



**ASSESSING MANAGEMENT OF RISKS IN THE EVENT INDUSTRY BY 2010 WITH
REFERENCE TO THE CITY OF CAPE TOWN**

By

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DECLARATION

I, **Tahira Jehan Makda**, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed

Date

ABSTRACT

Research shows that Cape Town has become one of the most popular and prestigious destinations to visit and has opened its doors to minor and major events worldwide. Successful annual events that have become established in Cape Town, nationally and internationally, include events such as the Cape Town International Jazz Festival, Cape Outdoor Adventure and Travel show, Community Chest Carnival, Design Indaba, Design for Living, Homemakers Expo, Cape Argus Cycle Tour, as well as the Old Mutual Two Oceans Marathon and the Cape Town International Kite Festival. Venues such as the Cape Town International Convention Centre have become an international trademark and host large events such as the World Diabetes Conference. These events and venues have placed Cape Town in the world's top ten destinations to visit. Cape Town is currently preparing for the 2010 Soccer World Cup which places much focus on Risk Management and Compliance.

Risk Management concerns predictions and preventions and is described as a process of continuous improvement, which is directed towards effective management of potential opportunities and adverse effects that would impact the event. Risk management plays an important role in the planning and organising of these major events.

The aim of this study has determined what the common risks were that event stakeholders within the City of Cape Town have found difficult to manage and have regularly encountered. Risk Management has become one of the most important operational domains within the Event Industry within Cape Town, as well as on a global scale. Since Cape Town has become a global player within the events arena, in terms of major events, much focus has been on risk responsibility and accountability.

The hosting of events is a significant part of the City of Cape Town's competitiveness strategy (City of Cape Town Events (Draft) Policy, 2008). The City of Cape Town has developed an Events (Draft) Policy, which provides a framework for event stakeholders for current and future events. The Events (Draft) Policy is said to apply with all events, ranging from hallmark mega events such as the 2010 FIFA World Cup and Olympic Games, local to national events hosted by event organizations, individuals and

community or non-governmental organisations (NGO's). The Events (Draft) Policy covers a range of events across the events spectrum. The Events (Draft) Policy is closely associated with the Event Management Body of Knowledge (EMBOK), which has become a focus point of providing the Events Industry with a holistic framework of all processes, phases and core values that are relevant and applicable to the global events industry. The 2010 FIFA World Cup plays a major role within the City of Cape Town and covers a major part of the study in terms of risk management.

A main objective was to establish the need for a Risk Management Framework for the Event Industry within the City of Cape Town, which will become beneficial to minor and major events and could be applied as a generic tool for event stakeholders and educational institutions to implement within Cape Town. The framework has been determined by studying the (EMBOK) Risk Management Framework and how applicable it would be to the Event Industry in the City of Cape Town. This should provide the Event Industry, as well as educational institutions, with a sound knowledge and a better understanding of managing risks in the Event Industry within the City of Cape Town.

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GLOSSARY OF TERMS

AsgiSA	Accelerated and Shared Growth Initiative for South Africa.
CoCT	City of Cape Town.
CSEP	Certified Special Events Professional
Compliance	All standards and regulations in place should be applicable to all events and event organisers should comply with these regulations.
Contingency	Mitigation measures or alternative measures in place in unexpected circumstances.
Corporate Governance	A system whereby good governance is practiced in an ethical, responsible and accountable manner within the operations of an organisation.
Economic risk	Financial loss, decline in economic circumstances.
EMBOK	Event Management Body of Knowledge.
Empirical	A methodical approach with primary and secondary data.
EMS	Emergency Management Services.
EXSA	South African Exhibitions and Events Industries.
Extrapolates	To deduce / gather or observe for research purposes.
GDP	Gross Domestic Product.
Hazard	An unforeseen, irresponsible act or structure that can be avoided.
ICCA	International Congress and Convention Association.
Legislation	A law or regulation that has been passed by the South African government, which organisations should to abide by.
MDMF	Municipal Disaster Management Framework.
MDRMF	Municipal Disaster Risk Management Framework.

MoU	Memorandum of Understanding.
NGO	Non-Governmental Organisation
Performance risk	Mismanagement within an organisational environment, lack of time management, lack of leadership.
Physical risk	Public liability, health and safety, corporate governance.
Procurement	An alternative measure to secure operations (logistics).
Psychological risk	Social and environmental impacts such as weather conditions, crime, safety and security.
Public liability insurance	To protect legal interests, be legally and socially responsible, and ensure the safety and security of employees as well as the well being of the organisation.
Qualitative	Action, literature research.
Quantitative	Experimental or Case study design research.
Risk	A future uncertainty or exposure to loss referring to any accident or occurrence resulting in injuries, death, property, damage, destruction, claims and lawsuits.
SABS	South African Bureau of Standards.
SANS	South African National Standards.
SEA	Strategic Environmental Assessment.
SMME	Small Micro-Medium Enterprise.
SPSS	Statistical Package for Social Sciences Computer Software Package.
Structured interview	Closed-ended questions / survey.
Unstructured interview	Open-ended questions / survey.
VOC	Venue Operational Centre.

CHAPTER ONE

RESEARCH PROPOSAL

1. Introduction

1.1. Background to study

According to Tassiopoulos (2000:228), there are various types of risks pertaining to events of all types and can be grouped into four main categories, namely economic risk, performance risk, psychological risk and physical risk.

A clarification of these concepts is discussed within the following text.

Economic risk is risk in financial terms, which can involve unforeseen costs, high exchange rates, a decline in economic circumstances, insufficient sponsorship, insufficient funding, inaccurate capital and operating costs and a lack of public money. *Performance risk* takes place within an event organisation whereby mismanagement can prevent the organisation from reaching its objectives. Technological risk has become an increasing risk for major events. *Psychological risk* involves social and environmental impacts that can affect the event, while *physical risk* is one of the common and most important risks that occur within the event industry. Much of the attention should be focussed on public liability and health and safety.

Silvers (2005:2) states that “risk management is the art and science of planning, assessing, and handling future events to ensure favourable outcomes and the act or practice of dealing with risk”. Silvers (2005, cited in O’Toole, 2002:2) further state that there is an increase in risk management planning by event stakeholders such as government agencies, insurance companies and sponsors.

Risk management encompasses predictions and preventions. From a project management viewpoint, Burke (2006:252) asserts that company success is achieved by pursuing opportunities in order to gain a competitive advantage. Projects have typically been established to take advantage of these opportunities, to make something new, or to change an existing facility. Burke (2006:253) further asserts that risk, uncertainty and opportunity are closely related. When a risk occurs, with some entrepreneurial ingenuity,

it can become an opportunity and, conversely, when pursuing an opportunity, there will be associated risks that could derail the project.

Research shows that Cape Town has become one of the most popular and prestigious destinations to visit and has opened its doors to minor and major events worldwide. Risk management plays an important role in the planning and organising of these events. Successful annual events that have established themselves in Cape Town are events such as the Cape Town International Jazz Festival, Cape Outdoor Adventure and Travel show, Community Chest Carnival, Design Indaba, Design for Living, Homemakers Expo, Cape Argus Cycle Tour, as well as the Two Oceans Marathon and the Cape Town International Kite Festival.

1.2. Purpose of the study

The purpose of this study was to determine what the risks are that event stakeholders and event managers in Cape Town encounter, and what management techniques and approaches are implemented to contribute effectively and efficiently towards minimising or preventing these risks from continuously occurring. A comprehensive desktop study was conducted on the policies and regulations that are currently in place, and to what extent these policies and regulations are implemented within the event industry.

The main objective of the study was to establish a Risk Management Framework. This framework should become beneficial to all events and can be applied as a generic tool for event stakeholders and educational institutions to implement within Cape Town.

Silvers (2005:1) argues that risk management is a core competency and responsibility within events, and that there are limited resources for event organisers in the way of clear, comprehensive and practical tools that will assist in managing exposure to loss, damages or any uncertainties that surround events and event operations.

Silvers (2005:10) refer to a risk domain, which covers protective obligations, opportunities and legalities that are traditionally associated with any enterprise, including an event project. The risk domain consists of *Compliance management*, *Decision management*, *Emergency management*, *Health and Safety management*, *Insurance*

management, Legal management and Security management. These functional areas are discussed further in Chapter 2.

O'Toole (2007) has conducted a generic study on the latest developments in the event industry and asserts that, annually, risk management becomes more important, while worldwide governments are introducing new health and safety codes. O'Toole (2007) further states that there are event inspectors who inspect the company to "enable verification of current work systems and assessment of baseline compliance" for events and festivals.

1.3. Specific research aims of this study include the following:

1. To assess the current situation regarding risks that were common within event organisations in Cape Town and how these risks were being effectively managed.
2. There is no specific policy or legislation that is formulated in the management of risks. Regarding public liability, loss or damage, there is minimal consideration for the person affected and compensation takes the forefront. The protection of human beings should be considered. The aim was to conduct research, which relate to procedures and lawful practices that are taken in respect of events within the greater Cape Town area.
3. The health and safety of those involved in staging major events is important. Determining various systems and logical approaches are required for a comprehensive, consistent, reliable and proactive way to ensure safe and successful events.
4. To determine what tools and methods were used in the Event Industry in Cape Town and the nature of accuracy and effectiveness of these tools that are used by event organisations and event practitioners.
5. To establish whether event organisations, event practitioners, event venues and students involved in the Event Industry were aware of any risk management procedures and policies.
6. To make event organisations, event practitioners, event venues and event students aware of the fact that it is important to establish a risk management policy, which is suitable for all minor and major events.

1.4. Research problem

Strategies that are in place, which focus on economic, physical, psychological and performance risks for event organizers, were not effectively executed pertaining to the type of event. It was said that event managers should be able to identify risk, assess potential impact and consequence of the risk, develop plans for mitigating the impact of the risk, monitor the status of the risk throughout the planning of the event and keep the management team informed. Implementation of this risk management process should be implemented in a way that is beneficial and applicable to the event management team.

Silvers (2005:1) extrapolates that much of the event industry literature on risk management is presented in the context of insurance coverage and legal liability. This is common because when people are injured or killed, property is lost, damaged or destroyed, and the result is usually to assign blame and to seek compensation. Silvers (2005:1) further extrapolates that it is equally important to consider the health and safety of those who together create, operate, participate in, and attend these public and private assemblies. What is absent, is a systematic and logical approach to risk management for events that is comprehensive, consistent, reliable and proactive.

It was further researched that public liability has become increasingly difficult for event managers and event practitioners to manage. Not enough was being done to protect the public. The health and safety of participants within the event organisation should to be considered. Legal issues regarding contracts between the event manager and the client were not proactively implemented including Third Party liability.

Extensive research shows that there were no specific risk management systems established for the Event Industry in Cape Town. There are various risk management models that are used by risk management consultants in Cape Town, however, these management models have become cumbersome and impractical for event managers to comprehend and use and may become costly to sustain. This, however, can become a risk in itself.

1.5. Key questions

The following key questions, which play a major role in managing risks in events, are:

1. What are the current risks that event managers in Cape Town find difficult to manage?
2. What are the current risk management resources that event organisations possess and what risk management resources do they lack?
3. What risk management tools and techniques are currently used by event practitioners and students, and how effective and accurate are they for event stakeholders?
4. Are proper government policies, legislations and systems applied in event organisations?
5. Are policies and legislations within government and risk associations appropriate and ethical within the event industry?

1.6. Limitations and Scope of the study

The study has focussed on events and event organisations in the immediate Cape Metropole area. The research was limited to 350 event practitioners, organisations and students and policies that have been established by the South African Government.

1.7. Research design and methodology

The research that was undertaken focussed on 350 event practitioners, event organisations and event students within the Cape Town area. Some of the events that were selected for this study, includes the following: Hobby-X Exposition, Cape Town International Jazz Festival, Community Chest Carnival, Cape Town Festival, Dragon Boat Festival, Cape Outdoor Adventure and Travel Show, Cape Town International Kite Festival, Decorex, and Homemakers Expo. Some of the event organisations that were selected, include Afrika Kaleidoscope, Kagiso Exhibitions, ESP Afrika, Thebe Exhibitions and Homemakers Fair.

The research methods that were undertaken for this study were as follows:

- Empirical research whereby a survey was undertaken in a systematic collection of data pertaining to the study.
- Primary data was obtained in the form of qualitative and quantitative research. The data collection took the form of (qualitative) interviews (structured and unstructured) and (quantitative) self-administered questionnaires (structured).
- A total of 350 event practitioners, event organisations and event students was used to conduct the primary data collection.
- Participation of students from the Cape Peninsula University of Technology was afforded an opportunity to conduct survey-based questionnaires at these selected events.
- The tool that was used to analyse the research, was the Statistical Package for Social Sciences (SPSS).
- Secondary data was collected in the form of literature from various sources such as articles, journals, internet sites, books and policy papers.
- An analysis and evaluation of the primary data was conducted
- The study and findings were finalised for review and submission.

1.8. Overview of chapters

The research focusses on the types of risks mainly economic, performance, psychological and physical and how these risks are effectively managed.

According to Arcodia & Mc Kinnon (2004), an increase of public liability insurance causes increasing claims, declining industry profitability and poor risk management practice. Van der Wagen (2005:145) states that risk management is recognised as an integral part of effective management practice and enables continuous improvement in decision-making.

According to Becker (2006:74-75), risk management for an event is important for a number of reasons:

- An event manager ensures the smooth running of the event;
- A risk management program can reduce insurance premiums;
- Incidents can create negative publicity that may have a detrimental effect on the success of an event; and
- An effective risk management programme will assist the event manager in complying with the legal implications in staging an event. This can reduce the likelihood of claims against the event manager as a result of an accident. In this way, an event manager can show that all the necessary legal requirements have been taken in order to manage the risk, which minimises the number of damages against it.

Research shows that there are no proper risk management systems, which have been established for event managers.

This study comprises six chapters. Chapter One is an introduction to the study of risk management. There are various types of risks, namely economic, performance, psychological and physical that has a major effect on the success of events. The aim of this study is to investigate the management and effective use of these risks, since proper tools and techniques are important within the event organisation. An assessment of proper risk policies and risk management systems was analysed, while compliance of these policies by event organisations, should be assessed.

1.8.1. Chapter Two focuses on current risk management trends that hamper the Event Industry in Cape Town. One of the major risks that the Event Industry experiences much difficulty with, is public liability insurance, as well as corporate governance. O'Toole (2007) established inspection of the event through the verification of current work systems and assessment baseline compliance for events and festivals. An event should comply with existing laws and regulations. The reasons stated are to protect legal interests, to abide by ethical practices, to ensure safety and security of event stakeholders and to protect financial investment.

1.8.2. Chapter Three provides an in depth overview of the City of Cape Town and the role that the City has played in the Cape Town Events (Draft) Policy of 2008, as well as the 2010 FIFA World Cup. This chapter discusses the aims and strategic objectives of the Events Policy, which was reviewed and positioned for public comment in May 2008. The policy further entailed legislative requirements, which the City of Cape Town had to liaise with, as well as its Events Services and Institutional Arrangements. The Events Policy outlined requirements of an Event Business Plan, its Operational Manual, Funding approach, Risk Management, Communication and Education and Monitoring and Evaluation of Events. In terms of the 2010 Soccer World Cup, the City of Cape Town has drawn up a 2010 Business Plan for the City and the Western Cape, which highlights event infrastructure, event services, event support and development of special projects for 2010. It was stated that the City of Cape Town works with national and provincial governments and other host cities to showcase the capabilities of the City. All planning, decision-making and budgets were taken into consideration for an integrated 2010 planning process. These developmental priorities have been aligned with the City's Integrated Development Plan.

