



UNIVERSITY OF
CAMBRIDGE

Sports Service

Events@Sport



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Introduction

University of Cambridge Sports Clubs organise a range of different events each year at University, College or community venues. Such event may include BUCS events, Varsity Matches or regional/national tournaments. This document is based on Sport England's "Running Sports: Managing Events Guide" and aims to provide an overview of the key principles that should be applied when planning an event.

There are three stages to successfully managing events:

- A. Plan
- B. Deliver
- C. Review

The following sections provide some guidance on items to consider when running an event but it is by no means an exhaustive list. Clubs should note that not every item will be relevant to every club, so each club needs to ensure that it considers the event and sporting requirements that are specific to their event.

The National Governing Body of each sport may have a range of resources to help with the planning and delivery of events. Should clubs require further guidance, the Sports Service can offer support to clubs in every stage of organising events.

Whilst much of this guidance is written for running sporting events, clubs should also take it into account when running other events such as Club Dinners, Open Days etc.

A. Plan

Pre-planning and assessing viability

Before making the commitment to host and manage an event, there are considerations and decisions that should be made. The questions that should be posed and answered at this stage - almost universally - relate to viability. Questions of viability, the answers to which will be guided by the defined aims and objectives of the event, range from an initial assessment as to whether it is at all viable to host the event, through to the viability of changing the format, venue, financial basis or other elements from previous events. As such, questioning viability is pertinent even in the case of events where the need to plan and manage the event is pre-defined, such as Varsity matches, and the aims and objectives of the event need to be defined, agreed and documented at this stage.

Reviews of previous similar events, considerable stakeholder input and expert advice are all of significant importance at this stage. Clubs must also consider issues beyond their own interest as early as possible. Whilst it may be desirable for a club to host a BUCS competition there may also be a number of reasons in the wider context of sport at the University that make it far less viable than the club may consider. Any potential involvement in all such events must be communicated to the Sports Service as early as possible (and absolutely before making any commitments) in order to seek permission to move forward with any plans.

There is no set format to follow when considering the viability of an event. Generally, a well-managed meeting (i.e. an agenda, an appropriate individual taking the role of Chairperson and accurate recording of discussions, decisions and actions) with all stakeholders

appropriately represented will be the best method of undertaking this stage in the process and will set up the rest of the planning stage.

Members of club Committees should also consider the time commitments – often in pressurised situations – that are needed to successfully manage events, and ensure that they have ‘buy in’ from all individuals who are likely to need to make such commitments.

Early engagement with the Club’s Senior Treasurer is also key. Senior Treasurers will be able to discuss what direct involvement they wish to have in the planning of the event or what key information or updates they wish to receive throughout the process. Senior Treasurers may also have a wealth of experience and can provide invaluable guidance when delivering longstanding annual events such as Varsity or when considering new events.

The club needs to consider very carefully the financial viability of the event. To do this, the club needs to set a budget that clearly identifies the cost of running the event against existing funds, sponsorship and potential income sources. The budget will be based on an estimate initially but it is essential for the club to confirm actual figures as soon as possible, and continue to review expenditure against the budget as the planning process progresses to ensure that the event remains financially viable. Again, the Senior Treasurer should be involved in any discussions involving budgeting for an event.

If the intention is for the club to achieve a profit from the event, it is important to be clear with all those involved from the outset where these funds will be allocated e.g. running expenses, capital or small projects, equipment or a charity.

An example budget sheet can be found in [Appendix 1](#).

Once the initial viability of the event has been agreed, it should remain under review throughout the planning stage as and when circumstances change.

Key Considerations

The table below should give a general overview of the issues that will need to be considered and managed in planning the event. It is not exhaustive and needs of individuals sports are not considered, so Clubs should also look to identify other considerations.

<p>Why are you running the event?</p>	<ul style="list-style-type: none"> • What is the purpose of the event? • Does it meet the aims and objectives of the club? • How will it benefit the club? Finance, publicity, alumni relations, fundraising etc. • Consider event history. <ul style="list-style-type: none"> ○ What elements of prior events can be improved? ○ What traditional elements of events should be celebrated and continued and what may no longer be pertinent, relevant or appropriate? ○ What new innovations could be added to improve previous events.
<p>Who needs to be involved in planning and</p>	<ul style="list-style-type: none"> • Who are the event stakeholders? • Should there be a specific organising committee and who should be a part of that?

