



**RISK MANAGEMENT PLAN FINAL**

# NETBALL NEW ZEALAND RISK MANAGEMENT DOCUMENT



NETBALL NEW ZEALAND  
Poitara-whiti Aotearoa

## LIKELIHOOD

Title	Score	Description
Rare	1	Highly unlikely to occur; however, still needs to be monitored as certain circumstances could result in this risk becoming more likely to occur during the project
Unlikely	2	Unlikely to occur, based on current information, as the circumstances likely to trigger the risk are also unlikely to occur
Moderate	3	Likely to occur as it is clear that the risk will probably eventuate
Likely	4	Very likely to occur, based on the circumstances of the project
Almost certain	5	Highly likely to occur as the circumstances which will cause this risk to eventuate are also very likely to be created

## IMPACT

Title	Score	Description
Insignificant	1	Insignificant impact on the project. It is not possible to measure the impact on the project as it is minimal
Minor	2	Minor impact on the project, e.g. <5% deviation in scope, scheduled end-date or project budget
Moderate	3	Measurable impact on the project, e.g. 5-10% deviation in scope, scheduled end-date or project budget
Major	4	Significant impact on the project, e.g. 10-25% deviation in scope, scheduled end-date or project budget
Catastrophic	5	Major impact on the project, e.g. >25% deviation in scope, scheduled end-date or project budget

### SUMMARY PRIORITY PROFILE

Impact	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	Likelihood					

**PRIORITY** (Note: Impact x Likelihood = Priority)

Priority Score	Priority Rating	Action Required
0-1	Very low	Recognise that risk exists but continue with activity
2-3	Low	Consequences are insignificant. Manage by regular monitoring
4-9	Medium	Consequences may be unacceptable and need management action to share and/or reduce likelihood/impact
10-16	High	Consequences are unacceptable and need immediate management action to share and/or reduce likelihood/impact
17-25	Very High	Consequences are too great. Continue only if there is a statutory duty or with approval of Executive team.

## RISK MANAGEMENT REGISTER

**EVENT:** World Netball Series - FastNet  
**LOCATION:** Vector Arena, Auckland  
**DATE:** November 2012  
**TYPE:** Multiple international teams in several matches across sessions

Note: The assessment of the Likelihood and Impact totals (and calculate Priority total) will be worked out for each event, and additional specific event risks will be included as appropriate. Do not alter existing actions or responsibilities without approval of Operations Director (Tournament Director).

Risk	Likelihood	Impact	Priority	Actions	Responsibility
<b>SIGNIFICANT AREAS</b>					
<b>Sponsorship</b>	4	6	24	<ul style="list-style-type: none"> <li>Risk of non-achievement of forecasted levels of sponsorship revenue for event</li> <li>On-going plan to approach businesses</li> <li>Targeting key business relationships</li> </ul>	RC/JH
<b>Ticket Sales</b>	3	5	15	<ul style="list-style-type: none"> <li>Risk of non-achievement of ticket sales</li> <li>On-going marketing plan to promote</li> <li>Special offers plan for closer to event</li> </ul>	RB
<b>Corporate Hospitality</b>	4	3	12	<ul style="list-style-type: none"> <li>Uptake of corporate packages at lower levels than expected</li> <li>Ability to reduce costs associated with provision of this offering</li> <li>Offer to sponsors as part of an VIK package</li> <li>Offer other alternatives within venue e.g. SKY Box or Upper Bistro</li> </ul>	JH
<b>Merchandise</b>	3	3	9	<ul style="list-style-type: none"> <li>Ensure not over-committed on stock</li> <li>Keep some items without specific dates</li> <li>Reduce items in the range</li> <li>Work with Canterbury and Gilbert to provide items without direct risk to NNZ</li> </ul>	JH
<b>Budget</b>	3	5	15	<ul style="list-style-type: none"> <li>Monitor revenue and expenses</li> <li>Track expenditure</li> <li>Reduce costs where possible</li> <li>Expenditure offset against future years</li> <li>Ensure awareness of all OC re budgets and costs etc</li> </ul>	JW/KA
<b>Staffing</b>	3	5	15	<ul style="list-style-type: none"> <li>Burnout of staff due to workload</li> <li>Loss of staff due to new roles/opportunities</li> <li>Monitor workloads</li> <li>Assist where hot spots</li> <li>Recruit more support as and when required</li> <li>Assign Key Area Managers tasks to support delivery</li> </ul>	KA/RB