1.8.3. Chapter Four emphasises the importance and relevance of the Event Management Body of Knowledge (EMBOK) Project, which focusses on the Event Industry, specifically the Risk Management Framework. The Event Body of Knowledge (EMBOK) established itself as the foundation, which succeeded the Event Management Industry from a discipline to a legitimate profession. The Event Management Body of Knowledge has developed a Risk Management Framework, which encompasses a three-dimensional approach consisting of processes, phases and core values. This approach gave an overall view of the importance of risk management within the Event Management Domain. This chapter also emphasises the importance of formulating a Risk Management Framework applicable to the Event Industry within the City of Cape Town. The Framework focusses on the Risk Knowledge Domain and the importance of this framework within the Event Industry in Cape Town. The objective of this framework is to make it applicable to the City of Cape Town and its event stakeholders, as well as educational institutions.

1.8.4. Chapter Five determines the research design and methodology that was used to analyse the current risk systems and policies that government and event organisations have established and whether they are ethical and applicable within the event industry. The research methodology took the form of empirical research, which covered 350 event practitioners, event organisations and event students. Qualitative and quantitative research focussed on selected events within the Cape Metropole and techniques that are used by these organisations. Qualitative data incorporated interviews (structured and unstructured) with event practitioners of these events, interviews with event organisations and event students. Surveys were conducted in the form of questionnaires (structured and unstructured) at these events, interviewing participants who attended these events. Students from the Cape Peninsula University of Technology were provided with an opportunity to assist in conducting the research at selected events and event organisations. Some of the selected events included the, Hobby-X Exposition, Cape Town International Jazz Festival, Community Chest Carnival, Cape Town Festival, Dragon Boat Festival, Cape Outdoor Adventure and Travel Show, Cape Town International Kite Festival, Decorex, and Homemakers Expo, while some of the event organisations that were selected, were Afrika Kaleidoscope, Kagiso Exhibitions, ESP Afrika, Thebe Exhibitions, and Homemakers Fair. The target population focussed on event managers and event coordinators who were involved in the planning and organising of these events.

The structure of the survey consisted of four sections (A-D), sub-sections and five main questions. Each section is dependent on five categories, which constitute the target market (roleplayers) in assessing the management of risks in the event industry in Cape Town.

1.8.5. Chapter Six illustrates an analysis and interpretation of the research findings, while the data was measured by means of the Statistical Package for Social Sciences (SPSS) as a research tool. The research findings produced 300 from 350 surveys, which targeted all of the above event categories mentioned.

Research was undertaken on the five event stakeholder categories of the event industry by means of qualitative data in the form of a structured questionnaire. The completed data was analysed and interpreted to determine:

- The number of stakeholders and their interest and importance in their attendance, involvement and management risks in the event industry (frequency).
- The event stakeholders' view (%), and the level of agreement in terms of the common risk problems encountered.

An interpretation of the findings targeted the five event stakeholder categories:

- Event Practitioners;
- Event Organisations;
- Event Students;
- Other Event Stakeholders; and
- A comparative analysis of all event categories.

Results of the research findings have shown that 60 to 85% of event stakeholders have stated that Risk Management has become important in all four risk categories. Research also shows that 63.2% of event stakeholders rated Compliance Management as a major important element to the event industry. A ratio of 68.7 to 78.4% of event stakeholders agreed that Corporate Governance and Public Liability have become imperative to the long-term sustainability of the event organisation, and requires constant monitoring.

A limited ratio of 43% of event stakeholders do not have necessary Risk Management procedures in place or lack necessary knowledge and capacity of Risk Management within the event organisation.

Ratio %	Risk categories	Event Stakeholders
73– 78%	Economic risks	Insufficient sponsorship, inaccurate capital, insufficient funding, insurance and lack of financial support requires major attention and constant monitoring.
71- 76%	Performance risks	Mismanagement, equity, lack of leadership and time management within the event organisation requires attention and constant monitoring.
73- 81%	Psychological risks	Social impacts and environmental impacts are imperative to the event organisation.

69- 85%	Physical risks	Public liability, health and safety, safety and security and corporate governance are important to the event industry and requires constant attention and monitoring.
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In terms of the accuracy of techniques and methods used, a ratio of 20 to 33% of event stakeholders stated inaccuracy, unreliability and difficulty in the use of techniques and methods that are currently in place within the event industry, as opposed to 50% who stated otherwise.

According to research conducted regarding the availability of resources, 56 to 61% asserted that there are limited resources available for clear techniques and practical methods in managing exposure to losses, damages, uncertainties and comprehensiveness, as well as for convenient use.

Ratio %	Appropriateness and ethical approach of policies and legislation
47%	A small percentage of event stakeholders feel that the policies and legislation set by the South Africa Government are appropriate.
45- 51%	Event stakeholders stated that a minimum number of benefits is provided by the government and the Risk Management Institute of South Africa.
53- 61%	Event stakeholders feel that they have a better understanding of risk management and felt secure with policies and legislation that are in place.
63%	Adherence to the OHS, Act 85, of 1993, Disaster Management, Act 57, of 2002, Safety at Sports and Recreational Bill of 2004, Road Traffic, Act 93, of 1996, National Buildings Regulation Standards, Act 103, of 1997 and the SAPS Act, are ethically applicable legislations.

It was strongly emphasised by the event stakeholders (74%) that education and training within the Event Industry on managing risks, become imperative, which increases the responsibility and reliability, as well as the cost-effectiveness within event organisations.

1.8.5.1. A Risk Management Framework for the Event Industry in the City of Cape Town

Establishing a Risk Management Framework will further expand on the Risk Domain of the EMBOK Model, which would become a generic Risk Management Toolkit that is applicable for the Event Industry in the City of Cape Town. The event students of the Cape Peninsula University of Technology were given an opportunity to determine a Risk

Management Framework, which encompasses the EMBOK domains and the risk management areas or sectors within the event industry. The students were divided into groups and each group had to produce a unique risk management framework, which can become applicable to the event industry, in conjunction with the legislation within the event industry in the City of Cape Town. The Risk Management Framework focuses on the Risk Management areas and how this can be adapted to the laws and legislation that currently exist within Cape Town.

1.8.6. Chapter Seven concludes the study with recommendations and concluding remarks. The research recommends that:

- Education and Training in risk management become a primary priority for all event stakeholders as it is clear from the findings that event roleplayers do not have the necessary skills, knowledge and training to manage risks effectively. Education and Training has increased responsibility and reliability within the event organisation.
- Resources should be made available for clear practical risk management methods. A total of 55.8% of event stakeholders agreed that there are limited resources for clear techniques and methods to manage risk, while 60% showed limited resources for practical methods to manage risks.
- Awareness and a clear understanding of the risk management areas of the Risk Domain, as set out by the Event Body of Knowledge (EMBOK), are implemented. The EMBOK Risk Management Framework has become a major important element for the Event Industry in South Africa and should be implemented by event roleplayers in the City of Cape Town.
- A proper and comprehensive Risk Management Policy is established. The City of Cape Town has drafted an Events (Draft) Policy. This draft policy of February 2003 aims to encourage the staging of safe mass events and to provide structures and processes, which should simplify staging of events in the City of Cape Town.
- Compliance Management requires aggressive implementation within the Event Industry in Cape Town as legislation that are in place by the South African Government, are ignored and not effectively implemented.
- Risk Management should receive continuous monitoring and reviewing. The Risk Management Process is a continuous process whereby the risk management areas should be implemented within the South African context.

1.9. Conclusion

The conclusion of this research study has aimed to improve risk management for event managers and event organisations, which includes compliance with proper techniques and policies. There will be effective management of the Risk Domain, as set out by EMBOK, in compliance, decision, emergency, health and safety, insurance and legal and security management. The research will be finalised for review and submission. The aim of the study is to ensure that the City addresses the key issues of Risk Management in the Event Industry and that the key recommendations are implemented to create a professional approach to the Event Industry. The City of Cape Town plays a major role in the Cape Town Events (Draft) Policy of 2008, outlining an Events Plan and can contribute to important elements, which lack direction and professionalism within the Event Industry. The Risk Management Framework will be an important contribution to the Event Industry and Educational Institutions, as it will be an important focus preceding the 2010 FIFA World Cup, in particular.

CHAPTER TWO

RISK MANAGEMENT AND THE EVENT INDUSTRY

2.1. Introduction to Risk Management

This chapter focuses on current risk management trends, which hamper the Event Industry in Cape Town. Research shows that Cape Town has become one of the most popular and prestigious destinations to visit and has opened its doors to minor and major events worldwide. Risk management plays an important role in the planning and organising of these events. Successful annual events that have established themselves in Cape Town are events such as the Cape Town International Jazz Festival, Cape Outdoor Adventure and Travel show, Community Chest Carnival, Design Indaba, Design for Living, Homemakers Expo, Cape Argus Cycle Tour, as well as the Two Oceans Marathon and Cape Town International Kite Festival. Acts and legislations have been established by the South African Government, however, event stakeholders fail to adhere to these legislations that are deemed necessary for event organisations. Research has found that there is a limited amount of knowledge in risk management by event stakeholders. Therefore, a Risk Management Framework will be established, which will become beneficial to all events and can be applied as a generic tool for event stakeholders and educational institutions to implement within Cape Town. Since Cape Town has become a global player within the events arena, much focus is placed on risk compliance, responsibility and accountability.

2.1.1. Evolution of risk

According to Ansell and Wharton (1992:4), the origin of the word *risk* is thought to be either the Arabic word *risq* or the latin word *risicum*. The Arabic *risq* signifies 'anything that has been given to you [by God] and from which you draw profit' and has connotations of a fortuitous and favourable outcome. It is further stated that the word 'risk' is used to imply a measurement of the chance of an outcome, the size of the outcome or a combination of both (Ansell and Wharton,1992:4).

2.1.2. Perception of risk

Ansell and Wharton (1992:5) state that before risk analysis, risk assessment and risk management process, it should be acknowledged that risk issues are perceived risks and not actual risks. Individuals, organisations and governments make decisions that are based on perceptions on the likely consequences of their actions. It is further stated that some consequences may not be recognised, since there may be misconceptions about the likelihood or magnitude of those consequences that are recognised. Arguably missed and misconstrued perceptions of the consequences of decisions are a major source of risk in decision making. A responsible decision maker will make every effort to obtain a complete and accurate perception of the risks faced before attempting to undertake an analysis and assessment (Ansell and Wharton,1992:5).

Ansell and Wharton (1992:5) agree that an identification of possible outcomes of decisions is the purpose of risk analysis whilst an estimation of probabilities and the size of the outcomes, is the subject of risk assessment.

2.1.3. What is risk management?

(Bowden *et al*; 2001:XV) suggests that businesses that want to be sustainable in the twenty-first century would be better advised to adopt a philosophy that risk management is a process of continuous improvement, which is directed towards an effective management of potential opportunities and adverse effects. It is stated that business risk involves exposure to events that would have an adverse impact on a company's objectives.

Silvers (2005:1) argues that risk management is a core competency and responsibility in events, and that there are limited resources for event organisers in the way of clear, comprehensive and practical tools that will assist in managing exposure to loss, damage or any uncertainties that surround events and event operations. Silvers (2005:2) further states that "risk management is the art and science of planning, assessing, and handling future events to ensure favourable outcomes and the act or practice of dealing with risk".

Silvers (2005, cited in O'Toole, 2002:2) asserts that there is an increase in risk management planning by event stakeholders such as government agencies, insurance companies and sponsors.

Risk management concerns predictions and preventions. From a project management viewpoint, Burke (2006:252) asserts that company success is achieved by pursuing opportunities in order to gain a competitive advantage. Projects have typically been established to take advantage of these opportunities, to make something new, or to change an existing facility. Burke (2006:253) further asserts that risk, uncertainty and opportunity are closely related. When a risk occurs, with some entrepreneurial ingenuity, it can become an opportunity and, conversely, when pursuing an opportunity, there will be associated risks that could derail the project.

Heldman (2005:1) defines risk management as an integral part of project management and further explains that a risk is often thought of as a negative consequence and that they do pose threats to projects and events. However, they are also potential opportunities. Heldman (2005:5) further elaborates that most organisations will take risks when the risk benefits outweigh the consequences of an undesirable outcome. It is contextualised that risks are daily or routine occurrences. Organisations and individuals make decisions daily on various projects and events, which maximise risk factors without following proper procedures and policies that have been established.

2.1.4. Why manage risks?

In order to assess risks and to develop a risk management strategy, stakeholders should understand the concept of risk and the risk profile that businesses are subject to (Bowden *et al*; 2001:5). It is mentioned that organisations are complex and challenging and that the focus on risk management is at a minimum, irrespective of the scale of the event. However, in large events, there may be substantial potential losses unless the internal operational elements are carefully managed. It is further mentioned that smaller event organisations may be risky because of irregular operations within the organisation. Such irregularities are unusual legal or contractual agreements, adherence to policies and legislation, political interference, financial issues, social issues, safety issues or regulatory or licensing conditions.

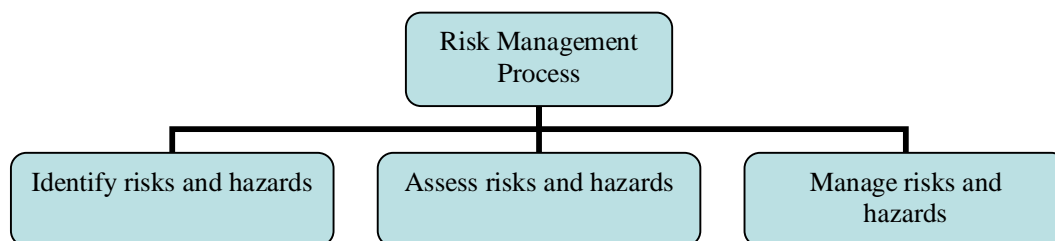
Heldman (2005:8) asserts that risk management is similar to project management, an iterative process, where effective communication is crucial. It is further explained that without communication and constructive information exchange between stakeholders,

the project team members, management and project sponsors, risk management would not succeed within the organisation.

2.1.5. Risk Management Process

According to Tassiopoulos (2005:232), there are several general attributes within a risk analysis before detailing event-specific issues.

Van der Wagen (2001:103) describes risk management as a three- step process.



Van der Wagen (2001:107) further tabulates that this three- step process which can further be established in a logical risk management plan as seen by the example in Figure 2.1. below.

Figure 2.1: Risk Management Plan

Risk Management Plan				
Priority	Identification: Nature of risk	Assessment: Impact of risk	Management: Control	Management: Contingency Planning
1.	Weather: rain or extreme heat	Rain will result in poor attendance and low on-site sales.	Monitor weather reports, provide cover for spectators.	Roving staff sell ponchos if it is wet, or drinks and water if it is hot.
2	Fire and evacuation	Impact would be serious, however, risk is not high owing to venue design.	Establish VERP (Venue Emergency Response Plan)	VERP to identify clear communication with emergency services.
3.	Crowd Control	Biggest potential impact: on entry to venue owing to transport	Use promotional material and a ticketing process.	Senior staff deployed to tackle problems of gatecrashers.

		delays.		
4.	Financial Management	Financial failure for event organiser, bankruptcy, breach of contract.	Financial control systems, limited authority for purchasing and expenditure.	Limited. Short-term money market. Sponsorship and VIP's.
5.	Staff Management	Poor staff selection and training will have an impact on service levels.	Development of recruitment specifications and job descriptions.	Agency staff. Pay for volunteers. Work experience.

