



**EUROPEAN
ATHLETICS CLUB
GUIDELINES**

[A]

The purpose of the European Athletics Club

The European Athletics Club serves a number of important roles during a European Athletics Event. It provides guests with a VIP facility where they can meet with people from the larger European Athletics Family and enjoy top class food and beverages. The Club will also provide excellent access to the VIP Tribune from which the guests can watch the athletics, which is, of course, the main reason for attending the event! The European Athletics Club is also an important meeting area for all the various stakeholders and their guests. It is the hub of the European Athletics social, catering and business activities for the duration of the event.

The stakeholders in the European Athletics Club**The stakeholders in the European Athletics Club include:**

- > European Athletics Council Members and their guests
- > IAAF Council Members
- > European Athletics Committee and Commission Members
- > Members of the wider European Athletics Family
- > European Athletics international sponsors and their guests
- > Local Organising Committee Officials and their guests
- > Host City Officials and their guests
- > Members of the wider Local Organising Committee Family
- > Local Organising Committee national sponsors and their guests
- > Royalty and senior government Officials (especially at European Athletics outdoor and indoor Championships)

The importance of the European Athletics Club to the stakeholders

Although each of the stakeholders may view and, indeed, use the European Athletics Club in a slightly different way they all recognise it as their base for the event. They want the European Athletics Club to be a venue in which they and their guests are made welcome, where they feel comfortable, where they can talk to anyone whom they need to and where they can enjoy quality food and beverage appropriate to the time of day.

The stakeholders also want all their guests to be able to view the activities on the track from prime seats and move easily from these seats to the European Athletics Club when the athletics has finished. In short, the stakeholders want their guests to feel special.

The benefits of a successful European Athletics Club to the event

European Athletics and the Local Organising Committee (LOC)

Visitors to major sporting events remember so much more than just what happened on the field of play or the track.

They remember the entire experience. This encompasses a large number of different sensations and interactions, some of which may appear quite small individually, but which together define the memories that linger.

The European Athletics Club plays an integral role in how all the guests will recall your event.

If the overall experience is positive, it reflects well on the country, on the city, on the LOC and its personnel – on European Athletics.

Conversely, a poor experience reflects badly on all the same entities and people. The European Athletics Club is, therefore, a magnificent opportunity to showcase your country, your city, and your local cuisine in the context of European Athletics.

The LOC is responsible for the delivery of the European Athletics Club and the costs allocated to it.

We hope that these guidelines will help you to seize this opportunity with both hands and derive maximum benefit from hosting your European Athletics event.



[B]

The Look & Feel of the European Athletics Club

“You never get a second chance to make a first impression”.

This is an excellent mantra for every aspect of enhancing the guests' experience. At each and every point in the journey we must always make a great first impression – a “Wow” factor. Above all, the European Athletics Club must be a welcoming and comfortable facility.

The external entrance of the European Athletics Club should be dressed with the necessary display boards with logos of the sponsors in the correct order. Details will be advised by the European Athletics Head Office.

Awnings should be provided to cover the walk to the Club itself. Floral planters should be placed at the main entrance and along the walkway.

The main reception area should also contain the sponsors' display board together with appropriate signage. A display rack for brochures and other materials should be provided.

Guests should be welcomed in a professional and friendly manner. All protocol rules must be followed by all staff. The welcome staff should be hosts/hostesses trained in the hospitality industry. They must be presentable, informative and polite at all times.

The European Athletics colours are blue, orange and yellow. These colours should form the basis of the decoration of the European Athletics Club wherever practicable. They can be introduced in a wide variety of ways – e.g. curtains, drapes, false ceilings, napery, floral etc. Each event will also have its own character, which can be blended with the European Athletics components.

There should be a cloakroom facility in all European Athletics Clubs. Even at summer events some guests will have light jackets, bags, briefcases etc. that need to be looked after. This cloakroom should be staffed at all times either by a member of the stadium staff or by a hostess.

European Athletics will provide detailed specifications about furniture, signage, etc. in subsequent sections.



The delivery of a successful European Athletics Club

General Requirements

Location

The European Athletics Club should be located as close as possible to the VIP Tribune from which the European Athletics Club guests will watch the athletics.

Quick and easy movement between the Club and the tribune is very important. The proposed locations of the European Athletics Club and the VIP Tribune should be discussed and agreed with the European Athletics Head Office at the earliest possible opportunity.

