

Club/Association Management Program:

Event Management

Acknowledgments

This module has been written by Alistair Boag and Graham Cuskelly, both from the School of Leisure Studies, Griffith University, Brisbane. Particular thanks go to them for the considerable work involved in producing this publication. In addition, thanks are due to the reviewers, Dianne Cowan from the Australian Sports Commission; all the state departments of sport & recreation VIP coordinators; and all those people who generously devoted time and effort to provide feedback and comments on draft modules.

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ISBN 1 74013 035 9

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Introduction

Australia's sport and recreation organisations have been holding events for years — community, intrastate, interstate and international events ranging from local carnivals to World Cup events. Events can be ‘one-off’, annual or more frequent, conducted on a single day or over a number of days, staged in a single venue or in multiple venues, focused on one sport or recreation activity or involve a variety of activities, and can be for participants from differing age groups or ability levels. Successful events can be exciting and benefit a wide variety of groups and people. However, poor events leave a bad taste for all who were involved, and memories can be long. Events rely on the efforts of a lot of people. Even relatively small events can be complex, requiring many workers, considerable resources, planning and coordination. In short, planning and staging sport and recreation events requires considerable commitment from a number of people. An event management case study has been included in the Appendix. Many of the event management principles covered in this module are reflected in this case study.

This module has been designed to help sport and recreation organisations plan and run successful events. It does not deal with the management of volunteers at events (see the *Managing Event Volunteers* module).

The purpose of this module is to:

- outline the skills, attributes, processes and resources needed to run an event
- provide a structure for planning and managing events
- provide an overview of the main tasks needed for successfully planning and running events

Event management refers to the planning and management of events which:

- may be staged only once by a particular event organiser (eg state hockey championships in Toowoomba), annually (eg Coral Palms Golf Club annual pro-am tournament), or on a more regular basis (eg Melbourne Road Runners Club yearly calendar of fun runs and walks)
- are either open to the public or a specific interest group
- have pre-determined opening and closing dates
- do not necessarily require permanent structures owned by the organiser.

Why run an event?

There are many reasons why a sport and recreation organisation may choose to run an event.

It may be that an organisation has made an annual commitment and there is an expectation from the community that the event will occur. For example, the Lions Club has organised and coordinated the annual Christmas Street Parade for the last ten years.

It is important when planning an event to be clear about why the event is being held. Having a list of event objectives is essential. Among the potential reasons for running an event are to:

- help the local community
- inform/educate the community about an activity
- promote an activity to newcomers
- provide an avenue for competition
- deliver benefits to sponsors and members
- obtain media coverage of an activity
- raise funds.

Who is the event for?

Sport and recreation organisations should discuss, and agree, about who the event is being organised for. Events normally cater for a number of interest groups and stakeholders. For example:

- the local community
- members
- potential members
- local and visiting competitors
- spectators
- supporters
- sponsors
- media.

Planning and managing an event

While each event is unique, most follow a set of sequential planning steps that are vital for success. It is seldom (and at considerable risk) that any can be omitted from the sequence shown in Figure 1).

