

Jessica Morris M6X02097Global Sports Events Management

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Appendices, Then, Appendix 1: Appendix 2: etc.

1.0 Introduction

After analysing the sports event calendar for Swansea, there is a gap in the market to host a gymnastics competition for gymnasts who attend sessions within six of the Local Authority sites: Bishopston, Cefn Hengoed, LC, Morriston, Penlan and Penyrheol. The purpose of a local authority gymnastics competition is to provide children aged between four and twelve years old with the opportunity to perform gymnastics routines on four pieces of apparatus in a competitive environment. (See Appendix 1).

In partnership with Swansea City Council intentions of the event are to achieve the principles outlined in the following Welsh Government initiatives including: Climbing Higher (2008), Future Generations Act (2015), Creating an Active Wales (2016) and the recent Launch of Vision for Sport in Wales and Healthy Active Fund (2018). These strategies aim to support sport participation in Welsh communities thus promoting a more healthy and active lifestyle for all. In addition, another prominent Welsh initiative devised by Sport Wales is the Community Sport Strategy (2012-2020), the aim of which is to encourage people of all ages in Wales to engage in sporting activities within their local communities.

You've provided a good summary of main policies and strategies but don't forget to include these in your references list next time.

1.1 Event Aim

An aim is an overall specification of the intention or purpose of a programme or institutional mission or policy. (Harvey, 2004).

To provide children aged between 4-12 years with the opportunity to perform a series of gymnastics routines on four pieces of apparatus in a competitive environment.

Good aim - clear and concise

2.0 Objectives

When setting objectives, the 'SMART' principle is useful. SMART is a mnemonic acronym, given criteria to guide in the setting of objectives which is associated with Peter Drucker's Management by Objectives Concept (1995) and George T Doran (1981). It is realistic to ensure that objectives are applicable to the type of event.

Organisational and event objectives must be aligned to achieve “congruence of goals” (Masterman, 2014:139).

Good citation

So are your event objectives congruent with Welsh Gymnastics objectives?

The event objectives are:

- Enable children to develop physical confidence by performing in front of coaches, judges, talent identification coaches and family members.
- Encourage discipline.
- Enable children to develop their social skills *Is this one SMART?*
- Allow children to showcase their gymnastics skills they have learned since attending sessions.
- Provide children with an opportunity to compete.
- Talent identification of children who have potential which can lead to them training at a gymnastics facility and ultimately progressing and developing their skills.
- To break even or make a profit.
- If the event is a success, make it occur on a yearly basis.

Good objectives.

In order for the event to be feasible, a feasibility study needs to take place. Van der Wagen (2010) documented the main elements of a feasibility study which involves the analysis of the context and rationale of the event, assessment of the resources and equipment required, evaluation of planning and operational requirements and finally development of recommendations and models.

Good citation

The feasibility stage determines whether the event can deliver the objectives. It tests the concept. (Masterman 2014:85).

P.E.

Good citation

2.2 Event Mission Statement

Source missing from references list

Hoye et al (2005:97) defines mission statement as “identifies the purpose of an organisation.”

The event’s mission statement is: “To enhance children’s lives in a nurturing learning environment through the sport of gymnastics. We strive to build on their character and instil self-confidence, motivation and coordination in a safe and rewarding

atmosphere.” This is a key sport development intervention in the gymnastics pathway.

3.0 Concept

The event proposed will require detailed planning and preparation to ensure it is organised and ultimately a success. Masterman (2014:221) asserts that “while the level of complexity and quantity may differ from event to event the same kind of organisation, planning, division of responsibility and careful attention is required for a local sports event as it is for a major event”. The implementation stage “involves the determination of strategies that can achieve the objectives”. (Masterman 2014:86). This will help to ensure the event runs smoothly and efficiently. A variety of aspects need to be considered and planned effectively in order to deliver goods and services to meet the needs of the customer. “Operations management is the management of processes, people and resources in order to provide the required goods and services to a specified level of quality in doing so in the most cost effective way”. (Johnson and Clarke 2001:4).

Quotes of this
Harvard referen
future:
[https://www.uv
handbooks/](https://www.uv
handbooks/)

Good theoretical underpinning here, however, a little too reliant on quotations. Try to paraphrase and summarise the literature instead as your prose will flow better.

3.1 Scale

The event proposed is classified as a minor event or Type E. According to Wilson (2006) and Gratton (2010), minor competition/spectator events generate very limited economic activity, no media interest and part of an annual domestic cycle of sports events. The event is specifically designed for amateurs. Foster et al (2016:216) categorises this event as “Amateur Formal Events”, where rules must be followed, an official is involved and a federation sanctions it”.

Good citation

Source missing from references list

Good underpinning again
here

3.2 Timings

The event will take place on 24th November 2018. This is a realistic date as the competition season in Artistic Gymnastics is from February to June and September to late November. Van der Wagen (2010:29) acknowledges that the timing of an event is often limited by the sporting season and their traditional competitions. The

Good point

Good citation

competition will begin at 9am and finish at 5pm. Additionally, it provides coaches at each site with four weeks to prepare gymnasts for the competition and ensure they know their routines for the day. From a management perspective, four weeks will enable marketing to be conducted via direct contact with parents of the children involved informing them of the details of the event for example: location, cost, registration, timings, etc. (See Appendix 2). Naylor (2002) suggests that operations management concerns the achievement of organisational goals through working with and through people, realising the greatest benefits from limited resources and balancing efficiency, effectiveness and equity.

Good point

Source missing from references list

3.3 Location/Facilities

The competition will take place in the LC Swansea as it is the largest site and will be able to accommodate the number of people attending the event. The sports hall will be required to host the participants; therefore, the LC will need to contact customers to inform them of the date of the competition and make necessary changes to the fitness timetable and junior programmes for this event.

The LC Swansea is accessible as it is surrounded by various transportation links such as buses, trains and easy to get to via car. Therefore, the location is accessible to participants as the location is central to all sites. (See Appendix 3)

Good
signposting.

3.4 Target Market

The target market is a specific market segment at which a marketing campaign is focused. It involves analysing the market into various segments and applying this to the event. (Ward 2018)

P.E.

The target audience is current members of the gymnastics courses within the six local authority sites in Swansea aged between four and twelve years. The target market is both young males and females. The event is targeted at children who may not have the potential to develop as a gymnast and focused more on building confidence and development of fundamental skills.

Some of the sites are based in socially deprived areas such as Cefn Hengoed, Morriston and Penlan. The competition will target members who attend sessions within these areas whose parents or guardians may have low disposable income therefore may not have the same opportunities as those living in affluent areas.

"Socio-economic factors such as class and education, as well as hereditary determinants can have a detrimental effect on an individual's health". (Civaner and Arda, 2008:267).

3.5 Sponsorship

"Sport sponsorship involves a third party (called the sponsor) investing in activities that promote its brand or stature (financial or otherwise), through associating with a sponsors property (called the sponsee), and using that association to access, ideally in a compelling way, stakeholders of the sports property," (Foster et al 2016:270).

Four gymnastics centres will be invited to be sponsors, therefore a flat structure as they will all be of equal status and pay the same fee. 'No differentiation in their status and the way they are acknowledged' (Masterman 2014:331). They will have the opportunity to market and advertise their gymnastics classes which could benefit them financially. Each sponsor will be required to complete a sponsorship contract. (See Appendix 4).

3.6 Partners

Partners are defined as "a legal form of business operation between two or more individuals who share management and profits" (Entrepreneur 2018).

The partners for the event include:

- Welsh Gymnastics
- Internal partners from each of the six sites e.g. gymnastics course instructors.

3.7 Stakeholders

"A stakeholder is any group or individual who can affect or is affected by the achievement of the organisation's objectives". (Freeman 1984) P.E. Good citation

The key stakeholders for the event include:

- Competitors
- Swansea County Council
- Freedom Leisure *Welsh Gymnastics? Or as a partner - they could have surely offered some resources and help?*
- Employees
- Coaches from the gymnastics clubs within the Swansea and Neath area to talent identify children with potential.
- Retail stall holders
- St.John's Ambulance *Are they necessary? Also, they would be a service provider not stakeholder.*

The stakeholders will be contacted prior to the event and sent an email to confirm the event details. (See Appendix 5 for full list)

3.8 Environmental and Situational Analysis

Analysis is a vital component when planning an event; therefore a number of areas need to be taken into consideration. Parent and Smith Swan (2013:108) states "it is important that no area of analysis is neglected and each is considered within the context of each other".

Environmental analysis includes internal and external components. Internal analysis involves analysing the consumer, company and competition. The external analysis consists of four components including political, economic, social, technological (PEST). (See Appendix 6)

Situational analysis enables the business to place itself in perspective in terms of what products and services they provide. SWOT analysis highlights the main internal strengths and weaknesses, together with any external opportunities and threats. The findings from SWOT analysis enables the business to identify areas of improvement which can assist in short- and long-term objectives. Piercy (2002) argues that for a SWOT analysis to be a productive exercise there needs to be an area of focus, the

criteria needs to be viewed from an external perspective and the use of conversion strategies are necessary. (See Appendix 6)

You should have summarised the main findings here, and thinned out the theory.

