different scales of events.

► **Table 10.2:** Different scales of sporting events

Type	Example
Local	<ul style="list-style-type: none"> School sports day 5-a-side football league
Regional	<ul style="list-style-type: none"> Dorset Schools beach event Southwest Netball League
National	<ul style="list-style-type: none"> FA Premier League British Stand Up Paddleboarding N1SCO One Design Championships
Global	<ul style="list-style-type: none"> Rugby World Cup Olympics

Events that at first glance might seem similar can be on a very different scale. For example, both Premier League and local boys' football clubs might organise training camps but they are likely to be very different events. The Premier League club might travel to Spain for a week, stay in a luxury hotel and training complex, and end the week playing a friendly against a top-level club from anywhere else around the world. In contrast, the local boys' football club might travel for a weekend somewhere in the UK, stay in a hostel with each player paying for their own accommodation, and end the weekend by taking part in a tournament.

Research

Consider events that might have been held locally to you: there will certainly have been local events but you may have been lucky enough to live near a national or even international event. Give three examples of localised events. Describe the closest national event to your home and the closest international event to where you live. Are there any similarities between these events?

Case study

UK N1SCO National Stand Up Paddleboard Championships



Stand up paddleboarding (SUP) is a relatively young sport and it is an exciting time for its development. As more and more people start to take it up, the opportunity to run events around it is growing. One very successful event is the N1SCO National Championships. N1SCOs are inflatable boards and a very user-friendly introduction into the world of SUP racing. Having everyone racing on exactly the same board results in a fair competition. During the event, there are races for men, women and children in sprint, middle-distance and long-distance formats.

N1SCOs are built by a company called Naish. Running events is one way that Naish increases exposure for its product. People who do not own a N1SCO SUP on race day, can be rent one a nominal fee. The event is so successful and participants have so much fun that on completion all the rental boards are sold to participants and more stand up paddlers own their first board.

The organisers of the event are lucky that the focus is about exposure and there is no pressure to generate a profit from the actual event. This way, all finance can be directed at ensuring the event is of a high quality.

The event is always run from a public beach. This helps build a positive atmosphere around the event and ensures that there are plenty of spectators.

Check your knowledge

- 1 What things do you think the organisers might do to strengthen the image and atmosphere at the event?
- 2 What immediate safety considerations would there be for this event?
- 3 Do you think there any external parties that the event organisers may have to work with when organising an event such as this?

Planning sports events

No matter what its scale, there are a number of considerations when organising an event. Depending on the type of event, these factors may have more or less relevance, but most are still common between all events.

Aims and objectives

Understanding the overall aim of the event is fundamental to getting all other planning considerations right. The priority of the event could be financially driven, to set up a spectator event or to decide a winner from numerous competitors. Whatever it is, that aim must remain the driving factor behind planning and the focus must be kept on this above anything else (other than safety) to ensure success.

Research

In a small group from your class, of about four people, consider an event that has been held locally to you. What considerations do you think there are when planning this event? Discuss this as a group, conducting appropriate research as necessary. What was the timescale for planning this event?



- Bids to host global events involve multi-million pound budgets and take many years to put together

Bidding process

Many larger events take place regularly but are held at different locations each time. The location is often decided by a bidding process. Interested venues create a document and sometimes present their ideas to a panel governing the event. The panel will then decide the most suitable venue based on a variety of factors which might include cost of delivery, facilities, ability to run a smooth event, safety implications or potential to maximise spectator engagement.

Even smaller events are likely to need to seek permission to run an event. This is especially true if the event is run on public grounds such as in a park or could potentially cause disruption to people's normal day due to increased crowds or additional noise.

Organisation

To ensure an event is planned for and delivered successfully, organisation is key. It is vital that those people involved in the event are assigned specific roles and understand what their duties are. Updates on progress will need to be coordinated and any concerns over meeting targets managed. Smaller events may have one person making decisions. Other events have a committee steering them and ensuring they stay on track.

Time restraints

Meeting deadlines is essential to keep an event on track. There will obviously be the main deadline of when the event is due to take place. However, planning is often helped by setting other deadlines in the build-up to the event. Deadline can be set for a number of key tasks that must be carried out to deliver the event and to ensure everything happens in good time and not at the last minute.

Physical resources

Locating appropriate venues, facilities and equipment is an early priority in the planning process. If you are expecting large numbers of participants or spectators, then you may need to consider additional infrastructure. This may include providing temporary areas to eat and drink, and toilet facilities, or closing roads and redirecting traffic. For major events, such as an Olympic Games, serious infrastructure is often required to the extent that roads and railways are built to assist with managing numbers.

Sport-specific equipment may also need to be arranged if the event is taking place at a venue where that sport is not usually played.

Financial resources

No matter what size the event, a budget will be set and must be kept to. Projections should be calculated on both expenditure and income. If needed, additional funding may have to be secured through loans or grants. For instance, local authorities may have funds available to help initiatives that promote an active lifestyle among the local population. At the other end of the scale, global events can often only take place because global companies give large sums of money through sponsorship.

Human resources

Personal are key to any event. Larger events have the luxury of well-paid specialists to manage various elements. However, almost all events have a contingent of volunteers ready to assist with preparation and delivery. Locating paid staff and volunteers is sometimes time-consuming and must be prioritised early in the planning process.



► Even big events like the London 2012 Olympics rely on volunteers

Health and safety

Procedures to keep staff, spectators and participants safe will be specific to each event. An operational plan will include risk assessments, emergency procedures and an event management plan. First aid should be both available and easily accessible.

Legislative requirements must be met such as the Health and Safety at Work Act 1974 and Reporting of Diseases and Dangerous Occurrences Regulations (RIDDOR). All events will need specific risk assessments and operating procedures drawn up in relation to them. Even events that may appear initially to be very similar will have differences such as projected numbers of visitors, time of year and predicted weather, all things which could affect the overall running and logistics.

If you are organising events where children and/or vulnerable adults are taking part, you must also make sure that they are protected from harm.

It is quite common for a stadium to host events funded and organised by separate organisations. The stadium will have its own operating procedures and action plans with which the organisations will have to familiarise themselves and work around.

Security

Unfortunately, the larger and more successful an event, the more security is likely to be needed. Events that are well published and globally popular may now become targets for terrorism and demonstrations. Having large numbers of people in one area, especially if alcohol is readily available, increases the risk of antisocial behaviour and hooliganism.

Even a small local event may attract unwanted attention, for example if thieves think there will be a large number of cars parked unattended that may have valuables kept in them.

