

How this Manual is Organised

In order to take you through an event from beginning to end, this Manual has been divided into Chapters, each of which deals with a different topic of an event's organisation.

Within each Chapter some elements have been broken down further where more specific information is required.

You can use a Chapter in isolation but it is advisable to keep the 'big picture' in mind as this will be beneficial in the long run and will hopefully lead to a successful event.

The Manual has been organised in an orderly sequence from creation of an event, implementation and post-event reports and debrief, but so many aspects of event organisation occur simultaneously, keeping things in a logical sequence is not always easy!

This Manual is a hands-on guide for event planners looking to produce an event that will bring back participants, spectators and sponsors year after year and aims to be an invaluable reference for event organisers.

CONTENTS

CHAPTER	Name		Page
CHAPTER 1	Framework for organisation		4
	1.1	Organisers Responsibility	4
	1.2	Different Categories of Organiser	5
	1.3	Calendar	5
	1.4	Name of Event	6
	1.5	Designing an Event	6
	1.6	Venue	7
	1.7	Personnel Required	7
	1.8	Basic Equipment	7
	1.9	After the Event	8
	1.10	Checklist for Creating an Event	8
APPENDICES	ONE/1	Sample Tournament Format	9
	ONE/2	Sample Playing Format	11
	ONE/3	Sample Result Sheet	12
CHAPTER 2	The Organisation Team		13
	2.1	Local League	13
	2.2	County and Regional	14
	2.3	National and International	17
APPENDICES	TWO/1	Sample Risk Assessment	27
CHAPTER 3	Budget and Financial Management		30
	3.1	Budget	30
	3.2	Cash Flow	30
	3.3	Income	30
	3.4	Expenditure	31
APPENDICES	THREE/1	Sample Cash Flow Chart	33
	THREE/2	Sample Budget	34
CHAPTER 4	The Media		35
	4.1	Informing the Media	35
	4.2	Media Requirements	35
CHAPTER 5	Medical Services		37
	5.1	Basic principals	37
	5.2	Basic equipment	37
	5.3	Anti-Doping Control	37
CHAPTER 6	Accreditation		38
	6.1	Defining the Areas	38
	6.2	Accreditation Format	38
CHAPTER 7	Radios		39
	7.1	Function of radio	39
	7.2	Training and Protocol	39

	7.3	Frequencies Used	39
	7.4	Equipment	39
APPENDICES	SEVEN/1	Sample Guidelines	40
CHAPTER 8	Technical Documents		41
	8.1	Organisation Chart	41
	8.2	Meetings and Locations	41
APPENDICES	EIGHT/1	Sample Project Plan	42
	EIGHT/2	Sample Event Checklist	44
CHAPTER 9	Event Regulations and Documents		45
	9.1	Local, County & Regional	45
	9.2	National & International	45
	9.3	Entry Forms	46
	9.4	Registration Documents	46
	9.5	Score Cards	46
	9.6	Result Sheets	46
APPENDICES	NINE/1	Sample Tournament Regulations	48
	NINE/2	England Age Banding Regulations	53
	NINE/3	Sample Tournament Registration Form	54
	NINE/4	Age Banding Pathways	55
	NINE/5	Age Banding Application Form	56
CHAPTER 10	Tournament Referees		57
	10.1	Appointment	57
	10.2	Terms of Reference	57
APPENDICES	TEN/1	Duties of a Tournament Referee	58
	TEN/2	Sample Incident Report Form	59
	TEN/3	Sample Instructions from Tournament Ref	60
CHAPTER 11	Trophies and Prizes		61
CHAPTER 12	Catering		62
	12.1	Participants	62
	12.2	Spectators	62
	12.3	Work Force	62
	12.4	VIP's and Sponsors	62

CHAPTER 1 FRAMEWORK FOR ORGANISATION

1.1	Organisers Responsibility
	<p>The organiser is the person responsible for an event with regard to all other parties (participants, officials, spectators, authorities, media and others in attendance).</p> <p>Organising an event is not a simple matter, especially if it's an International Netball Series or World Championship on the International Netball Federation (IFNA) calendar as this means making and meeting a commitment to certain quality standards and regulations.</p> <p>But whether organising an event at local league level or on the world stage, the organiser is responsible for making all arrangements to ensure that the event runs smoothly and should strive to achieve a quality and well organised event.</p> <p>The organiser should remember that those involved in the event (the participants, officials, volunteers, press etc.,) should be given the opportunity to operate under the best conditions possible.</p> <p>Safety, for everyone's benefit, must be a priority throughout the event. Risk assessments must be carried out for every aspect and the organiser must consider that it may be necessary to cancel an event (for example in cases of adverse weather conditions).</p> <p>The organiser must also be prepared to deal with any serious accident that may occur. Organisers must consider taking out an insurance contract covering all risks relating to the organisation of an event.</p> <p>The key to the event and the personal credibility of the organiser will be determined by their ability to deliver on their promises</p> <p>A list of key priorities are :</p> <ul style="list-style-type: none"> • The first rule of planning and management is to decide why you are running the event in the first place • Do you have sufficient resources to devote to the event without it generating any income • Set your budget – don't let 'creative types' set it for you! Be as detailed about cash flow as you are about budget • In addition to the 'big-picture' finances there will be hidden costs – ensure that you know what these are and plan with a contingency for the unexpected • Care of the participants should always be at the top of the list • Child Protection guidelines which include good practice on the use of video and photography should be followed closely if under 18s are playing. • The event organiser should ensure that all potential photographers sign in at registration desk if they wish to take tournament pictures on the day. All registered photographers must wear an official Photographers label at all times. The event organiser should reserve the right to decline entry to any person unable to meet or abide by the event organiser's conditions. • Make sure that promoting the event is also high on your list • You can never do too much for your volunteers – you want them to come back

	<p>year after year and local knowledge is critically important to success</p> <ul style="list-style-type: none"> • The ultimate goal for an event is for it to become a tradition for that date and site • Aim to create a relationship with your sponsors that extends beyond this particular event • Develop the running order well in advance so that you have time to revise it as the event nears • Update your 'to do' list constantly and live by it • The best managers have a knack for motivating people and keeping them focused on their priorities.
1.2	Different categories of Organiser
1.2.1	<p>Local League : Local leagues rely entirely upon a volunteer workforce to organise and manage their league and tournaments for their membership who are affiliated to their County/Region and National Governing Body (NGB) but may organise promotional come-and-try-it events for non-members to encourage greater participation</p>
1.2.2	<p>Regional and County : Regions and Counties are responsible for organising events within their geographical boundaries and in some instances this will be with the assistance of salaried staff but mainly reliant on the expertise of the volunteers within their Associations.</p> <p>Events organised by the Regions and Counties are for members affiliated to the NGB but they may organise promotional come-and-try-it events for non-members to encourage greater participation.</p>
1.2.3	<p>National and International: The National Governing Body is entirely responsible for organising the event with a salaried staff responsible for organising major events, but also reliant on the volunteer network throughout the country to provide the workforce required at local level. In the case of a World Championship the NGB will form a separate company to manage the event.</p> <p>The event may be organised with financial support from the country's public authorities.</p> <p>National events organised by the NGB are strictly for their affiliated membership.</p>
1.3	Calendar
1.3.1	<p>Local League Local leagues should take into consideration their County calendar in particular to avoid a clash of fixtures especially if they have athletes who are involved in national, regional and county activities.</p>
1.3.2	<p>Regional and County Regions and Counties should be aware of the National calendar when organising their events to avoid any clash of fixtures, together with knowledge of the activities of their local leagues if they are looking for their</p>

		support with organisation and participation.
	1.3.3	National National events are not necessarily governed by the IFNA calendar but if anticipating international athlete participation and Match Officials then this needs to be taken into consideration. Also the link to regional, county and local levels
	1.3.4	International IFNA produce a calendar from information received from member Countries and their five Regions and any International event organised by the NGB should be registered into this calendar.
1.4	Name of Event	
	<p>The organiser chooses a name for the event. It should be neutral and not suggest a status that is inappropriate for the event.</p> <p>Naming an event in memory of a specific individual can cause problems in the long term if the event is going to be run on an annual basis. Future generations will be unaware of the individual and the very sound reasons for creating the event in the first place, however don't be discouraged by this.</p>	
1.5	Designing an Event	
	<p>Designing the event is where the organiser has the opportunity to be creative and this ultimately determines what will define the event.</p> <p>Every event should have its own personality and this will give it a place in the minds of the participants, spectators and sponsors, and will lead to its long-term success.</p> <p>A player-friendly atmosphere is far more conducive to a positive experience than one designed to create a platform for the organiser.</p> <p>The organiser should consider what type of event they are running, examples of which are :</p> <ul style="list-style-type: none"> • A fund-raising event that showcases the local talent, the proceeds of which will go toward enabling participants to gain additional training, playing and educational experiences • A fund-raising event with the main ingredient being that of having fun and raising funds for a specific charity • Beginning and end of season tournaments for members to come together for good quality competition but also an enjoyable experience • An annual event bringing together the cream of the competition to produce a national, regional or county champion • A profitable elite event with national and international implications organised to the highest quality and standards 	
1.6	Venue	
	Choice of venue is crucial to the success of the event and past experience of venue	

	<p>locations will assist the organiser in making the right decisions :</p> <ul style="list-style-type: none"> • Decide on the venue and check availability, number of courts, changing facilities, catering, car parking, first aid and cost • Make sure the court is the correct specification for your event i.e. run-offs, sunken posts etc... • Decide on the start time of the event, the time required for set-up and break-down and the length of the event and book venue accordingly • Decide upon the process for obtaining umpires of the correct quality for you event • Decide on the entry fee, closing date, withdrawal policy and what happens to the entry fee if a team does not arrive on the day • Visit the venue and decide upon the following : <ul style="list-style-type: none"> ○ Layout and numbering of courts, check posts and court markings ○ Proximity to event operation room and whether PA system is available or required ○ Rooms for Timekeepers/Scorers, Tournament Referees, Match Officials ○ Location of refreshments if available, or the possibility of bringing in outside caterers/franchises ○ Car parking spaces available and need to allocated spaces if limited ○ Check location of nearest A&E hospital ○ Meet the caretaker – their experience maybe invaluable over the event
1.7	Personnel required
	<ul style="list-style-type: none"> • Helpers to put out signage, car parking, litter bins, sponsorship signs, setting up score room • Registration and personnel to answer queries • Scorers, Timekeepers, Court Runners, PA Announcer, Match Officials, Tournament Referees • First aid officials (St John Ambulance/The Red Cross/Fast Ambulance) • Caterers • Merchandising • Hostesses (if required to meet and greet sponsors VIP's etc)
1.8	Basic Equipment
	<ul style="list-style-type: none"> • Stop watches • Bell or hooter (central timing) • Score Sheets • Notices and Court Numbers • Score cards • PA System • Tables and Chairs • Money (cash float) • Trophies & Medals • Spares : <ul style="list-style-type: none"> ○ Pump, netballs, nets for posts, set of bibs, whistles • Flowers for Sponsors/VIP's
1.9	After the Event
	<ul style="list-style-type: none"> • Write your 'thank you' letters • Write your Report

	<ul style="list-style-type: none"> • Refer any safeguarding concerns or issues to England Netball if appropriate • Publish Results • Write report for media • Working with the Treasurer, finalise the accounts • Carry out a debrief with key personnel • Make a record of any trophies awarded to ensure their return next year
1.10	Checklist for Creating an Event
	<p>The organiser will want to be known for being creative, well organised, player friendly, sponsor sensitive and concerned about their customers. Therefore it is essential that the fundamentals are thoroughly covered during the initial stages of the event creation :</p> <ul style="list-style-type: none"> • Define the event with a short mission statement • Study the rules and regulations as they apply to the type of participant who will come to the event and consider how to gear the event to the participants • Know the extent of the authority of the International Federation or NGB (if appropriate) • Most important develop a budget that enables you to analyse the event's probability for financial success. The concept may be great, the date and location perfect with good player and spectator support, but if every calculation shows that the expenses will far outstrip the revenue, serious consideration should be given to the viability of the project

APPENDIX ONE/1 TOURNAMENT FORMATS

3 TEAMS

Each team has two matches
You only need one court
Three rounds

Schedule

1 v 2
1 v 3
2 v 3

Because it is necessary for one team to play two consecutive matches, it is essential that this is taken into account when arranging the timing

4 TEAMS

Each team has three matches
You only need one or two courts
1 Court = 6 rounds
2 Courts = 3 rounds

Because it is necessary for teams to play consecutive matches, it is essential that this is taken into account when arranging the timing

1 Court Schedule

1 v 2
3 v 4
1 v 3
2 v 4
1 v 4
2 v 3

2 Court Schedule

1 v 2 3 v 4
1 v 3 2 v 4
1 v 4 2 v 3

5 TEAMS

Each team has four matches
You only need one or two courts
1 Court = 10 rounds
2 Courts = 5 rounds

Because it is necessary for teams to play consecutive matches, it is essential that this is taken into account when arranging the timing

1 Court Schedule

1 v 2
3 v 4
1 v 5
2 v 3
4 v 5
1 v 3
2 v 4
3 v 5
1 v 4
2 v 5

2 Courts

1 v 2 3 v 4
1 v 5 2 v 4
2 v 5 1 v 3
4 v 5 2 v 3
1 v 4 3 v 5

Similar tournament structures to the sample shown in Appendix 1/2 can be used with the following group combinations, but you must remember that the easiest way to produce a tournament winner is by having four groups and then four group winners in the semi finals (as above example).