4.0 Resources

Resources are a stock or supply of money, materials, staff and other assets that can be drawn on by a person or an organisation in order to function efficiently. (Oxford Dictionaries English, 2018) (See Appendix 7 for full list)

4.1 HR – Staff and Volunteers

Adequate staffing depends on the number of participants and spectators attending the event, therefore ratio requirements must be considered. Each member of staff will have a role and responsibility to fulfil in order to make the event a success. “The staff members will be a major component in the success of all facilities and events” (Beech and Chadwick 2013:377). P.E.

Good citation

To ensure the event is cost effective, the local authority will use the coaches and attendants currently employed by the organisation. There will be four coaches altogether from the six sites combined. The local authority will contact Gymnastics Centres within the Swansea and Neath Area to make them aware of the event and invite them to be talent identification scouts. Two coaches from each gymnastics centre will be judges on the day as this provides them with a good opportunity to analyse performance and decide whether individuals have the talent to progress as a gymnast. Therefore, a total of eight judges will be required.

For the competition to run efficiently members of staff will each have a role and responsibility to fulfil and they will be made aware of this prior to the event. Having the appropriate and correct amount of staff is vital in order for the event to run smoothly. (See Appendix 8) Beech and Chadwick (2013:377) states “having the right staff for the right job is essential to the successful operation of any event or facility”. Good citation

In terms of cost effectiveness, the older gymnasts aged ten or older can be runners which will require them to collect the score cards off the judges and hand to the member of staff in charge of scoring. Therefore, they will be volunteers which will

receive no monetary compensation. According to Davila et al (2016:234), "volunteers need to feel useful and deliver value that contributes to the event".

Good citation

Can you reward in any other way as well e.g. free t-shirt?

4.2 Facilities and Equipment

Swansea Council will provide the sports hall free of charge in an act of kindness because the event is primarily for the local communities. This alleviates the risk on the expenditure side. Gymnastics sessions are held weekly in the LC Swansea, therefore for the event the gymnastics equipment stored in the LC will be used. This is cost effective as equipment doesn't need to be hired for the event. The gymnastics equipment will be checked during the risk assessment process to ensure that it is suitable to use.

What if they don't? This is a risky assumption.

4.3 Sales and Marketing

The cost of the event will be £3 per participant. The price will be detailed in a letter sent to parents/guardians. The local businesses attending the event will be charged a fee of £150 to generate a profit. The sponsors will also be charged a fee of £50 each. All of these will be required to be paid in advance to avoid the need for handling cash on the day and minimise the risk of participants and stall holders not attending.

Good point

The event is locally based, sport specific and has a competitive aspect. (Appendix 9). This refers to market segmentation which is how an event should be positioned in relation to the competition and based on environmental analysis. (Parent and Smith-Swan 2013:99). Market segmentation consists of three parts, segmentation, targeting and positioning.

P.E.

Good citation

"Marketing is an organisational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organisation and its stakeholders". (American Marketing Association in Foster et al (2016:242). In relation to sports marketing, it is designed to meet the needs and expectations of the consumers through exchange processes. According to Shank (2005) in Foster et al (2016) "Sport marketing is the

P.E.

Long quote - needs indenting

Too many quotes here - try to paraphrase instead.

specific application of marketing principles and processes to sport products and content and to the marketing of non - sports products and content associated with a sport.”

Each child participating will receive a certificate and medal and those who place will receive a trophy. (See Appendix 10). To ensure the event is cost effective certificates will be designed by the gymnastics coaches and printed from one of the local authority sites. Therefore, trophy and medal suppliers will need to be contacted in advance to ensure an order is placed and everything is prepared for the competition. (See appendix 11). On the day of the competition there will be a member of staff advertising memberships, junior activities and current offers within the local authority. (See Appendix 12). This allows Swansea Council to promote all six centres and attract customers. Promotions are “the vehicles through which the marketer conveys information about the product, place and price. Promotion is a P.E. Source missing from references list al mechanism for positioning a product and its image in the mind of a consumer” (Mullin et al 2000:84). Marketing of sport is useful in order to advertise the local authority's own products, services and facilities. Marketing of sport is the use of marketing strategies and tools by sporting organisations and athletes P.E. to market or co-market their own properties, services, facilities, events and personas. (Foster et al 2016:243). Good citation

Additionally, there will be a sports photographer taking pictures of the gymnasts while performing and if parents/guardians are interested they can purchase photographs from their stall or online via a link. (See Appendix 12). A local leotard company called Quatro will be at the event selling leotards to those who wish to purchase them. There will be a food stall on the day which will enable participants and spectators to purchase hot and cold snacks and beverages. (See Appendix 12). The food stall will have a five star rating to ensure that food hygiene laws and standards are implemented. Mobile Catering Wales will be contacted prior to the event to arrange the types of food and drink which will be appropriate for the event. There will also be a sweets and confectionary stall for participants and spectators to purchase from if they wish. (See Appendix 12). Marketing through sport is likely to occur which is the use of marketing strategies P.E. Good citation and tools by non-sport organisations to market products and/or services through sport. (Foster et al 2016 p.243). It is useful to market through sports events as this provides an opportunity to advertise products and services to a wider audience and interact with customers. Parent and

Smith Swan (2013) states "The ability of sport events to tap into the emotion and passion of consumers offers the marketer unparalleled opportunity to connect with them at a personal level".

Good quote.

4.4 Partnerships

Capital letter

The Local Authority is in partnership with Freedom leisure.

4.5 Budget

Budgeting is essential in order for the event to be a success. "Financial management and control are essential elements for the successful delivery of an event," Masterman (2014:149). Budgeting is beneficial as it requires planning and preparation to occur in advance as research is required in order to engage the organisation in planning. Also, budgeting serves a communication tool with regard to identifying how many employees are needed for the event. The aim of the event is to break even which refers to where the revenue is equal to expenses. (Goldbatt 2002 cited in Van der Wagen and White 2010:337).

P.E.

Good citation

A cash flow forecast is a useful tool because it allows an estimation of cash inflows and outflows over a specific period and can help determine whether the event will make a profit, loss or break even. It will assist the event organisers to overcome cash flow shortfalls. (See Appendix 13).

4.6 Health and Safety

Employers and employees have direct responsibilities under the Health and Safety at Work Act 1974 (HSWA), whilst employers, employees and volunteers have a common law 'duty of care' to other people.

A thorough risk assessment will be completed by the health and safety manager at the LC to ensure that the leisure centre abides to health and safety legislation and additionally to ensure the facility is safe for an event to take place. According to Beech et al (2013:325) employers are required to identify the risks involved in any

Good citation

sporting activity/event and to take reasonable precautions to prevent injuries. It is essential that event managers and organisers ensure insurance particularly Public Liability Insurance is in place as it is a fundamental legal principle if anyone tries to sue the organisation. According to Beech and Chadwick (2013:367), a facility's legal liability for personal injury claims is usually caused by the facility's failure to meet minimum standards of safety, suitability or sanitation. Therefore, it is of upmost importance that a sufficient risk assessment is completed prior to the event. (See Appendix 14).

All members of staff currently working for the Local Authority are DBS checked, therefore are able to work with children and vulnerable adults. Additionally, all employees are First Aid Trained so will know exactly their roles and responsibilities in the case of an accident or emergency. They know how to complete an accident and incidents report forms correctly. (See Appendix 15) St John's Ambulance will be at the event to provide first aid if necessary. (See Appendix 16) Furthermore, employees understand the procedures to follow in the case of a fire as they have attended fire evacuation training at one of the sites. On the day of the event, announcements to the audience will be made notifying them of the nearest fire exits and providing advice to ensure a smooth and efficient exit if a fire occurred and to alert everyone attending the event if there are planned fire test drills happening on this date. Stall holders selling food and beverages need to hold a Food Hygiene certificate and a photocopy of this will be required prior to the event as proof.

Good point

Good point

Prior to the event a letter will be sent to parents/guardians informing them of the details and there will be an option for them to sign with regard to whether they want their children to be photographed during the competition. This information will then be provided to the photographer to ensure they know which children have consent to be photographed and those who don't. In the letter parents are also asked to detail if their child has any health issues, this information will be shared amongst the coaches, so the coaches are aware of the individuals with health problems. (See Appendix 3)

Good attention to detail here

4.7 Logistics

Beech et al (2013:364) defines logistics as “logistics concerns the whole operation, not just during the event, it includes event set up and shut down”.

According to O'Reilly et al (2016:226) “planning involves a detailed outline of timelines and actions over time to achieve the final product”. Logistics assists event managers to identify elements of the event's operation. The event organiser will be in constant contact with the local authority and employees attending the event.

4.8 Critical Path Analysis

This is a step by step approach of how the event is to be planned which will aid organisation for the event organiser. (See Appendix 17 and 18)

4.9 Event Evaluation and Feedback

“Event evaluation will help to create an event profile that will outline the basic features and important statistics of the event. It also provides feedback to event stakeholders and can act as a tool for analysis and improvement for future events.” (Beech and Chadwick 2013:365).

