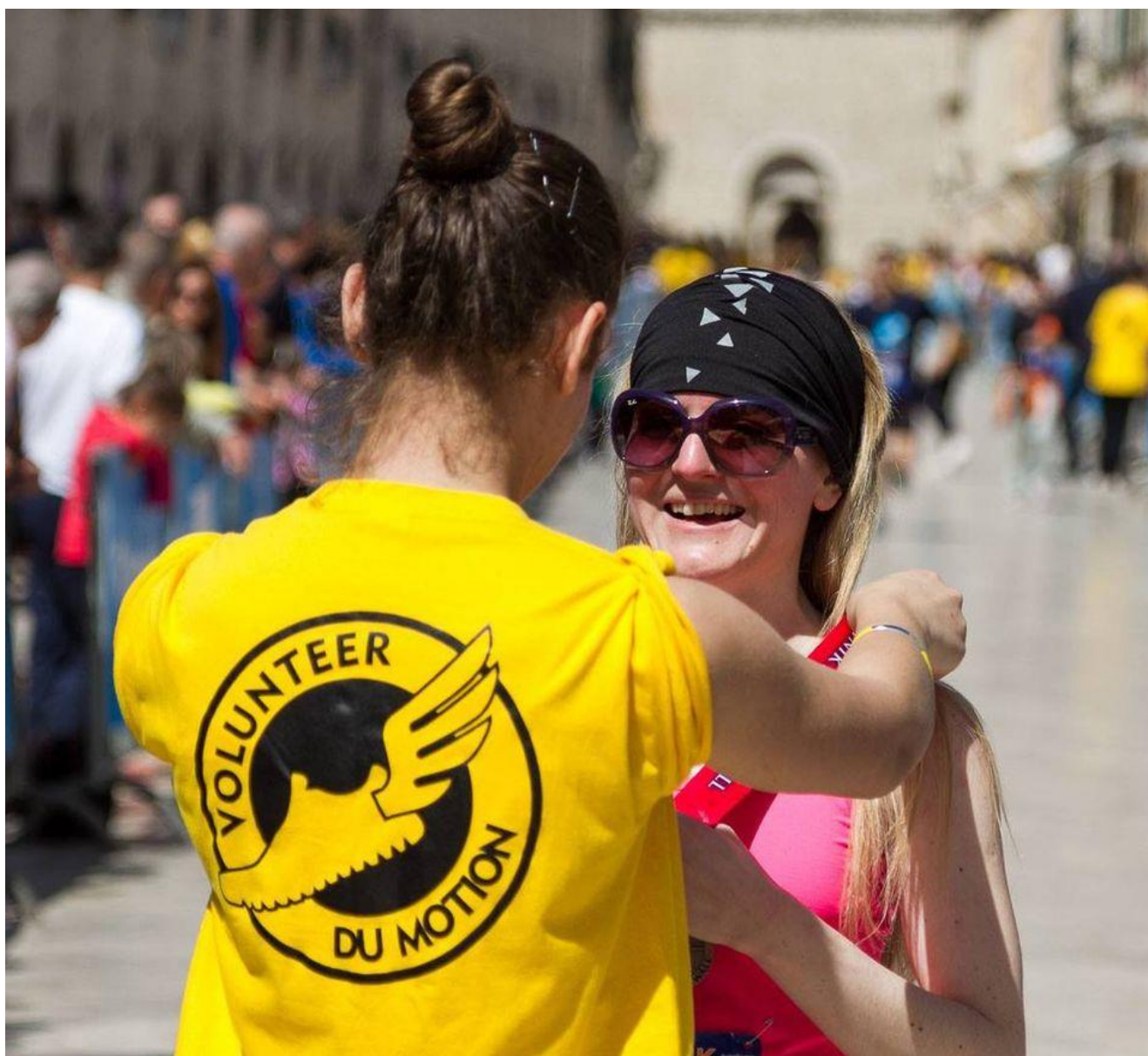




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DU MOTION HANDBOOK



Source: Dubrovnik Sports Association

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Source: Dubrovnik Sports Association



Introduction

The present Glossary is an information regarding the topics in the #DuMotion Training format – a supportive document with main content and explanation of used terminology. Glossary should be used in conjunction with the Training format and includes the following data:

Module 1 – Event Management

- Organizing Committee
- Administration office (Translations, Volunteer coordination)
- Financial Department
- Marketing & Communications

Module 2 – Logistic Services

- Media & PR
 - Graphic Design
 - Press Centre
- Ceremonies
- Protocol
- Accommodation & Transportation
- Cultural Events, Entertainment, Social Events
- Health protection & Doping
- Ticket Sales & Accreditations

Module 3 – Venue Management

- Public Spaces
 - Parking and Seating
 - Exhibitions/sales point, Catering area
 - Toilets and Utilities (power, gas, water...)
- Participants & Organizers Spaces
 - Sport facilities (and all corresponding areas; warm up, ready, medical...)
 - Media services, TV commentators and translators, Mix zones
 - Registration, Sale points and merchandising, Dressing rooms, Meeting rooms
- Accessibility – Competitors, Spectators (for people with disabilities)

Module 4 – Organization of Competition

- Competition Management
 - Competition office (registrations)
 - Technical committee (delegates, anti-doping...)





- Referees/judges/starter
- Measurements/results
- Info desk
- Refreshments/meal coordination
- Field of Play
 - Equipment
 - Warm up area/ready area
 - Security
 - Maintenance
- Other services
 - TV commentators and translators
 - Ceremonies
 - Announcements

Module 5 – Impact of COVID-19 on Sport Events

- Events
- COVID-19 impact on EU Sport Industry
- Funding and Actions to Support EU Sport's Resilience
- #BeActiveAtHome
- Containment Measures by EU Countries (DU MOTION partners)



Source: Dubrovnik Sports Association



Module 1 – Event Management

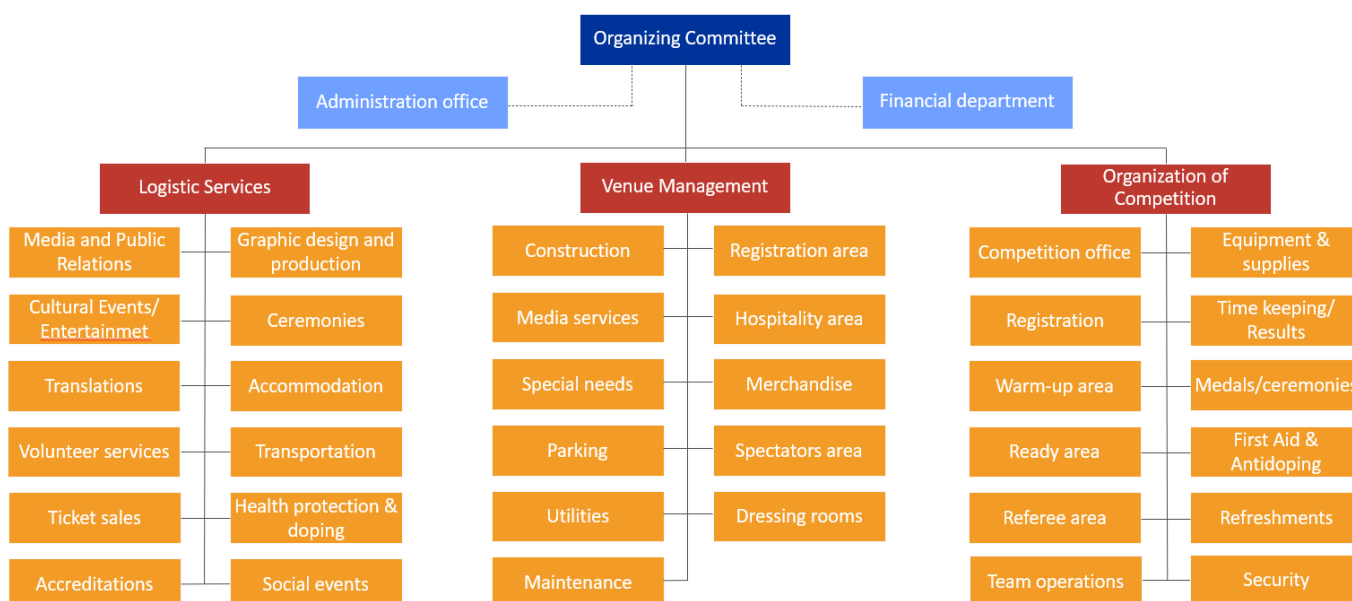
Competition is the focal part and the heart of the event.

All activities and operations organized and arranged outside of the playing area must provide and support the best possible conditions for players and coaches to play and plot the best game of their life on the court every night of the event.

Competition is the reason why fans travel to the host country or follow the event on TV; it is the reason why national federations gather their best players from around the world and why the global media send their best sports journalists to the event.

Organizational Scheme (Titles, Roles & Responsibilities) (Du Motion – Runners’ Days Dubrovnik sample)

Organizational Scheme Example



HOSTING ORGANISATION

It is an organization/institution/a sports club or other entity that hosts and organizes the entire event. It is good to provide the most important information about Hosting Organization at the beginning of the competitions guide/event manual (example: ParaSki4Europe event manual, p. 5).



ORGANISING COMMITTEE (OC)

It is the specially selected group of the representatives/members/workers of the Hosting Organisation (+ additional people if necessary), organising the event and playing crucial roles for sound and successful implementation of its all phases.

Organizing Committee is the centre of all sports events, be they small or large, local or international.

General task of OC:

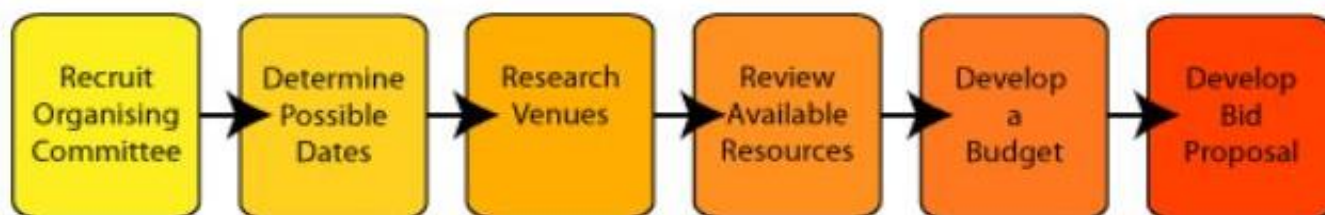
Business plan: mission/vision/goals/principles, an overview of agreements and contract information term of reference, budget and financial management/control and overview of key executives.

Operational plan: highlights the responsibilities to be fulfilled by functional area and terms of reference by answering what has to be done, who will do it and who will assist, when, where and how it will be done.

Division plan: each functional area is to provide a description of the work to be completed, the scope and exclusions, provisional timelines, major contracts, and overall costs.

Organizing Committee is in charge of the candidature and the bidding process. Here are the steps:

- Feasibility studies!
- Demonstrate that the bidding organisation has the capability and resource to stage the event
- Provide additional reasons why the bidding organisation should be selected over other rival
- The participant will have better facilities than another rival bidders.
- The event has greater financial backing then rival bids.
- Public support is more assured
- Securing sponsorship



The purposed of the Organization Committee could be listed as follows:

- Planning and Advisory
- Guiding and Steering
- Execution
- Volunteer Management

Number of people/members of OC, their roles and responsibilities may vary depending on the particular event.





Their *composition* can be, for instance, as follows (this example comes from the organisation of a successful sport event in winter sports for the disabled skiers – *ParaSki4Europe*, Poland, 24.02-02.03.2020):

Event Coordinator (EC):

Tasks/duties:

- responsible for planning and coordinating all event activities for timely completions, monitoring, and controlling of all event-related actions and phases,
- he/she assesses potential issues and technical challenges and accordingly develops solutions.

Place(s) of operation:

Everywhere where his/her work is needed – sport venues, press office, competitions office, hotel, conference/meeting rooms, call room, media zone, volunteers' area etc.

Possible tasks for volunteers:

- helping EC in coordinating the activities according to his/her current needs,
- helping in solving (especially urgent) problems/issues during the event,
- being at his/her disposal, if needed.

General Manager (GM):

Tasks/duties:

- responsible for operational and logistical planning requirements prior to and during the Event,
- in cooperation with the EC she/he contributes to budget planning and decisions-making process,
- she/he contacts various stakeholders,
- tracks event progress and ensures all activities are completed on time,
- regularly monitors event schedules to determine any delays or deviations,
- responsible for contracting the event staff,
- permanently keeping the contacts with the participants.

Place(s) of operation:

As for EC, General Manager can operate in different places during the event – sport venues, competition office, hotel, press office, media zone, conference/meetings room, call room etc.

Possible tasks for volunteers:

similar to those with EC – being at the disposal and helping in implementing tasks and/or solving issues/problems, according to the needs of GM.





Sport Head Director (SHD)

SHD can have their own, additional Competitions Staff (CS) = teams for each sport at the event, consisting of, for instance, Sport Disciplines' Directors + sport staff.

Tasks/duties:

- managing, directing, and supervising sport competitions, Sport Directors, referees, and all personnel assigned to the given sport,
- supervising all procedures/rules and controls for all sports at the event,
- responsible for arrangements and control over "Event Qualification System" (if applicable).

Place(s) of operation:

Sport venues, competition office, other places if needed – media zone, press office, conference/meetings rooms etc.

Possible tasks for volunteers:

- helping in preparing the competitions – every work that SHD and their staff need to prepare the venues, routes, pitches or other places, programmes/schedules, media zone, warm-up area, refreshment zone etc.,
- helping in organising and running the competitions:
 - showing the participants, the venues, routes, halls, meeting places, directions to the start line, warm-up areas, refreshments, media zone etc.,
 - helping them with moving from one place to the other (especially important in events for people with disabilities), helping with carrying their sports equipment,
 - counting points or even judging (if possible), writing down the results and reporting them to the competitions office etc.,
- helping after the event – de-constructing sport venues, helping participants to get to the meals or transportation area, cleaning up etc.

Press Officer (PO)

Press Officer may have his/her own staff: a journalist for interviews, a cameraman, additional workers to write news/articles on event website, posts on event social media, uploading photographs, writing press releases etc.

Tasks/duties

- maintaining communication between Organising Committee, participating organizations/countries and the public,
- planning and implementing the Media Strategic Plan,





- press operations: communication campaigns, press releases, analysing media coverage, managing the production of publicity material, organizing events/conferences/interviews and handling crisis situations (if occur), implementing a plan of dissemination.

Place(s) of operation:

Press office, sport venue, competition office, conference/meetings room, others.

Possible tasks for volunteers:

- helping in all media-related tasks – asking participants for interviews and showing them the way to media zone, helping in translation etc.,
- helping with carrying and setting up media equipment,
- constructing press office and media zone (if necessary),
- helping in gathering and elaborating information (if possible and needed) etc.,
- de-constructing media zone, press office etc.

Programmes/Ceremonies Manager (PCM)

This person can have its own, additional Educational programmes & Accompanying activities program staff (if applicable and/or needed).

Tasks/duties:

- responsible for organizing and implementing educational programmes and accompanying activities if they are in the event schedule (example: ParaSki4Europe),
- managing and providing leadership for people organising the programmes of a particular event (ceremonies, additional activities – conferences, inspirational and educational meetings, promotional actions etc.),
- ensuring that the programmes meet event requirements, including not interfering with the competition's timeframe, recipients' presence, technical conditions etc.,
- preparing operational and logistic aspects of the opening, medal and closing ceremonies and ensures they are carried out in accordance with the scenario.

Place(s) of operation:

Every place where these activities can be done: conference/meetings room, hotel, sport venue, other places when the scene can be set up etc.

Possible tasks for volunteers:

- helping in preparation of opening, medal and closing ceremonies – building up the scenes, helping with carrying all necessary things – sound and video equipment, banners, roll-ups with event identification elements (logo), medals, podium, flags, gifts/prizes for participants etc.,





- helping in translation during the official speeches,
- helping the participants to get to the scene/podium (especially important at the events for people with disabilities, e.g., in wheelchairs).
- helping in de-constructing the scenes, carrying all things back, cleaning up etc.

Accommodation Manager (AM)

A responsible and difficult task to accommodate all the participants, meeting their specific needs. The help of volunteers can be very important also here.

Tasks/duties:

- responsible for the entire process of ordering hotel for the event participants:
 - contacting them before the event and setting up the whole number of participants and their accommodation needs (single, double, twin or triple rooms, special needs for people with disabilities etc.),
 - preparing the accommodation plan, coordinated with Event Slot Allocation Qualification,
 - controlling the event budget to ensure that the accommodation costs does not exceed it,
 - managing the process of checking in at the arrival day,
 - serving with help during the entire stay,
 - managing the process of checking out at the departure day,
- along with Event Coordinator and General Manager, controlling the budget and the process of issuing invoices and financial settlement with the hotel (or other accommodation place),
- AM can also combine this role with ensuring that the food served to the event participants is proper and delivered on time (especially, when meals are served at the hotel).

Place(s) of operation: hotel (or other accommodation place), the other places if needed – competition office, sport venue etc.

Possible tasks for volunteers:

- helping in the process of setting up the accommodation plan (before the event),
- helping in checking in at the arrival day (translation),
- helping with carrying luggage/equipment of the participants,
- showing them the way to the lifts and/or to their rooms,
- helping in solving some problems on-site during the entire event,
- helping with checking out.





Transport/Logistics Manager (TM)

Responsible and difficult task to meet the needs of all participants. Volunteers' help can be significant here.

It is also crucial to have a good transportation company sub-contracted with responsible and flexible workers.

Tasks/duties:

- Responsible for planning and the efficient running of transport operations from teams' arrival to departure:
 - Before the event:
 - Contacting participants and setting up a transportation plan according to the dates, hours, and places of arrival (airports, railway and bus stations, car transport etc.),
 - During the event:
 - On arrival day – picking up the participants, transportation to the hotel,
 - During the event – setting up a transport schedule and implementing it daily; to sport venues, to other places according to the event schedule – meals, additional activities, ceremonies etc.
 - After the event:
 - On departure day – transport to the departure places: airports, bus/railway stations, others.

Place(s) of operation:

- Competition office
- every place where transport is needed (TM can travel with the participants, if possible, or send volunteers).

Possible tasks for volunteers:

- helping in transportation at the arrival day (picking up the participants from the airports, stations etc.; translations, helping with carrying their luggage and equipment, showing the way to the hotel, helping with carrying their staff to the hotel etc.),
- helping in transportation during the entire event – travelling with participants, helping them with their sport equipment in getting in and off the buses, (especially important at the events for people with disabilities), showing the way to the venues, picking them up back etc.),
- helping at the departure day – the same like for the departure day, but the opposite direction.





Administration Office

Administration Office is a central place in and from which a sport event is coordinated. You can organize it in a separated room or space. It can be close to the sport venues (to enable you directly contacting with players and judges) or in other places, e.g., in the hotel or in the other, event's accommodation place (if possible and applicable).

