

THE
IRISH SPORTS
COUNCIL



AN CHOMHAIRLE SPÓIRT

NGB SUPPORT KIT
Chapter Seven

PROJECT MANAGEMENT



7. Project Management

Introduction

Most sporting organisations will be called on at some point to organise an event. This may be a media conference or a social function, or it may be a state, national or world championship. Although events may vary in their complexity, the same basic principles generally apply. This section looks at the basic principles and phases that are applied to organising an event or project. The case studies in this section are examples from various NGBs who have organised successful events in the past.

7.1 Decision Phase

The decision phase consists of establishing your current situation at present, looking at the future and ascertaining the best way to get there meeting your objectives.

Questions to ask before you start

- Should there be an event?
- What is the purpose of this event?
- What goals do you want to achieve?
- How will you achieve these goals?
- Are there sufficient funds to produce the event?
- Who is your target audience?
- Who will be involved in the process?
- What resources, financial and other will be required?
- When must it be completed?
- What outcome would you like?

Strategic Outlook

Your event will require a strategic outlook; before you begin you will need to establish the following:

- **Vision** describes the long-term goals
- **Mission** is the task that the organisation has set for itself, reason for holding the event, its stakeholders and key objectives.

Clearly Defined Objectives

You must consider the purpose and objective of your event. Your objectives and purpose will affect how you organise your event. Before even starting to plan an event, it is important to ensure that there is a clearly defined set of measurable objectives. For example, while 'delivering a successful national championship' may seem an obvious goal, it is important to be clear on what determines 'successful'. Some questions to consider are:

- How many participants will attend?
- How many spectators will attend?
- How important is raising funds?

- Is media exposure of primary or secondary important?
- Does the event provide an opportunity for athletes to qualify for another event such as a world championship or the Olympics and, if so, how many qualifiers do you want?

Having a concise set of objectives not only helps to maintain focus in the planning phase, but also provides a set of criteria on which evaluation can later be based. For example, if the event is unexpectedly faced with budget cuts, it is then easier to remove the 'nice to haves' from a pre-determined set of prioritised objectives.

Additionally, after-event evaluation against the objectives always provides useful lessons that may be helpful for future events and is even more important if some of the event organisation has been outsourced to a management company.

Your objectives should meet the SMART principle:

- **Specific:** carefully focused on the mission
- **Measurable:** expressed in a concise and quantifiable form so they could be assessed
- **Achievable:** objectives that can be realised given the human, financial & physical resources
- **Relevant:** applicable to the current environment in which the company operates
- **Time Specific:** to be achieved by a designated time frame (from conception to execution)

You will need to consider the internal and external environment (SWOT & PEST analyses)

PEST Factors: Example:

- **Political/legal:** laws on alcoholic beverages
- **Economic:** inflation, level of wages
- **Social/cultural:** target group, lifestyle
- **Technological:** changes in equipment

SWOT Analysis: Example

- **Strengths:** Creativeness, strong brand
- **Weaknesses:** Other competing events, weather, season
- **Opportunities:** Sponsorships, promotion
- **Threats:** Things that may jeopardise the event: strikes, labour disputes

Your event strategy should:

- Utilise strengths
- Minimise weaknesses
- Avoid threats
- Take advantage of opportunities

Event Feasibility

You should perform 3 feasibility tests while planning an event: marketing screen, operations screen and financial screen. This will give you an indication of your event being held in the designated time frame and will also help you to identify the support and resources necessary to make your event a success.

- **Marketing Screen:** Marketing screen requires you to identify the target market for the event and determine whether they will support such an event. This includes environmental search for similar events in

the past, whether they were successful or not. This research also allows you to identify any competing events that may be taking place at the same time.

- **Operations Screen:** How do you intend to organise and produce your event? It could either be done by volunteers (in-house staff) or by professionals (event management companies). You need to identify the personnel resources that will assist you in executing your plan. In the early stages, you need to identify the tasks involved and who will be able to accomplish those tasks. In doing so, you will eliminate activities that are too complicated or difficult. You will also identify problems and essential procedures such as licensing, permissions, approvals, etc. so that enough time is allowed to satisfy such requirements.
- **Financial Screen:** This involves listing several types of events to be considered and preparing a preliminary budget for each to evaluate which would be best suitable to achieve your objectives. This preliminary budget should include all costs and revenues. This initial budget would help you with your planning process at a later date.

