

**JUNIOR AND CADET
FENCING WORLD
CHAMPIONSHIPS**

DRAFT BUSINESS PLAN

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SECTION 1: EXECUTIVE SUMMARY

This Business Plan is submitted by the British Fencing Association in conjunction with the Northern Ireland Fencing Union.

The Junior and Cadet World Championships (U20 and U17) are held annually in April and have been in place since the late 1950s. They are run under the auspices of the world governing body, the Federation Internationale d'Esclime (FIE) and are viewed as an important milestone in the elite player pathway, with many athletes seen at these events going on to perform in the Olympics.

To host the Junior and Cadet World Championships in Belfast in 2009 would provide an ideal opportunity to:

- Showcase Fencing across Northern Ireland and the rest of the United Kingdom
- Enable local partners to achieve objectives covering areas such as economic impact, global coverage and tourism
- Gain valuable experience in managing world class events prior to 2012
- Develop the infrastructure, especially volunteer capacity
- Inspire our elite athletes in the lead up to 2012
- Showcase Northern Ireland as a venue for 2012 training camps
- Showcase the University of Ulster as the premier sports facility in Northern Ireland
- Engage long term media and commercial partners

The working budget for the event and associated development work currently stands at £541,447. We believe this will deliver a high quality, memorable and exciting event.

SECTION 2: THE EVENT

2.1 Fencing

Fencing is an ancient sport and is one of only four that has been included in every one of the Modern Olympic Games since 1896. It consists of three weapons:

- Foil
- Epee
- Sabre

The Foil is a light thrusting weapon with fencers targeting their opponents torso. The Epee is a heavier thrusting weapon and scores can be made through hits on any part of the opponents body. The Sabre is a light cutting and thrusting weapon with it's origins lying with the cavalryman's sword. The valid target area is therefore the opponents upper body.

In each of the disciplines the speed of movement is of such a level that it cannot easily be followed by the human eye and electronic scoring is therefore required.

A Junior World Championships has been run since the late 1950's. The Cadet age category was added in the late 1990's and the two age groups have run as a combined event on an annual basis ever since.

In the UK, Fencing continues to develop and is included in the UK School Games, presenting an opportunity for Fencing to further promote itself as an athletic, disciplined and fast paced sport amongst the nation's young people.

2.2 Fencing - history

Swords and similar stabbing and thrusting weapons have been used throughout the world in battle since man first starting working with metal. In Europe the sword was used to devastating effect from the third century BC by the Roman Legions and even today conjures up hugely evocative images of Vikings, Medieval knights, cavalry charges and dueling aristocrats.

As a weapon the sword became obsolete with the widespread use of gunpowder and guns but developed from the mid 17th century onwards into the Olympic sport we know today.

It is reported that the word 'fence' was originally a shortening of the Middle English word 'defens' with the first known literary reference to swordsmanship being in Shakespeare's Merry Wives of Windsor, published in 1602.

2.3 Fencing - an Olympic Sport

The first Modern Olympics held in Greece in 1896 saw the inclusion of three fencing events: men's foil, men's masters foil and men's saber. The medals were shared between France, Greece and Denmark with five different countries represented in total.

Fencing has developed from this position, as mentioned above, to be one of only four sports included in each and every modern Olympic Games. The disciplines have increased with women competing for the first time in Paris in 1924 with the addition of the Foil.

The current Olympic programme sees a full schedule for both men and women as well as team events:

- Men's individual foil
- Men's individual epee
- Men's individual sabre
- Men's team epee
- Men's team sabre
- Women's individual foil
- Women's individual epee
- Women's individual sabre
- Women's team foil
- Women's team sabre

Bouts are held on a 14-metre by 1.5-metre piste, or playing area. Through wires and special clothing, fencers are connected to an electronic scoring system that indicates if a hit has occurred.

Great Britain recorded it's first Olympic medal in 1906 with a Silver in the Men's Team Epee. The first individual medal was in 1924 with a Silver for Gladys Davies in the Women's Individual Foil.

