Triathlon England Guide to Organising Events

Contents

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Introduction

Events are the backbone of triathlon, duathlon and aquathlon and their continued growth. There has been a rapid expansion in the number of events registered and permitted by Triathlon England with over 800 events permitted annually.

Triathlon England recognise that as well as quantity of events there is also an increased need to emphasize quality, as this will aid retention by improving the experience of athletes, volunteers and officials. It will also increase sustainability, not least by addressing the challenges faced in trying to safeguard the future of the sport on the public highway, particularly in the absence of triathlon specific legislation within the Road Traffic Acts.

Triathlon England have introduced two initiatives to support the process of enhancing event quality:

• Event Qualitymark: a 3-tiered self-assessed quality assurance standard for events;

• Event Organisers Course: a two day course, providing a broad overview of event organisation.

This guide has been designed to provide further support to enable organisers of Triathlon England permitted events to organise safe and successful competitions.

The guide is a useful resource for anyone currently organising, or considering organising a triathlon, duathlon or aquathlon event. It is supported by a series of more detailed guides for specific subject areas including:

• Guide to Risk Assessing;

• Organised Open Water Swimming;

• Guide to Support Organisers of Children's Events;

• Guide to Incorporating Paratriathletes into your Event;

• Guide to Medical Cover at Permitted Events.

The information is reviewed and updated in the light of revised and/or emerging guidance to ensure that it remains current. Organisers should check that they are using the most current version.

Benefits of applying for a Triathlon England permit

There are a number of benefits afforded by permitting your event with Triathlon England, including:

- Support of Triathlon England through either the head office, or your Regional Manager;

- Event listing on the websites of both Triathlon England and British Triathlon;

- Event listing in the British Triathlon Handbook, subject to submission by deadline;

- Third Party Public Liability Insurance cover when competing for all non-Triathlon England members through the Day Membership Scheme;

- Opportunity to attend the Triathlon England Event Organisers Course;

- Opportunity to complete the Event Qualitymark process;

- Eligibility to apply to host a Triathlon England – National Championships;

- A demonstrable commitment to organising a safe and fair event, which could be beneficial when applying for permissions from the local authority or other key agencies and;

- Helping to improve the sport and contribute to it's continued growth.

A Triathlon England permit also demonstrates a responsible approach to event organisation based on principles of safety and fairness that many permission givers seek.

The Event Management Cycle

Successful and safe event management involves a number of steps which, particularly for events that are held annually, can be described as an event management cycle.

The event management cycle, illustrated below, provides the framework for this guide and considers the elements of event organisation. It is important to understand that event management does not follow such a neat path and there is a lot of cross-over between steps while external pressures often dictate when certain elements can be undertaken.

Project Scoping

Building the Delivery Team

Legacy

Engaging Stakeholders and Partners

Event Evaluation

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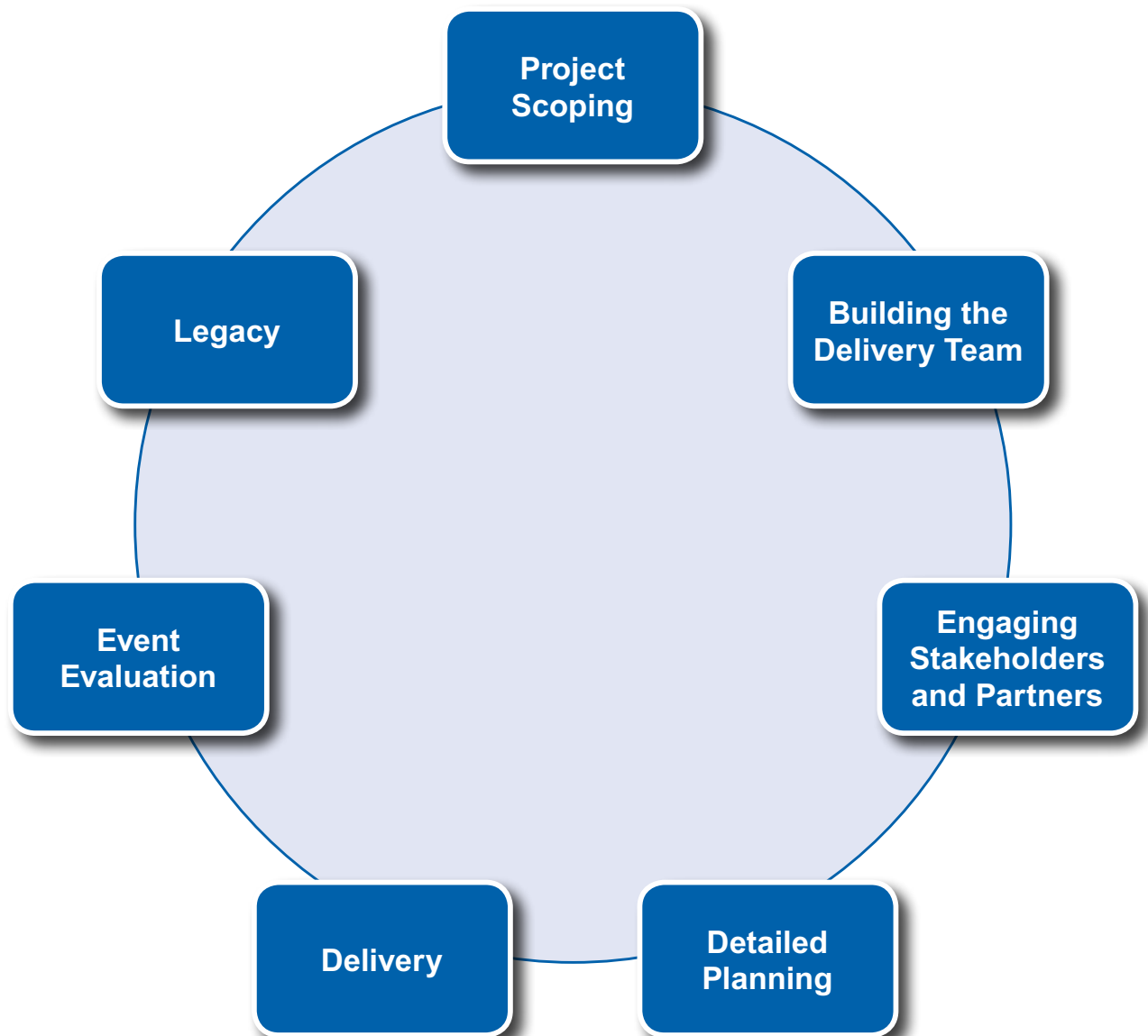
This guide describes the various steps of the cycle in more detail, covering the following points:

Project Scoping

- **who** is going to deliver the event, is it aimed at, will need to be engaged/consulted;

- **where** will the event take place;

- **when** will the event take place;

- **why** is the event being organised i.e. what are the aims and objectives; and begins to address;

- **how** the event will be delivered.

Building a Delivery Team

Delivering an event, regardless of the scale, requires an appropriately experienced, trained and well briefed team with clarity of roles, responsibilities and direction.

Engaging Stakeholders and Partners

An event's impact is far-reaching and taking the time to identify and engage with stakeholders and partners can help to minimise disruption and maximise opportunities – often making the difference between a good event and a great event!

Detailed Planning

Considers how safe and successful events are underpinned by robust Operational, Marketing and Financial plans.

Event Impact Assessments

Recognises the importance of undertaking a detailed review following an event to assess the success, measure its impact in relation to the original aims and objectives and help make future improvements.

Project Scoping

Scoping is an initial analysis undertaken right at the outset of the project to establish what the event will involve, how it will be delivered and where there are potential risks and opportunities.

Scoping can help identify:

• A shared vision with clear aims and objectives;

• Who the stakeholders and delivery partners may be;

• Key roles/skills required in the organising committee and event delivery team;

• Organisations which should be approached for permissions and/or support;

• An appropriate project timeline and key milestones;

• Risks: both financial and non-financial;

• Opportunities;

• Measures of success; or

• Appropriate promotional messages and tools.