Once all 3 screenings have been done and analysed, the decision has been made to 'go-ahead' with the event, then it's time to examine how to organise your event.

7.2 Detailed Planning Phase

Once the objectives of the event have been stated and clearly communicated to all, it's time to consider an outline plan. An outline plan contains details in the areas of operations, finance, and marketing. It also includes a search phase. It is now that you explore options of possible dates, suitable times, potential venues, potential demands for the event, target market, possible sponsors and identify any clashes of similar events. Environmental searches will identify any potential problems and opportunities, assess demand and capacity, ascertain potential sponsors and partners, pinpoint any social or cultural issues, research any precedents and identify any timing issues.

Planning

Experience has shown that the management of a successful event requires a detailed planning and consultation process. Although a comprehensive event planning process cannot guarantee a problem-free event, it enhances an event manager's ability to effectively respond to any problems that may occur. The purpose of planning is to successfully meet your objectives. Planning should take place before beginning a project and should continue throughout the process.

Why is Planning an Event Important?

- It helps you to be clear about what you are doing and why
- Planning can give more confidence, a greater sense of commitment and can help prevent losing sight of the overall purpose of the event
- Planning is essential for any group in order to be effective
- Planning can save time and effort at a later stage, and can prevent problems occurring
- Working to a plan helps a group's motivation and teamwork.

It is also important to recognise pit falls of planning:

- Viewing plans as a once off exercise- plans are active documents and should be regularly consulted and

updated

- Seeing plans as conclusive rather than directional - plans change regularly
- over planning - becoming obsessed with tiny details and not looking at the overall objective

Venue

The objectives of the event may affect the choice of venue. You should compile a list of preferred locations and contact each one for pricing and availability. You should also visit each location to make sure venue is suitable for your event. The selection and design of the venue will have a significant impact on all components of event planning and on the overall safety and success of the event.

Things to consider should include:

- Location - what transport to and from the venue is available?
- Hire costs
- Proximity to participants
- Proximity to spectators - where will most spectators come from?
- Transport - how easy is it for participants and spectators to get to the venue?
- Level of competition - the standard of the venue may vary according to the nature of the event
- Wet weather options - does the venue have to be covered?
- Services and utilities available
- Movement of people within the area- Is the area a sufficient size for your event?
- Hazards in and around the area
- Potential impact on the local environment
- Traffic flows/parking
- Provision for disabled people
- Agreement of key stakeholders on selection of site/venue.
- Power, lighting and equipment
- Emergency plans/exits

Date

Selection of a suitable date can have a major impact on the success of an event. Factors to consider include:

- Its proximity to other events that may affect participant and spectator levels?
- When the school holidays are?
- The likely weather conditions?
- What other events may affect the ability to get media coverage (some of these may be non-sporting events)?

Time Requirement

You will need to plan your event in advance. In order to establish the time required to organise your event, you will have to list all you need to accomplish to bring success to your event and work backwards. You need to identify all the deadlines, schedules and delivery times and assign a time frame to each item. Remember to build in a bit of 'lead-time' for delays and note any major holidays such as the summer and Christmas that may interfere with suppliers etc.

Human Resource Management

The staffing of an event often provides one of the biggest challenges, especially to smaller associations. It is important to be clear that the personnel tasked with delivering the event have both the expertise and time to do so.

Often the level of complexity and the amount of time taken is underestimated. One of the most common post-event comments is; “I never realised how much work goes on behind the scenes to deliver an event”.

Many sporting associations are under-resourced and struggle to simply keep up with day-to-day administration, running competitions, handling members’ inquiries and running development programmes.

It is important to develop a detailed staff plan for the event, highlighting the staffing requirements before and during the event.

A Resource Plan can be used in order to:

- Clear up any confusion about “who does what.”
- Ensure that for each task, there is a responsible party
- Facilitate additional communication by helping people who need to work together to get to know each other
- Prevent duplication of effort.

Event Manager

Event Management encompasses the assessment, definition, acquisition, allocation, direction, control, and analysis of time, finances, people, products, services, and other resources to achieve specific objectives. An event manager’s job is to oversee and arrange every aspect of an event, including researching, planning, organizing, implementing, controlling, and evaluating an event’s design, activities, and production.

Committee

Pull together a group of people with a range of skills to deliver the event. This has the advantage of adding resources to the organising team but, unless they are well managed, these resources can be counterproductive. It is important that meetings are structured and committee members are accountable for tasks that they agree to undertake.