## VENUE – INDOORS

Slippery/poor court surface	3	4	12	<ul style="list-style-type: none"> <li>Pre-match/tournament inspection</li> <li>Dedicated persons with towels</li> <li>Daily cleaning schedule</li> </ul>	Operations Director Umpires Venue / Court Controller
Incorrect court size	1	5	5	<ul style="list-style-type: none"> <li>Pre-match/tournament inspection</li> </ul>	Operations Director Venue
No media/broadcasting area	2	2	4	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Plan of venue to be approved prior to match/tournament</li> <li>Find an alternative venue</li> </ul>	Venue Communications Manager
Insufficient capacity	1	3	3	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Plan of venue to be approved prior to match/tournament</li> <li>Find an alternative venue</li> </ul>	Venue Event Manager
Inadequate entry/exits	2	3	6	<ul style="list-style-type: none"> <li>Pre-match/tournament inspection</li> </ul>	Venue Event Manager
Poor spectator visibility	3	3	9	<ul style="list-style-type: none"> <li>Plan of venue to be approved prior to match/tournament</li> <li>Spare ticket allocation for relocates</li> </ul>	Venue Ticketing Event Manager
No disabled persons access or facilities	2	2	4	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Plan of venue to be approved prior to match/tournament</li> <li>Find an alternative venue</li> </ul>	Venue Event Manager
Insufficient toilets	2	3	6	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Plan of venue to be approved prior to match/tournament</li> <li>Hire more portable toilets</li> </ul>	Venue Event Manager
Insufficient changing rooms	1	4	4	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Plan of venue to be approved prior to match/tournament</li> </ul>	Venue Event Manager
Poor air conditioning/ ventilation	2	3	6	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Pre-event maintenance check</li> </ul>	Venue
Glasses, bottles from Corporate Hospitality cause injuries to players/guests	1	3	3	<ul style="list-style-type: none"> <li>Plan of venue to be approved prior to match/tournament</li> <li>Prohibition on glass, sharp knives etc. if hospitality boxes are above other spectators</li> </ul>	Hospitality Provider Venue Security
Scoreboard – too small, poor visibility	2	2	4	<ul style="list-style-type: none"> <li>Erect temporary scoreboard</li> <li>Relocate scoreboard</li> <li>MonstaVision Superscreen used</li> </ul>	Event Manager Venue
Signage inconsistent with event sponsor (contract breach)	2	2	4	<ul style="list-style-type: none"> <li>Pre-match/tournament inspection</li> <li>Details of venue signage before the event</li> <li>Consent of sponsors to existing venue signage Switch off light boxes</li> </ul>	Venue
Signage – too close	2	2	4	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Plan of venue to be approved prior to match/tournament</li> <li>Court extension required with digital signage</li> </ul>	Event Manager
Goal post damaged	2	4	8	<ul style="list-style-type: none"> <li>Replacement posts standing by</li> </ul>	Operations Director Venue
Power, lighting, sound system failure	3	5	15	<ul style="list-style-type: none"> <li>Technician on site or on-call</li> <li>Pre-event maintenance check</li> </ul>	Venue Contractor
Insufficient phone and internet lines for media	4	2	10	<ul style="list-style-type: none"> <li>Pre-event planning</li> <li>Minimum venue standards</li> </ul>	Media/Comms Manager Venue
Electrical leads exposed	5	1	5	<ul style="list-style-type: none"> <li>Cable bridges standing by</li> <li>Ensure they are covered or inaccessible to public</li> </ul>	Venue Contractor
Fire sprinkler system and/or alarm failure	1	3	3	<ul style="list-style-type: none"> <li>Technician on site or on-call</li> <li>Pre-event maintenance check</li> <li>Evacuate</li> </ul>	Venue Event Manager

