



Kingdom of Lochac Crown Event Bid Handbook

2024

Comments or suggested revisions? Contact crowneventsdeputy@lochac.sca.org

Acknowledgements 2024

This revision acknowledges the work conducted by its original authors and now comprises updates to current Kingdom requirements for hosting Crown level events in the Kingdom of Lochac.

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Crown Event Bid Handbook

Thank you for considering a bid for a Crown Event in the Kingdom of Lochac.

Although the thought of running a Crown Tourney or Coronation may seem daunting, there are very good reasons for doing so:

- It does honour to the Kingdom, and pleases the Crown, to see people keen to hold the premier events that enrich our Society
- It's a great motivation for the development of Branch resources and skills, especially if you spread your preparation and projects over a long lead time
- Undertaking a successful Crown Event will assist your Branch finances, so structure and manage your expenditure and income well and you are likely to have a reasonably priced event that also returns a profit for your Branch
- It will help strengthen and grow your Branch, as the special nature of Crown Events attracts new people and enthuses old hands
- Although a lot of hard work, it can be a lot of fun and a great source of personal satisfaction

There is a lot (a lot!) of information here, but please don't let that worry you unduly. Crown Events can range from a tourney in a park with a picnic potluck lunch through to the most outrageously over-the-top recreation of Rene of Anjou's Tournament Book.

This material aims to cover the very broad range of possibilities – where **you** want your event to sit is **entirely up to you**. Some of the information may be obvious; some of it may be new. If you have any suggestions for additions or improvements, please let the Kingdom Seneschal know (seneschal@lochac.sca.org).

If your bid does not succeed, by all means ask for feedback to see if there were any problems with it that you can address to increase your chances of success. It just may be that the Crown needed to take into consideration the fair spread of Crown events throughout the Kingdom. Try again!

Communication

One very important aspect of running a Royal event that is frequently under-utilized is communication. It is critical to let people know when and where your event is being held, as soon as possible. There are several channels that need to be updated:

- The four Crown websites:
 - <https://springcoronation.lochac.sca.org/>
 - <https://springcrown.lochac.sca.org/>
 - <https://autumncrown.lochac.sca.org/>
 - <https://autumncoronation.lochac.sca.org/>These need to be updated as soon as your bid has been accepted. Contact the Kingdom Webwright (webwright@lochac.sca.org) with the date, the location, and a link to your webpage for the event. If you are still in the process of updating your event webpage, use your Branch page. When your event page is up then ask the Kingdom Webwright to update the link. This will help with web searches for the event.
- Announce and Branch emails
At least four months out from the event you should be putting your event into Announce. It's important to give people who are travelling enough time to make travel plans. Informational update emails should be sent regularly (monthly at a minimum) to ensure that people can easily find the details for booking.
- Branch Webpage
Please make a Branch webpage and keep it up to date. Advise the Kingdom Webwright so that the appropriate Crown site is updated. This will help with web searches for the event.
- Pegasus
Please provide updates for your event to Pegasus.

- Social Media
Please engage the Kingdom Social media Officer to ensure that the many and varied social media channels are kept informed of the event.

Crown Bids: What Your Bid Has to Have

Keep an eye on Pegasus, the Lochac home page, and on the main e-lists for calls from the Crown Events Deputy for bids – but by all means, ask what bidding periods are current. In general, event bids can be presented up to 18 months before the date of the proposed event and will be confirmed some time between that and 9 months out.

Your bid, once submitted to the Crown Events Deputy, will be reviewed for completeness and forwarded with recommendations to the Council of the Purse. These will then be evaluated by the Council of the Purse which consists of the Kingdom Seneschal, Chancellor of the Exchequer and the current Crown. At a minimum, you need to tell them the following:

What event are you bidding for, and when?

The four Crown Events, by Kingdom Law, are held on the first or second full weekend of the following months. In exceptional circumstances, the Council of the Purse may consider a bid that specifies a date up to 14 days either side of these weekends.

- March: Autumn Crown Tournament
- May: Autumn Coronation (New Society Year's Coronation)
- September: Spring Crown Tournament
- November: Spring Coronation (Mid-Year Coronation)

A general idea of the event timetable you are proposing can be useful to include. Bear in mind it will eventually need the approval of the Crown concerned, so be prepared to be flexible further down the track. Check out the required activities section and ensure you have them scheduled as a priority.

Where do you propose to hold it?

You should include the name of the hosting branch (and the supporting branch if the hosting branch is incipient). The Seneschal of that branch will be required to approve the bid before it can be accepted. General location information should include relevant venue/s and facilities, and clear confirmation of availability on the proposed dates. Links to photos are helpful, particularly if new or multiple venues are involved, or especially impressive ones.

Who is on your main crew?

Include a short bio and contact details for the critical people in charge of major areas, e.g. Steward, Deputy Steward, Chief Cook, Marshal, Herald, Virtual Officer. You don't have to have every position filled or firmly committed at this point, but it helps to demonstrate that you have the staffing resources and experience behind you needed to run a Crown Event.

Financial Management of Crown Events

The financial management of a Crown Event requires the approval of the Branch Council and the involvement of both the Branch Reeve and booking officers. It is important that both the Steward and the Reeve work together in a way that ensures that all of the requirements listed in the Event Stewarding processes (<https://seneschal.lochac.sca.org/stewards-handbook/>) and the Lochac Reeves Handbook (found on the Reeve's website, <https://reeve.lochac.sca.org/>) are achieved. More details are available in the "Financial Management" section on pages 9-11.

The proposed draft budget (for consideration by both the proposing Branch and the Council of the Purse, which includes the relevant Crown) should include:

- known fixed (does not vary with the number of attendees, e.g. venue hire) and variable (does vary with the number of attendees, e.g. food) costs or reasonable estimates thereof, including Kingdom Levy
- a contingency amount
- the proposed charge per head
- an indication of general break-even attendance, with surplus/loss projections for attendances above and below that number, and estimates of expected attendance

Other useful information that is nice to have but not necessarily vital

- Possible theme: not mandatory as this is a Kingdom event for the Crown of Lochac
- Proposed feast menu or general concepts
- Proposed communications/promotion plan: e.g. website, email, Pegasus ads
- Any special aspects: e.g. Do you expect strong attendance because it is a local holiday weekend; can you provide horses for Their Majesties to ride in on; will consorts be brought to the tourney field by carriage?

Some Important Points to Bear in Mind

When in doubt, assume it is the Event Steward's job.