An event may have its own security personnel to manage potential issues. Organisers will also be likely to work with local authorities and police forces to pre-empt problems and manage any risks.

Stakeholders

Stakeholders include the targeted participants and spectators who must be attracted to the event and engage with the event's delivery. However, stakeholders may also include sponsors who provide financial support, but expect brand exposure in return, and media companies broadcasting the event to their listeners or viewers. Sponsors and media companies will have their own agendas. When organising an event, you must consider these objectives, as well as the event's ultimate objective.

Contingency plans

There are many things that can go wrong when planning for and delivering an event. As part of the organisational process, you must ask 'what if' various scenarios happen: how will people cope and still ensure the event is a success?

A common scenario in planning a sports event is bad weather. If the event is outside, a well-planned event will have a strong contingency plan which may include adapting delivery or even bringing the event inside. On the day, there will be participants and spectators with high expectations. Considering in advance what to do if something does not go to plan will ensure disruption is minimised and success is more likely.

Discussion

Imagine that you are running a charity 10 km cross-country run. With three days to go, the forecast looks terrible with high wind and lots of rain. What are your options? What contingency might you have in place?



PAUSE POINT

Hint

Extend

There are many considerations when planning an event. How many can you write down?

What do you need to think about when you organise an event, such as a party? List as many considerations as you can in two minutes.

Of these considerations, which do you believe are the most important and why?

Ethical issues

An event that is organised in an unethical manner is sure to attract negative publicity and affect the participation of those involved – including spectators and other stakeholders – potentially damaging its reputation as a result. Ethical issues include the following.

- ▶ **Equality and diversity** – No matter what someone's race, religion, sex, ability or disability, all attempts must be made to ensure that they can engage with an event. This may mean that additional toilet facilities are required, specific catering is considered and access for people with limited manoeuvrability provided. There are many events that are focused around persons with disabilities, such as wheelchair basketball. For such events, the numbers of disabled people present can be higher and so facilities and resources will need to be adapted and provided. Other events may seek to encourage participation by underrepresented groups, such as women-only football events.
- ▶ **Environmental** – Reducing carbon footprints, using recycled materials, preventing excess waste and avoiding damage to surrounding environments are all hot topics. Considering all these topics is ethically positive. In addition, events which are actually seen to be pursuing environmental consideration may attract further participation from key partners.
- ▶ **Fair trade** – Large events have particular potential to pressurise small partners into providing services for less than they are worth. It is important to ensure that trade is fair and that participation is sustainable and ethically sound.

Promoting a sports event

Even the best event in the world will be a disaster if no one attends it. Prioritise the promotion of the event at an early stage in order to build excitement and potential participation from targeted groups and individuals. This section looks at planning and implementing a marketing plan.

Aims and objectives

When promoting an event, we need to understand the aims and objectives of what we are trying to achieve. Understanding who we are trying to attract and at what time is fundamental to designing a promotional plan. Promotion may be targeted at:

- ▶ participants

- ▶ spectators
- ▶ sponsors
- ▶ media companies.

We may well wish to attract all these groups. However, it is unlikely we will want to do this all at the same time – use different promotional techniques to target each group separately.

Prioritising who to target and when will be specific to the event, but all events should do thorough market research to understand their competition and how others tackle promotion.

Target market

Many events are fairly **niche**, especially those which cater for activities which are not mainstream, for example windsurfing or rock climbing. In these cases, marketing needs to be targeted to attract those who have an interest in these activities. Events which are more mainstream, such as athletics, swimming or football, will appeal to a far more diverse audience and therefore promotion can afford to be less focused.

When organising an event, it is very easy to get carried away and lose sight of who the primary market is likely to be. This is especially true when organising a local event: take care to keep promotion focused on the local area (where the interest is likely to be). In contrast, global events often have to target audiences abroad, with different cultural and language considerations.

Budget

A promotional budget must show value for money. When setting a budget, an organiser must judge whether they are likely to see that money return by attracting additional participants or spectators. There are many things that are possible with limited or even no budget. With the popularity of social media, such as Facebook, Twitter and Instagram, there are platforms for building very successful promotional campaigns without any financial resources other than personal to manage them.

At the other end of the scale, international events such as the Olympics and World Cup will have a promotional budget worth millions of pounds. Additionally, the build-up to such prestigious events attracts worldwide news coverage, online, on television, radio and in magazines. Sometimes this coverage might come even when not wanted, such as when an event is linked to bad news such as a delay in its preparation schedule. It may then be required to take action to counter negative publicity with a positive response.

Role of sponsors and partners

Sponsors and other partners may have separate agendas, but they also have an interest in ensuring the ultimate success of the event. Using sponsors to attract an existing client base is useful. If a client has already established the means of promotion, you can adapt and tie in the promotion to generate exposure.

Media partners promoting the event will want optimum numbers of listeners, viewers or readers and may be inclined to assist with advertising in the build-up to the event.

Variety of promotional activities

Key tools to generate interest in an event include:

- ▶ a strong logo and brand such as the Olympic rings
- ▶ selling tickets in advance to start building anticipation
- ▶ providing corporate hospitality to attract celebrity and corporate clients whose attendance may, in turn, help attract others
- ▶ negotiating media rights and securing sponsors who, in turn, will want to promote their involvement and coverage of the event
- ▶ advertising via social media, radio, television and written media
- ▶ providing merchandising and memorabilia that can be taken away and may help start to promote follow-up events.

Discussion

Split into small groups. Consider the rest of the class, their interests and what type of event might appeal to them. In your groups, prepare a brief presentation to give to the rest of your class. Remember, you are trying to sell the event, so focus on why people would want to come. As a whole class at the end of the session, vote on whose presentation was best.

Key term

Niche – in a marketing context, a niche event has a small, specialised audience.

Research

Consider these three types of event:

- a skateboard competition
- a lawn bowling competition
- a Premier League football match.

How diverse do you think the audience of these events are likely to be? Do you think that any of these events are more likely to attract spectators of a specific age, sex, etc.?

Depending on the size and appeal of the event and associated budgets, some or all of these activities might be achievable. However, the key question that must always be asked before engaging in promotional activity is: will I see a return from this activity that helps fulfil my aims and objectives?

When putting together a plan for marketing, it might be useful to use the blank template shown in Figure 10.1.