6 TEAMS

EVENT MANUAL

Each team has five matches
You need two or three courts
2 Courts = 8 rounds
3 Courts = 5 rounds

Because it is necessary for teams to play consecutive matches, it is essential that this is taken into account when arranging the timing

2 Court Schedule

1 v 2	3 v 4
1 v 3	5 v 6
2 v 6	4 v 5
3 v 6	1 v 4
2 v 5	-
2 v 4	3 v 5
4 v 6	1 v 5
2 v 3	1 v 6

3 Courts

1 v 2	3 v 4	5 v 6
1 v 3	4 v 5	2 v 6
3 v 6	1 v 4	2 v 5
1 v 6	2 v 4	3 v 5
1 v 5	2 v 3	4 v 6

7 TEAMS

Each team has six matches
You need two or three courts
2 Courts = 11 rounds
3 Courts = 7 rounds

Because it is necessary for teams to play consecutive matches, it is essential that this is taken into account when arranging the timing

2 Court Schedule

1 v 2	3 v 4
1 v 5	6 v 7
2 v 3	4 v 6
1 v 3	5 v 7
2 v 6	4 v 7
1 v 6	3 v 5
2 v 7	4 v 5
1 v 7	3 v 6
2 v 5	-
3 v 7	1 v 4
5 v 6	2 v 4

3 Courts

1 v 2	3 v 4	5 v 6
2 v 3	4 v 5	6 v 7
2 v 6	3 v 5	1 v 7
4 v 6	1 v 3	5 v 7
4 v 7	1 v 6	2 v 5
1 v 4	3 v 6	2 v 7
2 v 4	1 v 5	3 v 7

8 TEAMS

Each team has seven matches
Preferable you need three or four courts
but you can manage on two

Because it is necessary for teams to play consecutive matches, it is essential that this is taken into account when arranging the timing

3 Court Schedule

1 v 2	3 v 4	5 v 6
1 v 3	2 v 4	7 v 8
1 v 4	6 v 8	5 v 7
2 v 3	6 v 7	5 v 8
4 v 6	3 v 7	1 v 5
2 v 6	3 v 5	1 v 8
2 v 7	1 v 6	4 v 8
1 v 7	3 v 8	4 v 5
4 v 7	3 v 6	2 v 5
2 v 8		

4 Court Schedule

1 v 2	3 v 4	5 v 6	7 v 8
1 v 3	2 v 4	5 v 7	6 v 8
1 v 8	2 v 3	4 v 5	6 v 7
2 v 8	3 v 5	4 v 6	1 v 7
2 v 6	3 v 8	4 v 8	1 v 5
1 v 6	3 v 8	4 v 7	2 v 5
1 v 4	5 v 8	3 v 6	2 v 7

APPENDIX ONE/2

PLAYING FORMAT

Dependant upon the number of courts available, the timing of the tournament and the number of teams available, combinations of groups can be used by inserting a letter into their team numbers. If twenty teams have entered, but you only have four courts available, the following schedule could be used.

Group A	Group B	Group C	Group D
A1 Team Name	B1 Team Name	C1 Team Name	D1 Team Name
A2 Team Name	B2 Team Name	C2 Team Name	D2 Team Name
A3 Team Name	B3 Team Name	C3 Team Name	D3 Team Name
A4 Team Name	B4 Team Name	C4 Team Name	D4 Team Name
A5 Team Name	B5 Team Name	C5 Team Name	D5 Team Name

Time	Court 1	Court 2	Court 3	Court 4
10:00	A1 v A2	A3 v A4	B1 v B2	B3 v B4
10:20	C1 v C2	C3 v C4	D1 v D2	D3 v D4
10:40	A1 v A5	A2 v A4	B1 v B5	B2 v B4
11:00	C1 v C5	C2 v C4	D1 v D5	D2 v D4
11:20	A2 v A5	A1 v A3	B2 v B5	B1 v B3
11:40	C2 v C5	C1 v C3	D2 v D5	D1 v D3
12:00	A4 v A5	A2 v A3	B4 v B5	B2 v B3
12:20	C4 v C5	C2 v C3	D4 v D5	D2 v D3
12:40	A1 v A4	A3 v A5	B1 v B4	B3 v B5
13:00	C1 v C4	C3 v C5	D1 v D4	D3 v D5

Matches 8 minutes each way – 2 minutes at half time – 2 minutes between rounds

Semi-Final 1 - Winner of Group A v Winner of Group B

Semi Final 2 – Winner of Group C v Winner of Group D

Final – Winner of Semi Final 1 v Winner of Semi Final 2

Time	Court 1	Court 2	Court 3	Court 4
13:30	1A v 1B		1C v 1D	
13:50	Winner 1A & 1B v Winner 1C & 1D			
14:15	Presentation			

EVENT MANUAL

APPENDIX ONE/3 Sample Result Sheet

GROUP 1	GF	Team A	GA	GF	Team B	GA	GF	Team C	GA	GF	Team D	GA	GF	Team E	GA	Points	Goal Aver-age	Place
Team A				20			30			40			50			140	1.866667	1
				5			5			5			5			20		
				10			15			20			30			75		
Team B	10						20			15			10			55	0.932203	2
		0					5			3			2			10		
				20			12			15			12			59		
Team C	15			12						30			12			69	0.884615	3
		0					1			5			3			9		
				30			20			16			12			78		
Team D	20			15			16						25			76	0.697248	5
		0					3			1			5			9		
				40			15			30			24			109		
Team E	30			12			12			24						78	0.804124	4
		0					5			3			1			9		
				50			10			12			25			97		

POINTS

5 points for a win 3 points for a draw 1 point to the losing team if scoring over 50% of the goals scored by the winning team.

In the event of a tie on points, goal average will decide placing (goals for divided by goals against).

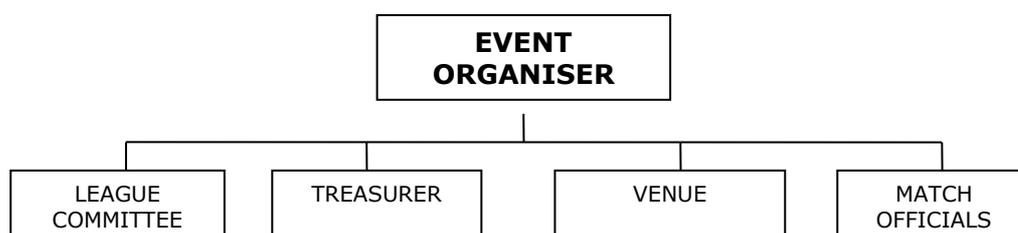
If goal average is tied then goal difference will be applied (the difference between goals for and goals against).

If goal difference is tied, the result of the group match between the two teams will be the decider.

CHAPTER 2 THE ORGANISATION TEAM

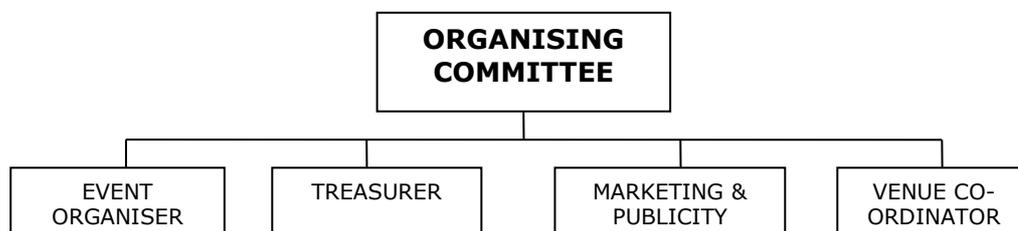
Various parts of this Chapter will be appropriate to all Event Organisers / Committees whether they are organising at local league level or a full International match. You may find it helpful to read the Chapter in full rather than heading for the event category you are organising.

2.1	LOCAL LEAGUE
	2.1.1 Event Organiser



		<p>When a local league organise a tournament the League Committee will usually appoint a Tournament Organiser from within their committee and the bulk of the workload will fall to this individual with assistance from other Committee personnel and league members.</p> <p>The Event Organiser will be responsible for :</p> <ul style="list-style-type: none"> • Managing the project overall • Negotiating and booking venue, equipment and facilities • Allocating personnel to the roles required • Manage the Event Budget and ensure that expenditure is kept within budget • Distribution and receipt of entry forms and fees • Tournament rules and regulations • Creating the tournament format, times and court allocation and distributing this to the participants • Allocate match officials to matches • Managing the tournament on the day – timekeeping, recording results, prize presentation • Risk assessment with the Venue Co-ordinator • Contingency Planning • Safeguarding – the event organiser may be the named person if there are any safeguarding concerns at the event. <p>Providing the League Committee with a post event debrief – highlighting the things that worked really well, and recognising things that could be improved upon for future events.</p>
	2.1.2	League Committee
		The League Committee will assist the Event Organiser as and when necessary in the build up to the tournament and with the on-the-day organisation.

		<p>Their responsibilities will include :</p> <ul style="list-style-type: none"> • Deciding on the date and format of the tournament • Who should receive entry forms i.e. is it limited to league members or open to others • Help create the event budget
	2.1.3	Venue
		<p>The venue will be responsible for all health and safety issues and risk assessment, and usually deal with emergency services if these are required.</p> <p>The venue should provide the Event Organiser with exact costs for hire of venue, facilities and equipment, confirm exact times of the event (including setting up and breaking down time). They should ensure that they have sufficient netball posts for the number of courts required and the Event Organiser should check that these are in good condition and meet rule requirements.</p> <p>The Event Organiser should check the condition of the courts and identify the best court(s) for the final rounds taking into consideration space required for spectators and match officials. The Event Organiser should also identify rooms for PA, Timekeepers, Match Officials and Tournament Referees, and the facility arrangements for the disposal of rubbish and location of bins.</p> <p>A deposit or full payment may be due prior to the event, make sure your budget can cope with this.</p> <p>A good relationship with the venue staff will help ensure a successful event.</p>
2.2	COUNTY and REGIONAL	
	2.2.1	Organising Committee



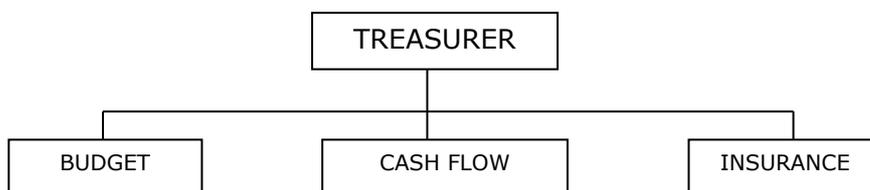
		<p>When a Region or County organise a competition they will usually appoint a sub-committee or ad-hoc working party and these are generally appointed from their main Committee and normally would be chaired by the Regional or County Chair.</p> <p>They may have the assistance of full or part time Regional or County Development Officers but this will be dependant upon their structure and</p>
--	--	---

		<p>the work programme of such officers.</p> <p>The Organising Committee will be responsible for :</p> <ul style="list-style-type: none"> • Allocating personnel to the roles required • Creating and managing the Event Budget and ensuring that expenditure is kept within budget • The Chair of the group will represent the event to external bodies • Managing the project overall • Organising a Post event debrief – highlighting the things that worked really well, and recognising things that could be improved upon for future events. <p>The Organising Committee should be aware of the Partners within the sport that may be able to offer advice or assist with various aspects of event organisation, or potential funding available :</p> <ul style="list-style-type: none"> ▪ National Governing Body ▪ Regional Sports Council ▪ Regional and County Associations ▪ Regional or County Sports Development Officers ▪ Local Authority Sports Development Officers ▪ Local Members of Parliament ▪ County Sports Partnerships <p>Venue Management personnel</p>
	2.2.2	Event Organiser



		<p>The Competition Organiser should be someone who already has experience of event organisation and understands the rules of the game and event regulations</p> <p>The role will involve close working relationship with the Organising Committee to ensure a cohesive well organised event from the initial planning processes through to the post event evaluation.</p> <p>An essential part of any event is the personnel team, whether volunteer or paid, and this aspect of the organisation is particularly significant in the build up to the event. The majority of the workforce will be volunteers from within the sport and organisation.</p> <p>Tasks associated with this post include :</p> <ul style="list-style-type: none"> • Planning event format • Event regulations
--	--	--

		<ul style="list-style-type: none"> • Appointment and responsibility for workforce • Overseeing Match Officials <ul style="list-style-type: none"> ○ Umpires ○ Match Bench Officials (scorer, timekeepers and statisticians) ○ Tournament Referees • Event equipment • Medical facilities • Management of official ceremonies, presentations etc. • Risk Management • Anti-Doping Control • Contingency planning • Safeguarding - adherence to EN Safeguarding policy, procedures and best practice
	2.2.3	Treasurer