The tasks/needs of Administration Office may vary, according to the specific, sport event. They can be, among others, as follows:

Tasks of Administration Office:

- Running and coordinating the entire sport event
- Coordination with all departments
- Preparing and releasing information about transportation schedule for the consecutive event days.
- Creating and handing out different materials, e.g.,
- Serving as an information centre for all the participants.
- Helping solve problems
- Translations
- Coordination of volunteers

Place(s) of operation:

- It can be organized in a separated room or space
- It can be close to the sport venues or in a remote location

Translations in administration office

If you organize an international event, it is crucial to have the English-speaking staff, responsible for translating and interpreting. You need to have either all your team English-speaking or a part of them and/or enough volunteers to cover all translations-related tasks and needs.

Translations can be various:

- written translations of all information about the event: written materials, tables, results, starting lists etc. from your language to English and putting them on the event website, social media, printing them and handing to participants, hanging them on walls/doors in the Administration Office etc.,
- oral translations in Administration Office – helping all the participants of your event, giving them information, solving problems, explaining all the things, related to the event (organization of competitions, accommodation, transport, schedule, meals, ceremonies, meetings, additional events etc.),
- all other translations and interpretations, if applicable and necessary.





Volunteers' coordination

It is advisable to have a Volunteers' Manager in your event staff – responsible for **recruitment**, signing **agreements**, **training**, and **managing** volunteers before, during and after the event (if necessary).

A. Recruitment of volunteers:

- from database – many sport organizations have their own databases/ lists of volunteers they can use to ask them for help in organising a particular event,
- from other sources – preparing a volunteering offer, indicating the most important needs, tasks, responsibilities, and benefits for volunteers, and sending them to: secondary schools, sport clubs, organizations and institutions, cultural entities, universities, other suitable places,
- recruiting volunteers from your own organization or partners,
- asking for help among your friends, acquaintances, colleagues etc.

Benefits for volunteers:

- Boosting self-esteem
- Providing a positive vibe about making the world a better place
- Gain new skills and make new contacts in your desired field
- Advantage for college enrolment and employment

B. Agreement:

You sign a voluntary service agreement, indicating all necessary things, among others, duties/responsibilities/tasks and benefits for volunteers, conditions of work, insurance etc. It is an important document you can sign with volunteers, (especially important, if they are under 18 years old. In that case, the written permission of their parent/legal guardian could be necessary).

C. Training and coordination:

Volunteers have the right to be trained before the event. Volunteers' Manager or other person/staff (in cooperation with other event staff members if necessary) organizes training, distributes tasks and explains all important things, related to the run of the event.

Volunteers need to know what exactly they are going to do, where they should work, to whom they can refer etc. The task of Volunteers Manager (or other, assigned person from the event staff) is to clearly instruct all the volunteers about their exact roles, duties, tasks and responsibilities before, during and after the event.

Possible tasks for volunteers:

In Administration Office:

As also indicated in Sub-module 1 (Organising Committee), volunteers can help in all the things, related to preparing and carrying out the Administration Office and its tasks:





- preparing the office (tables, chairs, stands, flags, gifts etc.),
- setting all equipment needed to run the event (TV sets, computers, printers, papers, pens, boards, other materials),
- deconstructing Administration Office, packing up, cleaning up etc.,
- all other things, depending on a particular event and its needs.

Translations:

If a volunteer is English-speaking, he/she can help in all types of translations/interpretations and related things, as indicated above.

Other tasks:

Any other tasks, related to the smooth run of the Administration (or competition) Office, needed and expressed by the members of the Organising Committee and/or an event staff (see above).



Source: Dubrovnik Sports Association

Financial Department

I. Budget preparation and forecasting

Qualify Costs

In order to create the correct budget for a project of a particular event, first of all, you need to know what costs (cost categories) are necessary for its implementation.

If we apply for financial backing from external funds, financing institutions which manage public funds usually publish guidelines for support programs. One element of these guidelines is an index of costs, the so-called ineligible, i.e., those that cannot be included in the budget of a particular project.

If we use external funding before starting work on the budget, we should also get to know the method of settling the grant - the type of reporting and required documentation to confirm the expenses that have been made.

The classification of eligible costs adopted in any given program is also important. Sometime in the category of the same name, e.g., personnel costs, some require only the salaries of persons under an employment contract or a civil law contract (mandate contract or contract for specific work), others also include the cost of work of natural persons conducting the economic activity or costs related to personnel, i.e., medical examinations, workplace health and safety, travel expenses of personnel.

Division of costs in the budget

There are many different ways to prepare a budget. You can prepare a budget for individual tasks (e.g., advertising, participants' accommodation) or divide the costs by type (e.g., personnel, administrative, content costs). Most budget formats require to present the basis of the calculation e.g., such as unit price, number of units, unit measure (such as a month) and total value of the budget item.

Grouping some budget categories together gives us more flexibility during the project implementation, it is important to consider which budget categories can be aggregated and which must remain completely homogeneous.

The description of the budget item is also important. It must be real, meeting the needs of the event. The budget must be consistent with the description of the sporting event.

If we apply for external financing, exceedance any of the imposed limits may result in rejection of the grant application.

Sometimes it is necessary to prepare explanations for the budget - justification of costs incurred for specific financial outlays. Usually, we explain the range and scope of duties of employed people in the implementation of the project, the necessity to purchase equipment, the type of services provided to beneficiaries, etc.

A clear and justified budget is often the key to success.



Own contribution

Sometimes, in the budget of financial backing application for a sports event, we must include our own contribution. Own contribution is financial means that the organization declares as its own contribution to the implementation of the task. It is usually defined as a percentage of the value of the entire project and not of the value of the grant that we want to receive.

Funds for own contribution may come from donations received by the organization, contributions, or business activities, as well as from other sponsors.

It should be noted that the organization must account for the declared financial contribution in the financial backing application in the submitted reports.

II. Budget control

In the case that the organization receives a grant (appointed in the manner set out by law), the administration authority commissioning the task is obliged to control the status of task implementation, effectiveness, reliability and quality of task performance, correct use of public funds and the manner of keeping documentation related to the task implementation and settlement.

The performance of the task and spending of the allocated funds should settle an account with the authority which received the grant and with which the organization signed the contract.

The organization which received the grant is required to submit a report on the implementation of the task. In principle, the reporting period is the financial year. However, if the contract for the realization of the project was concluded for a shorter or longer period than the financial year, the report on the executed task should be usually submitted within 30 days after the expiry of the period for which the contract was concluded.

In addition, the contract may provide a possibility for the commissioning administrative authority to request partial reports on the performance of the project. In such a case, the contract indicates for which period and by what date the reports should be submitted.

If the public service was not commissioned pursuant to any act (e.g., in Poland, Public Benefit and Volunteer Work Act), the deadline and method of a payoff of the grant are settled by the contract concluded between the organization and the contracting party.

It should also be remembered that organizations are subject to the control of government authorities. In such a case, the controls are performed in accordance with the procedure specified in the relevant legal acts.

- Tax audit checks whether those inspected comply with the obligations arising from the provisions of the tax law.





- Customs and fiscal audit checks compliance with the provisions of tax law, customs law, and foreign exchange law.
- Audit of accounting chambers may check organizations that exploit grants received by the local government (e.g., from a commune).
- Central control authorities (e.g., the Supreme Audit Office in Poland) may control the activities of organizational units and private operators to the extent in which they use state or municipal property or funds and fulfil their financial obligations to the state.

III. Accounts receivable (sponsors, participation fees)

Payments for participation in the event

If an organization charges fees for the services it provides or the goods it produces and has no registered business activity, it has non-gratuitous business.

If the recipient requests, the non-governmental organization collecting a fee as part of a paid activity, will issue a bill or invoice - if it is a VAT payer.

The organization must record the fees charged. It should also keep separate accounting records for this activity to the extent enabling the determination of revenues, costs, and results.

If the activities carried out by the organization which generates profit (i.e., revenues are higher than costs) or other conditions provided for by national legal regulations are met (e.g., exceeding a certain level of gratification of employees), then non-gratuitous activity becomes a business activity. In this case, the organization is required to register the business in accordance with the appropriate procedure provided for by national law.

It should be remembered that in many countries when revenues from paid business exceed a certain limit it becomes a VAT payer.

Monetary donations from natural or legal persons

The donation is made for purposes or activities in accordance with the statute of the organization.

- If an organization receives an intentional donation (i.e., one that has been transferred for a specific purpose), the donation's purpose must be included in its statutory goals.
- If the organization receives a cash donation, it issues a receipt (e.g., in Poland is KP (kasa przyjęła) "cash register receipt") and enters it into the cash report.

The organization is obliged to respect the legal regulations related to the donations in force in each country, e.g., notify tax offices, publish information about donations.

It is a good practice to inform the donor about the possibility of deducting the donation amount from the tax base (if possible).

The NGO (non-governmental organization) can usually make a donation agreement in writing. It is also always worth thanking the donors in writing.





Gifts in the form of items and services from natural and legal persons

If an organization receives gifts in a material form or in the form of a service from a natural (i.e., individual) person, it must be used to achieve its statutory goals. This person should also receive a document confirming the donation with an estimate of its value.

It is worth remembering that if the donor runs a business and is a VAT payer, he will have to pay VAT included in most of the material and service donations provided as part of this activity. If the organization receives a gift in a material form or in the form of a service from a legal person that is a VAT payer (e.g., a company), it should receive an invoice or a contract (with an estimate of the donation value) due to the need to settle VAT by the donor.

Received material and service donations must be recorded (i.e., booked as income to the organization).

Grants, subsidies

The organization does not finance business activity from grants allocated to the implementation of public projects.

The financial backing contract is concluded in writing. Implementation of projects financed or co-financed under the grant is carried out in accordance with the provisions and the guidelines of the contract (if any). This applies in particular to the scope of activities, schedule, promotional obligations and cost estimates. The accounting documentation includes separate costs and revenues related to grant spending.

If the financial backing contract so provides, the organization will set up a separate bank account to service this grant.

The grant from public funds is spent in accordance with the legal regulations of each country (e.g., Law of Public Finance, Law of the Public Procurement).

The organization submits reports in a timely manner: substantive (on the activities performed) and financial. The donor should always be informed about changes in the organization, such as changing the account number, the address, or the composition of the board.

Public fundraising

An organization that wants to publicly collect funds in the form of a public fundraiser first reports this fact to the competent authority, e.g., public administration.

Before trying to obtain a collection permit, you should check that the collection your organization intends to conduct is a public fundraiser, as permits are not always required.

Most often, the organization is obliged (or should do so) to report on the collections carried out and on the expenditure of the collected funds, by publishing relevant reports.





Sponsorship

Sponsoring is not the same as donating. In the shortest terms, in the case of a donation, the benefit is one-sided - someone gives something to someone and does not demand anything in return. In the case of sponsorship for funds or things donated to the organization, the sponsor expects something in return (and this is specified in the contract).

The sponsor is obliged to certain provisions but also the sponsored party has certain obligations towards the sponsor.

Basic sponsorship features:

- consists of mutual benefits of the sponsor and sponsored,
- sponsor gives the sponsored a fixed amount of money or other resources,
- sponsor performs previously agreed services that contribute to the achievement of goals, e.g., sponsor's public relations.

In many countries, an organization can only use sponsorship if it runs a business activity. However, it is not necessary that the statute of the organization mentions sponsorship directly (as a source of financing for the organization's activities).

Concluding a contract is not only a requirement (the contract documents the activities of the organization, allows them to be properly classified, booked, reported, etc.), but also allows to eliminate basic doubts, e.g., whether we are dealing with a donation or sponsorship. The parties are usually free to determine the content of the contract, of course within the framework of applicable law.

The drafting of the contract also gives a greater guarantee that the organization and the sponsor have agreed on the form of cooperation and avoids misunderstandings. It lists the obligations of both parties, the terms of their implementation and the value of services.

Contract should specify, including the following:

- type of sponsorship (e.g., one-time, long-term, strategic; the sponsor may claim exclusivity, may be one of many co-sponsors, may sponsor an award or may be the title sponsor of the entire sporting event);
- the content of the rights and obligations of the parties to the contract (i.e., the sponsor agrees to use its brand to promote the event, and sponsored to use its name and the event to promote the sponsor, the parties agree and undertake to use their brands for advertising in a specific manner - media, newspapers, leaflets, banners, etc.);
- gratification or benefit for sponsors;
- the value of the sponsored benefit (not forgetting about the difference between the net and gross amounts);
- description of the sporting event, happening etc.;



- mutual settlements in the case of cancellation of a planned event;
- duration of the contract and different contractual clauses (e.g., possibility to sponsor the same event in the next year etc.).

The sponsor receives from the sponsored financial document in accordance with national legal regulations (e.g., invoice, bill).

Revenue from the sponsorship agreement is revenue for the organization within the meaning of corporate income tax. However, they may be exempt from this tax depending on solutions applied in state law.

IV. Account payable (partners, expenses)

Organizations incur various costs: they rent premises, renovate them, hire employees, buy computers, rent rooms, provide food for training participants, organize trips for children, etc. Each cost of the organization should be consistent with the area of its operation included in the statute and properly documented.

Possible types of costs that organizations may incur, always within the framework of statutory objectives are:

- costs related to the premises (rented, borrowed), with borrowed equipment
- costs related to volunteers
- business travel expenses
- costs of hiring employees and co-workers

We should remember how the cost differs from the expense:

- **Cost** is a incur liability (receive of a bill or invoice confirming the purchase of a service or good);
- **An expense** is a payment made for an obligation (payment on a bill or invoice).

Every cost incurred by the organization must be documented. The organization makes payments for a given service or goods on the basis of issued document in accordance with the legislation of its country.

For example, one type of cost could be volunteer costs. The organization spends money in accordance with national legal regulations (e.g., in Poland pursuant to the Act on Public Benefit and Volunteer Work) and may cover various volunteers' costs related to their activities:

- Costs of business travel and subsistence allowance (usually separate legal acts related to subsistence allowance are also in force);
- Costs of volunteer training (there are often separate legal regulations for this category);
- Insurance costs (accident insurance and abroad treatment).

Most often, the law allows (but does not oblige) to reimburse the costs incurred by the volunteer in connection with the work performed by him. Such costs include the costs of public transport tickets,



telephone calls. When deciding to reimburse such costs, it is worth to notice in consultation with the volunteer what the costs will be and on what basis they will be reimbursed.

The costs incurred by the organization on behalf of the volunteer constitute the statutory activity costs of the organization and should thus be accounted for.

There is also a category of statutory costs, as the Statute defines the basic principles of the organization's functioning, including goals, activities and methods of their implementation. It is this document that says "on what" an organization can spend money on.

In the section setting out the objectives and methods of operation, the statute should

- list all target groups for which the organization wants to work;
- cover all types of activities of the organization for which it will incur costs.

Organizations must be very careful in spending the money received for a specific purpose, not only as public funds but also from institutions or private persons. The primary responsibility of the organization is to respect the will of the donors (parties to the contract) for financial backing in terms of spending these funds.

V. Payroll

Employment of an employee or co-worker and related remuneration is a consequence of concluding a contract with him. Depending on the type of contract, tax rates may vary, affecting the amount of remuneration. Agreements are different and the organization needs to know which ones to use in different situations.

Cooperation contract with a volunteer - occasional or short-term help from a volunteer does not require a written cooperation contract. An oral agreement is enough. If a volunteer would like to provide similar help to the members of the organization systematically and longer (over 30 days), the agreement with the volunteer after the 30th day of cooperation with the association/foundation must be made in writing. An agreement, regardless of whether it is written or oral, must regulate the following issues: the time and subject of the agreement, the method of its cancellation. The contract usually does not need to be registered anywhere. If the organization concludes a contract with a minor, the consent of the parents (tutors) for the voluntary work of such a person in the organization should also be obtained.

Civil law agreement (e.g., contract of mandate, contract for specific work) - most often used when the organization does not plan to hire an employee and it cares of the performance of specific activities and tasks. It should be remembered that neither the contract of mandate nor the contract for specific work are employment contracts and are not covered by the provisions of the Labour Code. The parties of the contract determine the type of activities, their scope, organizational framework, remuneration and method of payment.





Employment contract - An employment contract is a contract where the employee undertakes to perform work of a specific type for the employer, under his direction and at the place and time designated by the employer and the employer is obligated to hire the employee for remuneration.

VI. Reporting and Financial Statements

Organizations have an annual reporting obligation - they prepare, sign, approve and send financial statements to the appropriate authority. The period for which we submit the report is the financial year. Most often it is the same as the calendar year, i.e., from 1 January to 31 December of a given year. In addition, the report must be signed by the entire management and adopted by a resolution by a competent authority authorized to do so (e.g., general meeting of members, foundation council).

Financial statements must be prepared according to the principles specified directly in the national legislation (e.g., in the Accounting Act).

In practice, the person preparing the financial statements will be an accountant or an external company entrusted with keeping the books of accounts. However, it should be remembered that according to the law, it is not the accountant but the head of the unit (e.g., management) that is responsible for the preparation of the statement.

The deadlines, forms of statements, the method of their approval and the method of submitting are determined by the provisions of national law.

In most countries, the obligation to control financial statements by a statutory auditor (subject to audit) applies to organizations conducting an economic activity that meet the conditions specified by law.

Marketing and Communications

It is very important to prepare a good plan for marketing/promotion of your event and communication before, during and after it, as well as the dissemination of its main results and outcomes.

The tasks/needs may vary, depending on the particular sport event. They can be, among others, as follows:

Before the event:

- Creation of the "Event Identification" – building up a sport event image and brand – it can be created by your team or by specialised sports marketing agency (subcontracted for this event, if possible and applicable):





- concept of the image, logo, layouts for all visual materials, graphic design, a main “message” of the Event etc.,
- communication channels – media, website, social media, newspapers etc.,
- regular promotion of the event in these channels before, during and after the event,
- media/communication strategy,
- public relations.
- Preparing a Media Strategy Plan – how the event will be promoted in all the media.
- Obtaining Honourable Patronage(s) – from local or even national authorities, famous sportsmen etc. A well-known sportsman/woman can also be an Ambassador of your event.
- Asking for media patronages:
 - TV channels – national and local; sport ones and, if necessary and possible, the others,
 - radio,
 - local TV (if possible),
 - websites, portals and other “new media”,
 - special media partners – depending on the particular event (channels, websites associated with a particular sport discipline, topic/subject, type of an event, audience etc.).
- Preparing a contact list of media who will be informed about the event.
- Creating an official website of the event or a bookmark on your existing website and social media official event fan page (if applicable and necessary).
- Sub-contracting and preparing media/communications staff – journalists, photographer, TV crew, workers responsible for working with the website, documenting the event, interviews with participants etc (if necessary and applicable).
- Organising a press conference before the event to inform all interested media about it (+ regular press releases).
- Preparing communication patterns/rules with media partners and, if possible, with media of the teams/participants of the event from different countries (to promote the event also in these places) – in case your event is local, with local participants/teams etc.
- Maintaining regular communication with participants/participating teams/organisations etc.
- Preparation of the Event Manual (Guide). This document contains all necessary information and details for participants about the organisation and running of the event.

