

# MANAGING EVENTS

What do I need to know  
about organising an event?



If you would like to attend a workshop, organise a workshop for a group, or simply purchase or download another resource from the Running Sport series, visit the following website for further information:

[www.sportengland.org/runningsport](http://www.sportengland.org/runningsport)

Sport England is an organisation committed to creating opportunities for people to start in sport, stay in sport and succeed in sport.

Sport England is the strategic lead for delivering the Government's sporting objectives in this country, and we distribute both Lottery and Exchequer funds to sport.

Our vision is to make England an active and successful sporting nation.

This resource forms part of the Running Sport series

**Running Sport**  
SPORT ENGLAND

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## Glossary of terms

**Event coordinator:** The person who takes overall responsibility for planning and organising the event

**Functional area:** A key aspect of the event for example health and safety or transport

**Event overview:** A flow chart mapping critical dates and timescales for all aspects of the event

**Functional area event plans:** A plan itemising all tasks falling within each functional area and the action required to fulfil each task

**Sports presentation:** This term describes the way your event is presented and includes such aspects as background music, announcers, fanfares, encouraging crowd participation

**Risk assessment:** The identification of hazards and risk of injury they impose to participants, spectators and staff

**Branding:** The “dressing” of arenas and competition areas with advertising banners and posters to ensure sponsors names and products are highly visible

**Contingency plan:** Arrangements put in place, in anticipation, to outline action required to overcome potential problems

# Welcome

**Welcome to this Running Sport resource.** This forms part of Sport England’s education & training programme that provides recognition, information and learning resources aimed at supporting volunteers in relation to the administration and management of their sporting organisation, club, group, team, or governing body.

I hope that you find the information of use in your sporting role and that you will continue to contribute to helping people participate in sport in England. Through you, a valued resource, one of 5.8 million – we know that we are on our way to achieving our goal of making England an active and successful sporting nation!

Thank you for all your support and good luck for your volunteering future – long may you continue!

**Roger Draper**  
Chief Executive  
Sport England

# Managing events at a glance

A sports event takes place outside of the day-to-day running of a sports club/organisation. It creates extra work, usually for a concentrated period of time, and demands the full commitment of all those involved.

Think of the last sports event you attended. This may have been anything from a workshop, a conference, a festival, a sports day, or a championship competition at county, national or world-class level.

If you were a participant or spectator at that event, the chances are you will not have been aware of what was going on behind the scenes in order to make the event run smoothly. On the other hand, if you were involved in running the event, you will have been only too aware of all the hard work it took to pull everything together.

The aim of this resource is to provide a basic guide to planning and running successful sports events. Although the emphasis is on local to county level events, the basic planning principles will apply whatever the scale of the event you may be involved in.

Whether you are new to event management or an old hand, this resource will provide you with lots of useful advice and guidance. Some of the important areas to think about are as follows:

- Establish aims and objectives
- Decide what, when, where, who and how
- Form an event committee
- Appoint an event co-ordinator
- Establish financial viability of your event
- Identify the functional areas and nominate co-ordinators for each
- Create an event overview - a flow chart or gant chart mapping the course of action
- Progress feedback and regular updates
- Constantly review your objective, event plan and overview to ensure you are on track
- Seek additional support and guidance
- Provide event briefings
- Situations on the day
- Post event clear up
- Evaluation and review
- Planning for next time

# Getting started – establish aims & objectives

You may wish to hold an event but aren't entirely sure where to start. Firstly you must establish clear aims and objectives before launching into your preparations. e.g. what do you wish to achieve by staging an event? Without clear aims and objectives your project will have no real purpose or strategic direction and is unlikely to be the success you hope for.

When identifying your aims and objectives you may want to consider some key questions to assist you:

- What is the purpose of the event?
- Who is the event for and why do they need it?
- Do you need to make a financial gain?
- Do you need to create and improve community spirit?

Once you have established your aims and objectives, you then need to consider the following issues:

## How are you most likely to meet your objectives?

**What** would be the best type of event to organise to ensure objectives are met?

**What** level should the event be pitched at? (local, county, regional or national)

**When** will be the best time for the event to be held?

- Are the dates and times for the event appropriate?
- Are there any competing or conflicting events on the calendar?
- Will your event clash with any others (locally and nationally)?
- Is there enough planning time?
- How long will the event last?