2.4 Fencing – Governance

British Fencing is the branded image for the British Fencing Association English (BFA). British Fencing is the recognised National Governing Body for Fencing in all its forms, including able bodied and disabled.

The BFA is responsible for the development and promotion of Fencing throughout Great Britain.

The BFA is constituted as a company limited by guarantee. Its Executive Board of nineteen members is responsible for the financial affairs, strategic planning and management of the Association.

The sport is overseen by a number of management committees, each of which report to the Executive Board:

- International Committee
- Foil Committee
- Epee Committee
- Sabre Committee
- Refereeing Committee
- Youth Committee
- Rules Committee

There are four home countries within the BFA: England, Scotland, Wales and Northern Ireland, along with Jersey and Guernsey. The Northern Ireland Fencing Union (NIFU) are fully involved with and supportive of the plans to host the 2009 Junior and Cadet World Fencing Championships in Belfast.

To assist with the day to day running of the Association the BFA employs professional staff at its National Headquarters in London. These positions are part-time and the Association only employs four members of staff covering areas such as press and media, finance, and administration. There are no dedicated events or development staff.

The **Federation Internationale d'Esgrime (FIE)** was founded in Paris, France in 1913. It is governed by its own Constitution, Code of Conduct and Regulations under Swiss law. The FIE is an international non-governmental non profit organisation, composed of its affiliated National Federations which have freely and voluntarily joined the FIE in order to administer and govern worldwide the sport of Fencing and all of its disciplines for both male and female participants. As of 2007, the FIE counted 125 affiliated national federations.

The FIE has ten aims as laid out in the FIE Statutes, October 2007:

- a) to promote the development of fencing throughout the world, to tighten the ties of friendship which unite fencers of all countries, by setting up lasting relations between representative groups, and to nurture the improvement of the practice of our sport in every way
- b) to see that international competitions open to member federations are organised in accordance with F.I.E. Rules
- c) to establish Rules according to which international competitions must be organized
- d) to organise the Open World Championships, as well as Junior, Cadet and Veteran World Championships
- e) to authorise and supervise the other official F.I.E. competitions
- f) to insure that in international competitions the bans, suspensions, expulsions, disqualifications and all other penalties issued by one of the member federations are respected
- g) to study and legislate on all matters pertaining to fencing in international relations
- h) to promote and develop the struggle against doping
- i) to organise the fencing at the Olympic Games, in liaison with the International Olympic Committee
- j) to ensure that the principle of non-discrimination on the grounds of race, sex, ethnicity, religion, political opinions, family status or other, is respected.

2.5 FIE Junior and Cadet World Championships 2008

The Junior and Cadet World Championship is the world's largest fencing event (in terms of participant numbers) and is an annual combined men's and women's event catering for the Under 20 and Under 17 age groups. This event is staged throughout the world and is the premier event for the world's young fencers.

Host countries include:

2008	Italy
2007	Turkey
2006	Korea
2005	Austria

2.6 Belfast 2009 – Junior and Cadet World Championships

British Fencing and its partners propose Belfast as host city for the 2009 FIE Junior and Cadet Fencing World Championships. We believe that Belfast is the ideal location for an international Fencing event for the following reasons:

- Superb newly completed facilities at the University of Ulster
- Access to Belfast City and International airports for participants, officials and spectators
- Experience of hosting a major international fencing event (Commonwealth Championships 2006) and ensuring a lasting legacy
- An excellent mix of accommodation from student halls of residence to five star hotels

Venue: University of Ulster High Performance Centre, Jordanstown, Belfast

Competition Structure: There will be nine days of competition with each day including pool stages leading to direct elimination rounds and then finals.

Athlete numbers: Over 1000 athletes are expected from approximately 85 countries.

Volunteers: Approximately 50 generic volunteers will be required to support an event of this nature. British Fencing, the Northern Ireland Fencing Union and local partners are keen to use this event as a catalyst to develop the volunteer workforce of the sport and the area (see sports development plan). A further 60 officials, armourers and FIE staff will also be in attendance.

