RISK MANAGEMENT PLAN

V5.0 22 Feb 2026

1. Risk Management

Effective Risk Management applies a clear process to identify risks, sets an acceptable level for risk and takes steps to keep risks at that level. Risks are managed by assessing potential consequence and likelihood of occurrence and working out a clear action and response plan.

The Event, so far as is reasonably practicable, must ensure the health and safety of its workers and that other people are not put at risk by its work.

1.1 Risk Identification Policy

It is the events policy to identify risks in the event. Identified risks are then assessed for the likelihood of consequences (risk), managed and then monitored.

1.2 New Risks

Any new risk identified at any time prior to or at the event should be reported to the Race Manager who will make a note of it, direct any control and review it as part of the post event debrief process.

Volunteers, officials and event staff may need to make quick decisions regarding risks and take quick actions to manage and avoid escalation of the situation. Where possible the Race Manager should be notified to authorise these changes. In some cases event personnel may have to use common sense to deal with a given situation. These instructions form part of the event briefing.

1.3 Roles

The roles described in the Management Plan are as follows:

Event Director: Responsible for the overall running of the event, including the planning, health & safety, preparation and execution of the event. **Race Manager:** Responsible for the running of the MTB race itself including registration, participant briefings, race control and results. **Volunteer Manager:** Responsible for the management, training and briefing of marshals.

PCP/Chief Commissaire: This role is only applicable in events run on behalf of other orgaisations (e.g. Cycling New Zealand) who may appoint a PCP. If appointed, the Race Manager becomes accountable to the PCP and must follow the directions of the PCP.

Contractor: Any third-party organisation providing services e.g. The Timing Team, Faultline Coffee.

Land Manager: The organisation(s) responsible for managing the land the event is being held on. This is typically the local city council, but may include a contracted company (e.g. Downers, for Hutt City Council) or additional party e.g. DoC.

1.3 Review Process

After the event a review is conducted to ensure that risk controls in place were effective and to review any new risks identified. Key Staff are involved in this process.

Key Staff are provided with an Event Improvement Form to record any further feedback.

1.3 Risk Categories

Risk categories for this event can be defined as:

Strategic: Strategic risks can be defined as key matters at high level e.g. Cycling New Zealand level that have a potential impact on the organisations as a whole, rather than just an individual event.

Operational: Operational risk can be defined as the risk resulting from inadequate or failed procedures, systems or policies in the planning and or delivery of the event. Includes Health and Safety.

Reputational: Reputational risk can be defined as any potential actions that will affect the character or standing of the event. This can includes any actions from direct and in-direct association with external organisations.

Financial: Financial risk can be defined as exposure to the event suffering any degree of un-planned financial loss.

1.4 Consequence of Risk

High

Strategic: Considered major risk to the business strategic plans which may affect the future stability or direction of the event. Potential advisory required to controlling body (Cycling NZ).

Operational: Considered major risk to the delivery of the event that could result in the cancellation or major alteration to the programme or event planning.

Includes any major health and safety incident that results in a fatality or serious harm.

Reputational: Considered major risk to reputation of the event or the business that is considered irreparable. Includes actions of direct and in direct stakeholders.

Financial: Above $10,000

Moderate

Strategic: Considered moderate risk to the business strategic plans which may have some impact or moderate effect on the direction of the business.

Operational: Considered moderate risk to the delivery of the event that could result in the delay or moderate alteration to the programme or event planning. Includes any moderate health and safety incident that results in a moderate injury or harm.

Reputational: Considered moderate risk to reputation of the event or the business that needs a dedicated communication and media plan to minimise and isolate. Includes actions of direct and in direct stakeholders.

Financial: Up to $5,000

Low

Strategic: Considered low risk to the business strategic plans which may have little or no impact on the direction of the business.

Operational: Considered low risk to the delivery of the event that could result in minor delay or alteration to the programme or event planning. Includes any minor health and safety incident that results in a minor injury or harm.

Reputational: Considered low risk to reputation of the event or the business that is easily mitigated by existing communication and media plans. Includes actions of direct and in direct stakeholders.