**Where** is the most suitable venue?

- What facilities do you require for your event?
- Which venue(s) have those facilities?
- Can the venue(s) accommodate the participants, spectators and guests?
- Does it have adequate facilities for disabled people?
- Is that venue available?
- What is the cost of the venue?
- Is the cost prohibitive?
- What/where are the alternative venues?
- Is sponsorship required to fund venue hire?

**Who** are the key people required to organise and run the event?

- What areas of expertise do you need to tap into?
- Which people within your club/organisation have these specific areas of expertise?
- Do you need to recruit people from outside the club/organisation?
- Are the key people needed available?
- Do you need to organise secondments or cover for event organisers?
- Do you need more volunteers?

Remember to make sure you give everyone who might want to participate or volunteer in your event the opportunity to do so.

**NB:** For more volunteer information there is also a 'Volunteers' resource available in this downloadable series, and Running Sport also offer a 'Volunteer Management' workshop, both of which are accessible on the [www.sportengland.org/runningsport](http://www.sportengland.org/runningsport) website.

# Key personnel

## Event committee

Having identified the key people required to plan the event you should form an event committee. It is unlikely that one person will be solely responsible for all aspects of your event and establishing an event committee at an early stage can help you to share the responsibility and ensure a complete and extensive event plan. 'Two heads are better than one'.

The people you need on your event committee will vary according to the type of event, but key factors you need to consider include:

- Are the right people from your club/organisation and external organisations involved?
- Do you need to involve any other people?
- Does everyone understand the purpose of the event, its aims and objectives?
- Does everyone have a role to play?
- Is everyone clear about his or her role?

## Committee meetings

Your event committee will need to meet regularly to co-ordinate activities and give progress updates. The number of meetings required will vary according to the type of event and the stage of the event plan reached. However many you hold, make sure all meetings have a clear purpose and structure and they are a valuable use of people's time.

Establishing key meeting dates right from the start will provide a focus for your event committee and identify critical targets in your event plan for example closing date for entries, when to begin marketing and promotional campaign etc.

Remember to keep records of your discussions, including decisions and agreements made, and progress updates. These records will not only help you to keep on track, but they will also be useful for evaluating the success of your event and planning for the future.

## Event co-ordinator

Your event committee will need a good co-ordinator to guide and steer it, and to ensure that everything goes according to plan. Select your event co-ordinator carefully. They will play a key role in the planning of your event, so it is important they are respected and accepted by other committee members.

The event co-ordinator must be able to:

- Communicate with people at all levels
- Delegate effectively to ensure the workload is shared
- Motivate other committee members
- Share information and give committee members the opportunity to report back
- Meet deadlines and help others to do so
- Keep accurate administrative records

However experienced and effective your event co-ordinator is, try not to overload the same person with all your club's/organisation's events or the same events each year. No event co-ordinator should be irreplaceable so consider implementing a succession policy or a mentoring scheme to allow others to learn the ropes and ensure sustainability.

# Is the event financially viable?

Before you progress too far into the planning process, it is essential to assess the financial viability of your event. This means setting out a financial plan to balance the cost of running your event against any existing funds and prospective income. Several draft budgets may be compiled before producing the final version. Initially, the budget will be based on estimates, but it is important to confirm actual figures as soon as possible to keep your budget on track.

If one of your agreed objectives is make a profit you will need to decide what you intend to do with these profits. For example, put the money back into your club's/organisation's funds, allocate the profit to a forthcoming project or make a donation to charity.

The budget sheet (see appendix i) is an example of the type of costs you are likely to incur when running an event, and the sources of income you could access to balance these costs. Please note however that this is just a guide, it may either be too detailed for your purposes or not be detailed enough.

Make sure as a committee you have identified all your costs.



# Functional areas

Once you have established the financial viability of your event you can move into the planning process. Your event plan will start with identifying all the key aspects or functional areas of your event and agreeing the responsibilities that fall within each area. Each individual functional area can then produce their own more specific event plan outlining the tasks required to fulfil the responsibilities and to ensure all the finer details are considered. Members will need to identify key people to co-ordinate these areas who will then be responsible for reporting progress back to the event committee. You may find yourself with a role in more than one functional area, so it is important to plan your time effectively.