Spectators: Fencing as a whole and this event in particular do not have a history of attracting significant spectator numbers. However a publicity and promotion plan will be implemented to develop awareness in schools and the community as a whole. This will be particularly in and around Belfast, including the boroughs of Carrickfergus and Newtownabbey. The event will also be promoted extensively to fencers from across the United Kingdom.

SECTION 3: AIMS, OBJECTIVES & STRATEGIC AIMS

It is recommended that an event management group is established once all funding partners have been confirmed to discuss and confirm event objectives and strategic issues.

At this stage it is felt the **core objectives** will include the following:

- 1. To increase the profile of Fencing in Northern Ireland and the UK**
- 2. To develop the expertise and capacity required to host major international and world class Fencing events in the UK.** It is our ambition to stage an FIE Senior European Championships in 2011 and we believe that hosting a Junior and Cadet World Championships in 2009 would give us a great opportunity to learn vital lessons and develop our capacity.
- 3. To increase the profile of Belfast as a host city of major events** and to provide global television coverage to help achieve this aim

Additional objectives

- 1) To promote Belfast, Northern Ireland and the University of Ulster as a first class venue for international sporting events .** This will be achieved by working closely with Belfast City Council, Carrickfergus Borough Council Newtownabbey Borough Council and the University of Ulster to maximise the potential of Belfast as a host city and tourist destination. Key partners involved in this process include Tourist

Information, Belfast Marketing Dept, local press, Chamber of Commerce, local businesses and so on etc.

2) **To position Belfast as a potential training camp venue for teams in the lead up to the 2012 Olympics.** Again, the marketing and PR unit within the City Council, as well as other funding partners, will be engaged to work with the event management company to promote Northern Ireland and relevant sporting facilities, including the University of Ulster.

3) **To use the event to provide top level experience and home advantage to GB fencers.**

2009 is a good year to host such an event as it will be a major test for our younger players to demonstrate whether they are good enough to push for an Olympic place for 2012. Four years provides enough time to support promising players onto a higher plane of training and competition.

4) **Capacity Building – To develop the fencing organisational infrastructure and workforce including skilled and knowledgeable volunteers, officials and referees** who will be competent to deliver further world class fencing in the lead up to and beyond London 2012. The Junior and Cadet World Championships will serve as a training exercise and capacity building exercise to recruit, develop and retain volunteers.

Whilst there is no formal volunteer development strategy for fencing at present, the BFA recognise the importance of investing in the volunteer workforce and will use the event to do so through structured training programmes and informal learning. There is already a programme of

training courses in place for the development of young officials and this event would be the ideal opportunity to supplement theoretical knowledge with practical experience.

There is also the opportunity to work in partnership with the University of Ulster to recruit and develop volunteers from amongst the students.

The BFA will engage with volunteers throughout the event management process from planning through to delivery and beyond. This will be done by engaging them as part of dedicated working groups, where they will be given the opportunity to work alongside others to create a pool of enhanced knowledge, skills and expertise which can be employed in future large scale events. (see Sports Development Plan)

- 5) **Sports Development - To increase participation at grass roots level.** There are currently 14 fencing clubs in Northern Ireland with just under 200 current fencers. There is therefore a great opportunity to grow the sport within schools and with the development of new clubs.

The event will be used as a catalyst to raise awareness about fencing and to increase participation. The Commonwealth Fencing Championships, held in Northern Ireland in 2006 directly led to a 25% increase in the number of clubs and a corresponding 25% in participation. It is anticipated that these figures will be matched, if not exceeded, for this event.