EVENT DETAILS	
Event name	Event date
Event description	
Key organisational personnel	Target audience
PROMOTIONAL DETAILS	
Promotional budget	Additional resources available for promotion
Use of social media	Use of other online tools
Use of journals, magazines or papers	Use of television and radio
Use of physical events	Additional promotional strategies

► **Figure 10.1:** An example of a template for a marketing plan



PAUSE POINT

An event is only as good as the promotional effort that went into it. Can you remember the considerations when promoting an event?

Hint

Close the book and draw a spider diagram with as many considerations as you can.

Extend

Put the considerations in order of importance, with those that you think are most important first.

Delivery considerations

Just as important as planning an event is reviewing its delivery afterwards. This will help you when it comes to planning other events in the future.

There are several factors which can be used to help define whether an event has been a success or not. The following questions can be asked.

- ▶ Were the event's core aims and objectives achieved?
- ▶ Were there the expected number of participants and spectators?
- ▶ Was the media reaction/publicity surrounding the event positive? Did promotional activity effectively support the aims and objectives of the event?
- ▶ Were timescales met and kept to?
- ▶ Was the venue fit for task and facilities up to standard?
- ▶ Was the event delivered within budget? Did the event achieve the target profit?
- ▶ Was the event viewed in a positive light and is there demand for further events?
- ▶ Were there any health, safety or security issues?
- ▶ Is there a **legacy** from the event?

Key term

Legacy – what is left when the event is over – the effect the event has on sport or social issues in the future. Has the event inspired change? Has the event left infrastructure from which others can derive benefit? Has the event left financial rewards which can be used to enable further good work?

London 2012

The Olympics in 2012 were built around the promise of providing a legacy for the UK and the world. Although most of the events were held in London, the sailing and windsurfing races took place in a small borough known as Weymouth and Portland located on the south coast of Dorset.

Portland in particular was an area of significant social and economic deprivation. In 1996, a previously busy Royal Navy base in the area closed. For many years, the area lay empty and the knock-on effect of the departure of the Naval personal was significant to many local businesses, causing some to close.

Eventually, the site began to be redeveloped as a sailing and water sports centre capable of delivering both grassroots training and world-class events. When the 2012 Olympics were awarded to the UK, the Weymouth and Portland

National Sailing Academy was part of the successful bid.

The centre now hosts a variety of prestigious events every year. There are four watersports centres with various specialities. The area has attracted numerous marine businesses such as sail makers, marine engineers and boat sellers to support the Academy and new neighbouring marina. A significant grant was won as part of providing a legacy to help local people access water sports every weekend during the spring and summer.

- Were there any other sites outside London that hosted sport during the Olympics?
- Do the venues still exist and provide activity that can be classed as a legacy?
- Do you feel that the Olympics provided everything that it promised it would in promoting sport and generating a sustainable legacy?

Assessment practice 10.1

A.P1

A.M1

A.D1

Events happen every day and at various scales. Some are local and some global. However, there are the key features found in all events.

Imagine that you work for the council in your local town. The senior management has asked you to evaluate how two separate sporting events have contributed to the local area, how well they were planned and promoted, and whether there is anything that the council can do to support their growth.

Choose two events. Prepare and deliver a presentation that discusses the planning process, promotion and delivery of these events, making comparisons between the two. Evaluate the two events identifying both successes and areas for improvement that the council might help support.

Make sure you choose two events that contrast with each other, for example, a charity abseil from a local building and a five-a-side football tournament.

Plan

- What is the objective of this task? What do I need to do to complete it?
- Do I have two examples of events that I can use in my assessment activity? Remember events are diverse and there are many types.

Do

- I have done plenty of research to identify two good examples.
- I have the appropriate resources in place to complete this activity.

Review

- I can explain why I tackled this task as I did.
- I can explain how I might adapt my approach next time to make improvements on my outcome.

B

Develop a proposal for a sports event for implementation approval

Although we would all like to work without restrictions or expectations, in reality even when organising global events, targets must be met and boundaries adhered to. An event must be **feasible** in order to succeed. At some point during the planning process of an event, you are very likely to have to demonstrate the feasibility of the event to partners or third parties with an interest in its success. In some cases, the process of getting approval for a proposal may take many years.

When designing a feasibility proposal, it is useful to use the following headings as a format to ensure that any potential queries or questions can be answered and have been thought through. The proposal may be presented as a written document or a physical presentation, with the proposer standing up in front of a panel. Often both forms are required and for larger events you may find that multiple presentations are required during a bidding process.

Key terms

Feasible – a plan, idea, or method that is feasible is possible and is likely to work.

Disclosure and Barring Service (DBS) checks – checks carried out by a government agency to make sure that someone has no history that might pose a risk to youngsters or vulnerable adults.

Aims and objectives

- ▶ Include in your proposal the event's aims and objectives. Keep them realistic and achievable.
- ▶ Include short- and long-term SMART targets (specific, measurable, achievable, realistic, timebound).
- ▶ Include key milestones.

Type of event

- ▶ Be realistic about what is achievable – do not bite off more than you can chew. It is better to run a small and successful event than a large failure. There may be an opportunity to re-run the event on a larger scale in the future.
- ▶ Have an idea about timescales.

Organisational structure

- ▶ Make sure that you use your human resources most efficiently. Understand your team and coorganisers. If they have specific skills such as marketing or budgeting, use their skills and explain why.
- ▶ Do not take too much on yourself. Ensure you delegate responsibility as much as possible.
- ▶ Note the key roles in your proposal and who is carrying them out.

Realistic budget

- ▶ Understand where the budget is coming from. Will it be

secured upfront from sponsors or financiers?

- ▶ If a loan is required, will income from ticket sales, food and beverage sales or merchandising be sufficient to pay the loan back?
- ▶ Outline the sources of funding and income streams in your proposal.

Available resources

- ▶ Ensure you have all the resources required for a strong event. Consider the venue, equipment, additional facilities and possible transport requirements.
- ▶ Do the best you can within budget, and prioritise essentials first.

Health and safety considerations

- ▶ Specific risk assessments must be completed in advance alongside emergency action plans to demonstrate a thorough understanding of health and safety considerations.

Theory into practice

Think back to the most recent local event that you attended. Consider its participants and spectators. Where was the event hosted? What were the prevailing conditions? Did you see any accidents or injuries during the event? How were they dealt with?

Promotional plan

- ▶ A strategy for promoting the event alongside detailed costings and predicted returns is key to ensuring that your proposal is successful.
- ▶ Your proposal should state what promotional activity you intend to do and when. This could include using local media or social media, handing out flyers or putting up posters.

Safety tip

Check out your school or college's policies and guidelines regarding putting on events.