Figure 2.1: Source: *The risk management plan* (adapted from Van der Wagen, 2001:107-108, Fig 8.2.).

According to Watkins (2006), risk management involves predictions and preventions. Watkins (2006) further clarifies that a risk is a measure of the probability and a consequence of not achieving a defined event goal, which is explained below.

Figure 2.2: Likelihood / Probability of Risk

MEASURING THE LIKELIHOOD/ PROBABILITY OF THE RISK		
Level	Descriptor	Description
A	Almost certain	Event is expected to occur in most circumstances.
B	Likely	Event will probably occur in most circumstances.
C	Moderate	Event should occur at some time.
D	Unlikely	Event could occur at some time.
E	Rare	Event may occur only in exceptional circumstances.

Figure 2.2: Source: *Managing Risk at Venues* (adapted from Watkins, 2006).

Figure 2.3: Consequence of Risk

MEASURING THE CONSEQUENCE OF THE RISK		
Level	Descriptor	Description
1	Insignificant	Consequence would be dealt with by routine operations.
2	Minor	Not a threat and can be dealt with internally.
3	Moderate	Not a threat but will require manageable changes.
4	Major	Threaten continued effective functioning.
5	Catastrophic	Threaten entire event.

Figure 2.3: Source: *Managing Risk at Venues (adapted from Watkins, 2006)*.

It is further discussed that the probability and the consequence of the risk should be measured to determine the impact levels of the risk on the event in Figure 2.4. below.

Figure 2.4: Risk Matrix

RISK MATRIX					
Likelihood/ Consequence	A Minor	B Medium	C Major	D Critical	E Extreme
1. Almost certain					
2. Likely					
3. Possible					
4. Rare					
LEGEND					
	Low	Medium	Serious	High	

Figure 2.4: Source: *Managing Risk at Venues (adapted from Watkins, 2006)*.

2.1.6. Importance of Assessing the Management of risks

The importance of this study is to assess the risks that event stakeholders and event managers in Cape Town encounter and how effective and efficient methods can be implemented to minimise or prevent risks from occurring.

O'Toole (2007) has conducted a generic study on the latest developments in the event industry and asserts that, annually, risk management becomes more important, and that worldwide, governments are introducing new health and safety codes. O'Toole (2007) further asserts that there are event inspectors who inspect the company to "enable

verification of current work systems and assessment of baseline compliance” for events and festivals. According to (Bowden *et al*; 2001:3), a company’s business risk portfolio may include events with potential impacts on the organization’s investments, income, staff and local community welfare, occupational health and safety, natural environment, property and legal liabilities and insurance coverage.

(Bowden *et al*; 2001:17) clarifies that the importance of risk assessment provides an understanding of the risks and a basis for defining acceptable and unacceptable risk events such as Corporate Governance Reporting, which requires business managers to demonstrate management of their organization’s risk exposure at acceptable or practical levels.

Heldman (2005:16) argues that by using proper risk management tools and techniques, it allows the event manager to manage the event proactively instead of reactively.

2.2. Types of Risks

Heldman (2005:31) states that categorising risks would make it easier for the event organiser to manage the event. Table 2.5 below describes each risk category for an event organisation (Heldman, 2005:32).

Table 2.1: Risk Categories

Risk Category	Description
Internal	Risks within the event or organization
External	Risks outside the event or organization
Financial	Risks involving budgets, return on investments, profits, revenues.
Technical and Performance	Risks involving technical equipment and operations.
Business	Risks associated with marketing and sponsorship of the event.
Organisational	Risks within departments within the event organization.
Cultural	Risks associated with cultural issues and social responsibility.
Security	Risks involving safety and security, city councils, public liability.
Project Management	Risks associated with tools and techniques of measurement of projects, time factor.

Legal	Risks involving legal compliance, policies, regulations, compliance with code of ethics.
Environmental	Risks associated with environmental concerns.
Quality	Risks that impact on the quality of the event or product.
Schedule	Risks associated with work breakdown schedules and time constraints.
Process	Risks that impact the process of the event organisation, internally and externally.

Table 2.1: *Source: Project Manager's spotlight on Risk Management (adapted from Heldman, 2005:32).*

2.2.1. Common risk types

There are various types of risks that hamper the event industry. Heldman (2005:34-35) outlines a number of these common risks:

1. Loss of key staff;
2. Inadequate project budgets;
3. Changes in weather conditions;
4. New and complex technology;
5. Unrealistic performance goals;
6. Immeasurable performance standards;
7. Environmental threats;
8. Lack of involvement by the event organiser or project sponsor;
9. Loss of sponsors;
10. Loss of clients;
11. Resistance to change;
12. Availability of resources;
13. Availability of technical experts;
14. Knowledge and skills of business and technical experts;
15. Cultural barriers;
16. Lack of effective leadership within the organisation;
17. Financial loss; and
18. Lack of skills and abilities with team members and the event manager.

These are common risks on a generic and large scale, which can be further grouped into four main categories, as stated by Tassiopoulos (2000:229):

1. Economic risk (financial loss);
2. Performance risk (poor quality performance, weather deterioration, unreliability);
3. Psychological risk (poor image of an event, venue, environment can reduce attendance); and
4. Physical risk (danger to life, disease, crime, safety and security).

2.2.2. Clarification of these risk concepts can be discussed as follows:

Economic risk is risk in financial terms, which can involve unforeseen costs, high exchange rates, decline in economic circumstances, insufficient sponsorship, insufficient funding, inaccurate capital and operating costs and a lack of public money. **Performance risk** takes place within the event organisation whereby mismanagement can prevent the organisation from reaching its objectives. Technological risk has become an increasing risk for major events as many high-profile events are reliant on technology (Van der Wagen, 2005:101-103). **Psychological risk** involves social and environmental impacts that can affect the event. **Physical risk** is one of the common and most important risks, which occur in the event industry. Much attention should be focussed on public liability and health and safety.

Silvers (2005:1) extrapolates that much of the event industry literature on risk management is presented in the context of insurance coverage and legal liability. This is common because when people are injured or killed, property is lost, damaged or destroyed, and the result is usually to assign blame and to seek compensation. Silvers (2005:1) further extrapolates that it is equally important to consider the health and safety of those who together create, operate, participate in, and attend these public and private assemblies. What is absent is a systematic and logical approach to risk management for events that is comprehensive, consistent, reliable and proactive.

It is further researched that public liability has become increasingly difficult for event managers and event practitioners to manage. Not enough is done to protect the public. The health and safety of participants within the event organisation should be considered.

Legal issues regarding contracts between the event manager and the client are not proactively implemented, including Third Party liability.

O'Toole (2007) has conducted a generic study on the latest developments in the event industry and asserts that, annually, risk management becomes more important, and worldwide governments are introducing new health and safety codes. O'Toole (2007) further asserts that there are event inspectors who inspect the company to "enable verification of current work systems and assessment of baseline compliance" for events and festivals.

Extensive research has shown that there are no specific risk management systems in place for the Event Industry in Cape Town. There are various risk management models that are used by risk management consultants in Cape Town, however, these management models become cumbersome and impractical for event managers to comprehend and use and may become costly to sustain. This, however, can become a risk in itself.

O'Toole (2007) has conducted a generic study on the latest developments in the event industry and asserts that, annually, risk management becomes more important, and worldwide governments are introducing new health and safety codes. O'Toole (2007) further asserts that there are event inspectors who inspect the company to "enable verification of current work systems and assessment of baseline compliance" for events and festivals.

2.3. Legal Compliance and Insurance

Kesting (2007) has recommended that an events office should be established so that there is a central point for accreditation and compliance in planning events. All standards and regulations that are established should be applicable to all events. Examples mentioned are a tax clearance certificate and being tax compliant. Kesting (2007) concludes that if the Event Industry perseveres with standards and is consistent and disciplined, it can be self-regulating.

2.3.1. Compliance and Quality Assurance

According to Kesting (2007), corporate governance and ethics plays an important role in the event industry, however, several stakeholders do not understand the value of ethics. Kesting (2007) emphasises the need to have self regulation as there are many regulations and acts, which stakeholders are subjected to. Kesting (2007) further states that there are no set standards in the event industry and that there is a lack of education and training within the industry.

A contextual analysis has been done by Kesting (2007) on Issues of Governance of which most industry players are well aware of. It is emphasized that stakeholders within the event industry should be encouraged to apply good governance. It is recommended that simplified guidelines in reference to the existing legislation, should be formulated together with widespread circulation (Kesting: 2007).

According to research, although the government spends R500 million annually on events in South Africa, there is still a lack of product quality control. According to Kesting (2007), the main aspects that should be focussed on are procurement and supply chain, health and safety, benchmarking, accountability and standards.

:

- 1 **Alignment:** A strong alignment should be forged with security, media, advertising and engineering.
- 2 **Standard/ Benchmarking:** There is no standards authority, which is applicable to events. A code of standards should be set specifically for the temporary nature of Events. Expert input is required from emergency services, security and engineering.
- 3 Ninow (2007) highlights that the Event Industry is global. It has the capacity to be measured in international terms, but it is a small part of the industry that works internationally. Small business and local companies have no pressure to comply with those sometimes expensive standards, while there is a large sector that works on a basis of "cheap and nasty but we get away with it".
- 4 **Accountability:** Besides legal accountability, Events are only accountable to the client. There is a need for client education to heighten their awareness of the responsibilities that are inherent in Events.

5 Health and Safety Guidelines: There is no clear guideline regarding Health and Safety in the temporary nature of events. Venues apply their varying standards, while clients apply theirs where they have them, but in a temporary venue, there may be none at all.

6 National Procurement Guidelines: It is stated that the procurement guidelines, set out by the National Treasury, are flaunted. Timelines are disregarded because of a lack of planning, and payments are overdue.

2.3.2. Compliance in Eventing: No Options

According to Ninow (2007), Managing Director of Alex Ginton Risk Management Associates in South Africa, the event industry encounters major problems, since the event organisers do not comply with regulation and take advice from Safety and Security officers. Ninow (2007) argues that most businesses do not comply with the Occupational Health and Safety Act within 4 months of inception. Ninow (2007) further states that events lack compliance to the Disaster Management Act 57 of 2002, construction regulations and legal requirements of good Corporate Governance, as well as a lack of training and skills of staff.

2.3.2.1. Compliance with Regulations

Contrary to what Kesting (2007) states, Ninow (2007) argues that the event industry has no choice but to comply with necessary regulations and documentation as set out by Government:

2.3.2.2. Understanding Disaster Management Act 57, of 2002

Ninow (2007) states that Disaster planning is a condition:

1. Risk (Irrespective of low/medium/high) = Hazard x Vulnerability
i. Capacity

2. Your War Chest:

Plan/ Train/ Communicate/ Check equipment/ Documentation

2.3.2.3. Construction – Regulations GNR 1010 July 2003

Ninow (2007) argues that there is no need for self regulation and that the event industry should only comply with Government regulations and legislation. Ninow (2007) further argues that stakeholders should abide within the law and are not above the law, since “no-one wants to lead an illegal business”.

2.3.2.4. Occupational Health and Safety Act 85, of 2003

The Occupational Health and Safety Act state that stakeholders are required to comply with the following regulations:

1. A procedurally correct and physically safe environment;
2. Indemnities must have been obtained;
3. Must have established the potential for liability and taken the corrective action to manage the situation;
4. The event team is informed, better business trained and better efficiency obtained;and
5. Compliance must be assured by contractors and done in writing.

2.3.2.5. Structural Certification for Major Events

Structural Certification should be complied with the following:

1. National Building Regulations – SANS 10400;
2. SANS 10366, Health and Safety at live events;
3. SANS 10085-1; and
4. Local authorities.

2.4. Current problems encountered:

1. According to Ninow (2007), there is non-compliance of the National Building Regulations Act at large;
2. Ignorance of public officials- procurement procedures;
3. Research shows that, currently, few local authorities and municipalities enforce the formal application of the National Building Regulations Act;
4. The purpose of having legislation is not enforced;

5. Structural designs whereby improper materials are used by incompetent staff and are non-compliant with standards; and
6. Procurement procedures are vague with no specifications.

2.5. Procurement problems encountered:

1. Research has found that Procurement Policy is flawed;
2. The quote is cheap;
3. There are no tender procedures;
4. Insufficient time;
5. Documentation is of a poor quality; and
6. Uncertifiable additional structures become the event owner's responsibility.

Ninow (2007) explains that in order to understand the dynamics of events and structural designs, there is a need for marshals, crowd control, national intelligence, weather and site layouts and marquees.

With regard to major events such as the 2010 Soccer World Cup, an Integrated National Framework for the procurement and legal compliance of Temporary Demountable Structures is required, (Ninow:2007). Cooperation with Tertiary Institutions, appropriately qualified individuals, capacity building and gender equity and training and information management processes, is crucial. Ninow (2007) states that funding is needed for an integrated framework, public awareness and that cooperation is required.

2.6. Corporate Governance and the King Report

Corporate Governance has become one of the important concerns within the Event Industry and in general. Cadbury, in the King Report I (2001:8), states that:

Corporate governance is concerned with holding the balance between economic and social goals and between individual and communal goals... the aim is to align as nearly as possible the interests of individuals, corporations and society.

Facey (2005:65) has stated that Corporate Governance (Cadbury Report, 1992) is further described as the system by which companies are directed and controlled, and is

used in terms of 'good governance'. This further regulates the transparency, accountability and proper dealings in the conduct of an organisation.

According to the King Report I on Corporate Governance (2001:96), risks are defined as uncertain future events, which can influence the achievement of a company's objectives. Objectives could include strategic, operational, financial and compliance. However, some risks should be taken in pursuing opportunity, but a company should be protected against avoidable losses. It is further stated that corporate governance be viewed as a company's strategic response to the need to assume prudent risks, which are appropriately mitigated, in exchange for measurable rewards.

The King Report I (2001:96-97) asserts that the mechanism for controlling or minimising risk is internal control. Internal control should be embedded in the daily activities of the company, in the creation of business plans, budgets and other routine operational activities. However, the cost of control or mitigation exceeds the benefit of avoiding the risk. Therefore, internal control cannot also guarantee the full elimination of all risks, while it can only control unnecessary and avoidable exposure. The following recommendations have been proposed by the King Report.

The board should make use of generally recognised risk management and internal control models and frameworks in order to maintain a sound system of risk management and internal control to:

1. Safeguard the company's assets and investments;
2. Support business objectives and sustainability;
3. Support business sustainability under normal, as well as under adverse operating conditions; and
4. Behave responsibly towards all stakeholders having a legitimate interest in the company.

The King Report II of March (2002:29) further emphasises on providing reasonable assurance in obtaining its organisational objectives with respect to:

1. Effectiveness and efficiency of operations;
2. Safeguarding the company's assets;

3. Compliance with applicable laws, regulations and supervisory requirements;
4. Supporting business sustainability under normal, as well as adverse operating conditions;
5. Reliability of reporting; and
6. Behaving responsibly towards all stakeholders.

It is stated that a systematic and documented assessment of the processes and outcomes surrounding key risks should be undertaken within the company and should address the company's exposure to:

1. Physical and operational risks;
2. Human resource risks;
3. Technology risks;
4. Business continuity and disaster recovery;
5. Credit and market risks; and
6. Compliance risks.