Linking to the UK Games, British Fencing we will work to influence schools to take up fencing and develop a team to represent Northern Ireland in this competition (see Sports Development Plan)

6) **International Influencing - To capitalise on the political benefits both nationally and internationally from hosting a major sports event, particularly in the lead up to 2012.**

There are six committees within the FIE structure: Executive, Rules, Medical, Referee, Legal and SEMI. British Fencing is currently represented on the first four of these. It is anticipated that hosting a major FIE event in April 2009 will play a significant part in ensuring the representatives are re-elected and that the UK also has a representative on the final two committees as well.

The event is also preceded by a Congress to which all international fencing federations are invited. This is an ideal opportunity for the promotion of Belfast as a city and Northern Ireland as a whole as a potential host of holding and training camps in the lead up to London 2012.

7) **Economic Impact - To enhance the employment and productivity dividend from volunteering**, use volunteering in sporting activities as a route to gaining transferable skills for paid employment.

8) **To raise the profile of the region through major sports events within the media and visitor economy.**

The event will be filmed to broadcast quality and will be distributed to ensure global TV coverage. This coverage will also serve to promote Northern Ireland as a tourist destination as part of a co-ordinated marketing campaign.

9) **To get return on investment in the form of economic impact for the region.**

10)Media Profile

To engage the media to assist with development of fencing in the UK and to engage long lasting media partners.

To ensure professional television production and global distribution in order to promote Northern Ireland to a world-wide audience

SPORTS DEVELOPMENT PLAN

1. To develop the fencing organisational infrastructure and workforce including skilled and knowledgeable volunteers, officials and armourers

Objective	Action	Lead Responsibility	Timescale	Cost
Develop a plan for the recruitment, development, deployment and retention of volunteers to support major BFA events	Undertake a comprehensive audit of volunteer requirements to support the effective delivery of a major fencing event.	BFA	TBC	TBC
	Identify current volunteer capacity within Northern Ireland to support BFA events	NIFU	TBC	TBC
	Develop a series of Volunteer Job Descriptions for BFA events	BFA	TBC	TBC
	Identify a series of BFA and complimentary sporting events where volunteers are required in the lead up to 2012 and beyond	BFA / relevant partners	TBC	TBC
	Recruit new volunteers as necessary through BFA website, clubs, UJJ, Belfast CC	BFA	TBC	TBC
	Identify training needs for volunteers required to support major BFA events	BFA	TBC	TBC
	Build on existing volunteer training programmes to include event specific training where necessary (e.g. armourers)	BFA	TBC	TBC
	Further develop 'shadowing' opportunities for volunteers working on events at all levels, particularly those with more strategic roles	BFA	TBC	TBC
	Run a series of information and training sessions for volunteers who sign up to support the BFA events programme in Northern Ireland. Include rewards and incentives – clothing, equipment, social activities, information, skills.	BFA	TBC	TBC
	Identify lead volunteers within the organisation	BFA	TBC	TBC

	to head up areas of responsibility e.g. armourers, key officials etc.			
Develop a plan for development of officials	Undertake an audit of officials and referee requirements to support the effective delivery of a major BFA event			
	Identify current officials and referee capacity to support BFA events			
	Recruit further officials and referees as necessary			
	Train new officials and referees as necessary			

2. Develop junior competitive pathways

Objective	Action	Lead Responsibility	Timescale	Cost
Further develop the number of clubs and participants in Northern Ireland				-
Develop a junior competitions programme, enabling talent identification and progression for promising juniors	Develop a series of BFA junior competition opportunities in the south east culminating in a finals event in Belfast			
	Agree talent identification methods throughout the junior competitions programme including key personnel			
	Develop a programme of coaching support, training and further competition opportunities for those identified as having talent.			
	Develop UUJ as a centre of excellence and training venue (develop a student fencing club)			
	Develop UUJ as a centre for BFA and NIFU coach development – deliver all coach education for the region at the venue, develop coach mentoring schemes at the venue and provide support for coaches at all levels.			