There are three main phases for the evaluation process which include: pre-event evaluation which takes place before the event and known as a feasibility study. Monitoring the event occurs during the implementation of the event to ensure everything is running in accordance to the schedule. The post-event evaluation is the final phase which focuses on the event outcomes and how the event can be improved. According to Beech and Chadwick (2013:365), post-event evaluation is often calculated by the events impact (positive, negative, short term or long term) on the stakeholders and community.

After the event has ended, a meeting will take place with the sponsor and stakeholders to gather their thoughts and ask questions in relation to the event.

Questionnaires will be created prior to the event and will be distributed to parents or guardians of the children competing in order to generate a consensus of how the day

went and areas of improvement. (See Appendix 19) This then allows employees to analyse the data and generate results. A staff briefing with managers will take place on Monday 26th November in the Guild Hall to discuss the positive and negative aspects of the day and to feedback the results of the questionnaires. Also, a discussion will occur regarding whether to make the gymnastics competition an annual event. (See Appendix 20).

Good point

5.0 References

These are well presented show good evidence of engagement with the literature

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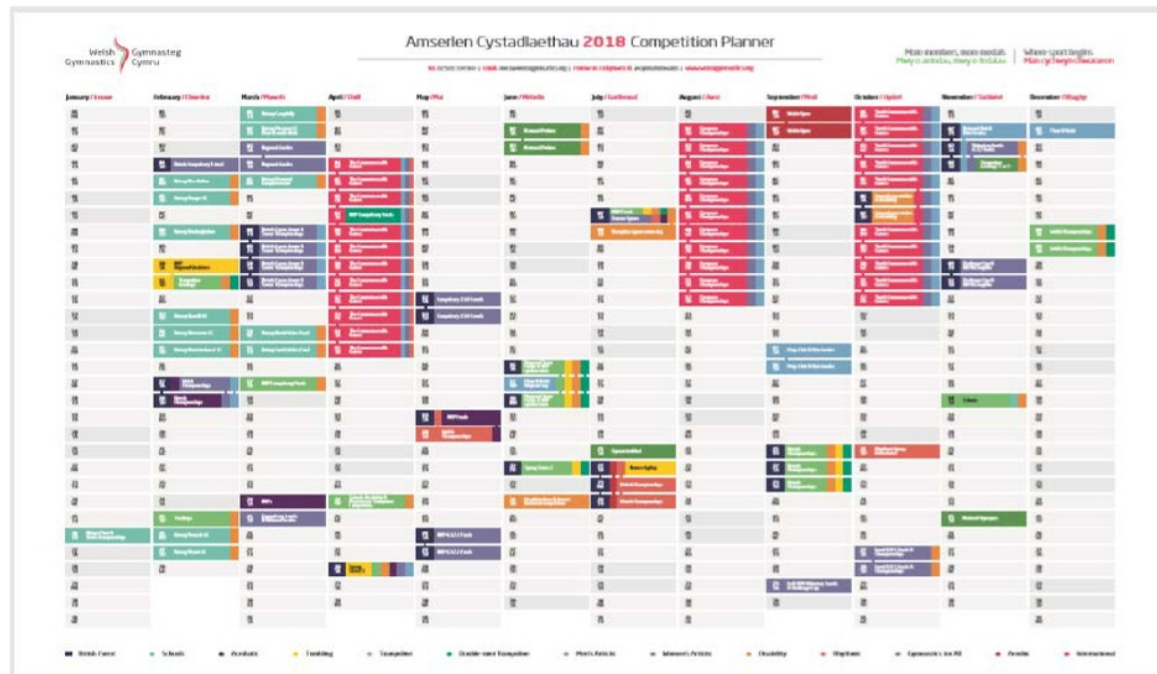
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6.0 Appendix

Appendix 1



Sport Wales – Welsh Gymnastics Competition Planner

Appendix 2**Letter of Invitation**

Dear Parent/Guardian,

Your son/daughter is invited to attend Swansea City County Gymnastics Competition. The competition will take place at the LC Swansea on Saturday 24th November 2018. It will start at 9am and finish 5pm approximately. The cost is £3 per participant which can be paid in cash or cheque (cheques payable to Swansea City County Council).

All participants are required to wear appropriate sports kit for the competition. If you are willing for your son/daughter to participate in the event, please complete the consent slip below and return it along with your payment. Please could the payment and consent slip be sent in a sealed envelope with your child's name written clearly on the front by 17th November 2018.

Yours Faithfully

Miss Jessica Morris
(Sports Events Co-ordinator)

Excellent

I am willing for my son/daughter (name) to participate in the Swansea City County Council Gymnastics Competition on the 24th November 2018 and enclose a fee of £3.

Please state whether you are willing for your child to be photographed for marketing and media purposes by ticking the box ☐

Please indicate in the space below if your child has any health issues

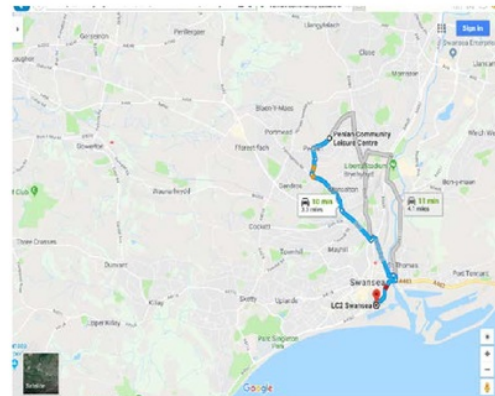
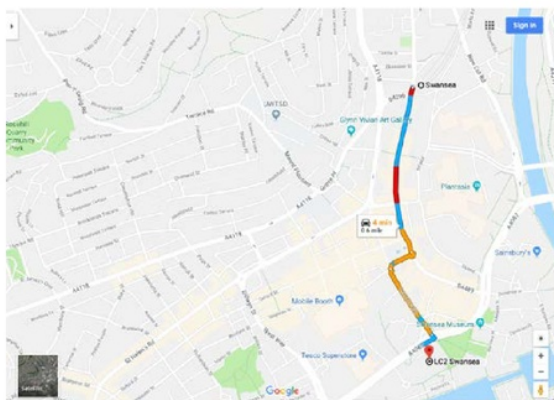
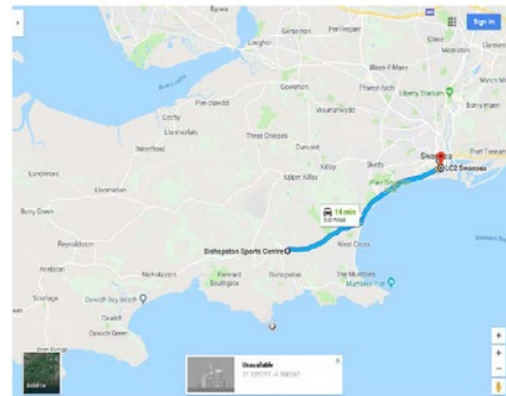
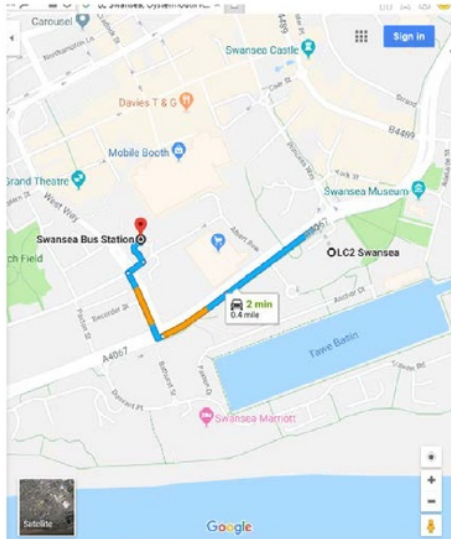
.....
.....

Parent/Guardian signature



Appendix 3

Location and Transport to the LC Swansea



Appendix 4**Event Sponsor Contract**

❖ To be completed by all four gymnastics centres.

Event Details**Name of Event:****Contact Details:****Tel No:****Email:****Sponsor Details****Name of organisation/company:****Address:****Contact name:****Job title/Position:****Tel No:****Email:****Sponsorship Type:****Sponsorship Total:****Contract Length:****Start date:****End Date:**

Appendix 5

Stakeholder List

- Leotard Company e.g. Quatro – a local business which sells leotards
- Sports Trophy and Medal supplier
- Sports Photographer
- Mobile Catering Wales
- Love Candy Floss Events
- Four Gymnastics Centres – Swansea, West Street, Llanelli and Neath Afan

Appendix 6**PEST and SWOT Analysis****Political**

- The event will work towards key Welsh Government legislation such as the Climbing Higher (2006), Future Generations Act (2015), Creating an Active Wales (2016) and the Launch of Vision for Sport in Wales and Healthy Active Fund (2018).
- Work towards Sports Wales visions outlined in Community Sport Strategy (2012-2020).