As your event plan develops, you may find you need to create additional functional areas and therefore recruit more people on to the event committee to co-ordinate them. Your event co-ordinator, following consultation with members, should be responsible for deciding whom to recruit and for ensuring that all new recruits and volunteers understand their role.

The table opposite identifies some of the functional areas you may create and the responsibilities that fall within each area. The list of functional areas may be too in depth for your event but equally you may identify aspects that are fundamental to your operation but not mentioned here so use it as a guide.

FUNCTIONAL AREA	RESPONSIBILITIES
<b>FACILITIES</b>	Booking venue (including alternatives in the event of wet weather), access, car parking, bar/café, disabled access & facilities, toilets and changing rooms, reception areas, registration & info points, lost children point, 1st aid/medical areas, crèche, playing areas, poster/banner sites, lost property, security, telephones, caretakers/venue management. Staff facilities – changing, team room/break out area, refreshment area.
<b>EQUIPMENT</b>	Chairs and tables, directional signs, display boards, fire extinguishers, first aid kits, public address system, radios, scoreboards & timing systems, seating, video, sports equipment (rackets, balls, posts, goals), traffic/pedestrian barriers, court/pitch markings.
<b>ADMINISTRATION &amp; FINANCE</b>	Event budget, income and expenditure, application/entry forms, procedures & policies, 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/fax. Post event evaluation.
<b>STAFF/PERSONNEL</b>	Announcers, attendants, bar/catering staff, caretakers, car park attendants, cleaners, crèche staff, officials (plus reserves), photographer, receptionists, safety staff/lifeguards, security staff, speakers, staff (general) stewards, volunteers, uniforms, refreshments, accommodation, transport, training/briefing sessions, pay/expenses.
<b>SUPPORT SERVICES</b>	Bar and catering, clubs/organisations/partners/national governing bodies, emergency services, lost property, lost children, St John Ambulance.
<b>TRANSPORT</b>	Public transport, teams' transport, staff transport, pool cars and drivers, arrival/departure arrangements, airport/railway pick-ups.
<b>SPORTS PRESENTATION &amp; MEDAL CEREMONIES</b>	Bouquets, medal ceremonies, medals, commentators/announcers, 'sports presentation' i.e. music & fanfares, hospitality, prizes, guest speakers.
<b>HEALTH &amp; SAFETY</b>	Risk assessments, emergency planning, first aid provision and insurance.
<b>MARKETING &amp; PROMOTION</b>	Publicity timetable, branding, poster/banner sites, media coverage, adverts, radio broadcasts
<b>POST EVENT CLEAR UP</b>	Closing the event, dismantling equipment, storage and return of equipment, cleaning, refuse collection.



# Insurance and Health & Safety

Additional areas you should pay particular attention to include:

## Insurance

All sports events require some form of insurance cover. This will range from accident, cancellation and public liability, to property loss or damage and failure to vacate.

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)
- Anticipate any unexpected events and ensure that you are covered

**NB:** Always check your insurance details thoroughly and seek written copies of other parties' insurance details who will be on the site as part of your event.

## Health & Safety

Every functional area will have an element of Health & Safety to consider. It is essential that there is a common thread throughout all planning and preparation. Some of the issues to consider are:

- What safety precautions do you need to take?
- Have you made adequate security arrangements?
- Do you have adequate emergency procedures in place?
- Is emergency training required?
- What first aid/emergency services do you need?
- What information do you need to include in health and safety announcements?
- Have you completed the necessary risk assessments?

## Child protection

If your event involves young people, you will need to take appropriate measures in relation to child protection. These include:

- A clear code of conduct for all staff/volunteers
- Police checks
- Registration details for the young people
- Emergency contact details for parents/guardians
- Contact details for support services e.g. local authorities and social services.
- A procedure relating to photo capturing equipment

Further information on child protection is available in Protecting Children: a guide for sports people published by sports coach UK. Also check with your relevant local authority or national governing body for their current guidelines and practices.