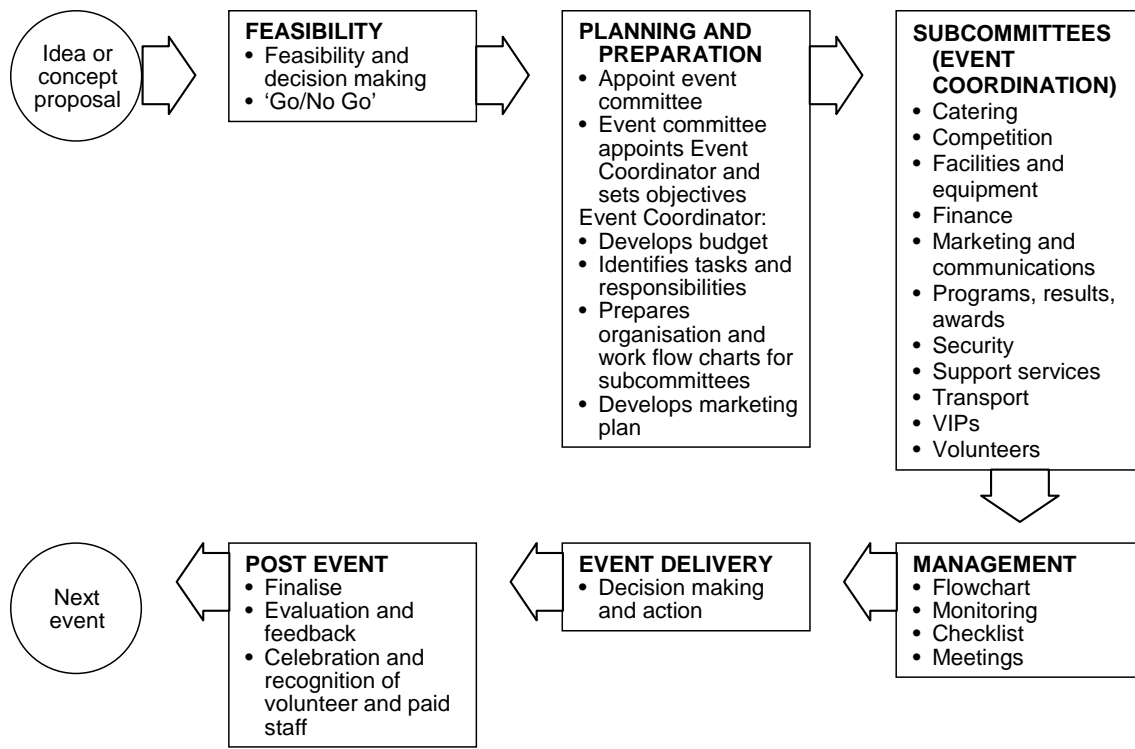
Event concept

The starting point for any event is to ask, and answer in writing, the following questions:

- Why is the event proposed? There needs to be a satisfactory reason for committing resources. There also needs to be commitment to the idea from all who will be involved.

- What is it for? The purpose should address, and be compatible with, stated objectives of the sport or recreation organisation (see 'Constitution' in the *Legal Issues and Risk Management* module).
- What format will be used? Be explicit and reasonably detailed about how it will run.
- When will it be held?
- Where will it be held?
- Who will be responsible for the planning and management? Who are the major stakeholders likely to be?
- What physical, human and financial resources will be required?
- How will the event benefit the sport and recreation organisation? Include estimates of costs and returns.
- How will the resources be acquired? Owned, leased, hired or borrowed?
- What are the likely barriers to staging the event?
- What contingency plans are needed, eg to cope with bad weather?
- What training sessions and rehearsals will be needed?

Only after these questions have been answered and set out in a basic event concept document should an event proceed to the next stage. For events that are staged on a regular basis you will usually have a clear idea of the event concept and should find few difficulties in responding to the questions above.

Figure 1 An overview of the sequence of planning and managing an event

Event feasibility

To determine the feasibility of the event you need to evaluate whether the reasons for holding it are worthwhile and whether organisational resources (human, financial and physical) are sufficient to enable it to be held. The following considerations are vital for making the final ‘go/no go’ decision. Information must be clear and detailed if rational decisions are to be made. Optimism at this point is no substitute for realism.

- What physical resources (facilities and equipment) are available or accessible to enable the event to be staged?
- What are the important reasons for holding the event?
- What are the costs? Include time, personnel and money.

- Is there a reasonable chance that event objectives can be met?
- What needs to be done to overcome potential barriers to holding the event?
- Is there sufficient time for planning? Always allow sufficient time; lack of lead time is a major reason for event failure.

It is best to avoid clashes with other events such as elections, other major recreation or sporting events or similar events that may draw competitors and/or spectators away from the planned event. It is often difficult to recognise other events which may compete with your event. Even such things as church picnics or special concerts close to a proposed date may require stakeholders to make decisions about committing themselves or their resources, so it is advisable to check as broadly as possible. Then, announce the decision (in writing) to all stakeholders stating clearly the nature of the event and its objectives.

Event planning and preparation

The event committee makes strategic decisions about the event. Event committee members should be appointed for their potential to make real and specific contributions. They need to be dedicated and hard-working as well as skilled and creative. These appointments are crucial to the success of the event. Always appoint the event committee as far as possible in advance of the proposed event.

The structure and membership of an event committee depends on the size, nature and complexity of an event. For small-scale local events an event committee may be appointed from within an existing sport and recreation organisation. Larger and more complex events

are likely to have event committee structures that include representatives from a number of organisations and major stakeholder groups.

Set clear directions for the event committee, including to whom they are responsible; duties they are to undertake; specific reporting dates and what kinds of reports are required. The event committee is generally responsible for the overall direction of the event, preparation of a preliminary budget, and oversight of the Event Coordinator and event subcommittees.

The event committee is often responsible for identifying potential event coordinators, appointing the most suitable person and negotiating a job description. Make certain the Event Coordinator has the attributes and skills necessary to plan and run such an event. They must be accountable to the organising body and liaise with the community, officials, local government, police and emergency services, facility managers and volunteers. Whether the position of Event Coordinator is paid or voluntary will depend upon the size and nature of the event and the budget for the event. The person appointed to this position should be a good manager and have characteristics such as being:

- positive and enthusiastic
- well organised
- a good leader
- a good communicator
- reliable.