Economic

Need to focus more on external factors

- Provides an opportunity for local businesses to advertise their products and services.
- Potential increase of customers to the LC Swansea

Social

Need to be external social factors

- Help to encourage others to participate in sport or physical activity, therefore leading to communities being more physically active.
- Create various cohesive communities as outlined in the Future Generations Act (2015) and Community Sport Strategy 2012-2020).

Technological

- The use of posters, leaflets and flyers to encourage people to take part in physical activity or sport and therefore to increase participation within the local authority sites.

Strengths

- The event is inclusive and enables children to demonstrate the skills they have learnt in front of an audience. Therefore, can improve self-confidence and self-esteem.
- Accessible location to accommodate for number of competitors and spectators.
- Targeting socially deprived areas in Swansea and providing children with an opportunity to compete in a competition as parents/guardians may not be able to afford to send their children to a gymnastics centre.

Weaknesses

- Cost implications for car parking and other forms of transportation such as buses, trains, etc.
- Not guaranteed to get the estimated amount of competitors as they may have other commitments on the date.

Opportunities

- Provides children with an opportunity to compete in a local competition. *What are the external opportunities e.g. partnership working for example.*
- Encourages children to continue to participate in gymnastics.
- Potentially increase participation e.g. spectators watching may want to try gymnastics sessions at one of the six sites.
- The event could become an annual event
- The event could generate a profit.

Threats

- The event could clash with other events happening on that day in the local area.
- Availability of the venue.
- Possible transportation delays.

Appendix 7**Resources**

The resources necessary for the event include:

- 4 gymnastics coaches
- 8 gymnastics coaches from gymnastics centres
- 6 leisure attendants
- 120 certificates
- 120 medals – generic medal of participation
- 9 trophies – 3 bronze, 3 silver and 3 gold
- 120 letters sent to parents/guardians
- 12 judging sheets for scoring
- 2 Beams
- 2 Bars
- 2 Red Floor mats
- 2 Vaults
- 10 crash mats

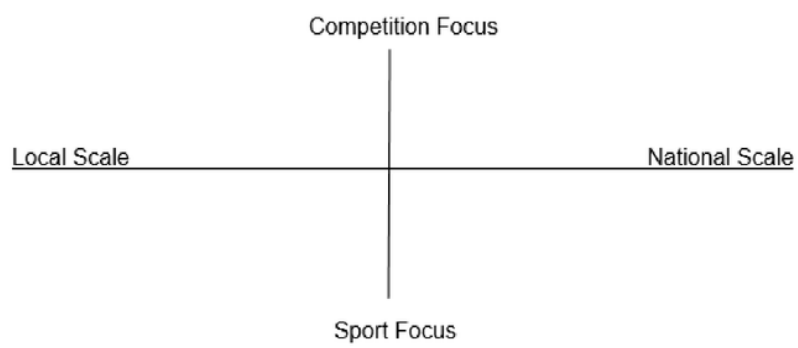
Appendix 8**Roles and Responsibilities**

For the event six leisure attendants will be required altogether. Their roles and responsibilities are as follows:

- Two members of staff will be required to welcome and register competitors and provide them with the correct information.
- One member of staff to make announcements throughout the event.
- One member of staff will be responsible for ensuring the gymnasts are following the correct schedule and order of performance in terms of apparatus they will be competing on.
- One member of staff will be in charge of scoring.
- One member of staff will be promoting the local authority leisure centres, handing out leaflets and answering any questions from the public.
- Volunteers – older gymnasts aged 10 and above will collect score cards and hand to the member of staff in charge of scoring.

Appendix 9

Market Segmentation



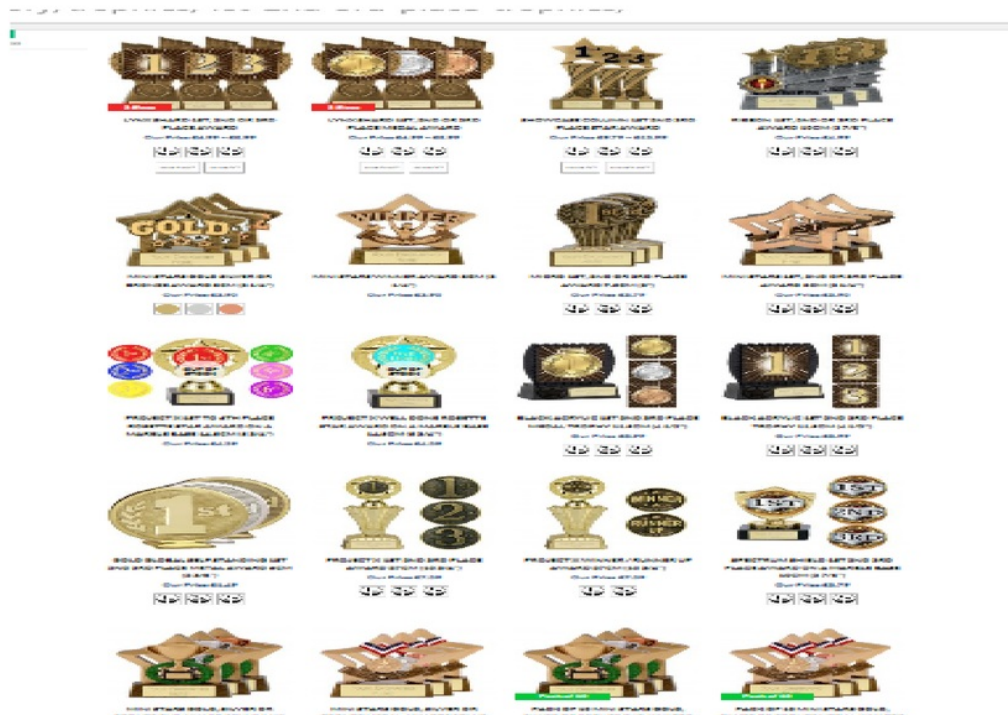
Appendix 10

Certificate of Participation



Appendix 11

Trophy and Medal Supplier



Jessica Morris

P152153

Global Sports and Events Management

No products in the cart.



Excellent service

Excellent service
Nigel Fox, 2 hours ago



Pack of 50 & Ribbon

PACK OF 50 X GOLD
GYMNASTICS MEDALS
WITH RED, WHITE & BLUE
RIBBONS 45MM (1 3/4")

Our Price £64.99



Pack of 50 & Ribbon

PACK OF 50 X GOLD
GYMNASTICS MEDALS
WITH RED, WHITE & BLUE
RIBBONS 45MM (1 3/4")

Our Price £64.99



Pack of 10 & Ribbon

PACK OF 10 X GOLD
GYMNASTICS STAR
MEDALS WITH RED,
WHITE & BLUE RIBBONS
45MM (1 3/4")

Our Price £12.99



Pack of 10 & Ribbon

PACK OF 10 X GOLD
GYMNASTICS STAR
MEDALS WITH RED,
WHITE & BLUE RIBBONS
45MM (1 3/4")

Our Price £12.99

© 2020 Global Sports and Events Management

Our customers say Excellent  9.4 out of 10 based on 4,268 reviews 

Appendix 12

Local Businesses

gymnastics & football course
at morriston leisure centre
new term starts from 5 november 2018

gymnastics
Improves coordination, flexibility, core strength and aerial skills
Tuesday 4.30pm - 5.15pm (4-5yrs) 5.15pm - 6.00pm (7-12yrs)
Thursday 4.30pm - 5.15pm (4-5yrs) 5.15pm - 6.00pm (6-7yrs) 6.00pm - 6.45pm (7-12yrs)

football
Improves coordination, basic football skills and techniques
Friday 4.15pm - 5.00pm (3-4yrs) 5.00pm - 6.00pm (5-7yrs) 6.00pm - 7.00pm (8yrs +)

NEW COURSE

For more information or to book call our reception team on 01792 797082
www.freedom-leisure.co.uk

kidsholidayclub

Have you booked your child in to our 7th term multi sports days
Monday 29th Oct - Friday 2nd Nov
Ages 9-12yrs
8.30am - 5.00pm £12 per child/day
Call us on 01792 797082
Spaces are limited

Ydydd chi wedi bwcio lle i'ch plant yn ar ein diwrnodau amli-chwasuon droed y tymor
Dydd Llun 29 Hyd - Dydd Gwener 2 Tach
5-12 oed
8.30am - 5.00pm £12 y plentyn/y diwrnod
Ffoniwch ni ar
01792 797082
Nifer cyfyngedig o lecedd sydd ar gael

www.freedom-leisure.co.uk

your interests...

Please tick all that apply:

☐ gym	☐ memberships
☐ swimming	☐ events & entertainment
☐ exercise classes	☐ sports activities
☐ children's activities	☐ family activities

We'd like to keep in touch with you but we need your permission first. Please tick the box below to provide your details for us to collect and process your details for marketing. To view our Privacy Policy visit the website at www.freedom-leisure.co.uk/privacy

Would you like to know more about membership options? Yes / No

www.freedom-leisure.co.uk

complimentary one day pass

parent/guardian name: _____
email: _____
phone: _____
date: _____

FREE 3 day activity pass

parent/guardian name: _____
email: _____
phone: _____
date: _____

it's party time!

you are invited to...

date: _____
time: _____ until: _____
at: _____
from: _____ rsvp: _____

Helpful hints...
Guests for birthday parties may enjoy their own disco provided other basic non-musical rules from evening events are available.
For additional parties please bring morning costumes and shoes.
Our soft play, trampolines and luxury candle parties attract big costs.