As Steward, this is your event to manage, so don't assume that people will do their "usual" jobs. It is a good idea to get your sub-stewards to contact their relevant Kingdom superior (eg Crux Australis, the Earl Marshal, Kingdom Minister of Arts & Sciences) to see what role, if any, they want at the event.

Everything is provisional pending Royal approval.

These are Crown Events, managed by you for the Crown of Lochac. Check very early with the Crown, or Their Chamberlain, and keep in contact. Timetabling will need to be negotiated based on Royal requirements. It can be helpful to have your local B&B or a Peer act as Royal Liaison. See 'Working with Royalty' section for more information on Royal wrangling.

Keep track of how your budget is working.

Bear in mind that after the budget for a Crown Event has been approved by the Council of the Purse, no changes can be made to the budget without the approval of the Kingdom Exchequer. Make sure your draft budget is reasonably accurate and includes **all** necessary expenditure, and keep an eye on how it progresses. If there are any significant changes along the way, inform the Exchequer. See pages 9-11 for more advice on sorting financials.

Crown Events are usually well attended.

Crown Events will typically have 100-200 attendees from around the Kingdom; the lists for a Crown Tournament can range from 10 to 25. The required activities are likely to take at least a day, with most events stretching over a weekend. Consider that and your location when setting your break-even points in your budget – it's better to under-estimate by a small margin. Make it easy to have a successful event by sending out regular reminders, communicating via Pegasus and Kingdom lists; and establishing a Website to provide information on scheduling and facilities. Bear in mind that many people will be travelling long distances, some internationally, so knowing precisely when and where things are happening, as early as possible, are important factors in getting them to attend.

Read the Full Checklist.

The Full Checklist is designed to cover all aspects of bidding for and running a Crown Event, in exhaustive detail. It can be very easy to forget things – are there thrones for the Crown, a pole for the new flag you want to use, did someone remember to bring a list of the people who pre-paid, who is in charge of seeing there's enough toilet paper? You don't have to do everything in the checklist by any means, but it will make your job easier by giving you and your stewarding crew a heads-up on things to consider/remember.

What Happens Next?

- If you decide you want to prepare a bid, give the Crown Events Deputy a heads-up. They may be able to provide advice and information that will be useful for your particular event.
- Prepare your bid, bearing in mind the guidelines noted here and the details in the Full Checklist.
- Get it sanity-checked by someone who has previous experience of running a successful Crown Event, or a comparable large-scale event. Ask the Crown Events Deputy or Kingdom Seneschal if you don't know who.
- Make sure the budget is robust and double-check the financial section of the Full Checklist to make sure you have included everything. Once the budget is accepted, changing it will be difficult, so it is vital you get this as close to right as you can.
- Have it checked and approved by your hosting Branch's Seneschal and Reeve, prior to approval by the Branch's Council. Have the proposal signed off by your Seneschal.
- Send your proposed bid to the Crown Events Deputy: crowneventsdeputy@lochac.sca.org
- Keep your fingers crossed! And keep planning.

Crown Event Full Checklist

This checklist covers as many things as possible relating to bidding for and successfully running a Crown Event. **Do please read through it at least once**, regardless of whether this is the first event you have stewarded or the 400th.

Important point: you don't have to do everything on this list, or have every position covered. This list aims to help with as many things as possible. Decide what is relevant for you, given the type of event you want to run.

Getting Ready to Bid for an Event

- Read the Kingdom Laws relating to Crown Events, found at <https://seneschal.lochac.sca.org/laws-of-lochac-2/>
- Decide what event you'd like to bid for
- Canvas possible support/interest from within your local Branch and nearby Branches
- Ensure your membership is paid-up for the period involved
- Identify a suitable site
- Read this Full Checklist
- Gather as much information as you can relating to possible costs. You can use reasonable general estimates (e.g. you can say the feast is likely to cost \$X a head for the food, based on what you plan to cook, the time of year, the numbers involved, the equipment required etc).
- Start to put together a stewarding crew: call for volunteers, tap people you know with the right skills. They don't necessarily have to come from your own Branch, but make sure that you can communicate with them easily.

Organisational Tips

- Get a calendar and mark the deadlines for when you need to have things done
- Start a binder with tabs or a filing system to keep paperwork organized, whether paper or digital. Keep copies of everything, and ensure you have copies of all contracts and receipts.
- Keep all pertinent emails (incoming and outgoing) in a separate folder
- Make contingency plans for everything – wet weather, Steward illness, changes to timetables, fires, earthquakes, influenza epidemics, Crown travel plans falling through... They don't have

to be very detailed plans, but a little forethought will make it a lot easier to cope if something untoward happens.

- Don't assume you will remember everything – write it down!

Make a copy of this Full Checklist!

- Modify the copy to suit your needs
- Print out sections to give to your sub-Stewards so they know what role you are assuming they will be doing and what resources they need to have on hand
- Highlight new ideas or things to follow up as you prepare your bid
- Make notes as you undertake tasks or check things off as you prepare for your event
- Cross-check your spending against your budget to keep track of how things are going

Site Details

If you're not familiar with the site, check it out early with the site manager/owner. Take some of your sub-Stewards with you, especially Deputy/Day Steward, Marshal, Decoration/Site Set-up Stewards. Take photos. Take copies of this section so you can make notes regarding facilities and costs.

Site Name

Address

Contact details: including site manager, landline, mobile phone, email
(NB: Ensure the site manager has **your** contact details.)

Site Deposit/Bond: how much, due date, return policy; get a receipt

Site Rental: fixed cost, per person; adult/child; max number on site; covering what facilities and grounds

Booking/cancellation policy: deadline; penalties

Receipts received: when, for what, how much

Access info: e.g. key pick-up/drop-off details; alarm codes

Earliest arrival time for set up

Off site by when

Site regulations/requirements (check carefully and ideally get any policies/restrictions in writing!)

- Alcohol: dry/damp/wet; special arrangements
- Fires: Yes/No, fuel supply; special requirements
- Smoking: Yes/No; special areas
- Noise: what restrictions, timing
- Parking: where, how many, restrictions
- Rubbish Disposal: who is responsible; special requirements
- COVID restrictions: does the site have a COVID plan or other requirements?
- Cleaning: what is/is not provided; additional costs
- Emergency access: where and how can emergency vehicles and personnel access the site in an emergency
- Evacuation: designated areas, who takes responsibility

Site contract

Review this with the hosting Branch's Seneschal and Reeve; the former **must** sign it, so they must be happy with any and all arrangements.