Scoping can help determine the potential viability of an event and make informed decisions.

> **Whilst scoping can be undertaken by an individual it is recommended that the initial findings are shared and discussed with a wider event management team or organising committee at the earliest opportunity to get agreement and provide clarity and focus for the project.**

Typical things to consider during the scoping exercise include:

What: a description of the proposed event, the disciplines, the distances.

Why: determining the aims and objectives of the event will provide direction and help eliminate emotion from subsequent decision-making. It will also help identify "measures of success" or key performance indicators (KPIs) that should be considered as part of the event evaluation.

Aims and objectives might include:

• Generating a profit (club/charity/commercial);

• Promoting the sport/club;

• Encouraging physical activity in children;

• Staging a family-friendly event; or

• Minimising the environmental impact of the event.

Who: determining the target market will help produce a more focussed marketing strategy.

Where: identifying the venue(s) and proposed course(s) will help determine which organisations should be approached for permissions, access, support etc.

When: identifying a preferred date (with alternative options), should be based on a realistic timescale and research into other local events or activities that might have an impact.

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Timescales

There are no definitive timescales for organising an event. As a minimum guideline, for all but the simplest of events (which do not take place on the public highway), a period of six months should be allowed.

However there are a range of factors that usually require the event planning timescale to be extended up to 12+ months, including:

• the relevant experience of the organiser/organising committee;

• the complexity of the event;

• permission giver requirements e.g. road closure order;

• the available resources;

• the promotion and marketing; and

• the support of stakeholders and partners.

Other Events and Activities

There are many things that can influence the best date to stage an event. Some things impact on the potential availability of athletes, some on the availability of volunteers and some on the safety of the course. Typical things to consider when researching other events and activities:

• other triathlon (or similar) events taking place locally;

• regional or national triathlon events;

• significant dates e.g. Mothers Day;

• major sporting events e.g. Olympics, Football World Cup; and

• activities on the race route e.g. Church services, car boot sales.

How

Identifying how the event will be delivered will help determine the key roles and whether external support will be required.

Risks

Identifying the main risks, and recording them in an ongoing risk register, will help determine where contingency plans need to be developed and where additional support may be required.

Typical risks that apply to many events include:

• not getting permission(s);

• financial loss;

• skill/knowledge gap within the event team;

• event cancellation; and

• proactive planning for "what if" situations helps provide clarity, focus and confidence.

Appendix 1 provides an example of a risk register.

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Opportunities

Identifying the potential opportunities to enhance an event. These might include:

- official status (e.g. Regional or National Championship, European or World Championship qualifier);
- grant aid;
- sponsorship – financial and/or value in kind; or
- links to another organisation to recruit volunteers.

Project Plans

Project scoping provides the foundation for the more detailed project plans:

- An overall project plan/timetable which provides the overview for the organiser/organising committee to ensure that the project is kept on track (Appendix 2 is an example of project plan).
- Event Management Plan – covering event operations.
- Marketing Plan – covering the marketing and promotion of the event.
- Financial Plan – covering the event budget.

Whilst the style and format of each plan will differ, they should all identify:

- tasks;
- timescales;
- responsibilities; and
- key milestones.

It is important to keep everything documented, particularly where key roles may be undertaken by different personnel in future years. The plans will continually evolve right up to the event so a system should be in place to ensure key personnel are working to the most current version.

Building the Event Delivery Team

Organising Committee

Whilst it may fall upon an individual organiser to provide the main input for an event, consideration should be given at the earliest opportunity to establish an organising committee or steering group to develop the concept based on the initial project scoping, agree the project plan and provide overall direction. Organisers working in isolation run a greater risk of:

- missing milestones – key dates by which certain things need to have happened, for example confirming a facility booking or paying the deposit;

- missing opportunities;

- inadequate resourcing;

- compromising safety;

- failing to achieve the event's potential; or

- future shortcomings – especially if the current organiser is not available in future years.

There is also a greater risk of the event delivery team not feeling engaged with the project and subsequently becoming disillusioned.

A small, well-organised committee can help to provide focus and direction, particularly when difficulties arise during the planning process. A basic model may have a three-person committee, with each person responsible for overseeing the functional areas (Event Operations, Finance, Marketing and Promotions) and reporting back at regular meetings. All meetings should be documented with action points and who is responsible clearly identified.

> **Where an event receives significant levels of support, whether financial or "value in kind", it may be appropriate to extending an invitation to the provider to join the group. This may be a requirement for events receiving any form of public-funding that has to be accounted for.**

Event Team

Whilst the organising committee provides the overall direction, a much larger team is required to deliver the event.

The event team is often large and complex, regardless of the size of the project. In addition to volunteers it may include:

- employees;

- paid staff;

- suppliers and Contractors;

- officials;

- partners.

The size of the team will vary according to the scale of the event but typically consideration should be given to the following senior roles:

Event Management: e.g. Event Director, Safety Director, Medical Director, Event Control, Volunteer Coordinator.

"Field of Play": (i.e. directly related to the event course) e.g. Swim Director, Bike Director, Run Director, Transition Director, Results Service, Commentary, Race Officials.

"Non Field of Play": e.g. Registration Director, Site Director (parking, exhibitors, contractors), Awards and Ceremonials, Child Protection, Customer Information, VIP/Sponsor liaison, Media liaison.

Appendix 3 contains examples of organisational structures for triathlon events.

Matching the right people to the right roles, giving them specific responsibilities and empowering them to make decisions will help to build a strong team. To help achieve this:

- Develop a role description for each senior role that defines the overall role, identifies the key responsibilities and the anticipated time commitment. This will help the organisation to ensure that all key responsibilities are covered as well as help individuals decide whether they are suited to the role;

- Approach appropriately skilled or experienced individuals rather than simply ask who is available.

Appendix 4 is an example of a role description for the bike course director with responsibilities pre-, during and post-event. For roles with less responsibility, or only required on the day of the event, a more basic role description would be appropriate.

Triathlon England provides a range of role descriptions on the Event Organisers System which can be adapted to any event.

Things to avoid when building an event team:

- **Putting inexperienced or ill-prepared people into key roles simply to complete the team;**

- **Giving people multiple roles.**

NOTE: For some small events it may be possible to undertake more than one role, particularly if the roles are clearly separated (by function and time) e.g. registering competitors at the start of the day and organising the awards ceremony at the end of the event. However, regardless of the scale or complexity of the event the person with responsibility for safety should NEVER be given a secondary role.

External Contractors

It is very likely that some of the roles may need to be contracted out to an external provider (e.g. results, medical, commentary, parking, traffic management). With a large number of options available it is important to select service providers that are most appropriate to your event. To help achieve this:

- Develop a clear brief;

- Seek more than one quote;

- If possible arrange a site visit(s) to discuss and agree arrangements e.g. arrival/set up, services provided, strip out;

- Confirm arrangements in writing;

- Seek references from other event organisers; and

- Ask for a copy of appropriate insurance (and risk assessments, method statements).

Race Officials

All Triathlon England permitted events are recommended to have an appropriately qualified Triathlon England official in attendance.

To source an official for your event you will need to contact your Regional Official's Coordinator, their contact details are available from the Triathlon England website, the Event Organisers System or directly from Triathlon England.

Working with Volunteers

The vast majority of events rely on volunteers. For non-commercial events it is highly likely that most, if not all roles, including the key roles will be completed by volunteers.