Organisational and legislative policies and guidelines

- ▶ Each event will have separate legislative requirements. These will depend upon venue and activity.
- ▶ All events must have insurance. When running an event linked to an established, well-governed activity, there will be clear advice from the governing body on running and insuring the event.
- ▶ If the event is to attract under 18-year-olds then ensuring that **Disclosure and Barring Service (DBS) checks** are complete and in place for everyone staffing and working on the event (where appropriate) is an important consideration.

Contingency plans

- ▶ Always have a back-up plan in case things go wrong, both during the planning and the delivery stages of the event.
- ▶ Consider what happens if the weather is poor, if a member of the team is sick and cannot attend, or if more or fewer participants arrive. Ensure that you have a clearly considered response for every scenario that could arise at your event.

Ethical considerations

- ▶ Make sure that your event is accessible and welcoming to all groups. You may need to consider access for disabled persons.

Research

Choose two separate well-known sports. Identify their governing bodies. Do their governing bodies offer any support with running an event?



PAUSE POINT

Well-prepared proposals are clear and the aims and benefits obvious. What benefits are there from running an event that you might use to justify a proposal?

Hint

What considerations do you think might be hardest to explain?

Extend

Is there anything you can do to gain experience in the skills required to propose an event?

Format of the proposal

Large events may have very large proposal documents created by a team of highly skilled professionals. The proposal document shown in Figure 10.2 may help to put shape to a small-scale event in a very basic format.

EVENT PROPOSAL	
Event name	Event date
Brief description of the aims and objectives of the event	
Organisational structure	
1	Venue for the event
2	
3	
4	
Equipment required	Additional staff required (paid and volunteers)
Promotional plan	
Health and safety considerations (Provide specific risk assessments separately)	Contingency plans
Ethical considerations	Legal considerations

▶ **Figure 10.2:** An example of a template proposal document for an event

The proposal must include or be linked to a document that breaks down the financial considerations of the event. An example of this is shown in Figure 10.3.

EVENT FINANCES				
	During planning	During delivery	During wrap-up	Total
Expenditure				
Staff				
Venue				
Equipment				
Promotion and marketing				
Transport				
Catering				
Unforeseen				
TOTAL				
Income				
Ticket sales				
Sponsorship				
Merchandise				
External finance				
TOTAL				
FINAL TOTAL (Income - Expenditure)				

► **Figure 10.3:** An example of financial considerations for a proposal

Case study

Events coordinator for a regional cricket league

Tom Landy is the events coordinator for a regional cricket league. Every year, the league hosts a charity tournament over a weekend in July. The event attracts over 200 participants and 300 spectators. The charity that they support is well known and popular.

Tom's managers have set him the task of increasing the number of spectators by 20 per cent this year. Last year, they contributed £3348 to the charity. This was raised through a fee for participants, tickets for spectators, an inflatable castle for children and an ice cream stall. This year they would like to raise over £4000.

The event is always great fun and entire families come to the venue for the weekend. The weather has so far

always been kind and very hot. Tom has 6 months to plan and promote the tournament.

Check your knowledge

- 1 What health and safety considerations do you think Tom should prioritise?
- 2 Are there any planning considerations that might be more important than others?
- 3 What ways of generating further financial return might you suggest to Tom?
- 4 How do you think Tom should promote the event, remembering that he needs to make an increased financial contribution this year?

Assessment practice 10.2

B.P2

B.M2

B.D2

You are the sports coordinator for a partnership between local primary schools. You have been tasked with planning, promoting and delivering a sports event designed to get children to try new sports and spend more time outdoors.

The partnership has set you a budget of £4500 to source a venue, resources and any staff you might need. This is the first time this event has been tried and everyone is very keen for it to be successful.

It has already been decided to target Year 6 learners and the partnership chairman would like to see at least 100 participants.

Design a proposal for an inspiring and fun event. Ensure it is feasible and realistic. Present your proposal to other members of your class, explaining why it is feasible and meets the targeted aims.

After the presentation, evaluate the event proposal and make recommendations for improvements for the future.

Plan

- What boundaries do I have to work within?
- Do I understand what is being asked of me?

Do

- I have a clear understanding of what I need to achieve and how I am going to do this.
- I have researched many events and can use this research to help me develop a successful proposal.

Review

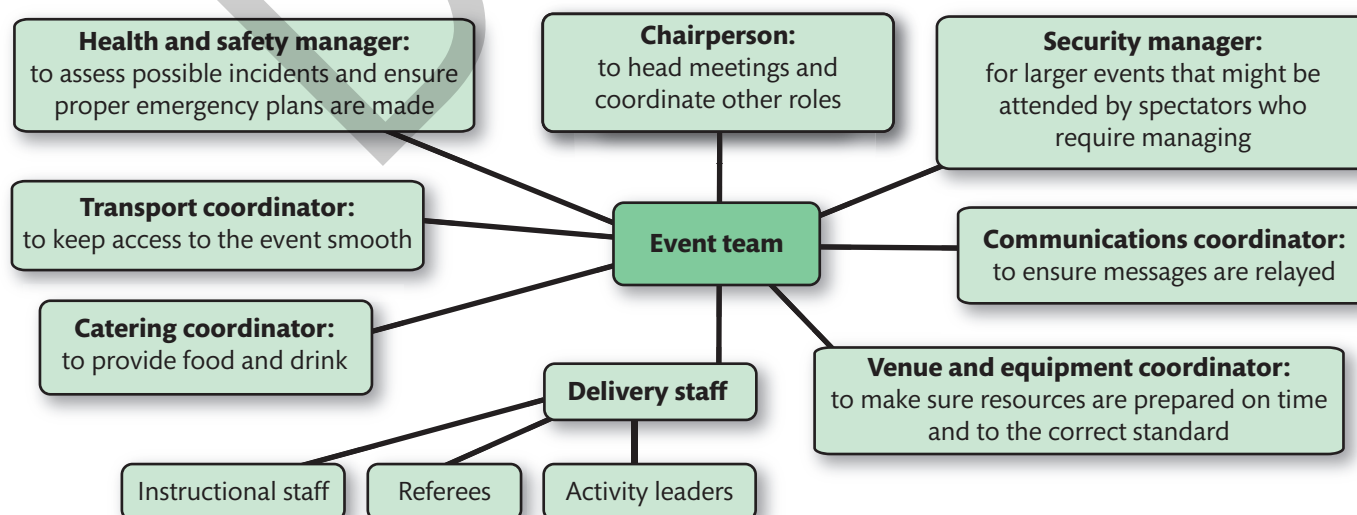
- I can identify what I did well in completing this activity.
- Next time there are a number of things that I might improve and I understand how I might implement these.