Leaky roof	1	4	4	<ul style="list-style-type: none"> <li>Communicate with venue in lead-up</li> <li>Fix roof or temporarily cover hole</li> </ul>	Venue Operations Director
Wet umbrellas on floor	3	2	6	<ul style="list-style-type: none"> <li>Monitor wet umbrellas, coats dripping on floor</li> <li>Towels, mops, wet floor signs standing by</li> </ul>	Venue
Electronic scoreboard failure	3	2	6	<ul style="list-style-type: none"> <li>Back up manual scoreboard standing by</li> <li>Technician on site or on-call</li> </ul>	Venue
Decals ripped or lifting	3	3	9	<ul style="list-style-type: none"> <li>Pre-match inspection</li> <li>Personnel available to tape down/replace decals if required</li> </ul>	Event Manager Operations Director Venue/Court Controller
<b>VENUE – OUTDOORS</b>					
Adjacent hazards	5	1	5	<ul style="list-style-type: none"> <li>Pre-match/tournament inspection to ID hazards</li> <li>Briefings re supervision of children</li> </ul>	Event Manager Venue
Insufficient shade/shelter from weather	5	1	5	<ul style="list-style-type: none"> <li>Pre-event planning</li> <li>Temporary shelters erected – tents, marquees, umbrellas</li> </ul>	Venue
<b>Carparking inadequate</b>	<b>5</b>	<b>2</b>	<b>10</b>	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Parking attendants to monitor on-site carparks</li> <li>Directional signage for off-site carparks</li> <li>Brief ushers re late arrivals</li> </ul>	<b>Venue</b>
Vehicle security, vehicles broken into during event	2	1	2	<ul style="list-style-type: none"> <li>Security personnel to monitor carpark</li> </ul>	Event Manager Venue
No VIP or team parking	2	3	6	<ul style="list-style-type: none"> <li>Pre-event planning</li> <li>Dedicated restricted areas for VIP and team parking</li> <li>Event Signage to direct people to correct place</li> </ul>	Event Manager Venue
Difficult entry/exit and parking for emergency vehicles	2	1	2	<ul style="list-style-type: none"> <li>Specifically marked area to enable emergency vehicle immediate access to/from venue</li> <li>Security onsite</li> </ul>	Venue
No disabled parking	5	1	5	<ul style="list-style-type: none"> <li>Pre-event planning</li> <li>Dedicated areas/signage for disabled parking</li> </ul>	Venue
Traffic issues in and around venue	4	2	8	<ul style="list-style-type: none"> <li>Consult with Police re management of traffic on public roads</li> <li>Traffic wardens to organise/manage traffic within venue boundaries</li> </ul>	Event Manager Venue
<b>CONTRACTORS/REGION/SPONSORS</b>					
Unsafe temporary structures e.g. scaffolding/seating	2	4	8	<ul style="list-style-type: none"> <li>Engage professional to erect scaffolding/seats</li> <li>Current safety certificates</li> <li>Hazards reported upon being noticed and rectified immediately</li> <li>Do not use</li> </ul>	Venue Contractor
Unsafe hanging of screens and technical equipment	2	4	8	<ul style="list-style-type: none"> <li>Engage professional to erect equipment</li> <li>Current safety certificates</li> <li>Hazards reported upon being noticed and rectified immediately</li> </ul>	Venue Contractor
No room to erect Superscreen	1	2	2	<ul style="list-style-type: none"> <li>Minimum venue standards</li> <li>Plan of venue to be approved prior to match/tournament</li> </ul>	Event Manager Oceania
Unauthorised use of sponsor logos	2	2	4	<ul style="list-style-type: none"> <li>Sponsor contract</li> <li>Obtain approved version logo</li> <li>Seek approval of sponsors to promotional material</li> </ul>	Marketing Manager
Signage poor quality, unsafe	1	2	2	<ul style="list-style-type: none"> <li>Clear communication to sponsors and signmakers regarding specs</li> </ul>	Event Manager
Sponsor products inappropriate or unsafe	1	2	2	<ul style="list-style-type: none"> <li>Clear communication pre-event</li> <li>Obtain venue signoff</li> <li>Remove offending products</li> </ul>	Marketing Manager Sponsor