The size of the facility required will, of course, depend on the total number of guests expected to be in the European Athletics Club at the busiest time during the event.

These numbers will be established in conjunction with the European Athletics Head Office. The guidelines for the space required per person are outlined in Appendix 1.

The VIP Tribune should overlook the finishing line. All the seats in the VIP Tribune should be superior to the standard seating.

At least some of the seats should be padded or cushions should be provided. These seats should be easily distinguished from the main seating. Easily accessible lavatories are essential.

At certain events, particularly for example the SPAR European Cross Country Championships, it may be necessary to erect temporary structures. If this is the case, the structures must be of the highest international standards.

If mobile lavatories are also required, they must also be of a high standard. Both technical and cleaning staff must be on site at all times when the European Athletics Club is open.

If temporary structures are required the detailed layout must be agreed well in advance with The European Athletics Head Office. The kitchen and other "back of house" areas must be totally separated from the European Athletics Club itself.

Facility Layout and Furniture

The precise layout of the European Athletics Club will, naturally, vary from venue to venue. If there is not a dedicated reception area immediately outside the main room, a reception desk should be located as close to the entrance as possible.

The cloakroom for guests' coats should be adjacent to this reception desk. Should a transportation desk/area be planned in the Club or its vicinity, it should be fully integrated into the layout and decoration concept.

The specific furniture and equipment requirements are:

- > Casual seating with low tables
- > Standard dining tables and chairs
- > Poseur tables and high bar stools
- > Buffet tables with adequate space for both replenishment and service
- > Beverage service facilities
- > Facility for sponsors to showcase their products
- > Composite boards for the display of sponsor logos etc.
- > Televisions
- > Computers to access results and other data

Any large expanses of wall should be covered with appropriate large photographs of athletes or other suitable printed material. The precise room layout will be agreed between the LOC and European Athletics at one of the regular site visits before the event.

Facility Decoration

The overall look & feel has been discussed above. The plans for decoration of the European Athletics Club will be discussed at the regular site visits.

Each different facility will require a slightly different approach, particularly where the pre-existing colour scheme (walls, carpets etc.) might clash with the European Athletics colours. Nevertheless there are ways in which the required effect can be achieved within a reasonable cost.

European Athletics colours can be introduced through ceiling drapes, table linen, flowers or, in certain circumstances, the lighting. In some cases, the casual seating and low tables also afford an opportunity to introduce these colours. If the venue already has its own items and they are in neutral colours, throws can be very effective.

In some facilities the orange may be the main additional effect and in others the blue. If the ceiling is at all unsightly, a false ceiling can be introduced by draping fabric. This is a very simple and effective way to introduce the desired colours. The tablecloths and napkins provide another opportunity.

In addition, the use of flowers in European Athletics corporate and event look colours and green plants is very important and help give a nice and relaxing atmosphere at a reasonable cost. The floral arrangements shall be displayed in the welcome area, on the food buffets, on the bar, on the dining tables, etc.

Special attention must be given to the toilets, which should be decorated with flowers and equipped at all times with toilet paper, soap, and towels (single use linen towels if possible).