Set objectives

Objectives will be used as guidelines by a lot of people. They need to be clear and unambiguous and include all parts of an event. It is important to set realistic dates, times,

deadlines and critical points (often called milestones). When setting objectives for the event consult as many people as possible, particularly stakeholders. Stakeholders generally want the opportunity for input and can provide valuable ideas and suggestions. It is also important to cater, where possible, for stakeholder needs. Their cooperation will be required if the event is to be successful.

Develop budget and monitor finances

To develop a budget, start from scratch and list all essential costs. If available, use accounts from a previous event to develop and check the budget. The processes involved in budgeting are covered in more detail in the *Financial Management* module. To ensure that an event is costed accurately it is important that all items of expenditure are identified early in the event planning process (see 'Event budget checklist' in the Appendix). The expenditure items in the budget checklist have been broken down into several key areas (administration, event delivery, and marketing and communication). Small events might not find it necessary to break their budget down into key areas. Make sure the budget represents true costs. Hidden costs, such as hiring extra equipment that was originally under estimated, can be significant. Even if it is known that some items will be free or subsidised, they should be included. Most events will attract some income:

- Direct income - items such as gate takings, programs, catering, car parking.
- Indirect income - items such as advertising, sponsorships, raffles, sales, donations. Show all sponsorships as income. Sponsorship is time consuming and can be difficult to find. It is best not to overestimate the likely amount from this source. Also remember that it may cost money to obtain a sponsorship and this cost should also be included in expenditure. It is advisable to be conservative when estimating event income, but particularly

sponsorship (see the *Fundraising, Sponsorship and Grants* module).

The Event Coordinator should work closely with the organisation's Treasurer . Make sure income and expenditure targets are clear and understood by all who will be responsible for these items, and include a contingency allowance. This is money set aside to cover unplanned costs. Fifteen percent of the total budgeted expenditure is normally allowed as a contingency.

Aside from an overall budget for the event it is good practice to draw up a cash flow budget. A cash flow budget estimates when money is to be received and when it is to be paid out. In event management, cash flow is often critical because expenditure often cannot be incurred until income has been received, and most direct income is not received until very close to the day of the event. Plan for income to be received in time to pay for the accounts.

As a final measure, nominate a cut-off date, when the final 'go/no go' decision will be made to go ahead or cancel. Where projected event income is not going to be sufficient to cover event expenditure then it is in the financial interests of the organisation to cancel the event.

Identify tasks and responsibilities (subcommittees)

The Event Coordinator and the event committee must define the main tasks. Depending on the size of the event it may be necessary to appoint individuals or subcommittees to be responsible for particular areas under the guidance of the event committee through the Event Coordinator. Often, a compromise is made with subcommittees being responsible for a group of similar areas, such as advertising, promotion, VIPs. Within subcommittees individuals are delegated responsibility for the tasks associated with each of these areas. Typical areas where subcommittees are appointed include:

- catering
- competition
- facilities and equipment
- finance
- marketing and communications
- programs, results, awards
- security
- support services
- transport
- VIPs (eg sponsors, patrons, local politicians)
- volunteers.

Each subcommittee should be provided with a short job description. Subcommittees or individuals should then develop task lists and action plans to cope with their assigned areas of responsibility. In the early stages of the planning each subcommittee will need to assess the number of volunteers or officials required. It is good practice to recognise those helping with the event by involving them in decisions. People are the most valuable resource in event organisation, whether they are volunteers or paid staff (see the *Managing Event Volunteers* module).

A list of the tasks required for the entire event is essential for monitoring and controlling the event. This is an onerous and precise task and requires knowledge, in advance, of everything that needs to be done. A good event task checklist is a precious item and it is worth trying to obtain copies from other successful events (see Appendix).

The task list should form the basis of action plans and include answers to the following:

- Who will be responsible for each task?
- What is the time-frame for completing each task?
- What resources will be required?

Task list

Tasks	Responsibility	When by	Resources
Prepare event program	Program sub committee	Finalise 21 days prior to event	2 volunteers @ 10 hours = 20 hours
Print event program	ABC printers /program sub committee	Final copy to printers 18 days prior to event	250 programs (100 spare) @ \$1.50 = \$375.00
Distribute event program to competitors	Program sub committee	Programs mailed to all competitors (est. 150) 14 days prior to event	2 volunteers @ 3 hours = 6 hours Postage and envelopes 150 @ .50 = \$75

