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A note from the Event Director

This report has been compiled by the Event Director Jodi Tweed, with key contributions from coordinator roles in many of the functional areas.

As Event Director I would like to say what an honour it has been to lead a dynamic team to deliver this event on behalf of Lake Macquarie City Council.

The support and commitment from the Mayor, the Organising Committee, Council management and staff as well as external service providers, laid a solid foundation to build on and inspired the team to settle for nothing less than excellence.

We were encouraged and released to think creatively, engage professionals and access resources to ensure the successful delivery of what was an outstanding event for the City, Region and State.

Thank you for the opportunity and for entrusting me to lead the charge on this prestigious event which has created memories, engaged a community and left a legacy.

This report provides a summary of functional areas, key lessons, recommendations and legacies. It is designed to provide contextual information for events in Lake Macquarie and for future Host Cities of the ICG.

I commend this report to the Lake Macquarie International Children’s Games Organising Committee and the ICG Executive.

Jodi Tweed – Event Director
1. Executive summary

Lake Macquarie City hosted the Lake Macquarie International Children’s Games in December 2014, a first for Australia and the Southern Hemisphere. The International Children’s Games is the largest multi-sport youth games in the world and is a recognised member of the International Olympic Committee. From the inaugural event in 1968, in which nine towns took part, the International Children’s Games has grown to now include more than 400 member cities from five continents participating and embracing the original ideals of promoting peace and understanding through sport.

In 2008, Lake Macquarie City was the first Australian city to compete at the Summer International Children’s Games, in San Francisco. The atmosphere and ideals of the event inspired the attendees from Lake Macquarie City Council to make a bid to host the Games, so that Australia could experience the same pride and joy.

In 2010, Lake Macquarie was successful in its bid to host the 48th Summer International Children’s Games, in 2014. There was initially some scepticism, due to time zones and distance, however athletes, coaches and supporters from 78 cities and 30 nations across the world, embraced the Lake Macquarie International Children’s Games and experienced all that Lake Macquarie City and Australia has to offer. Fourteen Australian and New Zealand cities participated in the Games for the first time. Over the course of six days in December 2014, athletes participated in eight sports including swimming, gymnastics, athletics, football, sailing, water polo, golf and, for the first time in the International Children’s Games, BMX.

The significance of the event was highlighted by the attendance of His Excellency General the Honourable David Hurley AC DSC (Ret’d), Governor of NSW and his wife, Mrs Linda Hurley, as Vice Regal Patron of the Games.

While the Games are a sporting event, they mean so much more than simply competing. The broader ideals of understanding other cultures, creating international friendships and engaging a community are an important part of the International Children’s Games movement. The priceless moments experienced form memories and legacies that will last a lifetime for all involved.
2. Organisational structure and functional areas

- **Organising Committee**
  - Event Director
  - Organising Committee

- **Accommodation and Hospitality**
  - Athlete Accommodation
  - VIP Accommodation
  - Catering

- **Administration**
  - Website
  - IT
  - Registration
  - Merchandise/Apparel

- **Ceremonies**
  - Opening
  - Closing
  - Protocol

- **Events**
  - Media Events
  - Torch Relay
  - School Liaison
  - Mayors Reception
  - VIP/Athletes Events
  - Event Hub

- **Health, Security and Emergency Services**
  - Medical
  - Policing
  - Risk Management Plan

- **Marketing, Sponsorship and Tourism**
  - Promotions
  - Brand
  - Advertising
  - Design
  - Social Media
  - DNSW

- **Production**
  - Television Commercials
  - Multimedia Packages
  - Lake Mac Live
  - Live Streaming

- **Technical**
  - Operations
  - Sport/Venue Management
  - Medal Presentations
  - Tech. Handbook and Guide to Entry

- **Transportation**
  - Mass
  - On Call
  - Traffic Control Plans
  - Traffic Management Plan

- **Volunteer Coordination**
  - Scope and Roles
  - Recruitment and Application
  - Training and Allocation
  - Management

- **Budget Management**
  - Procurement
  - Staff Management
3. Organising committee
The LMICG organising committee was formed in January 2013. It met bi-monthly in 2013 and monthly in 2014.

3.1 Membership
Membership of the ICG Organising Committee consisted of:
- Mayor (Chair)
- Five Councillors
- General Manager
- Director of Community Development
- Manager of Community Planning
- Representative from Newcastle University
- Chairman from Hunter Sports Centre Advisory Board or their representative
- Hunter TAFE, Institute Director, or their representative
- Tourism Hunter, Executive Manager
- Representative from Department of Premier and Cabinet
- Representative from Department of Sport and Recreation
- Representative from Destination NSW
- Event Director

3.2 Role and responsibilities
- Identify and monitor the key tasks needed to undertake and to ensure the smooth running of the event.
- Facilitate the provision of resources and/or services where possible to assist in either the planning for, or the running of the event.
- Provide advice to Council staff and other key partners from their own area of expertise on issues relating to the smooth running of the event.
- Determine the need for and membership of issue specific sub-committees.
- Participate in (if appropriate) and receive reports from the various sub-committees formed to deal with specific issues or aspects of the event.
4. Project team

To ensure the professional delivery of the ICG, Lake Macquarie City Council (LMCC) employed a specialist event director along with support staff both internal and external to council, to form the ICG Project Team which drove the planning and delivery of the event.

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Hours</th>
<th>Type</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager Community Planning</td>
<td>John Ferguson</td>
<td>Full time</td>
<td>Manager from LMCC</td>
<td>January 2012 – February 2015</td>
</tr>
<tr>
<td>Event Director</td>
<td>Jodi Tweed</td>
<td>Full time</td>
<td>Temporary contract</td>
<td>January 2013 – February 2015</td>
</tr>
<tr>
<td>Event Officer (PA to the Event Director)</td>
<td>Kim Patrick</td>
<td>25 hours per week increasing to fulltime</td>
<td>Permanent part time/fulltime</td>
<td>January 2013 – February 2015</td>
</tr>
<tr>
<td>Registration manager</td>
<td>Angela O’Brien</td>
<td>Full time</td>
<td>Permanent</td>
<td>January 2014 – January 2015</td>
</tr>
<tr>
<td>Operations manager</td>
<td>Phil Wishart</td>
<td>Full time</td>
<td>Temporary contract</td>
<td>August – December 2014</td>
</tr>
<tr>
<td>Volunteer logistics and risk manager</td>
<td>Dave Williams</td>
<td>24 hours per week</td>
<td>Volunteer</td>
<td>March – December 2014</td>
</tr>
<tr>
<td>Social media officer</td>
<td>Natalie Holland</td>
<td>24 hours a week</td>
<td>Contract</td>
<td>June – December 2014</td>
</tr>
<tr>
<td>School Liaison Officer</td>
<td>Autumn Laklem</td>
<td>24 hours a week</td>
<td>Volunteer</td>
<td>July – December 2014</td>
</tr>
<tr>
<td>Musical Director</td>
<td>Phil Tweed</td>
<td>As required</td>
<td>Contract</td>
<td>January – December 2014</td>
</tr>
<tr>
<td>Production Manager</td>
<td>Trevor Beck</td>
<td>As required</td>
<td>Contract</td>
<td>January – December 2014</td>
</tr>
<tr>
<td>Catering coordinator</td>
<td>Bronwyn Sheldon</td>
<td>Part time</td>
<td>Volunteer</td>
<td>June – December 2014</td>
</tr>
<tr>
<td>Transport coordinator</td>
<td>Bob Porter</td>
<td>Part time</td>
<td>Volunteer</td>
<td>October – December 2014</td>
</tr>
<tr>
<td>Screen producer</td>
<td>Jack Antcliffe</td>
<td>Part time</td>
<td>Volunteer</td>
<td>January – December 2014</td>
</tr>
</tbody>
</table>

In additional to the above specific project team roles, many council staff and departments provided significant support in the areas of IT, web design, graphic design, media, marketing, events and risk management.

It is also important to note that in the six months leading in to the event, the Event Director, Event Officer, Registration Manager and Operations manager worked up to seven days a week.
5. Subcommittees

The organising committee and event director identified 10 sub committees that would work with and oversee the planning and delivery of the functional areas for the event. Invitations were distributed from the Mayor to government, business and community members to participate on a voluntary basis on these committees. The Event Director reported to the organising committee on the activities and progress of each subcommittee on a regular basis.

The following report outlines the roles, responsibilities, functional areas, recommendations and legacies of these subcommittees.

5.1 Legacy

One of the primary objectives of the LMICG was to create a legacy which will outlast the event itself. Each subcommittee was asked to plan and consider what legacies they would create within their functional area, these are listed within the report under the relevant heading.

The below legacies span across the whole event and encompass the combined focus of every functional area.

- The ICG is more than a sporting competition, it provides an opportunity for young people and International cities to build relationship, develop deeper cultural understanding and promote the ideals of peace and tolerance through sport. This legacy is at the core of the LMICG and the foundations laid will bring benefits for years to come.
- The relationships Council developed with members of the sub-committees remain invaluable to Council and the local community. The strength of these networks remains, and is a good foundation for future major events and projects in Lake Macquarie.
- The involvement and upskilling of many young people across several of the functional areas.
- The opportunity and life experience provided to all athletes, including those participating on Team Lake Macquarie. The friendships and cultural development was profound and will shape the lives and views of the participants in a positive way as they grow into adulthood.
- The LMICG was delivered in a highly professional manner and this has increased the quality of the games for the ICG by developing strict processes and brand equity.
- This report will act as the basis for the ICG in developing an event handbook.
6. Accommodation and Hospitality

6.1 Membership
- The University of Newcastle
- Myuna Bay Sport and Recreation Centre
- ICG Event Director
- ICG Catering Coordinator
- Members of the ICG project team.

6.2 Role and Responsibilities
- Oversee accommodation and catering needs for teams and VIP’s
- Liaise with the university and accommodation providers
- Liaise with caterers
- Work with dieticians and nutritionists to develop a balanced menu for the athletes
- Arrange catering for lunch and other offsite meals from accommodation venues
- Arrange bedding (sheets, pillows, blankets) – sourcing quotes and providers
- Develop waste and cleaning management plan for accommodation venues

6.3 Key Functional Areas
a. Accommodation: Athletes/Coaches/HOD
The Athletes/Coaches/Heads of Delegation were accommodated in two venues:
- Myuna Bay Sport and Recreation Centre
- University of Newcastle

<table>
<thead>
<tr>
<th></th>
<th>University</th>
<th>Myuna Bay</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOD</td>
<td>60</td>
<td>14</td>
</tr>
<tr>
<td>Coaches</td>
<td>162</td>
<td>31</td>
</tr>
<tr>
<td>Athletes</td>
<td>802</td>
<td>152</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1024</td>
<td>197</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1221</td>
<td></td>
</tr>
</tbody>
</table>

University of Newcastle
The University of Newcastle accommodated 1024 participants across 4 main accommodation areas. A temporary Registration Centre was constructed in the Edwards Hall carpark, consisting of an 18x8m marquee split into two sections, a generator to power the site and tables and chairs for registration processing.

As the rooms would only normally accommodate one person and LMICG required an additional person in the majority of rooms, 330 mattresses were purchased and installed on Friday 5 December, in addition to approximately 250 additional mattresses provided by the University. Linen was sourced and delivered by NSW Health Share.

LMCC depot staff installed and removed the mattresses and volunteers prepared all the beds for the athletes and delegations. This was a significant demand on staff and volunteers and it is recommended for future events that labour crews are employed for these purposes.

Myuna Bay Sport and Recreation Centre
The Myuna Bay Sport and Recreation Centre accommodated 197 participants across 5 blocks and 4 holiday units. Due to the existing facilities and nature of the business there was no additional infrastructure required for the registration process at Myuna Bay.
b. Accommodation: VIP’s and Officials
City Representatives and City Guests were accommodated at Mercure Charlestown and the Best Western Apollo Charlestown. These are both four-star hotels and within walking distance from each other. Sporting officials, production crew and headline artists were accommodated at Macquarie inn and Warners at the Bay.

<table>
<thead>
<tr>
<th></th>
<th>Apollo</th>
<th>Mercure</th>
<th>Macquarie Inn</th>
<th>Warners at the Bay</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIP’s</td>
<td>80</td>
<td>38</td>
<td>1 (DNSW)</td>
<td></td>
</tr>
<tr>
<td>Officials/Crew</td>
<td></td>
<td></td>
<td></td>
<td>29</td>
</tr>
<tr>
<td>Crew</td>
<td></td>
<td></td>
<td></td>
<td>27</td>
</tr>
<tr>
<td>Medical</td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Headline act</td>
<td></td>
<td></td>
<td></td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>185</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. Catering: Athletes/Coaches/HOD

Breakfast:
All breakfasts were provided and served by accommodation venues for teams.
See catering schedule/menu in appendix 1 – key documents and collateral

Lunch:
Lunch was served at each sporting venue between 11am – 1pm for all participants and VIP’s.

- Sumo Salad supplied 4 different salad varieties each day which covered all special dietary needs.
- All salads were labelled with their ingredients.
- We found Sumo Salad excellent to work with and were in constant communication throughout the games to ensure all lunches were going to plan.
- Sumo Salad staff were present at each venue each day. This ensured food safety handling and correct serving sizes of the salads.
- The feedback on the Sumo Salad staff from volunteers and venue managers was positive from all venues.