During the event:

- Regular works on the website and fan page of this event (informing, promoting, engaging).
- TV coverage (if applicable).
- Regular press-releases about the event and accompanying activities (ceremonies, educational programmes, meetings, conferences, social or cultural events etc.), if they are in the programme.
- Contacting with media representatives from media partners and participants.
- Interviews with participants (if applicable).
- Sharing information, pictures etc. in your channels.





- Providing all interested media with all necessary information.
- Encouraging the participants and other event stakeholders (e.g., event guests, decision makers, media, authorities) to promote this event and particular sport disciplines, the idea and values of volunteering and the possibilities to organise similar events in the future.
- Underlying the huge potential of sport events and particular sports (depending on your event) for fulfilling various roles/tasks/values, e.g., sport and physical activity, social inclusion, international and intercultural integration, education through sport, health-related benefits of sport, sharing and celebrating cultural diversity etc.

After the event:

- Summarizing the Event:
 - press-releases,
 - articles on a website and posts on the event's fanpage,
 - analysing the organisation, results and impact of the event.
- Preparing marketing and media/communications reports.
- Analysing the ways all the participants of the event were informed about it.
- Considering the possibilities to continue the process of sport engagement of young people (including volunteers) in organizing similar events in the future.
- Distributing the Event Manual and other event promotional materials, if applicable.
- Analysing website statistics and fan page (unique visitors, page views, sessions, number of fans, ranges etc.).
- Contacting decision-makers, opinion leaders, media and sports organisations at different level to develop ideas for future cooperation.
- Preparing summarizing presentations about an event to present them at conferences, meetings and other sport events, cultural, scientific or political encounters etc.

Possible tasks for volunteers:

Before the event:

Taking part in works, related to preparation of promotion, marketing and communication plan, e.g., helping in:

- receiving media and honourable patronages (writing and/or translating messages/requests to media, VIPs, authorities etc.),
- creating an official website of the event, its fan page etc. – according to the needs and skills of given volunteers,
- preparing and running the press conference before the event – preparing the place, translating, interpreting, deconstructing the place etc.,



- maintaining communication with the event's participants – preparing, sending and/or translating messages to them etc.,
- creating Event Manual (Guide) – helping in gathering information necessary for this document, writing/editing/translating them etc.,
- all other tasks, according to the specific needs of the event organisers.

During the event:

Helping in all works, related to marketing and media/communication at the sport event, e.g.,

- regular works on the website and fan page of this event,
- helping the media and TV crew,
- contacting with media representatives,
- interviews with participants (asking them to come, translating/interpreting etc.),
- all other works related to the organisers' needs.

After the event:

Helping, for instance, in:

- summarizing the Event (translating articles/posts on the event website and social media etc.),
- creating marketing and communication reports,
- analysing the impact of the event, its results and outcomes,
- preparing evaluation surveys,
- contacting with event participants to send them these surveys,
- analysing the results of these surveys and/or writing evaluation reports, based on them,
- distributing event manuals and other materials (if necessary),
- summarizing presentations,
- all other works, depending on the needs.



Source: Dubrovnik Sports Association

Module 2 – Logistic services

Media and PR

The media play a key role in the creation of iconic moments, sports celebrities, and major sporting events, and in our everyday experience of sport. Sport is global not only because it is played across the world, but, more importantly, because the media transmit information across the globe so fast and so effectively to create a culture of sport and to place sport so prominently within popular culture. The media, like sport, are part of a massive global network that developed through the twentieth century and was strongly linked to the technological developments that made communications so important politically, socially, and economically. We watch games on television, listen to commentaries on the radio or the internet, find out scores on the internet and on our mobile phones, and read about sport and the politics of sport in the newspapers. However, media messages are not simple, transparent reports of what is happening, on or off the field of play. The media are part of the whole process and experience of sport; they play a part in constructing our understanding of sport.¹

Most people, whether or not they play or watch sport, are aware of sport through the media. This includes local, national, and international sport. From school sport newsletters to worldwide TV coverage, the media is a powerful voice for and influence on sport.

Types of media

- Television – local and national, free view, subscription or pay-per-view, interactive, on-demand, Red Button services, satellite or cable
- Radio – local and national, analogue and digital, public and commercial
- Press – newspapers – local, national, daily, weekly; magazines – general, specialist; books – technical, biographies, novels
- Films – cinema, television, DVD and online
- Internet – websites, blogs, video channels, live streaming, online sports channels
- Social media – Facebook, Twitter, Instagram, Snapchat, Flickr.

The media can have both a positive and negative effect on sport. Consider the inspiring images from the Paralympic Games and how they change people's perception of people with disabilities in our society.²

What is Sports PR – A managerial communication-based function designed to identify a sport organization's key publics, evaluate its relationships with those publics, and foster desirable relationships between the sport organization and those publics.³

¹ <https://www.open.edu/openlearn/ocw/mod/oucontent/view.php?id=4483&printable=1>

² <https://www.bbc.co.uk/bitesize/guides/zp2jxsg/revision/3>

³ <https://quizlet.com/116845317/sports-public-relations-chapter-1-introducing-sport-public-relations-flash-cards/>

Sports public relations is promoting teams, individual players and sports organizations through earned media channels—including broadcast, print, radio, and online media outlets. Sports PR targets editors, producers, reporters, writers and anchors at mass media outlets such as ESPN, Sports Illustrated, and the Sports Journal.

Athletes today work under a microscope held by the media, their fans and the general public. Because of this, strategic media management is extremely paramount. Sports PR works to build and maximize an athlete's image potential, allowing the player to focus solely on perfecting their specific craft.⁴

During the implementation of sport events, media plays crucial role in the proper delivery. The organizers should always consider the different aspects that reflect the participation of media representatives as follows:

- Press conference and media events – planning of media communication is very important for the overall success of a sport event. Depending of the concrete sport and its practices, it might vary from an opening press conference to a media briefing several times per day.
- Media accreditation – different access than other accreditations, providing wider access and reach to mix area and other sport related areas in the venue (depending of the concrete sport);
- Communication with media before, during and after the event. Ensure a responsible for the cooperation with media that will inform the local and national media in advance for the event schedule and important moments, work with the partner media representatives and ensure smooth media access to all needed locations.

Tasks/duties:

Before the event:

- Develop media strategy
- Set a budget for the media campaign (in cooperation with finance department)
- Define what role each member of the communications team will play in the media strategy
- List of content and messages components
- Consider which media to use. Print? Online? Mobile event app? All of them?
- Make a decision about content delivery based on budget and staff
- Choose vendor(s). You will prefer to work with competent partners
- Complete the initial legwork, including communication with media
- Print advance and final programs
- Prepare and update an event website (and social media accounts) with useful and practical information.

During the event:

- Cooperate and communicate efficiently with media
- Ensure that media has its proper access and facilities

⁴ <https://topagency.com/glossary/sports-pr-definition/>



- Distribute final program/pocket guide
- Update all relevant information on event website and social media networks on time
- Promote social media use through the event mobile app
- Increase engagement by offering content in a useful format, be it an event mobile app or a printed copy
- Hold a debrief meeting every night trouble-shooting any challenges you had during the day

After the event:

- Ensure your success is fully communicated and transmitted to media and wide audience
- Make sure to wrap up the event by thanking everyone involved in the tournament
- Prepare a media analytics package and a social media report detailing key learnings, successes and challenges of the event
- Update the event website with further information
- Analyse usage information. What worked this year? What changes should be made? Should any of your event content delivery methods be discontinued or adapted?
- Show gratitude to your media team and volunteers for the successful holding of the event! They deserve it!

Possible tasks for Volunteers:

- Supporting the liaison with media, but as well with public, athletes, supporters, VIP's and dealing with enquiries
- Helping with the media and PR locations set-up and takedown
- Acting on behalf of the PR and Media team to provide information and assistance
- Be part of the PR and Media team to dress the various venues providing the look and feel of the event. This could involve putting up signage, hanging of fence scrim and displaying pop-up banners
- Supporting media access and orientation
- Photography and graphic design of media production
- Press releases
- Development and dissemination
- Social media channels;
- Press Centre assistance and support.





Graphic Design

Graphic Design may not seem like an essential element in sports entertainment. But whether at a live event or viewed on television, design proves to be profound. The Sports Industry is annually recorded as a multi-billion-dollar industry. More than just the mere scoreboard stats and fans cheering that it is typically associated with.

It is not surprising to find that this industry also requires a large marketing team. Within this marketing team, there is a driving force that most people ignore when they think about the sports industry. Designers play a significant role in the larger picture of this industry. The power they hold within this market and the capacity they have over the populace of spectators is a great exhibit of what can happen when you understand the essential power of influence, psychology, and tactics used by someone trained in graphic design.

When it comes to analysing the various areas that graphic design has an effect on, specifically athletic events. It is highly relevant to realize the unique impact that an active design campaign can have concerning a team and franchise's profit margin. Design can influence and reshape whole local economies just by rebranding a teams' jersey. There is a psychological influence for those who are fans and those who are players on a team. One might forget to respect the effect that a dedicated graphic designer can have when it comes to these areas of psychology, sales, and influence. When one understands how to apply these factors of design, fitting it towards a specific objective becomes easy, showing the real power that designers have in the sports industry.⁵

During a sport event there are many aspects of the visibility of the event that require graphic design skills such as: event logo, website, accreditations, posters, sport venue branding, billboards, t-shirts, media materials and other kind of advertisement of merchandise. Sport event organizers have two options – either ensuring own graphic design department, responsible for the overall deliverables of the activity or hiring an external company that delivers those services. Most of the activities of this department should be ready with their work quite ahead before the actual start of the sport event.

Graphic solution of the logo and all other visuals can be used for:

- Medals
- Shirts
- BIB
- Accreditations
- Signage
- Printed materials
- Promotional activities
- Advertising

⁵ <https://happybeansdesign.com/graphic-design-evolving-in-the-sports-industry/>





- Promotional items
- Merchandise items
- Decoration of all indoor and outdoor areas
- All materials distributed to participants



Source: Dubrovnik Sports Association

Possible tasks for Volunteers:

- Design & establish the visibility of all event materials – flyers, programs, posters, banners, t-shirts, advertising spots, etc.
- Ensure that the online visibility of the event is also professional
- Collaborate with the Graphic design team and support all the activities, implemented there
- Work with LOC/Graphic design team members to produce promotional materials and swag in preparation for the sport event
- Create the art design for the sport event t-shirts, designed and developed promotional materials
- Design promotional materials to raise public awareness of community events and designed materials to encourage newcomers
- Collaborate with marketing director and designers on concrete designs for newsletters, promotional materials and sales collateral.

**Skills:**

During the volunteer selection process, to recruit volunteers with specific background is the most successful option. In the presented sector of Graphic design, sport organizers will be happy to work with motivated enthusiasts, possessing the mentioned (or similar) programs.

Graphic Design:

- Basic (or advanced) skills in Graphic design, including social media designs development
- Support the creation and maintenance of a multiple paged website and working with a team of Graphic Designers and other Web Designers/Developers
- Creation promotional materials such as: flyers, posters, banners
- Support the delivery as Photographer doing largely local shoots for the event promotion
- Assist, coordinate, and collaborate ideas/solutions to the graphic design needs.

Most important skills required to be a design volunteer:

- Design promotional materials in Photoshop and Fireworks (or similar)
- Develop and manage websites using Word press and Dreamweaver (or similar)
- Develop digital images using photo-editing software such as Adobe Photoshop and SnagIt (or similar)
- Create presentations using PowerPoint or Trello (or similar)

Press Centre

A facility established by national headquarters/organizations to provide the media with timely and accurate information on national and allied issues, events, and operations, and to provide other support, advice, and assistance.⁶ The local organizing team should be carefully planning the media coverage as media plays very important role in a sport event delivery. It is recommended that a concrete person/team is responsible for media cooperation and the local/national media should be contacted and informed for the event in advance, ensuring also official media partnerships and cooperation in due time. Depending on the concrete sport, television or internet streaming might be also part of the media relations that have to be implemented, so be sure that in the sport venue there is enough spot (at great position) for the cameras and media team to deliver quality video production.

Press Centre Functional Areas:

- Interview space – a quiet private area away from the desk areas suitable for one-to-one interviews
- Press conference (briefing) room – well equipped quiet room with event branding and sound system
- An area available for photography and filming interviews with 'step and repeat' branding boards
- Info-spot with plenty data about the event – sport information, useful tips, stories and testimonials

⁶ <https://www.thefreedictionary.com/press+information+center>

- Helpful, professional staff and volunteers who can provide all the answers or, if not, quickly find someone who does Storage area for film equipment, cameras, bags – at the owner's risk
- Unlimited catering, including tea, coffee, and water whenever the press centre is open
- Desk space for media representatives in the centre at its peak possible usage time, with accessible power points
- Fast reliable internet access with the capacity to cope with multiple large file uploads (both cable internet and Wi-Fi)
- Information sources – fast efficient access to valuable news, data and statistics, both in printed and online version, background information and the answers to any FAQs such as times of special events, passwords etc
- Broadcast compound

If the event is being broadcast on television, you will need to provide space for the host broadcaster. This will include space for an outside-broadcast truck(s), a tender truck, satellite van and a generator. Depending on the level of television coverage of the event, you may need to make space available for other rights-holding broadcasters.

Accreditation

- Ensure smooth media accreditation process. As media has wider access than other groups of professionals during a sport event, be sure that they are aware to request their accreditation on time,
- Produce and distribute accreditation guides to help media representatives understand the vibe of the event (might include schedule or venue maps for easier orientation)



Source: www.mariskarichters.com



Source: Dubrovnik Sports Association



**Possible tasks for Volunteers:**

The tasks performed by the volunteers in a press centre of a sporting event vary widely. They can be providing information regarding:

- Sport venues and participants,
- Accreditation,
- Competition schedule,
- Commentary/studio positions,
- Photocopying facilities,
- Areas for results and athlete information,
- Television monitors,
- Catering service plans,
- Accommodation,
- Safety and Security,
- First aid and near medical assistance and facilities,
- Transportation (public and organized),
- Storage area for equipment.

Ceremonies

Ceremonies conducted before and/or after a tournament are quite memorable for the participants and need to be conducted accordingly. Opening ceremony, closing ceremony, farewell party, awards ceremonies. The mentioned activities are integral part of each sport event and they need particular attention and well-trained team that should make their delivery smooth and fabulous.

Main ceremonies during a sport event are:

- Opening ceremonies
- Closing ceremonies
- Medal /Awarding ceremonies

Opening Ceremonies

Main aim of Opening Ceremony is to mark the start of the event and to welcome the participants athletes, coaches, and fans to the upcoming sport event. This ceremony ceremonies is usually planned for the first competition day before the first sport activities are planned to start and should be held in a sport facility or venue with enough space for all participants in the mentioned ceremony. Be sure that the information about each ceremony, including the opening one is dully distributed and clearly indicated to all the participants, including any specific details they have to consider (clothes, performance, spectators' participation). Take care of all details such as access to washrooms and



emergency services, technical details about the program and announcements, media spots, VIP area, etc. Be sure that all VIPs that you would like to attend are invited in proper time, especially the ones that you want to be actively involved in the ceremony. The overall ceremony should be relatively short as well as entertaining and enjoyable for the public (if possible, keep it up to 30 minutes). Be sure that the script is unique and creative that will make it memorable for the attendees. An Opening ceremony might include the following components:

- Parade of athletes and teams' presentation
- Presentation of VIPs and dignitaries
- National Anthem and other anthems (umbrella federation, sponsors, ect)
- Short official address from VIPs, organizers, mayor, sponsors, etc
- Official declaration of the opening of the event (if any)

Opening Ceremonies are not a mandatory event for a Championship but are a nice way to start the event and create a lasting memory for the participants.



Source: www.zoom.hu

To organize an opening ceremony which will turn out to be not only memorable, but also productive, you should focus on the following considerations:

Develop a budget

The most efficient way to develop a strategic budget is to break the total amount of money you're ready to spend into specific categories like catering, event entertainment, signage, etc.



Choose a venue

Based on a budget, location, and space considerations, pick the venue that resonates with your opening event. Ensure that a chosen venue can accommodate the number of invited visitors as well as allows people to navigate easily and network in small groups

Marketing and Advertising

This is an essential part of a good event budget. An opening ceremony can be promoted in a number of ways, including print media, radio, television, social media, and digital advertising.

Spreading the word about a grand opening is essential. There are many ways in which you can make people aware of the event as the date draws closer.

Social Media and Online Marketing

The most immediate option is digital marketing, especially social media. For immediacy and engagement, social media has the potential to be a great resource. However, digital marketing can fail to reach the right audiences if it is done incorrectly.

Paying for professional-grade digital marketing in conjunction with a good social media presence is much more effective than trying to go grassroots. Digital marketing will ensure your venue and event are advertised to the right people ahead of time.

On the more traditional side of things, you should be alerting your local press. Contacting newspapers or specific publications in your area is an effective way of creating a broader awareness. While not as targeted as digital marketing, your local newspapers, press, television, radio stations, and other forms of traditional media serve as a solid foundation for general publicity and public relations.

Invitations

Since the key message behind any opening ceremony is introducing the audience to something new, create an invitation email that is persuasive enough, but also creates some intrigue.

If you want to make a bigger impact, you could consider inviting a celebrity to be part of your opening ceremony. Having a celebrity guest at an opening event certainly sounds like a great idea, but it is important to keep things relevant. Simply having any celebrity guest just to have a big name associated with your venue is likely to come across as a publicity stunt. Invite a celebrity who is relevant to your venue and your community. If they are originally from the area you are opening in, even better.

Decorating Your Event

As with the refreshments budget, the planned budget for decorations will depend on the size of the event itself.

Door Prizes or Giveaways

Whether door prizes or other favours are part of your opening event is up to you. Keep in mind that giving away something like trial gym memberships to attendees is often an effective marketing tactic.





Refreshments

Food and drink are an important part of making sure attendees enjoy the event. The budget needed for this will depend on the size of the event.

Program creation

Having a team to assist in the execution of your event will make things much easier. Depends of the size, type and location of your open, closing or award ceremony you will need to cooperate efficiently with:

- Event Planning Team
- Team Leader and Coordinator
- Program Coordinator (timetable/organization/itinerary)
- Creative Team
- Marketing Team (including digital marketing)
- Budget/Treasury Team.

Of course, these are just examples of the departments you will cooperate with. The size, type, and location of your venue may require more or less assistance to handle the different facets of your event.