Volunteers

Depending on the size of the event you may require volunteer assistance. Volunteers can play a major role in determining the success of the event. You should appoint a dedicated volunteer coordinator because there is usually a massive amount of work involved in recruiting, training, uniforming, accrediting and feeding volunteers. Volunteers can fill some jobs that might otherwise be staffed by temporary employees. Volunteers provide high levels of service at no extra cost.

Outsourcing

Some associations are reluctant to outsource the management of an event, believing that it costs too much, but there are considerable benefits, including:

- Allowing the association to continue to focus on its core business, that is, recruiting and servicing members
- Ensuring the quality of the event. If you select a reputable event management company and set key performance targets, there is a strong likelihood that the event will be a success whereas, if you use a committee or volunteers with limited event experience and other commitments, that likelihood is reduced
- A reputable event company will usually have a strong network of reliable suppliers.

Stakeholder Analysis

Identify those who are ultimately affected by the project, positively or negatively and outline the level of involvement that is required by them in the project. For some stakeholders, it may simply require them to attend the kick-off meeting while others will need to be involved throughout the project process.

You need to be able to identify the range of stakeholders in an Event and manage their needs, examples include:

- Media
- Transportation Agencies
- Event Organiser
- Public
- Government agencies
- Elected officials
- Private Industry

Consultation: It is essential that events are developed and reviewed in consultation with identified key stakeholders. All these key people need to be contacted about the event in advance. It is helpful to brainstorm with the organising committee to generate a list of people, groups or statutory agencies which could be considered stakeholders. Involve those who may be affected by the event, they will appreciate the contact and will often be more cooperative and supportive if they are involved during the initial planning stages.

Planning meeting: A series of planning meetings should be conducted with the key stakeholders well in advance of the event to allow sufficient time for any planning changes.

Briefing: Before Event: Once the planning has been done it is essential to call all the participants together to conduct a pre-event briefing. Issues of communication, timetabling, responsible service of alcohol, security and emergency procedures should be clarified at this time. The event manager must be in contact with key stakeholders at all times before and during the event. The manager must have the authority to make critical decisions in relation to the event and, in an emergency, order the cancellation of, or evacuation from, the event. It is important to keep a contact record of various stakeholders on file. These details are useful in the implementation phase of the event as well as being useful for any future events.

Event Marketing

Event Marketing involves studying the intricacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually executing the modalities of the proposed event.

Target Audience is the main group of people expected to attend the event, e.g. families, singles, under 18s, senior citizens, 18-25-year-olds etc.

Marketing Tool: Event management is considered one of the strategic marketing and communication tools by organisations of all sizes. From programme launches to press conferences, organisations create promotional events to help them communicate with their target audience. Organisations may target their audience by using the news media, hoping to generate media coverage to reach a wider public. They can also invite their audience to their events and reach them at the actual event.

Event Promotion: There are a number of different ways to promote your event including the suggestions below:

- Contacting all key people to mark their calendars as soon as a date is confirmed
- Analysing your target audience and identifying what will entice them to the event
- Producing and distributing leaflets, flyers and posters about the event.
- Circulating a news release about the event along with providing personnel to provide further information and interview opportunities
- Updating information about your event onto your website and any other relevant websites
- Spreading word of mouth through friends, relatives and work colleagues
- Displaying outdoor banner at the venue where you are holding the event

If you plan to have an invitation list for your event then you need to send out invites at least six weeks before the event.

Advertising examples include:

- Television
- Local and national newspaper
- Magazines, radio
- Web and outdoor.

Media Coverage for an Event

In the case of high profile events and you are planning on inviting the media to your event you should keep them informed of all your activities. Having the Media present at your event will help to raise public awareness for the event and your organisation. You should appoint a publicity coordinator for the event, compile a list of local journalists who would like to cover the event and send them individual notices with the details of the event. You should follow up with a phone call to confirm attendance and receipt of invitation. It is a good idea to reserve seating for members of the media who have agreed to attend and have refreshments for them. It is a good idea to organise a photo opportunity and talk to the media who attend on the day.

Financial Analysis

With financial planning it is important to be realistic, not only with revenue expectations, but also with expenditure, and an amount should be included for contingencies. A detailed budget is probably the most critical aspect of any event. You need a Budget so that you are clear about how much each area is going to cost - in order to work out the overall cost of the event.