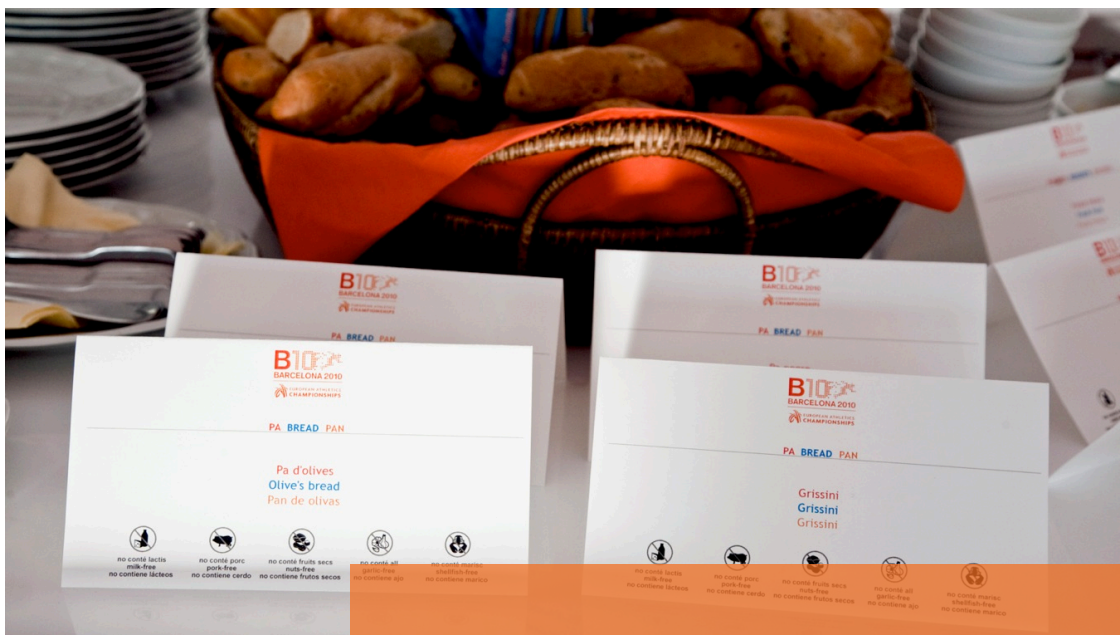
European Athletics may be in a position to make available to the LOC some images of athletes at previous European Athletics events for hanging on the walls.

Signage and Graphic Display

The directional signage from the moment the guests enter the venue until they reach the European Athletics Club is critical. At every point where a visitor needs to decide which way to go, there must be clear information.

When visitors have to continue straight ahead for relatively long distances, confirmatory straight ahead arrows should be erected. If guests get lost before they even reach the European athletics Club, their first impression will surely be a negative one.

The LOC must prepare detailed Accreditation Access Zone signs, which will be displayed at the entrance to the VIP area. This information is vital to assist security personnel in identifying the people who have the right to access the European Athletics Club and ensures that this aspect of the experience runs seamlessly. The European Athletics Club reception area should display the European Athletics Club logo and colours.



[D]

Management and preparation work

A full Critical Path is presented in Appendix 2. This outlines the tasks which need to be completed and suggests an ideal timeframe for a standard event.

For the European Athletics Championships a longer timeframe will be appropriate and agreed.

European Athletics Club Management and Staffing Structure

The LOC should allocate a senior member of its team to be the overall European Athletics Club Manager.

This European Athletics Club Manager will liaise with the European Athletics Head Office and the European Athletics' hospitality consultants on an agreed regular basis throughout the build-up to the event and during the event itself.

European Athletics will have a staff member who will act as a Liaison Officer with the European Athletics Club Manager.

Other functions that are vital to the successful delivery of the European Athletics Club are:

- > VIP Seating
- > Accreditation
- > Security
- > Catering
- > Furniture
- > Facility Decoration
- > Hosts/Hostesses & Reception
- > Cloakroom
- > Cleaning (including VIP toilets)
- > Event Programmes, Results Service and any other event publications

VIP Seating

The manifest of seats in the VIP tribune should be made available to European Athletics by the LOC at the agreed time. This will vary from event to event. Any seats "killed" (for example by television platforms) must be identified.

The seats will be allocated by European Athletics in conjunction with the LOC to the various stakeholders and their guests.

European Athletics policy is that all seats must be numbered. Some seats will need to be labelled and European Athletics will provide the necessary seat stickers for the European Athletics Family.

Accreditation

Clear guidelines for the accreditation and ticket requirements for entry to the European Athletics Club will be advised by European Athletics.

This information will be communicated to all security and reception staff. The European Athletics Office will supervise the accreditation process. On the day all security staff, hosts and hostesses must be fully aware of the accreditation requirements for entry to the European Athletics Club. Any changes made during the event must be communicated to all staff at all levels immediately.

Security

Uniformed security staff from a recognised commercial security company who have experience in dealing with VIP hospitality guests must be supplied. These staff will manage the main entrance to the European Athletics Club and also the entrances to the VIP Tribune to ensure that the VIP seats are always available for the European Athletics Club guests.

This company must supply a suitably qualified supervisor. The European Athletics Club Manager will introduce this security supervisor to the European Athletics' Liaison Officer before the event. The European Athletics' Liaison Officer should attend the main security staff briefing.