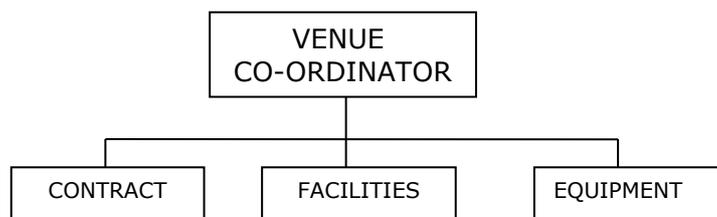


		<p>The person appointed to this post is usually the Regional or County Treasurer, or their assistant.</p> <p>The responsibilities include :</p> <ul style="list-style-type: none"> • Establishing, managing and monitoring the budget <ul style="list-style-type: none"> ○ Expenses <ul style="list-style-type: none"> ▪ Personnel ▪ Insurance ▪ Travel / Hotel ▪ Food and Beverage (workforce, participants, spectators, VIP's etc.) ▪ Trophies and gifts ▪ Officials expenses ▪ Venue <ul style="list-style-type: none"> • Facility Hire • Sound (PA) equipment • Site preparation • Security ▪ Merchandising – cost of goods ▪ Marketing & Promotion ▪ Programmes ▪ Contingency ○ Revenue <ul style="list-style-type: none"> ▪ Title Sponsor ▪ Secondary sponsorships ▪ Entry Fees ▪ Merchandising ▪ Programme sales • Drawing up a cash flow plan
--	--	---

		<ul style="list-style-type: none"> • Keeping and checking the accounts and balance sheets • Managing all financial matters relating to personnel (paid staff and volunteers) payment of expenses, insurance and remuneration • Managing insurance (civil liability, accident, property damage, etc.)
	2.2.4	Marketing and Publicity

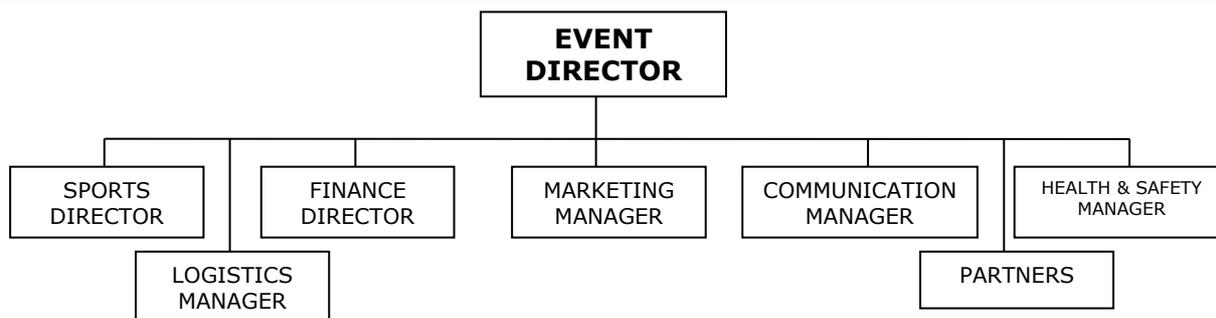


		<p>Rarely does a sponsor just happen to knock on your door and ask to be involved in your event. Soliciting sponsorship is a sales process and can be an intimidating and discouraging process but it can also be exhilarating when closing a deal.</p> <p>The process usually begins with a written proposal outlining the various benefits offered to a prospective sponsor followed by a personal telephone call with the intention of securing an interview. Your goal should be to create a relationship with your sponsor that extends far beyond one particular event.</p> <p>The competition for sponsors has become very tough and a sophisticated approach is essential to get the attention of your target sponsor. Also bear in mind that you are approaching busy people. The longer and more complicated a presentation, the less likely you are to achieve success. Your proposal should be the 'door opener', your personal sales presentation will be what enables you to make the deal.</p> <ul style="list-style-type: none"> • Securing sponsorship • Invitations to VIPs and Sponsors and Hosting at the event • Liaison with local radio, television and press • Advertising event to potential participants
	2.2.5	Venue Co-Ordinator

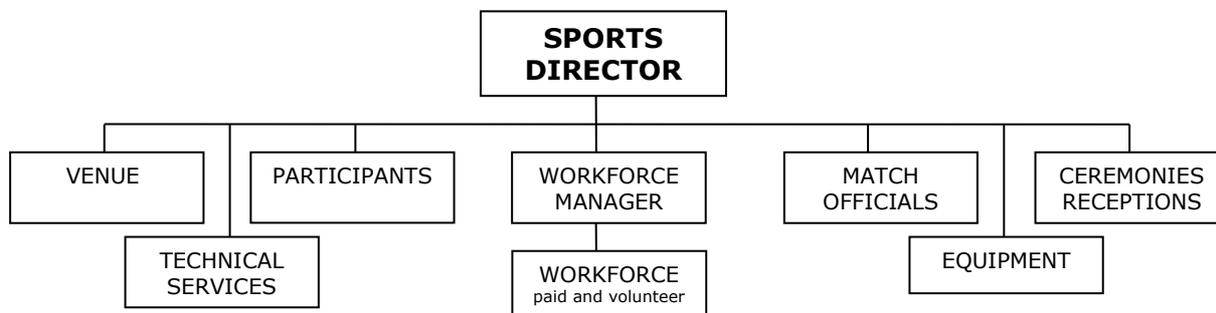


		<ul style="list-style-type: none"> • Contractual arrangements <ul style="list-style-type: none"> ○ Venue ○ Hire of equipment
--	--	--

		<ul style="list-style-type: none"> • Liaison with the Event Organiser and Treasurer regarding budgetary requirements for venue costs • Checking that courts and equipment meets the standards required and confirms to the Rules of the Game
2.3	NATIONAL and INTERNATIONAL LEVEL	
	2.3.1	Event Director



		<p>The ideal person for this position is someone who already has experience of event organisation, at national level.</p> <p>The directors profile will be dependant on the structure of the NGB and will be governed by their strategic management system, but generally will be responsible for :</p> <ul style="list-style-type: none"> • Appointing the sector managers • Ensuring co-ordination between the sectors • Ensuring the budget is respected by the sector managers • Representing the event to external bodies • Ensuring the management of the project overall • Post event debrief - ensuring that each sector manager submits a detailed written report on the tasks carried out for inclusion in a full event evaluation document submitted to the NGB Board and filed for future reference
	2.3.2	Sports Director

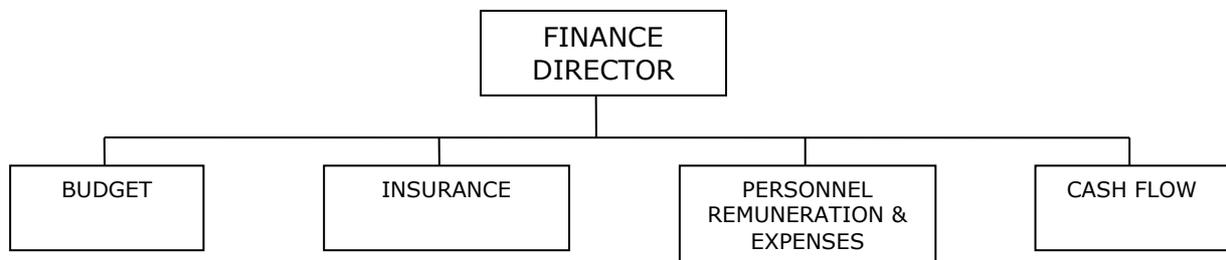


		<p>The ideal candidate is a former participant or someone with an excellent knowledge of the sport and well respected by the NGB and the membership.</p> <p>The role will involve close working relationships with all the Directors and Managers to ensure a cohesive well organised event from the initial</p>
--	--	--

		<p>planning processes through to the post event evaluation.</p> <p>An essential part of any event is the work force, whether volunteer or paid staff, and this aspect of the organisation is particularly significant in the weeks and months building up to the event.</p> <p>The organising team, under the direction of the Sports Director, fulfils a wide range of tasks before, during and after the event and the contribution of the volunteer staff is enormous. Their tasks can vary from just a few hours to a considerable investment of time throughout the entire event.</p> <p>In the case of a large event (or those requiring a large workforce) a Workforce Manager should be appointed and have the responsibility for the recruitment and management of all event personnel. The workforce manager should carefully manage and afford the appropriate respect and recognition of the volunteers who in some instances will have invested considerable time and effort into the event organisation.</p> <p>The Perfect Venue</p> <p>In order to attract sponsors, negotiate TV rights, etc., you must be able to tell everyone from the outset where the event will be held.</p> <p>Learning from past experiences at arenas will help determine the perfect venue. Working closely with venue staff helps them develop a vested interest in the success of your event.</p> <p>Grass root events or those held in public spaces will probably not receive the same level of advertising support as events held at a major stadium, but parks and recreation department flyers and newsletters are a great way to get the word out about your event.</p> <p>You must find the right market but there is no guarantee that your chosen site will work. You have to judge whether the marketplace where you plan to hold the event can support a project of the nature you have in mind.</p> <p>Obviously cost is of major importance, but other items need to be taken into consideration and these key points will make or break your event :</p> <ul style="list-style-type: none"> • Is the sport popular in the area? Will it attract the anticipated number of spectators (it's no good having a great venue if the local community are not supportive of your sport) • Are similar events happening at the same time, therefore will your target market be available • Is there a likelihood of success <p>After conducting as much research as possible and determining that there is indeed a market for your event, the final decision more often than not, comes down to gut instinct. But a few final checks you may like to carry out are :</p> <ul style="list-style-type: none"> • Geography, traffic flow, peak times • Parking and Transportation • Facilities and Seating • Traffic flow in the venue and advertising opportunities
--	--	---

		<p>The ultimate 'non-financial' goal for any event is to become a tradition for a particular date and at a particular venue!</p> <p>Contracts</p> <p>First in this category is the venue contract and associated fees. Ensure that you and/or your lawyers carefully examine the venue contract, looking for hidden costs such as insurance, heat and lighting, PA system, spotlights, staffing, changing room furniture, security, box office and catering. You should receive a fairly accurate estimate of these costs from the venue before signing the agreement.</p> <p>Liability (who is responsible if something goes wrong) is a critical part of the agreement because you could be looking at major expenses and lawsuits if something serious were to happen. The venue will want everything to be at your risk and your responsibility.</p> <p>Do not be intimidated into signing a document that does not protect you from situations over which you have no control. You should only be liable for the things that are in your control. You will be required to 'return' the venue in the same condition you found when you moved in.</p> <p>Merchandising</p> <p>Many venues will have their own contractual arrangements with vendors and they may impose restrictions on the type of merchandising you can sell so ensure that there is no conflict of interest. The venue may also charge for merchandising stand sites and this cost could be considerable dependant upon the size of your event.</p> <p>Moving-In and Moving-Out</p> <p>Whether you are indoors or out, whether your event is grassroots or international, you are going to take control of your venue at some point so that you can set up your event. The timing of the move-in and move out will be affected by a number of things, including :</p> <ul style="list-style-type: none"> • How you prepare for the event • How much time the flooring takes to lay • How much time TV gantries take to erect • How much surface training the athletes have • How much time all these items take to dismantle and move-out <p>Tasks associated with the role of Sports Director will include :</p> <ul style="list-style-type: none"> • Contractual arrangements <ul style="list-style-type: none"> ○ Venue(s) ○ Flooring ○ Hire of equipment ○ visiting international teams • Planning event format • Event regulations • Appointment and responsibility for workforce • Requests for Match Officials from IFNA (if appropriate) • Overseeing Technical Officials <ul style="list-style-type: none"> ○ IFNA Umpires Appointment Panel ○ IFNA Umpires
--	--	---

		<ul style="list-style-type: none"> ○ Match Bench Officials (scorers, timekeepers and statisticians) ○ IFNA Jury of Appeal • Workforce clothing • Technical equipment (computerised stats etc) • Management of official ceremonies, presentations etc. • Invitations to participants, VIP's • • Organisation of all necessary equipment • Liaison with all sector managers to ensure a well co-ordinated cohesive event • Liaison with television production company • Risk Management • Anti-Doping Control • Contingency planning
	2.3.3	Finance Director



		<p>This person must have a solid background in the fields of finance, administration and law. In many ways this individual acts as the Sports Directors main assistant, keeping the director informed of the events financial situation.</p> <p>The responsibilities include :</p> <ul style="list-style-type: none"> • Establishing, managing and monitoring the budget • Expenditure <ul style="list-style-type: none"> ○ Personnel ○ Uniforms ○ Office Accommodation ○ Office supplies and equipment ○ Insurance ○ Travel / Hotel ○ Entertainment ○ Trademarks / Logos ○ Food and Beverage (workforce, participants, spectators, VIP's etc.) ○ Trophies and gifts ○ Officials expenses ○ Participants expenses ○ Medical services ○ Venue <ul style="list-style-type: none"> ▪ Facility Hire ▪ Sound and lights ▪ Music copyright ▪ Site preparation
--	--	---

		<ul style="list-style-type: none"> ▪ Practice facilities ▪ Security ○ Merchandising – cost of goods ○ Marketing & Promotion ○ Programmes ○ Contingency • Income <ul style="list-style-type: none"> ○ Title Sponsor ○ Secondary sponsorships ○ Ticket sales ○ Merchandising ○ Programme sales ○ Television rights • Drawing up a cash flow plan (<i>see Chapter 3</i>) • Keeping and checking the accounts and balance sheets • Managing all financial matters relating to personnel (paid staff and volunteers) payment of expenses, insurance and remuneration • Managing all decisions relating to insurance (civil liability, public liability, accident, property damage, vehicles etc.)
	2.3.4	Marketing Manager



		<p>Sponsors</p> <p>Very early on in the planning process you need to consider how many sponsors you would like to have! Part of this discussion will depend on how much money you need. If you can reach your financial goal with one sponsor, so much the better as this simplifies your life as you only have one company to deal with and you can present a very clean looking event and concentrate your efforts on one corporate partner.</p> <p>If you feel that your financial commitment will not be met by one sponsor you need to put various packages together :</p> <ul style="list-style-type: none"> • Title Sponsor This is the lead sponsor of the event and their corporate name and logo will feature on all communications regarding the event in the most prominent manner available, whilst keeping with good taste. The title sponsor will expect to receive the most benefits of all the companies involved in your event. • Presenting Sponsor This is the second biggest sponsor of your event and will often have its name and logo after the title of the event. The presenting sponsor receives similar benefits to the title sponsor but in proportion to their financial
--	--	---

contribution. i.e. their name and logo might be half the size of the title sponsor. They will receive less tickets, less signage, less TV coverage etc.