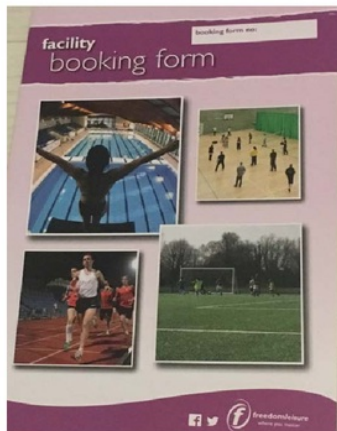
FREE child swim
(under 16s) with this voucher

Please complete the following details and hand the voucher in at reception to claim your free swim:

parent / guardian name: _____
email: _____

We'd like to keep in touch with you but we need your permission first. Please tick the box below to provide your consent for us to collect and process your details for marketing. To view our Privacy Policy visit the website at www.freedom-leisure.co.uk/privacy

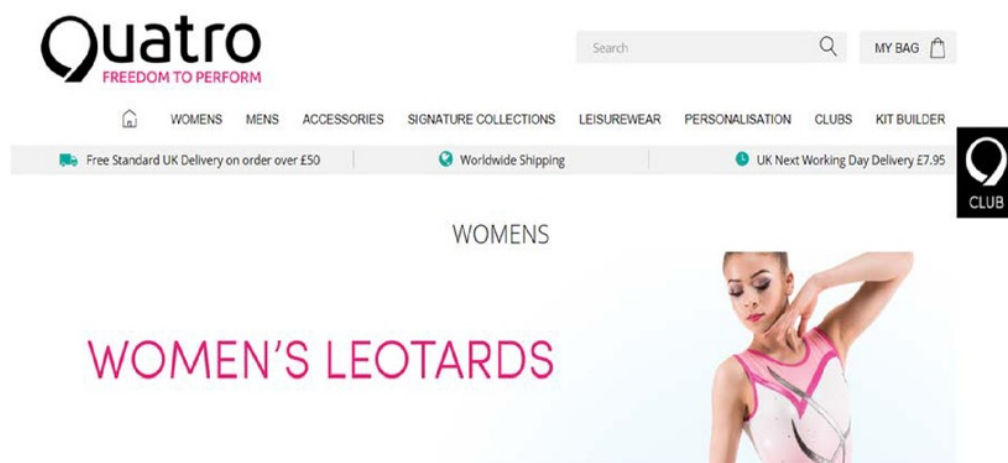
Terms and conditions: Voucher can be used during any public session. Under 16s must be accompanied in the water by an adult in all cases. Voucher cannot be used in conjunction with any other offer. No cash value.



Freedom Leisure



Sports Photographer





MOBILE CATERING WALES
★★★★★

Dedicated to quality, service and hygiene...

Home Services About us Contact

01792 892197
07854 460512

SNACK BAR
EAT AT THE FINEST BURGER BAR

CELTAIC PRIDE

Tea
Coffee
Hot Chocolate

A wide variety of hot or cold drinks

Slush Yards - Available in 12oz/17oz

Popcorn & Candy Floss

Welcome to Mobile Catering Wales...
Mobile catering wales provides a first class service for all your food and drink requirements. We are able to come to the venue of your choice at a time that suits you.

Why choose us?
You should choose us because we specialise in Mobile Catering and you will receive a professional service and high quality food from our friendly and well trained staff. This will ensure your function runs smoothly.

Food and beverages supplier



Twitter Instagram Facebook Pinterest Google+

Love Candy Floss Events
Entertainment & Catering

Corporate Entertainment, Mobile Catering & Event Management
Candy floss and Popcorn machine hire for events

HOME Corporate Entertainment Mobile Catering Event Management More...

Sweet Stalls and Chocolate Buffets

Sweet Tables and Carts for your guests to enjoy.

Quick Quote

Sweets and Confectionary Supplier

Appendix 13**Cash Flow Forecast**

*Good detail
here*

Cash Flow Forecast for Local Authority Gymnastics Competition				
Number of Participants		60	120	
<u>COSTS</u>				<u>Comments</u>
Venue and Equipment				
Sports Hall	£ -	£ -		<i>provided at no cost from City and County of Swansea</i>
Gymnastics Equipment	£ -	£ -		<i>provided at no cost from City and County of Swansea</i>
Seating	£ -	£ -		<i>provided at no cost from City and County of Swansea</i>
PA System	£ -	£ -		<i>provided at no cost from City and County of Swansea</i>
Medals	£ 77.94	£ 155.88		<i>£12.99 for 10</i>
Trophies	£ 31.50	£ 31.50		<i>9 (1st/2nd/3rd for 3 age groups) @ £3.50 each</i>
Admin				
stationary	£ 12.00	£ 24.00		<i>paper, pens and printing cost @ 20p per participant</i>
Staff				
Coaches	£ 320.00	£ 320.00		<i>4 @£10 per hour for 8 hours</i>
Judges	£ -	£ -		<i>provided at no cost from gymnastic centre</i>
Leisure Attendants	£ 192.00	£ 384.00		<i>1 per 20 participants @ £8 per hour for 8 hours</i>
TOTAL COSTS	£ 633.44	£ 915.38		
<u>REVENUE</u>				
Entry Fee for each Participant	£ 180.00	£ 360.00		<i>£3 per entry</i>
Fees from external Business' attending event				
Sports Photographer	£ 160.00	£ 220.00		<i>£100 plus £1 per participant</i>
Food and Drink Stall	£ 150.00	£ 150.00		<i>£150 fixed fee</i>
Sweets and Confectionary Stall	£ 150.00	£ 150.00		<i>£150 fixed fee</i>
Leotards Seller	£ 150.00	£ 150.00		<i>£150 fixed fee</i>
Sponsorship				
External Gymnastics Centres	£200.00	£200.00		<i>£50 per Centre (4 No.) for advertising at event</i>
TOTAL REVENUE	£ 990.00	£ 1,230.00		

Appendix 14**Exemplar Risk Assessment**

Good content, formatting could be better

What are the hazards?	Who may be harmed? (Specify the group of people which may be harmed)	What is done to minimise the risks? (provision of training, corporate and local standards complied with existing codes of safe working practice, protective equipment, guarding, supervision, monitoring systems, specific assessments under health and safety regulations, e.g. COSHH, DSE, noise manual handling, fire evacuation etc)	Risk Level (Low medium or high)	What needs to be done? (What action should be taken or needs to be considered in order that the risks identified are effectively controlled?)	By when? (What is the target date for completion)
Equipment Dismantling, staff training, failure in use, maintenance programme, unauthorised/unqualified use, booking controls and security procedures, inadequate storage, security & housekeeping in stores, condition of gym mats, and gymnastics equipment.	Public and club members	- Procedures for equipment use and storage are detailed in leisure centre health and safety file. - Staff are inducted and trained by duty manager and duty officer in handling specific equipment. - Daily visual checks of equipment are performed by qualified coaches, supervisors and managers prior to use. - Equipment is serviced by an approved contractor. - All equipment inspections are recorded and filed.		- Access control has been reviewed. Metal shutters now installed on all hall stores. This will prohibit unauthorised public access to the stores. - Ensure equipment is included in ongoing training plan and is recorded. - Ensure all duty managers and duty officers are competently trained as part of the induction process for all equipment practices especially large apparatus. - Implement system for more regular equipment checks to be performed and recorded by competent person.	
Storage Facilities Controlled access, unauthorised access prohibited, good	Public and staff	- No smoking policy in building, Government law - Areas used for			

housekeeping, organised and well managed storage.		- mat storage detailed in leisure centre file. - Appropriate fire fighting equipment annually serviced and readily available.			
Access to sports hall and changing facilities Preventing unauthorised access, misuse of facilities, and misuse of equipment.	Public	- All controlled via centre entrance at reception. - Entrance door to halls can be chained and padlocked shut on occasion to prevent access when not in use. - Periodic hall checks made throughout shift by staff. - Refer to events for commercial function access control.		Remove all unwanted or prohibited items.	
Floors, walls, ceiling and lighting Maintenance of playing surface, falling objects, sufficient operation of lighting.	Public and staff	- Hall floors regular cleaning regime scheduled. Cleaning agent used. - Walls well Maintained. - Lighting levels monitored and replace light tubes as PPM as necessary. - Emergency lighting system operational and tested and recorded.		Walls require maintenance	
Emergency Exits Clearly signed, illuminated signs, protected from ball impact, push bars operational, sufficient exits.	Public and staff	- Exits clearly marked with statutory illuminated signs. - All push bars operational. - Clear access and sufficient exits available. - All fire exits are controlled via magnetic locks connected to the fire alarm system.		All doors require additional "KEEP CLEAR" signage – both internally and externally. Larger signage externally.	