To try and ensure that all volunteers have a good experience and are likely to volunteer again at future events:

- Appoint a volunteer coordinator to lead on volunteer recruitment and act as the main point of contact for volunteers during the lead up to and on the day of the event;

- Allow plenty of time to recruit volunteers;

- Consider volunteer recruitment forms to gather essential information – including particular skills, see Appendix 6;

- When deciding numbers required, allow for drop-out on event day;

- Maintain regular contact (preferably face-to-face or telephone rather than just e-mail);

- Provide detailed briefing notes, including things like travel and parking arrangements, key timings, where to report to, site plans, duties, refreshment arrangements, uniform/clothing;

- If possible arrange a pre-event briefing/training event;

- Where possible build in a duty rotation and include a break(s);

- Allocate age, maturity and experience appropriate duties;

- Try and recruit volunteers from groups/organisations (with a single point of contact) as far as possible;

- Consider implementing a Code of Conduct describing the basic requirements and standards of behaviour required of volunteers, as the public face of the event organisation, see Appendix 7;

- Recognise their efforts with a post-event follow-up communication thanking them for being helping with the event; and

- Seek feedback.

There are a number of useful websites for further advice and support including:

- Volunteering England: www.volunteering.org.uk

- vInspired: www.vinspired.com

- Sport England: www.sportengland.org/support__advice/volunteers.aspx

- Health and Safety Executive: www.hse.gov.uk

You are also able to get support from Triathlon England via your Regional Manager.

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Engaging Stakeholders and Delivery Partners

The vast majority of events take place on the public highway and/or in public spaces with a wide-reaching impact. In addition to the event delivery team every event requires "external support" to a greater or lesser extent in the form of:

- **Stakeholders** – defined as a person, group or organisation who have a vested interest in the event either by investing in it (financially or "in kind") or being affected by it.

- **Delivery Partners** – defined as a person, group or organisation that helps to deliver the event, or an element of it. Partners are, by default, stakeholders but not vice versa.

Note: Sponsors can be both stakeholders and partners.

A clear understanding and knowledge of who are the stakeholders and delivery partners for an event and their particular requirements helps ensure the staging of an event is appropriately managed and communicated.

The manner of engagement with stakeholders and delivery partners varies from formal written contracts to informal face-to-face meetings depending on the nature of the relationship. Some of the more common stakeholders and delivery partners and examples of how they might be engaged are highlighted in the following table:

Stakeholder/Delivery Partner	How they Might be Engaged
Competitors	Marketing Entry processing Queries Race packs Registration Results
Spectators	Race information Commentary
Local communities, including residents, businesses, parish councils	Impact of road closures Impact on regular services Flyers/letters
Road users	Road closures Warning signs
Local authority	Promotion of opportunities Taster session Grant applications
Safety Advisory Group (SAG)	Traffic management plans Emergency action plans

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Stakeholder/Delivery Partner	How they Might be Engaged
Venue owner/operator	Facility hire agreement
Contractors, such as timing companies	Contractual arrangement Service level agreement Site guidelines
Suppliers	Purchase orders Invoices
Event staff	Role descriptions Briefing notes Post-event follow-up
Volunteers, both individuals and organisations	Pre-event briefing Event briefing/training Post-event follow-up
Media	Press releases Radio/television interviews Photo calls
Triathlon England	Event permitting process Event insurance Regional staff support
Event official	Pre-event information Event briefing
Local clubs	Marketing Volunteer recruitment
Sponsors	Sponsorship pack/presentation

Sponsors

It is important to have a clear understanding and knowledge of the opportunities that exist around an event and use this to create an attractive package for potential sponsors. Be creative and think more broadly than simply putting a company name/logo on race numbers and T-shirts.

Take the time to find out more about the potential sponsors being approached. For example, what are their aims and objectives? What is their vision? A lot of information can be found on company websites. By understanding the sponsor it is easier to develop a package of opportunities that may be appealing.

> **If a potential sponsor wishes to raise their profile in the local community a range of sponsorship activities that include involvement at photo opportunities (e.g. awards ceremony, race start) and engage directly with competitors/spectators may be perceived as important, if not more so, than having the company logo on race numbers.**

There are many ways that sponsors can be involved at any event, regardless of its size. Appendix 8 illustrates some common opportunities in the form of a matrix, which can then be used to develop packages to offer to potential sponsors appropriate to the level of sponsorship they provide.

Sponsorship Dos and Don'ts

Do	Don't
• Prepare thoroughly for any meetings/presentations by undertaking background research on the potential sponsor and tailoring the proposal accordingly.	• Assume potential sponsors are aware of the opportunities you are offering. They may never have been involved with sports/events sponsorship previously.
• Confirm any agreements in writing.	• Over-promise and under-deliver.
• Ensure additional costs, such as the production of course branding, do not come out of any sponsorship money unless it has been specified in the agreement.	• Make agreements with conflicting sponsors, for example agreeing deals with two competing energy bar suppliers.
• Ensure sponsors are well looked after throughout the event planning and delivery, for example including a formal invitation with the event pack, meeting and greeting them at the event, providing them with refreshments during the event.	
• Ensure major/headline sponsors have the greatest presence/visibility at the event.	
• Seek post-event feedback and, where appropriate, provide an event report incorporating any press coverage.	

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Detailed Planning

Event Operations and Safety

Successful and safe event organisation is underpinned by an Event Management Plan (EMP) that describes the event, how it is organised and how it will be delivered safely.

The EMP should be a "working" document that constantly evolves throughout the course of the project, starting from the initial scoping exercise. It comprises two elements:

- Delivery;

- Safety.

The EMP is referenced, either in whole or specific sections, both internally and externally (e.g. **Safety Advisory Group**, see below) and therefore requires appropriate levels of document control to ensure that the most current version is being referenced.

> **NOTE: Not all events are required to be referred to a Safety Advisory Group, particularly small events or events that do not take place on the public highway. For clarification seek advice from the relevant local authority. However, the development of an Event Management Plan should still be undertaken as a matter of best practice.**

The format/layout of event management plans vary. In some cases the Safety Advisory Group may specify the information required, its preferred format and provide a template/example – but the typical contents are described in Appendix 9.

Safety Advisory Group (SAG)

SAGs are normally chaired by the relevant local authority. Whilst the terms of reference may differ the common aims are to:

- ensure the event organiser has taken sufficient and reasonable steps to safeguard the public and minimise any adverse impact;

- offer advice and support;

- to ensure that contingency plans are in place for safety issues; and

- debrief and make recommendations for future safety improvements.

SAGs typically include representatives from:

- Highway or roads authority;

- Police service;

- Ambulance service;

- Fire service;

- Local authority representatives e.g. from leisure services, from environmental health and licensing; and

- Experts as necessary at the discretion of the group.

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> Local authorities often publish event planning guidance/requirements on their websites (typically in the Environment/Licensing section). Many authorities now produce event planning guidance for events with an anticipated attendance below 500 as well as for events with an anticipated attendance in excess of 500. The guidance incorporates statutory obligations and good practice and covers the elements that the Safety Advisory Group will be reviewing.

The SAG is **not** responsible for safety at an event – this responsibility still rests with the event organiser.

Following SAG advice and guidance is **not** compulsory (unless there is a statutory requirement) but the consequences of ignoring advice and guidance may be severe.

It is in every organiser's best interest to build a strong working relationship with the SAG. Where formal SAG does not exist it is worth setting up an equivalent safety planning forum and inviting appropriate organisations to attend particularly for larger, complex events that impact on the public highway and/or public spaces.

Risk Assessments

The Home Office's "Good Practice Safety Guide (for small and sporting events taking place on the highway, roads and public places)", also known as The Event Safety Code states:

> *"Every organiser of an event must make **suitable and sufficient assessment of the risks** to the health and safety of the people connected directly with the event e.g. participants, event staff, officials and spectators AND to people who are indirectly connected with the event e.g. residents, pedestrians, motorists."*

In essence, a risk assessment is an assessment of:

• Each perceived hazard.

• The persons at risk from the hazard.

• The potential severity of injury that may be sustained.

• The likelihood (risk) of the hazard causing an injury/accident/incident.

• Measures that can be taken to reduce the risk to an acceptable level.