- The feedback on the food was that it was excellent in taste and variety of choices; Of all the choices available, there were two preferred salads being: 1. Potato, bacon & egg and 2. Chicken mustard pasta.
- In addition to the Sumo Salads, participants were also provided a juice, bread roll and cake.
- Leftover food was dropped to Oz Harvest as a donation.
- Leftover juices were used at the Volunteer Thank You Lunch on December 14th

Dinner:

**Saturday, Monday and Wednesday**
Dinner was served at the accommodation venues on these nights. The menu was developed by the dietician from the University of Newcastle’s contracted caterers – Alliance Caterers, and provided to the ICG committee for input and approval.

The University and Myuna Bay both served the same menu to ensure continuity and quality.

**Sunday – Opening ceremony**

- Hudson Catering set up a full kitchen in which they were to cook and supply meals from onsite at the opening ceremony – Speers Point Park
- The choice of meal was chicken, beef or vegetarian noodle dishes (with the choice of gluten free noodles).
- Hudsons were not able to cater for the kosher and athletes with special dietary requirements, so Alliance Catering made up meals to cover the special dietary requirements and the catering manager arranged the distribution of these meals,
- Dinner was scheduled to be served at the opening ceremony, however due to the weather conditions we were forced to transport the athletes and food back to their accommodation venues.
- Hudson caterers and ICG management, in consultation with the Chief Medical Officer (CMO), arranged for the food to be transported to Myuna Bay and the University.
- There was a delay in getting the food to the university so our catering manager and volunteers provided fruit, muesli bars, toast and cereal until the hot food arrived.
• We sent 250 meals to Myuna Bay and 1,100 to the University
• Hudson’s sent their Food Safety Supervisor with 4 staff members (to the University) to ensure safe food handling and explanation of the different food choices.
• We had a team of volunteers on hand to help with the distribution of the meals and the clean-up at the end of service.
• We sent the Opening Ceremony Team Leader (Mark Piper) who had been working closely with Hudson Catering to Myuna Bay and the Manager at Myuna Bay opened the kitchen for service. This was a smaller venue and much easier to coordinate.
• Although the delay caused a level of dissatisfaction, all athletes at the University were fed by 9.45pm.
• While the athletes were waiting for the meals to be delivered, the volunteer staff provided fruit, muesli bars and toast.
• Due to the delay, some athletes ordered delivered fast food

**Tuesday – beach carnival**

Teams were served a traditional Aussie dinner of meat pies and sausage rolls with tomato sauce at Blacksmiths Beach. This meal was extremely well received and many came back for seconds.
• Thompson’s Pies supplied: meat pies, sausage rolls, spinach and fetta rolls, gluten free rolls, and they made a special vegetarian pastie with mornay vegetables in them.
• Thompson’s were not able to cater for the kosher and athletes with special dietary requirements, so Alliance Catering prepared meals for this event.
• Thompson’s Pies hired warming ovens to keep the food at the right temperature for consumption and worked with the catering coordinator and her team of volunteers to deliver the food.
• The special dietary meals were served in an area away from the general meals.
• Thompson’s set up a service area that was staffed by 8 volunteers

**Special Dietary requirements**
- kosher
- 1 athlete who was anaphylactic to dairy, gluten, egg and was celiac as well
- 1 athlete who had allergies to birch pollen, gluten & lactose
- Halal
- Egg free
- Egg less vegetarian
- Gluten free
- Vegetarian
- No seafood
- Dairy free
- No chicken or pork
- Lactose intolerance
- Peanut allergy
- Peanut & black sesame allergy
- Gluten free, vegetarian and no cheese

### 6.4 Comments and Recommendations

**Accommodation:**
- Allocations were challenging due to the changing athlete and coach registrations, we would recommend that the ICG continue to enforce strict registration deadlines with participating cities.
- Employ labour crews for bump in and bump out.

**Catering:**
- The ICG team, in particular Bronwyn Sheldon, staff and volunteers are commended for their fast action and response in evacuating and managing the food service of participants due to the weather conditions at the opening ceremony. It was a difficult and high stress situation, however, the staff and volunteers moved quickly and actioned the scenario based plan in a calm and ordered manner.
- Teams neglected to fill in their dietary requirements in the registration process which put additional stress on the catering manager to ensure their requirements were met. It is recommended that teams make more effort to provide this information in their registration process.

### 6.5 Legacy
- Relationships and networks built with the University and Myuna Bay
- Menus and schedules to be passed on to future events and host cities
- Excess mattresses donated to charitable organisation
7. Administration

7.1 Membership
- LMCC Web and IT department
- LMCC Communications department
- LMCC Promotions department
- ICG Event Director
- ICG project team

7.2 Role and responsibilities
- Webpage development and management
- Registration platform development – Customer relationship management system (CRM)
- Registration management
- IT management
- Merchandise
- Reporting, surveys and research analysis

Key functional areas

a. Website
The ICG website had several versions which were strategically developed based on the needs and clientele as the event timeline progressed. The initial website design featured more tourism related content, it was then developed into a site with specific information for participants, supporters and community. The website team worked creatively to then develop a ‘games week’ website, which was specific to information, vision and images of interest to people the week of the games. The design and content on all releases of the website were amazing, it was user friendly, creative and captured the look and feel of the event perfectly.
Website Statistics

• Opening Ceremony (7/12/14)
  - Sessions: 7,712
  - Page Views: 24,305
  - New visitors: 53.8% of sessions
  - Views on NBN Video Stream: 4.5 – 5K

• Week of the games (8/12/14 – 16/12/14)
  - Sessions: 26,620
  - Page Views: 90,063
  - New visitors: 35.1% of sessions

• Since go-live (10/7/2012 – 16/12/14)
  - Sessions: 97,917
  - Page Views: 335,949

• YouTube Top 5 (since go-live, sorted by popularity)
  - International Children’s Games – Promotional Video
    - Published: 21/7/13
    - Views: 5,718
    - Likes: 4
  - Never Give Up
    - Published: 4/6/14
    - Views: 3,955
    - Likes: 7
  - International Children’s Games - Lake Macquarie 2014 - Television Commercial
    - Published: 22/12/13
    - Views: 2,522
    - Likes: 1
  - One Big Night
    - Published: 23/10/14
    - Views: 1,269
    - Likes: 1
  - Team PŁOCK, Poland, sent this video message to the Lake Macquarie International Children’s Games
    - Published: 1/10/14
    - Views: 939
    - Likes: 3

• ShareThis (7/12/14 – 13/12/14)
  Social Rating
  - Shares: 230 (389.36%) - # times page shared from widget
  - Clickbacks: 5K - # times URL accessed from share

  Top Sharing Destinations
  - Facebook 54%
  - Twitter 43%
  - Email 1%

  Top Referral Sources
  - Facebook 93%
  - Twitter 5%

  Top Content
  - Schedules and Results
    - Shares: 57
    - Clickbacks: 664
  - Home
    - Shares: 54
    - Clickbacks: 3K
  - Swimming
    - Shares: 20
    - Clickbacks: 18
b. IT

LMICG undertook significant research in developing a dedicated online IT registration system for the games. We engaged the company IT Magnet to design and build a Customer Relationship Management System (CRM) which enabled us to deliver an online registration of quality and continuity. It also stored the data collected in a secure and searchable manner, so we could easily access reports when needed.

The system was effective for:

- Managing registrations from participants, guests and volunteers
- Receiving payments
- Storing waiver forms
- Email communication to mass contacts
- Reporting

The system was also designed to handle the following processes, but ultimately not utilised:

- Allocating volunteers to roles and managing volunteers
- Allocating people to accommodation
- Recording outcomes of sporting events
- SMS communications

Lack of uptake in these areas was due to:

- Poor system design with relation to volunteer management making it cumbersome and slow to use for this purpose. Please note that this was not part of the original design.
- Lack of time of key staff to allocate individuals to specific rooms with the system and to create volunteer roles and allocate people to them.
- The decision was made to allow venues to manage sport results and result reporting, therefore this functionality was not required.
### c. Registration

**Accredited participants**

<table>
<thead>
<tr>
<th>Number</th>
<th>Accepted/registered</th>
<th>Participated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cities</td>
<td>80</td>
<td>74</td>
</tr>
<tr>
<td>Heads of Delegation</td>
<td>80</td>
<td>74</td>
</tr>
<tr>
<td>Coaches</td>
<td>211</td>
<td>193</td>
</tr>
<tr>
<td>Athletes</td>
<td>1008</td>
<td>954</td>
</tr>
<tr>
<td>City representatives</td>
<td>57</td>
<td>52</td>
</tr>
<tr>
<td>City representative partners</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>City Guests</td>
<td>46</td>
<td>44</td>
</tr>
<tr>
<td>ICG Executive/committee</td>
<td>19</td>
<td>21</td>
</tr>
<tr>
<td>ICG Executive partners</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>ICG project/staff team</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Mayor of Lake Macquarie</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Councillors of Lake Macquarie</td>
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<td>12</td>
</tr>
<tr>
<td>LMCC executive</td>
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<td>4</td>
</tr>
<tr>
<td>Governor of NSW (plus staff)</td>
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<td>4</td>
</tr>
<tr>
<td>Athletic officials</td>
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<td>31</td>
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<tr>
<td>Gymnastic officials</td>
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<td>15</td>
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<tr>
<td>Golf Officials</td>
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</tr>
<tr>
<td>Football Officials</td>
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</tr>
<tr>
<td>BMX Officials</td>
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</tr>
<tr>
<td>Sailing Officials</td>
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<tr>
<td>Water polo Officials</td>
<td></td>
<td>18</td>
</tr>
<tr>
<td>Swimming officials</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Production crew</td>
<td></td>
<td>31</td>
</tr>
<tr>
<td>Medical staff (CMO and assistant)</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Performers/Management (headline only, does not include local talent)</td>
<td></td>
<td>15</td>
</tr>
</tbody>
</table>

**TOTAL PARTICIPANTS**

| DNSW KPI 1500 | 1592 |

**Participant percentage attendances**

<table>
<thead>
<tr>
<th>Athletes/HOD/Coaches</th>
<th>VIP’s</th>
<th>Officials</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW</td>
<td>16%</td>
<td>NSW 16%</td>
</tr>
<tr>
<td>Interstate</td>
<td>5%</td>
<td>Interstate 5%</td>
</tr>
<tr>
<td>International</td>
<td>79%</td>
<td>International 79%</td>
</tr>
</tbody>
</table>
Supporters
Supporters are those who travelled to Lake Macquarie for the event. There was no compulsory registration for supporters, however we did encourage cities to register their supporters online and also gave the opportunity for supporters to register at the event hub information desk during the games. Without a supporters registration they could not access the games transport and closing ceremony.

Online and event week registered supporters

<table>
<thead>
<tr>
<th>Location</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW supporters</td>
<td>2072</td>
<td>72.7%</td>
</tr>
<tr>
<td>National supporters</td>
<td>83</td>
<td>2.9%</td>
</tr>
<tr>
<td>International supporters</td>
<td>694</td>
<td>24.4%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2849</strong></td>
<td></td>
</tr>
</tbody>
</table>

While our official numbers can only reflect the supporters who took the time to register, we believe that the target of 3000 supporters was met. This assumption is based on the significant crowd sizes attending each of the sporting events and the regular communication we had with the teams in the lead up to the ICG. We believe many teams arrived with family members who were not registered on our system.

d. Merchandise/Apparel

It was decided early on to have a great range of merchandise and apparel at the LMICG. As far as we know, merchandise and apparel was not available at the games in Daegu, 2012 or Windsor 2013 and we identified a desire for participants to take home mementos.

We consulted with an experienced merchandise and promotional product provider, Hyperactive, and came up with a range of products.
The aim was to make this cost neutral, so there was not a pressure for it to be a revenue stream or to cost the ICG operating budget. The objective was to promote the games and provide good quality merchandise and apparel.
LMICG purchased the agreed goods at a wholesale price and took all the revenue.
The apparel was provided by World Rugby Specialists (WRS). LMICG entered into a licence agreement with WRS through which WRS took the revenue sales and LMICG were paid a rebate on the profit. This was decided to be the least risk option for the games.
The promotional products were very popular, however the quantities recommended for purchase were in excess of what was needed causing the promotional product budget to run at a loss.
In looking back we also feel the pricing on some of the items was too high.
The apparel products were also very popular and the supplier only had minimal stock left. LMICG received a 20% rebate of sales, giving a profit in this area.

7.4 Comments and Recommendations
- This committee was made up of internal council staff who were professional and well skilled to carry out the assigned roles. It was a pleasure for the ICG project team to work with the relevant council departments.
- Decrease the quantity of promotional products purchased. While these sold well there was considerable stock items left over and the revenue did not cover the outlay (see full budget report).
- Ensure the price point for all promotional items is accessible
- Improved wifi at the venues would have been beneficial, as all the draws and forms were online, it was difficult at times for teams to access these due to the lack of wifi
- ICG to develop a standardised registration system and IT package for future games.