		- Emergency over-rides fitted to external doors. - Keep fire exits clear.			
Electricity	Public and staff	All portable appliances are PAT tested as deemed necessary.		Report any faults by following the correct procedure.	
Seating and spectator area Seating units or chairs.	Public and staff	- Staff specifically trained in setting up and dismantling units during induction. - Units are regularly serviced. - Aisles to be kept clear.			
Specialist Activities Coached session quality of coaching, coaching support, qualifications of staff, coach/pupil ratio.	Public and staff	- All coaches are fully qualified in recognised activities. - Records maintained on personal file of qualifications. Copies of certificates are held on file. Coached to pupil ratios are adhered in accordance to NGB guidelines. - Coaches are DBS checked.			
Events	Public and staff	- Special event seating arrangements authorised by Licencing Officer prior to events. - Special events contractors are vetted and approved. - Contract/booking form completed. Conditions of hire explained and copy given to hirer.		Arrange pre - event meeting.	

		• General hall capacities are specified in NOP. • Event safety is closely monitored by duty staff.			
--	--	--	--	--	--

Appendix 15**Accident Report Form**

Site:	Form Number:
-------	--------------

Casualty Details	First Aider Details
Name:	Name:
Address:	Centre:
Telephone Number:	Telephone Number:
D.O.B Age:	Job Title:
Gender: Male/Female (please circle)	
Who: Staff/Customer/Contractor (please Circle)	

About the Accident

Day:	Date:	Time:
------	-------	-------

Location

Did the accident occur on Freedom Leisure property? Yes/No (please circle)

Please specify where the accident happened (please tick)

Pool	Pool Water	Pool Changing Room	Pool Flume	Pool Inflatable	
Sports Hall	Studio	Gym	Outside Pathway	Bouncy Castle	
Squash Court	Sauna/Steam Room	Corridor	Fitness Class	Party Room	
Climbing Wall	Crèche	Toilet/Changing Facilities	Reception	Outside Other	
Car Park	ATP/MUGA Pitch	Tennis Courts	Café	Other	

Outside other (please specify)

Other (please specify)

Activity

Gymnastics	Sauna/Steam	Flume	Crèche	Football	
------------	-------------	-------	--------	----------	--

	Room				
Skateboarding	School Swimming	Trampolining	Martial Arts	Junior Gym	
Football	Workout Gym	Swim Club	Table Tennis	Badminton	
Roller Skating	Supervised Activities	Tennis	Basketball	Workout Studio	
Rugby	Netball	Hockey	Boxing	Other	

Other (please specify)

How did the accident happen?

Please detail how the accident happened including the events leading up to the accident:

Nature of Injury

Describe the nature and extent of the injury below.

Please circle the applicable answer

If a head injury was sustained was a 'Head Injury Leaflet' issued to the injured person: Yes/No

Was an ambulance called? Yes/No

Was the injured person advised to seek further medical attention as a precaution?
Yes/No

Is the incident a suspected RIDDOR? If so, has the HSQM been notified? Yes/No

Courtesy follow up call:

Please detail follow up information including the date and person who called in the box below:

--

First Aider signature Date:

Injured Person signature Date:

(if under 8 years – parent/guardian must sign)

Duty Manager signature Date:

Witness Details:

Name: Contact Number:.....

Name: Contact Number:.....

The following section is to be completed by Site Safety Co-ordinator or Centre Manager:

Information on accident form complete: Yes/No

Quality of report satisfactory: Yes/No

Information entered onto accident analysis: Yes/No

Hazard identified in risk assessment: Yes/No

Can anything be done to reduce or remove the short- or medium-term risk, if so please detail: Yes/No

Site Safety Co-ordinator/Centre Manager signature:

Date:

Comments (please detail in box below)





Incident Report Form

Site:	Form Number:
-------	--------------

Only complete if applicable

Customer Details	Witness Details 1:
Name:	Name:
Address:	Address:
Telephone Number:	Telephone Number:
Age:	Age:
Occupation:	Occupation:

Witness Details 2:	Witness Details 3:
Name:	Name:
Address:	Address:
Telephone Number:	Telephone Number:
Age:	Age:
Occupation:	Occupation:

About the Incident

Day:	Date:	Time:
------	-------	-------

Location

Please tick the appropriate box.

Poolside		Pool Water		Pool Changing Room		Pool Flume	
Sports Hall		Studio		Gym		Creche	
Squash Court		Sauna/Steam Room		Ten Pin Bowling		Cafe	
Climbing Wall		Children's Play Area		Outside		Other	

Outside (please specify)

Other (please specify)

Activity that led to the Incident

Please tick the appropriate box.

Public Swimming		School Swimming		Pool Inflatable		Pool Flume	
Football		Roller Skating		Trampolining		Bouncy Castle	
Supervised Children Activities		Gymnastics		Creche		Martial Arts	
Sauna/Steam Room		Workout Studio		Gym		Other	

Other (please specify):

Nature of Incident

Please tick the appropriate box.

Theft	Assault	Near Miss	Vandalism
Fire	Pool Rescue	Structural Damage	Power Failure
Chemical Spillage	Staff Incident	Equipment Failure	Other

Other (please specify):

About the Incident:

Please detail as much information as possible relating to the incident in the box below:

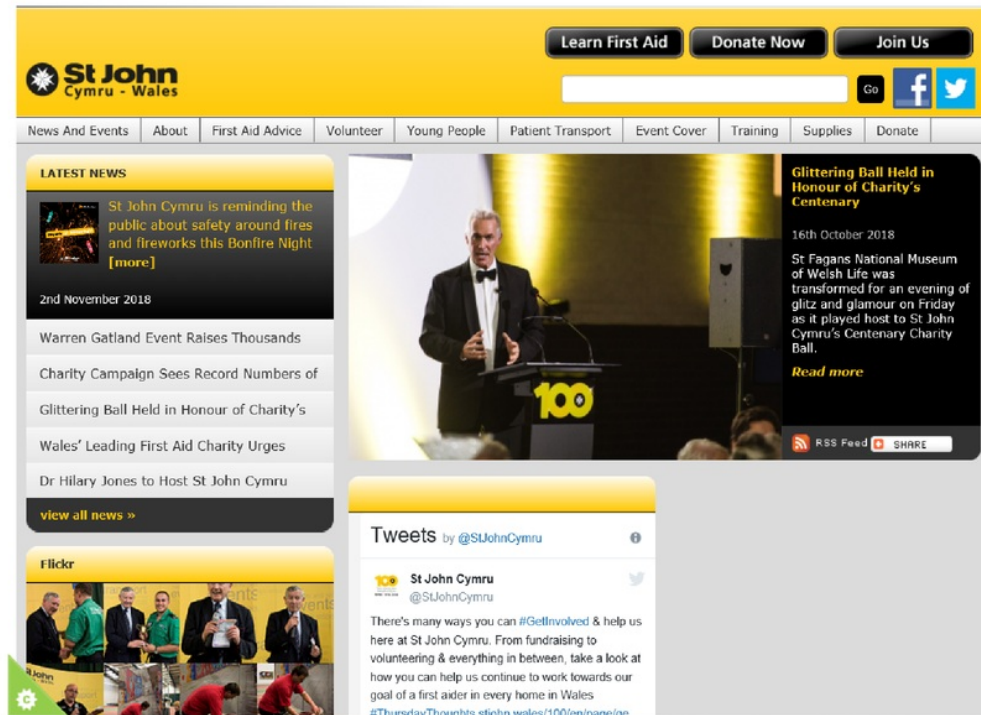
Was anyone injured as a result of this incident? Yes/No

Do you need to complete a RIDDOR form? Yes/No

Is a follow up required? Yes/No

Appendix 16

St Johns Ambulance



Appendix 17**Critical Path Analysis**

Month Week commencing	October					November			
	1	8	15	22	29	5	12	19	26
Select an event									
Choose a date and time for the event									
Determine a location and book the facility									
Meeting with local authority managers and employees to discuss the event details									
Establish a contingency plan									
Identify the sponsors, stake holders and partners and invite them to the event via phone call or email.									
Send a letter of invitation to participants in all six sites									
Allocation of staff roles and responsibilities									
Confirm participation attendance from six sites									
Contact suppliers and place orders									
Design and print certificates and questionnaires for the event									
Organise event schedule and set up.									
Send event schedule and equipment set up required to facility via email									
Risk assess equipment and facility									
Confirm attendance of stakeholders									
Briefing with employees establishing roles and responsibilities									
Event									
Evaluation with sponsor									
Meeting with Swansea Council managers to discuss the event and decide if it should occur annually									

*Good list of
tasks*

Appendix 18**Schedule of Events****Details**

120 competitors

Good

3 different age groups: 4-6years, 7-9years and 10-12years

As the LC has two sports halls combined into one, the competition will be split into two sections.