There are a range of risk assessments that need to be completed for an event covering all activities being undertaken. Typically these will include:

• Course risk assessments – covering all relevant disciplines i.e. swim course, bike course, run course, transition area.

• Event set up and event breakdown risk assessment.

• Medical risk assessment – to assess the level of medical cover required.
  Note: This can be undertaken either by the organiser or by a specialist medical provider, if one is employed, although good practice would involve both parties.

Further/more detailed risk assessments may be required for events involving children and paratriathletes based upon their safeguarding requirements.

Any suppliers, contractors and exhibitors should be asked to provide risk assessments covering the activities they are undertaking along with method statements to describe how they will undertake the activities.

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Full details on risk assessing events can be found in Triathlon England's Guide to Risk Assessing.

Normal Operating Procedures and Emergency Action Plans

Risk assessing is only one step in the safety management process. In the event of a major incident, the risk assessment documentation will be reviewed but it is the management arrangements put in place to mitigate foreseeable incidents that will come under close scrutiny.

An event safety management plan should be developed comprising two elements – Normal Operating Procedures and Emergency Action Plans.

> **Normal Operating Procedures (NOPs):** describe how an event, or element(s) of an event, will be managed under normal conditions i.e. to ensure the event runs smoothly.
>
> **Emergency Action Plans (EAPs):** describe how incidents will be managed.

The EAP should include:

- action that will be taken in the event of a foreseeable incident;
- who is responsible;
- what they will do; and
- how it will be communicated.

> **Example of the relationship between a risk assessment, NOP and EAP.**
>
> The **RISK ASSESSMENT** identifies that there is a risk that a swimmer could go missing.
>
> The **NOP** describes the process by which swimmers will be counted into the water and counted out again. It also details how the swimmers are supervised whilst they are in the water.
>
> The **EAP** describes what action will take place in the event of a swimmer going missing.

Typical incidents that may arise at a triathlon and should be considered during the planning phase include:

Element	Potential Incidents
Swim	Missing swimmer, panicking swimmer, injured/conscious swimmer, unconscious swimmer, course evacuation – e.g. electrical storm
Bike	Missing cyclist, injured cyclist, mechanical breakdown, course evacuation/deviation due to major incident
Run	Missing runner, injured runner, course deviation
Transition Area	Missing competitor, evacuation
Venue	Evacuation, missing person, medical incident (non-competitor)

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Event Control

To ensure the management arrangements, particularly the emergency action plans, are undertaken as described it is recommended that consideration is given to introducing a formal Event Control function in the event team. For large, complex events this is routine and the event control often includes representatives from external agencies like the Police. However, smaller events gain significant benefits from adopting similar practice.

At its most basic the Event Control should involve a minimum of two people who are in a quiet area isolated from others so they are able to focus on their role as follows:

• Monitor/log radio communications thereby creating an audit trail (this provides excellent feedback for any subsequent event review, regardless of whether there were any significant incidents).

• Oversee the event timetable/key timings to ensure the timetable is adhered to and key actions are undertaken at the appropriate time.

• "Direct" incident plans (emergency action plans).

Further Reading

• Home Office "Good Practice Safety Guide (for small and sporting events taking place on the highway, roads and public places)";

• Triathlon England Guide to Risk Assessing;

• Triathlon England Guide to Support Organisers of Children's Events;

• Triathlon England Guide to Incorporating Paratriathletes into your Event;

• The Event Safety Guide (HSE publication).

Course Design

Designing an appropriate course(s) is a relatively straightforward exercise provided that it is not considered simply as a desk-top exercise using maps and IT-based resources.

Every venue will have some elements or aspects that are far from ideal. If they cannot be avoided they need to be managed. How the organiser responds to these challenges makes a significant impact on how the event is perceived.

By following some basic guiding principles and considering both the venue itself and the course from a range of different perspectives it is almost always possible to make an interesting, challenging and exciting event. However, failing to invest time in design and consultation may result in an event that is compromised and doesn't achieve its full potential – worse still it may prove so disappointing that it attracts negative publicity which can impact on the future of the event.

Guiding Principles

There are a number of principles that underpin good course design regardless of size. Whilst it is possible for one person to undertake the course design it is both desirable and strongly recommended that other views are sought.

Suitability of the venue

Consider the size and nature of the proposed event – Is there suitable access and egress? Is the site large enough? Is there sufficient car parking? Is there enough built infrastructure or sufficient/suitable space for temporary infrastructure?

Fundamentally safe

All courses should be robustly assessed to ensure they are as safe as practicable for everyone affected by the event, whether directly e.g. participant, spectator, event team or indirectly e.g. passer-by, road-user. Where it is not possible to avoid the risk posed by a particular hazard it is important to manage the risk to an acceptable level.

Fair

All courses should be fair to all competitors i.e. there shouldn't be any opportunity for a competitor to gain an advantage over a fellow competitor other than by natural ability/ training.

Participant and stakeholder friendly

Consider the course from different perspectives e.g. participant, spectator, race official, event team, photographer/media, local community.

Does the course maximise opportunities for those who want to engage with the event but minimise impact on those who are not involved with it?

Are there iconic/interesting features that provide a great backdrop for photography and/ or filming?

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Research other events

Are any other events (both sporting and non-sporting e.g. car boot sales) that may be taking place on the same day and may impact on the course. Even if they aren't taking place directly on the course they could create traffic queues and/or have directional signage that causes confusion.

Viable and sustainable

Can the course/venue accommodate sufficient number of competitors to make the event viable? Consider the environmental impact of the event.

Time of day/year and day of the week

As far as practicable consider the course on the same day of the week and the same time of day/year as the actual event. This will help build a more realistic picture e.g. of the volume of traffic on the surrounding roads, of the number of passers-by. It will also help with the more detailed design e.g. for an open water swim course, the time of day will dictate the sun's position in the sky and help identify the best swim direction to avoid glare.

Course measurement and promotion

It is not always possible to design courses that absolutely meet recognised distances, e.g. 1.5km swim/40km bike/10km run for a standard distance event. This is generally recognised and understood and for the vast majority of events is perfectly acceptable. However, it is important to advertise/promote the actual distances to participants, many of whom gauge their performance based on the advertised distance and their time.

Contingencies

Throughout the course design process consider contingency options in the event of a particular course, or part of a course being unavailable e.g. due to a major incident or a delayed start e.g. swim course shrouded in fog.

Early consideration of contingency options will help both the planning process and the preparation for meetings with key stakeholders like, the Safety Advisory Group who have a particular interest in "what if" scenarios.

Well-managed and resourced

Regardless of how good the course design it is imperative that both the management arrangements and the level of resources (both staffing and equipment e.g. directional signage) are sufficiently robust.

> **Further details about course design for each element of the event are covered below. Modifications and considerations for inclusive/paratriathlon events and for children's events are covered in their respective Triathlon England guides.**

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Swim Course

Open Water

See also Triathlon England Guide to Organised Open Water Swimming

In general, still water courses i.e. lakes and reservoirs are less hazardous than open sea and river courses which have to take into account currents. However, regardless of the body of water local knowledge from the site operator and advice/guidance from an appropriate water safety organisation (if not provided by the site operator) should always be sought to help build a profile of the water, regular users that need to be contacted/communicated with and known hazards (e.g. underwater/over water hazards, affects of wind depending on direction).

The sort of things to consider when designing a swim course:

Access and Exit Points

Are the entry and exit point(s) wide enough to accommodate the number of swimmers? What are the underfoot conditions – will it be necessary to use matting and/or a ramp construction to assist swimmers?

Briefing Area

Is there an appropriate area to conduct a pre-swim briefing – large enough to accommodate the anticipated number of swimmers and preferably with a good view of the course?

Warm Up Area

Can the course accommodate a clearly identifiable warm up area (with safety cover) that does not interfere with the start?