managing the event?	<ul style="list-style-type: none"> • What areas of expertise and qualified individuals does the club have and what might need to be sourced from outside the club? • What officials and volunteer needs are there?
When will the event be held?	<ul style="list-style-type: none"> • How will your event fit in with the term/academic schedule? • Are there stipulations about when the event must be held? • Do different stakeholders have different timescales and stipulations with regard to dates? • Will your event clash with any other University or local events, BUCS or league competitions? • Do you have sufficient time to organise the event?
Where will the event be held?	<ul style="list-style-type: none"> • What facilities and equipment do you require for the event? • Which venue(s) can provide the necessary space and equipment? • Can the venue(s) safely and effectively accommodate the participants as well as the expected spectators and guests? • Do you have established relationships in place with facility providers and are they experienced in hosting similar events? • Does it have adequate accessible facilities? • What availability is there at prospective venues? • What is the cost of the venue and can the club afford it? • What procedures and policies do the facilities have which may affect how you manage the event? • Traditional vs. practical venue? • Is the venue suitable for all weather conditions? Do you need a back-up?

Organisation and Management

There is no fixed governance model for organising an event. Some clubs have established an independent company, others use voluntary alumni or senior committees, joint committees with Oxford or rely on the individual student club committee.

Once the key people have been identified, an event committee should be established. The Committee should be led by an appropriate Event Manager/Coordinator. The person taking on this role should be able to:

- Communicate effectively with people at all levels;
- Be able to delegate effectively and monitor workload;
- Motivate other committee members;
- Meet deadline and encourage others to do so; and
- Keep accurate records.

It is important that the Event Manager/Coordinator is not overloaded but is supported by a pro-active committee amongst whom the burden of responsibility can be shared more effectively. This is particularly important for the wellbeing of students, as they also have academic and playing responsibilities to manage as well. It is also essential that

consideration be given to succession planning so that good practice can be shared with future organisers.

The Event Committee should:

1. Meet regularly to ensure that all aspects of the event are planned effectively and in a timely manner. The number of meetings needed will depend on the nature and complexity of the event.
2. Have a clear set purpose and agenda for every meeting.
3. Have a documented action plan with clearly defined timeframes and responsibilities.
4. Keeping records of the meetings and regularly update the action plan and budget details.
5. Continually review the viability of the event.

It is essential that the roles and responsibilities of committee members (and other stakeholders) are clearly defined. The table below gives an example of specific responsibilities will exist and how they may be assigned.

Please note:

1. Some responsibilities are listed in multiple management areas and consideration would need to be given as to where these should be placed.
2. The order in which they are presented is not an order of importance.
3. Communication between people managing different responsibilities will be needed and no area exists in isolation.

Management Area	Responsibilities might include:-
FACILITIES	Booking and communication with venue, legal restrictions, spectator management, car parking, catering, disabled access, toilets, changing areas, reception/registration desk, information points, lost children point, First Aid/medical area, lost property, security, telephones, venue management, staff and volunteer facilities, contingency planning.
EQUIPMENT	Chairs and tables, directional signs, display boards, fire extinguishers, First Aid kits, public address system, radios, scoreboards and timing systems, seating, video, sports equipment (rackets, balls, posts, goals) traffic/pedestrian barriers, court/pitch markings.
ADMINISTRATION AND FINANCE	Event budget, income and expenditure, contingency planning, application/entry forms, procedures and policies, licensing, code of conduct, VIP list, complimentary tickets, insurance, meeting schedule – dates, structure, production of minutes and records, printing programmes, results, registration, rules of individual sports, telephones/emails, post-event evaluation.
STAFF/VOLUNTEERS	Announcers, attendants, bar/catering staff, caretakers, car park attendants, cleaners, officials (plus reserves), photographer, receptionists, safety staff/lifeguards, security staff, speakers, staff (general) stewards, volunteers, uniforms, refreshments,

	accommodation, transport, training/briefing sessions, pay/expenses.
SUPPORT SERVICES & TRANSPORT	Bar and catering, clubs/partners/National Governing Bodies, emergency services, lost property, lost children, First Aid support. Public transport, teams' transport, staff transport, pool cars and drivers, arrival/departure arrangements, airport/railway pick-ups.
HEALTH AND SAFETY	Risk assessments, emergency planning, First Aid provision, licensing and insurance. Clubs should refer to the Sports Service "Safety@Sport" document for further guidance in this area, contingency planning.
MARKETING AND PROMOTION	Publicity timetable, branding, poster/banner sites, media coverage (including website and social media). Liaison with the Sports Service and University Communications Office.
MEDAL CEREMONIES & TRADITIONS	Medal ceremonies, medals, commentators/announcers, player of the match, 'Thank you' gifts for committees or VIPS. Post Varsity – Blues, Half-Blue and Club Colour awards
POST-EVENT CLEAR UP	Closing the event, dismantling equipment, storage and return of equipment, cleaning, refuse collection.