7.5 Legacy
- The quality of the website has set a new standard for the ICG and gives upcoming host cities a great template to work with. The 2015 ICG in Alkmaar has adopted the LMICG web format.
- The online registration system ensured better quality control and check points, and enabled LMICG to enforce better regulations which raised the standard and expectation for the participating cities.
- The website will be used as an online portal and will hold all the relevant documents, collateral and marketing for the games, which will be made available to the ICG, future host cities, and council departments.
- Council relationships were strengthened.
- This final report will act as an ‘Operating Manual’ for the games, giving clear timelines, functional area descriptions and organisation milestones.
- Increased traffic to Lake Macquarie tourism website
- Expanded the use of the website for practical purposes of draws, results and information.
8. Ceremonies

8.1 Membership
- Councillor Langford
- LMCC’s Event department
- Department of Education and Training
- ICG Event Director (Creative Director)
- Assistant Creative Director (community volunteer)
- ICG Production Manager
- ICG Musical Director
- Members of the ICG Project team

8.2 Role and responsibilities
- Concept development
- Creative direction
- Program design
- Liaison with production team
- Supplier management
- Creative management
- Show delivery

8.3 Key functional areas
a. Opening ceremony
The Lake Macquarie International Children’s Games Opening Ceremony was staged at Speers Point Park on Sunday 7 December 2014. It was of Olympic style and included the athlete’s parade, raising of the flags, lighting of the cauldron and spectacular entertainment. The creative development was based around the vision statement of the games: Inspire, Embrace, Unite. It was then followed by the annual Carols by Candlelight and promoted under the banner of ‘One Big Night’. The idea was to involve and include the community in the opening ceremony, by inviting them to this event and then also delivering their much loved carols using the same crew and stage, making it much larger production than usual.

Auditions
A priority and objective of the opening ceremony was to give opportunity to young talent in the region, to train and mentor them and showcase the talent within our region.
With this in mind the committee selected audition dates and times, and developed the terms and conditions for singing and dancing auditions. The opportunity was promoted through schools, in print and online advertisements, talent schools and through media stories.
The singing auditions were held in May 2014, we had 56 applicants in the first round and 33 went through to round two auditions. The auditions were held in front of a panel of four adjudicators, including the ICG Musical Director, ICG Vocal Director, ICG Assistant Musical Director and ICG Assistant Creative Director. It was an authentic and professional audition process, which in itself provided industry experience for those involved. Sixteen young vocalists were selected to perform at the opening ceremony.
The dance auditions were promoted in the same manner and were held in July 2014. Prior to running the auditions for dancers, an expression of Interest was distributed for choreographers. ICG selected three professional choreographers (Jade Hillard, Tina Perry and Steve Chandler) who facilitated the auditions, rehearsals and choreographed all the movement for the ceremony. This was done on a voluntary basis and their work, commitment and dedication was highly valued and appreciated. 153 dancers auditioned with 86 selected to perform in six items across the ceremony.
Both singers and dancers commenced rehearsals in October 2014.

Song competition – Theme song
From December 2013 – April 2014, we promoted the ICG theme song competition. The objective was to find a song which expressed the heart of the games to be used in publicity and performed at the opening ceremony.
13 year old Mia Sifflet was the winner of this competition with her song “Never Give Up”. The song was professionally produced by the ICG Musical Director, Phil Tweed and a film clip directed by Jim Lounsbury. View the film clip at http://youtu.be/gv36-auhMCQ?list=PLWJZLgH1MFECWSGWztTny2TDBKyZ06awG

The song received rave reviews, and has been viewed over 4600 times on you tube and featured on radio and television commercials.

Mia gained exposure and respect for her talent and performance at the opening ceremony.

LMICG believe that the support and opportunity given to Mia will assist her greatly towards a long and successful career.

Talent and voices of the games
The talent and voices of the games were two promotional events which were staged at Charlestown square to promote the ‘One Big Night’ and the games.

This involved our ceremony singers and dancers who performed songs of their own selection and a snippet of what people could see on the night.

Both events were successful, gave performance opportunity for our young talent and engaged the community in promoting the event, with extensive positive verbal feedback.

Band and orchestra
LMICG engaged the services of a professional Musical Director, Phil Tweed, who gathered a professional band, orchestra, vocal director and backing artists with a total contingent of 22 musicians involved. The backing band comprised of drums, bass, two keyboard players and two guitarists, with thirteen orchestral players (brass, strings and a solo flute), and three backing vocalists. All arrangements were written specifically for the show with time code pre-programmed so live performances could be locked in to vision and pyrotechnics. The Assistant Music Director was Okke Klaassen, and the Vocal Director was Marty Worrall, a very well-known local singer songwriter. There was also a drummer’s ensemble comprising a troupe of young snare drummers organised by a local drum teacher, Josh Holliday, for one of the featured items.

Cauldron
The LMICG cauldron was designed, built and fitted by Lake Macquarie City Council depot staff. Tim Daley was the designer, the workshop team built the cauldron and Paul Mace was the gas fitter.

The time commitment, dedication and final result of this piece of art was outstanding and the team rapport and pride in their work was a highlight. It was a project well outside their normal scope, yet they approached it with enthusiasm and commitment. The ICG executive committee said it was the best cauldron they’ve ever had at a games.

Production management
LMICG engaged a professional Production Manager, Trevor Beck. Trevor has worked on the Sydney and London Olympics, many Commonwealth Games and other large sporting events and brought years of experience in developing and leading a production team for the opening ceremony.

The production team was made up of:
• 24 Production Crew
• 15 NBN Television staff and crew
• Showcaller
• Eight Stage Managers
• Vision Manager
• Front of House Mixer
• On Stage Mixer
The Opening Ceremony commenced at 5pm on Sunday 7th December 2014 at Speer’s Point Park. The athlete’s parade, entertainment and screen presentations were spectacular, taking the audience on a creative journey. The formal protocol proceedings were delivered respectfully and upheld the values and heart of the games. Toward the end of the opening ceremony a large storm front hit the event location and we were forced to evacuate the athletes and pause the show. The athletes were transported back to their accommodation and missed the final part of the opening ceremony, including the lighting of the cauldron.

After the main weather front had passed, we were able to continue. A decision was made by the Event Director and Showcaller to cancel four of the performances and move to the lighting of the cauldron and headline act (Sheppard), before more rain was forecast. It was disappointing that those singers and dancers involved in the cancelled songs who were unable to perform after months of rehearsal.

After the weather front had passed and safety clearance was given from the production manager, we were then able to deliver the full Carols show. Overall, the majority of the event was delivered, and the feedback on show was very positive from those involved, the community, the media and event participants. There was a need to address some negative feedback, however the majority of the feedback was based on elements which were out of our control.

For the cast and crew, there was disappointment in not being able to deliver the event to its fullest, however all involved were grateful for the experience and proud of their contribution.

b. Closing Ceremony

The Closing Ceremony was held on Wednesday the 10th December at the University of Newcastle. It was a much smaller production set up than the Opening Ceremony, however, it was still a significant event.

It consisted of a parade of flags, the extinguishing of the cauldron, handing over of the torch to the next host city, Alkamaar, and lowering the flags. There was entertainment including the singing of the LMICG theme song by Mia Sifflet and a DJ so the athletes could dance and enjoy the friendships they had made in an informal environment.

One of the songs that had been cancelled from the Opening Ceremony “All Of Us” was incorporated into the closing ceremony, which allowed those singers who had prepared the opportunity to still perform.

Service suppliers

The bump in for this event took place over 5 days.

<table>
<thead>
<tr>
<th>Area</th>
<th>Supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staging, Lighting, Production</td>
<td>Eclipse Lighting and Sound</td>
</tr>
<tr>
<td>Marquees, Seating, Back of House equipment</td>
<td>Prestige Party Hire</td>
</tr>
<tr>
<td>Installation of the Cauldron</td>
<td>LMCC Depot Staff</td>
</tr>
<tr>
<td>Catering</td>
<td>Hudsons Catering</td>
</tr>
<tr>
<td>Fencing</td>
<td>ATF Fencing</td>
</tr>
<tr>
<td>Amenities</td>
<td>Coates Hire</td>
</tr>
<tr>
<td>Traffic Management</td>
<td>Workforce International / NSW Police</td>
</tr>
<tr>
<td>Cleaning</td>
<td>LMCC / Hunter Resource Recovery</td>
</tr>
<tr>
<td>Fireworks</td>
<td>Howard and Sons</td>
</tr>
<tr>
<td>First Aid / Medical</td>
<td>LMCC / NSW Ambulance Service</td>
</tr>
</tbody>
</table>
A highlights video of the week was played and received with much excitement and joy. This event also experienced some significant rainfall, however the official evening proceedings were not affected by this and the entertainment only marginally impacted. It was a night of celebration and the atmosphere was exciting and positive.

**c. Protocol**

The protocol segments at the both the Opening and Closing Ceremonies, as well as the medal presentations were a key component of this being an Olympic sanctioned event.

The pre games visit from the President and Secretary General of the ICG are also a requirement in ensuring the games are on track and meeting specific requirements.

During games week we were fortunate to host His Excellency the Governor of the NSW as a patron of the games. This required the team to adhere to strict protocol procedures surrounding his arrival, introductions and order of presentation. We felt it would be helpful to future host cities to see how we managed these protocol elements. Please note that the below are simply the protocol segments highlighted, and do not include the full ceremony program.

The full ceremony programs are available to download on www.icg-lakemacquarie2014.com event archive page, along with many other key documents and collateral examples.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
<th>Performer/Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.10</td>
<td>Welcome to country</td>
<td>Aunty Zelma Westlakes Elder</td>
</tr>
<tr>
<td>6.14</td>
<td>Host</td>
<td>Wilson: <em>Australia is a land of vast beauty and opportunity, a place we're proud to call home. Please welcome recording artist Christine Anu with her hit song – My Island Home</em></td>
</tr>
<tr>
<td>6.15</td>
<td>My Island Home Band</td>
<td>Christine Anu</td>
</tr>
<tr>
<td>6.19</td>
<td>Hosts</td>
<td>Abbey: <em>Please welcome to the stage, the HSPA indigenous dance troupe. We know you’ll enjoy this</em></td>
</tr>
<tr>
<td>6.20</td>
<td>Aboriginal/indigenous expression Performance group come on stage at end of Christine’s performance</td>
<td></td>
</tr>
<tr>
<td>6.24</td>
<td>Acoustic performance</td>
<td>Waltzing Matilda</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Joel emerges through Indigenous dance troupe so there’s a seamless flow before troupe exit.</td>
</tr>
<tr>
<td>6.28</td>
<td>Band play sting</td>
<td>Ben: <em>Ladies and Gentlemen - Please be upstanding for the official party</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Her worship the Mayor of Lake Macquarie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>His excellency the Governor of NSW</td>
</tr>
<tr>
<td></td>
<td></td>
<td>President of the ICG</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vice President of the AOC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Windsor representative</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>VO:</strong> <em>Please remain upstanding for The Australian National Anthem and the raising of the Australian flag</em></td>
</tr>
<tr>
<td>6.30</td>
<td>Raising of the Australian flag</td>
<td>National Anthem (all stand)</td>
</tr>
<tr>
<td>6.34</td>
<td>Official speeches and games opened</td>
<td>Ben: <em>please be seated as we welcome her worship the Mayor of Lake Macquarie and State Member for Charlestown, Counsellor Jodie Harrison MP</em></td>
</tr>
<tr>
<td>6.36</td>
<td>Madam Mayor Jodie Harrison</td>
<td>Madam Mayor comes forward to lectern and gives official welcome.</td>
</tr>
<tr>
<td></td>
<td>Host</td>
<td><strong>Host:</strong> <em>Please welcome His Excellency General The Honourable David Hurley AC DSC (Ret’d), Governor of New South Wales</em></td>
</tr>
<tr>
<td></td>
<td>Governor of NSW</td>
<td>Speech</td>
</tr>
<tr>
<td></td>
<td>Ben</td>
<td><strong>Please look to screens</strong></td>
</tr>
<tr>
<td></td>
<td>Video</td>
<td>Prime minister and Premier message</td>
</tr>
<tr>
<td>6.40</td>
<td>Host</td>
<td>Ben: <em>please welcome the president of the International Children’s Games Mr Torsten Rasch</em></td>
</tr>
<tr>
<td>6.41</td>
<td>President of the ICG</td>
<td>Torsten comes forward, gives a speech and officially opens the games</td>
</tr>
<tr>
<td>6.45</td>
<td>Raising of the ICG</td>
<td>VO: Windsor and Team Lake Macquarie athletes Pass flag and raise ICG flag</td>
</tr>
<tr>
<td>6.49</td>
<td>Ben</td>
<td><strong>Please welcome Lisa Crane and Nick Moroney to give the athlete and judges oaths:</strong></td>
</tr>
<tr>
<td>6.50</td>
<td>Official oaths</td>
<td>Lisa and Nick Moroney</td>
</tr>
</tbody>
</table>
**Closing ceremony**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
<th>Performer/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.30</td>
<td>Official welcome</td>
<td>MC</td>
</tr>
<tr>
<td>7.31</td>
<td>Welcome to country</td>
<td>Aunty Zelma</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Westlakes Elder</td>
</tr>
<tr>
<td>7.37</td>
<td>Parade of flags</td>
<td>Song – All of us</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Backing track –</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 part harmony</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feature singers</td>
</tr>
<tr>
<td>7.41</td>
<td>Official ceremony</td>
<td>MC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Introduce official party</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Her Worship the Mayor of Lake Macquarie, Cr Jodie Harrison MP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>President of the ICG, Mr Torsten Rasch</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Alderman Mirjam Hamberg from Alkmaar</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Mayor of Lake Macquarie comes forward to make the opening speech.</strong></td>
</tr>
<tr>
<td>7.42</td>
<td>Mayor Speech</td>
<td></td>
</tr>
<tr>
<td>7.47</td>
<td>Lowering of Aust Flag</td>
<td>National Anthem</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phil Tweed and Mia Sifflet</td>
</tr>
<tr>
<td>7.51</td>
<td>Lowering of ICG Flag, extinguishing of the cauldron</td>
<td>Solo guitar performance of Ode to Joy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ICG flag is lowered and cauldron is extinguished. Torch is then carried and passed to Mayor of Lake Macquarie</td>
</tr>
<tr>
<td>7.56</td>
<td>Passing of the flag and handing over of the torch</td>
<td>Piano backing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lake Macquarie athletes and Alkmaar athletes enter and pass the flag</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Mayor passes the torch to Alkmaar</td>
</tr>
<tr>
<td>8.00</td>
<td>Alkmaar representative</td>
<td>Speech</td>
</tr>
<tr>
<td>8.04</td>
<td>Alkmaar presentation</td>
<td>Alkmaar screen presentation</td>
</tr>
</tbody>
</table>

**8.4 Comments and Recommendations**

There was feedback both positive and negative about how the storm crisis was handled at the opening ceremony. Overall the team pulled together in what was a very difficult situation. Decisions had to be made quickly as the severity of the storm front became apparent and safety guidelines were followed for athletes and performers. The risk of weather was always a factor in holding these ceremonial events outdoors, and while other alternatives were considered, the decision to keep the event outdoors was taken because LMICG believed it represented Lake Macquarie better, and gave opportunity for international visitors to experience a large scale event outdoors with “Aussie” authenticity.
What worked:

• The scenario had been table topped and decisions made on what actions needed to be taken in the event of a storm.
• ICG project team were fast to respond and delivered the discussed action plan.
• Each member made the necessary decisions and moved quickly to ensure a safe solution.
• The athletes were evacuated in due course and transported safely back to their accommodation.
• The food was transported to accommodation venues with food safety handlers overseeing service.
• The ceremony was able to continue with some segments being cut.
• The carols event was able to go ahead.
• Public announcements were made as planned.
• A debrief was held after the opening ceremony event with the Event Director, LMCC manager, police, medical staff, transport and catering to review upcoming outdoor events and weather preparation. As a result of this, formal meetings of relevant agencies were held prior to each event to determine weather impacts and plan for contingencies to cater for all possibilities. This worked very well.