Special points to note: (restricted areas; mundane site access, hazardous/off-limits areas, other groups on site, neighbouring issues etc)

Local Information/Assistance (name, location, phone number)

- Site Manager (if not on-site during event)
- Nearest Supermarket
- Nearest Petrol Station
- Nearest Bank/ATM

- Nearest Medical Centre/Hospital
- Nearest Police Station
- Nearest Fire Station
- Nearby Accommodation

Insurance

Should the venue require it, the SCA has insurance policies which can be provided on request.

See the Kingdom Seneschal's Documents section: <http://www.lochac.sca.org/seneschal>

Make sure you get the correct insurance policy for the country involved! (SCA Australia, SCA New Zealand)

On-site Amenities

Main Hall

- Size
- Maximum capacity: seated and standing
- Cost
- Tables: number, size/seating capacity
- Chairs: type, number
- Decoration: what facilities/restrictions
- Associated toilets: number, location, disabled access; room for changing
- Washing up facilities: location
- Stage/Dais: size, location, curtaining
- Lighting: open/closed flame permitted, oil lamps; other
- Fireplace: type; fuel provided or not
- Other heating/cooling options: type, location, operation
- Fire extinguishers supplied: location, operating instructions
- Alarms: locations, arming/disarming
- Electrical outlets: number, location
- Restrictions: e.g. time, access, use of fasteners

Other Rooms

e.g. meeting rooms, Royal ready room, A&S display

- Size and Cost
- Tables: number, size/seating capacity
- Chairs: type, number

Kitchen

- Size
- Cost
- Ovens/Stovetop Burners/Grills: Gas/Electric; Commercial/Domestic, number
- Fridges/Freezers: type/size; turned on in advance?
- Microwave
- Dishwasher/Sinks: how many
- ZIP/water urn: instant/electrical; capacity
- Prep tables/areas: size
- Electrical Outlets: number, location
- Fuses: type and location
- Other Major Equipment: e.g. mixer, food processor, utensils, pie warmers, jugs
- Rubbish/cleaning requirements: equipment provided; disposal

Grounds

- Tourney Area: size, cost
- Rapier Area: size, cost
- Archery Range: size, cost
- Toilets: type; location; servicing

- Showers: number/location
- Potable water: source; location
- Animals allowed onsite: e.g. dogs, horses, others; requirements
- Stakes allowed in ground: to what depth?

On-site Accommodation

- Cabins/Bunkrooms: sleeping how many in what configuration; costs
- Camping space: for how many; costs, quiet/loud areas, map
- Caravan points: how many, costs, map
- Marquee: size, costs, contact/contract info if third-party supplier
- Tent hire: how many, size, cost; contact/contract info if third-party supplier
- Parking: Is there enough parking for everyone, and where is it?

Financial Management

Like other events in Lochac, a Crown Event budget must outline the fees to attend the event, and the estimated expenditure including Kingdom levies. It is vital that your budget is robust and has taken as much as possible into account. The information below is designed to help you do that, but you won't necessarily need to include all the expenses and income sections in your bid.

If you do not have a suitable budget template, there is one available via the Event Steward's Handbook, which also provides an overview of the mandatory requirements for undertaking SCA events in Lochac. This includes advice on writing an event proposal with an event budget (<https://seneschal.lochac.sca.org/stewards-handbook/>) The Event Steward's Handbook can also help with financial topics such as budget development and monitoring - (i.e., known fixed costs, Kingdom Levies, break even numbers etc.), setting up booking and payment arrangements, financial acquittal of events, and so on.

The 2024 Lochac Event Budget Template is an excellent resource to get people thinking about appropriate and best practice management

(<https://docs.google.com/spreadsheets/d/1QQWrzvX2ghPqvaihc6n7HH-06NZ7ZO/>).

The spreadsheet provides opportunity for you to factor in:

- Known fixed costs (those that do not vary with the number of attendees, e.g. venue hire)
- Variable costs (according to attendee numbers, food) or reasonable estimates thereof, including Kingdom Levies.
- A proposed contingency amount (suggest 10% on top of estimated cost)
- the proposed charge per head
- an indication of general break-even attendance, with surplus/loss projections for attendances above and below that number, and estimates of expected attendance

The spreadsheet also includes different pages that will be required should your bid be accepted. These are: Event Budget Summary; Event Budget Details; Team; Actuals Summary; Bookings and Receipts, and therefore provides best practice record keeping and minimises certain risks, such as inaccurate expenditure. Evidence of any expenditure for the event must be provided via tax receipts, which must be readable: scanned-in or photographed (Note: any personal items bought on the same receipt are crossed out or otherwise removed). This makes it easier for the Reeve to reconcile the event and assist the Steward to finalise the Event, which is then reported back to Council and the Kingdom. In the event of receipts being lost, the Kingdom Exchequer must be informed and a statutory declaration must be made. More information in relation to this can be found in the Reeves Handbook, which is located on the Lochac Reeves website (<https://reeve.lochac.sca.org/>).

Expenses

- List these under Fixed Costs (i.e., costs that don't vary with the number of attendees) and Variable Costs (i.e., those which vary based on attendance numbers or other factors).
- For Variable Costs, indicate how they change based on attendance numbers above and below the breakeven point (e.g. if break-even is 120 people, how will the costs change at 90 or 150 bookings).
- The costs do not have to be broken down into every category noted below; they are just to help as reminders for possible cost areas.
- Calculate the cost per person, by dividing the projected attendee number into the cost
- Note any assumptions you have made. (e.g. have you based your projected numbers on similarly sized events run locally in the recent past?)