Facilities

- The correct choice of venue is key in managing a successful event and will have an impact on all aspects of your event.
- It's important that you should consider all possible venues and their respective pros and cons – as early as possible in the planning process.
- It may be that your venue is already decided for you, but this should not mean that facility issues are not reviewed – can you learn lessons from previous events at the same venue? Are there any additional elements of the event that you would like, or need, to change? Has anything about the venue changed since it was last used?
- Communication with your venue should be clear, accurate, concise and is best undertaken by as few as people as possible. Be clear in your events plans as to who is the main person responsible for communicating with your venue.
- Make sure that you are fully aware of the facility's rules and regulations, as well as any external regulations that may be relevant.
- Ensure that your booking of the facility includes all of the elements of the facility and associated services that you need.
- Obtain site/facility plans, these will be helpful in your planning and for any staff/volunteers on the day(s) of the event.

- Spectator Management is a key element of a sporting event, even when you are not expecting large numbers of attendees - do not assume that you don't need to plan when there will only be small numbers.
- If your event is at a larger venue with larger numbers of spectators, make sure that you obtain information from the venue with regard to their protocols and requirements for spectator management.
- Ensure that the associated facilities (toilets, car parking...) are appropriate for both the spectator numbers and profile of attendees.
- Think about how you will segregate the participants from spectators during the day in terms of changing and toilet facilities, circulation spaces and in the competition area. This should be included in the event plan and risk assessment. Most National Governing Bodies will have guidance where spectators should be situated in relation to the area of play.
- Where needed, put in place an appropriate ticket allocation/purchase mechanism to control numbers on site, but remember that such a system will require staff/volunteers to manage properly on the day(s) of the event.
- Publish a Spectator Code of Conduct as part of the ticket allocation process, including an alcohol policy where appropriate, and ensure that these are clearly displayed on the day. Many National Governing Bodies have Codes of Conduct for all those involved in the sport, whether participants or spectators.

Equipment

- Consider all of your sports equipment needs, as well as the requirements and regulations for all of the equipment. This should normally be as simple as drawing up a thorough list.
- It is not uncommon for a club to borrow equipment from other clubs or facilities to deliver an event. It is essential that any equipment that you use for an events has been well maintained, has the appropriate safety certification and has been inspected in line with sporting or statutory requirements. The Club should understand that it is highly likely to be considered legally responsible for equipment during the period for which it is loaned and as such the club needs to be able to demonstrate that it has taken all necessary actions to ensure the equipment is appropriate and safe, as well as ensuring that it insured for use.
- Ensure that non-sporting equipment is also considered and procured from an appropriate source. Individuals responsible must understand and consider the terms and conditions under which equipment is hired.

Administration and Finance

- Once you have set your initial budgets' these should be kept under constant review during the planning process and updated and/or adjusted as necessary.
- Clubs have historically been successful in achieving sponsorship from kit and equipment suppliers and/or local and national businesses for events. When looking for sponsors, or when approached by sponsors, clubs should also take into account ethical considerations related to potential sponsors and whether an association with a particular individual or organisation could present a reputational risk to the Club or University. For the avoidance of doubt, advice should always be sought from the Club Senior Treasurer and Director of Sport before entering into sponsorship agreements.

- If you have event sponsors, clubs must consider carefully any contractual terms and what it could be committing itself, or by extension, the University, to deliver – before you finalise the agreement. Sponsorship agreements must be documented.
- Event Committees should liaise with venues on the management of any legal restrictions and/or licensing requirements. Potential licences that may be required include;
 - [Entertainment](#) – including music, dancing and public performances
 - [Alcohol](#) – if you are intending to sell or supply alcohol at the event
 - [Distributing Leaflets](#) – in certain areas you may be required to obtain permission
 - You may also need to consider applying for a [Temporary Events Notice \(TEN\)](#) if you want to carry out a 'licensable activity' on unlicensed premises in England or Wales.
 - If you are planning to handle/prepare/store/serve food, you should always follow guidance issued by the [Food Standards Agency](#) (FSA), and also check if you are required to register.
- Contingency Planning is an important, and oft overlooked, element of planning an event. Even the best-laid plans can go wrong, maybe because of something that has been overlooked or something that is beyond everyone's control. Your Event Committee should hold a session specifically to identify possible problems and develop contingency plans you may need to implement. Event planners will need to ask and answer the following questions:
 - What will we do if the weather forecast is problematic?
 - What if participants, VIPs, officials or spectators aren't there on time?
 - What if there aren't enough officials on the day?
 - What if more spectators than anticipated turn up to watch?
 - What if there is an accident?
 - What if there is a problem with the facility or equipment close to the event date(s)?
- Your contingency plans will need to include who is responsible for dealing with specific problems if they should arise. These people will need to be able to act quickly and calmly to analyse and deal with the situation.
- Ensure that your planning of events, minutes of meetings and records of decisions are all recorded properly, this will be important in the post event review stage and in dealing with any issues that may arise.