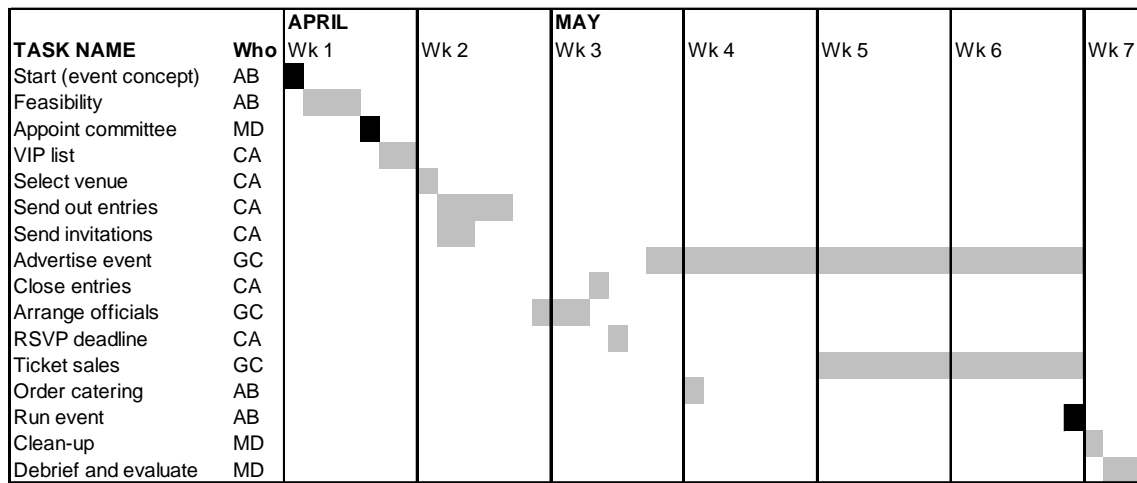
Prepare organisation and work flow charts

These are the core tools of event management. They provide an overall picture for all to see including critical dates, deadlines and task interrelationships. Organisation and work flow charts include responsibilities, resources and time frames as well as task dependencies. Task dependencies show the tasks that must be completed before the next task can be started. Flow charts are the 'blueprints' used by the event committee, the Event Coordinator, and subcommittees as the basis for monitoring and coordinating event planning and preparation.

Flow charts represent everything that needs to be done in order to plan a successful event and deliver it on time. The most used forms of work flow charts are Gantt and PERT charts.

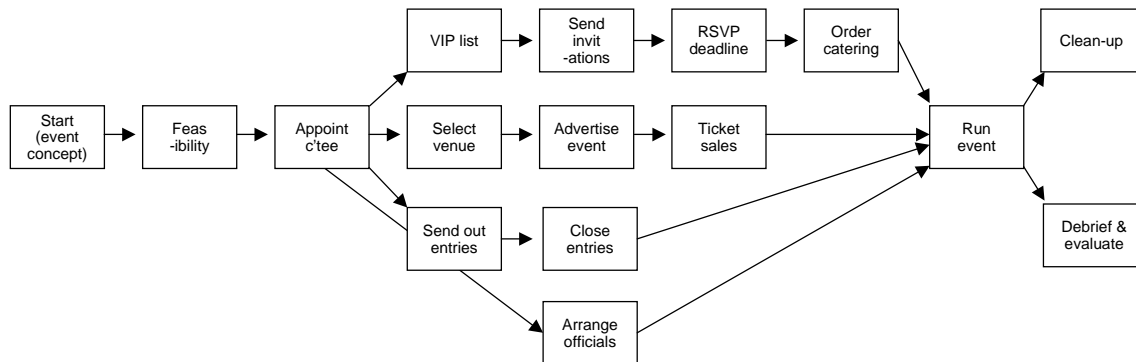
Gantt chart. These charts show all the tasks together with the time frames for start and completion. They can also be designed to show responsibilities and dependencies.

Sample Gantt chart



PERT chart. A Program Evaluation and Review Technique (PERT) chart shows all tasks in the sequence that they need to be completed. Most PERT charts are much more sophisticated than the example below. PERT charts can also include time frames, responsibilities, dependencies, resources required and critical paths. For example, the chart below shows that invitations cannot be sent before the VIP list has been completed and that the catering cannot be ordered until RSVPs have been finalised. It also shows which tasks can be carried out concurrently, for example the VIP list, venue selection, sending of entries and arranging officials can all be happening at the same time.

Sample PERT chart



There are excellent software packages available for project planning and management that can be easily applied to events. Most packages include Gantt and PERT charts, but tend to be complex, requiring learning and practice. If an event is large and an organisation has someone with computing expertise, it may be worthwhile purchasing such software. However, if an event is relatively small, excellent Gantt and PERT charts can be drawn by hand or by using a computer spreadsheet and drawing program.

Lack of time is a major problem in staging events. When drawing up flowcharts, always allow sufficient time for each task to be completed plus as much 'slack time' as possible. However, it is not always possible to allow slack time and tasks without slack time should be labelled as critical. This signifies that such a task, or series of tasks should be very closely monitored because if they take longer than planned, the rest of the sequence of tasks are unlikely to be

completed on time. When tasks, particularly those identified as critical, are not completed on time or satisfactorily, the delivery of the event is likely to be compromised.