Medals/Closing ceremonies⁷

The purpose of the medal or closing ceremony is to ensure a unique recognition of the sport achievements of the participants at the event. All participants should be encouraged to attend as it is the final opportunity for them to show sportsmanship to the other participants and to show appreciation for the work of the committee and the volunteers and officials that assisted. It should be a light-hearted ceremony and should be well-scripted so that it can be finished on time so that participants can get on their way home. Any VIPs or sponsors that are handing out awards should be versed on the procedure that has been established in the script. The ceremony should include (but is not limited to):

Assembly of participants

- Arrival and parading of VIPs
- Recognition of volunteers, sponsors, and VIPs
- Presentation of the Championship banner and additional awards (Note: if handing out medals, organize them prior to the start of the ceremony to ensure the process runs smoothly.)
- Declaration of the closing of the event

⁷ https://www.bcschoolsports.ca/sites/default/files/Event%20Management%20Manual_0.pdf



Awards ceremony

For individual events, a podium should be set up for awards; for teams, they can stand on the ground. The first-place winner(s) should be in the middle with the second place participant(s) to the left of the winners, and third place to the right. The presentation of awards should start with third place and ascend in order.

Key aspects of managing an award ceremony

- Giving the instruction which flags and anthems must be used and controlling that this is correctly done
- Having ready in advance the list of those who will present medals / flowers and collecting the appropriate individuals for the ceremony
- Preparing the medals, flowers and the trays
- Collecting the attendants who will carry the awards
- Collecting – in collaboration with the responsible technical person – the athletes for the ceremony
- Controlling that the athletes are correctly dressed (approved team uniforms), that the award ceremony bibs are properly affixed and that no items are carried on to the field.

Possible tasks for Volunteers:

Providing support to the overall organization before, during and after the ceremonies, guiding the teams, supporting the stage performance and speakers, ensuring smooth and safety condition of the mentioned activities of each type of ceremony.

Depending on the dimension of the event itself, the present department of Ceremonies can accommodate a very large number of volunteers. Some of the possible roles they might have include:

Production Event Assistant

Volunteers will closely collaborate with the Operations, Technical, Production and Creative teams to ensure the effective delivery of the Ceremonies. Assisting with day-to-day co-ordination and communication as well as assisting with the setup, delivery and breakdown of workshops, rehearsals and the Ceremonies themselves.

Casting Assistant

Volunteers will assist the Casting Team from rehearsals through to the Opening and Closing Ceremonies. The role will include checking and registration of Ceremonies Volunteer Cast Performers at rehearsals and the Ceremonies, assisting with casting administration and communications support.

Assistant to Stage Manager

Volunteers will support the Stage Management team with a variety of tasks from the rehearsal period through to the Ceremonies. As well as helping to prepare the set-up of rehearsal venues and help to run rehearsals, volunteers will also help to run the Opening and Closing Ceremonies.



**Costume Volunteer Assistant**

Costume volunteers will assist with costume fittings and alterations

Recording and labelling of costumes

Setting up the cast dressing rooms

Costume changes at dress rehearsal and during the performances under direction; Volunteers will assist the costume stylist to style mass cast groups.

Hair and Make-Up Assistant

Volunteers will assist with basic make up techniques and hair styling at dress rehearsals and during the performance. Volunteers will be setting up the cast dressing rooms and assisting the Make-Up Artist to make up mass cast groups. Volunteers will also assist with the 'Get-Outs' from both Ceremonies stadiums.

Onsite Support Assistant

Volunteers will assist the Operations Team in the lead up to the Opening Ceremony. This position will predominantly be based onsite. The role is likely to include supporting with accreditation distribution, signage preparation, cast marshalling, deliveries, meeting and greeting guests and general tasks required to deliver the Ceremony.

Technical Scenic Support Assistant

Volunteers will support the scenic team in managing the scenic elements for the rehearsals and show performances. Assisting with the management and movement of scenic elements for rehearsals and show performances while helping with the organisation and maintenance of storage areas. Volunteers will also assist the scenic team and contractors with general maintenance of scenic elements.

Property (Prop) Assistant

Prop Volunteers will assist the Property managers in their day-to-day work developing the property for the Ceremonies. Volunteers will learn the skills of set piece creation and also be required to help maintain and run the delivery of the event. Volunteers will assist with the making and sourcing the script suggested props, assist Stage Management regarding setting of props/dressing from an aesthetic point of view as well as supporting and assisting the designers.

Audio Crew Assistant

Audio Crew Volunteers will assist the Technical Team and Audio Contractors with the installations, handling and pre-setting of audio equipment, replacing wireless microphone and wireless IEM batteries, systems verification and testing, distributing replacement equipment and other audio-related duties during get-in and rehearsals at the One-to-One rehearsals as well as rehearsals and shows in the Ceremonies.

Chair check-in Assistant

- Ensure session chairs are checked in and prepared for their assigned session
- Notify the scientific programme staff in good time if a session chair has not turned up





- Ensure the area is kept clean and tidy, free of rubbish and that all signage is in place
- Answer general questions.

VIP Assistant

- Join the VIP group for the visit as the host for the group
- Ensure that all VIP are registered for that visit are present at the pickup point and checked off list as they load the buses
- Escort them during transport
- Remain at the venue with them
- Welcome VIPs when entering the venue
- Check VIPs badges and collect guest tickets
- Assist with providing information and guidance to the VIPs
- Assist event staff where required
- Distribute, drink, tickets, etc.

General information Assistant

- Have a good understanding of the events, activities and schedule
- Know where to look or who to ask for answers
- Provide friendly and accurate information or directions to people who ask.
- Answer delegate questions
- Provide information about schedule.

Awards Assistant

- Order and distribute medals, awards and flowers
- Ensure that the order is followed
- Assistance of the officials awarding the participants.



Source: *deviantart.com*



Protocol

The gradual assimilation of the ceremonial elements over the years shaped the Olympic protocol as we know it today. Not all editions of the Olympic Games equally contributed to its development, though; the most significant period for the introduction of these ceremonial features dates back to the first half of the 20th century. Antwerp 1920, for example, saw for the very first time the Olympic flag with the five rings being raised during its opening ceremony; Paris 1924 is remembered for establishing the ritual of raising the next host country flag, as a symbolic handover, during its closing ceremony. Amsterdam 1928 is often evoked for the first fire lit in a stadium's cauldron but, also, for the 'Greece first, host nation last' protocol innovation for the athletes' parade. While Los Angeles 1932 went down in history for introducing the raising of the medal winners' flags during the victory ceremony, the idea of a torch relay saw the light on the occasion of the Berlin 1936 Games, where a lit torch was carried from Olympia, Greece, to the newly built Olympiastadion. After this fruitful period of two decades, nothing substantially changed until the Olympic Games of Melbourne 1956, where the athletes marched together during the closing ceremony as a symbol of global unity – previously they used to enter the stadium in alphabetical order by country – and the Games of Rome 1960, where the official Olympic anthem was first played.⁸

The protocol generally represents a set of rules used in certain circumstances.

- The protocol is adopted decent way of behaving. The diplomatic protocol is a special case, in which it is decided how to pay tribute to heads of state and the order of diplomats in a given country is indicated
- Communication protocol is a set of rules for communication between electronic devices, computers, telephones and other devices for network equipment. Network protocols are a subcategory of communication protocols, and rather include protocols used in computer networks. Protocols used in other areas of communication, such as mobile phones, radio and television, are not usually called network protocols
- A programming protocol is a set of rules for communication between objects, programs, or other program units.⁹

During a sport event there is specific protocols to be followed such as:

- Flags and anthems to be used properly with the right timing
- Ceremonial – order of performance, script following, welcoming and accompanying the official guests
- Awarding events – order of awarding, awarding persons, flags and medals
- Social events – during official dinners and social events – order of accommodation and activities.

⁸ <https://www.linkedin.com/pulse/protocol-olympic-games-andrea-miliccia/>

⁹ <https://bg.wikipedia.org/wiki/%D0%9F%D1%80%D0%BE%D1%82%D0%BE%D0%BA%D0%BE%D0%BB>



Source: nytimes.com

Possible tasks for Volunteers:

Volunteers can support the protocol department in any of their activities, including:

- Protocol assistants
- National protocol assistants
- Liaison officers
- Accreditation
- Media and public relations
- Catering
- Ceremonies and events

Accommodation & Transportation

One critical part of the sport business is deciding on the accommodations for the athletes. While it is impossible to provide a full education in hotel accommodation – there are a few important points. One is that you already have an advantage coming into these arrangements:

You know your athlete demographic. You know who they are (including their ages and their basic socioeconomic background), how they travel (meaning whether they are coming alone, with friends or with their families), their preferences for rooms (they might want properties with multiple beds and pull-out sofas) and their priorities (maybe they want hotels with pools or perhaps they want to be near amusement parks or restaurants).

You are familiar with the tournament schedule. If the tournament is set up in an elimination format, your room block will decrease as the time goes on, and if the tournament is set up in pool play, team hotel stays are likely to be longer.

You know whether you will be needing rooms for meetings or banquets or pizza parties.

You know whether officials will be needed (and if you want to cover their rooms if they are not local, that provision should be built into your agreement with any hotels). You also know where your competition venue is, so you know you need hotels near that.

Another thing you should be aware of is the importance of reserving early, for one thing. Even if you are making plans for a tournament a few years in advance, you will want to get your housing settled right away. It is always possible, for example, that a large convention or other event will unknowingly make arrangements to be in town the same time you are, and the room supply will be very limited by the time you get around to discussing room blocks. Or it might be that a property you wanted as your headquarters hotel is going to undergo renovations at the time of your event, or that the person who was your contact, and who had made some preliminary arrangements with you, has since left – and nobody remembers that you made any plans. In other words, a lot can happen and the more advance planning you can do, the better off you are.¹⁰

There are different accommodation categories that requires distinct specifications. The main categories of persons needing accommodation are:

- Athletes
- Judges/Referees
- Coaches and delegates
- Accompanying staff
- Journalists
- VIP persons

¹⁰ <https://www.sportsdestinations.com/management/hotels-lodging/arrangements-athlete-accommodations-18072>



- Volunteers
- Other staff as needed
- Guests

What to consider in accommodation aspects:

- Ensure accommodation at convenient location – either close to the sport venue or in a suitable location, with availability of all required by participants or international sport federations conditions;
- Regardless of how many accommodation spots you have during the event (different categories or variety of hotels to be able to ensure the accommodation of big amount of participants), ensure an accommodation information desk in each location. At those desks volunteers can make reservations (communication with hotels), coordinate with hotels, assist participants on premises (the conditions should be already negotiated by the LOC and agreed with all suppliers, incl. hotels);
- Be sure that the additional services used in the accommodation location are well planned and coordinated with the hotels – meals, transportation access, gym and sport centre, storage rooms, briefing rooms;

Just like the accommodation, the transportation planning should begin as early in the process as possible, ideally 12 to 18 months before the date of the event. During a sport event, the transportation management plays an important role in the entire event experience. For a local or a small event, it is possible for you to manage the transportation by yourself. But the problem arises when there is a big event, especially on a national or international level. For such kinds of events, the smooth management of transportation cannot be handled single-handedly. What can be the solution? Choose a professional team that provides event transportation solutions. It will help you have full control over your event, get equipment, goods, and athletes on time and stay connected with the internal and external network for the event in an organized way.

What Do Event Transport Solution Include?

For various events like large corporate events, business meetings, sports events, trade shows, conferences and transfers, you will always need organized event logistics support. Ensure transportation information points/desks at any needed location such as hotels, venue, airports/train/bus station in order to be able to deliver smooth transportation services that might cause a great challenge if not well-organized at:

- Arrival and departure transport service
- During competition
- Transportation for delegates, referees and VIPs
- Transportation for media
- Social activities (Social events, excursions, ect...)
- Transportation of people and equipment for the needs of the organizer



Here are a few factors that should be included in event logistics services:

- **Reliable Assistance & Availability of Different Ways:** your guests should be transported in a fast and secure way. With various types of vehicles, like buses, taxis, etc. you can transport the attendees in a thoroughgoing way to all the desired locations. An expert event transport provider is aware of all the alternative routes to avoid traffic congestion and unnecessary delays;
- **Well-organized Coordination:** big events and conferences require a well-organized and proper transportation process. Professional event transport managers can arrange the whole organization of the needed transportation. Their team of coordinators and dispatchers control the entire transport to and from the site of your event, straightly predicting the situations that may occur. If you cooperate with them, they can develop a complete plan for transportation before the actual event day;
- **Clear Communication:** clear communication between you and your transport vendors throughout the event is important. Also, there should be communication with your guests as well. To ensure that the whole transport process is appropriately guided, there are different ways to optimize the communication, such as location or client notification cards in the vehicles, traffic controllers and route signages throughout the way;
- **Assured Safety:** safety is a key concern when it comes to event transportation. It shows how much you care for your attendees and staff members. The bigger an event, the more important safety, however, even for small events you should still keep this a consideration. To ensure safety, take reasonable steps to avoid any possible harm that can affect the whole event experience. By checking the suitability of the event venue, performing a risk assessment, having a backup emergency plan the safety usually gets assured.¹¹

Possible tasks for Volunteers:

Accommodation and transportation desks are a great place for volunteers' involvement. In the preparatory phase volunteers can support the accommodation and transportation requests gathering and proceeding, communication with teams and players regarding their logistics, creation of accommodation and transportation registers and schedule. During the delivery phase volunteers can assist with transportation (meeting points in hotels, competition arenas, welcome guests at airports...).

¹¹ <https://mobisoftinfotech.com/resources/blog/event-transport-solution/>

Cultural Events, Entertainment, Social Events

Sport and culture have intrinsic value to people and places, promoting health and well-being. However, their economic impacts are limited. Sports and cultural events can include anything from small-scale local events, to major events such as hosting the Olympics. Major events and facilities may play a significant role in promoting health and wellbeing or in cultural enrichment.

From an economic point of view, local areas may wish to invest in hosting major sport and cultural events or facilities to:

- Create jobs
- Support regeneration through, for example, improvements to the built environment, new housing and improved transport links.¹²

Sports entertainment is a type of spectacle which presents an ostensibly competitive event using a high level of theatrical flourish and extravagant presentation, with the purpose of entertaining an audience. Unlike typical sports and games, which are conducted for competition, sportsmanship, physical exercise or personal recreation, the primary product of sports entertainment is performance for an audience's benefit. Commonly, but not in all cases, the outcomes are predetermined; as this is an open secret, it is not considered to be match fixing.¹³

Here are some fan zone entertainment options that will increase engagement at your sporting event:

- Interactive Football Wall: the interactive football wall is a fantastic way to increase engagement at your football event as football fans are given the chance to see if they have what it takes to be the next Ronaldo
- Titan the Robot: a walkabout robot act that has entertained racing fans at F1, Titan the Robot is a great addition for increasing engagement at sporting events as he poses for photos, interacts and excites sporting fans of all ages
- Freestylers: no matter what the event whether it be football, basketball or American football, sports freestylers are incredibly exciting to watch and boast the perfect addition to any fan zone area as they perform tricks and stunts that capture everyone's attention as well as get everyone to pull out their phones and start filming, increasing engagement both online and in the moment.¹⁴

Social Events – Sport is sociable and many of us get involved primarily for that reason. Solitary sports may be a good way of getting away from it all, but many of us are more likely to enjoy a sport (and stick to it) if we do it with others. The most sociable sports are probably team sports, although other sports

¹² <https://whatworksgrowth.org/policy-reviews/sports-and-culture/>

¹³ https://en.wikipedia.org/wiki/Sports_entertainment

¹⁴ <https://www.scarlettentertainment.com/ideas-blog/trends-sports-events-what-sporting-event-organisers-are-doing-grow-audiences>

inevitably bring you into contact with others. For some sports, being sociable perhaps only occurs after the sport itself, while some sports are sociable by their location.¹⁵

Possible tasks for Volunteers:

During the social aspect of the sport event agenda, the volunteers can support the implementation of the events, accompany the participants, deal with logistics during those activities. Depending on the concrete social activity, volunteers can be involved also as performers (artistic performance, charity run, etc).



Source: www.newscaststudio.com

¹⁵ <https://www.realbuzz.com/articles-interests/sports-activities/article/top-10-most-sociable-sports/>



Health protection & Doping

Physical activity comes with risks. Athletes may get injured. Some may have conditions or lifestyles that make participating riskier, and others may take risks by taking performance-enhancing drugs.

There are two primary methods of preventing injury in sporting performances:

- Follow all rules and apply them fairly
- Use protective equipment and clothing at all times and ensure that all protection is in good working condition.¹⁶

A medical team is a must on each sport event, and it should be carefully planned in advance. Recruitment of suitable number of medical experts, including their specialization and equipment can be literally lifesaving. Medical team needs to have its own space, at convenient location (depending on the concrete sport) and adapted to the needs of the concrete championships. Be sure that the arrangements are in place and you can count on their disposal at any phase of the sport competition.

Doping

Doping in sport is an increasing threat both to the health of athletes and to the moral and ethical foundations of sport. The fight against this threat is a matter for international co-operation and the Assembly considers that the 1989 Council of Europe Anti-Doping Convention and the recently created World Anti-Doping Agency are the two major weapons available.

Doping has existed for a very long time, but recognition of the phenomenon can be seen to date from the early sixties. In this respect the Council of Europe has played an essential role since 1967, when a first resolution on the subject was adopted. Mention should also be made of the action taken by the International Olympic Committee, which has attempted to combat this evil (albeit not necessarily with success). The considerable amount of work done on the subject has focussed, among other things, on defining doping. The Anti-Doping Convention of 16 November 1989 gives the following definition: doping means "*the administration to sportsmen or sportswomen, or the use by them, of pharmacological classes of doping agents or doping methods*".¹⁷

Sport events that include doping control have specific requirements from either WADA or NADO that need to be accomplished by LOC. There is number of samples to be collected, specific locations to be provided, specialized personal to take care of those activities, following all necessary protocols. A contract with an authorized anti-doping laboratory and courier company should be made in advance in order to avoid any challenges during the event delivery.

¹⁶ <https://www.bbc.co.uk/bitesize/guides/zx4gk7h/revision/1>

¹⁷ <http://www.assembly.coe.int/nw/xml/XRef/X2H-Xref-ViewHTML.asp?FileID=9025&lang=EN>



Possible tasks for Volunteers:

Medical team although composed by medical experts, needs volunteers support in great demand too. Volunteers can support athletes in their medical need and accompany them to the medical points, ensure that medical team is well informed about the event updates and also contribute to the documentation in the medical office. If you manage to have volunteers with medical background – this is definitely their spot during a sport event.

Regarding the doping control, there is a specific type of volunteers, called chaperones. They are obligatory at each sport event with doping control and their role is to follow the athlete whenever he/she goes; to media, the medal ceremony, back to interviews, to the changing room, to coaches, and then finally to the doping control office, where they wait together until the athlete is ready to do the test. The chaperones are very important part of each sport events and are the volunteers that receive also a separate, specific training and accreditation from doping control officers.