The King Report II (2002:31) reports that a comprehensive system of control should be established by the board to ensure that risks are mitigated and that the company's objectives are attained together with employee competence, and a code of ethics within a controlled environment. Risks should be assessed on an on-going basis and control activities should be designed to respond to risks throughout the company. It is suggested that a risk management system should be developed within companies, which demonstrates that the company's key risks are being managed in a way that enhances shareowners' and relevant stakeholders' interests. The risk management system should incorporate mechanisms to deliver as outlined by the King Report II (2002:31):

1. A demonstrable system of dynamic risk identification;
2. A commitment by management to the process;
3. A demonstrable system of risk mitigation activities;
4. A system of documented risk communications;
5. A system of documenting the costs of non-compliance and losses;
6. A documented system of internal control and risk management;

7. An alignment of assurance of efforts to the risk profile; and
8. A register of key risks that could affect shareowner and relevant stakeholder interests.

2.7. Public Liability Insurance

One of the major risks that the event industry experiences much difficulty with is public liability insurance. O'Toole (2007) established inspection of the event through the verification of current work systems and assessment baseline compliance for events and festivals. An event should comply with existing laws and regulations. The reasons stated are to protect legal interests, to abide by ethical practices, to ensure the safety and security of event stakeholders and to protect financial investment.

According to (Arcodia & Mc Kinnon: 2004), an increase of public liability insurance causes increasing claims, declining industry profitability and poor risk management practice. Van der Wagen (2005:145) states that risk management is recognised as an integral part of effective management practice and enables continuous improvement in decision-making.

2.7.1. Third Party Liability

As researched by a conference consultant, Skywalkers Conference and Training (2001), (an incident identified whereby people were forcefully trying to exit a nightclub in the U.S., which was on fire) the statement had been raised that no-one takes responsibility for any loss or damage caused to any persons. This triggers the following questions: whether the delegate could have negotiated this beforehand and was the delegate aware of this contract at the time of purchase. Skywalkers (2001) further states that the law could regard such a contract as prejudicial. It is further investigated whether the venue complied with existing laws, while it is further argued that if the municipality by-laws state that the owner is responsible for seeing that the fire escapes are kept clean and free of obstruction, then that accountability cannot be delegated.

Insurance broker members of the Exhibition and Event Association of Southern Africa places emphasis on public liability insurance, which is one of the most important and most common classes of insurance, which is overlooked by businesses and the MICE Industry (Meetings, Incentives, Conferences and Exhibitions). Public liability insurance,

as stated by Howell (2007), is based on negligence and will indemnify the Insured for legal liability arising from its professional business activities through damage to third party property and/ or personal injury to third parties. Kaleidoscope Entertainment Underwriters (2001) further states that the event manager waits for the third party to state a claim and prove the claim before responsibility is taken. As the event manager, you may not choose whether a claim is payable or not.

Burtenshaw (2007:31) reported that the Ellis Park soccer disaster, which took place in 2001, has claimed many people's lives when people were injured by stampedes. In the same year, 126 people died at a stadium in Ghana in West Africa and in the United Kingdom in 1989, 96 people died at a stadium gathering, causing widespread outrage and grief. Burtenshaw (2007:31) further stated that the implications for a mass disaster are great, particularly for the venue, event organiser and service providers who were involved in the event. A disaster such as the Ellis Park tragedy resulted in companies being sued for negligence., which is exactly why public liability insurance is so important within the MICE Industry.

2.8. Insurance Mandate

According to Howell (2007), insurance remains a grudge purchase within the Event Industry and stakeholders are not knowledgeable enough on insurance, especially with venue owners. Howell (2007) states that the remedy is to educate the industry about insurance and to take responsibility. According to Howell (2007), the mandate regarding insurance states the following:

1. The industry in South Africa remains relatively uninformed about the event industry. Much education should be undertaken in order for the risk factor to be understood.
2. There is limited insurance cover that the public sector adheres to as a matter of procedure. It appears that any claims are paid out following an enquiry, according to that Department's budget allocation.
3. A vast majority of event organisers remain unconcerned with the risk, which are individual to each event. Much Education and clearer explanations are required for this sector of the market.

4. As with event organisers, the number and types of risks are not appreciated by either the insurance industry or event organisers that are responsible for the event in question.
5. Most of the larger convention/conference centres have established procedures, however, it is questionable whether insurance requirements are strictly adhered to. No monitoring of insurance cover, per booking, is undertaken by either a city or town council or an accepted industry body.

Howell (2007) concludes the following:

1. Provide event managers with information on public liability insurance;
2. A draft white paper is needed on all insurance issues for events;
3. Public liability has now become an important element of concern; and
4. The cost of Public Liability Insurance should be placed directly onto the budget.

2.9. International viewpoint

Terry Waller, the Marketing Director of Coverex International in London, states that risk assessment should be done pre, mid and post event. Policies should be insured for event organisers. Waller (2007) has mentioned that a policy had not been issued to an insurer when 9/11 occurred and 7 months later, the client still did not have an insurance policy. Waller (2007) further states that a total cost of \$3bn (9/11) was lost in 2001 to the economy in the United States. Waller (2007) emphasises that contracts should be drawn up between the event organiser and the event venue. The following events mentioned with insurance compliance are the following:

1. The Greek Olympics, 2004;
2. Beijing Olympic Games, 2008;
3. Indian Commonwealth Games, 2010;
4. FIFA Soccer World Cup, 2010; and
5. London Olympic and Paralympic Games, 2012.

2.10. Insurance Coverage

According to Waller (2007), the average event organisation should have insurance coverage from 5 million to 10 million depending on the size and type of event. Furthermore, Waller (2007) goes on to state that a minor can claim insurance from the age of 21 up to 3 years. Clients can sue the event organiser, venue owner and subcontractor. Waller (2007) advises that the event organiser should handover the claim to attorneys and insurance brokers to deal with. Brewer (2007), executive chairperson of the Events and Technical Services Task Team, has stated that venues seem to be the problem, since they are not compliant with legislation.

According to a study by Singh (2006), insurance in sport events should be considered as an element of effective risk management. Singh (2006) further states that sport organizations use three main types of insurance management to protect themselves against loss, namely:

1. Insurance for property;
2. Insurance for liability protection when financial losses may occur from injury to persons or their property for which the organisation is liable; and
3. Protection against criminal activity that could lead to financial losses as a result of theft, fraud or illegal acts.

2.10.1. The Types of Insurance Cover required in sports events (Singh, 2006:4-5):

1. Loss of money;
2. Theft by employees;
3. Personal accident;
4. Travel Insurance;
5. Legal Liability;
6. Legal expenses; and
7. Professional indemnity.

Some examples that have claimed many people's lives were the Ellis Park tragedy and a spate of school rugby deaths (Singh, 2006).

Singh (2006) states that big events, such as the Olympic Games, are insured against failure and the malfunction of satellite broadcasts, electric supply, floodlights and television cameras. Organisers also buy cover against terrorist attacks and the non-appearance of teams owing to political disturbances.

Singh (2006) concludes that policy documents are legal agreements that should be written in legal terms and it is the responsibility of the insured to read these documents to ensure that the specific cover that they need, is not excluded.

2.11. Institute of Risk Management of South Africa (Amended 9 June 2004)

According to the Institute of Risk Management of South Africa (2005), the institute has implemented the following codes of conduct and ethics pertaining to the institute:

- To promote common interests continuing the risk management profession throughout the Republic of South Africa;
- To promote participation by the Institute in any business, profession or occupation carried on by any of its members;
- Provision of financial assistance or premises or services and facilities required by its members;
- Advancing the theory and practice of risk management in all its aspects;
- Preserving the professional independence of its members of the risk management profession at all times;
- Insisting on a high standard of professional behaviour by its members;
- Preserving and maintaining the integrity and status of the profession;
- Taking necessary steps to prevent dishonourable conduct and practices by its members;
- To consider and pass comment on actual or impending legislation in the Republic of South Africa, affecting the risk management profession;
- To apply, partition for or promote any Act of Parliament desirable for the enhancement of the profession of risk management;

- To promote and develop public relations programmes designed to inform the public about the risk management profession and to give a proper appreciation of its functions and problems;
- To organise, control and participate in national and international congresses of risk managers;
- To offer and provide information on risk management education and training interventions;
- To cooperate with and assist in a financial capacity universities, societies and regional associations, which provide education and training for persons wishing to qualify as risk managers;and
- To assist and collaborate with representative bodies of professional societies, institutes and associations outside the Republic of South Africa regarding the profession of risk management.

2.12. Disaster Risk Management

The City of Cape Town has established a Municipal Disaster Risk Management Framework (MDRMF) in relation to Section 42 (1) of the Disaster Management Act, Act 57 of 2002. The Municipal Disaster Management Framework (2006) states that each metropolitan and each district municipality should establish and implement a framework for disaster management within the municipality. The aim is to ensure an integrated and uniform approach to disaster management in its area. A Disaster Management Risk Structure as well as a Disaster Management Risk Assessment for Events has been established by the City of Cape Town which is outlined in Appendix D and E.

According to the Disaster Management Policy of 2001, disaster management is defined as a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures. These measures elaborate on the following important elements which are set out by the policy:

- Preventing or reducing the risk of disasters;
- Mitigating the severity or consequences of disasters;
- Emergency preparedness;
- Rapid and effective response to disasters; and
- Post-disaster recovery and rehabilitation.

2.12.1. Municipal Disaster Management Framework (MDMF)

The Municipal Disaster Management Framework aims to ensure an integrated and uniform approach by involving the following roleplayers:

1. Municipality and statutory functionaries of the municipality;
2. All municipal entities operating in its area;
3. All NGO institutions involved in Disaster Risk Management in its area;
4. The private sector;
5. A MDMF must be consistent with the provisions of the Disaster Management Act; National Disaster Management Framework (NDMF) and the Provincial Disaster Management Framework (PDMF).

2.12.1.1. Key Performance Areas (KPA's) of Municipal Disaster Management Framework (MDMF)

The City of Cape Town has developed four Key Performance Areas with specific objectives and key performance indicators:

Figure 2.5: Municipal Disaster Management Framework

Key Performance Areas	Objectives
1. Integrated Institutional Capacity for DRM	To establish integrated institutional capacity within the municipality to enable an effective implementation of disaster risk management policy and legislation.
2. Disaster Risk Assessment	To establish a uniform approach to assessing and monitoring disaster risks that will inform disaster risk management planning and disaster risk reduction that is undertaken within the municipality.
3. Disaster Risk Reduction	To ensure that all disaster risk management stakeholders within the municipal area develop and implement

	integrated disaster risk management plans and risk reduction programmes, in accordance with the MDRMF.
4. Response and Recovery	To ensure effective and appropriate disaster response and recovery within the municipal area by: Implementing uniform approach to dissemination of early warnings; Implementing rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

Figure 2.5: Source: City of Cape Town, Pillay (2006).

With the objectives identified, certain key areas have been established to implement these objectives:

Figure 2.6: Municipal Disaster Management Framework

Objectives	Key implementation areas
<p>1. Integrated Institutional Capacity for DRM</p> <p>To establish integrated institutional capacity within the municipality to enable effective implementation of disaster risk management policy and legislation.</p>	<p>1. Arrangements for the development of DRM policy through the establishment of:</p> <ul style="list-style-type: none"> - A Municipal Disaster Management Advisory Forum (MDMAF); - Inter-Departmental Planning & Risk Reduction Management Committee (DPRRMC); - Disaster Coordinating Team (DCT); - A fully resourced and funded Municipal Disaster Risk Management Centre (MDRMC); - Municipal Departments and Entities. <p>2. Arrangements for Stakeholder Participation and Engagement through:</p> <ul style="list-style-type: none"> - Establishment of community involvement;

	<ul style="list-style-type: none"> - Identifying NGO's, CBO's, FBO's areas of specialization, capacity, resources; - Establishing various categories of DRM volunteers. <p>3. Arrangements for regional, national and international cooperation for DRM through:</p> <ul style="list-style-type: none"> - Giving effect to the principle of cooperative governance between the various spheres of government; - Provision of Mutual Assistance Agreements where necessary; - Provincial Cooperation; - National Cooperation; - Regional Cooperation;and - International Cooperation.
<p>2. Disaster Risk Assessment</p> <p>To establish a uniform approach to assess and monitor disaster risks that will inform disaster risk management planning and disaster risk reduction undertaken within the municipality.</p>	<p>Disaster Risk Assessment and Risk Reduction Planning through:</p> <ul style="list-style-type: none"> - Identifying hazards and situations that require a Disaster Risk Assessment (DRA); - Undertaking DRA; - Selecting DRA approaches and methods; - Consolidation and classification of disaster risk information; - Generating a Disaster Risk Profile; -Monitoring, updating and disseminating risk information; - Conducting quality control.
<p>3. Disaster Risk Reduction</p> <p>To ensure all disaster risk management stakeholders within the municipal area;</p>	<p>Disaster Risk Reduction through:</p> <ul style="list-style-type: none"> - Disaster Risk Management Planning by producing levels 1,2 and 3 of DRM plans;

develop and implement integrated disaster risk management plans and risk reduction programmes in accordance with the MDRMF.	<ul style="list-style-type: none"> - Prioritize municipal disaster risks; - Identifying most vulnerable areas, communities and households; - Giving priority to protecting strategic infrastructure (life-line services such as water and electricity, etc).
<p>4. Response and Recovery</p> <p>To ensure effective and appropriate disaster response and recovery within the municipal area by:</p> <p>Implementing rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.</p>	<p>Disaster Response and Recovery through:</p> <ul style="list-style-type: none"> - Dissemination of early warnings; -Assessment, classification, declaration and review of a disaster; - Integrated response and recovery; - Relief measures;and - Rehabilitation and reconstruction.

Figure 2.6: Source: City of Cape Town, Pillay (2006).

2.12.2. An Events (Draft) Policy (2003) for the City of Cape Town

The Disaster Management team and the City of Cape Town have drafted an events policy to provide for the staging of and the public safety arrangements for mass events in the City of Cape Town. This draft policy of February 2003 aims to encourage safe mass events and to provide structures and processes, which should simplify staging events in the City of Cape Town (2003:2). The City of Cape Town is in the process of establishing a Cape Events Commission, which will facilitate and co-ordinate the application and approval or rejection process for staging events.

The Mass Events Draft Policy (2003:4) states that when staging events, an event organiser should adhere to stipulations of applicable legislation or policies, particularly the following:

1. Road Traffic Act 93, of 1996;
2. SA Police Services Act;
3. Occupational Health and Safety Act 85, of 1993;
4. Regulation of Gatherings Act 205, of 1993;
5. Disaster Management Act, of 2002;

6. National Building Regulations and Building Standards Act 103, of 1977;
7. Regulations Concerning Fireworks promulgated in terms of the Explosives Act 26, of 1956;
8. SABS 0400 – Application of the National Buildings Regulations;
9. SABS Codes dealing with Dangerous Goods;
10. City of Cape Town Community Fire Safety By-Law (2001);and
11. A policy of the City of Cape Town related to the approval of filming and photo shoots.

2.12.2.1. Event organisers should also adhere to legislation related to:

1. Nuisances;
2. Cleansing;
3. Noise;
4. Outdoor Advertising and Signage; and
5. Health.

The Cape Events Commission, whose primary objective is to position Cape Town and its surrounding region as the top business events destination in South Africa and Africa, strives to become a world leader in the market and to conduct comprehensive research on the business events (meetings, incentives, conferences, exhibitions) industry in Cape Town. The Events Commission is also expected to assist in accelerating job creation, skills transfer and transformation (EXSA, 2007). It is asserted by the City of Cape Town that the conference industry has been regarded as a R21 billion Industry within South Africa, however, research suggests that exhibitions alone contributes more revenue than this.