There is often a tendency to have unrealistic revenue expectations, it is important to consider all possible revenue streams, for example:

Event Budget

Income	Estimated	Actual	Variance
Sponsorship			
Entry fees			
Gate receipts			
Total:			
Expenditure			
Advertising			
Catering			
Hospitality			
Merchandise			
Transportation			
Venue Rentals			
Entertainment			
Speakers			
Staging			
Lighting/sound			
Insurance			
Translation			
Staffing			
Miscellaneous			
Contingency			
Total:			

You can use Microsoft Excel to set-up a spreadsheet for calculating your event budget.

Note:

On the expense side, always put together a worst-case scenario budget and be aware of the risk of not budgeting for items that were expected as donations -- often favors from "friends" fall through at the last minute, leaving a hole in the budget. Contingency should be between 10-15 % of your overall budget.

Cash Flow Budget

Apart 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 managing your event a cash flow budget is critical because expenditure often cannot be incurred until income has been received.

Fundraising

Before undertaking any fundraising plan it is important to evaluate the capability of the fundraising group. One of the major considerations before embracing specific ideas for fundraising activities is to evaluate whether there are sufficient resources, you need to determine whether there are a sufficient number of volunteers and it is important to understand that there will be costs associated with fundraising. Those costs may include the use of office supplies, transportation, purchase of consumables, insurance, etc.

There are many tried and proven ideas for fundraising activities. Some of these activities include walk-a-thons, auctions, fundraising ball, sponsored cycles etc.

The following are some guidelines to make sure your fundraising event is a big success:

Planning:

- What will you do to raise money?
- Who will run the fundraiser: volunteers?
- How will people take part?
- When will it take place?
- Where will it take place?
- Permission - Always check with those in charge before starting to plan the event

You should prepare an action plan:

- Gather any materials you might need and collect resources and enlist the help of volunteers and staff.
- Don't forget to advertise about your event
- Promote your event on your website if you have one set up
- Set up a checklist for each action, assign a person to be responsible for each action and establish a deadline for completion
- Keep a record and chart the progress of your fundraiser
- Record your collection efforts.

Evaluate the success of your event for future reference and don't forget to thank all those who were involved.

Fundraising Budget

The following example budget is based on a fundraising event, catering for 200 people. Start up budget is €5,000 and total profit is the amount raised at the end of the event. Figures may vary as numbers could change please keep in mind this budget is only an estimate budget.

Estimated Budget:



Income	Amount
Tickets @ 55 x 200 =	11,000
Grant:	5,000
Total Income:	16,000
Venue	740
Staff	Included with Venue
Meal 200 people @ €11	2,200
AV	Included in venue
Bar Extension	350
Décor	200
Champagne Reception	300
Auction Guest Speaker	100
DJ	150
Prizes	Free
Ticket Master Sales	400
Advertising	360
Transport	200
Event Management@21%	1,050
Total Cost:	6,050
Total Profit:	€9,950

Sponsorship

Sponsorship is the financial (cash) or material (in kind) support of an event by private individuals or firms, given with the expectation of benefit in return. The sponsor can communicate with its target audiences through sponsorship. It is the fastest growing segment in new marketing techniques. Preparing a sponsorship proposal - what can you offer the Sponsor in return for financial support?

Profile of your audience:

- Attendance - audience size
- Measurement of audience - ticketed, estimated
- Demographic profile of audience
- Use recognised research data

Present your mission and event plans:

- Outline event activities
- Emphasis on entertainment value and appeal to audience

Retaining the Sponsor:

- Manage the relationship and deliver on all benefits
- Provide a post-event evaluation report
- Renew for next year

Please see our sponsorship chapter for more details on sponsorship.

Visualisation

Visualisation is a step-by-step process that walks you through your event to identify any potential problems. If you identify the problems early, they could be addressed promptly in the planning stage. Visualising your event from start to finish will help you to iron out any problems prior to finalising and executing your plans.