Entertainers no show or late	2	3	6	<ul style="list-style-type: none"> <li>Pre-event rehearsal</li> <li>Arrange transport if appropriate</li> <li>Legal contract of services</li> <li>Use appropriate back up via agency or local contacts</li> </ul>	Event Manager
Sponsor not receiving benefits	2	2	4	<ul style="list-style-type: none"> <li>Clear communication pre-event</li> <li>Rectify the issue</li> </ul>	Event Manager
Breach of sponsorship contract	2	2	4	<ul style="list-style-type: none"> <li>Sponsor contracts outlining both parties' responsibilities</li> <li>Follow protocol</li> </ul>	Marketing Manager Sponsor
<b>HAZARD/EMERGENCY</b>					
Electrical fire	1	5	5	<ul style="list-style-type: none"> <li>Qualified electrician on site or on call</li> <li>Pre-event, check fire services and building maintenance certificate</li> <li>Evacuate the building</li> <li>Specifically marked area to enable emergency vehicle immediate access to/from venue</li> </ul>	Venue Event Manager Contractor
Water leak	1	4	4	<ul style="list-style-type: none"> <li>Contact Emergency plumbing contact</li> <li>Delay game/move to alternative court if court surface affected</li> </ul>	Venue Event Manager Contractor
Flight/traffic delays	3	4	12	<ul style="list-style-type: none"> <li>Arrange buses or similar transport with appropriately qualified driver</li> <li>Provide maps in Team Manager packs</li> <li>Provide liaison person or emergency phone contact</li> <li>Ensure early enough to accommodate any issues</li> <li>Delay start</li> </ul>	Operations Director Event Manager Team Managers
Breach of smokefree policy	1	1	1	<ul style="list-style-type: none"> <li>Communicate policy with signs and announcement over public address</li> <li>Security, venue and region to uphold the policy</li> </ul>	Venue
Armed hold up for cash	1	2	2	<ul style="list-style-type: none"> <li>Arrange for cash to be removed from venue during or soon after the event</li> <li>Security in position</li> </ul>	Venue
Emergency services not aware of event	2	1	2	<ul style="list-style-type: none"> <li>Venue and NNZ plans to include communication with Police, St John, Fire</li> <li>Advise of event</li> </ul>	Venue Operations Director
<b>PERSONNEL</b>					
Injury during game	3	1	3	<ul style="list-style-type: none"> <li>Medical support at venue</li> <li>Doctor or medical personnel on site</li> <li>Reserve umpire</li> <li>Sufficient reserve players on bench</li> </ul>	Operations Director Umpire Panel Convenor Team
Unavailability – illness, injury, suspension	2	1	2	<ul style="list-style-type: none"> <li>Reserve umpire</li> <li>Sufficient reserve players on bench</li> <li>Reserve Bench Officials/volunteers</li> </ul>	Operations Director Umpire Panel Convenor Team Region
Drug use	1	1	1	<ul style="list-style-type: none"> <li>Anti-drug policy and disciplinary procedures</li> <li>Follow protocols</li> </ul>	Operations Director
Autographs – safety/access issues	5	3	15	<ul style="list-style-type: none"> <li>Dedicated time and area for autographs</li> <li>Communicate procedure to players and public</li> <li>Ensure court end is roped off</li> </ul>	Event Manager Venue/Court Controller
Inappropriate conduct/behaviour – breach of contract	2	1	2	<ul style="list-style-type: none"> <li>Code of conduct, player contracts and event guidelines</li> <li>Follow protocols</li> </ul>	Operations Director Team Umpire Panel Convenor
Volunteers sloppy, negligent or poorly informed	2	2	4	<ul style="list-style-type: none"> <li>Appoint an appropriate person to supervise volunteers</li> <li>Regional personnel given to NNZ ahead of time</li> <li>Provide official uniform t-shirt so clearly identifiable as official volunteers</li> <li>Region to host meeting to inform volunteers of their requirements</li> </ul>	Marketing & Event Manager Region