Whilst maintaining security is paramount, the security procedures should avoid guests being asked to show their passes at too many different places. This can cause considerable inconvenience and negatively impact the guest experience.

Catering

A detailed catering specification including staff ratios is presented in Appendix 2. The food service will be buffet style. The menus should provide a good choice of local and international European dishes. There must be some vegetarian options. Other special dietary requirements will normally be communicated in advance.

In some venues there may be a designated caterer. In other venues the LOC may be in a position to appoint the caterer. The appointed company must be professional and experienced in major event catering. The LOC must ask for examples of similar contracts that the caterer has delivered. If this company is involved with other social functions associated with the event, it is imperative that it has sufficient numbers of staff at all levels, including supervisors, to deliver all the functions to the necessary standard.

The nature of the food offered will depend on the exact timings of the event and other meals to be offered in the venue or elsewhere on the day in question (see Appendix 1 for further information).

The LOC Catering Manager should arrange with the appointed caterer a tasting of all the main food items. This tasting will take place at one of the regular site visits of European Athletics. The European Athletics' Liaison Officer will attend this tasting and comment on the suitability of the dishes proposed. Photographs of the dishes should be taken at this tasting.

The menus and food service periods will then be agreed between all parties. These will reflect the timetable of the event. Main meals will not be served during the event when the guests will be in the VIP Tribune. The caterer must ensure that neither food nor beverage run out during the agreed food service periods. The caterer must also ensure adequate trained staff to ensure that dishes and empty glasses are cleared promptly.

The caterer must be informed from the beginning about the requirement to use only sponsors' products in certain specified categories. In these categories no products from competitive companies may be served under any circumstances.

The caterer must, of course, obey all local environmental health and other relevant regulations. The LOC is responsible for conducting the due diligence to ensure that the European Athletics Club catering service is delivered to the highest standards. However,

if the LOC feels that it does not have the necessary experience, assistance is available for managing the appointment process, if required.



Furniture

The ideal furniture specification is presented in Appendix 2. The furniture must be of a high standard befitting a major international sporting event. Plastic furniture is generally unsuitable. If the facility has its own furniture, European Athletics will examine it at an early site visit. If it is of a suitable quality European Athletics will endeavor to use as much of this furniture as practicable.

Licenses, Fire Regulations, Health & Safety

The LOC must ensure that it procures all necessary licenses and other approvals in a timely manner. The caterer will normally be responsible for any necessary beverage service license. Nevertheless, the LOC must confirm that the license has been issued.

The stadium should have the necessary fire and other emergency procedures already approved. Nevertheless a meeting with the fire authorities to review any additional or unusual arrangements should be held at early stage. An inspection should be scheduled before the event starts.

The stadium will have its own emergency medical staff and systems in place. It is important that this system is in place when the technicians are onsite installing the different infrastructure/equipment in the days prior to the competition and also after the competition when the structure/equipment is dismantled. The European Athletics Club Manager should liaise with the stadium staff to ensure that they are fully aware of the appropriate procedures. It is also prudent to have at least one person qualified in First Aid in the Club.

When temporary structures are required all these requirements must be addressed individually at an early stage. It is recommended that there are backup arrangements for the power system, as it is always possible that the primary source of electricity could fail.

For the cross country championships, where temporary facilities are often used, a backup generator is essential.



Hosts/Hostesses and Reception

The LOC should provide hosts/hostesses to assist in the smooth running of the proceedings in the European Athletics Club at a ratio of one per fifty guests. If these personnel are volunteers they should have been through a thorough volunteer training programme to ensure that they know how to deal with VIP guests.

These personnel will staff the reception desk and facilitate the smooth running of the event throughout the day. Thus apart from the actual entrance to the venue itself, these personnel will probably be the first people whom the guests meet. The “first impression” mantra remains as important as ever. The manner in which these hosts and hostesses interact with the guests is critical. Every guest will meet with them although many guests will not necessarily meet with the main Organisers. They are the face of the event and the face of your country.

“A smile can be translated into every language”.

The hosts/hostesses should wear a smart uniform. They must be available for a briefing by the European Athletics Club Manager together with the European Athletics Liaison Officer either the day before the event or at least an hour before the European Athletics Club opens. Besides the usual customer service matters, this briefing will, inter alia, include information on some of the specific VIPs expected and details of specific sponsors' requirements for that day. If royalty are expected, a separate team of staff experienced in the local royal protocols should be assembled. This team will liaise with the office of the royal person and in turn with all other departments at the stadium to ensure a seamless experience on the day.