What needed improvement

• Communications went down on the night due to the thunderstorm, making it impossible for staff, security and service providers to communicate. This meant many key personnel were working in isolation and having to make decisions without consultation.
• Better communication was needed to the volunteers prior to the event on what to do if a storm hit. It was raised in their venue induction however, this was found to be inadequate in the middle of the situation.
• Better communication was needed to the onsite caterers prior to the event on what to do if a storm hit.

• The Event Director, Showcaller and Production Manager were watching the radar however the storm turned at the last minute and hit harder than anticipated.
• The Event Director was also fulfilling the role of creative director for the show, which in the event of the crisis, made it difficult for her to manage both the stage and the emergency procedures.
• The food delivery to the university took longer than expected meaning the athletes were fed 1 ½ hours after scheduled time.

8.5 Legacy

• The ICG opening ceremony was the largest scale production the city has ever produced and has set a standard of excellence for the city.
• The event was filmed live, with visual footage that will remain as a legacy and record of the event.
• Young local talent received professional training, mentoring and experience through working with industry professionals in being involved in an event of this scale.
• Young production talent got the opportunity to work with industry professionals where they were mentored and learnt new skills.
• Mia Sifflet has received exposure and valuable experience with a kick start to her career.
• Lake Macquarie has confidence in delivering an international scale event.
• Staff involvement and rapport.
• The cauldron will be installed as a public piece of art.
9. Events

9.1 Membership
- LMCC
- University of Newcastle
- Community volunteers
- ICG Event Director
- Members of the ICG project team

9.2 Role and responsibilities
- Manage and deliver media events
- Coordinate Sponsorship events – lunches/breakfasts
- Manage and deliver VIP events
- Manage VIP pre game visits
- Manage and deliver Volunteer Thankyou event
- Develop and deliver evening activities for athletes – movie night and cultural event

9.3 Key functional areas

a. Media events
In the lead up to the games the events subcommittee and ICG project team delivered five dedicated media events:
- 500 days to go – the official launch, Friday 26th July 2013
- Host City Signing – Friday 10th January 2014
- Voices of the Games
- Talent of the Games
- Torch relay – Friday 17th October (originally scheduled for 100 days to go, however due to rain was postponed to 50 days to go)

b. Torch relay
Students from more than 25 schools across Lake Macquarie took part in Council’s 50-day countdown to the Games, participating in a 5km torch relay from Warners Bay Lions Park to Speers Point Park.
This was a positive community event and received significant media coverage. It enabled schools to be involved and get excited about the games coming to their city.

It was a successful event in building the profile, excitement and anticipation leading into the games.

c. School Liaison
We were very fortunate to have a volunteer who worked three days a week in the ICG office to look after the school liaison work and arrange their schedules and opportunities for the week of the games.
963 students attended from 12 schools around the Hunter Valley over the course of games week.
The first step was to draw up a timetable to send to school groups detailing excursion times and details on the excursions. This was then sent out in a bulk email to all primary schools in the hunter region. School groups were organised to attend outside of mass traffic times to allow for easy drop off and entry to venues.
Most schools chose Monday as the day to attend which caused this day to be our busiest. Group sizes ranged from 20 – 100 students. As school groups arrived and were seated, their name was announced over loudspeaker. This allowed them an opportunity to cheer and it helped to build the atmosphere of excitement and expectation.

d. Official, VIP and athlete events
Across the week of the games were official, VIP and athlete events

ICG committee meeting
Saturday 6th December 5pm – 10pm
Each year at the ICG event, the ICG committee have a formal meeting.
This was done in the council chambers with all the relevant equipment needed for a formal meeting.

Mayor’s reception
Sunday 7th December 2pm – 4pm
This event was for VIP’s, government officials, sponsors and organisers. It was hosted by the Mayor at the Lake Macquarie City Council Administration building and was attended by the Governor of NSW. After the Mayors reception, the VIP’s and guests were transported to reserved seating at the opening ceremony.
**VIP Lake tour**  
Monday 8th December 11am – 1pm  
The event was optional for VIP’s and provided free of charge. Forty chose to attend this event and enjoyed canapés by the lake at Marmong Marina and a cruise on the lake.

**Athlete Movie Night and Aussie wildlife adventure**  
Monday 8th December  
This was a low key event held at each of the athlete’s villages. Hunter Valley Zoo brought in wildlife and Aussie animals for the participants to see and hold. This was a great hit with the athletes. A movie was then played for their entertainment. It was a nice low key night for the teams who had travelled a long way to be here.

**VIP winery tour**  
Tuesday 9th December  
This was an optional user pay tour to the Hunter Valley vineyards. It was only attended by twelve but an enjoyable excursion for those who went.

**Beach party**  
Blacksmiths Beach Tuesday 9th December  
All participants were transported to Blacksmiths beach for the evening. The athletes/coaches and HOD enjoyed time playing in the sand, eating meat pies and entertainment in the park. The VIP’s were treated to a more formal event in the Surf Club which overlooks the beach and park. This was a very successful event, the teams and delegations loved their time at the beach, with LMICG receiving extensive positive feedback. It was also a good opportunity for the VIP’s to be involved and feel a part of what the athletes were doing, while also enjoying their own space and catering in the surf club function.

**e. Event Hub**  
The concept of the event hub was to have a central location where the public and participants could come and enjoy activities, entertainment and relaxation. It met this objective however was less utilised than expected.

- Information and Merchandise stand Monday 8th – Wednesday 10th
- Quiet in the mornings between 8am and 11am, picked up in the afternoons as teams and schools groups went between venues.
- Issues with lack of foot traffic probably due to Transport drop-off points being too far away from Hub.
- Music being played and the filming of LakeMac Live drew more people.
- Main groups came in the afternoon after school hours on the Tuesday and Wednesday.
- Night markets on Wednesday 10th drew large crowds of approximately 3000.
- Crowds started coming in more when more stalls were set up and live entertainment was playing before the night markets.
- VIP’s were brought through the Hub after Lake Cruise.
- School groups came to relax and play at the Hub between events on the Wednesday.

**9.4 Comments and Recommendations**  
Having events in the lead up to the games to highlight milestones was a great way to obtain media attention and engage the community. Event week events gave the participants an opportunity to enjoy more than just sport, they got to capture the feel and heart of Lake Macquarie.

**9.5 Legacy**  
- Local schools, students and teachers engaged and participated in the games, building community pride and spirit.
- Students inspired to pursue sports.
- Lake Macquarie promoted
- Showcased Lake Macquarie to National and International visitors.
10. Health, Security and Emergency Services

10.1 Membership
• Hunter New England Health
• NSW police (Lake Macquarie Area Command)
• NSW Ambulance
• University of Newcastle
• Rural Bushfire Service
• LMCC lifeguards
• Council staff
• ICG Event Director
• ICG Chief Medical officer (CMO)
• ICG Sport Medical Officer (SMO)
• Newcastle Security
• ICG project team

10.2 Role and responsibilities
• Develop multi-agency incident response plan
• Develop disaster/medical plan and infectious disease control plan
• Develop security plan
• Engage security company
• Develop detailed Risk Management Plan (RMP)
• Ensuring adequate first aid providers at all venues
• Notify all emergency services and hospital

10.3 Key functional areas
This subcommittee was one of our largest with emergency services, security, police, health and council well represented. The level of expertise was high and the commitment and dedication evident in planning for a safe and secure event.

a. Medical
The medical plan and implementation for the ICG was both complex and simplistic in nature. It relied on a team effort across a number of health staff, who all volunteered their time and expertise.

Chief Medical Officer (CMO)
The Chief Medical Officer was Dr Kieran McCarthy FRACGP, who was based in Brisbane. Dr McCarthy was an army doctor by trade, and he performed the same role at the 2013 Special Olympics Asia Pacific Games (SOAPG). He therefore had a good understanding of the area and medical facilities, and was able to recruit a number of his health volunteers from SOAPG (especially his admin staff). Dr McCarthy flew down to Lake Macquarie on a monthly basis approximately eight months from the start of the Games for planning meetings. Dr McCarthy had operational control of all health assets, and reported to the Event Director, Jodi Tweed.

Dr McCarthy was supported by Qld Paramedic Troy Claydon, who also volunteered his time and flew down from Brisbane.

The CMO Admin team were three energetic health volunteers who worked in the same role with Dr McCarthy during the SOAPG. They were highly proactive and ensured that the health operations administration went smoothly. They were responsible for collation of injury reports, facilitating external medical appointments and other secretarial type duties. Using a roster system, they ensured the CMO office was staffed during both daytime and after hours events.

Dr Ross Cairns (Specialist Sports Physician) was engaged on a voluntary bases as the Sports Medical Director. He recruited and facilitated the large number of doctors, nurses, medics and physiotherapists who provided medical support to athletes during the sporting events.

The overall medical plan for the Games was developed by the ICG Risk and Logistics Manager (Dave Williams) and the CMO. Dave put an enormous amount of work into the risk management plan, and should be commended for developing a comprehensive and high quality risk management plan.

Event medical / first aid support
A critical factor in the success of the sporting events was appointing the Sports Medical Director to oversee this aspect of the Games. This allowed the CMO to concentrate on overall integration and crisis management. A specialist Sports
Physician, Dr Ross Cairns FACSP, was kind enough to volunteer his time, both in the planning phases and during the Games. Being local to the area, Dr Cairns had a wide network of health staff such as physiotherapists and nurses who could be recruited.

‘First responder’ first aid at all sporting and social events was provided by the Lake Macquarie City Council Surf Lifesavers, who are Council employees. These members were coordinated by their own team leader.

A large number of qualified physiotherapists and physiotherapy students volunteered their time during the sporting events. This proved invaluable, as they were able to diagnose and manage on-site the numerous soft tissue injuries that are common in sporting events.

Dr Cairns secured the free radiology services of Hunter Imaging, who kindly provided a rapid XR service for athletes, as well as streamlined reporting. This was used to good effect on a number of occasions, mainly to rule out suspected fractures. These athletes were transported by volunteer drivers, who performed this task well. This option reduced the number of ED presentations to exclude fractures, therefore reducing the load on local health services.

As the Games were being held in the Australian summer, there were concerns about heat stress, especially from those athletes coming from the Northern hemisphere. The Sports Medicine Australia (SMA) guidelines on heat Illness management were adopted. Several blow up ‘kiddie’ pools were purchased to use as ice / cool water baths. Cases seen were minimal, likely due to the accessibility of water and shade, as well as education of the teams and athletes.

Ambulance

NSW Ambulance provided two Paramedic crews dedicated to the Games, who were based locally at Boolaroo Station. Whilst they were only used on a couple of occasions, it was invaluable having them available for rapid transport to hospital as required.

During the BMX competition day, the crews relocated to the BMX track that was only a few hundred metres from the Station. They also attended the Open and Closing Ceremony.

Two senior NSWAS officers maintained centralised comms during the Games, located with the CMO and his team within the Event Operation Centre. This allowed immediate dispatch of crews as needed, and monitoring of any situations that arose.

Public Health HNE Public Health Officers were engaged from an early stage to provide advice regarding public health risks and communicable disease outbreak interventions; these health officials attended Emergency Management Committee planning meetings and provided advice to the CMO and Games Director. The main risks were deemed to be:

- Differing vaccination programs and uptake in other countries, which may expose the Australian population to exogenous disease
- ‘Common’ infectious disease outbreaks such as Influenza and Gastroenteritis (especially as the Northern Hemisphere was in the middle of their ‘flu season)
- Measles (uncommon in Australia)
- Tuberculosis
• Ebola – a topical issue, however risk was deemed to be negligible, and no at risk countries were attending the Games. It was identified that surveillance in this population may be problematical, as athletes may not report illness due to the risk of being withdrawn from competition. Isolation rooms were identified at each accommodation venue to be used as required. Reporting was achieved through facility health assets (coaches, overnight accommodation medic, sporting event medics). Being a relatively short event, communicable disease was expected to have little impact on the ICG, and this proved to be the case.