Cape Town is currently ranked as the 29th most popular city to host congresses and conventions internationally by the International Congress and Convention Association (ICCA), (City of Cape Town: 2007).

Scenario 1

The Community Chest Maynardville Carnival had a two day workshop on planning a risk assessment and risk analysis, which aligns the carnival with requirements of the Safety at Sports and Recreational Events Bill. A framework for the event plan was completed and accepted by the City of Cape Town Disaster Risk Management Centre.

Source: Community Chest Western Cape takes the lead in aligning event planning with the "Safety at Sports and Recreational Events Bill"
(www.dms-online.co.za/htm) [accessed 2008].

Scenario 2

Disaster Management Solutions (DMS) was conducted for the City of Cape Town. This was done to refine the City Disaster Management Plan and to sustain hazard risk assessments in their areas as a standard works-procedure. DMS focuses on laying foundations and building capacity rather than following a consultant approach.

Source: News room Disaster Management Solutions
(www.dms-online.co.za/htm) [accessed 2008].

Research shows that there are several Disaster Management companies that have been established, rendering their services to event organisations in order to assist them in aligning themselves and being compliant with proper risk management procedures, which were established by the City of Cape Town Disaster Management Centre (Disaster Management Solutions: 2005).

2.13. Cape Town 2004 Olympic Bid Assessment

The Cape Town 2004 Olympic Bid, a major international event was considered in terms of the risks encountered in hosting the games. A Strategic Environmental Assessment was conducted on the 2004 Olympic Games. The assessment indicated that there are a number of risks that are inherent in all Olympic events, which are difficult to manage effectively. These risks involve inaccurate budgeting, public debt, inappropriate transport infrastructure, construction of "white elephant" facilities, and the uneven allocation of benefits. The Cape Town Olympic Bid Committee conducted a Strategic Environmental Assessment and identified a number of risks that applied to the Cape Town 2004 Games, the most significant of which related to macroeconomic implications of the Games and public finance issues. There are specific risks that are associated with

achieving principles of employment and empowerment, spatial restructuring, nation-building and environmental sustainability (South Africa, The Olympics Assessment Team 2004:2).

2.13.1. Macroeconomic risks identified with the 2004 Olympic Games

Macroeconomic risks that were identified, were linked to the possibility of government sustaining a long term net loss as a result of the 2004 Olympic Games:

1. A probable need for government borrowing to finance expenditure has important financial implications.
2. As a result of inflation, there is likely to be a crowding out of lower return projects and a slowdown in fixed investment, particularly in the private sector, which increases a risk of reduction in real economic activity and GDP (Gross Domestic Product).
3. Short-term productivity losses associated with disruptions and distractions during the Games could contribute to a reduction in GDP and government revenue accruing from the Games.
4. An increase in foreign exchange earnings and the resultant appreciation of the Rand during the "boom period", associated with the Games, would have negative implications for the regional and national export sector, particularly small and medium exporters.
5. An optimistic level of foreign direct investment may not materialise, thereby reducing the overall increase in GDP. (South Africa, The Olympics Assessment Team 2004:4).

2.13.2. Public finance risks identified within the Bid assessment

1. The importance of government management of public finances for the success in developing the Cape Metropolitan Region's infrastructure.
2. Having to borrow money to finance Games-related investment could compromise the government's current policy regarding public funds.
3. Games-related expenditure in the Cape Metropolitan Region means that funding is directed away from RDP-type basic needs spending and from the rest of the country. Therefore, hosting the games may impact on the ability of government to meet other strategic, developmental and financial objectives.
4. A risk to the public finance system is further increased by the fact that South Africa has a relatively small, developing economy with a limited tax-base on which there are diverse demands.

5. The difficulty of accurately estimating costs and containing inflation, raises the risks of increased costs.
6. Local governments in the Cape Metropolitan Region are expected to contribute a significant amount to finance direct and indirect costs of the Games. A lack of adequate financial planning may increase the risk of higher rates and unstable local government taxes.
7. A development of competition facilities to the International Olympic Committee standards and high maintenance costs, may make it difficult to ensure long-term sustainability after the event, which may result in venues becoming “white elephants” (South Africa, The Olympics Assessment Team 2004:4).

The Olympics Assessment Team (2004:4) elaborated on opportunities for the involvement of small, medium and micro enterprises (SMMEs), which may be optimistic, however, barriers could exist, preventing effective involvement at higher levels. The risk of spatial restructuring in certain areas could result in a displacement of lower income groups as a result of property upgrading and urban renewal and the likelihood of property and rental price increases. (South Africa, The Olympics Assessment Team 2004:4).

2.14. Safety Guidelines for the South African Exhibitions and Events Industries (EXSA)

Every event and exhibition organiser should be advised to take note of and implement necessary actions as outlined by national and statutory laws and regulations that govern safety, risk and disaster management of public events. These are outlined below:

Figure 2.7: Disaster Management Act, No. 57 of 2002

The Disaster Management Act, No. 57 of 2002

It is imperative that event organisers implement risk assessments for each event to minimise possible risks. Disaster Management experts advises on the following disaster management plan:

1. Undertake a hazard and risk analysis to identify possible types of public disasters at (a) the event and (b) within the proximity of the venue that can impact on the event.
2. Identify all potential roleplayers that may or would have to be called should any of the potential disasters occur.

3. With those roleplayers identified, determine (a) what each role-player's primary role would be and (b) what each role-player's secondary role could be.
4. Determine what each roleplayer would require to fulfil the primary role.
5. If support from external roleplayers is required (for example, traffic officials to ensure that access roads are open for emergency vehicles), the event organiser should arrange sessions either through the venue owner directly to finalise such requirements, as part of the planning process.
6. Ensure that all roleplayers take written ownership of the agreements of their primary roles and that other roleplayers understand and accept them.
7. Draw up joint plans for identified hazards and risks.
8. Identify realistic and possible mitigation or prevention projects and strategies that could minimise or prevent adverse consequences from occurring.
9. Identify the various roleplayers to implement these mitigation or prevention projects and strategies.
10. Implement and monitor joint plans and mitigation projects and strategies.
11. Identify a possible command post or coordination facility and roleplayers to take charge or coordinate the implementation of joint plans and mitigation projects and strategies.
12. Revise all plans at regular intervals and projects and strategies.

Figure 2.7: *Source: Safety and Security Guidelines, <http://www.exsa.co.za/exsa/exhibitionarticle.html> [accessed 2007].*

It is further stated that as an event organiser of an event it is imperative that all aspects regarding safety, security and disaster management should be evaluated and that the roles and responsibilities are in detail and that a document be developed to manage safety at the event (EXSA:2007).

Figure 2.8: Emergency Management Services

Emergency Management Services

The following items are examples of what is required and appear on the Disaster Management plan:

1. Adequate entrances and exits for emergency vehicles.
2. Parking areas for private vehicles, which should be addressed to minimise the risk of fire spread.

- 3.** Adequate means of escape to evacuate premises to a safe area for people present.
- 4.** Escape doors and all exits should be clearly indicated with photo luminescent signage, and doors to have approved locking devices approved by the local authority. Escape routes should be unobstructed and people should be able to walk safely along clearly recognised routes, by own unaided effort.
- 5.** Fire equipment should be clearly indicated, mounted and serviced annually. All fire equipment should conform to SABS standards.
- 6.** Emergency lighting: in addition to normal lighting arrangements, emergency lighting should be provided as determined by the fire safety representative.
- 7.** Manually activated audible alarm systems should be in accordance with S.A.B.S0139.
- 8.** Electrical certificate of all electrical work completed should be handed to the Safety Official for the event, including temporary and permanent installations.
- 9.** Electrical cabling should be covered with an approved ducting method ground level. Overhead cabling should be at least 2.1m high.
- 10.** Structural engineer should certify all structures including marquees, stands, screens, suspended lights and sound equipment.
- 11.** All combustible wood and additional material should be used for décor draping, curtains, partitions, and floor, wall or roof coverings when required and should be treated with a flame retardant. A certificate of proof should be presented to the Fire Safety Official.
- 12.** Local authority “Fire Safety” regulations may limit the number of coverings used for décor and prohibit their use in certain locations on additional fire protection measures.
- 13.** Special effects and Pyrotechnics: written application with a site plan should be submitted to Local Authority Fire Safety officials.
- 14.** If barriers or collapsible fencing are used, the Fire Safety Official should be consulted as to the requirements.

Figure 2.8: *Source:* Safety and Security Guidelines, <http://www.exsa.co.za/exsa/exhibitionarticle.html> [accessed 2007].

The South African Exhibition and Events Industries (2007) assert that it is important that all roleplayers, stakeholders, contractors and suppliers should understand their involvement within the disaster, safety and risk assessment for the event. It is crucial to establish key drivers and actions, which ensure that safety, risk and disaster management are evaluated for the event. These actions and tasks should be assigned to ensure that the policy document achieves its aims.

2.14.1. The Occupational Health and Safety Act, No 85 of 1993 (OHS ACT)

According to the South African Exhibitions and Events Industries (EXSA: 2007), the OHS Act has been promulgated to ensure working environments with premises and venues to which the public has access and are kept safe and healthy. The OHS Act has been summarised as follows:

1. To enforce the implementation of the Act and its regulations in order to safeguard workers, contractors, employees and the public who may adversely be affected by working activities.
2. To establish legislative structures that will prevent injuries and incidents including reducing incidents of machinery breakdown and fire.
3. To prevent a working environment that could damage or harm surrounding properties and people.

According to the Occupational Health and Safety Amendment Act, No 181 of 1993, risk means a probability that injury or damage will occur and the word “safe” means free from any hazard (South Africa, 1993:4).

The Amendment Act, No 181 of 1993 outlines certain duties of the organisation or employer whereby every employer shall provide and maintain a working environment that is safe and without risk to the health of its employers. The Act (subsection 1) implies providing information, training and supervision to ensure the health and safety of employees at the organisation (South Africa, 1993:8). The Amendment Act, No 181 of 1993 asserts that Health and Safety representatives to organisations review the effectiveness of health and safety measures; identify potential hazards and major incidents, and examine the causes of incidents within the organisation (South Africa, 1993:13). It is further stated that the Health and Safety representative should visit the site of the incident; attend any inspection at the site and investigation, with the approval of the organisation (South Africa, 1993:13).

2.14.2. With reference to Standards South Africa (SANS,10366:2006), a division of the South African Bureau of Standards (SABS), Health and Safety has become an important focus at Live Events:

- The South African National Standard specifies minimum requirements for an individual or organisation planning, organising and staging a live event;
- It specifies health and safety management;
- It identifies required control and management processes and services;
- Most importantly, the SANS provides practical guidance in helping event organisers to manage crowds' safety in a systematic way to ensure the safety of those attending and those involved with organising the event;
- Legislation states that self-employed people who work under the control and direction of others, are required by law to be treated as employees for health and safety purposes.

2.14.3. Safety at Sports and Recreational Events Bill 2004

Safety at Sports and Recreational Events Bill, which was drafted in 2004, is focussed on the following elements that are crucial to large events on a macro-assessment scale:

- A Safety and Security Plan should be established by the event organiser, venue or stadium owner in consultation with the National Event Inspectorate and the South African Police Services Special Purpose committee. It is stated that the Safety and Security Plan should be applicable to the assessment of the venue. This is dependent on the nature of the event, the proposed event plan, the capacity of the venue and past event data.
- It is asserted that the assessment of the venue should take security policies, plans and procedures into consideration. The importance of the assessment of the venue is based on the following essential criteria which is outlined by the Bill:
 - Venue safety measures (Section 20 of the Bill);
 - Venue medical facilities (Section 21 of the Bill);
 - Venue security measures (Section 22 of the Bill);
 - Deployment of security and Emergency Management Services (EMS) at the event;
 - Venue Operations Centre (VOC) (Section 26 of the Bill);
 - Alcohol Control (Section 31 of the Bill);
 - Tobacco usage control (Section 32 of the Bill);and

- Venue vendor and Safety and Security policy (Section 35 of the Bill).
- Safety at Sports and Recreational Events Bill of 2004 outlines the importance of Venue Safety and a Security Training Plan in terms of :
 - State Security of Services;
 - Private Security Services;
 - Emergency Management Services and essential services;
 - Volunteers and Stewards;
 - Vendors and Corporate Hospitality officials; and
 - All officials.

2.15. 2010 FIFA Soccer World Cup

The South African Government is committed to making the 2010 tournament the best African World Cup, and will deliver on all commitments to FIFA. According to the South African Government, the World Cup will be used to contribute to the growth and development of South Africa. It is estimated that a budget of six hundred and sixty-six million rand will be allocated for Safety and Security. The South African Government asserts that the 2010 World Cup will be a catalyst for faster economic growth and to achieve development goals (South Africa, Government Communication and Information System, 2007:1-6).

The Department of Environmental Affairs and Tourism has focussed on waste management, water and energy conservation, sustainable architecture at stadia, carbon offset and public awareness campaigns. The South African Government has assured environmental health of venues, including stadia, hotels, official venues and fan parks. This further includes food standards, sufficient and safe water, sanitation and waste management (South Africa, Government Communication and Information System, 2007: 7-17).

Compliance with legislation and local and international health regulations by visitors entering South Africa, will be controlled at all ports of entry, by air, land and sea. The South African Government has established contingency plans in conjunction with the South African Police Service, National Intelligence Agency, fire services and disaster

management services (South Africa, Government Communication and Information System, 2007: 17-18).

In terms of Safety and Security, South Africa has hosted several global gatherings such as the World Summit on Sustainable Development (WSSD) in 2002, the Rugby World Cup in 1995, the African Cup of Nations in 1996, the All Africa Games in 1999 and the Cricket World Cup in 2003. South Africa has pioneered a security model for the WSSD that has been acknowledged as a new international benchmark and was adopted by the United Nations as its model for large events (South Africa, Government Communication and Information System, 2007: 21). The 2010 FIFA World Cup is further elaborated in Chapter Three.

2.16. Conclusion

The need for documentation is important in order to provide a risk assessment, as well as a healthy and safe working environment at the event. It is important to identify the organiser's viewpoint on how safety and disaster should be managed at the event (EXSA, 2007). The Safety and Disaster Management Policy, therefore, should ensure the safety of employees, exhibitors, visitors, contractors and dignitaries and ensure minimum damage at the event. This can be achieved by abiding with operational plans and policies which are outlined by certain safety and security departments.

Compliance with necessary policies and legislations which have been established by government, will ensure an efficient and effective reduction and management of risks, as well as an implementation of these risks. Research has been conducted on this study in order to determine whether there are appropriate established policies and legislation, and whether they are applicable and are applied by the Event Industry in Cape Town.

Chapter Three provides an indepth approach on the City of Cape Town and its Events (Draft) Policy, which has currently been reviewed and discussed. The City of Cape Town works closely with the 2010 FIFA World Cup and much focus is on the Event Industry which will attract 25 to 28 billion visitors to our shores.

Chapter Four provides an indepth discussion on the Event Management Body of Knowledge (EMBOK) and the formulation of a Risk Management Framework in the City of Cape Town and how beneficial it will be for the Event Industry.

An interpretation of research design and methodology is undertaken in Chapter Five, which provides an understanding of the importance of the data that was used in the research.

Chapter Six provides an analysis and interpretation of the findings with a sample size , which targeted 350 event stakeholders categorised by event organisations, event practitioners, event stakeholders, event venues and event students. An analysis of the findings would be determined by means of the Statistical Package for Social Sciences (SPSS). An interpretation of the findings will result in the outcome of new information which is significant to the research.