Event marketing plan

Marketing is the whole event as seen from the point of view of the final result, that is, from the customers' and stakeholders' perspective. It is beyond the scope of this module to go into detail about marketing in its entirety. For more detailed information, see the *Marketing and Promoting Sport and Recreation* module. However, several aspects of the marketing process are particularly relevant for event management:

- *Publicity* is the coverage given to an event by the media. It is worthwhile personally contacting journalists at all radio stations and newspapers in the area and preparing a media release. The media release should be interesting and short, and focus on something different or take a human interest angle such as a special guest participant who might be an entertainer or sports personality. Background material that includes a site plan and a timetable of activities can be included. Keep a record of any publicity obtained, including radio coverage. This will be useful background material for future sponsorship proposals.
- *Promotion and advertising* are publicity that is paid for in order to have control of the message. It is important that any promotion and advertising reflect the event objectives and send correct information about the purpose of the event. It is also important to determine the target audience and how worthwhile it is to spend scarce resources on a promotional campaign. On a limited budget it is important to be careful when buying advertising space as it can be expensive and not always cost-effective. This is why it is beneficial to have a radio station and/or newspaper as a sponsor. There are also free advertising opportunities such as community slots on the radio or television, 'what's on' columns in the newspaper or listings in any local club or school newsletters. During the

event, printed programs, public address systems and notice boards are key mediums for promotions. Two cost-effective types of pre-event promotion are posters and flyers. A poster should contain only essential information and, although this may seem a basic point, is only effective if it is displayed. A flyer can include more information than the poster because people will hold on to it in order to read it. remember to acknowledge sponsors on all printed material.

- *Sponsorship* is another way of obtaining resources or help for an event. For an event such as a family fun-for-all festival, the best and perhaps easiest sponsorship to obtain is in the form of a product or service. Sponsors worth approaching are a:
 - printer to provide free or discounted printing of posters and flyers
 - community radio station to seek advertising spots or to provide presence at the festival with PA and personnel.

Monitor progress

The Event Coordinator's role includes ensuring that the event runs smoothly. A key role is to communicate with all officials and volunteers to ensure that their tasks are being carried out. Always check off the time-line of tasks and duties before and during the event. As tasks are interrelated, it is essential that they are completed in the time planned so as to keep the whole process on track. It is the Event Coordinator's responsibility to ensure this is done.

It is good practice to set regular meeting dates and times for the various individuals and subcommittees to report. Keep minutes and records of all meetings and follow-up on tasks between meetings. These records will be used for monitoring and coordination as well as for the final evaluation, event reporting and input to planning for future events. Computer

programs or work flow charts for project planning and management are also useful for event monitoring and record keeping. Continuous monitoring is essential for successful events and provides early warning if things begin to deviate from the plan. The earlier any deviations are noticed, the greater the chance of dealing with the situation before major reorganisation is required. The more slack time between critical tasks, the more options for adjustment. If the plan needs adjusting because of over-runs of time or resources, the main options open to the Event Coordinator and the event committee are to:

- find additional resources (eg recruit additional volunteers or seek more funds)
- reassign resources to shorten critical tasks (eg move volunteers or finance from one task area to another)
- reduce costs and/or reschedule key tasks (eg drop non-critical tasks or move non-critical tasks to another time).

Event delivery

This is generally the most hectic part of the process and timings are generally much more critical than in the earlier stages of event planning and preparation. Smooth event delivery depends upon many things. Planning and monitoring are essential prerequisites for successful events, but as event delivery draws closer there are countless situations that arise and require immediate decisions. It becomes increasingly more difficult for the Event Coordinator to be everywhere and to make the myriad of decisions that are required. Much of the responsibility for decision making is, of necessity, gradually transferred throughout the evolution of the event from the event committee to the Event Coordinator, then to subcommittees and individuals in their respective areas of responsibility. It is at event delivery where the outcomes of careful planning and monitoring, and effective training, communication and

coordination are realised. Event delivery day relies heavily on each individual knowing their tasks, being able to do them effectively and efficiently while maintaining coordination with all other aspects of the event. At the same time, individuals must be able to deal with problems, preferably before or as soon as they occur, and make and act on decisions quickly in order to keep the event running smoothly.

Successful events are generally scripted. Scripts (also known as running sheets) are detailed lists of every activity to take place within a strict time frame. An event script should include actual time, activity, those involved, the person responsible and the location. Events can be scripted for every minute, but some events do not need to be as tight as this. Every volunteer involved in the event should have a copy of the script and follow it carefully. Scripts are pre-tested by actually going through the motions of each activity and by checking at event training sessions and rehearsals. Scripts are also used for briefings of all involved. All activities, no matter how small should be included in a script.