Financial: Up to $1,000

1.5 Likelihood of Hazard

Highly Likely

75 - 100% likelihood that it will occur

Circumstances are highly likely to arise often

Expected frequent/regular occurrences

Likely

35 - 74% likelihood that it will occur

An above average chance that this risk will occur

Likely to occur more than once, but not an 'every day' occurrence
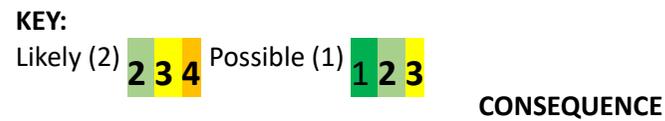
Possible

0 - 34% likelihood that it will occur

A remote or small chance of occurrence

Likely to occur at least one, but not expected to occur much more than this

1.6 Determining Risk Level

Risk level is determined by combining the CONSEQUENCE and LIKELIHOOD.

Highly Likely (3) **3 4 5**

Low (1) Moderate (2) High (3)

LIKELIHOOD

KEY:

Likely (2) **2 3 4** Possible (1) **1 2 3**

CONSEQUENCE

==Low Risk (1-2)== ==Moderate Risk (3)== ==High Risk (4)== ==Extreme Risk (5)==

1.7 Escalation of Risk

There is an agreed process to follow once Risks Levels have been identified.

==Low Risk== Awareness by the Event Director

==Moderate Risk== Awareness by the Event Director. To be included in Safety Briefing Notes to riders and/or volunteers.

==High Risk== Raised by the Event Director to the Cycling New Zealand Schools Representative

==Extreme Risk== Raise by the Cycling New Zealand Schools Representative to the Cycling New Zealand Schools Executive.

1.8 Risk Register

Risk ID	RISK CATEGORY	RISK	CONSEQUENCE 3 - High 2 - Mod 1 - Low	LIKELIHOOD 3 – Highly Likely 2 – Likely 1 - Possible	OVERALL RISK RATING July 2022	CONTROLS	RESPONBIITY	MINIMISED/ ELIMINATED

Risk ID	RISK CATEGORY	RISK	CONSEQUENCE 3 - High 2 - Mod 1 - Low	LIKELIHOOD 3 – Highly Likely 2 – Likely	OVERALL RISK RATING July 2022	CONTROLS	RESPONBIITY	MINIMISED/ ELIMINATED
1.	Operational	Adverse weather on the event day creating a safety hazard and disruption to the event.	3	1	3	Monitor Met Service website. Provide a weather update at Team and Official meetings Provide shelter for competitors. Event to provide shelter for officials, but high winds would mean Marquee's would have to be pulled down Provide instruction to event participants about safe riding techniques in adverse weather conditions. Ensure Contingency plans are in place.	Event Director Race Manager	Minimise
2.	Operational	High or gusting winds causing damage to equipment/structures, injury or disrupting event.	2	1	2	Monitor Met Service website. Ensure all contractors are fulfilling their own H&S requirements. Riders encouraged to bring and use sufficient equipment. All event infrastructure correctly weighted or dismantled if insufficient weighting is available.	Event Director	Minimise

Risk ID	RISK CATEGORY	RISK	CONSEQUENCE	LIKELIHOOD	OVERALL RISK RATING	CONTROLS	RESPONBIITY	MINIMISED/ ELIMINATED
				1 - Possible				
3.	Operational	Excessive heat leads to heat stress and heat illness	3	1	3	Monitor Met Service website. Ensure a water supply is available for participants. Provide shelter for competitors. Event to provide shelter for officials. Ensure Contingency plans are in place.	Event Director Race Manager	Minimise
4.	Operational	Poor visibility creating a safety risk for participants and event personnel (e.g. fog, poor light)	2	1	2	Event conducted during daylight hours. Provide instruction to event participants about safe riding techniques in poor visibility conditions. Ensure Contingency plans are in place.	Race Manager Volunteer Director	Minimise
5.	Operational	Extreme weather creating a safety risk and causing a disruption to the event	3	1	3	Monitor Met Service website. Ensure Contingency plans are in place.	Event Director Race Manager	Minimise

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Risk ID	RISK CATEGORY	RISK	CONSEQUENCE 3 - High 2 - Mod 1 - Low	LIKELIHOOD 3 – Highly Likely 2 – Likely 1 - Possible	OVERALL RISK RATING July 2022	CONTROLS	RESPONBIITY	MINIMISED/ ELIMINATED
6.	Operational	Damage to land or property resulting in damage to reputation, legal implications, financial impact or injury	2	1	2	Appoint an Operations manager. Conduct site inspection and identify any potential hazards in risk assessment prior to pack in. Ensure Contract is in place for venue use. Brief event personnel and competitors on site. Fence off vulnerable areas where possible. Choose hard surfaces for parking areas where possible. Minimise onsite parking. Ensure adequate insurance is in place.	Event Director	Minimise
7.	Operational	Inadequate waste management resulting in damage to reputation and/or injury	1	1	1	Additional bins provided if necessary Riders and spectators reminded on littering rules Course and site inspections conducted before vacating event site	Event Director Race Manager	Eliminate