Time	Order of Events
9.00am	Registration for all competitors
9.30am	Warm up and stretch (15 minutes) Practice on all apparatus (45minutes) Sports Hall 1: 4-6years warm up Sports Hall 2: 7-9years warm up
10.30am	Rotation 1
11.00am	Rotation 2
11.30am	Rotation 3
12.00pm	Rotation 4
12.30pm	Lunch
1.00pm	Warm up and stretch (15 minutes) Practice on all apparatus (45minutes) Sports Hall 1: 7-9years Sports Hall 2: 7-9years
2.00pm	Rotation 1
2.30pm	Rotation 2
3.00pm	Rotation 3
4.30pm	Rotation 4
5.00pm	Presentation Hand out certificates and medals to participants. Trophies to those who come 1 st , 2 nd 3 rd .



Appendix 19**Questionnaire**

Please complete this questionnaire by ticking the appropriate box and providing details when necessary.

1. How did you hear about the event?

- | | |
|---------------|--------------------------|
| Invitation | ☐ |
| Word of mouth | ☐ |
| Media | ☐ |
| Other | ☐ |

If other please specify:

.....

2. On a scale of 1 – 5 (1 being poor and 5 being excellent), how would you rate the event?

- | | |
|-------------|--------------------------|
| 1 Poor | ☐ |
| 2 Fair | ☐ |
| 3 Good | ☐ |
| 4 Very Good | ☐ |
| 5 Excellent | ☐ |

3. Do you feel the event benefited your child?

- | | |
|-----|--------------------------|
| Yes | ☐ |
| No | ☐ |

If yes, please provide details:

.....

4. Do you think the event was organised?

- | | |
|-----|--------------------------|
| Yes | ☐ |
| No | ☐ |

5. How would you rate the following aspects of the event? Please tick the appropriate rating for each area mentioned.

	Poor	Fair	Good	Very Good	Excellent
Information provided prior to the event					
Cost of the event per child					
Competition Schedule					
Registration Process					
Location					
Parking					
Transportation Links					
Products and services provided by local businesses					

6. Were members of staff helpful?

Yes ☐

No ☐

If answered no, please specify details:

.....

7. Would you recommend gymnastics sessions at any of the Local Authority sites to others?

Definitely ☐

Probably ☐

Not sure ☐

Probably not ☐

Definitely not ☐

8. Overall, how satisfied are you with the event?

Very satisfied ☐

Satisfied ☐

Neutral ☐

Dissatisfied ☐

Very dissatisfied ☐

9. What recommendations would you make to improve the event? Please write your answer in the box below.

10. Were you aware of today's sponsor?

Yes ☐

No ☐

11. Do you think the gymnastics competition should occur on an annual basis?

Yes ☐

No ☐



Good questionnaire. May be a little long.

Appendix 20

Meeting Agenda



Date: Monday 26th November 2018

Excellent - well done for thinking about this

Time: 9am – 11am

Location: Guild Hall Conference Room

Local Authority Gymnastics Competition

1. Organisation of event
2. Sales and Marketing
3. Budget – Was a profit made or did the event break even?
4. Health and Safety – Was there any accidents or injuries reported?
5. Event Evaluation and Feedback – Views, opinions and areas of improvement
6. Should this event occur annually?



FINAL GRADE

75/100

GENERAL COMMENTS

Instructor

Jessica,

Well done as this is an excellent piece of work and I commend you for the considerable effort you have clearly put in.

I am very pleased with the extent to which you have engaged with the literature, with your attention to detail and with the excellent use you have made of the appendices.

The event concept is excellent and your rationale is very strong; although I would have liked you to have considered Welsh Gymnastics as a potential partner.

You have tried to underpin your writing with citations throughout, however, make you double check your references list as a few had been omitted. Please also try to paraphrase and summarise the literature more often, as you need to be less reliant on quotations and your prose will flow better as a result. This will also make your writing more succinct and you won't struggle as much with the word count - you are about 500 words over and I have therefore taken that into account.

The breakdown of your mark is as follows:

Engagement with literature: 23/30

Knowledge & understanding: 15/20

Cog. and intellectual skills: 22/30

Practical application skills: 7.5/10

Transferable & professional skills: 7.5/10

Please take advantage of one of my drop in tutorial sessions if you wish to discuss any of the above points.

Matt James

07.12.2018

PAGE 1

PAGE 2

Text Comment. Good table of contents

PAGE 3

Text Comment. Appendices, Then, Appendix 1: Appendix 2: etc.

PAGE 4



Comment 1

's

QM

LC

You should have use lower case type here

QM

LC

You should have use lower case type here

QM

Insert:

Insert word

QM

Source missing from references list

Additional Comment You should have listed all of these in the references list



Comment 2

Isn't this a Sport Wales policy

QM

Source missing from references list

Text Comment. You've provided a good summary of main policies and strategies but don't forget to include these in your references list next time.

QM

P.E.

Punctuation error

Additional Comment no full stop here - just one after the bracket

QM

Good citation (s)

Text Comment. Good aim - clear and concise

QM

Good citation (s)

PAGE 5

QM

Good citation (s)

Text Comment. So are your event objectives congruent with Welsh Gymnastics objectives?

Text Comment. Good objectives.

Text Comment. Is this one SMART?

QM

Good citation (s)

QM

P.E.

Punctuation error

QM

Good citation (s)

QM

Source missing from references list

PAGE 6

Text Comment. Quotes of this length should be indented. Review the Havard referencing handbook to tighten this up in future: <https://www.uwtsd.ac.uk/library/infoskills/referencing-handbooks/>

QM

P.E.

Punctuation error

QM

P.E.

Punctuation error

Text Comment. Good theoretical underpinning here, however, a little too reliant on quotations. Try to paraphrase and summarise the literature instead as your prose will flow better.

QM

Good citation (s)

QM

Source missing from references list

Text Comment. Good underpinning again here

QM

Good point (s)

Good point.

QM

Good citation (s)

PAGE 7

QM

Good point (s)

Good point.



Source missing from references list

Text Comment. Good signposting.



P.E.

Punctuation error

PAGE 8



Good observation but citation needed



Good point (s)

Good point.

Text Comment. Paraphrasing would be better here



Comment 3

Rosen in refs. list



Good point (s)

Good point.

Text Comment. Paraphrasing here would have improved the flow.



Good citation (s)



Improper Citation

Improper citation:

Improperly cited material. Please use the link below to find links to information regarding specific citation styles: http://www.plagiarism.org/plag_article_citation_styles.html

Additional Comment must state page or no page



P.E.

Punctuation error

PAGE 9



P.E.

Punctuation error

QM

Good citation (s)

Text Comment. Welsh Gymnastics? Or as a partner - they could have surely offered some resources and help?

Text Comment. Are they necessary? Also, they would be a service provider not stakeholder.

PAGE 10

Text Comment. You should have summarised the main findings here, and thinned out the theory.

QM

P.E.

Punctuation error

QM

Good citation (s)

QM

Good citation (s)

PAGE 11

QM

Good citation (s)

Text Comment. Can you reward in any other way as well e.g. free t-shirt?

Text Comment. What if they don't? This is a risky assumption.

QM

Good point (s)

Good point.

QM

P.E.

Punctuation error

QM

Good citation (s)

Text Comment. Long quote - needs indenting

QM

P.E.

Punctuation error

Text Comment. Too many quotes here - try to paraphrase instead.

PAGE 12

QM

P.E.

Punctuation error

QM

Source missing from references list

QM

P.E.

Punctuation error

QM

Good citation (s)

QM

P.E.

Punctuation error

QM

Good citation (s)

PAGE 13

Text Comment. Good quote.

QM

Capital letter

You should use a capital letter here

QM

P.E.

Punctuation error

QM

Good citation (s)

QM

Good citation (s)

PAGE 14

QM

Good point (s)

Good point.

QM

Good point (s)

Good point.

Text Comment. Good attention to detail here

PAGE 15



Comment 4

Foster

QM

P.E.

Punctuation error

QM

Good citation (s)

PAGE 16

QM

Good point (s)

Good point.

PAGE 17

Text Comment. These are well presented show good evidence of engagement with the literature

PAGE 18

PAGE 19

PAGE 20

PAGE 21

Text Comment. Excellent

PAGE 22

PAGE 23

PAGE 24

PAGE 25

Text Comment. Need to focus more on external factors

Text Comment. Need to be external social factors

PAGE 26

Text Comment. What are the external opportunities e.g. partnership working for example.

PAGE 27

PAGE 28

PAGE 29

PAGE 30

PAGE 31

PAGE 32

PAGE 33

PAGE 34

PAGE 35

PAGE 36

Text Comment. Good detail here

PAGE 37

Text Comment. Good content, formatting could be better

PAGE 38

PAGE 39

PAGE 40

PAGE 41

PAGE 42

PAGE 43

PAGE 44

PAGE 45

PAGE 46

PAGE 47

PAGE 48

PAGE 49

Text Comment. Good list of tasks

PAGE 50

Text Comment. Good

PAGE 51

PAGE 52

PAGE 53

Text Comment. Good questionnaire. May be a little long.

PAGE 54

Text Comment. Excellent - well done for thinking about this

1. ENGAGEMENT**EXCELLENT**
70-79% (1st / D

(including reading, referencing, academic conventions and academic honesty).