Staffing and Volunteers

- As with equipment, draw up a thorough list of roles that you will need on the day of your event and identify who may fill these roles. It is best to work first with positions and then with individuals to fill them, as opposed to 'shoehorning' individuals into roles which may not suit them.
- Consider who will lead the staff and volunteers on the day of the event and how this is will be communicated to those involved. Depending on the size of the event, you may need to appoint multiple team leaders but there should ultimately be one person with ultimate responsibility for event delivery. That individual should be appropriately experienced and qualified.

- Appoint deputies to roles wherever possible, with an eye on developing future leaders.
- Ensure that you have appropriate channels of communication with all staff and volunteers, before during and after the event.
- Be clear about the expectations of individuals undertaking all roles, draw up brief job descriptions and ensure that these are communicated with the individuals undertaking the roles.
- Being involved in effectively managing the event is likely to require a degree of separation from taking part in the event. Appointing the team captain to oversee the operation of the Varsity match is unlikely to be an effective solution. Similarly, those managing an event should not be consuming alcohol.
- Understand that if you have specific roles that require expertise and/or significant commitment that you may have a moral responsibility to compensate those individuals, over and above the thanks that you would always offer.
- Management of an event may include management of contractors, one example being security staff. This will involve pre event briefings, consistent communications during the event and a post event review.

Support Services and Transport

- Consider you may be able to better able to deliver an event if you work in partnership with other clubs or organisations. Do not be driven by a desire to host an event that may be beyond your capabilities when there are others able to support your event. As with sponsorship, clubs should also take into account ethical considerations related to potential partner and whether an association with a particular individual or organisation could present a reputational risk to the Club or University.
- Make use of partnerships already in place – for example the University Sports Service works with specific transport companies and kit suppliers. This can save time and money, since the organisations will already have been vetted, are likely to be experienced in student-led events and there may be a financially beneficial relationship in place.
- Use reputable and appropriately registered suppliers to provide your support services. For example, catering suppliers should be registered with their local enforcement body and provide suitably qualified staff.

Health and Safety

- Managing the safety of all of those involved in your event (participant/spectator/staff/volunteer, spectator) must to be a core guiding principle throughout the planning process across all management areas.
- All events are likely to have specific elements that will be over and above your normal activity and should therefore have a specific risk assessment.
- Your risk assessment should form part of your Event Safety Plan. There is no set template for such a plan and much of the content will dependent on your host facility. Contact the Sports Service Safety and Compliance Officer (details at the end of the document) for support in writing your Safety Plan.
- All staff, volunteers and contractors must read and understand the Event Safety Plan and understand their role in its delivery.
- The event safety Plan must contain details of Emergency Procedures to be followed in the event of an incident. Again, much of the details will depend on the host facility.

- Consider medical requirements for participants and all others involved. Qualified and well-equipped first aiders are likely to be the minimum requirement. A number of sports have clear requirements when it comes to medical support and doctors. Clubs should check with their National Governing Body/competition regulations to determine if and when there is a requirement to have a doctor for training, pre-competition assessments or competitions. NGBs may also have requirements and guidance on first aid provision.
- Consider how you need to communicate safety to all those attending the event, do you potentially need to be able to make announcements and how will these be made. Ensure that you have considered and prepared signage for the day of the event in advance.
- Report any accidents that occur during sports club events should be reported to the Sports Service via the [online Accident Form](#). If there is a significant incident or major accident during an event run by University sports clubs, even if it is not on a University site, it is very important that the club contact the Sports Service as soon as possible for guidance and support.
- Any sporting event will require insurance, most likely above and beyond what is in place for the club as standard. This could include: accident, cancellation and public liability, property loss or damage, etc. This is an extremely important area of event planning. You will need to:
 - Check what type of insurance cover is required;
 - Confirm who is responsible for providing insurance cover i.e. your club/organisation, the venue owners or the suppliers (e.g. the hot food supply on the day); and
 - Store a copy of the policy, and any accident forms, for a period of time following the event in case a claim arises at a later date (adults have three years to make a claim for negligence, and under 18s have until their 18th birthday plus three years).
 - Always check your insurance details thoroughly and seek written copies of other parties' insurance details who will be on the site as a part of your event.
- University sports clubs should not normally run events specifically for children. They may well have children present in the audience of an event, if this is likely to have then sufficient safeguarding practices should be in place. Sports clubs are advised to speak to the Sports Service early in the process to discuss the event and safeguarding requirements.