8.	Operational	Excessive noise resulting in public complaint and/or damage to reputation	1	1	1	Notification of event provided to land owners/managers and laminated notices placed on stakes around the park at least 2 weeks before PA communication restricted to necessary only communication. None prior to 8am and no later than 6pm	Event Director	Minimise
9.	Operational	Event Personnel being hit by vehicles during setting up and dismantling of event infrastructure	3	1	3	Ensure adequate Traffic Management provision is provided for set up and pack down periods.	Event Director Race Manager	Minimise
10.	Operational	Vehicles and event participants conflicting in car parking areas or at start and finish locations	2	2	3	Parking plan developed for start and finish areas to minimize potential conflict between event vehicles and riders before and after the event Parking zones implemented and communicated to participants.	Event Director Volunteer Manager	Minimise
11.	Operational	Public vehicles and event participants conflict on course resulting in injury to participants	3	1	3	Health and Safety Plan approved and signed off by Council Provide briefing and instruction to event participants on safe racing requirements	Event Director Race Manager Volunteer Manager	Minimise

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12.	Operational	Event participants injuring themselves by falling off their bicycles or crashing into each other	2	3	4	Courses designed to be age and skill appropriate for participants Warning signage on courses, at risky areas, particularly during practice sessions. Provide briefing and instruction to event participants about dangerous points on cources. Ensure finishing straight is of an appropriate width and length in the likelihood of a bunch sprint. First Aid Officers on site and contactable and accessible throughout the event and during official practice.. 2 way radios and mobile numbers shared amongst all oficials. Emergency Response Plan in place	Event Director Race Manager	Minimise

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13.	Operational	Event Participants crashing as a result of hazards or obstacles on the course	2	2	3	Course inspection to identify all hazards and obstacles and minimize where possible (e.g. sweep debris, indicate potholes etc.). Provide briefing to riders on potential hazards and obstacles If warranted, race can be neutralised through areas of potential hazard.	Event Director Race Manager PCP	Minimise
14.	Operational	Participants crashing as a result of equipment failure e.g. puncture; breakages to spokes, chain, stem, handlebars etc.	2	2	3	Rider Information and/or event website advises participants that it is their responsibility to ensure that their bike is kept in good working order.	Event Director Race Manager	Minimise
15.	Strategic	Serious Injury and/or death resulting from a crash of various cause	3	1	3	Preventative measures are in place as per the previous 3 categories. First Aid is on-site during practice. Ambulance is on-site during Event. Emergency Management Plan developed	Event Director Race Manager	Minimise
16.	Operational	Grade or group of participants is too large for the course / venue increasing the risk of crashes	2	1	2	Reduce or limit participant numbers per grade or group as appropriate for the event course. Races will start in age group intervals to decrease this problem.	Event Director Race Manager	Eliminate

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17.	Operational	Skill, age or fitness level of participants too low for the course or conditions causing participant to be a risk to themselves or others	2	2	3	Minimum age is applied. Participants ride within set age groups. The courses are advertised well in advance of the event so that riders can practice the courses. For mostclub events, a collective pre-ride is organised Provide briefing to riders on safe riding practices in relation to course conditions. If conditions warrant it, modify the course (subject to modifications meeting permit conditions) or delay, postpone or cancel the event.	Event Director Race Manager PCP	Minimise

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Risk ID	RISK CATEGORY	RISK	CONSEQUENCE	LIKELIHOOD	OVERALL RISK RATING	CONTROLS	RESPONBIITY	MINIMISED/ ELIMINATED
18.	Operational	Participants not complying with race rules or marshal instructions resulting in accident, injury, damage to reputation, financial and/or legal implications	2	2	3	Riders responsibility to be familiar with the rules of racing Riders are distinguished by a racing number. Pre-race briefing details race rules and conditions. Non-compliant competitors face warning, disqualification and/or fine issued by race officials. Racing stopped in cases of ongoing offenders.	Event Director Race Manager PCP	Minimise
19.	Operational	Support vehicles not complying with event rules and requirements resulting in accident, injury, damage to reputation, financial and/or legal implications	3	1	3	Virtually all MTB courses are inaccessible by vehicles. If any routes join an accessible road this will be addressed in the Traffic Management Plan for the event. Riders associated with offending vehicles can face warning, disqualification and/or fine issued by race officials.	Event Director Race Manager PCP	Minimise