SECTION 4: EVENT REQUIREMENTS & FACILITIES PROVISION

4.1 FIE Guidelines

The FIE provides detailed documentation on event requirements covering areas such as:

- Bidding requirements
- Obligations of the Organising Committee
- Transport and Accommodation
- Accreditation
- Competition structure and requirements
- Opening, closing and finals ceremonies
- Publicity and Promotion

The BFA and the appointed event management company will work to ensure all FIE requirements are adhered to.

4.2 University of Ulster, Elite Performance Centre

The Elite Performance Centre, due to open in November 2007, is part of the sporting facilities at the Jordanstown campus of the University of Ulster. The facilities have been designed and built with elite sport in mind and provide the ideal venue for the Cadet and Junior Fencing World Championships.



The University of Ulster is eager to host the 2009 Junior and Cadet World Championships and will play a pivotal role in the event planning, delivery and legacy.

SECTION 5: EVENT MANAGEMENT & DELIVERY

Underlying the effective delivery of this plan is a seamless approach to event management by all partners involved.

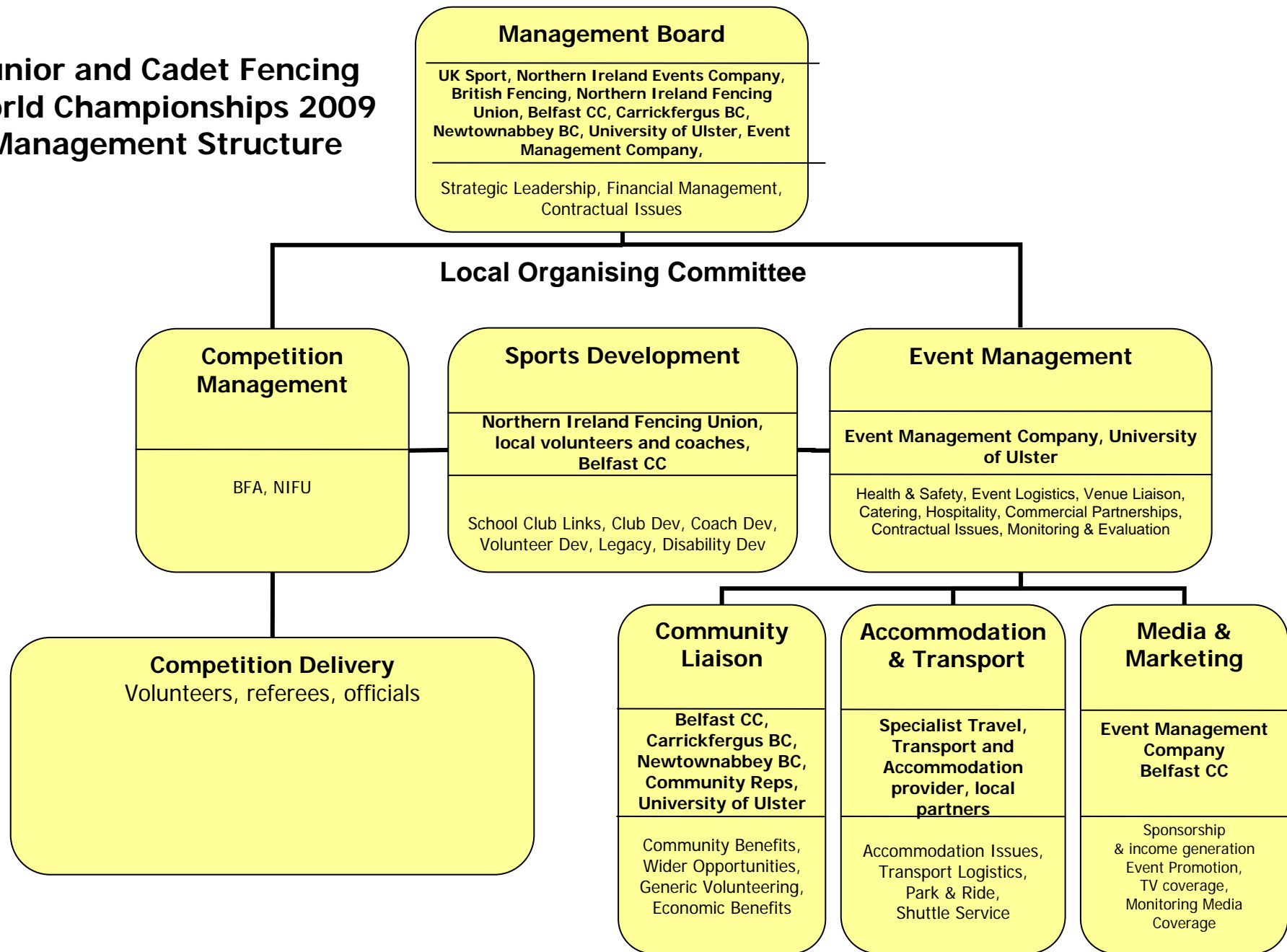
An initial meeting of partners has been held and it is recommended that all funding partners are invited to form an event Management Board to assess funding and strategic event issues.