## Cancellation

At what point in the planning process should you decide to cancel the event if necessary, and who will be responsible for this decision? Key factors that will influence the decision to cancel will include:

- Penalties/charges to you that you would still have to pay for e.g. the venue
- Income targets
- Number of entries/bookings.

# Event overview

To be effective, your event committee must have a clear plan to work to. It is vital that everyone understands and agrees with this plan in order to move forward. With the right people on your event committee, each with a key role and functional area to coordinate, your event will start to take shape. Many national governing bodies of sport have excellent experience and specific guidelines on running sports events. Contact them at an early stage for support and to gather any relevant information by using the following links:

[www.sportengland.org](http://www.sportengland.org)

Then click on the 'Get Resources' link/then 'Useful Links' / then 'Governing Bodies of Sport'.

You can then choose whichever sports are applicable and it will link you to the relevant website.

The event co-ordinators first task in developing the plan is to oversee the production of the event overview. Having established all the functional areas the committee must now agree how these areas come together to create the event overview. This exercise helps you identify realistic time-scales and the most sensible sequence of events. It highlights everything clearly and forms a single point of reference illustrating progress and keeps the planning of your event on track.

The suggested layout for this event plan is a gant chart although you may decide as a team a better way to plot your tasks. A gant chart is a flow chart; it has each functional area as a main heading with each responsibility or task listed below. The dates and timelines are then plotted along a calendar scale to give an illustration of how the event planning process will progress. An event flow chart brings together details from all the different event planners to establish an overall time frame for your event.



# Functional area plan & reviews

The table below gives a very basic example of how to use the gant chart. Your chart will be far more detailed and possibly organised slightly differently, for instance, dates may be shown as days rather than weeks, you may reverse the way you count i.e. count down to the event rather than count up. Find the best way for your committee using this as a guide.

FUNCTIONAL AREA	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	ETC
HEALTH & SAFETY							
IDENTIFY RISKS/HAZARDS							
PERFORM RISK ASSESSMENTS							
WRITE EMERGENCY ACTION PLAN (EAP)							
STAFF TRAINING IN EAP							
APPOINT FIRST AIDERS							
PURCHASE FIRST AID EQUIPMENT							
MARKETING & PROMOTION							
IDENTIFY MARKETING ACTIVITIES							
BOOK NEWSPAPER ADVERTS							

Your event co-ordinator will need to take overall responsibility for the event overview, but information on it should be shared with the rest of the event committee.

This event overview will constantly be updated when issues materialise or are solved by each functional area. It is essential that the functional area co-ordinators communicate effectively and regularly with the committee as a whole to report progress.

Each functional area will have specific responsibilities it must fulfil. The co-ordinator and possibly a small team must now produce their plan listing each task to be completed, identified from the event overview, how each task will be undertaken, the timescale and deadlines relating to that task and who is responsible for it.

Your event co-ordinator will need to review all the event planners in order to guide and steer the overall event, and to ensure that tasks are completed on time.

The plan will take the form of a table similar to the one below. It can then be used as a progress report updated each time you meet to plan and review progress. Make sure when you meet to discuss progress the information is recorded on the event plan so any action points don't get missed or forgotten.

FUNCTIONAL AREA: ADMIN & FINANCE				
TASK	ACTION REQUIRED	BY WHOM	TIMESCALE/ COMPLETED BY (DATE)	COMMENTS
Create budget	Establish all costs			
Entry forms	Produce & print entry forms			
VIP	Establish which VIP's to invite, design invitation or compile letter, post invitations. Collate number of VIP's attending			
Etc.				

The level of detail, communication, lead-in times and overall planning time-scales you set within your event plan will depend on the size of your event and on how experienced your event committee is. Make sure that all arrangements are confirmed, preferably in writing, checked and double-checked.

**NB:** No matter how big or small your event, attention to detail is vital. Put yourself in the shoes of a participant, a spectator, and guest, and ask yourself what you would expect from the event, this way you will hopefully cater for everyone.

# Reviews & updates

The committee has already established a schedule of meetings. It is essential to communicate the progress of each functional area, review your original overview and update it. This must be done regularly throughout the planning process to ensure the committee remains focused and on track.