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Risk ID	RISK CATEGORY	RISK	CONSEQUENCE	LIKELIHOOD	OVERALL RISK RATING	CONTROLS	RESPONBIITY	MINIMISED/ ELIMINATED
20.	Operational	Unexpected adverse traffic conditions (most likely to be stock or horses) pose a safety risk to participants	2	1	2	PCP, Event Director and Race Manager able to be contacted by radio and/or mobile phone. Consult with land managers well in advance to ensure other 'traffic users' are well informed in advance. Course details provided to land managers. If conditions warrant it, delay, alter, postpone or cancel the event.	Event Director Race Manager (PCP)	Minimise
21.	Operational	Grades or categories of riders merge, overlap or overtake each other causing riders to crash or conflict with vehicles	2	1	2	Apply a time gap between grades or categories to minimise risk of groups overlapping. PCP and Race Manager able to be contacted by radio and/or mobile phone. Limit group sizes in accordance with the nature of the course Should the situation of merging grades or categories occur, plan to neutralize the slower moving group until the faster group has passed.	Event Director Race Manager PCP	Minimise

14

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22.	Operational	Participant going the wrong way on the course or venue causing risk to others or risk of getting lost	2	1	2	Event course made available to all participants pre-race. Provide pre-race briefing and taping, directional signage and/or marshals to be appointed to areas of potential ambiguity.	Event Director Race Manager	Minimise
23.	Operational	Participants are left stranded on the course	2	1	2	All riders are briefed to report to an official if they abandon the event. All riders are tracked for timing and recording purposes. Ensure that the Marshals report the last rider in the race and they wait for any participants (or advise of their location) who are unable to complete the event.	Event Director Race Manager PCP	Minimise
24.	Operational	Volunteers are left stranded on the course	2	1	2	Volunteers have 2 way radios and/or a list of key mobile numbers. Volunteers required to check in with Volunteer Director when returned from event duty.	Volunteer Director Event Director Race Manager	Minimise

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25.	Operational	First Aid inadequate for the event	3	1	3	Appropriate number of first aid officers and kits on site in proportion to participants, supporters/spectators and event personnel as determined in consultation with First Aid provider. First Aid Officers in contact by two way radios and mobile phone. First Aid operates a base station for self-presentation.	Event Director Race Manager	Eliminate
26.	Operational	Delayed or inappropriate response to medical emergency results in serious injury/death	3	1	3	First Aid Officers on site and in contact by two way radio and mobile phone. Event Staff issued with Emergency Planning documents.	Event Director Race Manager	Minimise
27.	Operational	Participant has a serious health problem (e.g. heart attack, asthma attack)	3	1	3	Participants must declare any medical conditions in entry form. Details passed to First Aid Provider and Race Manager. First Aid Officers on site and contactable and accessible throughout the event and official practice.. Emergency Response Plan in place	Event Director Race Manager Medical Provider	Minimise

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28.	Operational	Emergency vehicle access restricted or difficult	3	1	3	Adequate communication system in place to alert event staff and participants of emergency vehicle access. Event marshals and staff briefed on procedure if Emergency Vehicles need to access site.	Event Director Race Manager	Minimise
29.	Operational	Riders crashing into spectators or members of the public	3	1	3	Barriers/Taping provided in areas of increased spectators. Marshals advise spectators of approaching riders ("Rider!"), if near.	Event Director Race Manager	Minimise
30.	Operational	Riders crashing into event signage or barriers causing injury	3	1	3	Ensure signage on course is located off the side of the track. Ensure signage and barriers do not have sharp protrusions. Ensure that barriers and signage is secured. Ensure finishing straight is of an appropriate width and length in the likelihood of a bunch sprint.	Event Director Race Manager	Minimise