Cultural/language issues – miscommunication	2	3	6	<ul style="list-style-type: none"> <li>Interpreters</li> <li>Awareness of different cultures</li> </ul>	Operations Director Event Manager Team
Unauthorised photographers	2	2	4	<ul style="list-style-type: none"> <li>No entry without official accreditation</li> <li>Remove from area</li> </ul>	Event Manager Communications Director Security
Medical conditions	1	1	1	<ul style="list-style-type: none"> <li>Player/Umpire contracts – obligation to disclose medical conditions</li> <li>Pre-selection or pre-tournament briefing including disclosure of any key medical conditions</li> <li>Doctor on site</li> <li>Reserve umpires used</li> <li>Sufficient reserve players on bench</li> </ul>	Operations Director Team Umpire Panel Convenor
No show	1	3	3	<ul style="list-style-type: none"> <li>Breach of contract</li> <li>Stand bys available in region</li> <li>Reserve umpires/bench officials used</li> <li>Sufficient reserve players on bench</li> </ul>	Operations Director Umpire Panel Convenor Region
Not properly qualified, inappropriate conduct	2	2	4	<ul style="list-style-type: none"> <li>Minimum standards to be satisfied pre-selection</li> <li>Reserve umpires/bench officials used</li> <li>Selection criteria for coaches etc</li> </ul>	Operations Director IFNA/NNZ Match Officials Panel
Employees/volunteers threatened	1	3	3	<ul style="list-style-type: none"> <li>Dedicated security if necessary</li> <li>Ensure safe exit</li> </ul>	Event Manager Security
<b>EVENT TIMINGS</b>					
Delayed time	2	3	6	<ul style="list-style-type: none"> <li>Consultation during the event</li> <li>Keep teams and audience updated of start time</li> </ul>	Operations Director Event Manager
Inaccurate timekeeping/scoring	2	3	6	<ul style="list-style-type: none"> <li>More than one method of recording</li> </ul>	Operations Director Bench Referee
Earlier match runs overtime	2	4	8	<ul style="list-style-type: none"> <li>Ensure all games begin on time</li> </ul>	Operations Director Event Manager Bench Referee
<b>AUDIENCE</b>					
Unsupervised children	5	1	5	<ul style="list-style-type: none"> <li>Public address regarding supervision of children at the event</li> <li>Venue to ensure safety of child and locate parent</li> </ul>	Venue
Abuse	1	1	1	<ul style="list-style-type: none"> <li>Security/ushers to report</li> <li>Call police</li> </ul>	Venue
Unrestricted access	3	3	9	<ul style="list-style-type: none"> <li>Pre-event planning considering numbers and venue plan</li> <li>Pre-match/tournament inspection</li> <li>Lock the areas</li> <li>No entry without official accreditation</li> <li>Security in place</li> <li>Cordon off court access</li> <li>Remove from area</li> <li>Proper briefing on roles and responsibilities</li> </ul>	Operations Director Event Manager Venue
Unauthorised access to media area	2	2	4	<ul style="list-style-type: none"> <li>No entry without official accreditation</li> <li>Security in place</li> <li>Remove from area</li> </ul>	Communication/Media Manager Event Manager Venue
Blocked entry/access	3	2	6	<ul style="list-style-type: none"> <li>Security in place</li> <li>Ensure alternative exit is available</li> </ul>	Venue
Early arrivals/late leavers	4	1	4	<ul style="list-style-type: none"> <li>No entry policy before scheduled time</li> <li>Security in place</li> <li>Ask them to leave</li> </ul>	Venue



Invitations/tickets – lost, not received	4	1	4	<ul style="list-style-type: none"> <li>• Full guest list at the door</li> <li>• Issue new ticket</li> <li>• Dedicated NNZ personnel to monitor</li> <li>• NNZ/Region personnel at door to greet</li> </ul>	Hosting Co-ordinator Event Manager Region
Injury or medical emergency	1	2	2	<ul style="list-style-type: none"> <li>• St John or medical support at venue</li> <li>• Call an ambulance</li> <li>• Specifically marked area to enable emergency vehicle immediate access to/from venue</li> </ul>	Venue Operations Director Event Manager
Exceed capacity	1	3	3	<ul style="list-style-type: none"> <li>• Allocated ticketing</li> <li>• Restrict entry based on a number of tickets sold basis</li> <li>• Use a ticketing agency and enter a legal contract with service standards</li> <li>• Monitor ticket sales</li> <li>• Contingency supply</li> </ul>	Venue Operations Director Event Manager
Alcohol in venue	4	1	4	<ul style="list-style-type: none"> <li>• Very restricted sale/provision of alcohol</li> <li>• Venue licence or if no alcohol sale only available through pre-match/post-match function</li> <li>• Require ID if suspect under age</li> <li>• No glass policy</li> <li>• Dedicated personnel to immediately deal with spillages</li> <li>• Bag checks at entry</li> <li>• Security onsite</li> </ul>	Venue
Theft	2	1	2	<ul style="list-style-type: none"> <li>• Arrange for cash to be removed from venue during or soon after the event</li> <li>• Security in position</li> </ul>	Venue
Drugs	1	1	1	<ul style="list-style-type: none"> <li>• Bag checks at entry</li> <li>• Security onsite to remove or prevent entry</li> </ul>	Venue
<b>ENTERTAINMENT</b>					
Pre-match and half-time entertainment too long	2	2	4	<ul style="list-style-type: none"> <li>• Pre-event meeting with entertainers to discuss and agree actual entertainment</li> <li>• Rehearsal</li> <li>• Sound/MC to intervene</li> </ul>	Operations Director Event Manager
Inappropriate acts	1	3	3	<ul style="list-style-type: none"> <li>• Pre-event meeting with entertainers to discuss and agree actual entertainment</li> <li>• Rehearsal</li> <li>• Sound/MC to intervene</li> </ul>	Operations Director Event Manager
National anthem – poor quality sound, visibility presentation, culturally insensitive	2	3	6	<ul style="list-style-type: none"> <li>• Pre-event meeting with entertainers</li> <li>• Rehearsal</li> <li>• Technical support</li> </ul>	Sound Contractor Event Manager
Official presentation – poor sound, visibility, wrong flags raised, no trophies	2	3	6	<ul style="list-style-type: none"> <li>• Pre-event meeting with entertainers</li> <li>• Rehearsal</li> <li>• Allocate responsibilities</li> <li>• Technical support</li> </ul>	Sound Contractor Event Manager
Mascots – too big, distracting, harassment, inappropriate behaviour	1	2	2	<ul style="list-style-type: none"> <li>• Pre-event approval of mascot</li> <li>• Set guidelines on conduct</li> <li>• Remove from floor</li> </ul>	Marketing Manager
<b>TICKETING</b>					
Tickets poor quality, incorrect information and terms and conditions, illegible	2	4	8	<ul style="list-style-type: none"> <li>• Reputable ticketing company to be used</li> <li>• Pre-event proof to be approved</li> <li>• Checks by multiple staff members</li> </ul>	Event Manager
Seating doubleups	3	3	9	<ul style="list-style-type: none"> <li>• Reputable ticketing company to be used</li> <li>• Contract with ticket agent</li> <li>• Venue contingency tickets for reseats</li> </ul>	Venue Event Manager