Start Area/Line

Is there sufficient space at the start line to accommodate the anticipated number of swimmers remembering that deep water starts require more space than shallow water or land-based starts.

Water depth

Is there a minimum water depth of 1m at any point, excluding the entry and exit points?

Finish Line

Is there sufficient space at the exit point to accommodate the anticipated maximum number of swimmers exiting the water at any time? Is it possible to implement an appropriate swimmer check-out system.

Is the exit point visible to swimmers or can it be marked with something easily seen from water level e.g. brightly coloured flag or inflatable gantry?

First Turn Distance

Is there sufficient straight line distance to allow swimmers to spread out before they have to make a turn? As a guideline allow a minimum of 200m to the first turn buoy.

Course shape

The simpler the course design the easier it is to describe/brief and the easier it is for swimmers to navigate. Try to avoid complicated, unusual courses which can disorientate swimmers or very sharp turns.

Rectangular, triangular and circular courses are generally easiest to follow. Out and back courses are easy to navigate but consider arrangements to ensure that swimmers cannot collide head-on or cut course short by turning back early.

Marker Buoys

Ensure the turn buoys in particular are large enough (minimum of 1m above water level even for short courses on flat water) and brightly coloured. Consider additional marker buoys, which may be smaller than the turn buoys, positioned at regular intervals (e.g. every 100m) to help swimmers navigate.

Designing courses that incorporate specific features on the landscape within the swimmers' vision e.g. an electricity pylon can also assist navigation.

Spectators

As far as possible consider the spectating opportunities around the course particularly at the start and the finish. A multi-lap course may be more spectator/media-friendly although it may impact on other things like the capacity and length of the event.

Safety Features

Consider the positioning of safety cover around the course and a rescue protocol that eliminates or minimises the need for safety craft to cut across the swim line.

Have a dedicated launch area for safety craft and a separate, dedicated emergency landing point with a clear link to the land-based emergency/medical support.

Pool Based Swims

Pool based swims are generally based on two types:

1. Swimmers completing a set distance in a particular lane – with the start and finish either at the same end of the pool or at opposite ends.

2. Swimmers completing a set distance by swimming a number of lengths in one lane before ducking under the lane rope and repeating in the next lane. This process continues until the swimmer has made their way across the whole pool and arrived at the exit point.

In the first scenario, swimmers can be set off in different ways e.g. in waves or individually at timed intervals. There is no right or wrong way but the aim should be to give the swimmers the best possible experience by keeping the number of swimmers in a lane at any one time to an acceptable level (for guidance: 4 per 25m pool, 5 per 33m pool and 8 per 50m pool) and trying to minimise the disparity in swimming ability between swimmers in a lane and swimmers using different strokes. Consider a "no backstroke" policy and the introduction of a breaststroke only lane.

In the second scenario, swimmers are set off at regular time intervals. Consideration should still be given to swimming ability (anticipated swim time for each competitor) to reduce the potential for swimmers catching up and having to overtake slower swimmers.

> **NOTE:** Dive starts should not be allowed – swimmers should always start in the water. Depending on the start/finish procedure, tumble-turns should only be allowed if the risk assessment deems it safe to do so.

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Bike Course

The majority of (adult) events take place on the open road, requiring robust planning to make the event as safe as possible for everyone affected by it. Course design is an essential element, supported by additional safety measures including things like advance notification, warning signage, route marshals.

> **As relatively new sports triathlon and duathlon are not directly covered by the Road Traffic Act, unlike cycle road racing and time trials which are covered by the Cycling Racing on Highways Regulations 1960 (and 1980, 1995 amendments). This creates a somewhat inconsistent and confused picture, with police authorities across the country interpreting things differently. This reinforces the need to ensure that organisers notify the police, local authorities and the Safety Advisory Group (SAG) at the earliest opportunity in the planning process.**

Closed road courses (i.e. the roads are closed to normal traffic and only open to event -related vehicles) eliminate or minimise some of the hazards on the bike section and allow greater flexibility in the design process by, for example, incorporating right hand turns, allowing both carriageways to be used in either direction and disregarding traffic lights. However, the majority of design features that should be considered for an open road course still apply and include:

Course direction
Avoid right hand turns as far as possible. If they cannot be avoided additional measures will need to be introduced to facilitate safe passage for the competitors (e.g. marshalling the junction, road closure order).

Crossing points
On busy sections of the course where there is the likelihood of spectators and/or passer-by needing to cross the route design specific crossing points which should be signed and, ideally marshalled. This is particularly important for sections of the course where cyclists are travelling in both directions or at high profile areas (e.g. on the approach to/from the transition area, at high profile spectator points).

Road widths
The road width needs to be able to accommodate the anticipated loading of cyclists on the road at any one time, road traffic and the ability for competitors to safely undertake passing manoeuvres without having to cross into the opposite carriageway (unless on a closed road).

Road surface
The condition of the road surface strongly influences how cyclists behave. For example, broken surfaces, pot holes and drain covers that have subsided can all cause to cyclists (or in some cases motorists) to take evasive action and suddenly change their line causing a hazard to cyclists and/or other vehicles approaching from behind. Similarly, speed bumps can encourage poor riding practice and should also be avoided if possible or, at the very least, signed and covered within the competitor race information pack and/or briefing.

Major Roads
High speed, major trunk roads should be avoided as far as possible. Emergency relief route roads which are routinely used as diversion routes in the event of a major incident/closure on a major road) should also be avoided.

The SAG will have detailed information on the local road network and be able to advise on which roads should be avoided and more suitable alternatives.

Blind bends

Blind bends, particularly on narrow roads, should be avoided.

Traffic lights, pedestrian crossings, railway crossings etc

Features that require road users to stop/give way should be avoided as far as possible as they create the potential for some competitors to gain an unfair advantage if they are not required to stop when others are. If such features cannot be avoided a robust method of recording time delays incurred by competitors which can be subtracted from their cycle time should be implemented.

Course length

Given the length of the cycle section of some events there are clear advantages to utilising a multi-lap format including reduced impact on wider road network, reduced resourcing and spectator-friendly. However, multi-lap courses have a significant impact on athlete loading on the course, depending on the size of the lap, and may necessitate a reduced entry number which ultimately could affect the viability of the event.

Medical cover

The course design should consider suitable/appropriate locations to position medical support and, in the event of an incident, consider and identify access routes.

Feed Station

For all but the longest events it is unlikely that feed stations are required on the cycle section. If required the course design should factor in suitable locations where there is a suitable road width e.g. at a lay-by and where competitors are not travelling at high speeds e.g. at the bottom of a hill.

> **Note:** Similarly if manual lap counting is required on a multi-lap course identify a suitable location where competitors are travelling slowly, enabling race numbers to be recorded more easily.

Other activities along route

Consider venues along the route which may host other activities or are likely to be busy at the time of the event increasing the volume of traffic on the roads and/or parked vehicles. For example, churches, sports grounds, car boots, retail parks, nurseries.

Spectators and Media

Long bike sections where cyclists disappear for a significant period are not spectator friendly. Give consideration to a multi-lap course that passes back through or close to the event venue. If possible, identify points of interest on the course where it is safe and there is sufficient space to create a designated spectator zone.

Use of hills or technical challenges to reduce potential for packs to form

The most interesting bike courses include hills and technical features like sharp bends and dead-turns that test bike-handling skills. Not only do they make the course more challenging but they also provide a mechanism to either prevent or break up packs of cyclists.

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Run Course

There is greater flexibility in designing the run course than the bike course because they don't generally use the public highway, unless closed, and they can go off-road over a variety of terrains. However, there are still a wide range of things to take into consideration including:

Width of course

Is the course wide enough to accommodate the anticipated number of runners at any given time, particularly if the course is based on paths/pavement which dictate the available width? Is there sufficient room for the competitors to overtake each other without, for example, having to suddenly step out onto the road? Will the route remain open to pedestrians throughout the event?