Source: www.fittoplay.org

Ticket Sales & Accreditations

A ticket is a small, official piece of paper or card which shows that you have paid to enter a place such as a theatre or a sports ground or shows that you have paid for a journey.¹⁸

Ticket sales provide the financial backbone for any organization within the industry:

- Consumers are spending 30.3 percent more on tickets – purchasing \$15 billion worth for sporting events, \$11 billion for amusement parks, \$9 billion for movies, and \$790 million for Broadway plays in 2006
- Ticket sales typically generate between 50 – 66% of a Major League Soccer franchise's annual revenue.

Ticket sales affect other functions of the sports and entertainment business:

- Sponsorships increase in value with the increase in ticket sales
- For example, sold out games and events maximize exposure for a sponsoring company, thus enhancing the value of their sponsorship investment.¹⁹

Ticket services during a sport event are either responsibility of the local organizers or the service is sub-contracted to an external company. If the service is internal, part of the organizing team is responsible for the ticket sales, both offline (specific spots at the venue location) and online (event website or partnership network).

Accreditation is a third-party attestation related to a conformity assessment body (such as certification body, inspection body or laboratory) conveying formal demonstration of its competence to carry out specific conformity assessment tasks (such as certification, inspection and testing). An authoritative body that performs accreditation is called an 'accreditation body' or during a sport event – accreditation centre.²⁰

- The purpose of accreditation during a sport event is to identify individuals, their roles, right to access certain areas and activities
- All people involved in the competition possess with individual accreditation (staff member, athletes, coaches, officials, media representative, guests....)
- Accreditation centre is located either at accommodation or sport venue and is a task that includes many volunteers (taking photos, inputting info in the database, printing, laminating...)

¹⁸ <https://www.collinsdictionary.com/dictionary/english/ticket>

¹⁹ Role of Ticket Sales in Sports and Entertainment Business Note Guide

²⁰ <https://en.wikipedia.org/wiki/Accreditation>

**Possible tasks for Volunteers:**

Volunteers are warmly welcomed to take part in the tickets sales and accreditation office as this are points in which huge amount of people can gather in the same time and the need of bigger amount of people to handle their requests is required. Either to just find and deliver the previously prepared accreditation and tickets, or to issue both at the presence of the individual that requires them, the possession of the necessary amount of well trained volunteers is really important.



Source: www.lifestylerr.com



Module 3 – Venue Management

1. Public Spaces

Arrival and entrance - the first impression

Making people feel welcome during a sporting event is extremely important. At the same time giving them good service and that extra smile can contribute to them getting a positive overall experience of the event. Upon arrival and entrance, you give the visitor the first important treatment that will characterize their impression of the event.

Questions:

- Think about what questions about your event that you who volunteer on arrival, parking and a possible entrance can get?
- Prepare yourself by finding out as much information and facts about your event as you need to be able to help the visitor and answer questions.

Questions in group:

- How can you as a volunteer group around arrival, parking and possible entrance prepare yourself so that you can answer questions about the event in the best way? What do you need to know and how should you find out?
- Decide how you will charge for parking and at a possible entrance. What payment options do you have?
- What do you do at your event if someone does not have money with them or can pay?

1.1. Parking

Planning a big event with an even larger guest list can be a logistical headache. One important aspect that often gets overlooked until the last minute is parking. But it is something that can set the tone for your event. If guests must battle for a parking space or have no idea where to park, it can be extremely frustrating, which is not how you want to kick off your party.

Whether you are throwing an event in downtown or one of the spacious suburbs next door, keep these tips in mind as you put a parking plan together.

Event parking tip #1 - make parking a venue priority

One of the first steps to planning an event is finding a venue. This is your first opportunity to start getting the parking situation under control. Ask the venue manager about your available parking options and if



there are additional spaces or a nearby parking garage for overflow. Sometimes a venue can have secondary lots or agreements with adjacent properties. Ideally, you will want to have enough spaces for your entire guest list.

Event parking tip #2 - account for wheelchair accessible parking

While touring venues it is also a good idea to ask about wheelchair accessible parking. If there are little to no designated spots, see if it's possible to reserve additional spaces near the entrance using cones and caution tape.

Event parking tip #3 - do not forget about vendor loading and unloading

Caterers, entertainers, and party planners may need to unload and load a lot of equipment. Ask the vendor operator if there's space for delivery trucks and where vendors can park when they need to load and unload for the event.

Event parking tip #4 - get a firm rsvp

When you send out your invites, make sure to require prompt RSVPs. In addition to making sure you have enough food and seating; RSVPs help you determine how many parking spaces will be needed on the day of the event.

Event parking tip #5 – add valet parking

Using a valet service is ideal for black tie events and whenever off-site parking is all that is available. Ask the venue operator if they currently work with a valet service. If not, find a local valet service that will provide a free in-person consultation and is fully insured. Make sure to get the agreement in writing and specify details like how many staff members will be on hand, when they will arrive, and the total cost.

Event parking tip #6 - tell guests where to park

When you send out event reminders, it is a good time to provide guests with additional details about parking. Let them know where they can and cannot park, whether valet services will be available and any special directions on how to get to the lot. If parking options are paid, which is often the case for events held downtown, let guests know the cost and payment options.

You may also want to ask the venue if they have a parking map which you could share with guests. The map should point out entrances into the parking lot, handicap parking, and reserved spaces.

Event Parking Tip #7 - encourage Carpooling and Transportation Services

Whenever possible, encourage your guests to carpool or use a transportation service if parking is limited. You can even provide additional information for public transit and taxi services to make it easy for guests.

Event parking tip #8 – post someone in the parking lot

For large events, it may be necessary to have one or two people post up in the parking lot. They can help direct the flow of traffic and let guests know which areas have available spots. If more than one person is out in the parking lot, get them a pair of walkie talkies to communicate with so they can help people



get to open spots quickly and regulate overflow. You will also need to hand out reflective safety vests and flashlights to people who will be working the parking lot.

Have these points in mind:

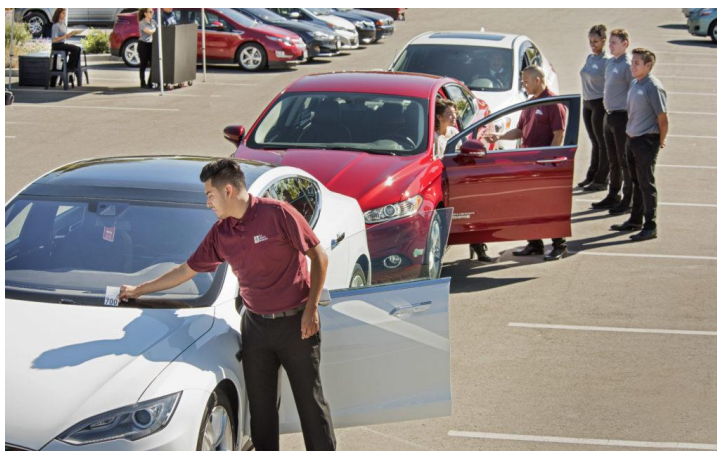
- Patron access must be planned to ensure there is no disruption to neighbouring businesses or homes and to ensure clear access by emergency services and event staff.
- Event organisers must make arrangements for the following:
 - Adequate car parking space, including over-flow parking
 - Access for people with disabilities
 - Preferred access routes to the venue
 - Adequate lighting
 - Shuttle buses where venue/activity covers a large area

Possible tasks for Volunteers:

- Parking assistants
- Parking security
- Valet



Source: www.statesecurity.com.au



Source: www.diamondcertified.org



1.2. Seating

Definition of the seating areas:

- Sponsors, staff, athletes, media, VIPs, etc.
- Full paying spectators
- Special promotions spectators (schools, athletes, etc.)

Pricing policy:

- One ticket
- Group tickets
- Packaging (2-day pass, whole event pass, etc.)

Sales strategy:

- National and local sales points
- International sales points
- Appointment of ticketing and tourist agencies

Internet information and sales:

Please consider:

- Accessibility (for disabled)
- The tribunes should have numbered seats and rows, corresponding with ticket numbering.
- Appropriate signage in the lobby to guide to appropriate tribunes
- Safety/emergency exit corridors

Be careful about the Host Broadcaster and other TV broadcaster cameras on the course or in the stadium where the event will be held because these positions will sometimes “kill” seats by taking their space or blocking their view. Organizers must be aware of all seat kills before offering tickets for sale. Construction of extra platforms for these positions, if required, is normally the responsibility of the organizers.

Tickets for good seats at the event and hospitality during the competition are an important right for sponsors and suppliers:

- Complimentary tickets in the best seats
- VIP event tickets as a contractual entitlement
- Advertising on all official printed publications (including tickets)



**Possible tasks for Volunteers:**

- Setting up the seating area
- Numbering the seating area
- Ushers
- ID/accreditation checkers
- Welcome/information desk volunteers



Source: www.archive.jsonline.com



1.3. Exhibition/ Sales Point

- Addition to the sport event:
 - For audience
 - For athletes
 - For the budget
- Consider Who Your Customers and Target Audience Are
- Exhibitions, Museum, Expo...
- What do you want to communicate?
- Use opening ceremonies as a channel to spread messages
- Stage art exhibitions in unexpected surroundings
- Build a Contact Database and Prospect List
- Think About Emotional Decision Factors and Sell the Why Rather than the What

Possible tasks for Volunteers:

- Setting up the Exhibition/Sales point area
- Looking after the inventory (orders/re-stocking)
- Sales



Source: www.fk-austria.at

1.4. Catering Area

The event organizer is required to advise their local government authority when temporary food stalls will be utilized. Food stall operators are likely to require individual approval from their local government authority, so it is a good idea for event organizers to be aware of the requirements in their town.

Details of the food businesses and type of food being provided at the event is essential.

If you need to free up some space in your budget, skip the in-house concession stand for food trucks. Many local trucks will jump at the chance to cater to such a large audience, saving you the time, manpower, and up-front costs of bringing in your own concessions. This is also an opportunity to make a little money by charging vendors an up-front fee (or suggesting a revenue sharing model). After all, the opportunity to serve fans at your event is a big business opportunity.

If you intend selling or supplying alcohol at the event a liquor licence must be obtained and approved by the local government authority at least two months prior to the event. Event organizers will be required to provide adequately segregated areas for the sale and consumption of alcohol if it is an all age event. This should be clearly marked on your site plan.

Accessibility to sales areas is of great importance.

Everything that has to do with sales must be permeated by sustainability, both when it comes to goods/food and everything that belongs to it such as plates, mugs, cups, swabs and rubbish. Use of refillable water bottles should be encouraged. People with special dietary restrictions should also be considered (vegetarian, gluten free, lactose free...)

Food at sports events can encourage pleasurable, healthy eating for all, regardless of origin. The responsible serving of alcohol that contributes to good order creates more enjoyable events for all.

Possible tasks for Volunteers:

- Setting up the Catering area
- Looking after the inventory (orders/re-stocking)
- Serving at F&B stands
- Delivering food & beverages to the tribunes
- Cleaning up



Source: www.nytimes.com

1.5. Sustainability around toilets and utilities

Toilettes are one of the most important public facilities in a stadium.

Toilettes can be:

- Portable
- Fixed

They need to be separate for:

- Public (audience) – strategically located throughout the stadium / venue
- Athletes - Toilet facilities should be provided adjacent to the tunnel access, in case athletes or competition officials need to make use of them immediately before taking to the field.
- VIPs - In some stadiums, skyboxes include toilet facilities and even a small kitchenette, while in others they take the form of a simple furnished box space, with toilet and catering facilities available in a central VIP area.
- Doping control – should include a waiting area as well as at least two observation rooms and toilet facilities.
- Administration facilities
- Media centre - the media centre should be self-contained, with its own lounge areas, catering facilities and toilets

And each one of the above mentioned categories should have:

- Men's
- Women's
- Disabled

As a general rule, if an event lasts no longer than 6 hours, and no food or alcohol is served you should provide 1 portable toilet unit for every 100 female guests expected and another for every 500 men, plus and an additional portable urinal unit for every 150 men.

Toilets are a basic requirement for a race and must be available in sufficient quantity to prevent a delayed race start.

Although most race venues are located near public toilets, consideration should be given to installing additional portable toilets to cater for the high demand before a race.

Public and portable toilets rarely contain sufficient toilet paper required for a triathlon.

Additional toilet paper should be placed in each cubicle. A ratio of one cubicle per 100 stakeholders is reasonable.

Total Attendance	Male Facilities			Female Facilities	Hand basins	
	WC's	Urinal (Metres)	Urinals (Wall Hung)		Male	Female
1000	2	1.5	3	5	1	1
1000 – 2000	3	3	6	10	2	2
2000 - 3000	4	4.5	9	15	3	3
3000 – 4000	5	6	12	20	4	4
4000 - 5000	6	7.5	15	25	5	5

Source: Shire of Carnarvon, Policy and Guidelines for Public Events and Outdoor Concerts

- Ensure toilets use smart flushing
- Use water-free urinals
- Ensure taps on handbasins and showers are “low flow”
- Use water stations instead of bottled water
- Install auto-shut-off in showers and drinking water stations
- Ensure that you offer enough recycling options and bins for all
- Organize litter collection activities
- Ensure that you offer enough sanitary facilities
- Use a deposit system for cups, glass etc

Water:

Events must have sufficient supply of freely available, or at a nominal charge, potable water, and clear directional signage to water. Outdoor events that expose patrons to the elements must take due care for their health and comfort. A wash basin does not constitute a drinking fountain or tap.

Possible tasks for Volunteers:

- Host
- Information
- Support
- Cleaning
- Catering
- Monitor entrance and exit

<https://hallbaraidrottsevenemang.se/wp-content/uploads/2020/06/Aspects-of-Sustainability.pdf>

Event Operations Manual (triathlon.org.au)

Event-Management-Plan-GDC-Toolkit.pdf

2. Participants and organizers

These space can be divided into those for Participants (competitors), and Organizers (partners):

Participants / Competitors:

- Sport facilities (and all corresponding areas; dressing rooms, wardrobe, warm up, ready, competition area, equipment storage room...)
- Medical/anti doping area
- Registration area

Organizers / Partners:

- Media services
- TV commentators and translators
- Mix zone
- Press conference room

The arrangement regarding facilities varies greatly depending on the type of event to be arranged and whether it is indoors or outdoors.

The design of the event must have accessibility in mind. It is of great importance that both participants and spectators with different disabilities are given access and given the same opportunity to participate/visit the event.

Risk management

Regardless of where the event takes place, a risk analysis must be performed to identify potential hazards.

If the event is in a arena, there should be a plan for:

Access and egress of emergency services.

Where are the designated evacuation points?

Where are the fire extinguishers are located?

Are there any gas bottles or other dangerous objects?

Other needs such as pedestrians, traffic and shelter.

Waste Management

Waste management should be considered. What arrangements have been made for extra bins for the event? What arrangements have been made for rubbish to be appropriately removed?

Cleaning services must be co-ordinated by the organiser.



Noise

Events can create noise levels much higher than normal. Music amplifiers, refrigerators, generators, and crowds are all contributing factors. It is important to monitor the level of noise produced by the event to minimise disruption to local residents and businesses.

Potential Hazards

When selecting a site, especially for an outdoor event, do a “Risk Assessment” for any potential hazards in the area. Hazards may include: Slip, trips and difficult terrain – small holes that can twist ankles; proximity to water bodies; wildlife/fauna including insects and dangerous animals, bushfire potential; high winds; extremes of temperature; fitouts within buildings and structures and dangerous chemicals stored on site and structures. This list is not exhaustive. The event manager must ensure that all hazards appropriate to the event have been addressed. List the identified hazards at the selected site and take action to minimise the risk.

Site plan

A map of the event is essential for planning and management. The site plan must be easy to interpret and be posted strategically around the arena. Do a checklist regarding your event area to determine what must be shown on the site map. Some examples:

- Entrances
- Exits
- Event Coordination Centre
- Emergency Coordination Centre
- First aid posts
- Dressing rooms
- Toilets
- Warm-up area
- Security
- Media centre
- Mixed zone
- Vendor locations
- Food locations
- Seating
- VIP area
- Parking
- Etc

2.1. Participants / Competitors²¹

Dressing rooms

If the event is an arena event for teams there shall be an easy, short and secure access route from the changing rooms to the race/game area. Each changing room shall meet the following requirements:

- Separate showers and toilets with sufficient rolls of paper for each toilet
- Washbasins with soap
- Door locks shall function well
- Windows with railings and curtains or painted windows
- Benches or chairs
- Hangers or lockers
- Rubbish bins
- Mirrors

If the event is for individual competitors, the event manager should ensure that there are enough changing rooms for all participants as well as a plan where the participants can store their clothes/valuables during the competition time.

Some events might not have dressing rooms of above description (e.g. marathons), but they do need to provide participants with a wardrobe where they can drop off their clothes. For the checked in clothes they should be given a receipt (using which they can claim their clothes back). They should also be provided with a changing area, which should be separate for men and women.



Source: www.cafc.co.uk

²¹https://www.uefa.com/MultimediaFiles/Download/EuroExperience/competitions/General/01/74/38/69/1743869_DOWNLOAD.pdf

Warmup area/Ready area

Depending on the type of event being arranged, the organizer should ensure that the participants have access to an area for warm-up in close proximity to the competition arena itself. If the competition is arena-based with an audience, the warm-up area should be separate so that the active can prepare in the best way.

Ready area is the space where they wait before entering the competition area.

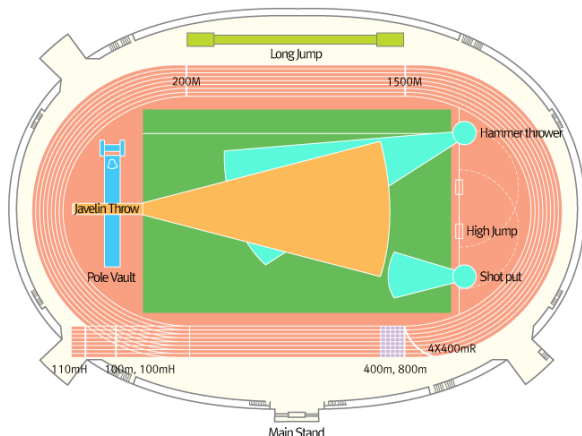


Source: Dubrovnik Sports Association

Competition area

This is the area where competition actually takes place. It is different, depending on the sport.

If it is a football event, the competition area would be the grass field area. In case of a swimming championship it would be the pool area, where as for marathons, it would be the streets of a city.



Source: www.aroundtherings.com



Source: Dubrovnik Sports Association

Equipment storage room

This is the area where equipment is stored. It must be easily accessible, and close to the competition area, in order to reduce time for delivery and pickup.