Marketing and Promotion

- Some sports events may provide the opportunity to generate income through participants and spectators. As with other aspects of event planning, it is important to allocate enough time and resources to plan and distribute publicity effectively. When appointing a person to co-ordinate this area, look for someone with experience in marketing and promotions.
- Promotion of the event should be done in accordance with the Club's social media policy and also using the guidance published by the Sports Service.
- The Sports Service is able to assist registered clubs with promoting and reporting on events via the University of Cambridge Sport website and social media channels.
- In conjunction with Oxford University Sport, work has progressed on a joint Varsity website. This will become the central website for fixtures and results for all our Clubs.

- Consider engagement with alumni early in the process of organising relevant events, particularly the Varsity match. Continued engagement is valued by alumni and they often are able to give on-going support to the club. A common mistake is to leave contacting alumni too late for them to attend the event. An early 'save the date' correspondence is particularly helpful for alumni.
- Some clubs organise 'Old Boys' and 'Old Girls' matches as part of their Varsity Day. Clubs need to ensure that any alumni participating in a club sporting event are aware of their status and understand the position in respect of their insurance cover.
- A quick starting point when it comes to planning the promotion of your event is to consider the 7p's Marketing Mix.
 1. Product – What exactly are you going to sell? Will your ticket include the main event only or will there be additional value in the form of warm up matches, audience participation, competitions etc.
 2. Price – How much is your product worth? Consider a price that aligns with the product value. Sometimes it's better to sell more tickets at a lower cost. Not only will your revenue increase, but your atmosphere and home advantage is likely to be increased.
 3. Place – Where are you going to sell your product? Who is your audience and where is the most suitable platform to reach them? Most people expect to be able to purchase tickets online. You will need a solution that is able to easily track sales and monitor stock to ensure you do not sell past capacity.
 4. Promotion – Who are your audiences and what offer or message will appeal to them the most? Will you offer an early bird discount? Group discounts? Anything that could encourage people to commit to buying their ticket early. You should take into consideration that any revenue collected in advance may need to be returned should your event be cancelled.
 5. People – Think about the people involved in the process of buying tickets and delivering the event. You need any volunteers to be knowledgeable, helpful and well prepared through training and inductions. This will help make your event a good experience for all those attending.
 6. Process – KISS – Keep it Simple Stupid! You want the whole process starting from finding information on the event, to buying the ticket, to queuing to get in, to leaving, to be as simple and as straightforward as possible. Spend some time here on simplifying the processes.
 7. Physical Evidence – People like to get something for their money. This could be in the form of a physical ticket you make available for collection or simply a confirmation email. The important thing here is to provide them some physical proof of purchase.

Medals, Ceremonies and Traditions

- Ensure that you procure all the necessary trophies, medals and mementos well in advance of the event.
- Consider officials and support staff for teams and participants in your calculations when you consider how many items you need to purchase.
- It is easy to overspend and underspend on medals, plan and consider options – as well as experience from other events – in selecting the appropriate hardware.
- Plan the post event ceremonies clearly, ensure that all equipment, location and announcement items are planned effectively.

- Brief VIPs and those awarding medals in advance of ceremony. It will be apparent to all of those present whether the ceremony has been planned well and this is usually the last point of the event where you can give people with a positive impression of your club.

Post Event

- You must have plans for how to end the event and tidy up. How you leave the facility will have an influence on the Club's reputation and the reputation of the wider University.
- A common mistake is to underestimate the number of people needed to properly clear up after an event and/or over reliance on volunteers to stay. Make sure that people are aware of their responsibilities at the end of the event.
- Liaise and work with facility staff, they will recognise your efforts and work with you if it is clear that you have planned the clear up operation and are making effort to make their job easier.
- Conduct initial reviews with contractors and volunteers while the event is fresh in the memory, make notes and use these in the full review of the event to take place (see Section C, below).