It is anticipated that this Management Board which will act as a steering group with the following members:

- UK Sport
- Northern Ireland Events Company
- British Fencing
- Northern Ireland Fencing Union
- Belfast City Council
- Carrickfergus Borough Council
- Newtownabbey Borough Council
- University of Ulster Jordanstown
- Event Management company

The chart overleaf illustrates the proposed organisational structure for the event.

Junior and Cadet Fencing World Championships 2009 Management Structure



5.1 Management Board

It is recognised that this Business Plan requires continued development and the input of all event partners.

It is anticipated that the Management Board will facilitate the process of turning the vision into a reality by co-ordinating the work of the Local Organising Committee and providing leadership, expertise and guidance throughout. The Management Board will have overall responsibility for the safe and effective running of the event, including the budget, legal aspects of the event, and policy plan. It will meet on a bi-monthly basis and communicate with the Local Organising Committee and sub groups via the Event Management Company.

British Fencing will work as part of the Management Board to provide, in conjunction with Northern Ireland Fencing Union, sport specific information and will be the key liaison with the FIE. British Fencing's President, Keith Smith, will be the representative on the group and the organisation is fully committed to delivering a successful event with lasting benefits. British Fencing will also act as the under-writing authority and will manage the process of recruiting an Event Director / Event Management Company on behalf of the Management Board, which will take place in preparation for a February start.

University of Ulster

UUJ will not only support the event through the provision of facilities but will also act as a key strategic partner.

Belfast City Council (BCC)

BCC has a strong history of involvement with major arts and cultural events and is keen to secure further events to attract visitors and further build awareness and profile of the city. As well as potential financial support BCC are also

interested in hosting the FIE Congress as value in kind support to the event. The Waterfront Centre has been proposed as a potential venue and this aspect of the event will be used to promote Belfast and Northern Ireland as a potential location for training camps in the lead-up to London 2012.

Borough Councils

It is recognised that both Carrickfergus and Newtownabbey Borough Councils will have a vital role to play in the success of the event. It is anticipated that both Boroughs will have representatives on the Management Board.

Further liaison is required with both Borough councils and the city council to ensure their objectives are understood and are included within this Business Plan.

An **Event Director / Management Company** is required in the absence of sufficient capacity within partner agencies to fulfil the role and drive forward the event preparations and delivery. BFA will employ the Event Director / Event Management Company on a contractual basis, nominating a person responsible for the day-to-day liaison with the appointed Director / Company.