**Primary Health Care**
Several nurses were sourced and volunteered to stay at the University overnight (due to the majority of athletes in location). This provided public health surveillance, as well as follow-up of any illness and sports injuries post events. Pickup of this service was limited, but necessary. The medic was provided with a range of basic consumables and medications, and was able to contact the CMO overnight for advice. Due to the numbers and the presence of an on-site manager, an overnight option for Myuna Bay was not required, however the CMO met with the very experienced staff there to discuss the provision of primary care as needed (GP Access referral or CMO visit).

Contrary to initial advice, it was discovered that the University Health Service was open for business during the day, and were happy to see athletes as needed. This only occurred on one occasion.
After hours GP care was secured with ‘GP Access’, facilitated by James Dean. He negotiated a flat fee of $50 per consult, which was a significant discount over the usual visitor consult fees. Due to the lack of medical issues, this service was hardly utilised. Along with GP Access, James’ involvement in the ICG was greatly appreciated.

**Disaster Planning**
HNE Disaster Coordinator Ian McCarthy was involved in the planning process from an early stage. He acted as a conduit between ICG and civilian disaster agencies (especially primary medical referral facilities such as John Hunter Hospital). He provided support to the CMO throughout the entire ICG, and personally filled a number of staffing gaps.

A combined agency disaster planning workshop was held during the late buildup to the Games, chaired by senior NSW Police from the Major Incident and Event Group. This proved to be an invaluable exercise, identifying shortfalls and ensuring integration processes between health and security agencies were appropriate and transparent.

**Equipment and Consumables**
First aid equipment such as spine boards, AED etc were sourced from several locations – Surf Lifesavers, Sports venues and hire from an external provider. The provision of consumables was a significant logistical issue, as adequate supplies had to be sourced to cover all venues and accommodation sites. Supplies were purchased from Wollongong First Aid, and limited other stores were provided by the Lifeguards.
Most medications were supplied by the University Pharmacy on a ‘user pays’ system. This was a cost effective process – any unopened medications were returned to the pharmacy at the end of the Games at no cost. The ICG paid for medications used, which was minimal in the end. Local supermarkets were used extensively for Panadol, Ibuprofen and Stingose.

**Medical cases summary**
There were relatively few injuries during the ICG (Total of 88 registered cases). Non-clinical interventions such as band aids / ice packs / simple analgesia were not accurately recorded. The contentious issue of sports concussions was broached on several occasions, with two athletes suffering minor concussions at the Football. It had been decided to implement the SCAT3 protocols for concussion during the ICG, to ensure consistency and best practice. This caused some emotional arguments with family members, who did not necessarily agree with the doctor’s decision. One particular case was elevated to the Games Director and CMO, who intervened to discuss the issue with the mother, who was overseas and had limited objective information.
There were no infectious diseases outbreaks, with only a few isolated cases of diarrhoea and febrile illness.

**Sports cases reported:**
Football: 35
Athletics: 15
Water polo: 6
Swimming: 5
BMX: 5
Gymnastics: 4
Non clinical treatment Athletes

<table>
<thead>
<tr>
<th>Strapping/massage/ice pack</th>
<th>48</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stingose</td>
<td>3</td>
</tr>
<tr>
<td>Bandaid</td>
<td>8</td>
</tr>
<tr>
<td>Analgesic</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>63</strong></td>
</tr>
</tbody>
</table>

Injury Type Athlete Official Volunteer Other Total

<table>
<thead>
<tr>
<th>Soft Tissue Injury</th>
<th>32</th>
<th>1</th>
<th>1</th>
<th>34</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strain/Sprain</td>
<td>19</td>
<td>1</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Confirmed Fracture</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Joint subluxation/Dislocation</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Concussion/SCAT Completed</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Eye injury</td>
<td></td>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Laceration/Graze</td>
<td>3</td>
<td></td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Other/Medical/Heat</td>
<td>10</td>
<td>3</td>
<td></td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>68</strong></td>
<td><strong>4</strong></td>
<td><strong>2</strong></td>
<td><strong>78</strong></td>
</tr>
</tbody>
</table>

‘Beach Experience’ cases

There were three potentially significant athlete injuries at the Beach Experience – one Pakistan and Australian athlete who was dumped by a wave, and a Swiss athlete who was concussed during an accidental clash. All athletes were quickly attended by SLS who secured their spine and evacuated them from the beach. NSW Ambulance service were called and the Swiss and Australian athlete was reviewed at John Hunter ED, and cleared of serious injury.

The ICG was a highly successful event, with a reported medical case rate of < 10%. The expert support of the large number of health volunteers and cooperation of teams and athletes was instrumental in the successful implementation of the health plan.

b. Policing

The local police command had a high profile at all events, this ensured a sense of security and also community liaison and connection.

Inspector Darryn Cox attended the sub committee meetings and was instrumental in developing the security and safety plans for the games.

He rostered a large contingency of police at every event and NSW policing agreed to a significantly reduced rate for this service.

Inspector Cox was based at the Event Operation Centre for the week of the games and provided support and advice to games organisers in relation to reported cases of misconduct.

There was one incident reported by an athlete of an inappropriate conversation she had with a coach from another country. Whilst not deemed a police matter, Games Director, Managing director and Inspector Cox felt it was appropriate to evict this coach from the athletes village.

Two other issues were referred to the Police who dismissed one of the matters due to lack of evidence and recommended with the other incident that the City be advised on the cultural expectation in Australia regarding the appropriate behaviour toward minors.

c. Risk Management Plan

Three incidents were referred to the police and dealt with either by the police or by event personnel with advice from the NSW Police force Risk Management Plan.

A detailed Risk Management Plan was developed for the games with input from the health, security and emergency subcommittee. Time was also spent with every other subcommittee to develop their functional area risks and controls.

Dave Williams, our volunteer logistics manager, took the information gathered from each subcommittee and developed a detailed risk management plan for the games.

The Major Event and Incident Group (MEIG) from policing Sydney, supported this sub-committee in a consultative role and provided a day long table top workshop to strategically talk through possible incidents and ensure a plan was in place to manage these.

The full Risk Management Plan and assessments are available on www.icg-lakemacquarie2014.com under the event archive tab.

10.4 Legacy

- The collaboration of multiple agencies and emergency service providers for a common goal, creating valuable partnerships and documented processes for future events.
- A detailed RMP which can be used and modified for many other major event.
11. Marketing, Sponsorship and Tourism

11.1 Membership
- Council Communications department
- Council Tourism department
- Lake Mac Print Graphic Designer
- Hunter TAFE
- NBN television
- Herald newspaper
- ABC Radio
- PR company
- ICG Event Director
- ICG Social Media Officer
- Members of the ICG project team.

11.2 Role and responsibilities
- Develop the brand identity and strategies
- Develop marketing strategies and plan
- Write and distribute press releases
- Manage Public relations
- Media – purchasing and campaign
- Signage – design and plan
- Develop sponsorship plan and documents
- Source sponsorship opportunities
- Manage sponsorship relationships
- Developing collateral, promotional and marketing materials
- Design management
- Social media management – Facebook, Instagram, Twitter
- Manage tourism focus and opportunities

11.3 Key functional areas
a. Marketing
This subcommittee developed a marketing, communication, tourism and promotion plan to operate between the periods of January 2014 – December 2014. The plan provided the framework for maximising visitation, developing community awareness and therefore increasing economic impact and community engagement for the region.

The plan included an overview of the International Children’s Games, Destination NSW (DNSW) objectives, key partnerships, target market description, marketing analysis, marketing objectives and strategies.

There was a focus to create a strong online and social media presence and a detailed social media plan was also developed and included, along with tourism strategies and packages for national and international guests and community awareness campaigns.

This full Marketing Plan document is available on www.icg-lakemacquarie2014.com under the event archive tab.

b. Mission statement
From the outset in planning the LMICG, the project team developed the mission INSPIRE, EMBRACE, UNITE, which was the central message throughout all marketing, promotions and creative development.

Inspire
- To leave a legacy and lasting impression
- To be a spring board for future projects
- To bring inspiration
- To encourage motivation and excellence

Embrace
- To embrace life together
- To welcome the world / multi-cultures with open arms
- To promote co-operation
- To share experiences

Unite
- To bring together
- To build connections
- To foster friendships
- To promote fairness
- To encourage partnerships
c. Sponsorship
The games attracted many sponsors, largely in-kind but also monetary. The in-kind sponsorship value was significant and provided a direct saving in the budget.

<table>
<thead>
<tr>
<th>In - Kind</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Newcastle</td>
<td>$350,000</td>
</tr>
<tr>
<td>Newcastle Airport</td>
<td>$12,000</td>
</tr>
<tr>
<td>Forum sports</td>
<td>$10,000</td>
</tr>
<tr>
<td>Eclipse production</td>
<td>$66,000</td>
</tr>
<tr>
<td>Prestige hire</td>
<td>$5,000</td>
</tr>
<tr>
<td>Newcastle Herald</td>
<td>$70,000</td>
</tr>
<tr>
<td>NBN Television</td>
<td>$150,000</td>
</tr>
<tr>
<td>1233 ABC Radio</td>
<td>$40,000</td>
</tr>
<tr>
<td>Charlestown square</td>
<td>$15,000</td>
</tr>
<tr>
<td>Club Macquarie</td>
<td>$1,500</td>
</tr>
<tr>
<td>Bound Round</td>
<td>$8,500</td>
</tr>
<tr>
<td>Sports venues hire</td>
<td>$30,000</td>
</tr>
<tr>
<td>Production equipment hire</td>
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<tr>
<td>Hamilton Sunscreen</td>
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<tr>
<td>Chief medical officer</td>
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<td>Sports medical director</td>
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<tr>
<td>Medical operations</td>
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<tr>
<td>Social Media officer</td>
<td>$8,084</td>
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<tr>
<td>Volunteer Logistics Manager</td>
<td>$28,070</td>
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<tr>
<td>Catering coordinator</td>
<td>$5,614</td>
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<tr>
<td>School Liaison Officer</td>
<td>$10,105</td>
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<tr>
<td>Transport Coordinator</td>
<td>$5,614</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$862,687</td>
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</table>

<table>
<thead>
<tr>
<th>Financial</th>
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<tbody>
<tr>
<td>DNSW</td>
<td>Confidential</td>
</tr>
<tr>
<td>Dept of Sport and Recreation - Strategic partnership fund</td>
<td>$30,000</td>
</tr>
<tr>
<td>Newcastle Airport</td>
<td>$20,000</td>
</tr>
<tr>
<td>WRS group</td>
<td>$10,000</td>
</tr>
<tr>
<td>Adopt a city</td>
<td>$20,000</td>
</tr>
<tr>
<td>Adopt an athlete</td>
<td>$1,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>unavailable</td>
</tr>
</tbody>
</table>
The project team developed a simple sponsorship opportunity for smaller businesses called ‘Adopt a City’ and ‘Adopt an Athlete, which was a lower level commitment for businesses, however enabled us to raise funds and engage small business. Businesses could ‘Adopt a city’ of their choice for $2500 and in return they received tickets to the Mayors reception, social media promotion, website logo placement, the opportunity to present a medal. Eight businesses adopted through this opportunity.

The ‘Adopt an Athlete’ (priced at $500) only received two sponsors, however was a good way to promote the game into schools and businesses.

d. Tourism

A key goal of the LMICG was to promote Lake Macquarie as a major event and tourism destination through the implementation of a sound marketing plan and the delivery of a high quality event which would leave a legacy and communicate the mission statement of ‘Inspire, Embrace, Unite’.

The marketing also showcased NSW, encouraged extended stays for visitors and leveraged the benefits of the event for tourism and economic impact.

The original economic report for the event which was adopted by the organising committee and supported by DNSW outlined an economic benefit of five million dollars based on 1500 visitors. This visitation was achieved.