- **Official Product Sponsor**

This sponsor should typically receive about one-third of the benefits of the title sponsor. Their name is not in the title, their logo might be included in some items, but not all. They receive fewer tickets. All has to be calculated so that it is in proportion to what they pay.

Some sponsors like to come into direct contact with the public and with a 'captive audience' they can demonstrate their product, hand out literature and goodie bags etc., and a kiosk within the concourse can be offered as part of the sponsorship package enabling your sponsors to maximise every aspect of their sponsorship.

Sponsor Costs

Treat your sponsors well, but don't go overboard unless you have a hugely successful event. You don't want your sponsor to think that they are giving you money to spend on them! Nevertheless, a reception or small gift may be in order and these are usually appreciated by the sponsor and their guests.

Signage

Signage is perhaps the most visible benefit that you provide for a sponsor but this must be done in an aesthetically pleasing way trying to avoid a rainbow of colours around the court.

Corporate logo's on the court surface and run-off is an excellent way to promote your sponsors. The sponsors name or logo on the netball posts, particularly at the top where the ball goes through the net and is often in camera shot, in another good spot to sell!

Media and Public Relations

PR can help spread the word about your event and can build the stature of the athletes taking part in the event and if targeted correctly can serve as a way to show potential sponsors or corporate partners that the public know who you are.

Your promotion is critical as it helps attract an audience and sell tickets. It also provides sponsors with exposure that they would normally have to buy through different channels. Your sponsors can also provide additional advertising for you at no cost and this also involves your sponsors in your event.

Sponsorship Checklist

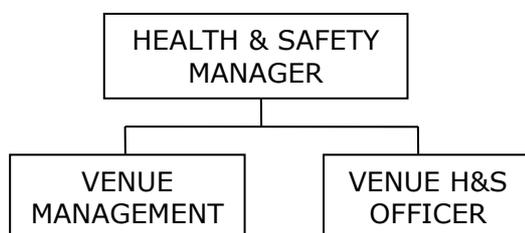
- Recognise that sponsors are a critical part of your event
- Determine how many sponsors you think your event will handle
- Understand your sponsors needs before making your pitch
- Develop an easy-to-read and creative sponsorship proposal
- Ensure there are no conflicts between your sponsorship proposals and other agreements
- Remember, securing sponsorship is a sales exercise and requires a sales mentality
- Ensure the venue can handle your corporate hospitality needs
- Plan promotions that add value to your sponsor's participation

		<ul style="list-style-type: none"> Determine quantifiable values for your advertising and promotional campaigns
	2.3.5	Communication Manager

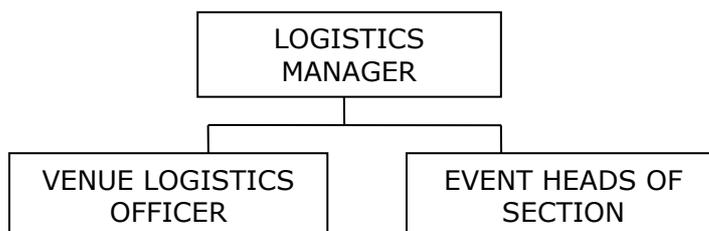
<p>COMMUNICATIONS MANAGER</p>

	<p>The people buying your tickets or merchandise are your customers. They think of themselves that way and react as a customer if things go wrong! If someone is in their seat when they get to it, they want service. If the t-shirt they buy shrinks in the wash, they want a remedy. "They" are the public and "they" can be tough! The public makes or breaks your event because they have the ultimate vote on whether there is a market for your project.</p> <p>If you have great sponsorship, a great event, a great venue but no one turns up to watch, it won't be long lived. If your television ratings barely register because no one watches your telecast, you won't be on TV in the future.</p> <p>You need to COMMUNICATE with your audience</p> <ul style="list-style-type: none"> let them know you are coming to town tell them what to expect how they can buy tickets where they can participate how they can buy merchandise <p>You need to make them feel</p> <ul style="list-style-type: none"> wanted that you're glad they attended or participated that they will want to come back <p>In other words you need to attract – cater to – and deliver value to the fans</p> <p>The Communication Manager is the link in the chain between the event organiser and the customer. Being in touch with your customer is critically important.</p> <p>To understand your customer you have to</p> <ul style="list-style-type: none"> find out who they are and target them learn about what they want analyse what you sell to them know what they consider to be good value carefully examine the various means by which you communicate with them <p>Conducting surveys by mail or phone can be expensive but you can learn a lot of information from surprisingly few questions asked at an event. Students or volunteers to ask the questions and analyse the answers. The information gained can be critically important for future events including helping you to fine tune your advertising and communications and can</p>
--	--

		<p>prepare you to be aware of potential problems.</p> <p>One of the secondary benefits of questionnaires, whether done by mail, internet or in person, is building a database of names, emails etc. These have become increasingly important in today's business environment.</p> <p>Mailing lists can be very beneficial to you in your tickets sales campaign because they allow you to communicate directly with people who are predisposed to attending events like yours. You can also make the use of your mailing lists as a bonus to your sponsor and the venue. The Internet (email and websites) is the most dominant means of collecting and distributing information.</p>
	2.3.6	Health and Safety Manager



		<p>The person selected for this post must have a minimum of experience in establishing safety plans and an excellent knowledge of the local area.</p> <p>Dependant on the NGB structure, it may be that this role will come under that of the Sports Director. The health and safety tasks will include :</p> <ul style="list-style-type: none"> • Working closely with the venue and have a sound knowledge of their health and safety procedures for <u>everyone</u> who enters the venue, as the venue will have overall responsibility for health and safety and evacuation within the facility • Communicating the venue H&S policy to all members of the event workforce to ensure that they fully understand the procedures in place • Communication with the local public authorities responsible for safety • Managing access to the various zones within the venue and implementing an accreditation system to regulate access and this should be shared fully with the venue staff and the event workforce
	2.3.7	Logistics Manager



		The Logistics Manager should have experience of organising event construction and must forge good working relationships with the Venue
--	--	--

	<p>Logistics Officer and the entire event Heads of Section as he will mainly be making his skills available to these sector managers.</p> <p>Tasks will include :</p> <ul style="list-style-type: none"> • Implementing and managing any structures that are required for the event to run smoothly • Locating and managing the necessary equipment as required by the various sectors • Locating and managing the IT equipment required • Locating and managing the necessary services such as transport, catering, accommodation <p>Obtaining approval for all installations from the venue or other authorities prior to the event</p>
--	---

<p>SAFEGUARDING OFFICER</p>
--

	<p>2.3.8 Safeguarding Officer (if junior players are at the event)</p>
	<p>This role may be combined with another existing role, but it is important that the following tasks are undertaken if there are junior players present (ie under 18 years) The person selected for this post must have a strong child focussed approach. They must also be trained or have a background in safeguarding, as a minimum having completed the England Netball online safeguarding training before the event.</p> <p>Dependant on the NGB structure, it may be that this role will come under that of Event Manager. The tasks will include :</p> <ul style="list-style-type: none"> • Ensuring that all staff working at the venue are appropriately recruited according to EN guidelines. This may mean key staff 'in regulated activity' completing CRB disclosures with England Netball. • Ensuring that all staff are working to the England Netball agreed Codes of Conduct – these should be available on request. • Ensuring that any issues of concern are acted upon according to EN best practice guidelines as shown in the EN Be Safe Good Practice Guide. This may mean referral to the EN Lead Child Protection Officer • Ensuring that The England Netball Safeguarding and Protecting Young People in Netball Policy is adhered to, and copies of the document are available on request. • Ensuring that the England Netball Photography Policy is followed, this should be available on request. <p>Specific further guidance regarding safeguarding in events is in the 'Be Safe' document, on pages 28 and 29.</p>

EVENT MANUAL

APPENDIX TWO/1

Sample Risk Assessment Form

Venue:		Activity:	
Assessor(s):		Date:	

HAZARD	PERSONS AT RISK	EXISTING CONTROLS	POSSIBLE FURTHER ACTION TO CONTROL THE RISKS
Court floor surface, i.e. slippery, broken glass, dust	Participants Team Officials Match Officials	➤ Check venue before use	➤ Change court (if possible) ➤ Contact caretaker / venue hirer
Fencing / wall around court area, i.e. damaged wire netting, nails sticking out	Participants Team Officials Match Officials Spectators	➤ Check venue before use	➤ Change court (if possible) ➤ Contact caretaker / venue hirer
Obstructions around/on court area, i.e. benches, chairs, clothing, equipment	Participants Team Officials Match Officials	➤ Club coaches / NDNL umpires check venue before use ➤ All personal belongings to be placed away from court area	➤ Change court (if possible) ➤ Contact caretaker / venue hirer
Equipment, i.e. balls, posts	Participants Team Officials Match Officials	➤ Carry out safety checks on equipment prior to use	➤ Replenish aging equipment ➤ Posts: contact caretaker / venue hirer
Slips and trips	Participants Team Officials Match Officials	➤ Check venue surface before use ➤ First Aid kit ➤ Qualified First Aiders ➤ Mobile telephone(s) ➤ Emergency contact numbers	➤ Ensure vehicle access is clear for emergency services
Injuries	Participants	➤ Hand nails to be cut	➤ Ensure vehicle access is clear

EVENT MANUAL

	Team Officials Match Officials	<ul style="list-style-type: none"> ➤ No jewellery ➤ First Aid kit ➤ Qualified First Aiders ➤ Mobile telephone(s) ➤ Club affiliated with AENA 	for emergency services
Sudden illness	Participants Team Officials Match Officials Spectators	<ul style="list-style-type: none"> ➤ First Aid kit ➤ Qualified First Aiders ➤ Emergency contact numbers 	➤ Ensure vehicle access is clear for emergency services
Personal security	Participants Team Officials Match Officials Spectators	<ul style="list-style-type: none"> ➤ No one left on their own at the end ➤ Recording of attendees ➤ Consent forms received from all U18 Club members ➤ relevant CRB disclosure ➤ Club affiliated with AENA 	
Spectators	Participants Team Officials Match Officials	<ul style="list-style-type: none"> ➤ Spectators to use designated areas, i.e. away from court area 	
Car park	Participants Team Officials Match Officials Spectators	<ul style="list-style-type: none"> ➤ Designated car park provided 	<ul style="list-style-type: none"> ➤ park sensibly ➤ use pavements and footpaths to netball courts ➤ Ensure vehicle access is clear for emergency services
Fire	Participants Team Officials Match Officials Spectators	<ul style="list-style-type: none"> ➤ Be aware of facility Emergency Precautions/Procedures, fire exits, fire extinguishers, vehicle access ➤ Recording of attendees ➤ emergency contact numbers 	➤ Ensure vehicle access is clear for emergency services

EVENT MANUAL

Weather, i.e. rain – slippery surface, thunder and lightning	Participants Team Officials Match Officials Spectators	<ul style="list-style-type: none"> ➤ Qualified and experienced umpires ➤ Cancel match accordingly 	<ul style="list-style-type: none"> ➤ Change to indoor venue (if possible)
Floodlights, i.e. failure	Participants Team Officials Match Officials Spectators	<ul style="list-style-type: none"> ➤ Qualified and experienced umpires ➤ Cancel match accordingly 	<ul style="list-style-type: none"> ➤ Change to indoor venue (if possible) ➤ Contact relevant caretaker / venue hirer