C Undertake the planning, promotion and delivery of a sports event

Planning and delivering an event relies upon the use of core skills within the event team. Although there is likely to be one person at the top of the team responsible for keeping focus, it is important every person in the team understands their role and responsibilities and how they are contributing to the event's ultimate success.

Roles and responsibilities within the event team

Actual roles and responsibilities of persons found within an event team will change depending on the scale, type and budget of the event. In many events, you will find that individuals are allocated more than one role. However, the following are some key roles and responsibilities that are likely to be found in all event teams.



► **Figure 10.4:** Key roles within an event team

Skills associated with event planning and delivery

Teamwork

All members in a team must value others' roles and responsibilities. Some roles will be busier than others at various times. Team members should be prepared to assist where needed. Rather than only focusing on their own contribution, team members should be aware of how they fit into the whole set-up and offer support to others wherever possible.

Leadership

Some members of the team may have leadership responsibilities. These people must ensure they adopt an appropriate leadership style (listed below) to motivate other members as well as keep them on task. A good leader should be approachable, flexible, passionate, energetic and lead from the front.

Discussion

In small groups, discuss the five styles of leadership listed above. Without telling the rest of the group, write on a piece of paper which style of leader you feel you are. Place the paper face down. Ask the group to discuss your style without you and vote on which sort of leader they think you are. Compare results and then follow the process for someone else in the group.

Leadership styles

- **Autocratic** – Likes to be the sole decision maker, dictates tasks and does not like to consider opposing opinions. Is very goal orientated.
- **Democratic** – Wants to share responsibility and collaborate when making decisions and is a concerned coach.
- **Laissez-faire** – Steps back and has a 'hands-off' approach, placing the emphasis on the rest of the team to make decisions. This style can lead to the lowest productivity and improvement compared with others.
- **Transformational** – Uses inspiration to encourage others to push themselves beyond what thought themselves capable of.
- **Paternalistic** – Adopts a position of complete authority but understands those they are in charge of and cares for them completely. Acts with high levels of self-discipline, kindness and moral integrity when controlling the group members.

Decision making

In all planning processes, decisions must be made. Some decisions may be quick and uncomplicated and can be made by just one member. Others may require more of the team to contribute and benefit from extra time spent ensuring the right path is taken.

Communication

Communication when organising events can be notoriously difficult to maintain. **Regular meetings** are key to successful communication and will help to ensure that progress is being made appropriately and issues are highlighted early so they may be dealt with effectively.

All meetings should have an **agenda**. Examples of agenda items could be:

- ▶ securing an appropriate event venue
- ▶ setting a date for the event
- ▶ deciding fee levels for ticket sales

Ideally, agendas should be made available to the team attending the meeting before the actual day. This will allow them to prepare appropriately and consider any agenda points. Agendas are usually decided by a **chairperson**. Often other members of the team will be given the opportunity to suggest agenda points which the chairperson will plan to discuss.

During the meeting, minutes should be kept to ensure that records are accurate and that progress between meetings can be tracked. A well-run meeting will often follow the following format and the minutes reflect the following features.

- ▶ **Attendance** – who came to the meeting.
- ▶ **Apologies** – who was unable to attend the meeting.
- ▶ **Recap of minutes from the previous meeting** – so progress can be checked and any tasks assigned in the agenda can be ticked off by the team (if complete). If a task is incomplete it may need to be re-assigned or a solution discussed.
- ▶ **Agenda discussions** – these will include an overview of agenda items, whether items were closed, whether they were assigned to a team member and a timeframe for completion.
- ▶ **Any other business (AOB)** – items that have come up after the agenda was set but need urgent attention.
- ▶ **Date, time and venue for next meeting** – these should be agreed to ensure best attendance from the event team.

Key terms

Agenda – items that need to be discussed during a meeting.

Chairperson – the person tasked with keeping a meeting focused and ensuring that all agenda items are met.

Minutes – records that are kept of each meeting.

Organisation

Some events are more complicated than others and require more organisation. However, an ability to work to timeframes, prioritise workloads and retain focus are all important factors when trying to keep organised.

Generating '**to do**' lists is a great way to keep things on track. An example of simple headings for a 'to do' list is shown in Figure 10.5.

TO DO LIST			
Task	Person assigned	Date to be completed	Date completed

► **Figure 10.5:** Example headings for a 'to do' list

Keep to the event's focus

When planning an event, it is very easy to get sidetracked. All events should focus to some degree on:

- keeping participants, spectators and staff safe
- meeting financial targets
- delivering quality.

All events should make safety a priority. However, the other two elements must be carefully and appropriately balanced.

Safety awareness

Generating risk assessments and emergency action plans is the first step to preventing incidents and accidents. However, to generate these documents and more importantly react to risks during the event, team members must understand the associated dangers.

Table 10.3 shows some examples of how dangers may change in different conditions for a local cricket match.

► **Table 10.3:** Possible dangers at a local cricket match

Air temperature	If too hot, there could be a risk of participants and spectators being sunburned, dehydrated or getting sunstroke, so water and shade need to be provided. If cold, they could suffer from a reduction in temperature instead and shelter would be required.
Rain	The grass will become slippery if there has been rain before or during the match. It might be that there is fine weather on the actual day, but due to rain a few days previously, the pitch is slippery. A pitch inspection might be required because of previous rain.
Large numbers of spectators	When some tickets are unsold and no gates prevent extra people arriving, there is always concern at local events about unexpected crowds. In the event of extra numbers, there may need to be security on standby or fences ready to be put in place.

Customer focus

All events provide a service to customers. Customers may be the participants themselves or spectators. However, members of the team must always promote the values of good customer service to all customers to ensure they have a positive experience and might want to take part in future events.

Team members should be:

- professional
- punctual
- approachable and positive
- ready to react to incidents.



PAUSE POINT

Do you feel you have strengths in any particular areas required to work within an events team?

Hint

Which roles within an events team do you feel you might be best at?

Extend

How might you go about developing the other skills which you might not possess so strongly?

Keeping to plan

Some events take years to organise and prepare for. To meet the demands of the event, it is vital that a plan is made and then kept to.

Remember that as your planning progresses, you may need to adapt your plan, adjusting it to take account of any situations that you did not foresee when you started your planning. You may need to draw up contingency plans, not just for what you might do if something happens on the day of the event, but also if something happens during the planning itself. For example, although you might have a preferred venue for the event, you might also think about a back-up venue as a contingency plan that you can put in place if necessary.