Surface

What is the surface type? It is acceptable to have a range of different surfaces on a run course provided that competitors are advised in advance so that they can bring appropriate footwear. However, the course design should try and avoid as far as possible sharp turns or steep descents where there is a change of surface e.g. tarmac to grass, which can cause slipping hazards.

Single or Multi-Lap Course

As with the bike course design, multi-lap run courses are generally more spectator and media friendly. This needs to be balanced with the number of competitors the course can accommodate without compromising the ability to run freely.

Positioning of medical support

It is important to identify appropriate positions to base medical support around the course and how it will access the course (particularly for off-road courses). The nature of the medical support and its positioning should be discussed and agreed with the medical provider.

Positioning of drinks stations

Are there locations where it is possible to accommodate a drinks station without compromising/narrowing the space available for runners? Can the drinks stations be easily accessed to replenish stocks throughout the event if necessary?

Spectators and Media

Long run sections where competitors disappear for a significant period are not spectator friendly. Give consideration to a multi-lap course that passes back through or close to the event venue. If possible, identify points of interest on the course where it is safe and there is sufficient space to create a designated spectator zone.

Crossing points

On busy sections of the course where there is the likelihood of spectators and/or passers-by needing to cross the route design specific crossing points which should be signed and, ideally marshalled.

Hazards

Underfoot and overhead hazards should be avoided, or steps taken to minimise risks, as far as practicable during the design process.

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Out and Back Sections

"Out and back" sections on a run course are popular with many competitors as they can help competitors gauge where they are in relation to others and help develop a sense of camaraderie. However, they should be kept to a minimum and appropriate measures put in place to separate the runners e.g. cone and tape, barriers, supplemented by a course description in the race information and a pre-race briefing.

Ensure there are no long sections where competitors disappear from the view of marshals and/or officials providing an opportunity to cheat by cutting the course short.

Grabbing Points

At sharp bends and/or turnaround points avoid items of street furniture like lamp/signposts or handrails which competitors can use as an aid by grabbing and swinging around them.

Finish Funnel

Incorporate a finish funnel into the design. The funnel should be reasonably wide, typically 3-5 metres, to accommodate the potential for a sprint finish with several competitors racing side by side towards the finish line. The finish funnel should be roped or barriered off to prevent non-competitors wandering across the course at this critical point.

Transition Area

The Transition Area is the 'hub' of the course and a key focus, not only for competitors but also for spectators, the media and officials. The key principles underpinning a good transition area design are:

- fair to all competitors;

- safe and secure;

- competitor friendly – easy to understand and navigate. Accessible pre- and post-competition, ideally even when other athletes are still competing;

- sufficient size and clearly defined; and

- spectator/media friendly with good opportunities to watch the competitors.

To satisfy these principles consideration should be given to:

- racking (or other) layout e.g. racking to allow easy flow of competitors. As far as possible try to avoid racking at 90° to entry/exit gates;

- distance between racks – recommended 5m between each row;

- height of racks – recommended minimum of 1.1m;

- space per athlete – recommended minimum of 0.75m;

- numbered racking – to keep waves together and avoid free-for all. Additional signage at end of racks highlighting numbers;

- transition surface – level and even;

- number and width of gates;

- width is particularly important with regards to timing mats – avoid having 'dead spaces' down sides of mats;

- flow lines – e.g. potential for cross-over/collisions. Wave structure also to avoid/minimise potential for athletes to cross-over/collide; and

- separate entry/exit point for non-racing athletes – to aid post/during event access to pick up/drop off equipment and also to prevent triggering off timing mats.

Security

- bag storage – Are athletes allowed to bring bags in, if so where can they be stored? Are athletes required to bring in plastic storage boxes to keep kit neatly stowed?

- equal distances for athletes; and

- spectating opportunities e.g. security may require Heras fencing (approx. 2m high) but it is not particularly spectator friendly, particularly if you put branding/scrim on fence at eye level. If you do have to use Heras consider viewing points and put branding at lower level.

Mount/Demount Line(s)

- signage – Large and obvious;

- large layout plan at entrance to transition – also consider reminder of key items athletes should/are allowed to bring into transition; and

- depending on the size and site layout it might be worth considering having some toilet facilities within transition.

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Financial Planning

With the exception of a very small number of high profile events that receive public and or private funding support the majority rely principally on income received from entry fees and possibly supplementary sources (e.g. event catering, photography) to offset the costs of staging the event.

Whilst the motivation for organising an event may not necessarily be profit-driven the minimum aim should be to deliver a cost neutral budget i.e. the costs of delivering the event have all been met so that the event is not running at a loss. This may not be achievable in the first year when the setting-up costs are generally at their greatest. Therefore, sufficient funds should be available to cover any shortfall and a longer-term business plan developed that clearly identifies and maps out how the event will move to a cost neutral or an in-profit position in future years.

The basic principles for building a strong financial plan are:

Clear Aims and Objectives: e.g. to deliver a profit for commercial reasons, to deliver a profit to reinvest, to raise funds for a charity.

Timescale: i.e. is it a one-off event (and therefore more difficult to achieve cost neutrality or a profit) or is there a longer term plan over several years.

Price Setting: is the entry fee set at an appropriate level to attract sufficient entries to help deliver the overall aim(s)?

Break Even Figure: what is the minimum number of entries required to achieve cost neutrality (or planned loss)?

Contingency: have plans been put in place to deal with 'what if' scenarios e.g. what if the number of entries doesn't achieve the cost neutral position?

Regular Review: is the budget regularly reviewed and updated to avoid any nasty surprises?

Event Budget

The event budget is a projection of all income and expenditure relating to the delivery and development of the event. As such it needs to be kept "live" by regularly updating.

Expenditure

The level of detail required is likely to differ depending on the complexity of the event and the number of people involved in procuring goods and services but it is easier to track things if the expenditure is broken down into cost centres (costs associated with defined aspects of the event delivery). Typical cost centres might include:

Administration: e.g. event insurance, event permit, road closure order.

Facility and Infrastructure: e.g. facility hire charge, marquee hire, toilet hire.

Consumables: e.g. swim hats, race numbers, T-shirts, medals.

Event Services: e.g. race timing and results service, medical cover, traffic management.

Marketing and Communication: e.g. event website, advertising, branding.

Staffing and Volunteers: e.g. salaries, expenses, travel, accommodation.

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Income

Similarly it is easier to track income if it is broken down into different headings which may include:

- **Entry Fees;**
- **Sponsorship;**
- **Merchandising;**
- **Catering;**
- **Grants.**

> **Note:** If applying for, or in receipt of public funds through grants there will be a need to provide detailed financial information about the event and wider company/club finances. DO NOT provide misleading information. Funders may wish to have access to the budget and/or annual accounts and may reserve the right to conduct an audit.

When recording income:

- Be realistic about income and never include funding that is unlikely to materialise as it will skew the budget and potentially create a future shortfall.
- Include/Record the value of any Value In Kind* (VIK) support but mark as "VIK".
- For VAT registered businesses (organisations with "taxable supplies" over the past 12 months which have exceeded the VAT registration threshold currently £77,000).
- Keep a NET (excluding VAT) budget (**Note:** Organisations that are not VAT registered and therefore unable to reclaim VAT should keep a GROSS (including VAT) budget).

Be aware of the VAT status of income received e.g. grants are not generally subject to VAT but commercial sponsorship is likely to be.

*Value In Kind support is the provision of goods and services at no charge to the organiser.

The overall budget should be presented clearly in a format that is easy to read and interpret.

> **Where volunteers/event staff undertake key tasks consider asking them to record the number of hours the task takes and assign a value based on the number of hours. This will help identify whether there may be an alternative more cost/time effective method of delivery for future events.**

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Marketing and Public Relations (PR)

The majority of events are organised by individuals, clubs or small organisations that do not have a dedicated marketing and PR specialist or budget. If there is a marketing budget available it is often very limited.