It is essential that an event has an evaluation process that is more than simply monitoring the planning and implementation. Evaluation should be carried out through the life of the event as well as at the end. Information recorded from monitoring provides a record and can be kept as a historical record for events that are held regularly. Criteria for success, and methods for measuring those criteria, need to be set when the event is first planned. Measures depend on the important questions to be answered. Questions may have to do with attendances, quality of staff, revenue, public opinion and press coverage. Methods for obtaining the information needed to answer the questions might include statistics for attendance, questionnaires from participants and spectators, and financial records.

If planning, monitoring and coordination have been carried out thoroughly, there should be few problems. However, it is seldom there are not some unforeseen situations that arise.

Contingency plans then become important, and where problems have not been anticipated, quick decision making and action are essential.

Post event

Although the actual event may be over, there are still tasks to be completed. After the euphoria of a successful event it is often difficult to remain focused, and easy to leave some tasks incomplete. Remember to:

- send out results and media information
- thank and recognise all volunteers, participants, media and sponsors
- balance the accounts
- hold a debriefing session
- send out reports to the sponsors and key organisations
- ensure adequate records are kept for running the event in the future
- pay outstanding accounts.

Every event is a learning experience. No matter how well planned, adjustments will be required. In order to learn for the next event, it is important to record the progress and to compare the plan to how the event eventually unfolded. The last duty is to review and evaluate the whole planning procedure and the event. Document what went to plan, what went wrong and what to do next time.

Main problems when staging events

Research and experience has shown that some areas are frequently given insufficient attention or even omitted entirely. The following are typical problem areas:

- insufficient consideration of the organising structure, aims and objectives
- not appointing an Event Coordinator
- failing to maintain accurate written records
- failing to closely monitor progress
- allowing insufficient planning time
- failing to communicate and coordinate fully with subcommittees or individuals
- having an unwieldy committee, subcommittee or work unit structure
- having poor relationships with local authorities, governing bodies or competitors.

Some problem areas that are critical to the success of an event and which should be avoided are:

- Weak or ineffective Event Coordinator
- Keen but ineffective announcers
- Insufficient or inappropriate food and beverages
- No first aid
- No contingency plans for bad weather
- Embarrassing pauses in proceedings
- Lack of hospitality for visitors
- Failure to inform police or local authorities
- Faulty PA
- Insufficient staff or volunteers
- Insufficient waste management systems (eg toilets and rubbish bins)
- Poor press coverage
- Program running over time
- Lack of colour or glamour
- Lack of emotion

Summary

Many sport and recreation organisations are involved in coordinating and delivering one-off and ongoing events. Before making the commitment to run an event, an organisation needs to be clear about what the event is (the event concept), why it is running the event and who the event is for. Once the feasibility of the event has been investigated, an event committee and Event Coordinator need to be appointed, with a long lead time to ensure that every aspect of the event can be planned for and coordinated. Planning and decision making which initially resides with the event committee is eventually transferred to subcommittees or individuals responsible for key tasks. However, the event committee and Event Coordinator should retain overall control and coordination of the event. During event delivery, the Event Coordinator should be given sufficient authority to make decisions and act quickly to solve problems as they occur. An event should not be considered complete until it has been evaluated and

feedback gathered for future events. An important outcome of an event is the documentation of event plans, policies and processes for future events.

This module has endeavoured to outline the major components and processes of event organisation. Other modules in the Volunteer Management and Club/Association Management Program provide more detail about some of the topics referred to in this module (eg *Planning, Recruiting Volunteers, Retaining Volunteers, Managing Event Volunteers, Financial Management, Marketing, Fundraising and Sponsorship*). The broad cross-section of management concepts, skills and processes common to many successful sport and recreation organisations are also found in successful events. The imposition of time limits and deadlines is the major difference between managing sport and recreation organisations on a day -to-day basis and organising events.

Additional Reading

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Glossary

Checklist. A list of all resources, services and tasks that are required to run an event.

Critical Path. A series of tasks linked on the flow chart where timely completion of that series is critical to the organisation of the event. Critical paths are highlighted in flow charts to alert the event coordinator to check carefully that the event organisation is on track. (see critical points)

Critical Points. Often called milestones. Points in the planning and organisation of an event when a series of tasks are planned to be completed ,and if they are not, the running of the event could be seriously affected. Critical points are inserted in flow charts to alert the event coordinator to check carefully that the event organisation is on track. (see critical path)

Dependency. Where start or completion of a task is dependent upon the completion or starting of another task. Such tasks can be critical to the timely completion of an event. Dependencies are generally shown on a flow chart to alert the event coordinator to carefully monitor the flow of the tasks.

Event Coordinator. The person responsible for the planning, coordinating, monitoring, communication running and evaluating of an event.