Potential Site Costs

- Deposits/Bonds
- Site hire: list all facilities, including grounds
- Amenities rentals/purchases: e.g. portaloos, gas
- Equipment hire: e.g. tables, chairs, platters, spit roaster, candles
- Services: e.g. cleaning
- Marquee/tents: deposit/costs
- Accommodation: e.g. bunkrooms, camping spaces

Fee-related Costs

- Fee Exemptions: e.g. Crown, Steward, local B&B (check with your local Reeve for details applicable to your Branch)
- Kingdom Levy (\$1/adult attending the event for every day, up to a maximum of 5 days, of every event held. Note: In Australia, this will incur an additional 10c GST)
- Misc.
- Contingency (recommended 10% of costs)

Food

- Feast
- Meals/Meal Plan
- Supper/s

Communications

- Postage
- Printing: e.g. flyers, site booklets, paperwork, photocopies
- Signage
- Stationery

Sub-Steward expenses

- Gate
- Decorations
- A&S prizes (remember, Kingdom A&S competitions *will* be happening)
- Constable
- Wreath costs (if you are running Crown Tourney)
- Roses costs (if you are running a Roses Tourney)

Other Possible Expenses

- Site tokens/prizes
- T-shirts/event merchandise
- Transportation: e.g. shuttles for people; truck hire, trailers for rubbish/gear
- Laundry
- Liquor license

Income

- You may choose not to have the full set of charges as noted below – it does help if you can keep things reasonably simple, e.g. have a full-event fee including meals and accommodation
- Provide an Income breakdown based on your breakeven to cover costs and return a reasonable profit, as well as on figures above and below that breakeven point. (e.g. if your breakeven is 120 people, supply Income projections for 90 bookings or 150 bookings).
- Indicate what age brackets your Child/Youth charges cover (e.g. under 5, 14-17, under 18 etc)
- Indicate what Family pricing covers (e.g. two adults and how many children?)
- Indicate if you plan to have early payment discounts (or increased fees for later payment) and what period they cover
- Don't forget to:
 - Include \$1 Kingdom Levy/day for all adults (+10% GST if the event is held in Australia)
 - add Event Membership fees to non-member charges - \$10 for adults in Australia (\$5 for minors) and \$2 for adults in New Zealand
 - when events are held in Australia add 10% to the base event cost for GST

Event Fees

- Event Charge for Adult member
- Event Charge for Adult non-member
- Event Charge for Child
- Event Charge for Child non-member
- Event Charge for Family
- Day Charge for Adult member
- Day Charge for Adult non-member
- Day Charge for Child
- Day Charge for Child non-member
- Day Charge for Family

Accommodation Income (if not included in Event Fees)

- Bunkrooms/Cabins
- Camping

Food Fees (if not included in general event fees)

- Feast Charge Adult
- Feast Charge Child
- Meal Plan Charge Adult
- Meal Plan Charge Child

Other Possible Income

- Merchant fees
- T-shirts/souvenirs
- Raffles/Auctions
- Transportation
- Hire items: e.g. feast kits, bedding

Making a Surplus

The Kingdom prefers Branches to make a surplus on events to allow local growth and development in the SCA and its activities. The target level of surplus is up to the relevant hosting Branch, but please keep it within reason.

- A bid budget which does not show a reasonable surplus at expected attendance will be rejected.
- Work out how many people you reasonably expect to come. Then work out the worst-case number. Calculate on adult members paying the standard event fee and booking early. The range of attendees (adults and children) has been 96 to 201 with an average of 132 people.

- Once you know your expenses, work out how much you need to charge to not make a loss at your worst-case number. Then look at how much you need to charge to make a reasonable surplus at your expected number. Surplus from Crown events from May 2021 to June 2023 has ranged from \$1,224.90 to \$4,031.92 with an average of approximately \$2,500.
- Charge the higher of those two numbers as your base price. Any non-member fees are extra. Options (e.g. dorm accommodation) must at least cover their own cost. Children are usually admitted at a reduced price but must still cover the variable costs (e.g. food) associated with having them.
- Please ensure in your post-event reconciliation that the Kingdom levy for the event is paid to the kingdom in accordance with normal practices.

Remember that some surplus is important revenue for the operation of your Branch, helping to support the Branch and its activities. You should not budget to just break even and, especially, you should not decide to spend any “spare” income. Be particularly careful of the latter point as the event nears – watch your costs carefully and maintain a healthy surplus margin! Nor should event costs include long-term (capital) items (new pavilions, new cookware) which your Branch will use for many events thereafter. These should be funded by the Branch itself through the normal processes.

Tips for Financials

Massaging Your Bid

- If you need to cut expenses, see if you can barter or borrow materials/skills. Nearby Branches may be willing to loan items or help in other ways.
- Your host Branch should cover capital items that they can use afterwards (eg fire buckets, serving items, durable decorations). Get the approval of your Branch Seneschal/Council beforehand.
- If you purchase items specifically for the event, and your host Branch does not want them, consider selling or auctioning them off afterwards to help recover costs.
- Make sure your breakeven point is a realistic one for the nature and placement of your Branch and comparable events that have been run there in the recent past.

Preparing for and at the Event

- Create a spreadsheet to track expenses and income (see Lochac Event Spreadsheet mentioned earlier)
- Insist on receipts from your sub-Stewards for budgeted expenditure - remind them that consistent with relevant statutory law, a Statutory Declaration will be expected and the Kingdom Exchequer will be informed, if no receipts are forthcoming. Note: this does not have to be the next day, but to minimise risks, it is preferable that receipts are handed to the Reeve within a reasonable timeframe. Speak to your Reeve so you understand what this is. In addition, some shopping or banking apps may store a receipt in your records, it might be wise to check it out
- Ensure that the receipts have clear information regarding the nature of the purchase, or write it on as you receive them - Note: for clarity any personal items on the receipt must be deleted by putting a line through them.
- Use a zip-lock bag to keep receipts together - even better - scan them onto your phone or other device as you receive them.
- Be prepared for non-standard attendance requests, eg: off-board, partial attendance, etc.

Lochac has specific requirements in relation to handling cash at events. In Australia, it is important to note:

- Any records of cash taken or spent in relation to the event, should be signed by two people who were there.
- Cash takings must not be used to fund expenses;
- Sales of goods can be aggregated to a total.
- All event expenses must go through the group's bank account, refunded on receipts or invoices.

- Where event expenses are at risk of being more than the approved amount, the Kingdom Exchequer may approve emergency expenditure on a case-by-case basis consistent with the Financial Policy (<https://reeve.lochac.sca.org/policies/>).

After the Event

By Law, a full report – with full financial information – is required by the Branch Seneschal and Reeve within two months of the event. The Reeve is then required to provide a Quarterly Report to the Kingdom documenting any issues or concerns. A late report will jeopardise your Branch’s ability to run any event, even local ones. Don’t be late. Do your report preparation early, and keep on top of it. Plan ahead for the fact you’ll be tired, and have most of the donkey-work done before the event even starts.

Stewarding Teams and Useful Resources

Crown Events are reasonably complex events and very important to the Kingdom – you will **not** be able to do everything yourself, so delegate. **Delegate!** Identify sub-Stewards whom you can trust to run sections of the event, and ensure they know about and source the resources they need.