Although the final target will be delivery of the event itself, key targets should be set to keep progress on track. Remember when setting any target to keep it SMARTER.

► **Table 10.4:** SMARTER planning

Specific	Precise targets will encourage focused performance.
Measurable	A target will not work unless there is a clear way of measuring success.
Achievable	Is everything in place to encourage success? Targets will normally require resources such as support, resources or time.
Realistic	Targets should be challenging. Improvements are not made without pushing yourself. However, at the opposite end of the scale, a target that is set too high can damage motivation.
Timed	Having a starting point and finishing point will focus efforts.
Enthusiastic	When a goal has clear benefits for an individual's or team's performance, participants' motivation is likely to be far higher. Having enthusiasm about a goal is crucial for target setting.
Recordable	If they can review previous achievements or failures, team members can assess progress and, in return, more accurately develop further SMARTER targets.

There are many ways to generate a plan. One clear and visual method is by using a flow chart or diagram. Flow charts are particularly useful for giving an overview. 'To do' lists can then be used to meet each specific target.

Case study

Planning a national mountain biking event



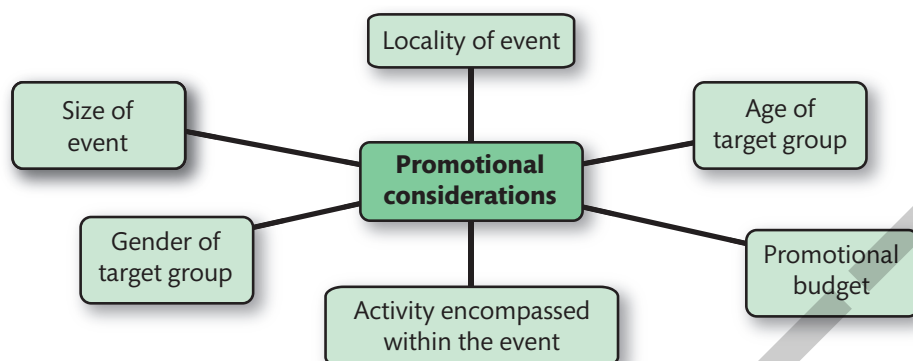
Figure 10.7 opposite is an example of a basic flow chart for planning a national mountain biking event. The event could attract high-level competitors and plenty of spectators. From this flow chart, very specific plans will be made and the event chairperson is careful to keep them SMARTER.

- 1 Would you change the order of any items in this flow chart to help you work to schedule?
- 2 Are there any key items that are not included but which should be mentioned?
- 3 What would you consider the main aim of the event to be? What would you prioritise when planning for this event?

Promotion

Promoting an event is an important part of the planning process because those who attend the event are crucial to its success. Deciding where to focus the promotion will depend on the event and where you expect your customers to come from. For example, there is no point in running a national campaign to advertise a local football competition.

Figure 10.6 shows some considerations before starting a promotional campaign. Table 10.5 shows examples of some methods to promote an event.



► **Figure 10.6:** Things to consider when promoting an event

► **Table 10.5:** Different ways of promoting an event

Promotional method	Positive	Negative
Social media	<ul style="list-style-type: none"> Potential to be seen by large numbers. Can be organised for little or no cost. A variety of presentational formats can be used including written, photographic and video. 	<ul style="list-style-type: none"> Must be targeted to ensure it reaches the right audience. Can take a large amount of time to keep momentum up and generate interest.
Magazines and newspapers	<ul style="list-style-type: none"> When appropriate publications are selected for the client base, can be very engaging. Take little time to manage other than designing adverts. 	<ul style="list-style-type: none"> Are reasonably expensive. Can have a limited client base and once you are committed, there is little room to adapt the campaign.
Pre-events	<ul style="list-style-type: none"> Small warm-up events can be very good to give a taste of the main event and generate excitement. 	<ul style="list-style-type: none"> Take time to organise. May have expenses associated with them.
Word of mouth	<ul style="list-style-type: none"> Excellent for established events or when there is already excitement for an event. 	<ul style="list-style-type: none"> Difficult to generate without other promotional techniques leading the way.
Face-to-face sales	<ul style="list-style-type: none"> A good way to express passion and energy. Help you understand the target market and can be adapted very quickly to make it more effective. 	<ul style="list-style-type: none"> Can be very time-consuming. Must be run from a venue that will attract the event's target market.
Using an ambassador or sponsor	<ul style="list-style-type: none"> Association with an ambassador or sponsor allows an event to utilise their own existing interest and image. Strong ambassadors or sponsors can generate real interest in events just by their association. 	<ul style="list-style-type: none"> Sponsors often have their own agendas. If a sponsor or ambassador has negative personal publicity, that can affect the event's publicity.



► **Figure 10.7:** A flow chart for organising a mountain biking event

Promotional contingencies

Even specialist and experienced promotions and marketing experts must be willing to adapt a campaign as it develops. You may focus the promotional campaign around one or two techniques, but if these fail or do not generate the interest that you require, you must be prepared to try alternative methods. It is advisable to always allow for additional budget in case promotion does not go as well as expected.

Ultimately, it will be the participants attracted to an event who will be the mark of whether promotion was successful. For events which pre-sell tickets, there is an early indication of whether promotion is working. If pre-sales indicate lower numbers than required, either you will have to place additional resources on promotion or re-organise to target the right groups.

- ▶ If budget is no problem, then additional pre-events might increase the interest.
- ▶ Asking supporting business and ambassadors to assist with promotion can be a cost-effective way of pushing promotion, especially if they have a vested interest in its success.
- ▶ Creating home-made, short videos and placing them on social media is a good way of generating exposure with a limited budget.
- ▶ In the end, the more coverage an event has, the more likely it is to hit target numbers. It may be that the key to it is simply increasing the presence of the event across all media streams.

II PAUSE POINT

Think about the ways in which it is possible to promote an event.

Hint

Close the book and write a list of ways to promote – you only have three minutes.

Extend

Give each technique a score out of three (one being the best) for affordability and effectiveness.

Assessment practice 10.3

C.P3

C.P4

C.M3

Imagine that you are working at a school or college in a sports department. Your department has been tasked with running a special sports event to try to encourage learners to become more active.

The event can take any form but must be designed to take place within an enrichment afternoon. There is no budget assigned to this event. However, you will have access to the school or college's well-stocked sports centre. You also have a team of sports learners who are keen to volunteer in running the event to get useful experience.