Event Director Key Roles and Responsibilities

- To be responsible for establishing the framework to deliver a world class event and ensure a lasting legacy
- To manage the non sport specific aspects of the Fencing event
- To ensure the event fulfils the delivery obligations of the International Governing Body – the FIE
- To develop close relationships with all event partners and to establish effective partnership working
- To ensure the event achieves the core objectives of all the event partners

Administration

- To set and manage the event project plan with key stakeholders
- To negotiate contracts with partners and 3rd parties
- To ensure contractual fulfilment of all partners
- To produce regular reports for the Management Board and Local Organising Committee
- To provide management and an infrastructure which ensures effective communication across the management structure
- To attend all relevant meetings

Finance

- To work with British Fencing (underwriters) to provide a budgetary management function including financial reporting (forecasted figures and variances and purchase order and invoicing system)

Marketing and Promotion

- To provide a bespoke in-house PR and Marketing function to maximise sponsorship and income generation for the event.
- To maximise coverage of the event and showcase the uniqueness of the sport.
- Oversee production and distribution of TV coverage
- Sponsorship and commercial partnerships
- Media liaison

Venue and Event Services Delivery

- To liaise with UJJ on venue and facility contracts
- To liaise with the contractor on accommodation and transport arrangements
- Event Hospitality
- Catering
- To put in place effective systems for monitoring and evaluation pre, during and post event.

5.2 Local Organising Committee

Working under the Management Board it is planned that a Local Organising Committee will be established to focus on operational issues and delivering against strategic objectives as directed by the Management Board.

British fencing in conjunction with the Northern Ireland Fencing Union will provide the sport specific knowledge and expertise required to run a successful Fencing competition and event via their volunteer network.

Volunteer capacity will be mobilised to ensure that the event runs efficiently and is used to benefit the sport infrastructure in Northern Ireland. This will take the form of existing fencers from Belfast and the surrounding area, and it is anticipated that Belfast City Council and the University of Ulster will play a key role in recruiting volunteers as well as the Borough councils. These will be augmented by volunteers from the rest of the UK as and where necessary. The event will also make use of school-club links, marketing and promotion through the fencing networks, and extensive training of new volunteers as officials, referees and generic support for an event of this nature.

University of Ulster

UUJ will play a lead role in delivering the event, harnessing their expertise associated with delivering indoor sporting events at this facility.

Belfast CC

It is anticipated that Belfast CC will provide support through their relevant departments including the Sports Development Unit, establishing lasting relationships with other relevant event, schools, clubs, generic volunteers and community organisations.

SECTION 6: FINANCIAL CONSIDERATIONS

The budget is attached as a separate file and has been completed using the UK Sport Funding Model for major events.

The Primary input level provides detailed information and top-line information can be found in the Summarised and Consolidated level.

Funding Partners

Northern Ireland Tourism

A submission has been made for £122,000 which is currently being assessed by the Department of Culture, Arts and Leisure and the Northern Ireland Tourist Board.

A response is expected by the end of January as to the success of this application.

UK Sport

After inclusion of financial contributions from all potential partners (still be to confirmed) there will need to be a submission to UK Sport. It is anticipated that this submission will be in the region of £125,000.

Funding Partners

For budgetary purposes the funding model shows a cash contribution from local partners (Belfast CC, Carrickfergus BC and Newtownabbey BC). These amounts are to be confirmed and need to be set against agreed benefits.

Financial Considerations: Income

As stated previously it is recommended that all potential event partners meet as a matter of urgency to confirm funding levels and to establish a contractual relationship as soon as possible.

Sponsorship and Advertising

The figure of £20,000 income through sponsorship has been developed as a realistic estimate after consultation with key partners. The figure has also been generated after assessment of previous major fencing events in the United Kingdom and previous Junior and Cadet World Fencing Championships in other countries.

It will be the responsibility of the event management company to lead on this aspect of income generation.

Accommodation Recharge

A specialist travel and accommodation provider, WGT Sport, have been engaged to advise on the potential of a recharge to the event.

It is planned that a surcharge will be included on all accommodation and transport costs. This income will then be returned to the event and is expected to generate event revenue of £100,000. It should be noted that this figure is dependent on projected numbers of participants being reached.

Financial Considerations: Expenditure

The budget, attached as an appendix, provides varying level of detail. However this plan will highlight particular areas:

Personnel - £30,000 for event management

As mentioned elsewhere in the Business Plan it is thought to be vital to engage with a professional event management company and a budget of £30,000 has been included to secure this.