Cleaning

The European Athletics Club must be thoroughly cleaned before each session that it opens. Cleaning staff should also be available during the event to deal with emergencies. The speedy removal of empty plates and empty glasses from the serving tables is absolutely vital. One cleaning staff member should be allocated to the lavatories to keep them clean and replenish supplies as required throughout the event.

Note: In events lasting several days (mainly the European Athletics Outdoor and Indoor Championships) the Club floor carpeting must be replaced overnight if there is any deterioration.

Event Schedule and Updated Results Service

A dedicated stand is required for the display of the event guide, event schedule, start lists, updated results, future event brochures etc. Brochures and other material can only be displayed with the permission of European Athletics. Care must be taken to ensure that the European Athletics Club does not become strewn with paper lying around, as this becomes most unsightly.

Opening and Closing Times

The European Athletics Club should be completely ready to open at least thirty minutes before the Opening Ceremony or first event of the day or session. It will generally close thirty minutes after the final event of the session or thirty minutes after the Closing Ceremony. Opening and closing times must be agreed with the European Athletics Head Office well before the event itself.

Site Visits and Reporting

A schedule of regular written progress reports and site visits will be agreed at the beginning of the project (see Appendix 2).

Commercial Hospitality Opportunities

At the larger events, notably the European Athletics Indoor Championships and the European Athletics Championships, commercial opportunities may exist to sell hospitality packages. Any facilities used to fulfil these commercial hospitality opportunities should be distant from the European Athletics Club. The European Athletics Club must be given the first choice of any existing facilities.

European Athletics can recommend consultants experienced in large global sporting event hospitality who can assist European Athletics and the LOC in maximizing commercial opportunities. These consultants can assist with all aspects of the sales, marketing, management and fulfilment of the commercial hospitality programme.



[Appendix 1]

Technical Requirements

Space

The amount of space required is, of course, determined by the maximum number of people who will be in the European Athletics Club at any one time. The total number of guests to be invited in all the various stakeholder categories will be agreed between European Athletics and the LOC at an early stage. We then assume that a maximum of 50% of this total number may be in the European Athletics Club at any one time.

As the catering is buffet style and the furniture is a mixture of formal dining tables and taller poseur tables (see below) to provide an environment encouraging as much interaction between the guests as possible, the minimum “free useable space” required in the European Athletics Club is 1m² per person. We define “free usable space” as space accessible by the guests.

Free useable space excludes:

- > Bars & the working space behind them
- > Buffet service tables & the working space behind them
- > Reception desk
- > Gown rails (if there is no separate cloakroom)

Furniture

For 250 guests when hot food is being served, the European Athletics Club will need the following furniture (or equivalent):

- > 10 x 1.8m round tables
- > 100 x dining chairs
- > 10 x 1m high poseur tables
- > 30 x high bar stools
- > 6m buffet service counter
- > 3m bar counter
- > Casual seating

If only cold food is being offered, the following furniture would be required:

- > 5 x 1.8m round tables
- > 50 x dining chairs
- > 20 x 1m high poseur tables
- > 60 x high bar stools
- > 6m buffet counter service
- > 3m bar counter
- > Casual seating

Catering

At all times when the European Athletics Club is open, some basic food and beverage should be available. The exact choice of the catering offered will be made in conjunction with European Athletics bearing in mind particularly the timetable of the athletics taking place.

Thus for the SPAR European Cross Country Championships, where the event runs continuously over the middle of the day and in winter, a full buffet lunch should be served. Hot soup should always be available at this event.

Early in the day this may be coffee, tea, fruit juices with mineral water and pastries. Later in the day a minimum of static food (crisps, nuts etc.) and a basic bar should be available.

For championships in which there are two sessions on each day, the timing of the main meal during each session will depend on the competition timetable. If the morning session finishes around 13.00 – 14.00, a late lunch would be appropriate.

Similarly, if the evening session starts at 18.00, an early evening meal should be served. The catering at the European Athletics Outdoor and Indoor Championships will be discussed individually.

It is imperative that the catering company uses China crockery and metal cutlery. The use of plate clips is also recommended.