Event Committee. The committee which oversees an event. The event committee normally develops and ratifies the policy and aids and supports the event coordinator. The event committee is also the liaison with the owning body for an event.

Flow Chart. The graph or chart that shows all the tasks required to be completed, who is responsible for each task, the time allotted for completion and the relationship of tasks to each other.

Go/No Go. The decision, and the point at which the decision is made to either commit fully to running an event or to cancel.

Resources. Anything that is available and required to run an event. Resources may include finance, workers, volunteers, facilities and equipment.

Script. (sometimes known as a Running Sheet) A detailed scenario of an actual event. An event script should include; actual time, activity, those involved, person responsible and location. It is used by all people involved in staging an event in order to be aware of the sequence and timing of the event.

Slack Time. Time available between the completion of one task and the beginning of another. Slack time is desirable as it provides a time buffer if, for any reason, a task cannot be completed on schedule.

Stakeholders. Individuals and groups that play a role in, or otherwise sanction, an organisation's operations (or event). Examples include the local community surrounding the organisation, spectators, stall holders, sponsors, financiers, and media representatives.

Task. All the work required to run an event is broken down into discrete parts generally referred to as tasks. (see flow chart).

Appendix

An event management case study

Australian Women's Lacrosse Championship 1998 <<Sport and Recreation Victoria
1998>>

In April 1998, the Williamstown Womens and Newport Ladies Lacrosse Clubs jointly hosted the Australian Women's Lacrosse Championship. The event involved hosting the preliminary games and finals as well as ceremonies for opening and closing the event. Associated events included a masters exhibition game, a celebrity game, lead-up publicity events, school links, social functions, liaising with local school holiday programs and organising activities during the event for spectators and their families. Outlined below are the major tasks undertaken by the Event Organising Committee at each of the event planning stages.

The Event Organising Committee

- A joint organising committee of 16 people was created with representatives from the two local clubs, including some people who played for the Victorian team.
- An event coordinator was appointed, and portfolios identified for event manager, canteen, ground management, merchandise, interstate; liaison, umpires, media/promotions social activities, competition manager, treasurer, resources/council liaisons and minute secretary.

Timing

- Each task that was required to make the event a success was carefully planned and timetabled in the three months leading up to the championship.
- Tasks such as generating sponsorship, negotiating venues, organising celebrities, opening and closing ceremonies, publicity and team registrations were identified and timetabled accordingly.

The Event Coordinator

- The event coordinator ensured that each of the people assigned a portfolio area was able to perform their tasks.
- This position was the link between all the tasks, coordinating all other people in the event to ensure that the planned timeline was followed as closely as possible by holding weekly meetings for three months.

The Officials

- Officials covered roles including officiating the games, managing areas of the event such as entrance gates, coordinating volunteers and conducting the awards ceremony.
- It was important for this event to involve people from the clubs to ensure all the tasks were covered — rostering people on for short periods and providing them with clear instructions was crucial to the success of the event. Volunteers were recognised at the championship dinner.

Finances

- A budget was prepared covering all potential costs and income areas.
- A joint cheque account was established for the event with three committee members as signatories.
- Each day the takings were kept separate, entered in a journal and a float returned to each area the following morning — canteen, bar, gate and merchandise.
- These provided good fundraising opportunities during the event.

Publicity

- Publicity was sought via media releases to all major newspapers, radio and television networks six weeks prior to the event.
- A highlights video tape was prepared and sent to all free-to-air and pay TV stations.
- Daily results sheets were sent to all media contacts, with follow-up telephone calls.

- Interviews were organised on a number of radio stations.
- Local newspapers were provided with lead-up stories for six weeks prior to the event.

Promotion and advertising

- The organisers conducted a six-week lacrosse program at local primary schools to promote the event; this also provided local clubs with the opportunity to promote their activities.
- Activities and clinics were conducted as part of the local council school holiday program.
- The event was promoted directly to other sport clubs and community groups to gather support for the event.
- Local artists were used for the opening and closing ceremonies.

Sponsorship

- The major sponsors were the council (Hobsons Bay City Council) and the Williamstown Football Club.
- Many others organisations provided cash or in kind support. This was generated through a sponsorship proposal to all local businesses in the lead-up to the event. Personal follow-ups were very useful in securing sponsor support.

Approvals

- Gaining exclusive access to the Williamstown Football Club ground for the week involved negotiating with several other sport clubs to move fixtures and training times.
- The event organisers also liaised with interstate teams, the national body and a range of equipment and catering suppliers to host the event.

Evaluation

- Evaluation was undertaken by surveying event participants, having informal discussions with all stakeholders and debriefing discussions among the event organisers.
- Continuous and informal feedback was sought from participants and spectators.