First Aid Room

The first aid room shall enable first aid as well as normal preventive medical consultation. The first aid room shall be situated so that it is easily accessible by the emergency services, as well as access by emergency vehicles. Access shall be possible from the ground floor and shall be free of any obstacles or obstructions in order to ensure that any injured can be taken there quickly. Doors and passageways should allow easy access for stretchers and wheelchairs, while walls and floors should be smooth and easy to clean. It must be self-contained with its own toilet facilities, which should also be wheelchair-friendly.

Number, location and size of the first aid rooms, as well as the equipment provided, should be decided in consultation with the local health authorities.

Anti-doping room

The doping control area, which is mandatory at any venue staging competitive matches, should include a waiting area as well as at least two observation rooms and toilet facilities.



Source: www.cyclingnews.com

Registration area

Registration area is used for athletes to register on spot, pick up their packages (accreditation, bib, shirts, information...). It needs to be easily accessible to athletes from the outside of the stadium (competition area) as this is athletes initial contact with the venue. Upon registration they will receive the accreditation needed for movement within the venue.

A well-equipped Registration area should include:

- Work desks (or tables and chairs),
- Power supplies (as much as possible),
- High speed internet access,
- Computers, printers

2.2. Organizers / Partners²²

Media/Press centre

LOC should provide a separate space for press centre to which the media representatives should have access at any moment, including great internet connectivity, IT equipment, incl. computers, printers, etc. It is great if catering is also provided for this location.

Press centre location and equipment

It should ideally be located close to and easily accessible to the main arena. At some exhibitions, it is located on the show floor. This is ideal but if space or facilities are limited in such a position it may often be better to be in an adjacent office area very nearby.

A well-equipped press centre should have:

- Desk space for however many journalists will be in the centre at its peak usage time, with accessible power points and both cable internet and Wi-Fi
- Fast reliable internet access with the capacity to cope with multiple large file uploads
- Information sources – fast efficient access to valuable news, data and quotes, both in print and online, background information and the answers to any FAQs such as times of special events, passwords etc
- Interview space – a quiet private area away from the desk areas suitable for one-to-one interviews
- Press conference (briefing) room – well equipped quiet room with event branding and sound system;
- An area available for photography and filming interviews with ‘step and repeat’ branding boards
- Storage area for film equipment, cameras, bags – at the owner’s risk
- Unlimited tea, coffee and water whenever the press centre is open.

When it comes to media service, there are a number of technical issues that need to be resolved, of course depending on the environment in which the event takes place and the type of media that is expected to be present. Make sure that the arena/competition arena has the right technical equipment depending on the type of media that will be in place.

Media tribune

While there is no fixed rule on the location of the media tribune, it should be in a central position, with an excellent views of the competition area. In practice, it is generally located in the same stand as the directors’ box and the team dressing rooms. The media tribune should include a variety of seating configurations tailored to suit the needs of the written press and radio or TV commentators. There

²²https://www.uefa.com/MultimediaFiles/Download/EuroExperience/competitions/General/01/74/38/69/1743869_DOWNLOAD.pdf

should be a mixture of seats with and without desks. The former should be large enough to comfortably accommodate a laptop and notepad, while the latter should also include space for small TV monitors. The media tribune should be fully segregated from other seating areas, as it is important that representatives of the media are protected from any possible interference from spectators in the adjacent sections. The media tribune should be directly accessible from the media centre, either via a dedicated corridor or, if the two facilities are located on different levels, via dedicated lifts or staircases. The press box should also have access to all three areas of the stadium where journalists are provided with direct contact with the athletes and coaches: the press conference room, the flash interview areas and the mixed zone.



Source: www.wikimedia.org

TV commentators and translators

TV and radio commentators need to be separated from other media (and of course from regular spectators) in enclosed areas that are totally protected from the elements. Commentary positions are generally small areas with a good view over the competition area and should be fully equipped to handle all the technical requirements for broadcasting, with TV monitors, adequate power supply and a large number of sockets, adequate lighting and soundproofing, etc. Commentary positions should benefit from reasonable (but not total) noise protection – TV and radio journalists aim to relay a sense of the atmosphere, but without interference with the broadcast quality.

Press conference room

All stadiums need a well-appointed and fully functional media conference room or auditorium, designed to host media conferences with athletes and coaches both before and after the match. In addition to its primary purpose, the conference room or auditorium should also be suitable for accommodating non-sport events, which are a valuable source of additional revenue. Possible alternative uses include company presentations, seminars and training courses, and even screenings of films and live match broadcasts. The auditorium should benefit from the best possible acoustic and lighting conditions. In larger stadiums, which are likely to be hosting international matches, interpreting booths should be installed to cater for the needs of foreign journalists and broadcasters. These booths should be enclosed and soundproofed, with an uninterrupted view of the raised platform/stage.

A well-equipped press centre should have:

- Table and chairs for athletes/coaches
- Chairs for journalists
- Backsplash with event logo/partner logos
- Microphones for athletes
- Microphones for journalists
- Power supplies (as much as possible),
- High speed internet access,
- International electrical and telephone adaptors (if required),
- Limited access to journalists and photographers



Source: www.nbcolympics.com



Mixed zone

The Mixed Zone / Interview area is an area specifically set up at either end of the court on the path of the athletes' way to the changing room in order to offer opportunities for the accredited media and players/coaching staff/competitors to come face to face at the end of the game/race for interview purposes. Following the event, athletes and coaches shall always leave the competition area via the Mixed Zone corridor, with media approaching the barrier in order to conduct interviews. In principle, media in the Mixed Zone should be able to access media facilities without needing to cross the athletes' corridor. During Mixed Zone activity, access is restricted to media (on the one side) and athletes (on the other). While encouraged to give interviews, neither players/racers nor coaches are under obligation to do so. Staff and media volunteers will be on hand to coordinate Mixed Zone activity.

Possible tasks for Volunteers:

- Assembly
- Disassembly
- Support
- Cleaning
- Catering
- Monitor entrance and exit



Source: www.fcbarcelona.com

3. Accessibility

The design and planning of the venue should take in consideration also the accessibility aspects. The main elements of a competition venue need to provide for every constituent group to effectively perform their role and/or enjoy the competition without obstacles.²³

3.1. The principles

3 main principles should be followed:

1. Equality

Ensure all people, regardless of their functional capacity, receive the same experience or level of service.

The design and operating plans should provide the same experience of use for all constituents.

Segregation of any user or user group must be avoided. Provisions for privacy, security, and safety should be equally available to all.

2. Dignity

Make sure the way in which a facility is operated or a service is provided, maintains the status and respect of any person that is using it.

The design and operating plans should be able to accommodate a wide range of individual preferences and abilities. Each person should be able to choose preferred method to use, and at his/her own pace.

Use of a service that is publicly provided needs to be easy to understand, regardless of the user's experience, knowledge, language skills, current concentration level or physical condition. Accessible design should eliminate unnecessary complexity and allow for intuitive and simple use.

3. Functionality

Guarantee that the service or facility is “fit for purpose” meeting the specific needs of all constituent groups including people with an impairment.²⁴

²³ http://be-inclusive.eu/wp-content/uploads/2016/06/BeInclusive_Handbook.pdf

²⁴ <https://ec.europa.eu/programmes/erasmus-plus/project-result-content/70423d54-2cd8-4000-835e-cd6b9b37bad1/INSPORT%2B%20Vademecum.pdf>

3.2. The Objectives

The design and operating plans need to:

- Communicate necessary information effectively to the user, regardless of user's sensory abilities. A variety of different modes for the presentation of essential information should be used.
- Minimize hazards and the adverse consequences of accidental or unintended actions.
- Consequences of misuse should be minimal. Elements of the environment that are most used shall be more accessible. Elements that are potentially hazardous should be eliminated or isolated.
- Allow efficient and comfortable use and with a minimum of fatigue and/or using reasonable operating force.
- Provide appropriate size and space to make approach, reach, manipulation and use comfortable to all users, regardless of body size, posture or mobility.²⁵

3.3. The Approaches

An effective approach to accessibility and inclusion involves a strategic and operational approach, a technical approach and an organizational approach.

Strategic and Operational Approach

It is essential to establish guiding principles and develop an appropriate operational model to deliver a truly accessible and inclusive Games. This will also enable a seamless transition between the Olympic and Paralympic Games.

Technical Approach

Establish Access and Design Standards

Based on the provisions of this Guide, each Host City is expected to establish its own set of access standards, applicable to infrastructure and Games operation and appropriate to country, its demographics, cultural, finances and resource capacity.

A gap analysis between national standards and the standards outlined in this guide is to take place soon after the formation of the OCOG in the host city.

In cases where the national standards of the Host country exceed requirements outlined in this Guide, the national standards shall apply.

²⁵ <https://www.paralympic.org/sites/default/files/2020-01/IPC%20Accessibility%20Guide%20-%20Event%20Accessibility%20Checklist.pdf>



In cases where the requirements outlined in this guide exceed national standards, it is expected that the IPC standards prevail, except if approved differently from the IPC.

Implement Design Standards

The OCOG and constructing agencies should carry through the implementation of the design standards and adopt inclusive practices in all elements of the built environment and Games time operations. The establishment of clear standards will ensure high quality and accessible services for the Games.

Where the specific conditions described in the Guide cannot be met for technical reasons, the principles of the Guide should be met by other means.

Organizational Approach

It is vital to establish structures assigned with the responsibility to ensure accessibility and inclusion in the Host City, at all Games venues and throughout Games operations. For Host Cities, achieving high standards of access and delivering a truly inclusive event can only be realised if the technical process for delivering access and inclusion is initiated at the earliest possible date.

This process should be influenced by three separate but parallel courses of action:

1. Undertaking a consultation exercise with local organizations of and for people with an impairment to understand their aspirations and to harvest their ideas.
2. Taking expert advice from experienced access and inclusion consultants who understand the systems and pressures of delivering a world class sporting event.
3. Develop communications with the IPC to ensure the needs of both organizations are clarified and the planning and proposals are acceptable.

Achieving high standards of access and delivering a truly inclusive event can only be realised if appropriate consultation is invited to influence and advise Games planning.²⁶

1.4. Beneficiaries of an Accessible and Inclusive Environment

Why does accessibility matter? Because contrary to the assumption that it is only relevant to people with a visible impairment, research has shown that the actual percentage of people who require accessible infrastructures and services exceeds 20% of the population at any given time.

The population who can take advantage of accessible infrastructures and services is made up of people with a wide range of impairments and/or needs, all of whom are beneficiaries of an accessible and inclusive environment.

²⁶ https://www.paralympic.org/sites/default/files/document/160307102314920_IPC+Accessibility+Guide.pdf



These are the main categories:

- People who use wheelchair
- People Who have a Mobility Impairment
- People who have a Visual Impairment
- People who are hard of Hearing
- People who have an intellectual impairment
- People who have a psychological impairment



Source: www.twitter.com/fczenit

Other beneficiaries

In addition to people with an impairment, many others derive huge benefits from an accessible and inclusive environment and flexible services including:

- People with a temporary injury (such as a sprained ankle, fractures etc.)
- Pregnant women or parents with infants
- Parents who push strollers or buggies
- Children
- Older adults and seniors
- People of different languages
- First aid and emergency service personnel
- Travellers carrying heavy luggage
- People who need to travel with a companion.

Therefore, it is clear that at any given time a significant percentage of the population is a beneficiary of an accessible environment. Even more importantly, almost everybody will become a beneficiary of an accessible environment at some stage in their lives, as a result of the natural aging process and its accompanying reduction of sensory and physical function.

1.5. Logistic Areas

Venue Entry

All these entries shall be accessible, taking into account the operational needs. Special consideration is required for athletes' entry as for the Paralympic Games the demand may be significantly high.

- Ticket box Offices
 - Accessible queuing areas
 - Accessible counter height and length
 - No step or other obstacle should prevent a wheelchair user to approach the counter
 - An assistive hearing device should be installed at every group of ticket box office, to assist people who have limited hearing capacity.
- Entrances
 - Controlled entries may include the following:
 - Staff check-in and check-out points
 - Ticketed spectators' entry points
 - Accreditation points (other constituent entry points)
 - Exit points



Source: www.nufc.co.uk



Source: www.vitalsd.co.uk

Circulation Areas

All principal footpaths and circulation paths are crucial elements.

Here are some suggestions:

- Elimination of tripping hazards
- Surfaces that are slip resistant and not reflective
- Ramps (and kerb ramps) should meet the best practice design requirements
- Where ramps are provided, adjacent stairs should also be provided for those who have difficulty walking up or down ramps
- Stairways should meet best practice design element requirements

Function & Service Areas

- Doorways and Doors: The clear width of doors should meet the accessible design requirements.
- Elevators and Lifts: Lifts are required to access venue areas the vertical differences of which cannot be addressed with ramps. These lifts need to fulfil the minimum criteria but also respond to the needs of the facility.
- Changing rooms: provide an accessible change bench; easy entry with minimal airlock type arrangements; easily reachable locker and storage areas; accessible toilet within each gender changing room.
- Toilets: At least one accessible toilet shall be provided in every bank of toilets and be unisex.
- Signage: All accessibility related signage should be clear and legible and incorporate the appropriate international symbol and pictograms, in addition to words.



Source: www.adesigndepot.com

Emergency Provisions

Either accessible emergency egress or a fire evacuation area shall be provided in every area of the venue. Fire evacuation areas shall be either:

- Located within an exit
- Adjacent to a path of travel to an exit
- External to a building
- Open space on the roof of a building.

Seating and standing Areas

Amenities available for public use should provide equitable and dignified access to all people regardless of mobility or sensory limitations. Provision for wheelchair accessible seating should be made according to the overall rate of the specific legislation.



Source: www.euractiv.com

Event Experience and Communication

A hearing augmentation system, catering for seats in all ticket price categories, shall be provided in public areas so that people who are deaf or have a hearing impairment be able to equally enjoy the event and its presentation and participate in all activities.

Any scoreboard or video screen capable of displaying public announcements should be capable of supplementing the public address system.

People with an impairment should have equal access to publications addressed to the public, such as daily programmes etc. Alternative formats of such publications (example: Braille, audio) should be available upon request at the Venue's Spectators' Information Points.²⁷

Possible tasks for Volunteers:

- Security
- Accreditation
- Support
- Cleaning
- Catering
- Monitor entrance and exit



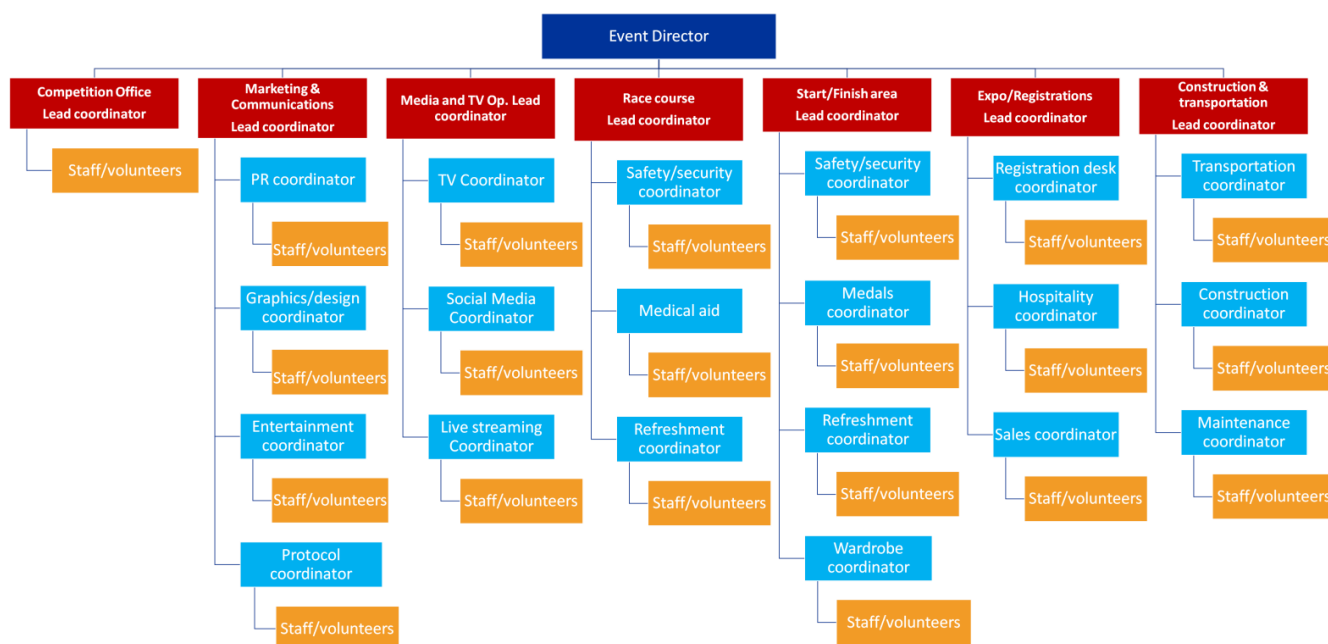
Source: www.sierraclub.org

²⁷ https://library.olympic.org/Default/doc/SYRACUSE/176242/accessibility-guidelines-tokyo-2020-the-tokyo-organising-committee-of-the-olympic-and-paralympic-gam?_lg=en-GB

Module 4 – Organization of competition

1. Competition Management

The Competition Management Diagram (Titles, Roles and Responsibilities)



The competition is the focal part and the heart of the event. All activities and operations organized and arranged outside of the playing area must provide and support the best possible conditions for athletes and coaches to play and plot the best competition of their life on the court every night of the event. The competition is the reason why fans travel to the host country or follow the event on TV; it is the reason why national federations gather their best players from around the world and why the global media send their best sports journalists to the event.

Event Director is the natural member of the Organization Committee and acts on the behalf of the Organization Committee as the ultimate executive authority in the organization of a sport event. All managers/coordinators who are in charge of Competition Office, Marketing & Communication, Media and TV Operations, Race Courses, Start/Finish Area, and Expo/Registrations reports directly to Event Director.

The 'Event Director' position is very demanding in the sense that only is she/he in charge of all the financial, operational and human resources affairs of the event but also the ultimate decision maker. Therefore, it is expected that the event director should be highly qualified so as to be able to carry burdensome responsibility, capability to deal with people and manage difficult circumstances, even crises.

1.1. Competition Office

A competition office is an integral part of a sport event organization and the main body of the organizational structure to deal with administrative works comprising the design of the event system and format, overall management of the event, athlete/team and referee registration and legislation; regulations about the organization of the event/tournament; drawing of lots; event control and management (such as reception of results, classification, amendment of schedule if and where necessary)

Main **roles and responsibilities** of a competition office could be described such as follows:

- Providing the administrative support for other operational teams
- Producing and distributing the invitations, programs, competition schedule and communications bulletins
- Preparing the conduct of start list draws
- Preparing and conducting daily meetings with other departments
- Taking minutes at all the meetings and sending them to the participants
- Providing information to referees/judges
- Providing administrative supports to teams
- Publishing and distributing competition results
- Pre-event inspections
- Evaluation and monitoring of the event and activities within the event
- Regulating Game recordings (video recording) & recording policies
- Managing the Statisticians & Table Officials
- Managing the Game/practice venues including entries on the court for pre-game warm-up activities
- Managing Product supply during the games (water, ice, towels, etc.)