For a main meal:

First Course

- > Choice of five different dishes:
- > two meat (including poultry) based,
- > two fish (including shellfish) based and one vegetarian (100g per head protein content)
- > Breads, oils, butter etc.

Main Course

- > Choice of seven different main dishes three meat (including poultry), two fish (including shellfish) and two vegetarian 150g per head protein content
- > Appropriate starches (potato, rice, pasta, couscous etc.)
- > Appropriate vegetable dishes
- > Selection of salads

Dessert

- > Choice of at least three different desserts
- > Cheeses with biscuits or breads
- > Fruits
- > Coffee & tea should be available at all times.

Beverages

The basic bar stock should include:

- > International lagers and beers
- > Red wine (AOC or similar)
- > White wine (AOC or similar)
- > Mineral water
- > Fruit juices
- > Soft drinks

In some specific categories, sponsor products must be exclusively stocked. In these categories no products from competitive companies may be served under any circumstances.

Staffing

The food service is buffet style and the tables will be used by several different guests during the food service periods. Adequate staff both for replenishing the buffets and clearing the tables must be provided.

Suggested ratios Buffet replenishment:	1 per 50 guests
Bar service:	1 per 30 guests
Table clearing and cleaning:	1 per 30 guests



[Appendix 2]

Key steps in delivery of the European Athletics Club

Meetings and Reports

An initial site visit will be held with the European Athletics Head Office well before the event. The precise time before the event at which this meeting should take place will depend on the complexity of the event.

This meeting will address the key initial steps to be taken.

These include:

- > Assignment of LOC staff to the key functions
- > VIP Tribune location
- > European Athletics Club location and opening times
- > Numbers of guests at each session in the European Athletics Club
- > European Athletics Club look & feel

At this meeting a schedule of further meetings and the reporting processes will be agreed.

European Athletics Club Look & Feel

The LOC should discuss the look & feel with possible designers as soon as practicable after the initial meeting. Their selected designs should then be submitted to European Athletics for approval. Once agreed, the necessary fabrics, drapes, images, wall hangings, floral decorations etc. should be procured, with delivery to be made in the week before the event. A master delivery schedule for all deliveries to the site must also be drawn up.

Furniture

At least three months before the event and during a European Athletics site visit, any existing furniture will be examined to assess whether it is suitable. If it is not, the necessary furniture should be procured with delivery at least two days before the event starts.



Catering

At this meeting the detailed catering arrangements, including precisely what type of meal will be served at each session and at what times, should also be agreed. If there is an incumbent caterer at the stadium, these requirements should be discussed with the caterer. If there is no incumbent caterer, the LOC should conduct a tender with two or three potential suppliers.

In either case, a menu tasting should be arranged. The dishes should be photographed.

The appointed caterer should also be informed of the minimum staffing levels (see Appendix 1). Catering staff uniforms and all other aspects of the catering delivery should be agreed.

VIP Tribune and European Athletics Club Staffing

The European Athletics Club Manager must recruit the necessary hosts/hostesses and security staff in good time before the event. As with many other items, the precise time will depend on how large the event is and how many staff are, therefore, required.

Uniforms must also be agreed with the European Athletics Head Office.

At a site visit at least two months before the event, the movement of guests and staff from the European Athletics Club and the VIP Tribune must be fully evaluated.

At this meeting the location of the necessary security personnel should be agreed.

Signage

At this site visit a more general review of the guests' access path from their initial arrival at the stadium to the European Athletics Club and all the necessary signage should also be agreed.

Event Day Running Orders

The day by day detailed run sheet should be presented to the European Athletics Head Office at least one month before the event. When all the details are agreed, the run sheets should be distributed to security, the facility manager, the caterers and all other appropriate staff.

Licenses, Fire Regulations, Health & Safety

The LOC is responsible for the procurement of all necessary licenses and approvals in these areas. As licenses can take some time to procure in some countries, this task must be initiated at least two months before the event to allow for any delays in the procedures.

The LOC is also responsible for briefing all staff on evacuation procedures and first aid facilities and ensuring that the appointed caterers abide by all local health & safety regulations.

Appendix 3]

Suggested Budgets

The costs of food and beverage, staff and all of the other goods and services which are required for European Athletics Club will vary from country to country.