CHAPTER 3 BUDGET & FINANCIAL MANAGEMENT

<p>Financial management is vital to the success of event whatever the size. The higher the class of event, the more expensive the project will be and the first step is to determine the basic costs involved in organising the event.</p>	
<p>3.1</p>	<p>Budget</p> <p>Once you have decided to organise an event, you must create a budget and the bulk of your decisions from this point on will hinge on the budget. You must concentrate equally on creating income and controlling expenditure.</p> <p>When the budget has been drawn up it should be immediately obvious whether the project is feasible or not.</p> <p>As your event takes shape you will find that certain things that you expected to be essential, are now unnecessary and others cost more, or less, than you had budgeted, and other items that you did not plan on needing now become a necessity. Your budget therefore must remain flexible but you must try to remain within the total expense parameters that you set at the outset</p>
<p>3.2</p>	<p>Cash Flow</p> <p>Cash flow can be a major problem – although the project may seem financially viable, organisers are sometimes confronted with a temporary lack of available funds. A plan should be drawn up in advance listing dates when income should be received and due dates for essential payments. This exercise will quickly give a good idea of the cash flow situation.</p> <p>Therefore, when it comes to cash flow and planning, make sure you :</p> <ul style="list-style-type: none"> • Use a chart to graph the expected dates of income and expenditure (see Appendix Three/1) • Know approximately how much cash you need to get your event started • Try to delay the payment of expenses by contract ensuring that you don't pay for things until others have performed/delivered • Bear in mind that big companies are often slow to pay, with payment procedures that are often complicated and that result in them rarely paying you on time!
	<p>When planning your event, realise that expenses come prior to revenue being received, so plan accordingly.</p> <p>As mentioned at the start of this Chapter the budget is all important and a cash flow plan comes in a close second. Review both often and be prepared to make the changes that are necessary. If it is an annual event, after the first couple of years, changes to the budget and cash flow should be minimal because of your familiarity with the event and changes will become more predictable.</p>
<p>3.3</p>	<p>Income</p> <p>Your budget items will depend on the type and size of event that you are organising but you can select from the list at the end of this Chapter those that are appropriate to your event. Expense claim forms should be provided and receipts required for all expenditure items before payment can be made.</p>

3.4	<p>Expenditure Volunteers and staff will have expenses and it is recommended that rules are drawn up from the very start to set out the conditions for reimbursement of these expenses.</p>
3.4.1	<p>Site preparation If using an indoor facility site preparation may be minimal but if using a public place that is not really designed for sporting events, then site prep might be considerable. In terms of budgeting this may primarily be manpower and equipment and may include power supplies and decorations. This could involve extra hours/days when hiring facilities.</p>
3.4.2	<p>Music It is important to check that the venue is a paid up member of one of the music copyright companies if you are going to play music. You are going to be using someone else's product and need to pay them. Most large arenas will hold such a licence but you need to check.</p>
3.4.3	<p>Uniforms Uniforms need not be expensive or complicated but it is good to have the workforce in the same outfits because</p> <ul style="list-style-type: none"> • They make it easy to locate and identify people • They give people stature in the eyes of the public • They give the workforce a usable gift and make them feel good about you, the event and themselves (you can never do too much for the volunteers). <p>If you have an official sponsor they will usually be happy to outfit your workforce as part of their deal and what better exposure than to have a large workforce advertising their brand? If you have to purchase their branded uniform, negotiate, as the exposure you are providing should be worth a sizable discount!</p>
3.4.4	<p>Utilities Indoors this is usually covered in your hire agreement – outdoors it may be necessary to bring in power, lights, electrical generators etc., as you won't be able to do much without some form of power.</p>
3.4.5	<p>Advertising Your decisions regarding advertising will depend on how much money you have available and this should be carefully researched before placing any ads in the print or local radio/TV.</p>
3.4.6	<p>Photographer Having an official photographer doesn't have to cost a lot of money but contractual arrangements need to ensure that you own the photographs. You will want pictures of your event in the future for a variety of reasons. To get the most from your photographer you should give him a list of what you want shot – this will save everyone time and money. The photographer must also agree to adhere to the EN Photography Policy.</p>
3.4.7	<p>Miscellaneous</p>

		<p>Don't let the miscellaneous column in your budget be the hole where everything you have forgotten falls into. Try not to spend anything against this line but if you do, it should only be for minimal amounts, any major expenditure should have its own line in your budget.</p>
--	--	---

APPENDIX THREE/1 Sample Cash Flow Chart

Cash Flow Chart – assuming event date January

Income	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
Title Sponsor				✓				✓	
Ticket Sales						✓	✓	✓	✓
Other Sponsors				✓	✓			✓	
Merchandise									✓
TV rights								✓	✓

Expenses	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
Facility Hire			✓					✓	✓
Staff expenses	✓	✓	✓	✓	✓	✓	✓	✓	✓
Travel	✓	✓	✓	✓	✓	✓	✓	✓	✓
Accommodation					✓	✓	✓	✓	✓
Advertising etc			✓	✓	✓	✓	✓	✓	✓
Trophies/prizes							✓	✓	
Merchandise							✓	✓	✓
PR					✓	✓	✓	✓	✓
TV Production							✓	✓	
Entertainment									✓

APPENDIX THREE/2 Sample Budget

Income	Budget	Actual	Difference
Sponsorship			
Grants, subsidies etc			
Services in Kind			
Ticket Sales			
Merchandising			
Advertising (programme)			
Commercial Sales			
TV rights			
Entry Fees			
Programme sales			
Franchises			
Ancillary events			
Catering Sales			
Miscellaneous			
TOTAL INCOME			

Expenditure	Budget	Actual	Difference
Facility Hire			
Facility Equipment Hire			
Facility Staff Hire			
Flooring			
TV set up			
Venue/site preparation			
Box Office facilities			
PA / Sound / Lighting			
Insurance			
Staff & Volunteer expenses			
Match Officials expenses			
Athlete expenses			
Staff & Volunteer catering			
Match Officials catering			
Athlete catering			
Physiotherapists			
First Aid cover			
Entertainment			
Promotional material			
Programmes			
Trophies/medals/prize money			
Travel and hotel			
Sponsors hospitality			
Gifts			
General Administration			
Merchandising (cost of goods)			
Props and Decorations			
Athlete expenses			
Athlete catering			
Ice (baths and physio)			
Media / PR			
Advertising			
Photographer			
Ancillary events			
Give-aways			
Flooring			
Miscellaneous			
TOTAL EXPENDITURE			

CHAPTER 4 THE MEDIA

4.1	<p>Informing the Media</p> <p>An organiser should secure as much media coverage as possible in order to publicise the event. This also has beneficial effects on the public and with sponsors.</p> <p>In order to gain the interest of the print press, radio and television and ensure that they attend the event, the organise should :</p> <ul style="list-style-type: none"> • Contact the media and provide them with information • Provide journalists and media representatives with accreditation to ensure their reception • Present a professional image that inspires confidence <p>Whatever the size of the event the organiser should identify and invite the various media bodies that might be interested :</p> <ul style="list-style-type: none"> • specialist sports media • local and regional media • national and international media • press agencies. <p>If the event structure has a Media/Communications Manager, they are responsible for contacting and managing all the journalists and media representatives. The organiser is responsible for providing reliable and useful information via means of press conferences, press releases etc.</p> <p>The information provided will depend on the type of media :</p>	
	4.1.1	<p>The specialist sports media will be interested in the sport, the athlete profiles, the event history and results and the challenges between competing teams</p>
	4.1.2	<p>The local and regional media will deal in a general way with the sporting side of the event and are very interested in the local dimension and what will interest their local readers. They will be interested in any major personalities, the preparations for the event, the organising team and recruitment of local volunteers</p>
	4.1.3	<p>The national and international media will be interested in the above and also the non-sporting subjects such as tourism, the economy and social matters relating to the sport</p>
	4.1.4	<p>Press agencies are interested in concise, verifiable information such as a list of athletes and these should be supplied well in advance of the event</p>
4.2	<p>Media Requirements</p> <p>All media representatives must be provided with a definitive list of the athletes on the day and if the event is spread over several days, concise daily accounts of the competition and its main points of interest should be provided. Information and</p>	

	<p>photographs should be sent electronically to those not attending.</p> <p>For major events such as the World Series or a World Championship, a media room should be set up with internet access, interview room, and access to good seating in the arena.</p>
<p>4.2.1</p>	<p>Photographers</p> <p>The positioning of photographers around the court will be the responsibility of the Event Organiser. They should be provided with appropriate accreditation that allows them onto the field of play, and preferably should wear distinctive clothing such as a 'media bib'.</p>
<p>4.2.2</p>	<p>Television Broadcasters</p> <p>The TV coverage of an event is a key element in the successful search for sponsors, and the organisers can generate additional income through the sale of television rights.</p> <p>The organiser owns the images of the event and these may be provided free of charge or sold to various broadcasters. In general the host broadcaster is responsible for the production and can be made responsible for selling and distributing images to third parties.</p> <p>The host broadcaster should be responsible for drawing up a production plan that includes the following :</p> <ul style="list-style-type: none"> • Composition of production team, camera operators, sound technicians etc • Equipment • Commentators booth • Camera locations • Image processing <p>Television is a key medium and organisers should endeavour to benefit from it as much as possible. Live coverage is usually only acquired after a few years during which time the event musty prove itself and pass from being a sporting event to an exceptional sporting event.</p>

CHAPTER 5 THE MEDICAL SERVICES

<p>5.1</p>	<p>Basic Principles</p> <p>The level of medical services provided will largely depend on the type of event being organised and the event organisers should advise the participants of the level of service they propose to provide as part of the entry information.</p> <p>At Local League level, the organisers must decide whether they wish to provide medical services for their participants and cost may be a major factor here, or whether they will rely on participants providing their own basic medical supplies for minor injuries and on the emergency services for major injuries.</p> <p>At County and Regional events again the organiser must decide on the level of services they provide and this may include the use of physiotherapists, the cost of which is usually passed on to the participating teams. Some teams may have qualified medical personnel as part of their Match Officials.</p> <p>The event organisers should have details and direction maps of the nearest Accident and Emergency hospitals should the decision be made not to call the emergency services, but the injured person may wish to attend for a check up.</p> <p>At National and International events, squads will have their own medical personnel who will diagnose and treat injuries.</p> <p>All venues will have a policy regarding the treatment of injuries, the recording of details, and when decisions are made to call the emergency services and the event organisers should be familiar with these procedures.</p>
<p>5.2</p>	<p>Basic Equipment</p> <p>All event organisers should have a basic first aid kit on hand for very minor injuries only and this should include such items as disposable gloves, sticking plasters, and antiseptic wipes, but all teams attending should be asked to bring their own first aid kit to an event, and they may include ice packs and strapping.</p>
<p>5.3</p>	<p>Anti Doping Control</p> <p>UK Anti-Doping (UKAD) is the national body responsible for the implementation and management of the UK's anti-doping policy and for ensuring sports bodies in the UK comply with the World Anti-Doping Code.</p> <p>The National Governing Body will provide UKAD with details of Regional, National and International events and the Anti Doping Unit may come to any event to undertake testing.</p> <p>Event organisers should ensure that they set aside room(s) within the venue and close to the court, with toilet facilities, in the event that testing is carried out. Sealed bottles of water should be provided for the athletes.</p>

CHAPTER 6 ACCREDITATION

Accreditation will probably only apply to major events held within a large arena and this will allow individuals involved in the event to be differentiated from the public and to allow access to areas where the public are excluded, as well as to areas reserved specifically for them.

The best time to issue accreditation is when individuals arrive at the venue, but they can be distributed before the event. The accreditation collection point is often the first place visited by individuals arriving at the event and should, therefore, be easy to access and have appropriate opening hours. Each person should only receive one accreditation.

Accreditation contributes to the smooth running of an event – it is used to define and restrict access to certain areas :

- VIP and receptions
- Athletes and changing rooms
- Anti-Doping Control areas
- Field of Play access
- Match Officials, etc.
- Media

A check should be conducted, probably by venue staff, at the entry to the restricted areas and access is limited to those bearing the appropriate accreditation.

6.1	<p>Defining the Areas</p> <p>The organiser should identify the different areas within the arena and the personnel who need access to these areas and this is defined by the functions they carry out.</p>
6.2	<p>Accreditation Format</p> <p>Accreditation is usually provided in the form of a card worn on a lanyard around the neck. The accreditation should be in different colours depending on the category to which the individual belongs. Basic accreditation bears the :</p> <ul style="list-style-type: none"> • The name and date of the event • The event logo • The name of the individual • The colour and category

CHAPTER 7 RADIOS

7.1	<p>Function of the Radio</p> <p>Communication by radio can be crucial to the success of an event and is an easy way to keep in touch with key personnel involved in the organisation of an event. However, this effective tool does need a degree of knowledge to allow its optimum use and it is vital to observe certain rules.</p> <p>If you are operating in a large arena or holding an event covering many outdoor courts communicating by radio to key personnel greatly reduces the amount of 'running around' that you will have to do trying to find particular individuals, and enables questions to be asked and immediate answers given.</p>
7.2	<p>Training and Protocol</p> <p>Good equipment is essential, but equipment alone is not sufficient to ensure effective communication. When broadcasting on the radio ensure that you</p> <ul style="list-style-type: none"> • Articulate clearly, slowly and correctly • Except in an emergency do not interrupt • Remain courteous in all circumstances • Only refer to subjects that are necessary and appropriate • Prepare each broadcast by asking yourself the following : <ul style="list-style-type: none"> ○ What am I going to say ○ Who is the message for and on what frequency should I speak <p>Is this frequency free</p>
7.3	<p>Frequencies Used</p> <p>The radios should permit you to use different frequencies for different categories of personnel and this helps restrict the amount of broadcasts being heard by all personnel.</p>
7.4	<p>Equipment</p> <p>Equipment can be hired from reputable companies at reasonable cost and they will come complete with charging units, carrying cases/lanyards and instructions.</p> <p>Ensure that the units are fully charged before distribution and always have a few spare radios available should they need re-charging during use.</p>

APPENDIX SEVEN/1

RADIO GUIDELINES

The equipment is **valuable** and should be treated as such.