Not all these roles are necessary; many can be combined. It does help to have the main positions covered in your bid: Steward, Deputy Steward, Marshal, Herald, Chief Cook/Food Planner. It is important to brief each sub-Steward regarding what you expect them to be responsible for. **Don’t assume anything!**

Keep track of your sub-Stewards: SCA/mundane names, addresses, phone numbers and email addresses. Check in with them regularly during your prep/pre-event period to see they are on track – a dedicated event email list can be very useful for this. You can also use Facebook groups, Messenger lists, Signal, and other chat groups and apps. **Communicate!**

Administrative (primarily needed pre-Event)

- **Steward**
Role: takes ultimate responsibility for the event and its organisation
Needs: organisation/delegation and communication skills, time to sit down and breathe
- **Deputy Steward**
Role: sometimes termed drop-dead deputy; the person who knows as much as the Steward and can take over in part or in whole as needed
Needs: Good briefings
- **Booking Steward**
Role: in charge of keeping track of bookings, responding to booking queries, providing the information to Gate in an intelligible form for sign-in
Needs: information, spreadsheet or other means of organising that information
- **Billeting**
Role: pre/post-event; checks numbers, allergies, smoking status, child-friendly
Needs: information, spreadsheet or other means of organising that information
- **Transportation**
Role: coordinates offers of lifts, shuttles, buses
Needs: information, spreadsheet or other means of organising that information; budget information and contractual information relating to transportation options; exceptional patience
- **PR/Webwright**
Role: provides publicity and information to a variety of channels (e.g. Pegasus, e-lists, local newsletters, flyers, via Web), possibly even “as they happen” Crown Tourney updates
Needs: information, connections, Web skills (or deputy); printing budget
Pegasus: Crown Events are entitled to free full-page ads, check with the Chronicler regarding deadlines pegasus@lochac.sca.org. You also get as many standing notices as you like in the Coming Events section.
Website: should include Dates, Location (including maps and transport/travel directions), Schedule, Activities: (Kingdom A&S competition information; feast menu); Booking Form

(online or printable); Contact information for Steward or relevant sub-Stewards;
accommodation information

- **Hire Garb/Gold Key:**

Role: organises complete outfits to be reserved and available beforehand or at Gate for pick-up/drop-off

Needs: information, spreadsheet or other means of organising that information, access to hire/loaner gear

At event: table, chair, lists, pre-collated sets of outfits, booking information

Event Establishment and Operation

- **Day Steward/s**

Role: to be the visible “go-to” person for that day; liaise with Gate, Constable, Herald etc

Needs: good briefings; an identifier (e.g. a baldric or tabard);

- **Set up/Take down Steward**

Role: to provide direction and supervision regarding site set-up and take-down (not necessarily the same person); liaise with Steward, Marshal, Decoration Steward, Royal Liaison, Constable

Needs: rostered crew with required resources for designated areas and responsibilities (e.g. tourney area, hall, camping area, amenities), clear instructions regarding what needs to be done

Signage: leading to venue(s) and at venue

Cleanup: rostered crew and the necessaries (e.g. brooms, dustpans, bags, vacuum cleaners, bottle bin), clear instructions as to what is to be cleaned, if rubbish is to be left on-site or taken away

- **Decoration/Pageantry Coordinator:**

Role: responsible for decoration of site (e.g. Hall, Tourney field etc); check with Royal Liaison re setup of Royal Presence area

Needs: assistants, decorations (e.g. banners, flags, bunting, hangings); fastening systems (e.g. staple gun and staples, map/safety pins, bluetack, line/string, scissors), hammer, ladder

- **Gate:**

Role: responsible for sign in (forms, receipts, payment handling), training of gate crews

Needs: Table, chairs, lighting, pens, paper; stapler, general briefing documentation (i.e.. site cap numbers, emergency contact numbers, etc.); designated crew info

Registration: pre-booked information, sign-in sheets (member and non-member), indemnities forms where required; site tokens;

Duty roster sign-up sheets for chores (e.g. cleanup, site heraldry, constable crew etc)

Information: SCA flyers, event booklet or flyer, site maps, info on local amenities

- **Constable/Site Liaison-Maintenance:**

Role: in charge of such things as night security, tent visibility flags, lost and found, on-site traffic issues, rubbish clearance, toilet/facilities maintenance (some roles could be handled by others)

Needs: rostered crew/s to provide assistance,

Safety/Security: tent flags, buckets or other fire gear, cigarette disposal gear

Maintenance: toilet paper, cleaning equipment, torch/batteries, rubbish bags, portaloos info

- **Chief Herald:**

Role: coordinate with Court, field, site duty heralds, and Crown

Needs: herald's point, book for site herald notices; tabards, book of ceremonies, awards reporting sheet (CHAF) - <https://herald.lochac.sca.org/files/2024/04/CHAF-2024.pdf>

- **Arts & Sciences:**

Role: organising rostered Kingdom competition and reporting results to Kingdom A&S Officer, organising displays

Needs: place for competition judging and display, judges and judging sheets; contact info should be on Website for postal entries; prizes for competition (bells with ribbons, see A&S website - <http://lochac.sca.org/artsandsciences/>)

- **Chatelaine/Hospitaller**

Role: looking after newcomers, hospitality

Needs: table, chair, information material (e.g. flyers, cards, handouts)

- **Chirurgeon**
Role: chief medical person
- Needs: first aid kit, knowledge of warranted chirurgeons/medics at event, location of nearest doctor and hospital, mobile phone

Martial Activities for Crown Events

- **Marshal:**
Role: responsible for all aspects of combat activities; liaising with Crown re type of tourney format desired (see Kingdom Law III.3, Appendix I); set-up of tourney field
Needs: tourney area and lists rope; rostered field marshals, tabards/baldrics, poles, sunhats/sunscreen, water
- **Lists:**
Role: responsible for running the lists, coordinates with Tourney Herald; makes sure that tourney format has been confirmed with Crown (see Kingdom Law III.3.ii); checks authorisation of entrants and membership of entrants and consorts
Needs: table, chair, paper, paperweights, pens (lots), sign-in form.
 - Steward's note: make sure your list keepers are well versed on how to run the chosen tourney format, and that they have everything they need to do the job on the day.
- **Tourney Herald:**
Role: coordinate with Chief Herald and Court Herald and Crown, other field heralds and Lists
Needs: tabard/s, familiarity with format and appropriate words, field voice
- **Water bearers**
Role: provide water to combatants
Need: potable water supply near lists field (e.g. tap, containers), jugs and drinking vessels
- **Archery**
Role: responsible for archery activities; range safety
Needs: suitable area, rostered marshal/list keeper/herald, boundary and target gear
- **Rapier**
Role: responsible for rapier activities
Needs: rapier area, rostered rapier marshals/list keeper/herald
- **Equestrian Marshal**
Role: responsible for equestrian activities; coordinate with Kingdom Equestrian Marshal
Needs: equestrian area, rostered marshals