Possible Volunteer Tasks:

- Answering phones
- Replying to e-mails
- Photocopying
- Preparing and distributing different lists (i.e. starting list)
- Distributing lists
- Taking meeting minutes and sending them to the participants
- Preparing and distributing the invitations, programs, competition schedule and communications bulletins
- Preparing statistics
- Taking inventory, and creating purchase orders
 - Delivery control

1.1.1. Registration

Main **roles and responsibilities** of a registration team within the Competition office could be described such as follows:

- Setting the date/deadline for registration and inform the athletes and other participants (journalists, observers, representatives of sport organizations and federations) accordingly
- Defining the obligatory participation rules, conditions and prerequisites as well as optional participation if any for participants
- Deciding and preparing the formats of registration, (website and/or physical application or other formats; whether the registration requires a fee or not. If, then preparing and managing the payment/transaction format) and activating and managing the system including the purchasing process of the system in cooperation with other offices/departments
- Following-up the registrations and confirming the registered athletes/participants and providing information to them
- Closing the registration system after the due date and controlling participant lists at the end of day
- Preparation of participant packages (shirts, bibs, accreditations, bags...)
- Maintenance of participant lists daily
- Handing out participant packages
- Giving information to participants
- Ensuring that the participants should present any sort of certification, document, and/or info (if and where necessary) to prove that they are eligible to participate in the event



Source: Dubrovnik Sports Association

Possible Volunteer Tasks:

- Unpacking/sorting received materials (shirts, bibs, accreditations, bags...)
- Preparing registration packages (shirts, bibs, accreditations, bags...)
- Assisting registration desk with handing out packages
- Registering participants in registration system
- Welcoming participants and giving information

1.2. Technical committee (Delegates, Anti-doping)

Delegates and Representatives

The technical committee will organize a series of technical meetings before the event takes place. The Competition Office on the behalf of the host organization will be in charge of organizing and delivering the technical meetings.

For transparency, if necessary, drawing lots and/or drafting the calendar of the event should be conducted in the presence of delegates and/or representatives of associated institutions and organizations. (federations, sport institutions – clubs, teams, running teams/communities, etc...)

Special places should be reserved for delegates and representatives of official entities

Pre-event Meeting and Technical Meetings

Before technical meetings, a pre-event meeting can be organized before arrival of athletes and participants. The main work packages and items of a pre-event meeting are such as follows:

- Determining the date, name and location of the meeting
- Determining the participants of the meeting, their roles and sending invitations (for instance; for an international marathon, one meeting with the delegates/representatives of IAAF and national federation and one meeting with the athletes – especially those are called 'elite' that are on the list of IAAF and invited to run the event)
- Deciding the location and venue of the meeting (easy to arrive)
- Preparing the agenda of the meeting
- Fulfilling the basic standards and requirements for a proper meeting (meeting room, accommodation if necessary, catering, etc....)

Technical meetings will be organized according to the regulations of the international federation/institution such as IAAF, FIBA, and/or UEFA. It is expected that from one to three technical meetings will be enough to cover all the issues.

If the event is not a tournament (a single event such as a marathon) and/or does not comprise elimination rounds, one technical meeting would be enough. However, if the event is a tournament and/or does comprise elimination rounds, at least three technical meetings are expected to be held:

- M1: Before the start of group phase and/or elimination round 1
- M2: Before the start of the Final phase/and or final elimination round
- M3: Before the medal games/events

Technical meetings are organized where the event takes place.

It is recommended that the 1st technical meeting should take place at least 24 hours before the scheduled tip-off time of the first event.

**Possible Volunteer Tasks:**

- Info desk operating at the Hotel/venue where the meeting will take place and assisting the official info desk staff
- Welcoming the delegates at hotel and airport, dealing with translation (for volunteers who are fluent in English), guiding the delegates at city sightseeing
- Where necessary, volunteers fluent in English can be assigned for simultaneous translation during the meetings
- Taking meeting minutes and sending them to the participants

Anti-doping Procedures

All athletes participating in the event should be required to submit to doping control (in or out-of-competition) if requested. Doping controls may be carried out before and during the duration of the Window. The testing is carried out in accordance with the Internal Regulations governing Anti-Doping Procedures. The procedure for doping controls (the selection of athletes, collection and analysis of urine and blood samples, transmission of results and sanctions, etc.) is defined in the applicable the International Standard for Testing and Investigations (ISTI).

Main **roles and responsibilities** of Technical committee are to conduct doping procedures are such as follows:

- Following the procurement process for doping control equipment and analysis services as well as catering for those who work at the doping control centre and ensuring that all are present during the event.
- Completing the assignment of an area for doping control centre and fulfilling the criteria and standards requested by
- Planning and assigning a team made up organization staff and volunteers that will assist the doping control workers /experts
- Presenting the documents national organizations (national doping committee) sent by the international committee (IAAF)
- Guiding and accompanying the athletes selected for doping control (from the field to the doping control centre) and ensuring the delivery of samples to the doctors
- Following-up whether the samples are sent to the international organization
- Fulling the documentation and other necessary procedures that is required by the international organizations (such as IAAF for marathons) and ensuring that the international organization will receive them properly.

The Host Organization through Organization Committee and Competition Office is responsible to conduct anti-doping procedures and doping control in cooperation with National Doping Committee



and the Host National Member Federation and enforces WADA's list of prohibited substances and methods.

Possible Volunteer Tasks:

- Help and contribution to the documentation in the medical and anti-doping office;
- As Chaperones (under conditions previously described)



Source: www.cyclingnews.com

1.3. Referees/Judges/Starter

For any type of sport event/organization, taking the human resources into the account is a must and like competitors, referees are among the driving forces of a sport competition. Therefore, as the competition strategy are being draw, the human dimension of the organization of the competition should focus on the athletes as well as referees. In doing so, a competition office should focus on such works regarding the referees and judges at the event:

- Making efficient and effective human resources plan by identifying referees and judges as actors of the human resources and taking referees into account
- Preparing the documents required for the bureaucratic processes for referees and judges,
- Requesting referee from the national and international organizations from the field (if the event is organized and hosted an organization such as a marathon, then the host organization should complete the official process for appointment of the referees from the related federations)



- Registering referees
- Providing the necessary items, equipment, and services for referees such as flags, chronometers, referring chairs, hygienic and private changing rooms, and etc.
- Providing and sending proper and factual information to referees after the event (such as event/marathon bulletin)

Possible Volunteer Tasks:

- Guiding the referees during the event/competition; if necessary, working as their translators
- If referees are involved in the press meetings, working as guides and translators

1.4. Measurements/Results

All statisticians & table officials are recruited by the host organization and the competition office manages the operation on the behalf of the host organization and organization committee.

The number of the statisticians and table officials should be determined according to the scope of the event. For example, in an indoor event such as a basketball match, four statisticians & four table officials are required and for an event such as marathon, about 4 - 5 could be enough. If the event is tournament, then none of them should work on one day more than two games in a row or three games in total. Additionally, one person per crew should be available as stand-by to take over in case of sickness or similar.

This means number of statisticians & table officials per venue is:

- the minimum five persons one or two games/events per day
- three games per day: minimum six persons
- four games per day: minimum eight (8) persons

It is expected that all members of the team have to be experienced from working in the highest domestic league and preferably international competitions in a couple of years.

According to the scope of the event, at least one person in each crew has to be fluent in English, and the others can understand the basic terms and concepts related to the type of the event in English. Where necessary, a workshop can be organized before the event takes place for training purposes. The costs of such workshop is borne by the host organization.

The main responsibilities regarding measurements/statistics and results are such as follows:

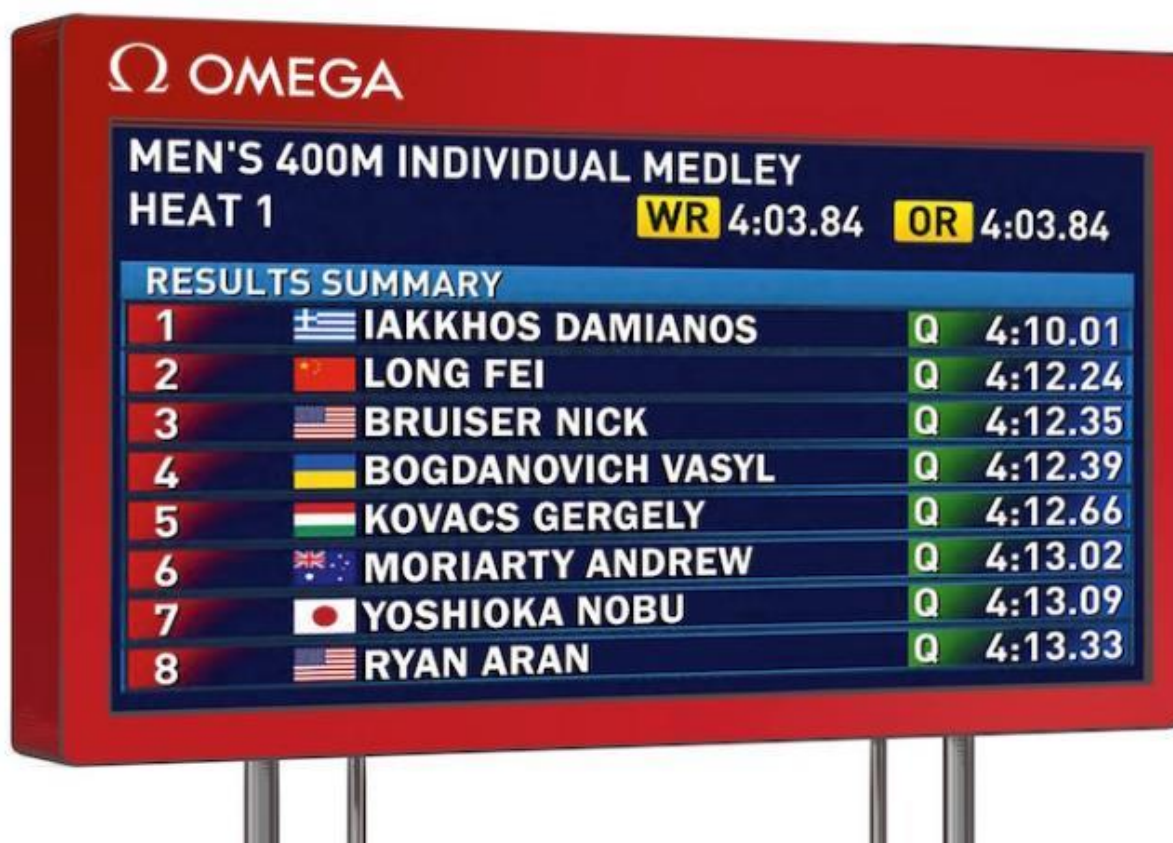
- Uploading the live results and data and statistics to the event website
- Reflecting the live results, data and statistics to the big LED screens at the venue/event







- Where necessary, transferring the live results and other statistics to the live broadcasting staff and centre (broadcasting vehicle)
- Announcing the official results publicly
- Informing the staff in charge of medal ceremony and stage about the results (especially at events such as marathons where the medal ceremonies are held following the competition)
- Ensuring that the event reports and bulletins will include related results and statistics

Possible Volunteer Tasks:

The main task that the volunteers will carry out will be to deliver the results, data and statistics of the event to those who will have been determined (such as officials, VIPs, representatives of the press, etc.)



Ω OMEGA			
MEN'S 400M INDIVIDUAL MEDLEY			
HEAT 1			
		WR	OR
		4:03.84	4:03.84
RESULTS SUMMARY			
1		IAKKHOS DAMIANOS	Q 4:10.01
2		LONG FEI	Q 4:12.24
3		BRUISER NICK	Q 4:12.35
4		BOGDANOVICH VASYL	Q 4:12.39
5		KOVACS GERGELY	Q 4:12.66
6		MORIARTY ANDREW	Q 4:13.02
7		YOSHIOKA NOBU	Q 4:13.09
8		RYAN ARAN	Q 4:13.33

Source: www.hautetime.com

1.5. Info Desk

Info desks have a foremost importance at sport events due to the fact that they are first places where all the participants visit to find their way, obtain assistance and information about all details of the event. Moreover, the info desks are the focal points for most of the communication within an organization. Therefore, designing and operating an effective info desk has an utmost importance for a successful sport competition. For an effective info desk;

- Different info desks should be positioned at different areas of the venue (locations that are visible – at areas at the critical locations of the premises) so that any applicants are able to access easily.
- The info desks should be entail creating a comfortable physical environment
- Should be implementing correct and proper communication technology
- Furniture allows visibility between audience and the info desk officer
- Physically comfortable that allows the info desk officer to move around easily
- Installing communication equipment for the info desk workspace to access information both for audience and officer easily (a note book, a printer, etc.)

Possible Volunteer Tasks:

Note: Since the tasks that the info desk carries out are focal for the success of an event, the volunteers that will be taking responsibilities at info desk should also be trained specifically, and be ready to reply any request regarding the details about the event and the locations.

- Providing any sort of information about each detail of the organization, event and location to the participants, officials, guests, audience, and press
- Assisting the official staff of the info desk at any sort of operations

1.6. Refreshments/M meal Coordination

Both organization, storage and delivery of refreshment and meals/foods is another important part of management of competition. The scope and the details of the management might vary according to the type and duration of the sport event/organization but regardless of the features, the main roles and tasks at refreshments and meals coordination are such as follows:

Meals provided to staff, volunteers, officials and athletes prior, during and after competition:

- Organizing meals on premises (catering)
- Organizing meals off premises (restaurant), including Pasta Party
- Party on or off premises for ALL participants after the event

Refreshment provided to athletes during competition:

- Water stations
- Fruit stations

Water/fruit stations:

- Exploring the route of the marathon/arena to determine locations of the water stations
- Determining the content of the packages (types of refreshment)
- Arranging the vehicles to drop off/pick up packages to the stations
- Assigning volunteers and coordinators (offering proper training to volunteers)

Possible Volunteer Tasks:

- Setting up water/fruit stations (Cutting fruits, and filling up water cups)
- Handing out water and fruit
- Cleaning up



Source: Dubrovnik Sports Association

2. Field of Play

2.1. Access Management

Access management is one of the focal points of the management of field of play. A proper access management plan includes access to the field of play and all areas (warm-up/ready area) within them for all working parties involved, such as referees, players, officials, media, volunteers, service providers, suppliers and sponsors.

Making necessary adjustments in terms of space and ground, configuring different types of fields as well as establishing a proper and efficient access management and control system is highly critical for the success of a sport event, with a special focus on the security of both fields and the event.

Main **roles and tasks** for access management are such follows:

- Exploring the field and the main points where the all the parties in the event can access to the field of play and/or route for marathon (in cooperation with security teams)
- Maintaining the access points if necessary (especially at a marathon even)
- If and where necessary, confirming the permissions and licenses of the staff assigned for access points (especially applicable at marathons) with local authorities
- Determine the locations/positions of the barriers where necessary and ensuring that they are put properly
- Checking if the 'tags' and 'signs' are correct at the access points
- Checking the suitability of the access point (especially for disabled)

Possible Volunteer Tasks

Note: The access volunteers will play integral role in the onsite implementation on safe and secure environment by working with the onsite security team to validate entry processes. The access volunteers will be of vital importance for a smooth and timely ingress and egress all target groups of the venue and to various facilities therein.

Key Responsibilities of Volunteers:

- Supporting the official staff on competition day / race day for access procedure
- Providing in position training for the stewards during the operational period.
- Providing wayfinding information race day / competition day

2.2. Security

Security and safety are crucial elements of every major event. Everyone attending the event should feel safe and secure. In case of any accident, the responsible services (e.g. police, medical emergency) shall be in close proximity and constantly ready to intervene and help.

The host organization is responsible for guaranteeing the safety and security of the event in close co-operation with relevant authorities of the host country and host city as. Alongside the detailed descriptions of minimum requirements described in the chapters of the documents by international sport federations and organizations, especially under the current political and social circumstances, there may be several different factors and details to be taken in account. Hence, during the preparation period, it is expected that;

- The host organization in co-operation with relevant authorities should develop a security and safety action plan.
- This plan should be turned into a prevailing document regulating the security and safety of the event including detailed terms and conditions. The plan should also list all the tasks and work items necessary and to be implemented during the competition.

There are two main areas:

- Security of sports venue
- Security of field of play

Security of sports venue:

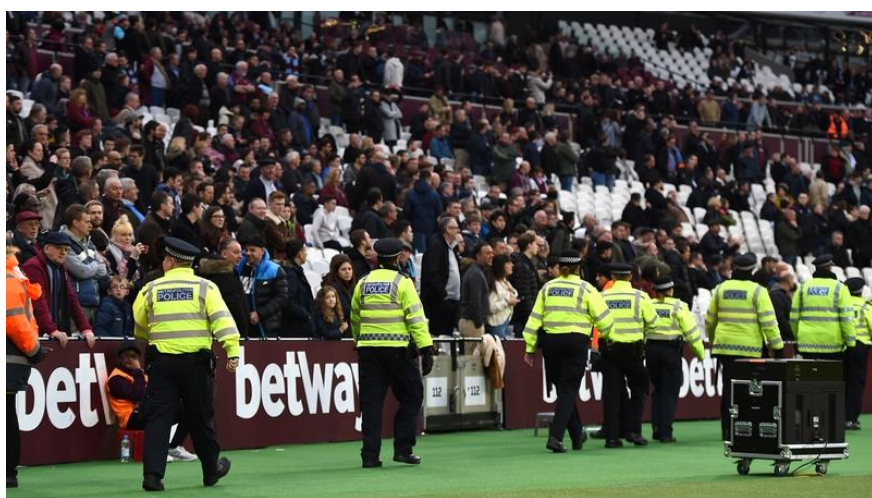
- The host organization in co-operation with relevant authorities should develop a security and safety action plan.
- This plan should be turned into a prevailing document regulating the security and safety of the event including detailed terms and conditions. The plan should also list all the tasks and work items necessary and to be implemented during the competition. Such tasks and items can be listed as follows:
 - Cooperating (collaborating) with local authorities and organizing pre-meetings
 - Exploring the field/area/route for latest measures (4 days before the event)
 - Requesting and positioning X-Rays Equipment
 - Planning the total number of staff assigned for security as well as the number of staff assigned for specific locations where necessary
 - Monitoring & Evaluating and the reporting of the security/safety operation/management at the competition

Security of field of play:

- Main goal is to ensure players safety and eliminate interruptions
- Barriers where necessary (marathons where daily vehicle traffic will be stopped)
- Signage notifying players of potential danger

Possible Volunteer Tasks:

- Assisting security team
- Holding warning signs



Source: www.rte.ie



Source: Dubrovnik Sports Association

2.3. Equipment

Equipment management at a sport competition deals with the organization, monitoring and reporting on any equipment used by sport facilities. Equipment at a sport competition can be either balls, flying discs, goal posts, nets, racquets, footwear, protective equipment for personal use for the players/athletes or vehicles for logistics and transportation or high-tech equipment including notebooks, printers, digital screens, LED screens, data storages, and etc. Currently, due to development of the technology, automated systems are generally utilized at sport events during the competition. The automated equipment allows elimination of manual work errors, benefitting from real-time feedback, and enforcing tighter security.