The event must be exciting, fun and, most importantly, inspire participants to play more sport.

As part of a team plan, promote and deliver a sports event. Make sure that you exhibit all the core skills required when working on the event. Manage key decisions effectively so that the event runs smoothly, safely and is a success.

Plan

- What is the purpose of this assessment activity?
- What strengths do I think I will bring to this activity and what might I find more demanding?

Do

- I know what I must do to contribute to this task.
- I am confident in my team and we have clear communication between us.

Review

- I can identify what we did well as a team and how we might improve in the future.
- I can explain how I contributed to the event individually and what I feel I might need to practise.

D

Review the planning, promotion and delivery of a sports event and reflect on your own performance

Reviewing the planning, promotion and delivery of an event is an important part of the process. Many successful events are repeated – understanding their strengths and weaknesses enables you to adapt planning for future events and implement improvements.

When conducting reviews, the overall team's performance should be considered, as well as your own personal contribution to the event.

Gathering feedback

In order to accurately review the performance of an event, you must collate feedback. Feedback can be of two main types.

- ▶ **Qualitative** – feedback based on words and opinions. For example, a spectator may tell you they thought that the competition was really well run, but that the catering facilities were poor.
- ▶ **Quantitative** – feedback that uses actual data to assess performance. For example, if an event had set a target of 220 participants but actually attracted 239, you know it over achieved by 8%.
- ▶ Both types of feedback are valuable, and to conduct a thorough review, both types should be collected.
- ▶ Feedback can be collected at various stages of an event. Naturally, much feedback will be gathered at the end, that is, the final data and thoughts that will allow improvements to be made for future events. This is known as **summative feedback**.
- ▶ When feedback is collected during the organisation or during an event, it is known as **formative feedback**. This type of feedback is useful for giving organisers the opportunity to react to comments, making changes and improvements where possible.
- ▶ Table 10.6 shows different ways of collecting feedback.

▶ **Table 10.6:** Different ways of collecting feedback

Feedback method	Description
Witness statements	A written statement from someone who observed the event discussing positives and areas for improvement.
Interviews	Interviews may be conducted by phone or face to face. To give them focus, it is useful to have bullet points listing the information you are interested to hear about.
Questionnaires and surveys	A series of focused questions presented in written format or online. Some questionnaires may ask for short written statements. However, in order to encourage people to actually complete them, most use tick boxes allowing people to work through them quickly. They are sometimes completed during or straight after the event if time allows. Many are sent out by post or email after the event is completed.
Observation forms	Anyone can complete an observation form. However, they are most useful when completed by an industry expert. Observation forms are completed during observation to ensure they are most accurate. As they are often completed by expert, they tend to pick up subtle areas for improvements or positive features that might otherwise be missed.
Comment cards	Comment cards are a good way of collecting anonymous feedback. They are usually completed at the event and then posted into a comment box. Often comment cards do not ask for personal details which means feedback may be more honest.
Satisfaction buttons	Although still relatively rare due to the expense of setting them up, computerised satisfaction buttons allowing you to quickly and anonymously rate your satisfaction of an event as excellent, good, average or poor are great ways of getting quick feedback from large numbers of people.



PAUSE POINT

Can you explain the difference between qualitative and quantitative feedback?

Hint

What types of feedback have you experienced?

Extend

Which three types do you think are most useful? Explain why you have chosen these types.

Figure 10.8 shows an example of a brief questionnaire used to gather feedback after a hockey training camp.

FEEDBACK FORM				
Please rate the experience you had on this weekend's hockey training camp by ticking the most relevant circle and adding comments.				
	Excellent	Good	Average	Poor
Accommodation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Structure of lessons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionalism of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall satisfaction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any other comments				

► **Figure 10.8:** An example of a feedback questionnaire

When analysing feedback, you must ensure you link any reflection to the event's original aims and objectives.

- Were target numbers of participants and spectators achieved?
- Were timescales and deadlines met and kept to?
- Was the venue fit for the task and facilities up to standard?
- Was the event delivered within budget?
- Was the target profit made from the event?
- Was the event viewed in a positive light and is there demand for further events?
- Were there any health and safety issues?
- Were any contingency plans used or adaptations made to the plan?
- Is there a legacy from the event?

Reflecting on your personal performance

Reflecting on your own personal performance after running an event is an important part of the process. This is how you identify your strengths (things you would repeat next time) and weaknesses (things you would eliminate, adapt or improve upon).

Responsibilities

It is probable that you had a specific role during the organising and delivery of the event, and you should assess your performance in this role. Every role in an event will have its own specific responsibilities. It is important that you understand your role and its responsibilities, and exactly what was expected of you. Here are some examples of typical roles in an event.

- The chairperson is required to ensure everybody is coordinated and that targets are met.
- The health and safety officer is required to write risk assessments effectively and manage incident planning.
- Activity delivery staff are required to plan and deliver core activities to meet the event's aims and objectives.

All these roles are different. However, they all involve transferable skills such as teamwork, flexibility and communication.

There are also the core aims of the event which are everyone's duty to promote and manage. You should assess how well you did this. The core aims of an event are likely to include:

- ▶ maintaining a safe environment
- ▶ maintaining an ethical environment
- ▶ promoting environmental consideration
- ▶ keeping to budget
- ▶ maintaining high levels of customer service
- ▶ using every opportunity to promote the event in a positive light.

Skills

Many of the skills for an individual associated with successfully delivering an event are highly transferable. Core transferable skills include:

- ▶ teamwork
- ▶ communication
- ▶ adaptability
- ▶ energy
- ▶ decisiveness
- ▶ motivation
- ▶ decision making
- ▶ leadership where appropriate

All these skills and more can and should be used in day-to-day life; however, within an event setting they are essential. It is important that you know the skills that you may have been expected to demonstrate in your role during the event.

Assessing your personal performance

- ▶ It is vital that you understand the link between the various roles in event management and their associated skills. When reflecting on your own performance, it might be useful to use the following questions to structure your thoughts.
- ▶ **What was your role in the event?** Consider both your primary function and any additional core duties that were necessary for the event's success.
- ▶ **How did you perform against the 'job description' for that role?** What skills were associated with your functions in the event team and did you display them? Analyse both personal thoughts as well as feedback from participants and peers to help you identify both strengths and weaknesses.
- ▶ **How can I improve my performance for future events?** Once you have identified areas for improvement or weaknesses, consider ways that you might improve your own performance next time. This could be by getting further experience by volunteering or working at other events, shadowing experienced event staff or by seeking further training.