Other Possible Sub-Stewards

- **Social Media Steward:**
Role: To coordinate the live streaming (if possible) to the Kingdom of the Crown Tournament and/or Coronation. If live streaming is not possible, then regular posts on Facebook can be made. Note that the Crown may choose to have the final rounds under embargo until the relevant consorts have been informed of the result.
- **Merchant Wrangler:**
Role: coordinates merchant/market activities; setting up merchant/market area, collecting fees
Needs: location, timetabling, allocation of tables/tents/spaces

Working with Royalty

At the heart of a Crown event is the Crown of Lochac – bear that in mind when considering themes, organising timetables, planning meetings.

Keep Them, or Their Court Chamberlain, in the loop. It can be useful to contact the relevant Heirs/Crown as soon as you know who They are and ask them if They have any desires or preferences (crown@lochac.sca.org or heirs@lochac.sca.org). They may like the idea of a Grand Procession, or entry on horseback, or desire combatants to have personal heralds or banners – finding out what They would like gives you a chance to respond and adapt.

Be aware that if you decide on a specific theme (e.g. 16th century Florentine), it might not suit the Crown you end up working for (e.g. if They are Norse). For a Crown Event, you may want to consider keeping your theme generalised and Crown/Kingdom-focused (e.g. red, white and blue for colours; crowns, stars and roses for symbology etc).

Please bear in mind that Their Majesties have complete control over when Court happens and what happens in it. You can propose a suitable timetable, but it may need to be changed for any number of reasons. By all means suggest compromises and multiple alternatives but be prepared to change your plans to match Theirs. If changes or delays will involve significant problems for the cooks, let Them know well in advance.

If you have a local Baron and Baroness, they can be a Royal Liaison or help coordinate the ceremonial “in-game” aspects. They may also take on hosting the Crown, providing transport to/from the event, lending Them members of their court to act as attendants etc. Keep them informed.

It costs a great deal to travel as Crown. See if you or your Branch can provide billets, bedding, towels, suitable feast gear and the other accoutrements needed by a Crown to do the role justice. See <https://crown.lochac.sca.org/regalia-about/kit/>

Crown events often involve a tradition of toasts at the feast, where gentles take turns suggesting toasts for everyone to drink to. It is a good idea to remind your Baron and Baroness (or Branch Seneschal) before the event, so that they can have a plan for who will begin toasts ahead of time. The Crown should always be toasted first, followed by Heirs, sitting Barons and Baronesses, the cooks, the marshals, and so on, as suggested by the populace. A toast to ‘absent friends’ (or similar) is usually understood as a sign that ‘the toasts’ are over – so you should have someone ready to toast absent friends when the toasts start to peter out.

Royal Presence Area

Regardless of whether the Crown is seated in a pavilion in a park or the most period-looking of halls, there are certain things that They will need to ensure the smooth functioning of a Court or Royal Presence area. You may have easy access to these, or be able to borrow from neighbouring Branches:

- thrones, cushions, footstools/kneelers, rugs, banners and hangings,
- table with tablecloth: water, Crown drinking vessels, notepad/index cards, lighting
- room for Court Guards, Ladies in Waiting or local Attendants with Court experience
- If at High Table, consider placing a bench in front for people called before the Crown

Royal Ready Room

It is important for the Crown to have a place where They can withdraw to plan, have meetings and rest. For a Coronation, two ready rooms would be best for the Crown and Their Heirs. A Royal Ready room should provide privacy and comfort. It can help a great deal to have the following available:

- A Court Guard and/or Lady in Waiting within earshot to run messages, fetch people/food etc
- Useful supplies: favourite nibbles/drinks, headache remedies, talcum powder, clothing stand, full-length mirror, iron, clothes brush, table, chairs, heater/fan, coffee/tea supplies, safety pins, tissues, Court scribe with appropriate gear to fill in award scrolls (optional)

Royal Liaison:

Role: handle contact with Royalty and see to Their needs (NB Coronation includes two sets!); work with Court members; assist with High Table placements; liaise with Marshal re: tourney formats; Court Herald; ensure things are set up for meetings, particularly if over mealtimes
Needs: diplomatic skills, Court/Royal experience (check with local B&B if available)

Court Herald:

Role: coordinate with Chief Herald, Crown and other heralds
Needs: tabards, book of ceremonies, awards reporting sheet (CHAF) - <https://herald.lochac.sca.org/files/2024/04/CHAF-2024.pdf>

Photography Staging Area

It is a good idea to scope out a quiet – and photogenic! – area ahead of time, for Royalty to take official reign photos, if They wish to.

Food

A Crown Event does not have to have a traditional feast – you may choose to have a picnic, a ball-with-buffet, a batch of spit-roasts and stews, a potluck. Whatever you choose, food is likely to be a major cost requiring significant logistical planning and support, whether considering a formal feast, a meal plan or even just breakfast.

Make use of experienced cooks to assist you in establishing an initial budget for food. Typically this is based on a general pricing per head for a feast, based on local experience, with the budget refined closer to the event once the menu has been set.

It is absolutely critical that your event cooks are comfortable and confident in catering for food allergies and other dietary requirements. Make sure that you ask your attendees about allergies and dietary requirements in detail when taking bookings, and confirm with them to ensure no miscommunications. It is a good idea to design your menu to cover the 'usual' requirements regardless.

In the Kitchen

- **Feast Cook**
Role: determines feast menu, including food and quantities required; provides estimates to Steward for financials; has overall responsibility for the production of the feast
Needs: reasonable budget to support menu plan; flexibility to adapt menu for budget, Crown, timing constraints; experience in cooking for large-scale events; information from booking forms regarding life-threatening allergies and food intolerances
The Feast Cook may need to assemble a team around them, to handle tasks such as purchasing food and organising volunteers and equipment, depending on the nature of the event's menu.