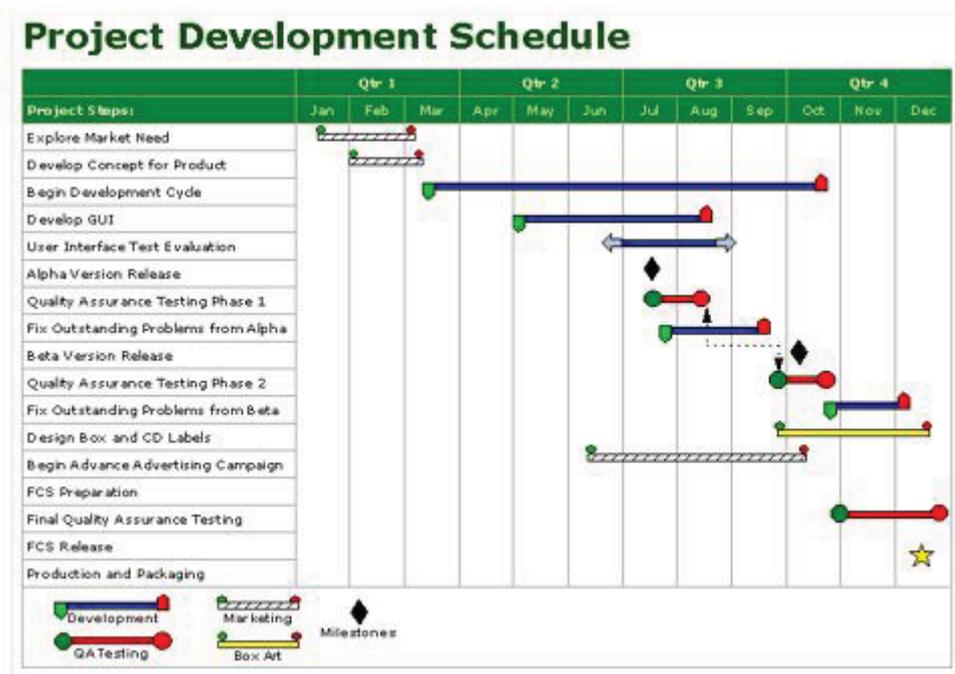
You can use a diagram called a mind map to represent ideas, tasks, or other items linked to your event. Mind maps are used to generate, visualize, structure, and classify ideas. A mind map is a brainstorming approach to planning and organising your event.

7.3 Implementation Phase

Gantt Charting:

Gantt Charting can be used as a visual schedule for tasks, durations, and milestones of an event. It is highly recommended to use Gantt Charting for medium and large sized events.

Example of a Gantt chart:



Notes:

- Useful for showing project schedules visually
- Shows tasks in the first column, and durations in the other columns
- The length of the black bar represents the duration of the task. The duration can be days, weeks or months
- Highlights dependencies between tasks - e.g. Task 4 cannot go ahead until task 3 is finished
- A milestone is shown by the  diamond symbol. A milestone is a significant event in the life of the project - e.g. a decision point such as 'report delivered'. They do not have a time or cost value. This is because they do not use any resources.

Risk Assessment

A Health & Safety Statement is designed to safeguard you and your team and your visitors from incident and accident. It will also help prove to an external party that you took responsible steps to minimize the risk of accidents.

The preparation of a risk management document is part of the work necessary in preparing the Health & Safety Statement. A Safety Officer should be appointed to complete the Risk Assessment and the Health and Safety Statement.

This can only be done by carrying out an honest and thorough assessment of the possible health and safety risks, this must be a written document.

It is suggested that you examine each potential risk under the following headings:

- The hazard?
- The risks associated with that hazard?
- Controls - how will you control those identified risks?
- Rating - how do you rate the potential risk - (1-5) 1 being low, 5 being very high.

Hazard	Risk	Controls	Rating
Fire Exit Blocked	Death	Clear Exit	5

Hazards can be grouped under the following headings, but you may wish to add to this list to meet the needs of your own event.

- Spectators
- Fire
- Electrical
- Weather
- Noise
- Litter
- Waste

Health & Safety Statement

The risk assessment exercise carried out above will form the basis for the Health & Safety Statement. In the event of a claim or a suggestion of a claim, the Insurers will probably ask to see a copy of the Health & Safety Statement.

Emergency Procedures

The document should detail exactly what the emergency procedures to be followed are, under a given set of circumstances. Your emergency Procedures document should cover the following scenarios:

- Evacuation Procedure
- Fire

- Bomb Threat
- Crowd Surge or Overcrowding
- Disorder within the grounds
- Communications or Public Address Systems Failure.

The emergency procedures must be known to all Team/Committee members, volunteers, and staff, Gardai etc. In the event of an incident occurring and emergency procedures being activated, it is most important that a report is written up within a few hours of the incident giving all relevant details, including the contact details for any witnesses. You should have a form called an Incident Report Form.