Lake Macquarie Tourism reported an increase of 44% in Hotel bookings in December 2014 from December 2013.
### e. Advertising

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Location</th>
<th>Key Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>June – Dec</td>
<td>Bus wrap</td>
<td>4 buses in Lake Mac and Newcastle</td>
<td>International Children’s Games – Lake Mac – Help us welcome the world</td>
</tr>
<tr>
<td>June</td>
<td>TVC</td>
<td>NBN</td>
<td>Imagine – 6 months to go</td>
</tr>
<tr>
<td>8th Sept – 3rd Nov</td>
<td>Billboard</td>
<td>Broadmeadow – corner Lamton and Curley Rds</td>
<td>Lake Macquarie proud Host City of the International Children’s Games</td>
</tr>
<tr>
<td>3rd Nov – 29th Dec</td>
<td>Billboard</td>
<td>Newcastle Entertainment centre westbound</td>
<td>Lake Macquarie proud Host City of the International Children’s Games</td>
</tr>
<tr>
<td>8th Sept – 29th Dec</td>
<td>Billboard</td>
<td>Belmont – North Bound</td>
<td>Lake Macquarie proud Host City of the International Children’s Games</td>
</tr>
<tr>
<td>August – December</td>
<td>Social media promotions</td>
<td>Facebook</td>
<td>See social media promotion plan</td>
</tr>
<tr>
<td>Sept – December</td>
<td>Signage poles</td>
<td>Stockland drive and Hunter Sports centre</td>
<td>International Children’s Games – Lake Mac – Help us welcome the world</td>
</tr>
<tr>
<td>Torch relay, event week</td>
<td>Flag banners</td>
<td>50 flag banners – to be used at events (eg Torch relay and games week)</td>
<td></td>
</tr>
<tr>
<td>August – December</td>
<td>Charlestown Square</td>
<td>large hung banner – high profile</td>
<td>International Children’s Games – Lake Mac – Help us welcome the world</td>
</tr>
<tr>
<td>Sept</td>
<td>TVC</td>
<td>NBN – 3 week campaign Sept</td>
<td>Imagine – 3 months to go</td>
</tr>
<tr>
<td>Sept – Dec</td>
<td>Car wrap</td>
<td>ICG car</td>
<td>International Children’s Games – Lake Mac – Help us welcome the world</td>
</tr>
<tr>
<td>Sept (3 months to go)</td>
<td>TVC</td>
<td>NBN – 3 week campaign Sept</td>
<td>We’re on our way (messages from around the world)</td>
</tr>
<tr>
<td>Sept (3 months to go)</td>
<td>Radio</td>
<td>KOFM – 3 week campaign</td>
<td></td>
</tr>
<tr>
<td>1 November – 8th December</td>
<td>TVC</td>
<td>NBN – 5 week campaign</td>
<td>Imagine</td>
</tr>
<tr>
<td>1 November – 8th December</td>
<td>TVC</td>
<td>NBN – 5 week campaign</td>
<td>We’re on our way (messages from Cities around the world)</td>
</tr>
<tr>
<td>9 November – 7 December</td>
<td>TVC</td>
<td>NBN – 4 week campaign</td>
<td>One big night (Opening ceremony – Carols promotion)</td>
</tr>
<tr>
<td>Wed 26 November</td>
<td>Herald 16 page program</td>
<td>Pull out program</td>
<td>Games program</td>
</tr>
<tr>
<td>4th – 8th December</td>
<td>TVC</td>
<td>NBN</td>
<td>ICG Online</td>
</tr>
<tr>
<td>4th – 9th December</td>
<td>TVC</td>
<td>NBN</td>
<td>Event Hub</td>
</tr>
<tr>
<td>23 Nov – 27 Dec</td>
<td>Radio</td>
<td>KOFM</td>
<td>One big night (Opening ceremony – Carols promotion)</td>
</tr>
</tbody>
</table>
f. Design and brand management
The LMICG developed a high quality brand and design style. It was important to maintain a consistent look and feel and the team worked hard to ensure that only quality collateral with a consistent brand was released.

g. Media

Traditional
The Media PR team received more than 60 enquiries relating to the ICG during the 18-month period (July 2013 – December 2014). Council had 249 mentions in Australian media, with local print (incorporating Newcastle Herald, The Post, The Star, Singleton Argus, Maitland Mercury and Lakes Mail) providing the most coverage (117), and local radio broadcasting 110 items, with TV accounting for 13 mentions, while the Lake Macquarie ICG has been mentioned in online blogs and websites 9 times.

Internationally, the Lake Macquarie ICG was featured in media outlets around the world including the United Kingdom, Canada and New Zealand, about 24 times.

Proactively, the team issued 41 media releases, web stories and proactive news leads between July 2013 to December 2014, resulting in all media releases being featured across at least one media outlets. The Mayor mentioned the ICG in her weekly Mayor’s Column approximately 12 times, which is printed weekly in The Post, The Star and Lakes Mail.

Key stories covered on the ICG during this time were:
• Funding
• Team Lake Macquarie
• Torch relay
• Adopt-a-City and adopt-an-athlete programs
• Song competition and opening ceremony performers
• Opening Ceremony
• The sports competition itself
• Closing Ceremony

The media coverage was overwhelmingly positive. A highlight of the media coverage was a live cross on Channel 9’s Today Show.

Media coverage by medium:

<table>
<thead>
<tr>
<th>Print</th>
<th>Radio</th>
<th>TV</th>
<th>Online</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>117</td>
<td>110</td>
<td>13</td>
<td>9</td>
<td>249</td>
</tr>
</tbody>
</table>
Games week

**Lifetime Total Likes**

The total number of people who have liked your Page. (Unique Users)

**Daily Page Engaged Users**

The number of people who engaged with your Page. Engagement includes any click or story created. (Unique Users)

**Daily Total Impressions**

The number of impressions seen of any content associated with your Page. (Total Count)
12. Production

12.1 Membership
- NBN television
- 180 digital
- ICG Event Director
- ICG Production manager
- Bar TV
- Lake Macquarie Youth Advisory Council

12.2 Role and responsibilities
- Manage all film work and photography in venues
- Manage film work for opening ceremony
- Liaise with Uni/TAFE film and media students
- Liaise with NBN
- Establish services and facilities available through University and TAFE
- Develop storyboards for highlight packages
- Manage editing on the fly over the week of the games
- Develop post games video compilation package
- Manage Photo presentations
- Develop documentary concepts

12.3 Key functional areas
a. Television Commercials
During the lead up to the games there were a number of television commercials produced which have been outlined in the advertising schedule. The creative development and script for these was done in house by the Event Director, they were filmed by the volunteer screen team and edited at NBN television.

All the TV commercials can be viewed on the www.icg-lakemacquarie2014.com website

Imagine
We’re on our way
One Big Night
Event Hub
Online

b. Multimedia Packages
The production team produced a number of multimedia packages, both in the lead up and for opening ceremony.

LMICG pre games promotional video
This was created and produced to be shown at the closing ceremony of the 2013 ICG held in Windsor Canada. The objective was to showcase the beauty of Lake Macquarie as a destination and encourage cities to attend. It has been viewed over 6000 times on youtube and was a successful tool in capturing the interest of international teams.

Lake Macquarie Youth Advisory Council – Inspire, Embrace, Unite
The Lake Macquarie Youth Advisory Council were key contributors to the production area of the games, in particular, Jack Antcliffe. Jack led a team to film local students, community members and athletes to produce a presentation communicating the games mission – Inspire, Embrace Unite. This was featured on the games social media and also played throughout the day prior to the opening ceremony.

Opening ceremony presentations
The opening ceremony included several visual components, unfortunately not all of them were able to be played due to the weather, however the opening video was very popular. Written and directed by Jim Lounsbury and starring our young hosts, it was a fun and engaging way to start the opening ceremony.

Closing ceremony highlights package
An upbeat highlights package was edited together of footage taken throughout the games week and screened at the closing ceremony. This was received with much enthusiasm

All the multi-media packages can be viewed on the www.icg-lakemacquarie2014.com website

c. Lake Mac Live
Lake Mac Live was our games TV show. Hosted by Ben Homer and Abbey Tweed, it was a mix of ‘studio’ style interviews, field interviews, sporting highlights and chat show.

It’s a concept which has never been done at any games before and provided a way for participants and their families around the world to engage,
see what’s happening across the whole event and capture a bit of the aussie culture.
There were nine episodes altogether, filmed at the hub and out and about at the sport competition and events.
You can watch every episode from the home page of the website: www.icg-lakemacquarie2014.com

d. Online
The opening ceremony was the only event which was live streamed, however, Bar TV provided film crews at every venue and edited sporting highlight packages that went to air a few times each day to create as much ‘immediacy’ as possible.
The games provided a great online platform for athletes and family members to catch the whole event.
This was hindered to a degree by the lack of wifi access at venues for participants, however these highlights and lake mac live have been viewed multiple times outside of the games week.

12.4 Comments and Recommendations
LMICG would recommend that future host cities continue with the online presence and vision of the games. It’s a way to engage a larger audience, promote the city and create a legacy for the event.

LMICG were fortunate to engage some of the best production talent in the country and region, all working for less than market value, donating expensive equipment and producing top quality products.
The Lake Macquarie Youth Advisory representatives Jack Antcliffe along with TAFE students Jordan Watson and Josiah Blunt, made up what we affectionately called our ‘screen team’. These students worked tirelessly filming for the TV commercials, working alongside Jim on the film clip, working on the set of Lake mac live and producing presentations. It was a wonderful legacy of the games to provide experience and mentoring to young talent and their dedication and commitment was very much appreciated.

12.5 Legacy
- Working alongside top Australian talent to produce high quality productions
- Mentoring young talent and upskilling them for future career opportunities
- Visual legacy of the games
- Visual promotion of Lake Macquarie
- Long term online presence
13. Technical

13.1 Membership
- Technical Director and venue representative Track and Field
- Technical Director and venue representative Gymnastics
- Technical Director and venue representative Golf
- Technical Director and venue representative Football
- Technical Director and venue representative BMX
- Technical Director and venue representative Sailing
- Technical Director and venue representative Swimming
- Technical Director and venue representative Water polo
- Regional Director NSW Sport and Recreation
- ICG Event Director
- ICG Operations Manager

13.2 Role and responsibilities
- Develop technical guidelines and specifications for each sport
- Develop technical handbook for games
- Develop timetables and schedule for each competition
- Prepare all venues for competition
- Oversee competition

13.3 Key Functional Areas

a. Operations and logistics
Due to the large scale nature of the ICG, each venue had different requirements and challenges during the planning and Bump In phase of the event.

Venues:
- 7 sports venues
- 2 athlete accommodation venues,
- 2 VIP accommodation venues,
- Opening and Closing Ceremonies
- Other evening event venues

The infrastructure contract was won by Prestige Party Hire, with Company Director Marcos Preller providing a fantastic service to the ICG Office, conducting multiple site visits, ongoing consultation and making last minute infrastructure requirements as required in the week prior to the Games. The staff of Prestige were also professional and helpful throughout the event delivery period, assisting with all requests in a professional and friendly manner.

The Opening and Closing Ceremony staging and production equipment was supplied and built by Eclipse Lighting and Sound. Credit must be given to Chris Shackleton and his staff for their tireless efforts and professionalism in all correspondence prior and during the Games. Both Eclipse and Prestige made the bump in / bump out process easy to manage, developing a strong working relationship and solving any issues as they arose throughout the week.

The bump In / bump out of other equipment and resources to all venues was managed internally by LMCC, with up to 15 depot staff assisting with deliveries and set up of each venue. Special thanks must go to these staff who worked tirelessly prior to and after the event moving over 20 truckloads of equipment throughout Lake Macquarie and to the University of Newcastle, including bump in of 330 mattresses to the athletes village across four accommodation blocks.

b. Sport/Venue Management
The Technical Sub-Committee consisted of highly qualified and knowledgeable Technical Directors and venue owners from the eight sports, supported by local and state associations as listed below.
The fact that the majority of the sports were overseen by national and international level officials ensured that the events were run in a professional manner, and were highly commended by the ICG Technical Commission and visiting teams.

All technical directors were required to submit a report following the event, commenting on all aspects of the competition and providing recommendations for future events. Reports are contained in the appendices of this report.
c. Results Processing

The LMICG attempted to integrate online results for all sports, working with local and state bodies using their existing results processing systems. Below is a summary of results systems and formats used in the Games:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Results System</th>
<th>Processing Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>Hy-Tek Meet Manager (hosted on Athletics NSW website)</td>
<td>Live results</td>
</tr>
<tr>
<td>BMX</td>
<td>EzEventing</td>
<td>Live results</td>
</tr>
<tr>
<td>Football</td>
<td>Sporting Pulse</td>
<td>Uploaded at end of each day / overnight</td>
</tr>
<tr>
<td>Golf</td>
<td>PDF</td>
<td>Uploaded at end of each day / overnight</td>
</tr>
<tr>
<td>Gymnastics</td>
<td>PDF</td>
<td>Uploaded at end of each day / overnight</td>
</tr>
<tr>
<td>Sailing</td>
<td>TopYacht Software (hosted on Yachting Australia Website)</td>
<td>Live Results at end of each race</td>
</tr>
<tr>
<td>Swimming</td>
<td>Hy-Tek Meet Manager (hosted on CVSA website)</td>
<td>Live Results</td>
</tr>
<tr>
<td>Water Polo</td>
<td>PDF</td>
<td>Uploaded at end of each day / overnight</td>
</tr>
</tbody>
</table>

An online medal tally was also kept throughout the Games, with the totals being updated on a daily basis. A final check of the medal tally was completed on Monday 15 December, ensuring that all events were accounted for.

Results were also published through the ICG social media channels, with results enquiries actioned overnight with regards to any errors or discrepancies discovered.

d. Medal Presentations

Across the eight sports, medals were presented for 73 events over three days of competition. Medal Ceremonies were managed by the Operations Manager, Sport Manager and Medal Ceremony Volunteers and supported by the Technical Directors, Venue Managers and general volunteers at each venue. Cadets from the local area also played a significant part in each ceremony, with 36 cadets participating across the week to hold the flags and medals for each ceremony.

At each ceremony, it was arranged that one ICG Committee member and one representative from LMCC presented medals, with the third position being filled by Venue Operators, Technical Directors, Athlete Ambassadors, Sponsors and ICG Staff. Each venue was responsible for sourcing an MC for the medal presentations.

One of the highlights of the medal ceremonies was the presentation of the first medals for the Games at the Women's Gymnastics. These medals were presented by Cr Jodie Harrison, MP, Member for Charlestown, Mayor of Lake Macquarie; His Excellency General The Honourable David Hurley AC DSC (Ret’d), Governor of NSW, ICG President Torsten Rasch; and ICG Event Director Jodi Tweed. Each medal ceremony was very similar in terms of design and format, with slight differences permitted based on the location or the sport specific requirements. The podiums were designed and constructed by LMCC staff. The medal trays were designed and constructed by the Windale Men’s Shed, engaging the local community prior to the event. The podium backing boards were designed by Lake Mac Print and produced by AMPS Signage and Safety, providing a standard background for all venues. The medal fanfare was written and produced by Phil Tweed, Musical Director for the ICG, providing a continuity of sound and brand across all venues.