B. Deliver

Event Briefing – Before the Day

It is essential that everyone involved in the running of your event knows exactly what they have to do on the day itself. If you have identified some training needs, for example, emergency action plan, you must programme these training sessions well in advance of the actual event. You will need to hold briefing sessions for the event either a day or two before, on the day itself, or both; this may involve a verbal briefing.

Documents for Event Organisers and Volunteers

It is important to provide the Event Safety Plan, along with written notes and task sheets to all those involved in running the event. This might include information on:

- The event programme and timings
- A map of key areas
- Roles and responsibilities
- Key contact information for issues that might arise during the day
- Emergency protocols and contacts
- Competition rules
- Volunteer Agreement (if appropriate)
- Code of Conduct (organisers, volunteers, participants, spectators, officials, etc.)
- Safeguarding information including dealing with lost children
- Photography, filming and social media policies and procedures

On the Day

Parking	All car-parking areas should be well signposted and supervised if necessary.
Signposting	Clear signposts should be in place well in advance of the event starting. It is helpful to check that it works well before the day of the event.
Facilities for disabled people	All access points and facilities for disabled people should be well signposted.
Meet and Greet	Reception – your reception area should be clearly signposted and ready for early arrivals.
VIPS	Hosts – decide in advance who will meet key guests and press, and make sure that everyone is clear about their role. On the day itself, make sure that hosts are available to meet any early arrivals.
Officials and helpers/volunteers	All officials and helpers/volunteers should be clearly identified by wearing uniform & badges. Ensure all staff look smart and tidy, this

	makes them more approachable and promotes a professional image.
First Aid	The timing for First Aid support to be on duty needs to be considered in advance: only during competition or as soon as spectators are on site. First Aid facilities should be easily accessible and clearly signposted. All officials and helpers/volunteers should be clearly briefed so that they can direct people to the right place.
Toilets and Changing Facilities	Toilets and changing facilities need to be clearly signposted and regularly checked throughout the day so that rubbish can be removed and toilet paper replenished.
Refreshments	You will have made arrangements for catering well before the day of your event (including ensuring that any relevant licenses are in place), referring back to the FSA Guidance . On the day itself, allow enough time to set up the refreshment areas and make sure they are clearly signposted. If you are serving alcohol at the event, you should consider whether a Code of Conduct is required.
Club Members	Club members should be reminded that whilst in attendance at the event (whether competing, spectating or helping), they are representing the club and should therefore abide by your club's Code of Conduct at all times.

Finishing the Event and Clearing Up

It is easy to focus on the event itself and overlook post-event details. Don't forget to build the following into your event plan:

- Closing the event on the day, including presentations, packing up displays, dismantling and returning equipment, collecting litter, cleaning and so on. You will need to make sure there are enough helpers/volunteers to complete this part of your event plan.
- Thanking people who have been involved, volunteers, key staff, and venue owners
- A final meeting to evaluate the event and start planning for the next.

Making Notes

The delivery stage is often intense with limited spare time for those involved. Nonetheless, organisers are encouraged to note and make use of mobile phones to take reference photographs or videos of specific areas for improvement in the future. A visual record will help future organisers to understand the issue in question e.g. the hazardous positioning of an ice cream van on a canal towpath during a regatta.

C. Review

After months of planning and hard work, it is easy to forget the review element of event management.

Setting up a review meeting with the Event Committee is a really important final step to assess the success of the event and to prepare for future events. Individual committee members will need time to go away and reflect on the event and the areas they were responsible for, and to prepare a verbal and/or written report for the formal review meeting.

For those responsible for the financial side of things, this will mean balancing the books and producing an overall financial report. For those involved in publicity, this may mean compiling a list of the press coverage received and assessing whether it was adequate.

The timing of the final review meeting is important. You will need to allow committee members enough time to prepare for it, but it will also need to be close enough to the event to be relevant.

There will be a surprising number of things to do after your event. These will include:

- Outstanding correspondence – for example, sending ‘thank you’ letters to helpers, sponsors and guests, and distributing competition results.
- Post-event publicity – this may involve submitting a report on your event to your club/organisation website, the Sports Service, newspapers and National Governing Body newsletters/websites.
- Financial records – you will need to balance the books and produce a financial report that accounts for all expenditure and income, including any grants or donations received.
- Final report – this should include a summary of your planning process, details of any problems encountered, a review of the event itself and any conclusions. Send a copy to your sponsors and other interested partners, and keep a copy safe for future reference.