Please make sure that you **sign the radio out** and when you return it at the end of each day (so that the battery can be charged).

Each radio is numbered. Try and remember your number so that you don't pick up someone else's.

Check that the radio is turned on and switched to Channel 1.

Press the side button **to speak** (red light will come on). Depress button to listen.

When sending a message always say **who you are** followed by whom you are calling i.e. "Mary to John".

If you have received a request but **cannot answer immediately** ask the caller to "standby" – they will then know that you have heard them and will stop trying to call you – and call back as soon as you are free.

Radios are for **brief** messages. There may be someone else waiting to pass on an urgent message.

Be aware of previous and **current calls**. Some one may be trying to make contact and send a message. Do not just but in.

Remember that this is **not a one to one** conversation. You can be heard by all other radio users and anyone who is standing close by.

If you have **a sensitive/private message** i.e. re accident or emergency of any kind either ask to meet up with the other person or ask the person you are speaking to change channel (i.e. to channel 2) and continue your message. Remember to switch back to channel 1.

If you need to leave the site or **turn your radio off** for any reason (i.e. you are no longer contactable) send a message to all other radio users to tell them where you are and when you are turning your radio back on.

CHAPTER 8 TECHNICAL DOCUMENTS

A Technical Guide is an invaluable tool, particularly for National and International events. It should contain all the important information concerning the event such as :

- Organisation chart
- Contact Details
- Locations and Times of Meetings
- Event Regulations
- Event timetable
- Maps and directions for all relevant locations
- Accommodation (where appropriate)

Similar information should also be provided in a simple format for local, county and regional events, as it will provide all the details that participants require and helps top cut down on questions on the day when you are busy getting the event up and running.

8.1	<p>Organisation Chart & Contact Details</p> <p>This chart should provide the names and contact details of :</p> <ul style="list-style-type: none"> • all organisation staff and persons involved in the event • the various service providers • A&E Hospital
8.2	<p>Locations and Meetings</p> <p>The technical guide should provide precise information concerning meetings, their time and place. Be specific about who should attend the meetings and detail any information they will be asked to provide.</p>
8.3	<p>Organisational Documents</p> <p>within your technical guide you should have a number of documents as an event organiser that you can pull together to make you event 'lifeline' when on site at the venue, this should consist of the following documents:</p> <ul style="list-style-type: none"> • Organisational Chart – so you know who is responsible for each sectional area • Fit out schedule – this is to look at the event from a logistical prospective what is coming in and out of the venue and at what times. • Check list – a full document of all of the contacts and event information • Project Plan – this is for pre event but helps to have such a document so that you know who was responsible for specific areas and when they were completed. • General Information document – this normally goes out to participants, however this has a lot of useful information that you may not have been responsible for but should know. <p>All of the above are in appendix eight</p>

APPENDIX EIGHT / 1 Sample Project Plan

EVENT: NETBALL WORLD SERIES 2010												
VENUE: ECHO ARENA												
DATE: 19 - 21 NOVEMBER 2010												
Version 4												
		2010										
ITEM		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
EVENT DIRECTOR	ORGANISING COMMITTEE/STAFFING											
	Appoint Event Director	■										
	Appoint Event Committee(s)											
	Confirm Event Management Structure											
	Stakeholder meetings	■		■		■		■	■	■		
	LOC meetings		■		■		■		■	■	■	
	Event-IFNA update	■		■		■		■	■	■		
	Confirm all other temporary functional role Managers			■								
	TOURNAMENT ADMINISTRATION											
	Confirm Event Title	■										
	Confirm Event dates	■										
	Confirm event schedule			TV								
	Pre-economic impact report											
	Post event report											■
	SPORT	OFFICIATING										
Confirm Officiating Manager				■								
Appoint Umpires					IFNA							
Appoint Technical Officials							■					
IFNA/NEW RULES												
New Rules Modifications Circulated							IFNA					
New rules to be communicated to teams by IFNA						IFNA				■		
PRACTICE VENUE CO-ORDINATORS												
Appoint co-ordinator					■							
Book venues					Teams							
Confirm requirements with teams				sa								
TEAM LIAISON												
Appoint Team Liaisons									■			
Liaison briefing day										■		
FIELD OF PLAY												
Appoint Manager				■								
Collate equipment list									■			
Book main playing court			■									
Book practice court			■									
Acquire Current equipment									■			
Purchase any new items required										■		
MEDICAL												
Place order with Fast Medical							■					
Confirm Anti-Doping					■							
BALL CONTROL												
Appoint co-ordinator									■			
Advertise placements								■				
Confirm placements								■				
Training day										■		

ACCOM & TRANSPORT	ACCOMMODATION											
	Appoint Transport ation/Accomodation Agency											
	Appoint Official Hotel											
	Confirm rooming requirements											
LEGACY	LEGACY											
	Form Legacy group											
	Submit legacy plans for approval											
OPERATIONS	VENUE											
	Confirm Venue Hire											
	Confirm venue contact person											
	Venue Inspection											
	Prepare Seating Manifest											
	Prepare Car Parking Manifest											
	Prepare Venue Plan incl. retail, hospitality											
	Prepare Venue Dressing Plan											
	Produce fit-out schedule											
	VIP											
	Appoint VIP Manager											
	Send invites											
	invite deadline											
	Confirm Civic Dinner											
	Invites out for Civic Dinner											
	ACCREDITATION											
	Appoint Accrediation Manager											
	Procure accreditation equipment											
	Accreditation open											
	Accreditation closed											
	VOLUNTEERS											
	Appoint Volunteer Manager											
	Agree volunteer requirements and structure											
	Volunteer applications - open											
	Volunteer applications - closed and confirmed											
	Volunteer "Open day/training day"											
	CATERING											
	Confirm public catering requirements											
	Confirm VIP Hospitality requirement / order											
	Confirm staff lunch requirements/order											
	EVENT CONTRACTORS											
	Appoint A/V contractor											
	Appoint Sound/Lighting contractor											
	Appoint Insurance company											
	Appoint Sport Presentation company											
	Appont Compare											
	CEREMONIES											
	Agree requirements and order medals											
	SALES & MARKETING	SALES & MARKETING										
		Appoint Sales & Marketing Manager										
TICKETING												
Appoint Ticket Agency												
Approve Ticketing Strategy - pricing, distribution												
Ticket on sale												
DESIGN												
Appoint design consultant												
Aquire Event Logo, Mascot & Graphic Guidelines												
Sign off Event Poster/Flyers												
Sign off Event banners/backdrops/signage												
PR & COMMUNICATIONS												
Announce Hosting of Event												
Appoint Lead Officer												
Formalise Marketing, Media & PR Plan												
Official Launch												
TELEVISION												
Appoint Broadcast/Media Manager												
Confirm hostbroadcaster												
RETAIL												
Agree Retail regulations - non official partners etc												
Confirm Retail village plan												
Approve online Retail plan												
MERCHANDISE												
Sign off range of merchandise (design/pricing)												
WEBSITE												
Aquire Event Website												
Re-Launch Event website												
SPONSORSHIP												
Appoint Sponsorship Manager												
Confirm sponsorship packages and approve												
confirm all sponsors												
Finance & Legal	FINANCIAL & LEGAL											
	Confirm host contract with IFNA											
	Rights Fees payment: IFNA											
	Funding payments											
	Finalise Partner Contracts											
	Invoice NWDA for fees											
	Invoice UK Sport for fees											
MOI from all teams												
Approve Budget												

APPENDIX EIGHT/2

Sample Event Organisation Check List

Event:

Venue:

Date:

	Date confirmed	Notes
Entry forms		
Regulations		
Event confirmation to teams		
Access to stadium/ facility		
Car parking		
Changing, toilets and ice baths		
Warm up areas		
Accommodation & contacts		
Event accreditation passes		
Workforce		
Umpires and officials		
Information sheets for workforce		
Spectator seating		
Hospitality		
Catering		
First aid		
Signage		
Advertising banners		
Insurance		
Match timings and schedules		
Photography and media		
Stands at event		
Pre or post match entertainment		
Event programme		
Score boards		
Tickets		
Medals/ trophies		
Bad weather plans		
Equipment		
Feedback forms		

CHAPTER 9 EVENT REGULATIONS and DOCUMENTS

Each event, be it a grass root tournament or a World Championship will have specific rules and regulations that relate to that particular event only and it is impossible to detail all these within this Manual, but basic templates are attached in the Appendices Section.

To aid the smooth running of your event these should be clearly documented and distributed to all interested parties.

<p>9.1</p>	<p>Local, County and Regional Events</p> <p>Basic event REGULATIONS should include</p> <ul style="list-style-type: none"> • Games played to IFNA Rules of the Game, currently in force in England, together with specific local regulations • Details of Tournament Referees terms of reference • Disciplinary details • Playing qualifications – Affiliation – Age Banding (if appropriate) together with precise details of ages and appropriate dates • Registration, Proof of Age (if required) Proof of Affiliation (if required) • If an outdoor tournament, the area defined as the 'team bench' • Whether umpires are provided by the organiser or teams have to provide their own • Umpires minimum qualification • Whether Scorers are required • Whether Court Runners are provided and what to do if not • Whether central timing will operate and how this will sound • What equipment participants will be expected to provide, i.e. netballs and bibs • Centre pass procedure • Start of play and late arrival procedures and penalties • Substitutes and Team Changes procedures • Results procedures and signing of score cards • Scoring system, i.e. match points • The procedure if there is a draw during the final rounds • Special regulations, i.e. reminders about gloves, jewellery, scares, pregnant players, players injured (blood policy) • EN Safeguarding and Protecting Young People in Netball Policy • EN Photography Guidelines • EN Be Safe Good Practice Resource • EN Codes of Conduct <p>Basic event DOCUMENTS should include :</p> <ul style="list-style-type: none"> • Details of date, venue and time of registration • Map, travel and parking details • Registration procedure • Playing schedule • Umpiring Schedule • Catering facilities (if appropriate) • Basic Run Sheet
<p>9.2</p>	<p>National and International Events</p> <p>All the detail in 9.1 should be included (where appropriate) together with :</p> <ul style="list-style-type: none"> • Accommodation and travel details (if appropriate)

	<ul style="list-style-type: none"> • Contractual details with specific regard to match play • Coach transfers between venues • Training / Surface training schedule • Team Managers Meetings • Detailed Run Sheet • Mobile phone numbers for all contacts • Laundry arrangements • Meal arrangements • Match tickets • Accreditation • Post Match details • Medical facilities • Meeting room facilities
9.3	<p>Local, County, Regional & National Events</p> <p>Basic event ENTRY FORM should include</p> <ul style="list-style-type: none"> • Name, date and start time of event • Location • Closing date for entries • Contact details of teams • Contact details of event organiser • Club/ school affiliation number
9.4	<p>Local, County, Regional & National Events</p> <p>Basic event REGISTRATION documents should be simple and make registration a quick and easy process for the participants. Preparation before the event is essential so that named team packs are ready for collection together with any late information.</p> <p>If affiliations have been checked prior to the event registration should be limited to registering a team's arrival and handing out documentation.</p> <p>If you have a large entry, ensure that you have sufficient personnel to handle arrivals so they are not held up at registration which could result in a late start to the event.</p>
9.5	<p>Local, County, Regional & National Events</p> <p>SCORE CARDS</p> <p>Irrespective of whether the event organiser or the teams are providing umpires, it is helpful to both the umpires and especially those recording the results, if score cards are provided.</p> <p>By taking the trouble to provide the score cards the organiser can ensure that the following information is provided so when the results come in the recorders have all they data they need to correctly record the scores.</p> <ul style="list-style-type: none"> • Court Number • Time • Group (if appropriate) • Team Names <p>It can also be helpful if the score cards are coloured according to the groupings and can be quickly identified if there are any queries.</p>
9.6	<p>Local, County, Regional & National Events</p>

RESULT SHEETS

These should be prepared in advance of the event and there should be two copies of each sheet – one used by the recorders the other for display.

The recorders should have details of the points system and these should be recorded together with the goals for and goals against for each match played. If teams progress from one group to another, there should be a column with the next round group prefix so that team places can be quickly made and next groupings quickly identified so that the event can progress easily to the next round.

APPENDIX NINE/1 TOURNAMENT REGULATIONS – SCHOOLS

It is the responsibility of all Team Managers, Coaches and Captains to ensure that all players are conversant with the following regulations.