When assessing our own performance, a useful tool is a **SWOT** analysis. A SWOT analysis is a written document that should start with a brief summary of what you wanted to achieve and then use the following headings.

- ▶ **Strengths** – The positive elements of our performance within our role should be recognised so that they might be used again in the future.
- ▶ **Weaknesses** – No matter how minor, areas for improvement should be highlighted so that they might be eliminated from subsequent performance.
- ▶ **Opportunities** – Change is an important part of the development process. Opportunities to learn new techniques, develop resources or practise skills should be identified and pursued.

Theory into practice

Gaining experience is the best way of developing the skills needed for the work in the events industry. Try and find an event to volunteer at. Shadow someone working there. What are their role and their responsibilities? Did they have to do anything that you might not have expected as part of the event process? What core skills do you think they needed to fulfil this role?

Key term

SWOT – Strengths, Weaknesses, Opportunities, Threats.

- **Threats** – Elements that might prevent success are varied. They might be time constraints or access to appropriate resources. However, they should be identified so that solutions can be found wherever possible.

II PAUSE POINT

Reviewing an event is an important exercise for identifying both strengths and areas for improvement for the future.

Hint

List five ways of gathering information on how participants and/or spectators might have found an event.

Extend

What core aims of an event should you use to judge personal performance?

Assessment practice 10.4

D.P5

D.P6

D.M4

CD.D3

During the last assessment activity, you were tasked with planning, promoting and delivering a sports event for a school or college.

Analyse how successful this event was and what strengths it had, as well as what areas for improvement there were. Make sure that you look at both the performance of the team and your personal performance in the analysis.

Evaluate your thoughts, justifying both highlighted strengths and areas for improvement.

Plan

- Did I ensure I completed the previous task?
- Do I understand how to gather feedback to help my evaluation?

Do

- I have identified the most effective way of gathering feedback.
- I have a range of feedback to work from as well as my own thoughts and observations.

Review

- I can explain why this task is an important part of my development.
- I can explain how I might approach this task differently next time.

Further reading and resources

Capell, Laura (2013) *Event Management for Dummies*, Chichester: John Wiley & Sons.
Masterman, Guy (2009) *Strategic Sports Event Management*, London: Routledge.
Supovitz, Frank and Goldwater, Robert (2013) *The Sports Event Management and Marketing Playbook 2nd Edition*, John Wiley & Sons.

THINK ▶ FUTURE



Gary Peterson
Charity volleyball
tournament
chairman

The charity that I work for has been running an annual fundraising event for 12 years. Every year it gets bigger and more popular. We invite local businesses to enter teams for the tournament and charge a fee for participation. Last year, we had 36 teams enter and this year we would like to have over 40.

We have a number of local sponsors who help finance logistics and assist with advertising the event. During the event, we have bands playing, a BBQ and plenty of refreshments for spectators and participants to buy. We have worked very hard to ensure there is a great atmosphere at our tournament. Many teams come back every year and it is a real highlight in our local calendar.

My day-to-day role for the charity is head of marketing and so managing the volleyball event is something that I must fit in around my other commitments. I didn't really have any sports event management experience before we started this project so I have had to learn fast. Luckily, I have played plenty of sports in my life and managed fêtes and charity auctions in my last role. I've acquired lots of transferable skills in managing our tournament, such as teamwork, communication and motivation.

Focusing your skills

Prioritising safety

When running a sports event, there are many things that can go wrong and lots of ways people might get injured.

- What documents must be created to help manage safety?
- What are common ways in which participants in sports might become injured?
- When working on a busy event, what could you do to help control people and how they move around the event site?
- In the event of a serious incident, what would the priorities be for event staff?

Ensuring success

If no one attends an event or no one has a good time, then the event can only be classed as a failure.

- What tools are there that you can use to promote events effectively and cheaply?
- How would you make sure that you generate a positive and exciting atmosphere at an event?
- What core skills would you expect team members working with you on an event to possess to help organise a success?

Getting ready for assessment



Andre is working towards his BTEC National Extended Diploma in Sport. He has been looking forward to the sports event unit as he knows there is plenty of opportunity to practise real skills and work in a team.

Andre has the assignment brief for learning aim C. His tutor has asked them to attract children from local primary schools to attend his college for a one-off event in one month's time. He and four other members of his class must plan and deliver an event for up to 65 children aged 8 to 10 years old. The aim of the event is to encourage teamwork among the youngsters. The event is to last three hours and the college is able to supply a wide range of sports equipment.

Andre discusses his experiences below.

How I got started

Working on a project as part of a team immediately gave us some challenges. We all had different ideas and it was hard to make any decisions. Eventually we decided to elect a chairperson to oversee things and make sure that everyone had opportunity to speak. In the end, we had three good ideas and so we took a vote to decide which were the best.

We looked at our event and decided what jobs needed to be done. We tried to allocate jobs evenly so that we all had a fair amount of work to do. Each of us wrote a 'to do' list and gave ourselves specific timescales on when each task should be completed. We decided to meet up three times a week to check how we were all progressing and make sure we didn't need to adapt our plan.

How I brought it all together

We booked meetings to go and see teachers in the local primary schools. Molly is the best one of us at doing presentations and so we voted for her to talk to the teachers. To give them a taste of our event, we ran very brief team challenges for their classes. We kept the challenges really short and made sure we gave them lots of energy. In the end, we managed to get three schools to send learners to our event.

Because of the time of year, we decided to run the event indoors, so we booked the college sports hall. We wanted to keep the event as energetic and high paced as possible and so we decided to run a rotation of four activities. This also allowed us to split the ability groups.

We prepared a presentation to welcome all the learners and really reinforce the aim of the event, which was 'teamwork'. We had some good video clips from the Internet lined up to show them of inspirational team players.

What I learned from the experience

We left a lot of the preparation until the day before the event. Some of the equipment that we thought we would have access to was not there and we had to come up with an on-the-spot contingency. If we had taken stock of our resources much earlier in the process, we would not have had such a last-minute panic.

Within our small team, two of us were much more vocal than the others. It was our ideas that really shaped the event. Although we were really pleased with the outcome and feedback, I think that we could have spent more time listening to the rest of the group. They had some good ideas but we didn't get to hear them until we were too far into the process to make massive changes.

Think about it

- ▶ Do you have a clear plan and are you sure that you have assessed all options and your plan meets the aims of the event?
- ▶ Does everyone in your team know what their roles are? Has workload been evenly distributed?
- ▶ Are you able to evidence your thinking with clear notes and explanations on your decision making?