Your event planners and flow chart will provide you with a sound foundation for planning and running a successful event. However, there are a number of areas that merit some additional time and attention.

## Facilities

- Does the venue have the right facilities and equipment?
- Does the venue have adequate facilities for disabled people?
- What insurance cover do the venue owners provide?
- What alternatives are available if necessary (e.g. for wet weather)?
- When do you need to confirm your requirements and book the venue?

## Finance

*Expenditure - Your event plan will help you to identify the costs involved in running your event. Issues to consider include:*

- Loans to meet early expenditure
- Whether to have a central budget for the whole event or individual budgets for each area
- Cost of the event plan
- The point in the planning process at which you need to break even
- How will you meet costs already incurred if you have to cancel?
- What penalties will you incur if you have to cancel the event?

When dealing with suppliers, set out the minimum standards you require and obtain three or four quotations. Make sure that all quotations meet your required standards before selecting one that best meets your needs.

*Income - Sources of income that you could access to balance the cost of running your event include:*

- Existing funds – direct funding available from your club/organisation
- Participants' and spectators' fees – decide how much to charge and what your refund policy is
- Sponsorship and donations – make sure these are appropriate for your event and that you can deliver any specific requirements
- Grants and deficit funding – agree and confirm any funding grants or deficit arrangements before the event, as it is difficult to justify a request in retrospect
- Programme sales – decide on advertising rates and the price of the programme itself

Remember to tell other parties what forms of payment you will accept and when their payments are required.

## Marketing & promotion - How will people know about the event?

One of your major sources of income will be the participants and spectators themselves, so it is important to attract as many as possible to your event. As with other aspects of event planning, it is important to allocate enough time and resources to plan and distribute your publicity effectively. When appointing the person co-ordinating this functional area ensure it is someone with experience of marketing and promotion. Depending on the type of participant and spectator you want to attract.

Some or all of the methods that follow may be suitable for publicising your event:

- Your own website
- Press advertising and articles
- Advertising in national newspapers, specialist sports publications, newsletters and magazines
- Posters and leaflets - place them in shops, clubs/organisations, doctors' surgeries, libraries, sports centres and sporting facilities
- Radio and TV - advertise at local, regional and national level as appropriate
- Letters/direct mailing - target specific people
- Your national governing body may be able to help identify potential participants from lists of sports club/organisation members, including their own website
- Invitations - contact VIPs and other guests well in advance to secure their support

Whatever method you choose, you will need to publicise your event effectively. Treat your event as a product and market it appropriately. A key marketing principle known as AIDA will help you ensure that your publicity is effective:

- Attention – does the publicity attract attention?
- Interest – does it arouse interest in the event?
- Desire – does it create a desire to go to the event?
- Action – does it cause action i.e. going to the event?

The principles of AIDA will apply throughout the planning process, from attracting attention early e.g. distributing leaflets and application forms, to issuing follow-up information if the initial response is poor e.g. reduced entry fees, to remind existing applicants about the event nearer the time and continuing to attract further participants.

## Effective publicity:

- Is simple and eye-catching
- Includes all the essential information – what, where, when and who to contact, but does not include excessive information
- Appeals to as wide an audience as possible and does not discriminate in any way



# Event briefing

## In advance

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 session, distributing written notes/task sheets or both. You will also find it useful to have an event programme, including a map of key areas and a timetable of events.

## On the day

Start the day as you mean to go on. Get there early and make sure that everything is up and running before people start to arrive. Providing you plan properly, everything will be in place when the day of your event arrives. Inevitably, there will always be things to do on the day itself. These may include:

**Parking** - All car-parking areas should be well signposted and supervised if necessary.

**Facilities for disabled people** - All access points and facilities for disabled people should be well signposted, and helpers should be on hand to assist with any specific requirements.

**Signposting** - Devise your signposting system and check that it works well before the day of your event. On the day itself, all signposts should be in place as early as possible.

**Reception** - Your reception area should be clearly signposted and ready for early arrivals.

**Hosts** - You will need to 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 their uniform & badges. Make sure all staff look smart and tidy, this makes them more approachable and promotes a professional image.