1. RULES OF THE GAME

- All games shall be played to the IFNA Rules of the Game currently in force in England at the time of the Tournament, except where specific Tournament Regulations apply. (new IFNA rules 2007)

2. TOURNAMENT REFEREES

- Tournament Referees will be appointed by England Netball.
- All queries should be directed to the Tournament Referees in the first instance.
- If the Tournament Doctor or Physiotherapist has advised a player that she should take no further part in the Tournament on medical grounds, the Doctor or Physiotherapist will inform the Tournament Referees who will uphold that decision.
- The Tournament Referees reserve the right to alter or amend the playing schedule as necessary.
- Tournament Referees may make decisions on any matters arising during the Tournament and are authorised to adjudicate on any matter not covered by the Tournament Regulations.
- The Tournament Referees have the right to disqualify any individual or team that does not comply with any of the Tournament Regulations listed.
- The Tournament Referees decision is binding and final.
- The Tournament Referees will maintain and be responsible for a confidential Tournament Referee Log Book

2.1 DISCIPLINE

- If a player is suspended from a game, or ordered to leave the court and take no further part in the game, that player will be required to appear in front of the Tournament referees immediately after the end of the game.
- At the end of the game the Team Manager/Coach and the player concerned must report immediately to the Tournament Referees, who will convene the disciplinary panel.

3. PLAYING QUALIFICATIONS / AFFILIATION / AGE BANDING

- Entry is open to Schools holding England Netball Schools Membership.
- The National Schools Championships - for your school to be eligible for the County rounds of this competition please note that your school must be affiliated (i.e. School Membership fees paid) to England Netball 4 days prior to the event.
- All players must be in full time education and be registered with the School they are representing on the day of the Tournament. Should a pupil leave school on a Friday she is considered to be a registered member of that School only until the Monday immediately following her day of leaving. A player re-registering with another School then becomes eligible to represent that School from the date of her registration and is not considered to have played for any other team in the Championships.

3.1 AGE BANDING

YEARS 8 & 9 (U14) = All players must be over 12 years of age and under 14 years of age

YEARS 10 & 11 (U16) = All players must be over 14 years of age and under 16 years of age

YEARS 12 & 13 (U19) = All players must be over 14 years of age and under 19 years of age

- Schools may enter one team in each age band.
- All players must play within their appropriate age group as at midnight on 31st August/1st September immediately prior to the Tournament unless the Competition & Major Events Manager has given prior approval in writing.

4. REGISTRATION OF SQUAD MEMBERS

- The maximum number of players allowed in a squad is twelve (12).
- No player, other than the 12 nominated on the Registration Form may play without the prior permission of the Tournament Referees. Those teams who qualify for the Finals must have Squad Sheets completed and lodged at the England Netball Head Office prior to the event.
- Once the Tournament has commenced and a player has been named on a Registration Form she cannot transfer to another team once she has played. A player may only play in **ONE** age group, for which she is **FIRST NOMINATED** throughout all stages of the Tournament.
- Any amendment to the Registration Form must be made to the Tournament Referees prior to the commencement of the Tournament. Any amendments must be accompanied by proof of age. All teams will be required to have available, on the day of the Tournament, copies of *Proof of Age for all players. Should a player's age be challenged, the Tournament Referees will ask the player concerned to produce a copy of their Proof of Age. This will then be checked by the Tournament Referees against the eligibility requirements for the Tournament and returned to the player immediately. **Proof of Age for each player at Tournament registration – copies of a birth certificate or passport, if these are not available then either a copy of a medical card, or a letter of authorisation signed by a school's Head Teacher.*

5. TEAM BENCH

- The Team Bench will be the area at the team's defending end at the start of the game to the right of the netball posts. Do not change ends at half time.
- The Team Officials, in addition to the five players not on court, shall constitute the 'Team Bench'.
- The Team Officials and bench players may not move up and down the side lines or along the goal lines outside the court during play.
- Coaching is only permitted from the Team Bench.

6. MATCH OFFICIALS & COURT MANAGERS

6.1 FINALS - UMPIRES

- England Netball will appoint Umpires from their Database of Neutral Umpires
- The minimum standard will be Netball Europe B Award
- Umpires appointed will be required to submit evidence that they have reached a minimum level 5.1 of the Multi Stage Fitness Test
- Umpires are not responsible for the score
- Umpires need to be fully conversant with the Tournament Regulations and any the additional Officials Information which will be circulated prior to the event.

6.2 FINALS – SCORERS

- Each team must provide a competent scorer, either an umpire, qualified table official or a person with working knowledge of scoring.
- Scorers need to be fully conversant with the Tournament Regulations and any the additional Officials Information which will be circulated prior to the event.

6.3 FINALS – COURT MANAGERS

- England Netball will appoint Court Mangers from their Database of Support Workforce. They will supervise and support the Umpiring Team allocated to their courts.

7. CENTRAL TIMING

- Central timing, normally sounded by a hooter, will be used, but matches will start and finish on the Umpires whistle.
- The hooter will sound at the beginning and end of an interval.
- A warning will be given before play is due to commence.
- Duration of matches – matches will be 7 minutes each way, one minute at half time and two minutes between rounds.

8. BALLS AND BIBS

- Each team must provide a size five (5) netball, which must be clearly marked for identification purposes.
- All players must wear positional bibs and teams must have a spare set in a different colour in case of a clash of colours.
- In the event of a clash of colours, a toss of a coin between the two captains will decide which team retains their original colours.

9. START OF PLAY AND LATE ARRIVALS

- Captains should toss for centre pass well before the start of each game.
- All teams must be on court, in position and ready to play, at the time and on the court stated in the playing schedule.
- No team may start a game with less than five (5) players.
- Any team late on court will forfeit the match points.
- The forfeited points will be awarded to the team on court, in position and ready to play at the correct time.
- The match may be played but the Umpires must record on the score card the name of the team who arrived late before the match is played.
- If a reserve plays because of the late arrival of a player, she shall continue to play until half time, when the late arrival may substitute. The 'Substitution' rule must be obeyed.
- If a reserve is not used, late arrival(s) may only join the game with permission of the Umpires, immediately after the scoring of a goal and only in the vacant position(s). At half time, positions may be changed and the 'Team Changes' rule must be obeyed.

10. SUBSTITUTES AND TEAM CHANGES

- Play may be stopped if the umpire deems it necessary but, **ONLY** injured or ill players may be substituted during a game owing to the short games. No other changes can be made at this time by either side.
- During the half time interval, substitutions/team changes may be made by both teams providing they take place immediately. The opposing team captain must be given adequate time to substitute, if she so wishes.
- No extra time will be allowed for injury or illness.
- Team Officials are requested to take great care in moving an injured player or ill player from the court.
- Should the Primary Career feel that a player's injury is critical i.e. head, neck or back and she will be better left on court for the medical staff, the Officials should note the time lost during treatment and report to the Tournament Referees who will adjudicate. (England Netball accepts most Netball injuries i.e. knee, ankle etc. fall outside this exemption clause).

11. RESULTS

- Captains must check the scores with both Scorers and if satisfied must sign the Score Card. A runner will then take results to the recorders table.
- The Score Card represents the official score of the match and once the score card has been signed, no dispute can be lodged.
- If a Team Captain is not in agreement with the final score, or does not wish to sign the Score Card for any other reason, her Team Manager must advise their opponents. The Scorers and both Umpires (who must print their names on the reverse of the Score Card) and state reasons for their non-compliance with this regulation and report immediately to the Tournament Referees.
- In the event that Court Runners are not provided, it is the responsibility of the winning Team Captain to take both Score Cards to the recorders table after they have been signed by both Scorers and Team Captains.
- In the event of a draw, each Team Captain will take responsibility for taking a card to the Recorders table.
- In the event of a team being 'non competitive' for any reason, their results and those of their opponents will not be included on the master score sheet.
- Match points will be awarded as follows:
 - 5 points for a win
 - 3 points for a draw
 - 1 point to the losing team if scoring over 50% of the goals scored by the winning team.
- In the event of a tie on points, goal average will decide placing (goals for divided by goals against).
- If goal average is tied then goal difference will be applied (the difference between goals for and goals against).
- If goal difference is tied, the result of the group match between the two teams will be the decider.
- In the event of a further tie, the team with the most goals will be adjudged the winner
- In the event of a further draw then the winner will be decided with extra time process between the two teams as outlined below for Quarters, Semi and Finals
- Quarter, Semi and Finals (where applicable) – in the event of a draw at full time, extra time of 2 minutes each way will be played, changing over at half time without a break. Teams will toss for centre pass and change ends. In the event of a draw at full time, play will continue without a break, until the next goal is scored.

12. GLOVES/JEWELLERY/SCARVES

- England Netball domestic guidance must be followed

13. HEALTH & SAFETY

When the Tournament Doctor or Physiotherapist has declared a player unfit to go on court, the Tournament Referees will be advised and will uphold that decision and the player in question will take no further part in the competition.

14. SPECIAL REGULATIONS

14.1 PREGNANT PLAYERS AND UMPIRES FITNESS

- England Netball domestic guidance must be followed.

14.2 PLAYERS AND BLEEDING

Please note IFNA Rule 7 clearly states the procedure regarding players and bleeding. However, where no time is allowed for injuries the following should apply:

- If the bleeding is not profuse, the player should be asked to cover the injury at the next interval.

- If the bleeding is very heavy, the player will be asked to leave the court for the dressing of the injury and to return according to rule 7.
- In these shorter matches, it is not the intention to penalise a team with an injured player and Umpires will need to be very aware of the time of the next interval, in order to keep a player on court unless it is absolutely necessary to have the injury covered. A sticking plaster or tape could be used in order to stem the flow until the next interval – the player might not then have to leave the court – this could be done with the player coming to the side line and play still continuing
- **PLEASE NOTE: IT IS THE RESPONSIBILITY OF THE TEAM OFFICIALS TO HAVE FIRST AID DRESSINGS AVAILABLE AT THE SIDE OF THE COURT.**
- If dressings are not available, then a substitute would have to be used or the team would have to play on with only six players.

14.3 UMPIRES AND BLEEDING

- Play may be stopped for injury or illness or any other cause. This would allow the Umpires to stop the game if she/he sustained an injury herself/himself.
- In tournament play where no time is allowed for stoppages, the Umpire should try to wait until the next interval before dealing with her/his injury. If the injury is bleeding, the Umpire should avoid touching the ball. This may mean that she/he should request the other Umpire to take any Toss Up that she/he may award, until she/he can deal with her/his own injury. It may now be advisable for Umpires to keep an Elastoplast about their person in order to deal with any small injury that may occur. In the event of a major injury to either a player or an Umpire, the game would have to be stopped and the Tournament Referees would have to make a decision as to how the emergency situation would be coped with.

14.4 CLOSE RANGE PHOTOGRAPHY

The England Netball Safeguarding guidelines require that any person wishing to engage in any video, zoom or close range photography should register their details with staff in the Registration area before carrying out such photography

APPENDIX NINE/2

Age Banding

The Regulations

Some competitions run by England Netball are subject to Age Banding restrictions as follows:

- Any athlete competing in Adult competition must be over the age of 16
- Any athlete competing in U19 competition must be over the age of 16 and Under 19
- Any athlete competing in U16 competition must be over the age of 14 and Under 16
- Any athlete competing in U14 competition must be over the age of 12 and Under 14

(All ages are taken at midnight of the 31st August / 1st September immediately prior to the competition)

These restrictions are in place to ensure that all teams comply with the same age limits and to ensure the protection of potentially vulnerable athletes. However, in some exceptional circumstances, an athlete may demonstrate a level of skill and maturity that suggests that she may be more suited to a higher age band. In these circumstances, a representative from her club (i.e. Team Manager or Coach) can apply for permission for her to play outside of her Age Band. This can be done by following the process below.

The Process

A Team Official, along with the player, Team Captain, Coach and the Parents or Guardians of the player, must complete an England Netball Age Banding form, available from the England Netball website or the Competition & Events department. Once this has been submitted to England Netball the application will go through the following process:

{Diagram A – Age Banding Pathway}

If permission is granted to the player concerned, the details will be entered on to the National Log for that season and that competition. A letter of permission will then be sent to the applicant along with an age banding number; this number may be requested at any point during the competition by the organiser and must be known by the player. If the player is declined age banding permission the details will still be entered on to the log for future reference

This process must be repeated for each season or individual competition – permission for one competition does not automatically roll over to any other competition.