However, there is a lot that can be achieved on a free or low cost basis – by being creative and organised and ensuring that the organiser/organising committee attach sufficient importance to marketing and public relation (PR) activities.

With so many other responsibilities even full-time organisers will find it difficult to develop and manage the marketing and PR function so additional support should be sought, whether voluntary or paid.

Why Market?

Whilst the primary reason for marketing an event is generally perceived to be raising awareness of the event amongst potential competitors (and spectators) and encouraging new entries the benefits of a well-thought through strategy/plan can be much more far-reaching. For example,

Raising awareness in the local community can:

- help reduce the conflict caused by e.g. road closures;

- encourage/increase support;

- help identify and recruit volunteers.

Raising awareness in the business community can:

- help identify potential sponsors;

- help identify and recruit volunteers.

Marketing and PR Strategy

A good marketing and PR strategy is clear and focussed or targeted. It is underpinned by two key pieces of information:

- **Who is the audience?**

- **What are the key messages to engage them?**

By having a clear understanding of the audience you can determine the most appropriate methods of engaging/contacting them. For example, when seeking to attract participants – what ages are they, what publications are they likely to read, which websites are they likely to visit, what radio stations are they likely to listen to, are they likely to be members of particular clubs or organisations?

Having identified who the audience is and how to engage with them it is essential to identify the key messages that need to be communicated. For example, reduced early entry fee, a group entry discount, cheap accommodation and/or any unique selling points (USPs) that set the event apart from other similar events and are likely to appeal to the target audience e.g. carbon neutral, iconic location, family-friendly, National Championships.

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With the above information a marketing and PR strategy can then be developed to include:

- specific tasks;

- timescale e.g. if there is a reduced early entry fee incentive it needs to be promoted at the appropriate time;

- available budget (if any); and

- who is responsible.

Determining or measuring the relative success of particular initiatives will help develop more effective and focussed marketing and PR activities for future years. Where appropriate, consider setting targets e.g. for generating entries from an advertising campaign in a sports publication and determine how it will be measured from the outset e.g. tick box on entry forms to determine how competitors heard about the event.

Free and Inexpensive Marketing Tools

Social Media Explained	
Twitter	I'm eating a #donut
Facebook	I like donuts
Foursquare	This is where I eat donuts
Instagram	Here's a vintage photo of my donut
YouTube	Here I am eating a donut
LinkedIn	My skills include donut eating
Pinterest	Here's a donut recipe
Last.fm	Now listening to 'donuts'
G+	I'm a Google employee who eats donuts

Buying-In Support

Specialist marketing and PR support can be an extremely effective way of developing a marketing strategy and attracting both competitors and potential sponsors. However, it is unlikely to be cheap and the costs and services offered can vary significantly.

If this option is considered, invite companies to make a presentation – against a clear brief (refer back to project scope). Check the company has a good knowledge and understanding of the triathlon market and seek (and check) references.

When contracting ensure:

- there are specific targets e.g. entry numbers, and specified output levels where possible e.g. number of press releases that can be evidenced and evaluated;

- there is a written agreement that confirms the details.

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Event Evaluation

Conducting a review to evaluate the success and impact of an event is particularly important for events that are going to be repeated but is also a powerful tool for one-off events where lessons can be learned and applied to future projects.

The complexity and detail of the evaluation will vary significantly depending on the scale of the event and, very often, whether there is any external funding (e.g. grants/public funding, sponsorship) where the funder needs to assess the return on investment (ROI).

For major events the event impact evaluation is often undertaken by a specialist company applying techniques like economic modelling. Whilst it would be neither affordable nor appropriate for most events to evaluate to the same level of detail many elements can be undertaken simply and at a low cost.

Why Evaluate?

There are a number of reasons for conducting an evaluation, including to:

- determine whether the event has met its aims and objectives – as identified at the outset of the project in the initial scoping exercise;

- determine whether the event has met the aims and objectives of the stakeholders and partners;

- determine how the event has been received e.g. by competitors, by spectators, by volunteers, by the local community;

- identify opportunities for future improvement and development – assisting the organiser to make informed decisions;

- build a portfolio of evidence to present to future sponsors, funders;

- build a portfolio of evidence to present to Triathlon England in support of Quality Mark application; and

- build a portfolio of evidence to present to Triathlon England/British Triathlon Federation in support of an application to host a future Regional/National/British Championship event or Age Group Team qualifying event.

What To Evaluate

The kind of things to consider include:

- operational;

- feedback from competitors; and

- health impact e.g. the impact on the health of participants – increased training, motivation to continue participating, motivation/inspiration for spectators to take part at a future event.

Evaluation Methods

There are a variety of methods you could use to evaluate your event, such as:

- face-to-face e.g. feedback meetings, surveys;

- on-line surveys e.g. survey monkey;

- postal surveys; and

- collating media coverage – e.g. radio/television interviews, press releases, race reports.

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Appendices

Appendix 1: Risk Register

High Level Risk Register

Maintained, updated and regularly reviewed by the Organising Committee/Steering Group.

Note: This example is for an event in its first year

Risk Description	Actions to Minimise Risk	Who is Responsible	Target Date
Financial			
Low entry numbers, insufficient income to cover costs	Identify number of entries required to breakeven. Develop an event cancellation and/or postponement policy.		
Unexpected Costs	Include contingency in event budget.		
Higher than anticipated costs	All event suppliers to provide itemised quotes.		
People			
Skill/knowledge gap for key roles	Role descriptions used to recruit key roles. Specialist providers used for key services/roles.		
Key individual taken ill/unavailable for event	Key roles to develop written plans for their areas of responsibility. Assistants/Deputies to be identified for key roles.		
Insufficient Volunteers	Volunteer Coordinator to oversee volunteer recruitment and communication. Essential volunteer roles/ positions to be identified and prioritised based on an anticipated 10% dropout.		
Contingency Planning			
Swim course unavailable e.g. due to blue-green algae	Contingency plan for duathlon or single discipline event.		
Bike course, or part of, unavailable	Contingency plan for aquathlon or single discipline event.		
Major incident	Emergency Action Plan developed for foreseeable incidents.		

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Appendix 2: Project Plan

MILESTONES	25-Jan	01-Feb	08-Feb	15-Feb	22-Feb	01-Mar	08-Mar	15-Mar	22-Mar	29-Mar	05-Apr	12-Apr	19-Apr	26-Apr	03-May	10-May	17-May	24-May	31-May	07-Jun	14-Jun	21-Jun	28-Jun	05-Jul	12-Jul	19-Jul	26-Jul	02-Aug	09-Aug	16-Aug	23-Aug	30-Aug EVENT DAY	06-Sep	13-Sep	20-Sep	27-Sep
PLANNING PHASE:																																				
Scoping	X	X	X	X																																
Marketing and Comms				X	X	X	X	X																												
Operations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Financial				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Post-Event																																	X	X	X	X
MEETINGS:																																				
Steering Group				X				X				X				X				X				X				X		X						X
Sub Groups							X				X				X				X					X			X									
SAG													X								X									X						
PERMISSIONS:																																				
Venue				X																																
Road Closures																								X												
TE Permitting														X																						
PROMOTIONS:																																				
Website									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Entries Open									X																											
Entries Close																													X							
Marketing Plan									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X					
Competitor Packs																														X						

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Appendix 3: Organisational Structures

Basic

```
                    ┌─────────────────────┐
                    │ Steering Group/     │
                    │ Event Committee     │
                    └──────────┬──────────┘
                               │
                        ┌──────────────┐
                        │ Event Director│
                        └──────┬───────┘
                               │
                        ┌──────────────┐
                        │ Safety Director│
                        └──────┬───────┘
```

Services	Field of Play	Non-Field of Play
Race Timing	Swim Director	Car Parking
Commentary and Announcements	Bike Director	Volunteer Coordinator
First Aid	Run Director	Registration Director
	Transition Director	
	Race Officials	

Complex

Steering Group

Finance Director

Event Director

Marketing and Communications

Safety Director

Field of Play ←→ **Non-Field of Play**

Event Control

Course Director

Volunteer Director

Registration Director

Site Director

Stakeholder Liaison

Traffic Management and Route Safety

First Aid

Registration and Briefing

Transportation

VIP/Press/Media/ Sponsor Liaison

Registration Team

Baggage Control

Help Desk

Car Parking Retailers

Commentary and Announcements

Race Officials

Swim Director

Bike Director

Run Director

Transition Director

Race Timing

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Appendix 4: Role Description – Senior Role

BIKE DIRECTOR

Overall Role Description:

Help design the bike course and develop appropriate safety arrangements to ensure the safety of competitors, event staff, officials, spectators and other road users.