Public Liability

There is increasing government and community awareness of the legal responsibilities of event managers, specifically in relation to duty of care, negligence and workplace health and safety issues. This 'duty of care' extends to the event staff, volunteers, the performers, contractors, the audience or spectators and the public in the surrounding areas.

No one wants to be personally liable for any incidents that occur at an event. It is therefore recommended that event managers obtain comprehensive insurance coverage and legal advice in relation to possible public liability, indemnity, volunteers, copyright and contractual claims.

It is essential that you examine and update your insurance requirements on an annual basis. Do remember that if for example, the numbers attending your event rise or if you increase the duration of the event, your insurance company must be advised in advance.

Contingency Plans

When looking at potential risk areas the 'what if' scenario is critically important. Each scenario should have a thought out response that can be implemented straight away during the event.

Not every event runs as planned. Incidents occur that are beyond the control of the event planning team. You should develop contingency plans for every high risk, high impact incident. You should consult with all parties who may respond to an emergency situation when developing a contingency situation.

Monitoring and Reporting

Monitoring and Reporting is an essential part of any successful event. Once your event is up and running, you will need to keep track of progress. This is important because you will want to identify and deal with any problems as soon as possible

You need to record:

- The Milestone/Task
- The Schedule Status
- The Budget Status
- Any corrective Action you may need to take
- Responsibility.

Logical Framework or Scope

The Logical Framework method gives you a way to summarise the events objectives, targets and assumptions (e.g. assumptions about risks). Having this information means that during the implementation of the project you will be able to check that the event is on track. Once the event is completed it also enables you to evaluate if the objectives of the project have been achieved.

The main results of the Logical Framework process are summarised in a six box matrix that shows the most important aspects of an event in a logical format. The Logical Framework has a focus on the big picture of the event, the objectives of the project.

Logic	Indicators	Assumptions
GOAL: The Goal is the overall objective that the project is trying to achieve.	<ul style="list-style-type: none"> How do you propose to measure the success of the project? The indicators for the Goal go here. Indicators for: Goals should be SMART, specific, measurable, attainable, realistic and timebased 	<ul style="list-style-type: none"> What risks are there to the long term sustainability of the project benefits? Record here
OUTPUTS: The Outputs are the main sub-divisions of the project. All Outputs must be delivered if the Goal is to be achieved	<ul style="list-style-type: none"> How do you propose to measure the success of the Outputs of the project? The relevant indicators should be recorded here. Parameters can be numbers, quality, time etc. 	<ul style="list-style-type: none"> What risks/ external factors could reduce the effectiveness of the Outputs and put the achievement of the Goal at risk? Record here

Actual Event

On the event day all that needs to be done should be done. Often this is the time when if things go wrong they are out of your control. However, it is important not to panic and to think on your toes. In the event of something going wrong, give yourself ample time to come up with an alternative solution.

Getting to the hotel as early as possible is beneficial, meeting with the duty manager and staff will ensure the smooth running of the evening. Have a list of tasks that need to be completed and what time they need to be completed by.

Here is a brief example of what the task list may look like:

- Meet with staff
- Check location
- Check that all equipment is in good working order
- Have a list of external equipment suppliers names and mobile numbers
- Ensure all equipment has been delivered setup and fully checked through by early afternoon
- Confirm time with suppliers for the return of the equipment.
- Have the list on keynote speakers with mobile numbers ready to hand
- Have questionnaires available for everyone to fill in also supply pens
- Ensure that all Internet and power points are working and useable
- Ensure podium, microphone and projector is working
- Run through a list of requirements with staff

- Have a list of local press contacts with mobile numbers, contact them late afternoon to ensure their arrival
- Adequate seating is available, make sure there are extra seats to hand, in the event extra guests should arrive

The following is an example of the running order/ schedule of a typical day of an event; it is taken from Baton Twirling Sport Association of Ireland World Championships:

Freestyle Semi Finals Schedule Jnr/Snr Women and Jnr/Snr Men - Saturday 9th August 2008