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31.	Operational	Participants are physically distressed as a result of the demands of the course	2	1	2	Course layout and distances designed for age appropriate experience. Course map and profile are provided prior to the event for participants. Races are multi lap so participants can easily withdraw from race. First Aid Officers available at the event	Event Director Race Manager	Minimise
32.	Operational	Participants become dehydrated or do not have enough nutrition during the event	1	2	2	Competitors advised to carry adequate fluid and nutrition. Races are multi lap so participants can easily get additional food/water or withdraw from race.	Event Director Race Manager	Minimise
33.	Operational	Officials, event staff or volunteers become dehydrated or do not have enough nutrition for the event	1	2	2	Volunteers are supplied with lunch, water if the racing is in excess of three hours.	Event Director Race Manager	Minimise
34.	Operational	Use of generators creates risk of electrocution, burns, fire or injury	3	1	3	Ensure all portable electrical equipment tested and tagged.	Event Director Race Manager Contractor	Minimise

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35.	Operational	Electrical leads causing a trip hazard	2	1	2	All leads laid on the ground to be protected with matting. Leads to be located in areas away from pedestrian traffic (wherever possible).	Contractor Event Director Contractor	Eliminate
36.	Operational	Inadequate amenities and/or maintenance resulting in damage to reputation or injury	1	1	1	Ensure appropriate number of accessible toilets and maintenance schedule is in place.	Event Director	Minimise
37.	Operational	Emergency evacuation causing disruption or cancellation of event, damage to reputation, financial impact or legal impact	3	1	3	Emergency Response Plan in place.	Event Director	Minimise
38.	Operational	Planned venues become unavailable	3	1	3	Contingency Planning in place.	Event Director Race Manager	Minimise
39.	Operational	Road closure/opening implemented late impacting on the event and damaging reputation	3	1	3	Managed via a Traffic Management Plan, if one is required. Schedule of road closures and reopening, including contingency time, agreed upon by key stakeholders and adhered to.	Event Director Race Manager	Minimise

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40.	Operational	Insufficient or incorrectly positioned signage on course	3	1	3	Adequate informational and safety signage deployed to satisfy operational needs and identified hazards. Participants aware of course prior to the event. Participant responsibility to know the course. Pre-event course inspection conducted. Event marshals in contact by two way radio.	Event Director Race Manager	Minimise
41.	Operational	Existing signage contradicted on course	2	1	2	Incorrect or contradictory signage to be reported and replaced immediately. Marshall at key course points	Event Director Race Manager	Minimise
42.	Operational	Event signage being left on course resulting in financial implications and/or affecting future operations.	2	1	2	Event personnel assigned to collect signage.	Event Director Race Manager	Minimise
43.	Operational	Communications breakdown due to phone or radio network failure	3	1	3	Ensure Radio system is in place and event staff have event contacts for mobile phone communication.	Event Director Race Manager	Minimise

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44.	Operational	Lost child/adult leading to distress, panic or injury	3	1	3	Procedure developed for dealing with a lost person, included in the Emergency Reponse Plan. Event Base to operate as 'lost child' location on site.	Event Director Race Manager	Minimise
45.	Operational	Police or local council express concerns about the operation of the event on the day damages reputation	3	1	3	All relevant authorities engaged in the planning process. Notification of events posted in advance at venues and on local MTB related Social Media. Copies of all permits available at the event. All requirements contained in the permits are adhered to Contact number for event organiser provided to authorities	Event Director Race Manager	Minimise
46.	Operational	Inappropriate or uninformed comments to media and/or authorities damages reputation of the event	2	1	2	Event spokesperson nominated All media and authority enquiries to be directed through spokesperson All event staff and volunteers advised of protocol	Event Director	Minimise

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47.	Operational	Volunteers and staff unaware of event responsibilities or do not have sufficient training or experience or fail to attend.	3	1	3	Volunteers engaged through Volunteer Director

Briefing and instruction provided on roles and responsibilities.

Key Contacts given to each volunteer | Volunteer Director Race Manager | Minimise |
| 48. | Strategic / Financial / Reputation | Event costs exceed budget risking further events | 2 | 1 | 2 | Agreed budget

Cost Control from an operations

level Regular financial forecasting | Event Director | Minimise |

Completed By
Event Director - Jason Brown
Race Manager - Robert Comeskey
MTB Guru – Wayne Hiscock
Volunteer Director - Jason Brown
Traffic Management Guru– Marco Renalli
Medical Adviser – Deb Sherwin
Technical Advisor – Robert Comeskey
Cycling NZ Commissar (Technical Advisor) - Mark Donald