Help recruit and train marshals to cover the bike section of the event.

Liaise with event officials and other agencies e.g. police, medical cover to ensure a coordinated approach to event safety and fairness.

Time Commitment:

- Attendance at monthly planning meetings.
- Attending meeting(s) of Safety Advisory Group.
- Attendance throughout course build, during the event and strip out.
- Attendance at pre-event briefing(s).
- Plus additional planning work described in more detail below.

Description of Duties:

- Help design the bike course in conjunction with the Event Director and Safety Director.
- Help risk assess the proposed course with the Safety Director and use the risk assessments to develop normal operating procedures and emergency action procedures for the bike course.
- Attend the Safety Advisory Group meeting with the Event Director/Safety Director to present the proposed course and associated safety arrangements to the key local agencies. Amend proposals based on feedback from the SAG.
- Identify the required number of marshals (and positions) and help recruit appropriately experienced individuals to fulfil the various roles.
- Liaise with event officials e.g. Race Referee and/or Motorcycle Referee(s) and other key agencies to ensure a coordinated approach to event safety and fairness.
- Develop and implement appropriate pre-event communication and briefing(s).
- Identify a 'shopping list' of items required for the bike section. Submit cost estimates (where applicable) to Event Director/Finance Director. For example:

Safety: road closure orders, signage, safety flags, whistles, radios, course sweep.

Volunteers: high visibility tabards, uniforms, refreshments, briefing notes.

Officials: Booking/expenses, refreshments.

- Manage/direct bike course staff during event in line with the normal operating procedures and emergency action procedures.
- Stand down and thank the bike course team at the conclusion of the bike element of the event.
- Provide post-event bike course feedback, including suggestions for future improvements, to the Event Director.

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Appendix 5: Role Description – Bike Marshal

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PLACE YOUR LOGO HERE

Bike Course Marshal

Short term volunteering at local/national/regional events

Main Responsibilities

– To ensure that competitors are safe and to facilitate the running of the event.

• Direct cyclists to turn the correct way at junctions.

• Keep spectators off the bike course.

• Warn athletes of road conditions.

• Direct participants to the transition area.

• DO NOT attempt to stop moving traffic.

• Remain at your designated point.

• Wear a reflective vest at all times.

• Report any incidents to the Team Leader ASAP.

Responsible to and supported by the Team Leader/Race Organiser.

No experience required but the role requires being enthusiastic, motivational and confident in giving instructions. You are required to remain calm and polite at all times.

You will be required for the duration of the event; this will vary depending on distance but will be approximately eight hours.

This position will give you an insight in to how triathlon events are managed and give you a chance to learn new skills.

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Appendix 6: Volunteer Application Form

Volunteer Application Form

PERSONAL DETAILS					
Title:		First Name:		Surname:	
Address:					
Post Code:				Gender:	Male / Female
Date of Birth:			Tel. No. (home):		
Mobile No.:			Email:		
Emergency Contact:	Name:			Number:	
Medical Conditions/ Allergies:					
Specific Access Requirements:					
Are you a member of a club, If yes, which one?:					
How did you hear about this volunteer experience?					
Is there a specific role you would like to do?					
Do you hold a First Aid qualification?					
Do you have any other relevant information to shape your volunteering experience? If yes, please give details:					

Data Protection and Terms and Conditions

By submitting this form you agree to and understand the following terms and conditions:

• Your personal data provided above will be stored by club/organisation and only used for the purpose of organising this, and future, events. Volunteers acknowledge that their data will be kept for a reasonable period in accordance with legal requirements and for administrative periods. Volunteers have the right to ask for a copy of the information held about them which is subject to the Data Protection Act 1998 and to correct any inaccuracies in their information.

• By volunteering with club/organisation, volunteers consent to filming and sound recording of themselves. The organiser and its licensees and those authorised by it may use such images, films and recordings (including copies) without payment.

Please return your completed form to (insert contact email).

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Appendix 7: Volunteer Code of Conduct

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PLACE YOUR LOGO HERE

Code of Conduct

All Triathlon England volunteers must:

- Respect the rights, dignity and worth of all athletes, officials and other volunteers.

- Treat others how you would like to be treated regardless of age, sex, ethnic origin, religion, political persuasion, sexual orientation, or physical disability.

- Consider the well being and the safety of participants before, during and after the event.

- Develop an appropriate working relationship with all staff based on mutual trust and respect.

- Help promote the positive aspects of the sport.

- Display consistently high standards of behaviour and appearance.

- Use proper and correct language at all times.

- Follow all guidelines laid down by Triathlon England, the race organiser and the triathlon club.

- Applaud and encourage all participants.

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Appendix 8: Sponsor Matrix

Sponsorship Level	Sponsorship Package/Activity																
	Naming Rights	Official Functions	Trophy Presentations	Free/reduced rate exhibition space	Sponsorship extension to other events	On-course branding	Programme Advert – Full page + editorial	Programme Advert – 1/2 page	Programme Advert – 1/4 page	Use of Event Logo	Company logo on printed material	Logo + link and editorial on event website	Hyperlink on event website	Logo on presentation backdrop	Race Starting Option	Insert into goody bag	E-letter promotion
Title Sponsor	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓	✗	✓	✓	✓	✓
Official Supplier																	
Timing	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Vehicle	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Water	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Retailer	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Media Partner (Press)	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Media Partner (Radio)	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Medical	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Photography	✗	✓	✗	✓	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	✗	✓	✓
Consumables																	
Race nos.	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗
T-shirts	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗
Space Blankets	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗
Medals/Trophies	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗
Prizes																	
Prize donor(s)	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✓	✗	✗	✓	✗

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Appendix 9: Event Management Plan

Some of the things to consider including in the Event Management Plan.

DELIVERY	
Section	**Appendix**
Introduction: • Who developed by; • Who responsible; • Purpose of the plan.	Insurance details.
Event/Project Overview: • Description; • Aims and Objectives.	
Organisational Overview: • Steering Group; • Partners/Stakeholders; • Operations.	Organisational chart(s).
Event Format: • Event Itinerary; • Set Up Schedule; • Event Schedule; • Strip Out Schedule.	Detailed Run Schedule.
Event Venue: • Requirements and specifications.	Site Layouts. Course plans.
Event Management: • Event Staff/Volunteers; • Venue Staff; • Other agencies e.g. Police. Who and brief description of responsibilities.	Contact lists. Role Descriptions.
Communications: • How managed: event staff, emergency services, participants, spectators (press and media); • What systems.	Communication plan. Radio Channels.
Contractors: • Safe working practices; • Competence.	Risk assessments and method statements, site guidelines. Experience, qualifications, insurance details.
Traffic Management: • Road closures; • Car parking.	Road closure orders. Traffic plans, car parking plans.
Welfare and Event Facilities: • Entertainment; • Medical; • Toilet; • Spectating; • Waste management; • Catering; • Security; • Anti-doping; • Lost children; • Customer information.	Site plans. Signage plans. Protocols. Accreditation — samples.

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