Chapter Seven focuses on recommendations and what would be deemed necessary to develop new strategies and means to manage risks in the Event Industry in the City of Cape Town.

CHAPTER THREE

THE CITY OF CAPE TOWN AND THE EVENT INDUSTRY

3.1. The City of Cape Town and the Events (Draft) Policy 2008

3.1.1. Introduction

Hosting events is an important part of the City of Cape Town's competitive marketing strategy, since events play an important role in modern cities to enhance cultural and social cohesion in communities, support urban rejuvenation and economic growth. Furthermore, communities are central in making events successful (City of Cape Town Events (Draft) Policy, 2008:2).

According to the City of Cape Town Events (Draft) Policy (2008:5), the policy seeks to use events in a proactive, creative and inclusive manner in order to promote and further develop Cape Town in the following ways:

- A multi-dimensional, national and international, event-friendly city and an all-round destination which supports, celebrates and complements Cape Town's unique identity and profile;
- Recognition of its communities and impact of events on these communities;
- Developing the city as the highest standard of safety and integrated management;
- Developing the city where an importance of events is acknowledged as a major economic and social development driver;
- Developing the city where events become a major important economic driver to the Gross Domestic Product (GDP) of the local economy;
- Developing the city where events is a major contribution to experience and place through sport, recreation, arts and culture;
- Developing a city where events are developed and managed by contributing to sustainable development and responsible use of natural resources;
- Developing a city that actively seeks opportunities and challenges for new events that support the vision for events in the city and assist in making use of events venues and assets.

3.1.2. Aims of the City of Cape Town Events (Draft) Policy 2008

According to the City of Cape Town Events (Draft) Policy (2008:2), which was drafted by the City of Cape Town, the policy provides a framework and direction for various role-players, processes and the events calendar.

Establishment of the Events Policy aims to:

- Create support by the City of Cape Town in the coordination and collaboration between role-players;
- Promote partnerships; and
- Facilitate an appreciation of the requirements, expectations and responsibilities of all concerned.

3.1.3. Objectives of the City of Cape Town Events (Draft) Policy 2008

According to the City of Cape Town, the Events (Draft) Policy (2008:5) is a strategic framework, which focuses on the following objectives:

- The Strategic Framework provides direction for current and future events, processes and the events calendar of Cape Town;
- The Framework identifies a consistent, proactive and integrated approach to events processes and management;
- The Framework determines the level of involvement by the City of Cape Town in hosting events;
- The framework establishes the City of Cape Town as the authority for the approval of events and as a controlling body for events within its jurisdictional area.

The level of involvement by the City of Cape Town in hosting events is determined through the following factors (City of Cape Town Events (Draft) Policy, 2008:5):

- Approval of hosting events by using a consistent decision-making framework and tools to assess proposals and plans related to events;
- Collaborating the City's financial and logistical support to those events that can facilitate strategic benefits to the city and its citizens;
- Ensuring the highest standards of health and safety for all events with the involvement of public interest.

3.1.4. Strategic Objectives of the City of Cape Town Events (Draft) Policy 2008

The City of Cape Town focuses on strategic implementation of the Events Policy with reference to the following objectives (City of Cape Town Events (Draft) Policy, 2008:8):

- Strategic development and hosting events should deliver real social and community benefits;
- The strategy should actively support the city's economic growth and maximise income generating opportunities;
- Events should be used to market and showcase Cape Town as a global destination and its service delivery, enhance and further build the City's brand and preserve its reputation;
- Events should build and support small businesses and create opportunities for communities;
- Events should build civic pride and social inclusion;
- It is asserted that Events Management should support and position Cape Town in a positive way, use and create partnerships with all spheres of government, agencies, community and business associations;
- The capacity of Cape Town to lead and support events is crucial and systems and procedures should be established to ensure effective and efficient co-ordination, alignment, communication and planning for events.

3.1.5. Strategic Positioning of the City Events Portfolio 2008

The City of Cape Town focuses on its strategic positioning in the Events Industry with reference to the following objectives (City of Cape Town Events (Draft) Policy, 2008:8):

- A coordinated and cooperative approach to programming and staging events will be taken by the City of Cape Town, dependant on the scale of the event and the resources available by the City;
- A calendar of events will be used to actively plan and support events with a range of stakeholders;
- The events calendar will be linked to key marketing and strategic focus areas and will be guided by and aligned with strategic objectives from the following government departments:
 - Department of Environmental Affairs and Tourism;
 - Department of Economic Development and Tourism;

- Department of Arts and Culture;
 - Department of Sport and Recreation; and
 - Department of Communications.
- The City Events calendar will address the issue of seasonality, the city's positioning as a 365 day events destination and will support the City's Mayor and Cape Town Iconic events.
 - The calendar should cover a range of various events which manage the impact on resources.

3.1.6. Legislative Requirements 2008

Some of the main legislative requirements considered by the City of Cape Town (2008:8) will be:

- Safety at Sports and Recreational Events Bill of 2007;
- Liquor Act No 53, of 2003;
- Health Act No 61, of 2003;
- Disaster Management Act No 57, of 2002;
- Fire Brigade Services Act No 99, of 1987, as amended No 14 of 2000;and
- Deeds Registries Act as amended No 93,of 1998

It is further asserted that the City of Cape Town will develop an Events By-Law in order to provide the authority and framework , which supports events compliance. Specific mechanisms will be used to manage non-compliance.

The City of Cape Town and its role in the Event Industry 2008

The following necessary roles have been outlined for the City of Cape Town:

- Initiation of an event;
- Bidding of an event;
- Development of an event;
- Hosting of an event;
- Partnering as part of an event;
- Approval, monitoring, compliance of an event; and

- Monitoring and evaluation of the return on investment (ROI) of an event to the City of Cape Town, socially and economically.

3.1.8. Initiation, Development and Hosting of Events

According to the City of Cape Town Events (Draft) Policy (2008:9), the City will implement the following processes:

- Initiate, develop and host events to support the achievement of its strategic objectives and service delivery;
- The initiation process will be guided by the City's and Departmental strategic and developmental objectives;
- Relevant stakeholders will be consulted and coordinated during the event's development and hosting process;
- Any events initiation, development and hosting proposals should be considered by the Strategic Events Coordination Committee (SECC) before proceeding.

According to the City of Cape Town Events (Draft) Policy (2008:12), the City of Cape Town Events Operational Manual will outline all the event processes that are required for the submission and consideration of an event application.

The following timeframes have been proposed by the City of Cape Town:

Table 3.1: Timeframes for the size and type of event

Size	Crowd Size/ No of Participants	Minimum time before an event to submit an application to the City
Small	1-2000	10 working days (2 weeks)
Medium	2001 - 5000	15 working days (3 weeks)
Large	5001 - 10000	20 working days (1 month)
Very large	10001-above	3 months (preferably 6 months)
Application for a liquor licence at an event		21 working days

Table 3.1: Source: Timeframes: size and type of event (adapted from City of Cape Town Events Policy, 2008: 12).

3.1.9. The Event Plan established by the City of Cape Town Events (Drafts) Policy 2008

According to the City of Cape Town Events (Draft) Policy (2008:13), an Event Plan is required from the event stakeholder, which consists of certain application requirements:

- Description of the event;
- Event Programme;
- Layout of the event;
- Transport Management Plan;
- Emergency Plans;
- Vendors/ Caterers;
- Health requirements;
- Application of Compliance;
- Services requirements;
- Event Communication Plan;
- Environmental Protection Plan;
- Community Participation Plan;
- Indemnity Forms; and
- Public Liability Insurance.

3.1.10. Consultation on events

In terms of the event, consultation will vary according to the different type, size and impact, (City of Cape Town Events (Draft) Policy, 2008:13). It is stated that the City will advise the applicant (event organiser) on the consultation process that should be followed for the event application. The City of Cape Town will consult with communities pertaining to the types of events that are applied for.

3.1.11. Events Approvals

According to the City of Cape Town Events (Draft) Policy (2008:14), the Events Coordination Committee can approve or reject an application to stage an event, dependant on the following criteria:

- Alignment with the City's strategic events policy objectives;
- Adherence to the City's policies, legislation and by-Laws;
- Impact of the event on the event environment and communities;

- Safety and Risk Management of events;
- Impact of events planned and approved in the City of Cape Town;and
- History of the event, event organizer and event venue.

The Events Coordination Committee can reject applications to stage an event on the following bases:

- An incomplete Event Plan or Event Proposal and submitted for approval;
- Non-approved Event Plan;
- An incomplete Event Application;
- An Event Plan that is not submitted on time;
- An Event organiser who has a previous record of unethical behaviour and non-compliance;
- Failure to comply with the necessary relevant legislation;and
- Nuisance, health and noise concerns.

It is re-iterated by the Events (Draft) Policy (2008) that events may not proceed unless the event stakeholder has a receipt of a City of Cape Town Events Permit, which should be kept with the event stakeholder at all times.

3.1.12. Events Funding

According to the City of Cape Town Events (Draft) Policy (2008:15), it is the responsibility of the City to provide financial support and funds should be budgeted for. It is asserted that the City will only support or contribute partially to the event and events will be self-funded. There will be uniform financial processes and tariffs for events.

3.1.13. Contracts

According to the City of Cape Town Events (Draft) Policy (2008:16), the support of the City requires a formal Memorandum of Understanding (MoU) or a legally compliant document. It is agreed by the Events (Draft) Policy (2008) that an event permit is issued for an event that states specific and general conditions, which will be a binding contract between the City and the Event stakeholder. It is further agreed upon that events should be monitored and that non-compliance will be managed through the City's processes

including damage claims, letters of non-compliance and retention of a record of non-compliance by Event stakeholders.

3.1.14. Events Risk Management

According to the City of Cape Town Events (Draft) Policy (2008:17), the City is committed to devising and implementing management techniques, plans and procedures in order to evaluate risks so that appropriate measures are implemented by Event Organisers.

The following aims for the safety and security of events will be implemented (City of Cape Town Events (Draft) Policy, 2008:17):

- Systems approach to event safety management;
- Multi-disciplinary and multi-sectoral engagement;
- Hazard identification and risk vulnerability assessment approach;
- Events by Law to specify minimum requirements to stage live events;
- Monitoring, measuring performance and evaluating event plans;
- Formal approvals/ rejection procedures;
- Promoting training and development in event safety management.

3.1.15. Communication and Education

According to the City of Cape Town Events (Draft) Policy (2008:17), a communication framework and protocols will guide the City's communication, which is processed around events. It is further stated that every event is required to have an appropriate communication plan, which will be assessed by the City's Communication.

3.1.16. Monitoring and Evaluation of Events

According to the City of Cape Town Events (Draft) Policy (2008:18), the City of Cape Town will develop a monitoring and evaluation checklist to assist the City and event stakeholders to monitor all events. A written executive summary of an event evaluation should be received by the City of Cape Town within three months after the event. This summary will entail the following key issues:

- Event description and goals;
- Event attendance per day;
- Number of resident and non-resident attendees;
- Number of repeat attendees for multi-day events;
- Number of bed-nights generated;
- Average length of stay per event visitor;
- Average spending per visitor in Cape Town;
- Media coverage of the event;
- Description of social and cultural benefits;and
- Problems and challenges faced.

In conjunction with other City services, the City of Cape Town Events office will perform an event audit, calculating the City's return on investment (ROI) and cost-benefit ratio, deliverables, outcomes and social and cultural benefits, (City of Cape Town Events (Draft) Policy, 2008:18).

A Business Plan for 2010 (2006) was drawn up by the City of Cape Town and the Western Cape, which highlights infrastructure, services, support, as well as special projects that are underway for 2010.

The 2010 Business Plan highlights a multi-billion rand investment in a world-class purpose stadium, improved transport systems, infrastructure and extensive preparations for the event. It is stated by Premier Ebrahim Rasool that this business plan is a blueprint of commitment and hope for the people of Cape Town and the Western Cape and will require determination and hard work to ensure success. Premier Rasool further asserts that the rewards will be a lifetime experience, which will create several opportunities and will give Cape Town's infrastructure a major boost (sa2010, 2006).

3.2. 2010 FIFA World Cup

The 2010 FIFA World Cup Organising Committee is a non-profit company, which is incorporated under Section 21 of the Companies Act. It is responsible for the organisation of the World Cup tournament and brings together African football administrators, the Government and representatives of business and labour on its board, (Government Communications and Information Systems, 2007:8). Furthermore that

National government is responsible for the delivery of 17 guarantees given by FIFA. Some of the guarantees that require legislation to be passed by parliament are:

- The 2010 FIFA World Cup South Africa Special Measures Act; and
- Second 2010 FIFA World Cup South Africa Special Measures Act.

These guarantees were passed in 2006 and will be effective for the World Cup period.

3.2.1. An African Legacy

According to FIFA it is the first time in 101 years that the World Cup was awarded to an African country. South Africa is representative of South Africa, as well as the entire African continent, (Government Communications and Information Systems, 2007:2).

The South African Government (2007:2) further asserts that the African Union (AU) is fully supportive in making the 2010 an event for the African continent. The South African Government further collaborates and contributes to the African Legacy in the areas of:

- Peace and nation-building;
- Football support and development;
- Environment and tourism;
- Culture and heritage;
- Communication;
- Information and communication technology; and
- Continental security co-operation.

3.2.2. Growth and Development

The 2010 World Cup will be a catalyst for faster economic growth and development, (Government Communications and Information Systems, 2007:4). As a catalyst for growth and development, the South African Government will ensure that hosting the tournament creates opportunities that can be accessed by all South Africans.

In ensuring these opportunities, the South African Government has been mandated to accelerate economic growth by reducing poverty and unemployment by 2014. This will

be achieved by working through the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), (Government Communications and Information Systems, 2007: 5).

AsgiSA aims to increase growth to an average of 4.5% until 2009 and 6% in 2010 by means of the following:

- R134 billion investment in infrastructure, including preparations for 2010;
- Focus on strategic sectors with a potential for fast job-creating growth;
- Ensuring that the country has the skills that it needs;
- Creating opportunities for those who are marginalised in the second economy;
- Maintaining the policies that have brought macroeconomic stability; and
- Improving government's capacity to deliver.

3.2.3. Investment in 2010

According to the South African Government, public money is being invested in World Cup projects that will help to achieve existing government objectives and development goals. National government has directly invested R17.4 billion in infrastructure in the World Cup between 2006 and 2010. In total, South Africa will be investing more than R400 billion in the country's infrastructure, from rail-freight services to energy production, communications, airports and other ports of entry, (Government Communications and Information Systems, 2007:6).

Table 3.2: Highlights of 2010 Budget

INFRASTRUCTURE	BUDGET
Transport and supporting infrastructure	R9 billion
Stadia	R8.4 billion
NON-INFRASTRUCTURE	
Sport and recreation	R379 million
Arts and culture	R150 million
Safety and security	R666 million
Health	R286 million

Table 3.2: Source: 2010 South Africa is ready (adapted from Government Communication and Information Systems, 2007: 6).