In cases where a significant shortcoming or incident has occurred, it is important for the Club to work with the Sports Service to review the event and risk assessment.

Lessons to be Learnt

It is very important to review all aspects of the event to establish what went well and what you need to improve next time. This may involve reviewing:

- Feedback from participants and spectators, both verbal and in writing – use questionnaires and keep letters.
- Your publicity strategy – was it effective? Did you get the media coverage you wanted?
- Your event overview and functional area event plans.

Learn from your experience. Ask committee members what they would do differently next time. Note their suggestions and keep them with your event report for future reference.

Once you have recovered from running your event and tied up all the loose ends, what next? If your event is to be held annually, the chances are you will need to start planning for next year. Careful planning and attention to detail are key elements of running all successful sports events. Just because your last event was a success doesn't mean the next one will take less time and effort to plan. Even if you intend to hold the same event next year, you will still need to devote as much time and effort to the planning stages.

Handing Over

If you are not responsible for the next event, you should ensure that as much information as possible, including the lessons learnt, are handed over to the next organiser so that they can benefit from all of the hard work that you have done and continue to improve the event.

There is space at the end of the Club Registration Form (Sports Service Moodle Site) to save Event information/Reviews for future committees.

KEY CONTACTS



Simon Cornish

Safety and Compliance Officer
Simon.Cornish@sport.cam.ac.uk



Lucy McGennity

Sports Club Support Manager
Lucy.McGennity@sport.cam.ac.uk

James Barclay

Sports Club Coordinator (Registration)
James.Barclay@sport.cam.ac.uk



Callum O'Shea
Sports Club Coordinator (BUCS)
Callum.Oshea@sport.cam.ac.uk

Sports Service Reception

Enquiries@sport.cam.ac.uk

Tel: 01223 336580

APPENDIX 1: Example budget sheet

Expenditure (B)	Estimated £	Actual £
Venue/Event		
Hire		
Trophies/medals		
Equipment		
Displays/signs		
Gifts		
Other		
Support Services		
Admin		
Travel		
Meetings		
Postage		
Telephone		
Printing		
Emergency Services		
Other		
Financial/Legal		
Legal Costs		
Travel		
Officials' expenses		
Police costs		
Insurance		
Other		

Publicity/Promotion		
Programme printing		
Artwork/design		
Posters/banners		
Website		
Guests/VIPS		
Photography		
Sponsorship Packages		
Income	Estimated £	Actual £
Sponsorship		
Grants		
Donations		
Tickets		
Entry Fees		
Programme Advertising		
Programmes		
Other		
Total Expenditure		
Total Income		
Expenditure – Income		

APPENDIX 2

SMART Goals for Event Planning

SMART	Guidelines	Response
Specific	What exactly do you want to accomplish by running this event? Avoid being vague	
Measurable	Can you track your progress, how will you measure this?	
Achievable	Can you achieve this goal with your current resources, skills set, and available time?	
Relevant	Does this goal align with your broader goals and ambitions?	
Time-bound	At what stages do certain steps have to be completed to allow the event to take place?	

Write your final goal here.

Sample Action Plan

Project Name	Manager
Event ABC	Anthony G.

Action / Goal	Responsible	Priority / RAG Rating	Intended Impact	Status	Start	End	Dependencies e.g. Catering	Notes
Goal #1: Select Venue								
Identify venue options	Sally J.	High	Get a venue that can cope with 5000 crowd	Complete	01/10/2020	01/11/2020		
Visit venues	Sally J.	High	Check venues and identify any risks	Complete	01/02/2021	01/03/2021		Must send contracts by 15/03
Sign contract	Maria S.	High	Formalise contract so no surprise costs	Complete	01/03/2021	28/03/2021		
Goal #2: Organise Transport								
Goal #3: Recruit Sponsors								
Goal #4: Promote event								

APPENDIX 3

Event planning checklist

Use this checklist to ensure you have thought about all of the key areas relating to your event. Have you:

Determined the event goals and objectives	
Produced a written event plan	
Defined the event audience	
Conducted market research	
Finalised the event budget	
Decided on an event name	
Booked an event venue	
Created a marketing plan and timeline	
Selected your vendors	
Secured your event sponsorship	
Determined a registration system	
Launched an event website	
Launched the event marketing campaign	
Scheduled an email marketing campaign	
Booked speakers and presenters	
Organised insurance and health and safety compliance	
Organised catering	
Organised audio visual, lighting and staging	
Booked entertainment	
Hired event staff	
Determined a lead capture system	
Ordered event signage	
Involved local or industry press	
Reviewed and analysed event success	

APPENDIX 4 – Sample Volunteer Agreement

The University of Cambridge Club (XXXX) (hereby referred to as the Club) main purpose is to [insert here the purpose or mission statement of the Club]. The Club encourages and welcomes volunteers. This agreement sets out the relationship between a volunteer and the Club.