Strengths of Medal Ceremonies

• Professionally presented
• Consistent look, feel and sound at all venues
• High calibre medal presenters, including Government officials and local personalities.
• Development of Medal Ceremony run sheet for future events.
e. Technical Handbook/Guide to Entry
These two documents are requirements of the ICG and must be provided by each Host City. LMICG had the first versions of these documents prepared 12 months prior to the event and available on the website for participating teams to download.

The Guide to Entry outlines the terms and conditions of the event and the Technical handbook provides the sport specific guidelines. LMICG reformatted these documents and added additional requirements which were signed off by the ICG. These will act as standards and legacies for future games and have been adopted by the 2015 Host City Alkmaar.

Both documents are available on www.icg-lakemacquarie2014.com event archive site.

f. ICG Technical Commission Visit
The ICG Technical Commission visited the Host City one month prior to the event to ensure all sporting competitions, facilities and planning was ready. They were highly impressed with the planning and preparation from the project team and Technical Directors. Their report back to the ICG executive stated that they had no negative comments or feedback to make about Lake Macquarie and that LMICG was the most prepared out of any previous games.

13.4 Comments and Recommendations
Overall, the delivery of all sporting events for the Games was regarded as a great success. Throughout the event there were no protests received from competing teams – a first for the ICG Technical Commission. The preparation and facilitation of the competition by a highly skilled team of Technical Directors ensured that the high quality reputation of the event was upheld. The effort and contribution of the Technical Directors must be noted, for without their hard work the sport delivery would not have been so successful.

a. Athlete Event Changes – Swimming and Athletics
For the first time at ICG, the Technical Sub-Committee did not allow changes for athletes competing in individual events after the close of registrations in August. This ensured that the scheduling could be completed and published one month prior to the event and also provided a consistent playing field for athletes who had registered within the given timeframes. This decision was backed by the ICG Technical Commission and would be strongly recommended for future ICG events and included within the technical handbook.

Changes were only permitted in the following circumstances:
• Addition of relay teams.
• Replacement of athletes unable to attend the Games.
• Change of events due to athlete injury – supplied only in the case of medical certificate being provided.
• Change of events in Swimming due to athlete welfare in the case where athlete had registered in all events on the same day.

b. Withdrawals / Non-attendance
The following cities did not attend the Games after registering athletes:
• Karachi
• Lahore
• Sialkot
• Bangalore
• Contra Costa
• Tula

All of the above cities provided less than 48 hours’ notice or no notice regarding their non-attendance. The non-attendance of Bangalore significantly affected the football draw, reducing one pool to three teams.

For several of the teams their inability to attend was based around visa issues.

We would recommend a cancelation deadline of 14 days prior to the event or penalties as above would apply.
c. Sport Delivery Recommendations

The following recommendations are based on both the Technical Director reports and the opinion of the Operations Manager based on preparations for the event.

**Athletics**
- It is strongly recommended that no individual event changes be permitted for future Games after the close of registrations. This should be documented in the Technical Handbook.

**BMX**
- The feedback from holding the ICG races as a part of a full exhibition meet was very positive and this would be recommended for future events in order to create a better atmosphere and better promotion of the ICG.
- The Technical Handbook should reinforce that athletes are required to bring their own riding equipment and bikes, as some athletes did not bring their own equipment.
- Training days could be shortened to 4 hours as most athletes left after this time.
- It should be clarified that riders that do not hold a UCI licence must notify the Technical Director prior to the event to ensure that this issue can be resolved.

**Football**
- Clarification regarding concussion policies for ICG – refer to medical notes.
- This recommendation comes from the Sport Medical Director (specialist sports physician): The age grouping of children at the football event meant that children as much as 2-3 years difference in age were playing against each other. Children do not grow uniformly with some being early vs late developers. This meant that some games had scores of 30 goals plus to nil. This was psychologically shattering for the children and against the spirit of the games. Importantly, having this age difference playing in the same match creates a very high risk injury environment for the younger athletes. I strongly believe this should be addressed at future games as the risk to the children’s emotional and physical health is high. It is recommended that in the football competition that the ICG consider age related teams for safety reasons.

**Golf**
- Clarification regarding the format of the handicaps submitted for the Games. This should be included in the Technical Handbook.
- It is recommended that athletes that do not submit a handicap prior to the first round of competition will not be eligible for the Nett or Teams competitions – only eligible for the Scratch events.
Gymnastics
• The Technical Director has recommended that all athletes be eligible to compete in the Individual Disciplines on the second day of competition regardless of the Team and All Around results.

Sailing
• No major recommendations made by Technical Director for future events.

Swimming
• It is strongly recommended that no individual event changes be permitted for future Games after the close of registrations. This should be documented in the Technical Handbook.
• The Technical Director for both Swimming and Athletics has recommended that the ICG Executive invest in the purchase of the Hy-Tek Meet Manager software and encourage teams to send through their registrations for these sports in this format to reduce on double handling data.

Water Polo
• It is recommended that the match times be extended. 4x6min actual time quarters would be sufficient. This would be dependent on the number of teams that register and the pool space available.
• Due to the large team size required for Water Polo (up to 13) and the maximum number of athletes permitted per city (18), it is recommended that if Water Polo is held as a future sport then allowances should be made for cities that send Water Polo teams.

d. General recommendations
• It is recommended that a mock medal ceremony be conducted with all Technical Directors, Venue Managers and Medal ceremony volunteers in the week prior to the Games to ensure that all stakeholders have seen the format of the presentation prior to the event.
• A designated labour team are engaged to assist with bump in and bump out.

13.5 Legacy
• Podiums designed and built by LMCC workshop and donated as a legacy to the sporting venues and local sporting associations
• Networks built with the Windale Men’s Shed
• Networks built with the state and national sporting bodies
• In addition to the community, social and relational benefits, Lake Macquarie City Council invested in upgrading public places, facilities and sporting venues which will have a long term benefit for the community.
• Opening event for the Lake Macquarie Regional Football Facility.
14. Transportation

14.1 Membership
- Transport NSW
- Council traffic department
- NSW Department of Premier and Cabinet
- NSW Policing – Lake Macquarie Local Area Command
- ICG Event Director
- ICG Transport Co-ordinator
- Members of ICG project team

14.2 Role and Responsibilities
- Organising and facilitating all the transport needs and logistics for the games
- Including arrival and departure
- Tender development, evaluation and appointment for mass transport provider
- Develop transport timetable, routes and services for the week, from accommodation to venues and events
- VIP’s and on call transfers and transport schedules and rosters
- Develop the traffic management plan for the opening ceremony

14.3 Key Functional Areas
Transport Services were identified as a key element of the Games delivery process, and isolated as a separate functional area in Games organisation. Delivery of Transport Services involved interfaces with most other Games functional areas.
The transport services had two major components:
(a) mass transport (either destination-specific or shuttle routes) by bus/coach. Sid Fogg & Sons Pty Ltd were awarded this Contract, and managed buses, drivers, roster, timetables and associated elements, as a turnkey transport package, to meet Games requirements.
(b) a fleet of On-Call Council Drivers, to handle small numbers of destination-specific people, and to respond to special and unpredictable transport demands – such as medical emergencies, areas not serviced by shuttle routes, missed-transport scenarios, and VIP support.

A Transport ‘Hotline’ operated during the Games, to receive and respond to transport demands, anomalies, or general enquiries.
Transport Services coverage spanned the Games duration, commencing with team arrival at Broadmeadow Railway Station and Newcastle Airport on Saturday 6th December, and concluding with Team departure from Newcastle Station and Newcastle Airport on Thursday 11th December.

1. Mass transport
The mass transport involved ensuring all the participants were transported in an orderly and timely manner to all their activities and competitions.
The strategy for handling the diverse range of transport scenarios likely to be encountered during the Games comprised several distinct elements, below is an outline of the mass transport elements:

Arrival
Provision of transport from either Broadmeadow Railway Station (initially Newcastle Station, however moved to Broadmeadow due to track work) or Newcastle Airport to Accommodation venues for those Delegations not otherwise arriving independently.

Morning and afternoon mass transport
Each morning (Sunday to Wednesday) provision of multiple buses from both University and Myuna Bay accommodation venues, to all of the respective Sporting Venues ensuring participants were able to arrive well ahead of their competition times.
Each afternoon, corresponding services for the return of participants from Sporting Venues to their accommodation. The afternoon mass transport demand was significantly less than the morning demand, as competitors completing their program during the day used Shuttle services to return to their accommodation.
Swimming competitors were all accommodated at the University which was within walking distance to the Forum.
**Shuttle Services**

Buses were assigned to continuous looped shuttle services on two routes from Sunday to Wednesday. The Event Hub at Speers Point Park was the central transport hub. Both shuttle services passed through this hub and enabled participants to connect onto the other service and access all the games venues.

University Shuttle Service – every 20 mins from 9am – 3pm

Charlestown (VIP) shuttle service – every 30 mins 8.30am – 4pm

These shuttle services provided transport between all Games centres other than Myuna Bay accommodation, and Belmont 16Ft Sailing Club (Sailing).

Participants needing transport to these locations could arrange an on call driver through the ICG information centre at the Hub.

**Departure**

Transport was provided on departure from Accommodation venues to either Newcastle Railway Station or Newcastle Airport for those Delegations not otherwise departing independently.

**2. On Call transport**

To assist with transport requirements outside of the mass transport system, LMCC engaged council staff with fleet cars to facilitate an on-call service throughout the event. Approximately 20 drivers were utilised throughout the week for this process with roles including transport of VIPs, non-urgent medical transfers and transport of officials.

Some pre-arranged shifts were allocated prior to the event, with other requirements handled by Bob Porter our transport coordinator on an ‘as needed’ basis. Credit must go to Bob and all of the drivers, who were very supportive and cooperative throughout the whole week, doing whatever was asked of them.
The disappointing aspect of this system is that often the person who had called for the service used another means of transport prior to the on-call driver arriving to collect them without notification, causing a number of drivers to drive to venues for no reason.

3. Traffic Control Plans
A detailed Traffic Control Plan was prepared for each Venue
- The Forum, Newcastle University – Swimming.
- Hunter Sports Centre – Athletics and Gymnastics.
- Lake Macquarie BMX – BMX.
- Waratah Golf Club – Golf (with Club Macquarie interface).
- Belmont 16Ft Sailing Club – Sailing.
- Speers Point Park – The Hub, Football (Soccer) and Water Polo.
- University Colleges – Accommodation
- Myuna Bay Sports & Recreation Club – Accommodation
- Blacksmiths Beach Surf Club – Beach experience.
- The Forum, Newcastle University – Closing ceremony.
- Mayor’s Reception
- Marmong Point VIP Excursion

Traffic control plans were issued to Transport Team Leaders and volunteers at the respective venues, to assist in the delivery of their transport responsibilities. These plans featured:
- detailed diagrammatic indications of traffic flow
- drop and pick-up zones,
- venue access and egress routes,
- venue-specific Sid Fogg bus timetable extract showing bus movement for each day
- venue competitor numbers
- venue competition programme
- games hotline details.

4. Traffic Management Plan
The Traffic Management Plan (TMP) is a comprehensive 25 page document, dealing with a wide range of interactions and responsibilities associated with the combined Opening Ceremony-Christmas Carols event.

The TMP was developed specifically as part of the DA requirements for the event.

Hunter traffic were contracted to develop this plan and it was supplied and reviewed by key stakeholders including LMCC Transportation Asset Planning Coordinator, Peter McMurray, NSW Police, NSW RMS and ICG staff.

After a number of recommendations the plan was resubmitted and approved for submission in the DA.

Workforce International were contracted to implement the TMO, they met with all relevant stakeholders and participated in a number of site visits in the week prior to the event. The hard work and flexibility of Workforce staff should be commended.

14.4 Comments and Recommendations
- The major challenge for the transport delivery was the arrival and departure days. The limited knowledge of team arrival and departure times for each city provided a challenge for scheduling buses to collect athletes at the station and the airport. Although there were a number of efforts made to gain this information from the cities it was common that this information was either not provided or incorrect. On departure day a decision was made to enforce a 10am check out, which limited the range of times that athletes could be delivered from the accommodation to the station or airport. Whilst best efforts were made to get this information from the teams as early as check-in day, this information was very difficult to collate and teams did not adhere to their scheduled times.
- The ability of Sid Fogg’s to manage an evacuation of athletes during the Opening Ceremony was testament to the planning and professionalism of the organisation.
• Teams need to clearly communicate through their registration their transport needs in arriving and departing the event. They were given the information and forms to fill in however many didn’t provide this documentation and just expected we would arrange their transport without information.

• It is recommended that for events of this size additional personnel be allocated to assist with the management of transport. This could include a specific person to manage on-call drivers and two personnel to manage the mass transport and changes required.

• It should be noted that the development of the TMP should have been completed at least two months prior to the event, when in actual fact the final submission was only completed 2 weeks prior to the event. This impacted heavily on sourcing a provider and increased the cost of delivering the plan as there was not enough time to source volunteer organisations to assist with the parking management.

• It is recommended that the option of providing a Park and Ride service for future events should be investigated by council to assist with parking management surrounding Speers Point Park.