It is anticipated that £30,000 will secure at least 120 event management days. This equates to nearly a half time role over a 12 month period.

This is thought to be sufficient against the event management role laid out earlier in this plan and when coupled with significant support from both event partners and the venue.

There is also an additional £5,000 to specifically pay for support through the Northern Ireland Fencing Union. This organisation currently has a volunteer network which includes people with direct experience of managing the Commonwealth Fencing Championships in 2006. This budget will be used to engage with these volunteers on a contractual basis to support the sport specific aspects of the event management process.

International and National Travel

It is recognised that there will need to be considerable national travel for partners and the event management company to effectively fulfil their roles.

Budget has also been included to enable key personnel from the Management Board to travel to the 2008 Junior and Cadet World Fencing Championships in Italy. This delegation will conduct an event analysis as preparation for the Belfast event.

Venue Hire

£50,000 has been included as a hire charge to University of Ulster for the venue. This includes staffing costs for the period of the event.

Press and Media

As detailed elsewhere in this plan there is significant budget available to run promotional campaigns with a view to reaching event and partner objectives.

There is also specific budget available for a media centre at the event and to pay a specialist to manage this area over the course of the event itself. The budget covers not only the hire and installation of a suitable area but also the furnishing and inclusion of printers, copiers, refreshments and so on.

It is also recognised that specialist TV production and distribution companies will need to be engaged to maximise coverage. Links have already been established with Sky Sports and Setanta. The event management company will be tasked with overseeing this area of the event.

Web-site

A separate budget of £5,000 has been included to enable the development, management and regular updating of an event specific web-site.

It is anticipated that this will be the primary information source with regards the event.

The web-site will be supported by all event partners with the provision of copy, logos and event information.

Suppliers and Contractors

Within the budget all relevant costs have been developed through liaison with, and quotes from, specialists providers.

It is intended that all such contractors and suppliers will be selected through competitive tender once the event and the funding have been secured.

The FIE have a number of requirements with regards equipment provision and these have been included within the budget.

SECTION 7: CONTRACTUAL RIGHTS & RESPONSIBILITIES

The formal bid to FIE to stage the event will be made by British Fencing. However a verbal confirmation that the UK has won the right to host the event has been received from the FIE.

As noted earlier, it will be the role of an Event Management Director / Company to broker then manage the key contracts with partners and third party organisations. This will be a priority once appointed.

It is anticipated that the most significant contracts will be:

- University of Ulster
- Sponsors
- Funding partners
- FIE
- Suppliers and contractors

The event will be underwritten by British Fencing who will accept financial liability on behalf of the Management Board. British Fencing, alongside the Event Management Director / Company will provide regular reports to the Management Board.

SECTION 8: WINNABILITY

The British Fencing Association have received verbal confirmation that, dependent on funding, the UK have won the right to host the event.

The BFA wish to confirm that funding is in place and that the event is therefore feasible no later than the end of February 2008.

SECTION 9: MARKETING & COMMUNICATION PLAN

An initial Marketing and Communication Plan has been produced by the Northern Ireland Fencing Union. This plan is attached as an appendix.

It is recommended that a more detailed plan is produced once consultation with all key partners has been completed.

SECTION 10: RISK FACTORS

The primary reason for choosing a Junior and Cadet World Championship as opposed to a major adult competition is to minimise the risks and gain maximum experience from organising and delivering a world class event.

A comprehensive risk assessment will be undertaken by the Event Management Director/Company.

SECTION 11: PERFORMANCE MONITORING

Close monitoring and evaluation of the process and delivery of the event will be vital if we are to capitalise on this as a learning experience for the sport and stakeholders in preparation for bidding for bigger world class Fencing events.

Monitoring and evaluation will be a thread running through each element associated with delivering this plan and will be led by the Event Management Director/Company.

Is recommended that the Management Board has the development of clear and agreed KPIs as one of the first areas of priority.