Main **features and practices** of an equipment management are such as follows:

- Laying down a basic guideline for the equipment management and usage for optimal utilization
- Generating customized barcode system to track the equipment
- Running a streamlined procurement system
- Checking the inventory before the competition and booking the lacking and/or necessary equipment in advance
- Making a contingency plan to minimize risks regarding the equipment utilize and intervene with an immediate effect during the competition

Possible Volunteer Tasks:

- Delivery
- Assembly/disassembly
- Pickup



Source: www.thumbs.dreamstime.com



Source: www.pinterest.com

2.4. Warm-up Area/Ready Area

Warming-up is an important activity before the competition starts. Therefore, as part of the competition venue preparation activities, the venue/field play/route should be ready and equipment as late as 30-45 minutes before the competition.

Main **tasks and responsibilities** at warm-up management are such as follows:

- Allocating a special field for warm-up activities (should be very close the field of play)
- Maintaining the warm-up field before the competition (should be ready before 30-45 minutes before the competition)
- Assigning trainers for those who do not work with personal trainers and making sure that all the athletes involving in the event will participate in the warm-up activities.

Possible Volunteer Tasks:

- Directing the athletes to the warm-up field during entry and exit
- Directing the athletes and participants who would like to leave their belongings to the safe and
- Providing necessary information regarding the safe and rules to leave belongings
- Time keeping (making informative announcement)

Note: Extra tasks/responsibilities would be given to the volunteers if the event is organized under Covid-19 rules



Source: Dubrovnik Sports Association

2.5. Maintenance

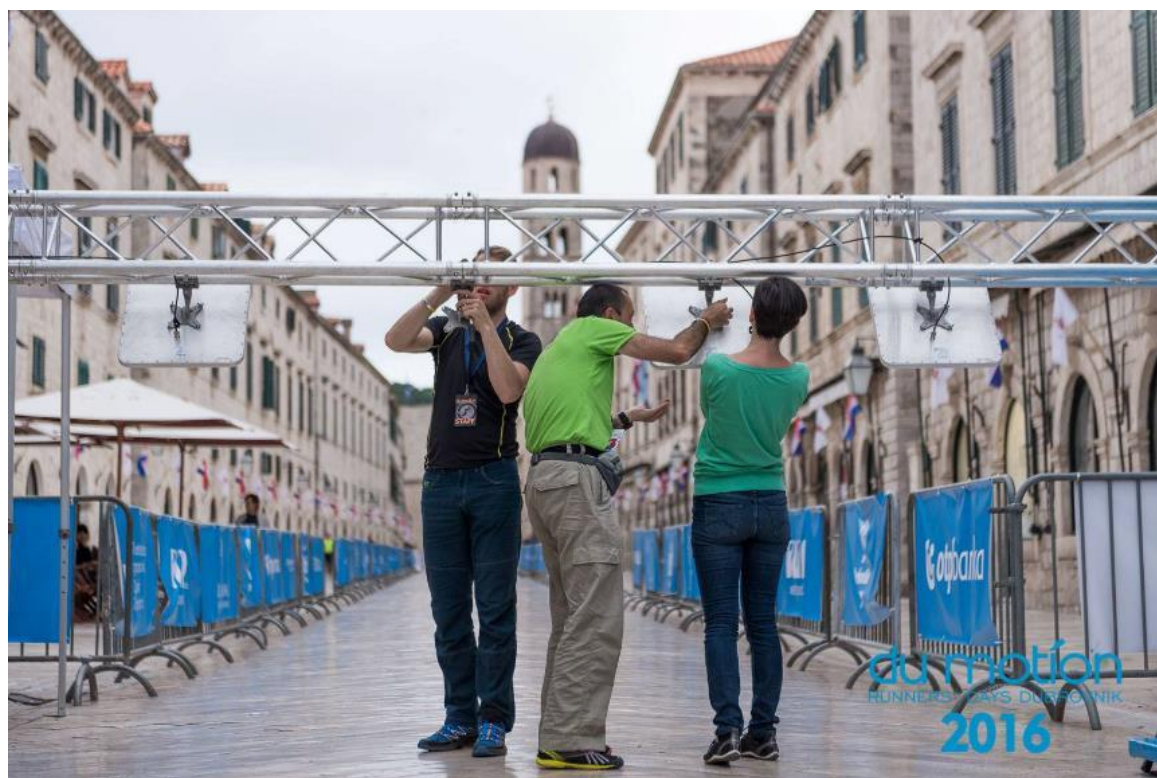
Maintenance is crucial in the sense that unexpected breakdowns can be dangerous and inflict serious injuries for the athletes.

Maintenance management at a competition might be twofold:

- permanent and proactive maintenance – maintenance occasionally; running routine maintenance sessions so as to keep the sport equipment, surface, facilities and the pitch functional.
- reactive maintenance when you need to repair the surface after it has become damaged or worn over time.

Main **roles and responsibilities** regarding the maintenance of equipment and sport fields/pitch are such as follows:

- Keeping (storing) all the sports equipment functional
- Running routine maintenance sessions (getting it professionally cleaned to get rid of odour, gunk, and harmful bacteria)
- Scheduling repair and service events for each active item so your equipment is always safe to use.
- Maintaining (fixing) the necessary equipment (chronometers,



Source: Dubrovnik Sports Association

2.6. Announcements

Announcements are made via vehicles (mobile announcements), megaphones, or even printed materials (posters, signs, LED screens, etc.).

When organizing Announcements, please keep in mind:

- Planning the number of vehicles and equipment for announcements and completing the requests regarding them
- Assigning a number and a contact person for each vehicle for communication
- Exploring and planning the locations where the announcement vehicles and equipment are stationed
- Planning the number and roles of the staff and volunteers assigned to announcements
- Forming communication groups for immediate and efficient communication such as whatsapp groups
- Operating the announcements during the event (making sure that all applicants can see and/hear the announcements)

Possible Volunteer Tasks:

- Assisting the announcements at various languages at start/finish fields, audience/fan entries and exits and fan zones



Source: www.watfordobserver.co.uk

Module 5 – Impact of Covid-19 on Sport Events

5.1 Impact of COVID-19 on Sport Events

The outbreak of the novel coronavirus, which as of December 2020, has killed more than 1.4 million people globally, has affected sporting competitions and events across the world.

As the number of confirmed coronavirus cases worldwide has reached more than 41.3 million, major sporting events have been cancelled or postponed.

- **Tokyo 2020 Olympic and Paralympic Games**, originally scheduled from 24 July to 9 August 2020, have been postponed to 2021
- **The European Football Championship**, originally scheduled from 12 June to 12 July 2020, has been officially postponed for 12 months by UEFA
- **The Cycling World Cup**, planned in Switzerland, was held entirely at the Enzo and Dino Ferrari racetrack in Imola, Italy
- **London Marathon**, including the wheelchair races, has been postponed until October 4 before being deferred again. The competition took place in the format of a “virtual event” in which participants who verified that they ran 26.2 miles on their own received their finisher’s medal
- **Amsterdam Marathon**, originally scheduled for Oct 18, 2020 has been postponed to 2021, and they hosted a virtual run in 2020
- **Paris Marathon**, originally scheduled for Nov 15, 2020 has been postponed to 2021
- **Barcelona Marathon**, Originally scheduled for Oct 25, 2020 has been postponed to 2021 , and they hosted a virtual run in 2020
- **The Boston Marathon**, originally scheduled for April 20 and later postponed for five months, has been cancelled for the first time in its 124-year history



5.2 COVID-19 impact on EU Sport Industry

EU Sport Industry in Figures

- € 279.7 billion \approx Sport-related GDP (2.12% of total GDP in the EU)
- 5.67 million persons \approx EU Sport-related employment (2.72% of total EU employment)
- Every 47th euro is generated by the sport sector and every 37th employee works in the sport sector

Sport Organisations

- Lost revenue from sport events organisation and other kind of fee (e.g. membership, licensing, participation or subscriptions)
- Cash flow difficulties due to fixed costs to be paid regardless of the loss of revenues
- Loss of a significant part of sport organisations' unpaid workforce, i.e. volunteers who are restricted to their homes or have limited mobility

Athletes

- Loss of ability to train and compete, with implications on their income, e.g. loss of opportunity to gain from private (sponsors) and public sources (on local, regional and national levels)
- Loss of financial benefits and support (e.g. scholarships, traineeships) because of the fall in sport organisations' revenue

Sport Industry

- Layoffs of employees, athletes, coaches and other workers
- Lack of support for Freelancers – self-employed who are no longer able to provide services (e.g. trainers)
- Uncertainty on business strategies to be undertaken due to the new restrictions with strong negative impact on industries directly and indirectly related to sport

Funding and Actions to Support EU Sport's Resilience

Policy makers have a range of options and initiatives to support the sport sector, among which:

1. Ensure continuity of funding streams for the sport sector, both grants and soft-loans
2. Develop financial instruments (matching grants) and incentives (including fiscal) to sustain the sector and small organisations
3. Help schools and teachers to continue training pupils through digital means
4. Stimulate a healthy active lifestyle in the working population by introducing innovative solutions to stimulate physical activity



Case in Point - #BeActiveAtHome

To help Europeans exercise and remain physically active even under lockdown, the European Commission launched a campaign to #BeActiveAtHome. Each user can propose new exercise ideas, in order to remain active.

By posting with the hashtag #BeActiveAtHome and mentioning @EUSport on Twitter and @european_youth_eu on Instagram, each user can show what is doing to stay fit.

The best/funniest content are available on DG EAC social media accounts:

Twitter @EUSport

Instagram @european_youth_eu

Facebook @EUErasmusPlusProgramme

5.3 Containment Measures by EU Countries

After the March-April lockdown, drops in Covid-19 infection and hospitalisation rates in countries such as Denmark, Sweden and Ireland prompted the first steps to reopen sport and recreational activities, starting with non-contact sports and outdoor exercise in small groups.

Below you will find an exhaustive list of the measures taken in the Countries represented in DU MOTION project:

Belgium

- As of 4 May, the Flemish Ministry allowed individual exercises (max 2 people in addition to those living under the same roof)
- From 18 May, sport clubs resumed their activities and training (not more than 20 people supervised by a coach maintaining social distance)
- Impact on National Sport competitions: the Jupiler Pro League's board decided to cancel the football season

Bulgaria

- Individual outdoor sports activities allowed as of 4 May, including tennis, cycling, athletics, golf, at a distance of at least 2.5 meters between the individual athletes
- Amateur team sports, without competition, have been authorised, within the limit of 12 participants, without public and only in the open air
- Mass sport events forbidden until 13 June (both indoor and outdoor)



Croatia

- From 11 May up to 40 people were allowed to gather in the same place on the condition of physical distancing
- Sports and recreational centres, gyms and fitness centres were allowed to reopen as of 13 May and swimming pools as of 18 May
- Sport events were postponed to 2021 (included the Du Motion - Runners' Days in Dubrovnik)

Italy

On 3 May, the Italian Olympic Committee (CONI) published a plan to reopen community and elite sport for children and adults. From 18 May, outdoor sports and individual sports both indoor and outdoor were allowed on the basis of the following rules:

- Contact sports not allowed
- 1 mt distance for outdoor sports and 2mt for indoor
- In sports club/swimming pool, entrance with fixed-numbers and sanitization of spaces and equipment after each use

As of 26 October 2020 the Italian Government has once again imposed restrictions for contact sports and indoor sports at amateur level, defining the closure of swimming pools and gyms

Poland

As of 18 May, the government implemented a gradual relaxation of restrictions in grassroots sports, including sport classes in schools, sport and fitness facilities and outdoor sports events with up to 50 participants, without spectators. In particular:

- A maximum of 14 people (plus 2 trainers) were allowed to stay at stadiums, pitches, jumps, tracks, skate parks
- A maximum of 22 people (plus 4 coaches) were allowed on open full-size football fields

Sweden

The Swedish Government did not apply hard containment measures, focusing more on the protection of elderly people. In particular, from 17 April:

- Children under 18 are back to participate in matches and tournaments
- People aged over 70 were advised not to participate in indoor group sport
- 500 million SEK crisis package invested in compensations for sport organisations

Turkey

- Lockdown extended until 19 May
- Gradual reopening for outdoor sports and partial restrictions for the more fragile age groups
- Almost 3 months of interruption for Football SuperLig with reopening in mid-June (maximum 296 people inside each stadium, including players and staff members)

5.4 Current Scenario and Partial Reopening (November 2020)

The second wave of the pandemic is hitting Europe and many countries are returning to partial lockdowns.

In some EU countries, professional soccer leagues and tennis tournaments had resumed letting some fans into the stadiums, albeit in drastically diminished numbers.

Below a list of the main EU sports roll back fan attendance in the main sport competitions:

- Despite a short and limited reopening of the football stadiums, prime minister of the Netherlands announced that stadiums would again close to fans for at least three weeks as the pandemic has roared back
- Spain's Football Federation, planned to allow 30 percent of attendance and to reopen stadiums fully in January 2021 but the Ministry of Health stated that stadiums will remain empty for the foreseeable future. Currently, the coronavirus protocols surrounding players and staffs are tighter than ever
- Italy's Serie A (the first league Europe's to abandon play in March 2020) has allowed up to 1,000 spectators at its games.
- In tennis, the French Open allowed only 1,000 spectators a day
- The German Bundesliga has allowed fans from the start of the season at 20 percent of regular capacity

Final Conference Conclusions

This Handbook was prepared as part of DU MOTION Erasmus + project. The project was concluded with a Final Conference held on May 2, 2022 in Dubrovnik, Croatia. Here are the conclusions of the participants of the mentioned Final Conference:

Croatian Olympic Committee panel discussion conclusions

- Weak connection of sports organizations with volunteer organizations is evident
- There is no official information on the status and number of volunteers in sports
- This conference can serve as a motive for the general public and responsible institutions to get acquainted with the economic value of volunteers in support of the organization of sports events, but also beyond
- Recommendation to develop a "Guide for recruiting volunteers for sports events" for the needs of sports organizations
- Encourage sports organizations to apply for and use EU funds (education and assistance in preparing applications, all the way to support potential stakeholders in the implementation itself)

Hosting Organization, Volunteering Centre and Croatian Ministry of Tourism and sport panel discussion conclusion

- As in the partner countries, there is no single base of volunteers in Croatia
- Sports organizations are poorly networked in terms of joint volunteer activities
- Volunteer work is not valorized
- In the Croatian National Sports Program for 2019-2026. Volunteering is not mentioned, ie the importance of volunteer work in sports
- DU MOTION event is an excellent example of a professional approach to hiring volunteers, which is based on the basic principles of timely animation, appropriate education and evaluation of the work of each volunteer
- DU MOTION project has developed a plan for valorization of volunteer work for this project
- The need for more volunteers in all areas of sporting events requires greater sophistication in the way volunteers are recruited, managed and retained
- It is necessary to follow the instructions of the European Commission from 2011 "Council conclusions on the role of voluntary activities in sport in promoting active citizenship"
https://ec.europa.eu/citizenship/pdf/council_conclusions_on_volunteering_in_sport_en.pdf
- It is necessary to follow conclusions of the Council and Representatives of the Governments of the Member States from 2017, on sport as a platform for social inclusion through volunteering
<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52017XG0615%2804%29>



Volunteers – Ambassadors panel discussion conclusions

- They emphasized the importance of such and similar projects that raise awareness of the general public about the importance of volunteering
- 90% of participants who participated in the training during the DU MOTION project, met for the first time with volunteering in sports and most of them are ready to be actively involved in any form of volunteering
- Recommendation to the organizers of sports competitions, whether small or large: it is important to make a good Plan of volunteer services which must include the following: Which services need a volunteer and how much; written job descriptions are required; when volunteers are needed and for how long; what services / benefits are available; establishing a database for volunteers; education
- It is necessary to develop a national volunteering strategy, following the example of some countries in Europe

Round Table Conclusions

During the MSEs (Education sessions of selected volunteers), Round table discussions were held in each partner countries, and here are the general conclusions.

How to successfully involve volunteers in the work of sports clubs and sports organizations. What they need?

No matter what type of sports clubs, sports organizations or sporting event we are holding, it is very important to equip all volunteers with the necessary health, safety, and emergency training. Volunteers should know what to do when something happens. We could choose to run in-person or online training sessions depending on what is convenient for you and your volunteers' staff/team. It is very important that the training contains information such as - the task/responsibilities of the volunteers, contact in case of emergency /information, fire, police, health authorities/, and the code of conduct volunteers should follow.

What are you thinking about recognition of volunteers?

After the event, we should thank all hardworking volunteers for dedicating their time and effort to the sport club/organization. It will be a good idea to send out personalized thank-you messages to all volunteers at the end of the event. It will be a good idea to offer our volunteers a little thank you gift or letter to show appreciation.





What do you think about volunteer status in your country?

In general, in most partner countries, there is no public body responsible for volunteering from a regulatory or institutional perspective. Volunteering is not yet a priority on the political agenda in most partner countries, hence there is no national strategy or framework for developing volunteering. Many sports organizations, NGOs and sports clubs, however, are optimistic that the lack of policy and legislation will be reversed.

What are the main factors causing a shift in volunteer involvement?

During the roundtable discussion, two main factors causing a shift in volunteer involvement were highlighted – personal and organizational.

Personal - the overall workload, a lack of appreciation of their contribution, problems with how/where the event was organised, wanting more free time for other activities, and the inability to make decisions regarding their own position.

Organizational – social, community, legislation, sport club/ sport organisational issues.

Who do you think is the main challenge for organizations and volunteers?

Most of the partner countries are still waiting for the "Law on Volunteering" to regulate topics such as - creation of a legal guarantee about the status of volunteers and protection of those who are under age from activities that could be potentially harmful to their physiological or psychological health, provision of appropriate training and qualification for volunteers with regard to the volunteering activities in which they are involved, and certification and recognition of the training, experience and skills the volunteers have received during the volunteer activities. Adopting such law should greatly help and eliminate many of the challenges for development of volunteering in partner countries.





Disclaimer

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