**First aid** - 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.

**Refreshments** - You will have made arrangements for catering well before the day of your event. On the day itself, allow enough time to set up the refreshment areas and make sure they are clearly signposted.

## What if?

Even the best-laid plans can go wrong. This may be because of something that has been overlooked or something that is beyond everyone's control. When planning your event, it is essential to try to predict what might happen on the day. Your event committee should hold a session specifically to identify possible problems and develop contingency plans you may need to implement.

You will need to ask yourself, and find answers to questions such as:

- What will we do if it rains?
- What if someone forgets to do something?
- What if the person on reception falls sick?
- What if there is an accident?
- What if there aren't enough officials on the day?
- What if the reporter fails to turn up?
- What if the main VIP is delayed in traffic?
- What if more people than anticipated turn up?

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. This will minimise the disruption and allow things to return to normal as soon as possible.

**NB:** A good event co-ordinator has little to do on the day of the event itself and is therefore free to deal with any unexpected occurrences.



# Post-event clear 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

## Post-event evaluation

After months of planning and hard work, your event is over and you are left feeling exhausted, yet happy and relieved. It will probably be very tempting to leave the event behind and return to the day-to-day running of your club/organisation. But before you do this, you should tie up a few loose ends.

### Debriefing

You will need to arrange one or two final event committee meetings. You may want to get everyone together on the day itself. This should be a very short session to thank the members and confirm the date of a more formal meeting.

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 report (verbal or written) 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.

### Post-event tasks

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, 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

### Evaluation

It is very important to review all aspects of your 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.

### Planning for next time

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.

### Summary and what's next

A successful sports event relies on:

- Planning
- People
- Pounds
- Publicity

Remembering the four P's of event management will help you ensure that every sports event you run is successful.

Managing an event can be time-consuming, tiring and sometimes frustrating. But providing you plan carefully, the rewards are tremendous and you will have a lot of fun. The satisfaction you feel when you see people enjoying themselves at your event will make all your hard work seem worthwhile.

# Appendix (i)

## Event budget sheet

EXPENDITURE	ESTIMATED £	ACTUAL £
<b>VENUE/EVENT</b>		
Hire of venue		
Trophies/certificates		
Equipment		
Displays/signs		
Flowers		
Other		
<b>SUPPORT SERVICES</b>		
Admin		
Travel		
Meetings		
Postage		
Telephone		
Printing		
Emergency services		
Other		
<b>FINANCIAL/LEGAL</b>		
Legal costs		
Travel		
Officials' expenses		
Police costs		
Insurance		
Other		

EXPENDITURE	ESTIMATED £	ACTUAL £
<b>PUBLICITY/PROMOTION</b>		
Programme printing		
Artwork/design		
Newspaper adverts		
TV/radio adverts		
Posters/banners		
Sponsorship package		
Photography		
Other		
<b>TOTAL (A) INCOME</b>	<b>ESTIMATED £</b>	<b>ACTUAL £</b>
Sponsorship		
Grants		
Donations		
Tickets		
Programme advertising		
Other advertising		
Programmes		
Other		
<b>TOTAL (B) GRAND TOTAL</b>		
<b>TOTAL (B) – TOTAL (A)</b>		
<b>= PROFIT/DEFICIT</b>		

# Useful contacts

## Central Council For Physical Recreation

Francis House  
Francis Street  
London  
SW1P 1DE  
Tel: 020 7854 8500  
Fax: 020 7854 8501  
Email: [info@ccpr.org.uk](mailto:info@ccpr.org.uk)  
Website: [www.ccpr.org.uk](http://www.ccpr.org.uk)

## Child Protection In Sport Unit

NSPCC National Training Centre  
3 Gilmour Close  
Beaumont Leys  
Leicester  
LE4 1EZ  
Tel: 0116 234 7278/7280  
Fax: 0116 234 0464  
Email: [cpsu@nspcc.org.uk](mailto:cpsu@nspcc.org.uk)  
Website: [www.thecpsu.org.uk](http://www.thecpsu.org.uk)