### CATERING/HOSPITALITY

Food poisoning, allergies, insufficient/unclean cutlery etc.	1	2	2	<ul style="list-style-type: none"> <li>• Use caterers with good credentials/reputation</li> <li>• Catering contract with key performance standards</li> <li>• Avoid foods known to cause allergies</li> <li>• Make sure catering staff are briefed on ingredients</li> <li>• Public liability insurance-caterers</li> </ul>	Venue
Venue dirty, no toilet paper, rubbish, insufficient/full bins	2	3	6	<ul style="list-style-type: none"> <li>• Engage professional cleaners</li> <li>• Contract with service standards detailed</li> <li>• Cleaners in to fix issue</li> <li>• Regular monitoring of facilities</li> </ul>	Venue
<b>GENERAL</b>					
Bad PR	2	3	6	<ul style="list-style-type: none"> <li>• Contracts including confidentiality and bringing the game of netball etc into disrepute or damaging reputation</li> </ul>	Operations Director Communications Director
Breach of confidentiality/secretcy	1	3	3	<ul style="list-style-type: none"> <li>• Confidentiality agreements with key personnel</li> <li>• Pre-match briefings highlighting confidentiality</li> </ul>	Operations Director
<b>Budget exceeded</b>	<b>3</b>	<b>4</b>	<b>12</b>	<ul style="list-style-type: none"> <li>• <b>Pre-event planning</b></li> <li>• <b>Budgeting</b></li> <li>• <b>Written quotes/contracts</b></li> </ul>	Operations Director
Local authority consent/permit for event	3	2	6	<ul style="list-style-type: none"> <li>• Include in event planning</li> </ul>	Venue Event Manager
Ambush marketing	3	1	3	<ul style="list-style-type: none"> <li>• Obtain details of and authorise selected merchandisers</li> <li>• Alert security with a list of official merchandisers</li> <li>• Remove unauthorised merchandisers</li> </ul>	Marketing Manager
<b>Liability</b> <b>Event failure</b> <b>Financial overrun</b>	<b>2</b>	<b>5</b>	<b>10</b>	<ul style="list-style-type: none"> <li>• <b>Develop and implement a risk management plan</b></li> <li>• <b>Obtain public liability insurance</b></li> <li>• <b>Pre-event planning, marketing, financial plans etc.</b></li> <li>• <b>Enter into legal contracts (written ) with third party suppliers and venue</b></li> <li>• <b>Consult with emergency personnel</b></li> <li>• <b>Follow protocols</b></li> </ul>	Operations Director