1:55pm	After Teams and lunch begin with warm ups for jnr/snr women semis. Please clear the floor. At 2:00pm we will commence 5min warm up for Jnr and Snr women semi finalists. All athletes please be ready.	Main Floor Announcer
2:00pm - 2:05pm / Warm ups - Jnr. Women / Sets # 1-7	Announce: Jnr. Women SETS 1 - 7, you may take the floor for your 5 minute warm up. (wait for athletes to enter floor) Your warm up begins now (Give a 1 minute warning) when 5 mins are up ask to please clear the floor	Announcer
2:05am - 2:10pm / Warm Ups - Sr. Women / Sets # 1-7	Announce: Snr. Women SETS 1-7, you may take the floor for your 5 minute warm up. (wait for athletes to enter floor) Your warm up begins now (Give a 1 minute warning) when 5 mins are up ask to please clear the floor.	Announcer
2:10am - 3:20pm / Preliminary Freestyle Round / Jnr. & Snr.	Women Ladies and Gentlemen: we are now ready to begin the Semi Final Round of Freestyle for Jnr. & Snr. Women Announcer	Announcer

Announcer

- Announcing scores: The first 2 performers will go back to back. Then...after each performance announce the pervious athlete by their name & country
- Scores are out of 10
- Judges your marks for J Bloggs, Ireland for Technical Merit. Read scores - example, 9.0
- Judges your marks for artistic expression - call out as the are shown
- After reading the scores say "Thank you".

It is essential to provide a briefing session for staff and volunteers a few days in advance of the event at a suitable time. Volunteers and staff should be given a job description so that they understand what is expected of them, and also helps them to be clear about who does what.

The briefing should include

- Basic information about the event.
- Introduction to key staff members and volunteers
- Outline responsibilities for health and safety, reporting of urgent problems and the sequence of the call up of managers in an emergency
- Fire Evacuation plan and action to take in the event of a fire
- A tour of the layout of the site, highlighting emergency exits, assembly points, toilets, catering and other facilities, access for disabled visitors and for emergency vehicles or staff
- Crowd management issues and ensuring that emergency exits are open and check throughout the event

- How to interact with the public, audience or participants
- They should be made aware that they will be given an opportunity to provide feedback post event.

The event manager must be in contact with police and other key stakeholders at all times before and during the event. The manager must have the authority to make critical decisions in relation to the event and, in an emergency, order the cancellation of, or evacuation from, the event.

A Final Briefing

- Run through the schedule
- Last minute changes
- Clarity re. event and responsibilities

The “Get Out”

- Dismantling and removing equipment
- Cleaning up site plus branding and promotional materials
- Suppliers & sponsors bound to do the same
- Clear crowd
- Collect questionnaires

7.4 Evaluation

Many projects are completed without ever examining how successful they were (or not). This is unfortunate as a great deal can be learned from evaluating the impact of a project on an organisation.

Evaluation involves re-visiting the objectives of the event and evaluating the extent that the objective was achieved. It should include a review of how well the event team worked together during the event, and it also looks at other learning points that will be important to apply to future events so that the same mistakes are not repeated, and that best practice is carried forward.

A formal debriefing should be conducted with the key stakeholders, staff and customers after the event when information about the event, including attendance and incident data as well as staff and patron feedback, is available. This should be completed as soon as possible to ensure that all information is documented while fresh in the minds of the stakeholders.

An event evaluation is useful to determine what worked, what didn't work, why and how the event could have been done better?

Questions to be Addressed

- Did the event meet your organisations initial goals and desired outcomes?
- Did you reach the target audience?
- Did the event happen within the allocated budget? Was there an over spend? Could more money been spent in other areas?
- Did the location meet your requirements?
- How many attended, was it more than you expected?



- Did you receive enough local press coverage?
- Has it increased awareness of your organisation?
- Has it increased the amount of enquiries received?
- Would it be worthwhile having the event again?

After the Event you Should

- Insure that all equipment has been returned
- Request a preliminary invoice to check list that all services were supplied before actual invoice arrives.
- Analyse feedback questionnaires and enter information into a database
- Compile a database of attendees to include name, phone number email etc enter onto a database, this information is imperative for future mailings
- Compile a report on verbal feedback received from attendees
- If applicable ring local press and thank them for turning up to your event, this may get you a prime spot in the newspaper
- Send out all thank you letters to all attendees especially to the keynote speakers etc
- Finalise budget and actual costs of the event, it is only in the coming months that analysis on the success of the evening can be noted

7.5 Downloads & Links

Case Studies:

- Baton Twirling Final Competition Schedule Program
- Baton Twirling Finals Schedule
- Baton Twirling Freestyle Preliminary Schedule
- Baton Twirling Semi-Finals
- Baton Twirling Teams Preliminary
- Baton Twirling New Music Test
- Baton Twirling WC Set System
- Irish Gymnastics Event Plan
- Special Olympics Event Plan