FAIL 0-29%	Little or no evidence of reading and/or reliance on inappropriate sources. Views and findings mostly unsupported and non-authoritative. Referencing conventions used incoherently or largely absent.
MARGINAL FAIL 30-39%	Poor engagement with essential reading. No evidence of wider reading. Reliance on inappropriate sources, and/or indiscriminate use of sources. Heavily reliant on information gained through class contact. Inconsistent and weak use of referencing.
SATISFACTORY (3RD / PASS)	Engagement with a limited range of mostly relevant and credible sources. Some omissions and minor errors. Referencing conventions evident though not always applied accurately or consistently.
GOOD (2.2 / PASS) 50-59%	Engagement with an appropriate range of research-informed literature, including sources retrieved independently. Some over-reliance on texts. Referencing may show minor inaccuracies or inconsistencies.
VERY GOOD 60-69% (2.1 / M)	Engagement with a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing, with no/very few inaccuracies or inconsistencies.
EXCELLENT 70-79% (1ST / D)	Engagement with an extensive range of relevant and credible literature, informed by the latest research. Consistently accurate application of referencing.
EXCEPTIONAL 80-100% (1ST)	Exceptional engagement with an extensive range of relevant and credible literature, informed by the latest research. High-level referencing skills consistently and professionally applied.

2. KNOWLEDGE**EXCELLENT**
70-79% (1st / D

FAIL 0-29%	Major gaps in knowledge and systematic understanding of the subject matter. Substantial inaccuracies. No awareness or knowledge of the latest research and/or advanced scholarship within the discipline.
MARGINAL FAIL 30-39%	Gaps in knowledge, with only superficial systematic understanding. Some significant inaccuracies and/or irrelevant material. No awareness of knowledge of the latest research and/or advanced scholarship within the discipline.
SATISFACTORY (3RD / PASS)	Limited knowledge and systematic understanding of the relevant concepts and principles within the subject area which to some limited extent, is informed by current research and scholarship.
GOOD (2.2 / PASS) 50-59%	Knowledge is reasonably detailed, accurate with a good systematic understanding of the field of study and to some extent, current research and scholarship.

VERY GOOD 60-69% (2.1 / M)	Knowledge is reasonably extensive coherent and detailed. Exhibits very good understanding of the breadth and depth of established views, and the work is, at least in part, well-informed by current research and scholarship.
EXCELLENT 70-79% (1ST / D)	Excellent coherent and detailed knowledge and systematic understanding of the principles and theories of current research and scholarship. Clear awareness of challenges to established views and the limitations of the knowledge base.
EXCEPTIONAL 80-100% (1ST)	Exceptionally coherent and detailed knowledge and systematic understanding of the principles and theories of the subject, well-informed by current research and scholarship. A critical, sophisticated and nuanced awareness of the ambiguities and limitations of knowledge.

3. COGNITIVE

EXCELLENT
70-79% (1st / D)

FAIL 0-29%	Wholly or almost wholly descriptive work. Little or no analysis, synthesis or evaluation. Failure to develop arguments, leading to illogical or invalid judgements. Unsubstantiated generalisations, made without use of any credible evidence.
MARGINAL FAIL 30-39%	Largely descriptive work, with superficial use of critical evaluation. Weak development of arguments and judgements. Information accepted uncritically, uses generalised statements made with scant evidence and unsubstantiated opinions. Ideas sometimes illogical and contradictory.
SATISFACTORY (3RD / PASS)	Limited attempt at critical thinking, analysis, synthesis and evaluation, tending towards description. Some evidence to support emerging arguments and judgements but these may be underdeveloped or with a little inconsistency / mis-interpretation. Asserts rather than argues a case.
GOOD (2.2 / PASS) 50-59%	Some critical thinking, analysis, synthesis and evaluation. Can analyse new and/or abstract concepts and data without guidance. An emerging awareness of different stances and ability to use evidence (that may be incomplete) to support the argument. Mostly valid arguments and logical judgements. Some tendency to assert/state opinion rather than argue on the basis of reason and evidence.
VERY GOOD 60-69% (2.1 / M)	Sound critical thinking, analysis, synthesis and evaluation demonstrating critical thinking. Ability to devise and sustain persuasive arguments, and to review the reliability, validity and significance of evidence (that may be incomplete) to make mostly appropriate and valid judgements.
EXCELLENT 70-79% (1ST / D)	Excellent critical thinking, analysis, synthesis and evaluation. Ability to investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated judgements. Some evidence of independent thought and ability to 'see beyond the question', suggesting a grasp of the broader field and wider concepts.
EXCEPTIONAL 80-100% (1ST)	Exceptional critical thinking, analysis, synthesis and evaluation based on judiciously selected evidence. Ability to investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated, nuanced, judgements. Evidence of independent thought and ability to 'see beyond the question', suggesting an outstanding grasp of the broader field and wider concepts.

4. PRACTICAL

EXCELLENT
70-79% (1st / D

FAIL 0-29%	Limited or no use of methods, materials, tools and/or techniques. Little or no appreciation of the context of the application. Limited understanding of the application of theory to practice or making appropriate links between the two. Very weak problem-solving skills in complex and unpredictable contexts.
MARGINAL FAIL 30-39%	Rudimentary application of methods, materials, tools and/or techniques but without consideration and competence. Flawed appreciation of the context of the application. Weak understanding of the application of theory to practice, with only occasional evidence of making appropriate links between the two. Weak problem-solving skills in complex and unpredictable contexts.
SATISFACTORY (3RD / PASS)	An adequate awareness and mostly appropriate application of well-established methods, materials, tools and/or techniques. Basic appreciation of the context of the application. Theoretical knowledge and understanding applied in practice, but not always making logical links between the two. Can identify problems and propose basic solutions in complex and unpredictable contexts without fully appreciating the complexity.
GOOD (2.2 / PASS) 50-59%	A good and appropriate application of standard methods, materials, tools and/or techniques. Clear appreciation of the context of the application. Mainly consistent, accurate and logical application of theory to practice, making appropriate links between the two Can identify problems and propose mostly appropriate solutions in complex and unpredictable contexts.
VERY GOOD 60-69% (2.1 / M	A very good application of a range of methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive insights. Can identify problems and propose appropriate solutions in complex and unpredictable contexts. Evidence of some innovation and creativity.
EXCELLENT 70-79% (1ST / D	An advanced application of a range of methods, materials, tools and/or techniques. The context of the application is well considered, and insightful. Application and deployment extend beyond established conventions. Can identify complex problems and propose excellent solutions. Innovation and creativity evident.
EXCEPTIONAL 80-100% (1ST	Exceptional levels of application and deployment skills in unpredictable, practical contexts, drawing skilfully on the latest research within the discipline. Can identify complex problems and propose sophisticated solutions. Assimilation and development of cutting edge processes and techniques.

5. TRANSFERAB

EXCELLENT
70-79% (1st / D

FAIL 0-29%	Communication medium is inappropriate or misapplied. Work is poorly structured, disorganised and/or confusingly expressed. Very weak use of language and/or very inappropriate style. Little or no evidence of autonomy (or collaboration, where relevant) in the completion of tasks. Little or no evidence of the skills required in graduate employment.
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MARGINAL FAIL 30-39%	Communication medium is poorly designed and/or not suitable for the audience. Work is poorly presented in a disjointed manner. It is loosely, and at times incoherently, structured, with information and ideas often poorly expressed. Weak use of language and/or inappropriate style. Weak independent initiative (or collaboration, if relevant). Limited evidence of the skills required in graduate employment.
SATISFACTORY (3RD / PASS)	Can communicate in a suitable medium but with some room for improvement. Mostly ordered presentation and structure in which relevant ideas / concepts are reasonably expressed. Work may lack coherence in places. Can work as part of a team, but with limited involvement in group activities. Demonstrates the basic skills required in graduate employment, with some areas of minor weakness.
GOOD (2.2 / PASS) 50-59%	Can communicate effectively in a suitable format, but may have minor errors. Mostly coherent, organised work, in a suitable structure and is for the most part clearly expressed. Can work effectively independently and/or as part of a team, with clear contribution to group activities. Demonstrates the skills required in graduate employment, with some areas of strength and some of minor weakness.
VERY GOOD 60-69% (2.1 / M)	Can communicate well, confidently and consistently in a suitable format. Work is coherent, fluent, well-structured and organised. Can work very well autonomously and/or as part of a team, with very good contribution to group activities. Demonstrates very good graduate employment skills, with just occasional minor weakness.
EXCELLENT 70-79% (1ST / D)	Can communicate professionally confidently and consistently in a suitable format. Work is coherent, very fluent and is presented professionally. Can work autonomously with initiative. Where relevant can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Demonstrates excellent graduate employment skills and an appetite for further development.
EXCEPTIONAL 80-100% (1ST)	Can communicate with an exceptionally high level of professionalism. Work is exceptionally coherent, very fluent and is presented professionally. Can work exceptionally well and professionally within a team, showing advanced leadership skills. Demonstrates exceptional graduate employment skills and an appetite for further development.