## Clubs For Young People

371 Kennington Lane  
London  
SE11 5QY  
Tel: 020 7793 0787  
Fax: 020 7820 9815  
Email: [office@nacyp.org.uk](mailto:office@nacyp.org.uk)  
Website: [www.clubsforyoungpeople.org.uk](http://www.clubsforyoungpeople.org.uk)

## English Federation Of Disability Sport

Manchester Metropolitan University  
Alsager Campus  
Hassall Road  
Alsager  
Stoke On Trent  
ST7 2HL  
Tel: 0161 247 5294  
Fax: 0161 247 6895  
Email: [federation@efds.co.uk](mailto:federation@efds.co.uk)  
Website: [www.efds.net](http://www.efds.net)

## Running Sport Hotline (general enquiries)

Tel: 0800 363373

## Running Sport Support Team (workshop & resource enquiries)

3rd Floor, Victoria House  
Bloomsbury Square  
London  
WC1B 4SE  
Tel: 0207 404 2224  
Fax: 0207 383 5740  
Email: [runningsport@coachwise.ltd.uk](mailto:runningsport@coachwise.ltd.uk)  
Website: [www.sportengland.org/runningsport](http://www.sportengland.org/runningsport)

## Sport England

3rd Floor, Victoria House  
Bloomsbury Square  
London  
WC1B 4SE  
Tel: 0845 850 8508  
Fax: 0207 383 5740  
Email: [info@sportengland.org](mailto:info@sportengland.org)  
Website: [www.sportengland.org](http://www.sportengland.org)

## Sporting Equals

Commissions for Racial Equality  
3rd Floor Lancaster House  
67 Newhall Street  
B3 1NA  
Tel: 0121 710 3014  
Fax: 0121 710 3022  
Email: [sportequal@cre.gov.uk](mailto:sportequal@cre.gov.uk)  
Website: [www.cre.gov.uk/sportingequals/about.html](http://www.cre.gov.uk/sportingequals/about.html)

## sports coach UK (general enquiries)

114 Cardigan Road  
Headingley  
Leeds  
LS6 3BJ  
Tel: 0113 274 4892  
Fax: 0113 275 5019  
Email: [coaching@sportscoachuk.org](mailto:coaching@sportscoachuk.org)  
Website: [www.sportscoachuk.org](http://www.sportscoachuk.org)

## sports coach UK Business Support Centre (workshop enquiries)

Sports Development Centre, Loughborough University  
Loughborough  
Leicestershire  
LE11 3TU  
Tel: 01509 226 130  
Fax: 01509 226 134  
Email: [bsc@sportscoachuk.org](mailto:bsc@sportscoachuk.org)  
Website: [www.sportscoachuk.org](http://www.sportscoachuk.org)

## Sports Leaders UK

Clyde House, 10 Milburn Avenue  
Oldbrook  
Milton Keynes  
MK6 2WA  
Tel: 01908 689180  
Fax: 01908 393744  
Email: [info@sportsleaders.org](mailto:info@sportsleaders.org)  
Website: [www.bst.org.uk](http://www.bst.org.uk)

## Women's Sports Foundation

3rd Floor, Victoria House  
Bloomsbury Square  
London  
WC1B 4SE  
Tel: 020 7273 1740  
Fax: 020 7273 1981  
Email: [info@wsf.org.uk](mailto:info@wsf.org.uk)  
Website: [www.wsf.org.uk](http://www.wsf.org.uk)

## Youth Sport Trust

Sir John Beckwith Centre for Sport  
Loughborough University  
Loughborough  
Leicestershire  
LE11 3TU  
Tel: 01509 226600  
Fax: 01509 210851  
Website: [www.youthsporttrust.org](http://www.youthsporttrust.org)

## Volunteering England (London)

Regents Wharf  
8 All saints Street  
London  
N1 9RL  
Fax: 020 7520 8910

## Volunteering England (Birmingham)

New Oxford House, 16 Waterloo Street  
Birmingham  
B2 5UG  
Fax: 0121 633 4043

For both offices:  
Tel: 0845 305 6979  
Email: [information@volunteeringengland.org](mailto:information@volunteeringengland.org)  
Website: [www.volunteering.org.uk](http://www.volunteering.org.uk)