In the Hall

- **Feast Hall Steward**
Role: liaise with Decoration/Entertainments Stewards and Royal Liaison to get hall decorated, set up, taken down and tidied/cleaned
Needs: hall layout plan, including for High Table and possibly nearby Court retainer table, set-up/take-down crew/s
Tables, seating, tablecloths, candles, menus, list of ingredients, table decorations
- **Chief Server**
Role: organises serving crew (ie rostered, volunteers from tables etc), liaises with Chief Cook, Hall and Royal Liaison; supplies instructions for announcement of courses by Herald
Needs: information to brief servers (eg menu items/ingredients; possible allergens present; timing of courses; off-board tables location/s; handwashing or voider bowl requirements); servers baldrics or tabards; servers' table, extra tongs and spoons
High Table considerations: any special dishes/subtleties to be served; check drink supply regularly; voider needs, serving utensils
Handwashing: warm water, flowers/herbs/oil, ewer and bowl, towels/napkins
Please keep in mind that you may wish to ask a local knight to be on hand to carve any meats at the Royal High Table.

Sample Timetables

When you initially propose the timetable for your event, bear in mind the required activities (see page 4) and other possible inclusions (e.g. elevations to the Peerage, Baronial change-overs). The sample timetables below are **not** the only way to structure an event.

It can be very useful to:

- Overestimate the length of time required for each part of the event
- Overestimate the length of time required for travel, especially if different venues are involved
- Build in “invisible time” that allows for overruns from meetings and Courts
- Allocate time for those who need it – check with Kingdom Officers and Order Clerks regarding meetings and the likely time needed
- Allow time fillers – put that in the hands of your Entertainment Steward, as that can be a good time to have A&S displays, entertainments, games, dancing and so on
- If you are supporting live streaming of the event, work out which parts of the event will be live streamed, and which will be recorded and later uploaded for later release. You could also plan for an official photo session.

Sample Crown Tourney Timetable

Friday evening

- Gate opens
- Informal get-together
- Lists open

Saturday

- Armour inspections
- Invocation Court (presentation of combatants and consorts)
- Lunch (can run through the Tourney)
- Crown Tourney (2-6 hours for up to 20 fighters)
 - On field acclamation of Royal Heirs
- Peerage meeting(s)
- Feast and Court (or vice versa)
 - Presentation of Wreaths of Valour and Chivalry
- Ball

Sunday

- Rose Tourney(s)
- Kingdom A&S competition/display
- Archery competition
- Meeting(s) – Council of the purse / Council of Regalia

Sample Coronation Timetable

Saturday

- Final Court of out-going Crown
- Coronation (1-2 hours)
 - Divestiture Ceremony
 - Coronation Ceremony
 - County/Duchy for outgoing Crown
- Lunch and First Court of incoming Crown
- Rapier competition
- Peerage meeting
- Feast and Kingdom A&S competition/display
- Late night Bardic Circle

Sunday

- Queen's Champion Tourney
- Peerage meetings
- Market
- Council of Purse / Regalia meeting
- Peerage Meetings

Many of the optional activities can run simultaneously.

If running on a standard weekend, it is a good idea to timetable the end of the event to allow travellers to get to the local airport for the main late afternoon or evening flights. Check with the main airlines to see when those occur.

A note on Crown Tourneys and Rose Tourneys

After a Crown Tourney, the Crown will give wreaths of rosemary and ribbon to three couples -- the new Heirs, the second-placed entrants (Champions), and another couple of contenders of Their choosing (for Valor). You should prepare ahead to have the materials for these on hand. Rosemary from someone's garden is often the best choice, but can be bought if you need to, so make sure you budget for this. The Crown or Their Liaison should be able to help you with the wreath's construction if you are unsure.

Rose Tourneys, which are often run on the morning after a Crown Tourney or Coronation, involve the gifting of roses (or another flower or token) from the Crown Consort and members of the Order of the Rose (or other gentles that They invite to join Them). The tourney is run as a challenge tourney, with the defeated in each bout approaching the Roses to be given a rose, which is then in turn given by the defeated to a gentle of the victor's choosing. Two fields (or more) can be run at once, allowing Heavy and Rapier to be run simultaneously. The roses (or tokens) should be planned well in advance, and if you will be buying flowers, they should be included in your event budget. Plan for around 100 roses. You should also check with your Royal Liaison that your choice of roses will be appreciated by the Crown.

Planning Timeline

Bid Preparation for the Crown Event

- Start thinking about what event you would like to bid for; gather information; talk to possible crew members and confirm key sub-Stewards.
- You can present a bid up to 18 months before the proposed event.
- It is important to ensure that the key resources, such as the venue/s are at least pencilled in when you present your bid. If a non-refundable deposit is required for a booking, discuss this with the Crown Events Deputy, and explain the process to the venue to see if they will allow some flexibility on confirmation deadlines.

On Acceptance, before the Event

- Inform your Branch – and celebrate!
- Place the information into the online event form and get your event registered so entrants can plan their travel. The more notice, the cheaper flights and accommodation are for travellers, along with advertising that your Branch has the prestige of running a Crown Level Event
- Fully confirm and pay any required deposits to secure the venue/s and key resources
- Prepare initial notice for Pegasus in Coming Events listings
- Announce the dates early and often on public lists to let people know -- a 'save the date' notice is perfectly valid. Make sure you advertise in as many channels as you can, don't rely on one or two channels of communication only.
- Identify what, if any, associated projects you want completed as part of your preparation (eg a Cloth of Estate, table runners, a lists tree etc), and get help to get them done early
- Start plugging any gaps in your stewarding team
- Set up your financial record system (e.g. Excel spreadsheet, receipts envelope etc)

Twelve to Six Months Before

- Make sure the event website is online and announced by now, if not earlier. Have the online booking form ready, leaflets etc. ready and available
- Open bookings; announce on e-lists, including booking deadlines.
- Submit your first free full-page ad in Pegasus: pegasus@lochac.sca.org
- Appoint a Royal Liaison to assist with communicating with Crown.
- Ensure that your PR/event steward is in touch with the Lochac Social Media Officer as soon as the event goes out on Announce, so that they can create social media events
- If running a Crown Tourney, you will have six months to work with the Crown who will preside over your Crown Tourney – make contact early and keep them in the loop. The Crown may choose to require combatants to provide letters of intent, banners/standards, lists shields etc.