EVENT MANUAL

APPENDIX NINE/3: Sample tournament registration form

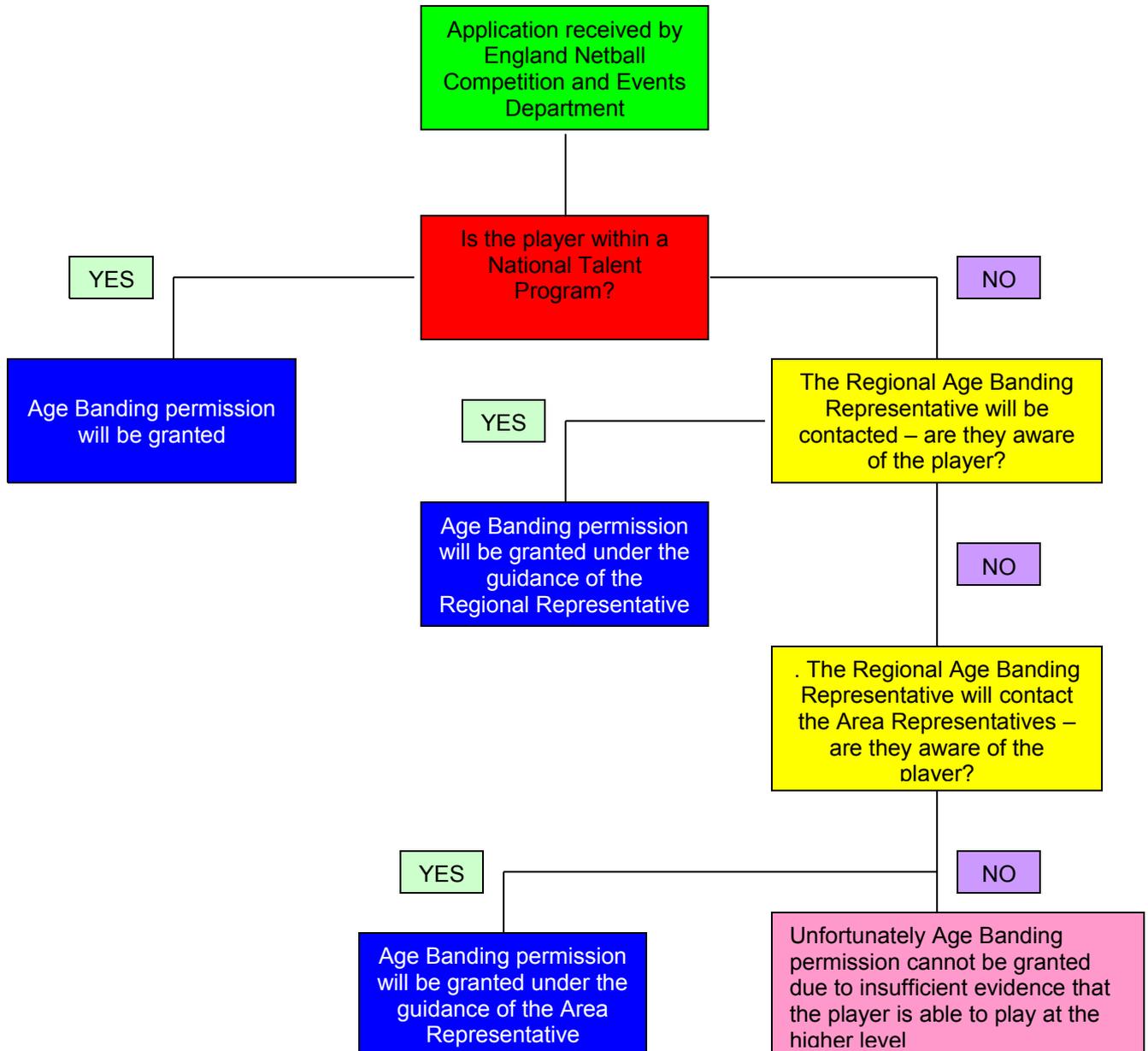
	The Eteach.com National Schools Netball Championships Registration Form	<small>Education Jobs Online</small>
--	--	--------------------------------------

School Name: _____ Age Group: _____ Region: _____

	Playing Position	Name	D.O.B.	School Contact Address
1			/ /	
2			/ /	
3			/ /	
4			/ /	
5			/ /	
6			/ /	
7			/ /	
8			/ /	
9			/ /	
10			/ /	
				School Affiliation Number
11			/ /	
12			/ /	
COACH			Phone:	
SCORER *			Phone:	Email:
MAIN / EMERGENCY CONTACT			Phone:	Email:

Scorer / Coach to sign to confirm validity of information provided on this page: _____

APPENDIX NINE/4 Age Banding Pathway





EVENT MANUAL

APPENDIX NINE/5 Age Banding Application Form

Name of Player	_____	Club	_____
County	_____	Region	_____
Date of Birth	_____	Today's Date	_____
Requesting to Play in Age Group	_____	Competition	_____

Correspondence in reply to this request to be sent to:

Name _____

Address _____

Post Code _____

Telephone Number:

Home _____ Work _____ Mobile _____

Email _____

The following must be completed and returned to the Competition and Events Manager before approval can be given for any athlete to play out of her age band. Permission will only be granted for those players deemed to be 'exceptional'

- 1) What level has she reached within the England Netball talent structure? _____
- 2) At what level is she playing at the present time and for what team? _____
- 3) What is the reason for her playing up an age? _____
- 4) Who will support/mentor her during the process for her feeling of 'ease' with the transition?

	Name	Position
_____	_____	_____
- 5) What monitoring strategy has been agreed by all interested parties? _____

Please complete and tick the appropriate box

She has shown the physical ability to compete at a higher level	YES	NO
She has coped emotionally with the transition to a higher age band	YES	NO
Her technical and tactical ability is at the level of the higher age band	YES	NO
Her progress will be regularly monitored	YES	NO
The Team Coach has discussed this application with the player, the Team Captain and the players' parent(s)/guardian(s) (if the player is Under 16 years of age)	YES	NO

Signed: _____ Coach

_____ Captain

_____ Player

_____ Parent (if player under 16)

CHAPTER 10 TOURNAMENT REFEREES

No matter the size of a tournament, it is highly recommended that Tournament Referee(s) are appointed to act as independent arbitrators in case of disputes. They will make decisions on matters arising during the tournament and will adjudicate on any matters not covered by the regulations.

10.1	<p>Appointment</p> <p>For National and International events, Tournament Referees will be appointed by the NGB.</p> <p>Local, County and Regional event organisers may obtain a list of tournament referees from the NGB or they may appoint from within their membership, providing that those appointed have had no involvement in the organisation of the event, and are not taking part as player, team official or match official.</p>
10.2	<p>Terms of Reference</p> <p>Once appointed the tournament referees should be fully conversant with the regulations that apply to this particular tournament and ensure that they are adhered to.</p> <p>The role of the tournament referee should include the following :</p> <ul style="list-style-type: none"> • Check the facilities to ensure that they meet the standard required and that the health and safety of the participants is a priority • Make decisions on any matters arising during the event • Adjudicate on any matter not covered by the tournament regulations • In consultation with the event organiser, amend the playing schedule as necessary and if a decision calls for a match to be replayed, organise the scheduling of that match • Apply penalties in accordance with the tournament regulations • Provide a written report on all incidents that required the tournament referees to adjudicate

APPENDIX TEN/1 DUTIES OF A TOURNAMENT REFEREE

1. Tournament Referees will be appointed by England Netball.
2. The Tournament Referee must understand and agree their roles and responsibilities within the organisation of the specified Tournament.
3. The Tournament Referee must be fully conversant with the IFNA Rules of the Game and the regulations that may apply for a particular Tournament. They must ensure that these are adhered to and provide clarity when they are questioned.
4. The Tournament Referee may make decisions on any matters arising during the Tournament and are authorised, in consultation with the Event Manager and/or the Umpiring Representative, to adjudicate on any matter not covered by the Tournament Regulations.
5. The Tournament Referee must administer the registration of all teams at the start of a Tournament ensuring that all entry conditions have been adhered to in accordance with the Tournament Regulations.
6. Tournament Referees must ensure that the scoring procedure is applied in accordance with the Tournament Regulations.
7. The Tournament Referee has the right to alter or amend the playing schedule as necessary and to resolve any matters involving the tournament playing order once the tournament has commenced. If a decision calls for a match to be replayed, they will organise the scheduling of that match.
8. If the Tournament Doctor/appointed First Aid Representative or Physiotherapist has advised a player that she should take no further part in the Tournament on medical grounds, the Tournament Doctor/appointed First Aid Representative or Physiotherapist will inform the Tournament Referee who will uphold that decision.
9. The Tournament Referee must understand and adhere to the England Netball accident reporting procedure
10. The Tournament Referee must apply penalties in accordance with the Tournament Regulations or refer to England Netball if an incident falls outside those Regulations or is deemed to be against the spirit of the game.
11. The Tournament Referee has the right to disqualify any individual or team that does not comply with any of the Tournament Regulations.
12. The Tournament Referee must provide a written report to the Tournament Organiser on all incidents that require them to enforce a rule and/or impose a penalty or make any decision that falls within their role.
13. All complaints and disputes shall be determined by the Tournament Referee. The Tournament Referees decision will be final.



EVENT MANUAL

APPENDIX TEN/2

TOURNAMENT REFEREE INCIDENT REPORT

Event.....Venue.....Date.....

Time of Incident	Nature of Incident	Who was involved	Details of Incident	Decision made/ Action taken	Follow up action required

Tournament Referee Name.....Signature.....



EVENT MANUAL

APPENDIX TEN/3

INSTRUCTIONS FROM TOURNAMENT REFEREES

Re-scheduling of a match

Original match details:

Time	Round No.	Court No.	Teams

Moved to:

Time	Round No.	Court No.	Teams

Signed _____ Tournament Referee

.....

Re-scheduling of a match

Original match details:

Time	Round No.	Court No.	Teams

Moved to:

Time	Round No.	Court No.	Teams

Signed _____ Tournament Referee

CHAPTER 11 TROPHIES & PRIZES

Trophies at grass root level can find an important spot in the winners homes, but at international level they can prove to be a bit of a pain as they have to be shipped home if the winner happens to live far away and especially if they are going to another event before going home, but other trophies with a lot of tradition and history can be very meaningful to the winners.

Regardless of the event, if you have a sponsor they are always looking for additional press coverage and a really nice trophy can add that extra interest and this should be discussed during your contractual negotiations.

If your sponsor is providing the trophy, it may be a one-off trophy for one specific event – on the other hand, particularly at local up to regional level, the winners trophy may carry the history of the event from inception and will be awarded year after year.

The purchase of trophies, medals and/or prizes will depend upon your budget and you need to decided early on whether to provide replica trophies and the number of medal placings that you can afford. Your sponsors may also provide medal ribbons, another way to promote their product.

Again, if you have an event sponsor they may also be able to provide gifts for your participants such a t-shirts, key rings etc., advertising their product.

If the winner's trophy is perpetual, keep a record of who holds the trophy and ensure that they either return it to you in good time for your event, of that they bring it with them on the day.

Agree who should get the trophy engraved and again ensure that this has been done before the following event so that the history of winners is recorded.

You should also consider insurance for valuable or historical trophies and who is responsible for this when it is out of your keeping. Your sponsors may also provide medal ribbons, another way to promote their product.

CHAPTER 12 CATERING

Feeding hungry people can be vital to the success or failure of your event from everyone's perspective! Remember you are running a sporting event and therefore the food you provide should be healthy and nutritious. Unfortunately this is not always possible when you are in a large arena when the on-site franchises only provide burger, chips and fizzy drinks for the spectators, but their in-house caterers should be able to meet your requirements for the different categories of people you need to feed.

<p>12.1</p>	<p>Participants</p> <p>Everyone likes to eat well, but this is even more essential for top-level athletes. If you are providing food for the participants your budget will determine what you are able to offer but you should ensure that it is well balanced in dietary terms and caters for food cultures. If catering for international teams it is worth finding out their food preferences before their arrival, and every effort should be made to provide this.</p> <p>Athletes consume a lot of water and it is better to provide plenty for their use rather than trying to give them a variety of beverages.</p> <p>If you are catering for athletes at an outdoor venue, it may be necessary to bring in franchise units if the venue does not have in-house catering, and you should ensure that the franchise is able to provide good healthy food. The time of year will also dictate the type of food on offer, especially in cold conditions.</p> <p>On the pre-event information you should advise the participants exactly what will be provided or what they can purchase on the day.</p>
<p>12.2</p>	<p>Spectators</p> <p>Irrespective of whether the event is indoors or outside, the spectators will need to be fed and as mentioned earlier a large arena or sporting facility will have in-house catering facilities for spectators to purchase food and beverages.</p> <p>Some arenas will not allow spectators to bring food or drink into their venue and this will be confiscated at the entrance during security checks. You should warn your spectators if this is the case as it can cause bad feeling if their lunch is confiscated before they even get to watch your event!</p>
<p>12.3</p>	<p>Work Force</p> <p>If your budget allows you should provide food for your workforce. This can be a simple nutritious packed lunch and a drink. Arenas and some venues will be able to provide this for you and it can be delivered to the various work stations as required.</p> <p>Again, in the pre-event information you should advise your workforce of what you will provide so that they are prepared, as it may be that they cannot leave their work station to purchase their own food.</p>
<p>12.4</p>	<p>VIPs and Sponsors</p> <p>Your budget will again determine what you are able to provide your VIP's and this can range from tea and biscuits on arrival or a finger or sit-down buffet after the event.</p>

If you have a sponsor they may well want to provide a formal buffet or dinner after an event, and the cost of this should come within their sponsorship funding, so ensure that during your initial discussions with sponsors that you can provide them with fairly accurate details of what this would cost.

Agree on the numbers to be catered for, as they will have their own guest list and you will have VIP's that you will wish to include in this post event function.

This function is also a good opportunity for you and your sponsors to promote your product and the room can be decorated accordingly and handouts can be available.

Presentations and speeches will also probably be made here, so ensure that a PA system is available and if possible provide a stage so that the speakers can be seen by everyone.