This agreement is binding in honour only. It is not intended by the parties to be a legally binding agreement nor is it intended to create an employment relationship between us. We are greatly appreciative of the time you plan to give freely to volunteering and this Agreement indicates our commitment to make your volunteering time with us a worthwhile and enjoyable experience. It also sets out expectations that the Club has for its volunteers.

Your role as a volunteer

The tasks that you will be asked to undertake as a volunteer are: [delete from or add to the list as appropriate].

- Help foster an open and inclusive environment where new members feel welcome and able to develop as athletes.
- Help plan and deliver high quality coached sessions which enable the club to meet its goals.
- To abide by the clubs safety policy assisting the club to ensure all club equipment is used appropriately.
- Help to select teams alongside the captains
- Help to develop clear transparent selection criteria alongside the committee
- To plan and deliver pre-season training and aid squad selection (where required).
- Feedback information to the Sports Service as and when required.
- To attend all matches and team meetings and feedback key information to help the team develop
- Develop and produce a 3 year plan for the (XXXX) club.
- Help in the recruitment of athletes to the (XXXX) club.
- Mentor second team coaches (where applicable)
- To undertake any other duties as required by the club management committee, where appropriate to the post

Referees

We require you to provide two referees. We may also require you to be checked by [the Disclosure and Barring Service/Disclosure Scotland].

What you can expect from us

The Club will provide you with [delete from or add to the list as appropriate]:

- An introduction to the club and your volunteering role within it.
- Training related to your responsibilities as a volunteer. We hope that you will take advantage of this to improve and maintain your skills.

- A [supervisor/volunteer coordinator/manager/named person] who will supervise your volunteering and with whom you can discuss your work.
- A review of your volunteering role after [one/three] months. This will normally be carried out by your [supervisor/volunteer coordinator/manager/named person].
- The Club does not pay expenses to volunteers. The club may reimburse out-of-pocket costs incurred through the purchase of materials or for travel. All purchases /trips must first be authorised by the [supervisor/volunteer coordinator/manager/named person] and receipts obtained.

Any additional expenses or any additional travel costs outside those listed above should be agreed in advance with your [supervisor/volunteer coordinator/manager/named person].

All expenses must be submitted, with receipts where possible, to [place or person to whom receipts should be sent] within [period].

What we expect from you

We have agreed that you will be available at [insert time and dates of coaching sessions]. If, for any reason, you will not be attending we would be grateful if you could let us know as soon as possible so that a substitute can be found or different arrangements can be made. If we have no work for you we will let you know as soon as possible.

Insurance

We expect you to have Personal liability insurance to cover you while you are fulfilling authorised volunteer work with The Club.

Confidentiality

In the course of your volunteering you will come across confidential information about the University, its staff, its [clients/customers] and [third parties/patients]. You must respect this confidentiality and not disclose this information or use it for your own or another's benefit without the consent of the party concerned. This does not prevent disclosure once the information is in the public domain (unless it has been made public as a result of your breach of confidentiality) or where the law permits or requires disclosure.

GDPR

You will make yourself aware of the club's privacy notice ([published here](#)) and handle all data you come across in accordance with this policy.

Policies

You will abide by the Clubs health and safety and equal opportunities policies and Code of Conduct. These can be found on the club website [add link](#). You will follow the NGB Code of Conduct for Volunteers/Coaches [add link, if not available remove](#).

Ideas and problems

You may have ideas for the better performance of your duties or of ways in which we can meet our objectives as a Club. Please discuss these with your [supervisor/volunteer coordinator/manager/named person].

You may run into problems when performing your duties. You should discuss any complaint or problems with your [supervisor/volunteer coordinator/manager/named person].

Your [supervisor/volunteer coordinator/manager/named person] will discuss with you any issues that they may have with your volunteer work.

If you would like to change the arrangements for your volunteering or move to a different kind of volunteering, that too should be raised with your [supervisor/volunteer coordinator/manager/named person].

Termination

Either you or the Club can terminate this agreement with or without notice at any time.