- All of the information was collated into a report for the Victorian peak body, the two clubs, major sponsors and an application for a community development award.

Event budget checklist

Income		
Grants/loans		
Ticket sales		
Sponsorship		
Entry fees		
Media		
Merchandising		
Other income		
Expenditure		
Administration	Event delivery	Marketing and communications
Accounting & audit	Accommodation	Computers
Bank charges & interest	Accreditation/registration	Entertainment
Depreciation	Awards/prizes/prize money	Internet web site
Event management fee	Ceremonies	Media centre
GST and other taxes	Equipment	Mobile phones
Insurance	Facility/venue lease/hire	Photocopiers
Legal	Media coverage	Public relations
Meetings	Medical services and drug testing	Publications
Motor vehicles	National body	Publications

Club/Association Management Program

Event Management

		(brochures/flyers/programs)
Office expenses	Officials	Results network
Postage & couriers	Participants	Signage
Printing & photocopying	Personnel (ushers, car parking)	Timing/scoring systems
Salaries	Sanction fees	Two way radio
Telephone/facsimile	Security (police/private)	VIPs
Travel/accommodation	Temporary structures (marquees/toilets)	Other marketing and communications
Other administration	Uniforms (staff, officials, volunteers)	
	Waste removal	
	Other event delivery	

Example of an event task checklist

Facilities			
• Accommodation	• Childminding	• Media room	• Rehearsal
• Advertising sites and signage	• Competitors' rooms	• Offices	• Sales points
• Alternative areas (eg bad weather)	• Contracts	• Officials rooms	• Security
• Briefing/Interview room	• Disabled facilities	• Playing areas	• Social areas
• Car parking	• Exhibition areas	• Power/lighting	• Storage toilets
• Cash facilities/change	• First aid & medical rooms	• Presentation area	• VIP rooms
• Changing rooms	• Floor plans	• Public address system	• Volunteer area
	• Kiosks	• Reception areas	• Warm-up/practice areas
	• Loading entrances		
	• Lost property		
Staff/personnel			
• Announcer/MC/commentator	• Medical staff	• Officials	• Security
• Attendants	• Electricians	• Photographer	• Ticket takers
• Bar staff	• Entertainers	• Promotion/fundraising	• Traders/exhibitors
• Bookkeepers	• Gophers/general	• Receptionists	• Ushers
• Cashiers	• Maintenance/repair/technician	• Safety	• VIP

Club/Association Management Program

Event Management

- | | | | |
|--|---|---|--|
| <ul style="list-style-type: none"> • Caterers • Cleaners | <ul style="list-style-type: none"> • Media liaison | <ul style="list-style-type: none"> • Secretaries | <ul style="list-style-type: none"> • care/diplomacy/hospitality • Volunteers |
|--|---|---|--|

Administration, documentation and finance

- | | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> • Accommodation • Accreditation • Admission • Advertising • Appeals/fundraising, grants, raffles • Arrival/departure • Budget/accounts • Cash flow/change floats • Communications | <ul style="list-style-type: none"> • Contracts • Copyright • Documentation • Event handbook • Facsimile • Franchise • Identification/passes • Insurance • Invitations • Legal • Licensing | <ul style="list-style-type: none"> • Marketing/promotion • Permits • Photocopying • Postage • Printing • Prizes/trophies • Programs • Protocol • Rental • Safety/emergency | <ul style="list-style-type: none"> • Sales • Schedules/monitoring • Seating • Stationery • Stock checking • Tickets • Transport • Volunteer recruitment/training |
|---|--|--|--|

Equipment

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> • Badges • Banners • Barriers • Chairs & tables | <ul style="list-style-type: none"> • Computers • Decoration • Direction signs • Display boards | <ul style="list-style-type: none"> • Heating/cooling • Lighting • Marquees • Public address | <ul style="list-style-type: none"> • Stage • Stands • Stationery • Technical |
|--|--|---|--|

Club/Association Management Program

Event Management

• Checklists	• Fax machines	• Radios/phones	• equipment
• Communications	• Fencing/barriers	• Scoreboards/resul	• Uniforms/protecti
	• Flags	t boards	ve clothing

Marketing and media

• Advertising	• Films/photograph	• Press	• Sponsorship/patr
• Ceremonies	y	• Prizes/trophies	onage
• Commentators/an	• Interpreters	• Protocol	• Television
nouncers	• Interviews	• Publicity	• VIPs
• Dress rehearsal	• Music	• Souvenirs	
• Entertainment	• Presentation,		
	program,		
	timetable		

Support services

• Bar	• Emergency	• Information	• Secretarial
• Car parking	procedures	• Lost property	• Security
• Catering	• Exhibition	• Maintenance	• Telephone/fax
• Changing	• First aid	• Medical	• Transport
• Computing	• Hotels	• Police	• Travel agency