14.5 Legacy

• Detailed traffic management plan for Speers Point Park and major council events held at that venue

• Networks and relationships with key government departments (Transport NSW, Dept premier and cabinet)

• Improved access road and bus bays were constructed at Speers Point Park for the LMICG, this provides a long term benefit for other large events held at the venue

• A park and Ride service was provided at the opening ceremony and Carols which was a successful component of the TMP, this now sets a precedent for future events.
15. Volunteer Coordination

15.1 Membership
- Hunter TAFE
- NSW Department of Education and Communities
- Hunter Volunteer Centre
- Lake Macquarie Councillors
- ICG Event Director
- ICG Volunteer Logistics Manager
- CG Volunteer Manager
- Members of the ICG project team

15.2 Role and responsibilities
- Oversee and approve the development of volunteer roles and scopes
- Develop a volunteer management system
- Appoint volunteer manager/s
- Oversee and approve the development of recruitment information and strategies
- Oversee and approve the development of training and induction manuals
- Organise induction and volunteer training sessions
- Oversee the allocation of volunteer roles
- Oversee volunteer deployment and management during the games
- Design and source volunteer uniform

15.3 Key functional areas
a. Background
The Lake Macquarie 2014 International Children’s Games had over 700 volunteers involved as a workforce that delivered a world-class event supporting the 1500 participators from 74 cities internationally.

The Hunter Volunteer Centre (HVC) was initially invited to participate as members of the Volunteer Committee for the Lake Macquarie 2014 International Children’s Games in February 2014. As a result of this involvement LMICG asked HVC to submit a proposal to undertake the management of volunteers for the games.

LMICG also appointed a volunteer logistic manager in March 2014 (as a key volunteer role), this was fulfilled by Dave Williams.

The HVC proposal that was agreed to by both parties included:
1. Releasing Jodi Hughes (a HVC employee) as a dedicated staff member to oversee the Volunteer Management for the games
2. Jodi Hughes to work with the Volunteer Logistics Manager to deliver seamless volunteer coordination
3. Develop a project team to manage and deliver the volunteer activities
4. Deliver the volunteer management structure
5. Report to the ICG Event director
6. Provide an end of event report

b. Volunteer management structure
The volunteer coordination of the games was be divided into two functional areas

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**Diagram:**

- Volunteer Coordination
  - Volunteer management
    - Recruitment
    - Screening
    - Interviewing
  - Role allocation
  - Training
  - People management

- Volunteer logistics
  - Volunteer Scopes
  - Resources
  - Volunteer handbook
  - Role allocation
  - Training
  - Operations and logistics

---

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## c. Volunteer in kind contribution

<table>
<thead>
<tr>
<th>Number</th>
<th>Volunteer type</th>
<th>Estimated hours</th>
<th>In kind contribution (calculated at $28.07 per hour)</th>
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<tbody>
<tr>
<td>245</td>
<td>General/Specific managed by HVC</td>
<td>12,000</td>
<td>$336,840</td>
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<td>4</td>
<td>Volunteer staff project team working with HVC</td>
<td>930</td>
<td>$26,105</td>
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<td>159</td>
<td>Sport specific volunteers</td>
<td>2,385</td>
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<td>89</td>
<td>Dancers and choreographers</td>
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<td>$104,925</td>
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<td>Feature singers</td>
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<td>School liaison officer</td>
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<td>Catering coordinator</td>
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<td>Screen team/young hosts</td>
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<td>Chief medical officer (CMO)</td>
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<td>100</td>
<td>Sub committee members</td>
<td>3,000</td>
<td>$84,210</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>27,333</strong></td>
<td><strong>$803,557</strong></td>
</tr>
</tbody>
</table>
d. The volunteer profile

Of our volunteers:
- 72% were female
- 28% were male
- 4% were under the age of 18yo
- 4% were 18 – 20yo
- 24% were 20 – 40yo
- 38% were 40 – 60yo
- 30% were 60+yo

Only three of our volunteers were from outside the Hunter region and they travelled from Sydney to volunteer at the games, with the rest coming from the Hunter region.

e. City Team Liaison Officer (CTLO)

The role of CTLO was a new role introduced by the LMICG which had not been done before at previous games.

This role involved allocating a volunteer to a specific City team. They became the point of contact for that team for the duration of the whole games.

They initially met their team at either the accommodation, airport or train station.

The CTLO then accompany the team each day from the accommodation, traveled with them on the bus and assisted them at their sporting venues.

This role was a key relational and communication role. It assisted organisers to understand any issues which may arise and created a clear pathway for communication between teams and organisers.

While this was a demanding role for the volunteers allocated, it was also very rewarding, this was evident from the positive feedback from volunteers and teams.

• Have several teams allocated to pre and post games activities and working bees (eg. accreditation, uniform and merchandise sorting, distributing signage, hanging promotional merchandise such as flags and banners).
• Don’t ask for preferences for where they want to work as more often than not you will not meet most people’s preferences.
• Provide CTLO’s with more than one shirt.
• Provide all volunteers with a collared shirt instead of the round neck.
• Allocate 30% more volunteers than you need to ensure minimal gaps with dropout rates.
• Be more specific with dates and times for shifts. Even though they were in the volunteer manual, people wanted to be individually told when their shifts were and what they were to do once they got there.
• Better coordination and communication of roles and duties on the day of the event.

15.5 Legacy

• A volunteer database for future events
• Relationships and networks with external associations
• Trained volunteers ready and available
• An engaged community
• City pride
• LMCC staff relationships strengthened by working together in a voluntary capacity
• Pathway development for volunteers seeking skills in event management, media, production, physio therapy and marketing.
• International relationships and friendships developed and sustained between volunteers and participants.
The budget, procurement and staff management was under the direct responsibility of the Event Director in consultation with the Manager for Community Planning.

### a. Operating budget

The final approved operating budget for the LMICG was $2,170,560.

The initial approved budget was $2,070,560, however due to a delay in the construction of the Universities new college accommodation, LMICG was required to find an additional location for some of the teams. This was provided at Myuna Bay Sport and Recreation Centre, with some government funding to support this additional cost.

The LMICG was delivered under budget, which is a great result for the project team and LMCC.

The figures provided below are as they were at the time of print of this report, there may be some additional expenses added after this report is presented, however the differences will be minimal.

<table>
<thead>
<tr>
<th>Category</th>
<th>Original Budget (ex GST)</th>
<th>Revised Budget</th>
<th>Actual expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Ceremony</td>
<td>$196,000</td>
<td>$215,000</td>
<td>$209,084.00</td>
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<tr>
<td>Closing ceremony</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$29,108.17</td>
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<tr>
<td>Mayors reception</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$15,752.09</td>
</tr>
<tr>
<td>Volunteers</td>
<td>$30,000</td>
<td>$42,500</td>
<td>$28,513.49</td>
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<tr>
<td>Event Director</td>
<td>$208,000</td>
<td>$265,000</td>
<td>$245,766.55</td>
</tr>
<tr>
<td>Event Management staff</td>
<td>$225,000</td>
<td>$170,000</td>
<td>$126,463.92</td>
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<tr>
<td>Production management</td>
<td>$60,000</td>
<td>$62,000</td>
<td>$51,297.31</td>
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<tr>
<td>Security</td>
<td>$31,800</td>
<td>$65,000</td>
<td>$58,522.90</td>
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<tr>
<td>Venue costs</td>
<td>$31,500</td>
<td>$121,000</td>
<td>$103,795.04</td>
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<tr>
<td>Athletes Accommodation costs</td>
<td>$93,200</td>
<td>$172,200</td>
<td>$156,786.69</td>
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<tr>
<td>Production/promotion and printing</td>
<td>$50,000</td>
<td>$60,000</td>
<td>$41,581.29</td>
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<tr>
<td>Signage and design work</td>
<td>$42,900</td>
<td>$60,000</td>
<td>$59,784.28</td>
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<td>Advertising/Marketing events</td>
<td>$72,300</td>
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<td>Website/registration IT</td>
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<td>$40,000</td>
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<td>Medical and First aid</td>
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<td>$8500</td>
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<tr>
<td>Athletes Catering</td>
<td>$351,500</td>
<td>$279,000</td>
<td>$224,177.26</td>
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<tr>
<td>VIP accommodation and catering</td>
<td>$230,250</td>
<td>$187,000</td>
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<td>Transport</td>
<td>$188,000</td>
<td>$140,000</td>
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<tr>
<td>Insurances</td>
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<td>$10,000</td>
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<tr>
<td>Photography</td>
<td>$15,000</td>
<td>$6000</td>
<td>$3554.90</td>
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<td>Welcome pack /medals / accreditation</td>
<td>$94,760</td>
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<td>Pre games visit from committee</td>
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<td>Spokesperson at 2013 games</td>
<td>$5000</td>
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<tr>
<td>Miscellaneous</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$25,788.00</td>
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**Total Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Revised</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original approved Council budget</td>
<td>$2,070,560</td>
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<tr>
<td>Additional approved budget due to athletes accommodation</td>
<td>$100,000</td>
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**TOTAL APPROVED ICG OPERATING BUDGET**  
$2,170,560  
$1,855,000  
$2,169,300  
UNDER BUDGET $315,560
The percentage of event expenditure spent with companies/interests based inside NSW is 98%. This figure was calculated by tracking in the operating budget where the companies and suppliers were based.

**Total event revenue:**

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<tr>
<th>Revenue</th>
<th>NA</th>
<th>$30,000</th>
<th>$20,000</th>
<th>$10,000</th>
<th>$2272</th>
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<tbody>
<tr>
<td>DNSW</td>
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<tr>
<td>Strategic partnership fund</td>
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<td>20%</td>
<td>rebate WRS Group</td>
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<td>Newcastle Airport</td>
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<td>WRS group</td>
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<tr>
<td>Adopt a city</td>
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<tr>
<td>Dance costume</td>
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<tr>
<td>20% rebate WRS Group</td>
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<td>Full package city guests income</td>
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<td>Ent package city guests income</td>
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<tr>
<td>Partner package</td>
<td>$5215</td>
<td>% total revenue</td>
<td></td>
<td>% NSW</td>
<td>80</td>
<td>% Interstate</td>
<td>5</td>
<td>% International</td>
<td>15</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**b. Procurement**

Procurement of all services was done in accordance with Local Government requirements and processes.
17. Feedback

The international teams attending the gymnastics event all provided very positive feedback regarding the organisation, management, equipment, facilities and the spirit in which the event was conducted. The personnel involved in assisting the event (volunteers, sports officials, presentation team, audio/sound, venue personnel and the Lake Macquarie ICG management team) all did a tremendous job in making the event such a success.

Rohan Kennedy Gymnastics Technical Director

I’ve never worked with a bunch of people who are so united in their vision and approach to their work. It has been such a positive and welcoming environment, and I’ve felt like I’ve been part of the family from day one. I think something can be said for a team that works in harmony, and I also think that the reason this event has been such a success has been due to these wonderful people who have been assembled.

Natalie Holland – social media officer

The ICG team were amazing clients – responsive, fun to work with, and let us just do our jobs, I really enjoyed being a part of this event and it will always be one of the highlights of my career. Congratulations to you all for running an amazing event!

Web design team

I really enjoyed my ‘volley’ experience, particularly my role at the soccer / football.

The information regarding the particulars of the role was sufficient and timely.

A big congrats to you and the team on doing a fantastic job.

Volunteer

The ICG team were amazing clients – responsive, fun to work with, and let us just do our jobs, I really enjoyed being a part of this event and it will always be one of the highlights of my career. Congratulations to you all for running an amazing event!

Torsten Rashe President of the ICG

I would like you to know you that you delivered a sensational job.

Volunteer

Many thanks for all your work, our athletes and full delegation had a wonderful time in Lake Mac.

Mike Culloty – Team Ireland

I’ve had the opportunity to be at 21 International Children’s Games, I started coming in 1993, and there has been no city that has done the job that Lake Macquarie has done. You should be so proud of your volunteers, so proud of the organisers, you’ve done a great job.

Greg Maychek, Team Hamilton
Member of the ICG Committee
From distant Sparta I am wishing you merry Christmas, health and happiness for the new year. Young and old we lived in Australia a memorable experience with perfect matches hosted. We had the chance to knowing better your beautiful country and especially Lake Macquarie. Expressing the feelings of all our mission we want to thank from our heart all the Organizing committee of the games and to congratulate you once again for the perfect games.

_Spiros Pavlakos Team Sparta_

I would like to pass on the Swansea Belmont Surf Clubs gratitude to LMCC for selecting us to host these fine young athletes at our beach on Tuesday 9th December. They certainly seemed to be enjoying the sand & surf over those couple of hours. Our club will always be open for anything that LMCC would like to conduct.

_Graham Burge President Swansea Belmont SLSC_

We would like to say a huge thank you to you and your fantastic team at Lake Macquarie for the incredible experience Lucas has had. I can imagine the time and effort that has gone into organising such an event and you can feel extremely proud of the job you have done. The competition and organisation was excellent and has truly created great memories for Lucas which will last a lifetime. The whole concept of bringing the children together for friendly competition is brilliant and we had no idea the positive experience it would create for Lucas beyond the actual competition side. He achieved his goal of finishing top 10 and did it in 2 events and at the same time has met and created friendships with so many people from different countries, we can honestly say it has broadened his view of the world and the people we share it with in a very positive way. He has always enjoyed his swimming and the competition side but this experience has taken it to a new level and something he wants to continue doing because it was just so much fun to be a part of, he told us there was only one down side................ it ended far too soon! Thank you again, you and the team have done a magnificent job.

_Parent of Team Lake Macquarie athlete._