The following forecasts have been provided by the South African Government (2007:7):

- 2010 FIFA World Cup will contribute R51.1 billion to the Gross Domestic Product (GDP) of South Africa between 2006 and 2010.
- The World Cup is producing multi-billion-rand hotel developments across South Africa including investments such as Dubai World, Intercontinental Hospitality Group, Starwood Hospitality Group and Resorts Worldwide.
- It is said that 2010 will be the first World Cup whereby non-hotel accommodation will be used. This, in turn, provides business opportunities for guest houses and bed and breakfast facilities.
- The World Cup will create opportunities for small, medium and micro-enterprises (SMMEs) who should register with MATCH, which is contracted by FIFA.
- Grading of SMME's is required whereby the Department of Environmental Affairs and Tourism (DEAT) has invested R200 million to assist in the grading process.
- The process of "greening 2010" is a responsibility of DEAT, which includes waste management, water and energy conservation, sustainable architecture at stadia, carbon offset and public awareness campaigns.

3.2.4. Health and Medical Services

Health and medical services is key to the 2010 World Cup and the Department of Health has developed the National Emergency Medical Services Strategic Framework (NESF) which is said to enhance emergency medical services (EMS) over the next five years.

The National Emergency Strategic Framework (NESF) will focus on the following key areas (Government Communications and Information Systems, 2007:19):

- State-of-the-art communication centres which will be established in major centres within each province with a budget of R37 million;
- Medical helicopter services will be established at a cost of R27million;
- Over the next three years, 450 vehicles in excess of 200 000kms will be replaced at a cost of R135 million;
- An upgrade of emergency centres for the World Cup at a cost of R8 million;
- Emergency personnel will be provided with higher-level training to increase the ability of staff to provide immediate care at on-site emergencies.

3.2.5. Safety and Security

It is re-iterated that the South African Government has assured the safety of international visitors to the 2010 World Cup. It is further re-iterated that South Africa will work closely with international agencies. There will be an estimated number of 31000 police officers for the 2010 World Cup. Courts will be available 24 hours, seven days a week, to ensure access to justice during the event. It is asserted that police teams will patrol and focus on FIFA accommodation establishments, stadia, fan parks, restaurants and tourist attractions. Furthermore, state-of-the-art information and communications military technology will be used, as well as an estimated fleet of 40 helicopters, will be available (Government Communications and Information Systems, 2007:21).

3.2.6. Sports Development

It is emphasised that sport clubs are an important element to develop organised sport. The South African Government will focus on developing sports clubs in the disadvantaged communities, including rural areas, while relevant training will be provided to local enthusiasts in club administration, refereeing and coaching skills (Government Communications and Information Systems, 2007:22). Volunteers will assist in the 2010 World Cup and will focus on football matches for the Confederations Cup in 2009 and 2010 World Cup. Volunteers will be given special training with the aim of providing them with training and experience in specialised areas such as media, protocol, transport, hospitality, tourism, safety and security, health and communication.

3.3. Conclusion

The 2010 FIFA World Cup will be held in nine cities in South Africa for a month, with an estimated 25 to 28 billion people expected to attend South Africa. This event provides the City of Cape Town with an opportunity to improve its infrastructure and marketing strategies (2010 FIFA World Cup, 2008). The City expects post 2010 Cape Town to become a much more desirable destination for meetings, incentives, conferences and exhibitions (MICE) or Business Industry. This will be a lasting legacy for Cape Town.

According to a media release by the City of Cape Town (2007), Cape Town has beaten New York to top the list of long-haul destinations which are favoured by UK-based events agencies. It is further asserted that the Cape Town Conventions and Events

Bureau has won six international conferences that is estimated to bring over 10 000 delegates to the Western Cape, investing over R116.8 million into the local economy. The six conferences will take place over a period of seven years, including the International Congress of Psychology in July 2012.

According to the City of Cape Town, Cape Town is ranked as the best city in Africa and the Middle East region by a Travel Magazine in New York, USA. It is further re-iterated by Mr Mohamed, the City's Executive Director for Economic, Social Development and Tourism, that Cape Town has beaten popular Middle Eastern and European destinations such as Dubai and Paris. It is further added that the strengths of the city lies in its natural beauty, arts and cultural diversity.

Chapter Four provides an indepth interpretation of the Event Management Body of Knowledge (EMBOK) and discusses the relevance of EMBOK to the Event Industry. The chapter further emphasises relevance of the formulation of a Risk Management Framework with the guidance of EMBOK for the City of Cape Town and the benefit of this framework to the City of Cape Town Events (Draft) Policy.

Chapter Five provides an overview of the research design and methodology, which was undertaken for the study and Chapter Six is an outline of the research analysis and interpretation of the findings from the research that was undertaken. Chapter Seven provides recommendations that have a relevant impact and contribution to the study.

CHAPTER FOUR

THE FORMULATION OF A RISK MANAGEMENT FRAMEWORK FOR THE EVENT INDUSTRY IN THE CITY OF CAPE TOWN

4. 1. Introduction

According to Silvers (2005), Event Management has been described as an “emerging profession”. According to research, there has been no Risk Management Model or Framework within the Events Industry other than the model established by the Event Management Body of Knowledge (EMBOK). As mentioned in Chapter Three, the City of Cape Town has developed an Events (Draft) Policy to promote and further develop Cape Town into a successful events destination.

4.2. Event Management Body of Knowledge (EMBOK)

The Event Body of Knowledge is an organisation that provides the Event Industry with a holistic framework and a logical and systematic approach to the management of risks, which surrounds events of all types and sizes (Silvers, 2005:1). It is further explained that the Event Management Body of Knowledge will lead the event management industry from a discipline or “emerging” profession into a “legitimate” profession which is recognised as requiring and offering expertise and specialised knowledge (Silvers, 2005).

Silvers *et al.* (2004) devised a conceptual Risk Management Framework Model for the EMBOK. This model provides a three-dimensional approach to Event Management and risk management for events. It is a comprehensive model, which consists of four facets: the EMBOK model provides a logical and systematic approach to the management of risks that surround events of all types and sizes (Silvers, 2004). As an International Model, the EMBOK framework serves as a point of reference for event organisers, educational institutions, sponsors, regulatory agencies, quality assurance and competency worldwide (Silvers, 2004).

Figure 4.1: Event Body of Knowledge Project

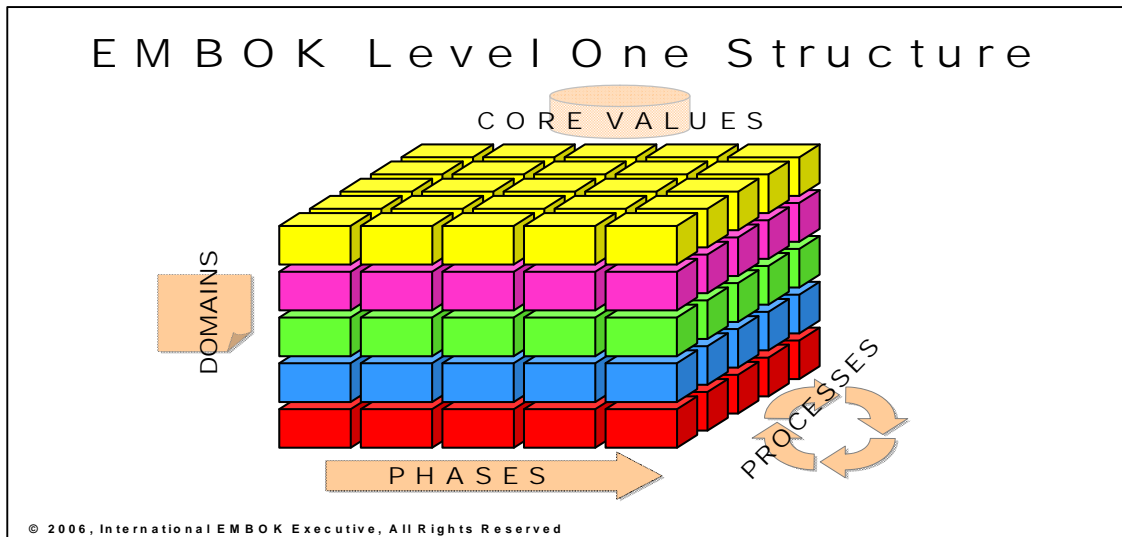


Figure 4.1: Source: *Event Management Body of Knowledge Risk Management Framework* (Silvers, 2004)

- **Phases** (Initiation, Planning, Implementation, Event, Closure)

Phases illustrate the sequential nature of Event Management, which highlights the criticality of time in any event project. Effective risk management relies on engagement at each juncture throughout the event project from inception to completion (Silvers, 2004).

- **Processes** (Assess, Select, Monitor, Communicate, Document)

Processes are a sequential and iterative system that promotes a dynamic approach to the changing nature of events and risks that emerge. Risk management should be an ongoing and dynamic activity because risks that surround meetings and events are constantly emerging, growing, subsiding, changing and fluctuating in terms of urgency and priority (Silvers, 2004). It is further stated that the risk management process should also be proactive and cyclical in facilitating communication, forecasting and forward planning.

- **Core Values** (Continuous Improvement, Creativity, Ethics, Integration, Strategic Thinking)

Core values specify those principles that should be applied to all decisions regarding every element, phase and process to ensure that these decisions facilitate successful and sustainable outcomes. It is equally important to infuse all risk management decisions with these decisions with the same fundamental values (Silvers, 2004).

- **Domains** (Administration, Design, Marketing, Operations, Risk)

Each domain represents an overarching area of activity, which may reflect an organisational structure or a modularised category for study or analysis. This structure facilitates a development of systems and documentation that is required for disciplined and thorough management of events and the risks which surround them (Silvers, 2004).

Figure 4.2: Event Management Body of Knowledge Project

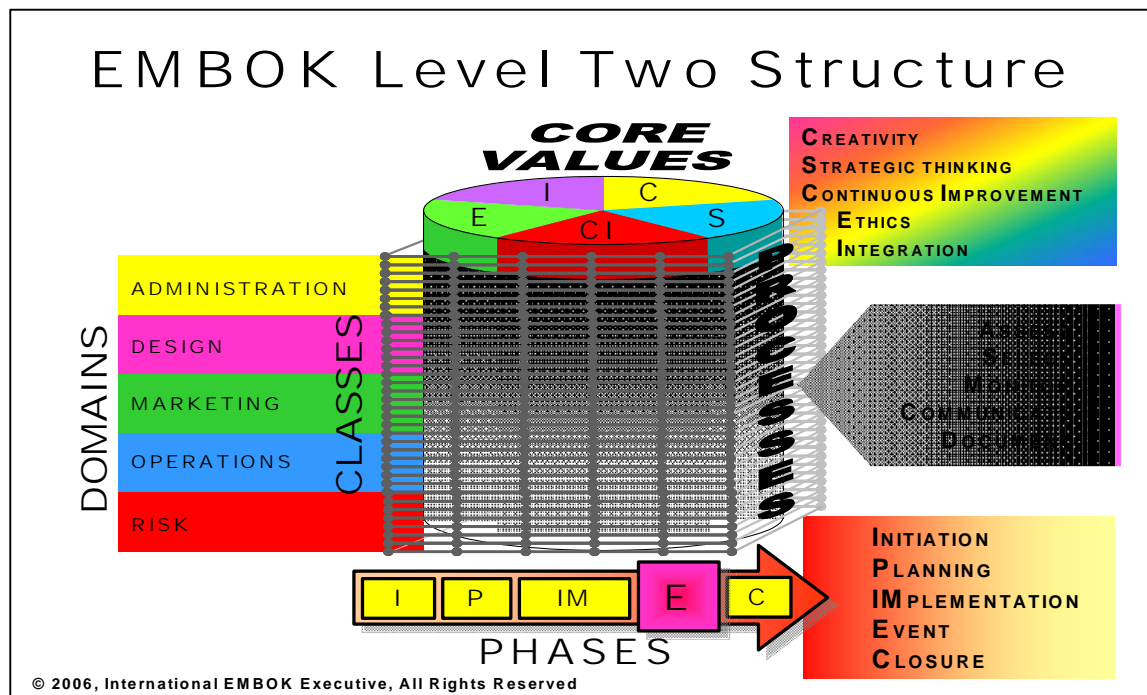


Figure 4.2: Source: Event Management Body of Knowledge Risk Management Framework (Silvers, 2004).

Figure 4.3: Event Management Body of Knowledge Project

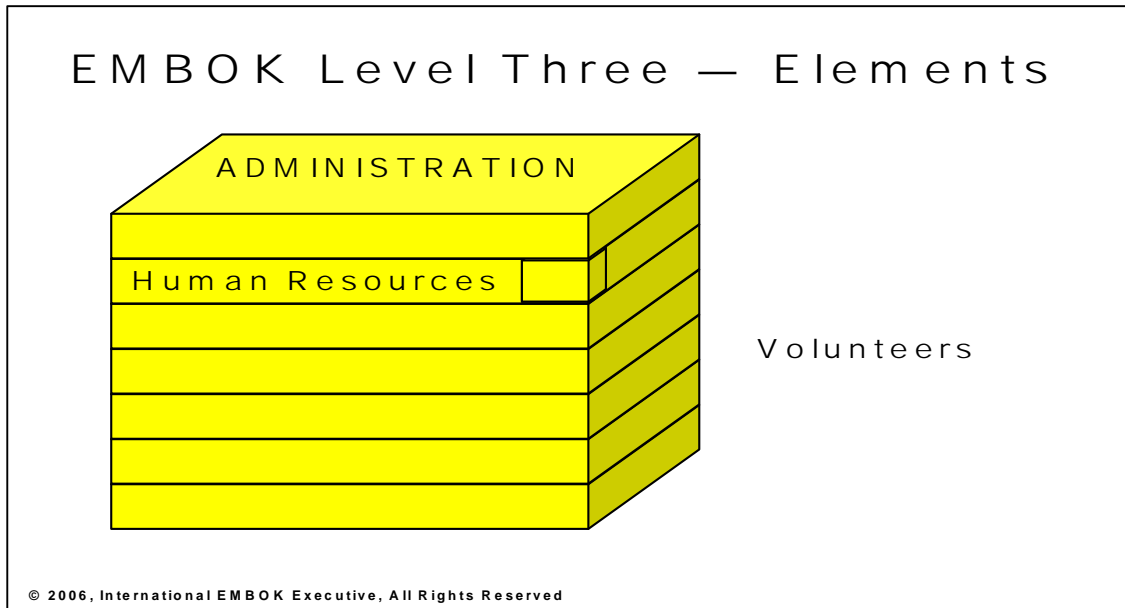


Figure 4.3: Source: Event Management Body of Knowledge Risk Management Framework (Sillers, 2004).

According to Silvers (2004), the Silvers Taxonomy illustrates five domains, which each reflect various classes or functional units within the domain and a list of topics that are relevant and appropriate to each functional unit, as illustrated by the above example.

Figure 4.4: The 5 Domains of the EMBOK Model adapted by Janet Landey (CSEP) (2006)

DOMAINS	CLASSES
Administration	Classes
	<ul style="list-style-type: none"> • Financial management • Human resources management • Information management • Procurement management • Stakeholder management • Systems management • Time management
Design	Classes
	<ul style="list-style-type: none"> • Food and Beverage design • Content design

	<ul style="list-style-type: none"> • Entertainment design • Environment design • Production design • Programme design • Theme design
Marketing	Classes
	<ul style="list-style-type: none"> • Marketing plan management • Marketing materials management • Merchandise management • Promotion management • Public relations management • Sales management • Sponsorship management
Operations	Classes
	<ul style="list-style-type: none"> • Attendee management • Communications management • Infrastructure management • Logistics management • Participant management • Site management • Technical management
Risk	Classes
	<ul style="list-style-type: none"> • Compliance management • Decision management • Emergency management • Health and safety management • Insurance management • Legal management • Security management

Figure 4.4: *The EMBOK Domains (adapted from the 3rd International EMBOK IMBIZO, 2007).*

4.3. The Risk Domain

The risk domain consists of the following risk management classes or criteria:

1. *Compliance management;*
2. *Decision management;*
3. *Emergency management;*
4. *Health and Safety management;*
5. *Insurance management;*
6. *Legal management;and*
7. *Security management.*

Silvers (2005:10) asserts that risk domain is associated with protective obligations, opportunities and legalities which are linked with any enterprise and event projects. These areas are increasingly mandated by stakeholders, that range from regulatory authorities to discriminating event consumers.