Four Months Before

- Report to Crown Events Deputy and Crown how the event planning is progressing, noting any changes or concerns
- Meet with your sub-Stewards to see how their sections of the event planning are coming along.
- Ensure Pegasus runs another advertisement

Two Months Before

- If running a Coronation, you will have approximately two months notice of who the incoming Crown will be. You should have been talking with the current Crown before this; now is the time to contact Their Heirs and see what plans they may have, how you can tweak the event to meet their desires and needs. You may wish to have two Royal Liaisons to cover the two sets of Royals – make sure they communicate!
- If running a Crown Tourney and the Crown has not already announced the format of the Tourney, contact Them to check. The Laws of Lochac state that the Crown shall choose the

tournament form by which their successors shall be chosen (III.3.ii), noting that “the standard list for Lochac Crown tournaments is a double elimination list” (III.3.iii). Let your Lists Officer know if it is not a standard format so they can prepare accordingly.

One Month Before

- Cut-off for Feast reservations (or earlier/later as the Feast Cook and/or bookings require); make sure the Cook/s are sorted for any preparation to begin.
- Review the bookings and resources; prioritise any remaining optional projects and be sure to drop any which would be more stress than they are worth. Really.
- Check in with the site re: number, timing, amenities, services and any other requirements; ask about any site changes that may have occurred, e.g. scaffolding, other users, etc.

One Week Before

- Keep an eye on the weather forecast and make any necessary contingency plans.
- Check in with your sub-Stewards that all is well, identify any problems and deal with them immediately
- Review the bookings and resources
- Your virtual event person will need to test their recording set up, including using any microphones that they plan to use
- Check in with the site, confirming number, timing, amenities, services and any other requirements

Setting Up the Event

- Consult your checklist
- Main things to remember:
 - External signage/directions if needed
 - Gate and associated needs
 - All ablutions ready for arrivals: portaloos, toilets, rubbish bins
 - Field of Combat and associated area set up
 - Decorations: flags, banners, bunting,
 - Feast Hall
 - Food
 - Accommodation, including parking
 - Check in with sub-Stewards that all is progressing as planned
- The Virtual Officer will need to make sure any recording inside will be well lit, and strategic microphones set up. Lighting is not a concern outside, but microphones are recommended.
- Make any necessary announcements that will keep the event flowing smoothly

End of the Event

- Have your Herald remind everyone well in advance of the off-site time
- Thank everyone involved
- Collect all your Gate sign-in sheets and other paperwork into one folder
- Have Site Takedown/Cleanup crew ensure the site is left cleaner than you found it
- Check all parts of the venue to ensure that no equipment, supplies, belongings are left behind; have the Constable collect any lost and found
- Close the site (i.e. turn off lights, lock doors, activate alarms etc.)
- If possible, review site with site manager
- Return site key/s (possibly later as per agreed-upon arrangement)

Post Event

- Ensure all hired/borrowed amenities/equipment is returned

- Check with sub-Stewards and officers in charge to identify any problems or recommendations for inclusion in final report; collect any final receipts from them
- Ask for feedback, or run a debrief session

Finalising financial expenditure and income for reporting

- Ensure any deposits/bonds are returned to the Branch account
- Collect any unspent advances from those who received them (eg Feast steward)
- Collate and submit receipts and notify the Kingdom Exchequer as per the relevant Financial Policies
- Finalise Actual Budget vs. Pre-Event Budget
- Finalise financial requirements with your Branch's Reeve and ensure the kingdom levy is recorded and paid to the Kingdom via the Kingdom Exchequer when required (usually undertaken on a quarterly basis)
- Report surplus/loss to Kingdom Exchequer via your Event Report (and hence, the Reeve's quarterly report)

Paperwork

- File indemnities as required
- Constable: notify on Website and e-lists of any lost and found property
- Write the report. This must be submitted to the Kingdom within two months. The report should include:
 - Overall attendance/breakdown of attendance by group (Adult, Child etc)
 - Event Results: Crown Tournament, Kingdom A&S Championship, Provost of Lochac, Consort's Champion
 - List of all income (including event memberships and Kingdom Levy)
 - List of all expenses
 - Net event surplus or loss (and reason why if a loss)
 - An overview of the event, highlighting special/unique activities that happened
 - Incidents and injuries
 - Recommendations for future events
 - Any other information you might think is helpful or pertinent
- Send copies of your report to the Kingdom Seneschal and the local Branch Seneschal
- Report on the event to your local Council; send 'thank you's (to e-lists, or personally)
- Write a short summary for Pegasus and your local newsletter.
- Make any appropriate award recommendations or individual activity reports to the Crown, the Peerage Orders or your local Baronage.

Personal Advice for the Steward

A key objective *must* be to run an event that allows you and all your crew to emerge at the end sane and happy.

Useful Things to Pack/Arrange for the Event

- An event meal plan or food/drink minder so that you get food and drink on a regular basis
- Comfortable, supportive shoes – you will be on your feet much more than you expect
- A comfortable chair at a location where you can be found
- A place for some "time-out" space
- A timepiece, preferably with an alarm function
- Your favourite painkiller or headache cure
- A notepad and multiple pens
- Thank you tokens or scrolls
- Chocolate or whatever snack food you particularly like; your favourite non-alcoholic drink
- hat/veil and/or sunscreen

- Consider booking a massage or at least getting a good foot rub the day before and the day after the event
- The day before the event, be sure to get a good night's sleep – don't be tempted to stay up for last-minute organisation

During the Event

- Let go of that need to control everything – go with the flow, stay calm, cool and collected
- Be available and easily found
- Be courteous
- Breathe
- Patrol your event – take a stroll through the site
- Play the role of host, talk to people, find out if they are happy, ask them questions
- Keep an eye on the time to ensure that activities don't get too far behind schedule
- Check in with your Day Steward if you have one
- Let your staff do their jobs
- Thank your volunteers – constantly
- Check in at gate frequently to ensure all is well
- Breathe
- Remember to eat, drink, wear sunscreen, wear a hat and **sit down** in the shade
- Don't stay up late, and don't sleep late
- Tell someone when you're off to bed and when you expect to wake up
- Smile! – You're having fun aren't you?

After the Event

You're done! Congratulations!

- Go get that massage, indulge in your favourite drink, and get a good night's sleep!
- Sort out the financials and report! This is not optional, and has to be done within two months.
- Pat yourself and your crew on the back for a job well done
- Start thinking about what you'd do differently next time...