The numbers of staff required for certain roles such as security will also vary enormously, depending upon the precise location of the European Athletics Club and the VIP Tribune, the number of entrances to be staffed, etc.

However, we set out below some suggested budgetary allowances for the various elements of the European Athletics Club at an event taking place in one of the major Western European countries.

These allowances should be adjusted for other countries based on published inter-country cost indices. The indices for food and beverage also vary from country to country. The costs of food in Scandinavian countries should be covered by these allowances but, as alcoholic beverages are significantly more expensive, the beverage allowance would have to be increased by about 25%.

Food and Beverage

Appointed Stadium Caterer

In many established stadia, an official caterer will have exclusive rights to provide food and beverage within the confines of the stadium. These caterers will often have paid significant sums of money to secure these exclusive rights.

These upfront payments are sometimes reflected in higher food and beverage charges agreed with the stadium owners.

LOCs should investigate any such arrangements carefully and establish the costs well in advance when preparing their budgets.

Official stadium caterers will, of course, have all the necessary infrastructure – ovens, refrigerators etc. – in place. They may also have some or all of the furniture required.

Our suggested allowances for the different types of meals are:

Meal	Cost per person € (excl. VAT)
Light buffet breakfast incl. beverages	20
Two-course light lunch/supper	30
Three-course full meal	45
Static Food with canapés	20

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Beverage	Cost per person € (excl. VAT)
Breakfast	No additional charge
Lunch	20
Dinner	30

These costs include the provision of all staff at the ratios indicated in Appendix 1, and all equipment and all napery. In most European countries caterers do expect to provide napery. However, the LOC should ensure that napery is included when preparing its budget.

LOC Selected Caterer

At stadia where there is no appointed caterer, there may be a list of approved caterers from which the LOC can choose, or the LOC may be free to choose any supplier.

This must, of course, be clarified.

In either case, the LOC should ask at least two, and preferably three, caterers to tender for the appointment. These companies will not have made any upfront payments to the stadium so their costs will be lower.

Conversely, they may have some additional costs in bringing their own equipment into the stadium. Nevertheless, in a competitive tender we would expect the LOC to be able to secure cost reductions in the region of 20% from the figures above in food and 10% in beverage.



Temporary Structure Catering

Where temporary structures are required, it is most unlikely that there will be any requirement to use a specified caterer, so the LOC will almost certainly be in a position to select a caterer.

Equally the selected caterer will have significant additional set up and transportation costs.

The combined effect of these considerations is that the LOC should allow about 10% more than the figures above for both food and beverage.

Temporary Structures

The costs associated with erecting temporary structures vary significantly depending on the nature and location of the site.

For the erection and removal of a 1m² per person structure with a separate catering unit 0.2 m² per person together with the necessary generators for power we recommend that the LOC allows 50 € per person.

Once again of course, a competitive tender should be arranged.

The costs do vary depending upon the time of year and how many other outdoor events are taking place in the country at that time. In the UK for example, winter rates are about 20% below high summer rates.

Furniture Hire

When there is not sufficient suitable furniture on site, it must be hired. Hiring furniture is rather expensive mainly because of the labor costs involved in bringing the furniture to site and collecting after the event. Approximate costs of some of the more common items required are listed below:

Item	Unit Cost € (excl. VAT)
1.8 m round table	6
Dining chair	12
High poseur table	10
High bar stool	10
2m trestle table	6
Casual seating	20
Reception desk	15
3m Bar counter with shelves etc.	30
High poseur table	10

Mobile Lavatories

Once again hiring quality mobile lavatories is rather expensive. A combined unit comprising of three ladies WC and two hands wash basins and one gentleman's WC, three urinals and two hand wash basins will cost around € 1,500 (excluding VAT). If there are no permanent lavatory facilities available one of these units would be required for every 200 guests in the European Athletics Club.

Hostesses

It is recommended that the LOC allows € 5 per guest per day for the provision of hosts/hostesses in the European Athletics Club throughout the day.

Look and Feel

The additional costs for the decoration of the facilities depend enormously on the nature of the facility and its initial state of repair and decoration. An allowance of € 10 per guest will normally be adequate for the shorter events but significantly more may be required if the facilities are very basic or for longer events such as the European Athletics Championships.

Security

It is recommended to allow € 15/hr for the provision of fully trained professional uniformed security personnel.