Figure 4.5: The EMBOK Risk Domain

Compliance Management	Acquisition of the necessary permissions and instruments that demonstrate adherence to all accessibility mandates, property rights requirements and other applicable statutes, codes and regulations which signify that the event project is in compliance.
Decision Management	Establishment of practical decision-making systems for the event project that includes the accurate framing of decisions, application of resources, criteria, rules and restraints, facilitating suitable deliberation and collaboration, and ensuring that proper authority and empowerment are granted.
Emergency Management	Identification and notification of proper authorities, medical services and other emergency responders, and the acquisition and development of plans and procedures that are suitable for responding properly to incidents, evacuations, crises or disasters that may occur during the event project.
Health and Safety	The establishment and implementation of fire safety,

Management	occupational safety and crowd control policies and procedures that ensure the health and welfare of all individuals who are involved in or are in attendance at the event project.
Insurance Management	Ascertaining liability exposures and contractual requirements, sourcing suitable providers and acquiring the proper insurance policies in order to maintain suitable loss prevention coverage and risk financing for the event project.
Legal Management	Negotiation and execution of contracts and other legal documents that are associated with acquisitions and endeavors of the event project, and oversight of the lawful design and implementation of policies, procedures and practices of the event organisation and its representatives.
Security Management	Sourcing, selection and deployment of the personnel and equipment, that are used to provide protective services and support for the event project, and the implementation and supervision of appropriate command and control systems to ensure its efficacy.

Figure 4.5: *The EMBOK Risk Domain (adapted from Silvers, 2005:10-11, Table 9).*

Figure 4.6: Risk Domain and its Management Areas

Risk Domain
Compliance Management
Accessibility, Codes and regulations, Alcohol / liquor laws, Fire Safety, Licenses, Merchandise, Permits, Safety Inspections, Environmental Protection, Intellectual Property, Food Service codes.
Decision Management
Contingency plans, Crisis plans, Documentation, Hazard mapping, Incident Reporting, Prevention / Contingency plans, Response Planning, Risk Analysis, Risk Avoidance, Risk Control, Risk Diffusion, Risk Documentation, Risk Identification, Risk Mitigation, Risk Monitoring, Risk Resilience, Risk Transference, Risk Retention, Walk-Through Inspections.
Emergency Management
Audience preparation, Civil Disorder, Communications, Crowd control, Disaster

preparedness, Evacuations, Fire, Floods, Hazardous materials, Medical services, Agreements, Power loss, Severe weather, Warning systems, Shutdown procedures.
Health and Safety Management
Chemical hazards, Equipment training, Fire Safety Systems, Lighting, Occupational hazards, Noise levels, OHS requirements, Pollution, Safety meetings, Sanitation Systems, Waste Management.
Insurance Management
Business insurance, Cancellation procedures, Certificates of insurance, Errors and Omissions, Event-Specific insurance, Income loss, Legal requirements, Liability Exposure, Liquor Liability, Property loss, Damage, Workers Compensation, Negligence/ Liability.
Legal Management
Access to information Act, Anti-Discrimination Laws, BBBEE Codes of Practice, Contract Negotiation, Employment Laws, Policies, Fraud, Fundraising Laws, Liquor Laws, Not-for-Profit Laws, Privacy Laws, Public Safety Laws, Skills Development Act, Statutory Compliance, Taxation Laws, Terms and Conditions, Traffic / Transport Laws, Zoning Laws.
Security Management
Access Control, Briefings, Communications, Contracted Personnel, Crowd Control, Emergency Assistance, Incident Reporting, Equipment, Incident Response, Law Enforcement, Private Security, Surveillance, Property Protection, Volunteer Personnel.

Figure 4.6: *The EMBOK Risk Domain (adapted from the 3rd International EMBOK IMBIZO, 2007).*

4.4. Proposed Risk Knowledge Domain Structure

It has currently been researched that the Event Management Body of Knowledge has updated its Risk Management Framework to capture and provide a clear understanding of the knowledge system. The proposed knowledge domain structure provides a taxonomy, which incorporates additional expertise, experience and transferred knowledge and applications (Silvers, 2008). The Risk Knowledge Domain is updated with Legal Management becoming Legal and Ethics Management, while an added Risk Assessment Management functional unit has been added. The Risk Assessment Management functional unit consists of the following topics:

- Cause/ Effect Analysis;
- Decision Tree Analysis;
- Fault Tree Analysis;
- Probability/ Severity Analysis;
- Risk Analysis; and
- Scenario Exercise.

4.5. Development of a Risk Management Framework as a Toolkit for the Event Industry in the City of Cape Town

The Risk Management Framework will further expand on the Event Management Body of Knowledge Project, which would become a generic Risk Management Toolkit that is applicable for the Events Industry in the City of Cape Town. The Risk Management Framework focuses on Risk Management areas and how this can be adapted to the laws and legislation that currently exist within Cape Town.

EVENT INDUSTRY: CITY OF CAPETOWN				
R I S K D O M A I N	EMBOK RISK DOMAIN MANAGEMENT AREAS	RISK MANAGEMENT AREAS/ SECTORS		LEGISLATIONS SOUTH AFRICA
	COMPLIANCE	<i>Administration, policy, legal arrangements and finance</i>		OHS Act No 85 of 1993
	DECISION	<i>Administration and documentation, Public Relations and Marketing</i>		Disaster Management Act No 57 of 2002
	EMERGENCY	<i>Security and Disaster Management</i>		Safety at Sports and Recreational Bill of 2004
	HEALTH & SAFETY	<i>Health, Safety and Risk Audit</i>		
	INSURANCE	<i>Insurance</i>		Road Traffic Act No 93 of 1996
	LEGAL AND ETHICS	<i>Legal and contract arrangements</i>		National Building Regulations and Buildings Standards Act No 103 of 1997
	RISK ASSESSMENT	Monitoring and Evaluation		
	SECURITY	<i>Crowd Management</i>		SA Police Services Act
		PERILS	HAZARDS	THREATS
	ECONOMIC	PERFORMANCE	PSYCHOLOGICAL	PHYSICAL
RISK CATEGORIES				

The Risk Management Framework encompasses the EMBOK Risk Domain, which consists of the updated eight Risk Management areas. The seven Risk Management sectors are aligned with the risk management areas and outline viability and integration of the current policies and legislations with which the Event Industry in Cape Town should align itself.

The Second year Tourism Management students were given an event project to design a risk management model or toolkit that incorporates risk management areas of the EMBOK risk domain and how this framework can become applicable to the event industry in Cape Town. Two models were identified, which is included in Appendix C.

Figure 4.7: The Risk Management Sectors

7 Risk Management Sectors within the Events Industry
<i>Administration, policy and finance</i>
Policies are the most powerful risk management tool whereby they provide substance to an organisation's goals and objectives, as well as ethical and moral guidelines.
<i>Public Relations and Marketing</i>
Effective marketing can attract the 'right' person and the 'wrong' person to an event. Risk managers can benefit from marketing in terms of the target market and the level of public awareness.
<i>Security and Disaster Management</i>
To provide a safe and secure environment, to prevent crime, to protect people and property, to monitor all admissions and access policies and procedures. In terms of crowd management, assistance, persuasion and deterrence plays a major role in managing crowds at events. A security plan is important, which should involve the South African Police Services.
<i>Health, Safety and Risk Audit</i>
The key areas of health and safety includes facility survey, fire safety, fireworks and pyrotechnics, firearms, medical services, sanitation, maintenance, concessions and food services
<i>Insurance</i>
Areas which require adequate insurance cover from injury, loss of life, damage to property. Organisations are required to have necessary insurance and certification that is necessary in terms of public liability, property insurance and financial loss insurance.
<i>Legal Arrangements</i>
Legal contracts are necessary for sponsorship, local authority permits, venues leases, television broadcast rights, service industry support and public liability.
<i>Crowd Management</i>
In terms of crowd management, assistance, persuasion and deterrence plays a major role in managing crowds at events. An understanding of crowd behaviour. Seating arrangements, crowd stimuli and noise control.

Figure 4.7: Source: *Risk Management Sectors* (adapted from Tassiopoulos, 2000:236-249).

A development of a Risk Management Framework for the City of Cape Town aims to further expand on the Risk Management Knowledge Domain, which is outlined by EMBOK and makes it applicable to the Event Industry within the City of Cape Town as a

legitimate profession. In this way, the Event Industry within Cape Town will gain a better understanding and an increasing knowledge of the processes and policies in staging events.

4.6. Conclusion

The Risk Management Framework is intended to become a major contribution to the City of Cape Town Events (Draft) Policy as the EMBOK Knowledge domains are included within the policy and applies to the policy. With an involvement of event stakeholders and participants specifically, the Event Management students of the Cape Peninsula University of Technology, a successful partnership with the establishment of the Cape Town Events Commission and EMBOK, can lead to increased knowledge and a successful and professional Event Industry.

Chapter Five provides an overview of various types of research designs and methods, which were used for the study and the methodology, which was appropriate for this study. Chapter Six provides an overview of the research analysis and an interpretation of the findings, while Chapter Seven outlines recommendations that are preferable and applicable to the study.

CHAPTER FIVE

A RESEARCH DESIGN TO ASSESS MANAGEMENT RISKS IN THE EVENT INDUSTRY BY 2010 IN THE CITY OF CAPE TOWN

5.1. Introduction

In the preceding chapters, the research study aimed to investigate management of risks in the Event Industry, implementation of management of risks and the challenging role that the City of Cape Town plays in implementing the Events Policy that is currently under review. Chapter One focused on the types of risks that are prevalent within the Events Industry in Cape Town. Cape Town is rated as the world's best city in Africa and the Middle East, while major events such as the Cape Town International Jazz Festival and the Cape Argus Cycle Tour have proved the City as a popular events destination. The study has explained the need for a Risk Management Framework which will benefit all event sectors, and which can be applied as a generic tool, which can be used by event stakeholders and educational institutions. The aims of the study focused on the effective management of risks, appropriateness of policies and legislations within the events industry and accuracy and reliability of various tools and methods that are used to measure risks.

Chapter 2 provided a theoretical overview of the current situation of risk management and the Event Industry, which illustrates the evolution of risk, various risk management sectors and necessary legislation that event stakeholders need in order to abide with the South African context. Chapter 3 provided a theoretical overview of the City of Cape Town and its role in establishing the Events (Draft) Policy of 2008. The City of Cape Town has established an Events Commission whereby an Events Policy was drafted, which outlined procedures and processes of the planning and organising of events in the City. All event stakeholders should apply and abide with the rules and regulations, as set out by the events policy when staging events. The chapter also provided a comprehensive overview of the 2010 FIFA World Cup and the impact that this event will create on the Event Industry, the City of Cape Town and South Africa.

5.2. Research Methodology Framework

Chapter 4 focuses on the research design and methods that were used in assessing the management risks in the Event Industry by 2010 in the City of Cape Town.

Table 5.1: Difference between Research Design and Methodology

Research Design	Research Methodology
Focuses on end product.	Focuses on research process and the tools and methods used.
Point of departure = Research problem.	Point of departure= Specific tasks.
Focuses on logic of research: What kind of evidence is required to address the research question?	Focuses on the individual steps in the research process and most objective procedures that should be employed.

Table 5.1: Source: *Differences between research design and research methodology* (adapted from Lategan, L & Lues, L., 2005:61).

5.2.1. Research Design

According to Kumar (2005, cited in Kerlinger, 1986:279), a research design is a plan, structure and strategy of investigation, which is conceived to obtain answers to research questions or problems. The functions of a research design are to:

- Conceptualise an operational plan to undertake various procedures and tasks that are required to complete the study;and
- Ensure that these procedures are adequate to obtain valid, objective and accurate answers to the research questions.

5.2.2. Reasons for collecting Data

Table 5.2: Distinguishing between quantitative and qualitative research

Quantitative Research	Qualitative Research
Experimental design	Action research
Case study design	Ethnographic observation

Table 5.2: Source: *Research method, design and instruments* (adapted from Lategan, L & Lues, L., 2005: 42).

Research design is determined by the methodology used which is appropriate to the main objectives and key questions of the research study. There are two types of research, namely Qualitative and Quantitative research.

5.2.2.1. Qualitative Research

Various definitions are provided for qualitative research. According to Ritchie & Lewis (2004:3), qualitative research has been summarised as research, which involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of or interpret the meanings that people bring to them. It is further asserted that qualitative research aims to provide an indepth and interpreted understanding of the social world of research participants by learning about their social and material circumstances, their experiences, perspectives and histories (Ritchie & Lewis, 2004:3).

5.2.2.2. Quantitative Research

According to Kumar (2005:17), quantitative research provides a structured or rigid approach and is used to quantify an extent of variation in a phenomenon, situation or issue. It further emphasises on a form of measurement or classification of variables. The sample size is much bigger. It is determined that quantitative research subjects variables to frequency distributions, cross-tabulations or other statistical procedures. The communication of findings is more analytical in nature, drawing inferences and conclusions and testing magnitude and strength of a relationship (Kumar, 2005:17-18).

5.2.3. Methods of data collection

According to Kumar (2005:118), there are two approaches to collecting data, which can be categorised into primary and secondary data. Kumar (2005:118) asserts that primary sources provide first-hand information and secondary sources provide second-hand data. It is further stated that none of the methods of data collection provides 100% accurate and reliable information.

Figure 5.1: Methods of Data Collection

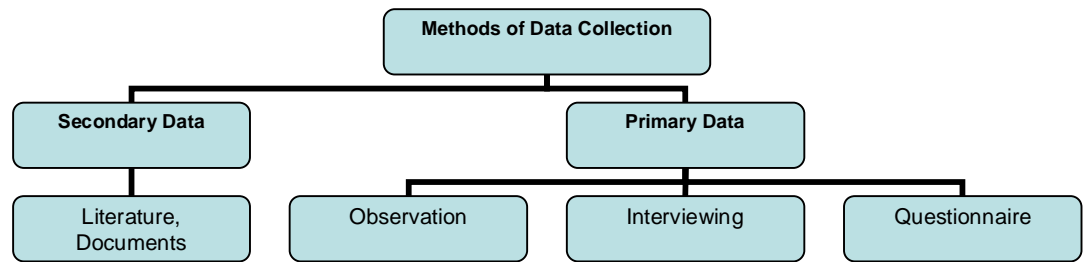


Figure 5.1: Source: *Methods of data collection* (adapted from Kumar, 2005:118).

5.2.3.1. Primary Sources (primary data)

It is stated that several methods can be used to collect primary data. Choosing a certain method depends on the purpose of the study, resources available and the skills of the researcher (Kumar, 2005:119).

There are various types of methods of collecting Primary Data:

- **Observation**

According to Kumar (2005:119), observation is a purposeful, systematic and selective way of watching and listening to an interaction or phenomenon as it occurs.

- **Interviewing**

Interviewing is a commonly used method of collecting information from people. Interviewing is defined as any person-to-person interaction between two or more individuals with a specific purpose in mind (Kumar, 2005: 123).

There are two types of interviews, namely structured and unstructured.

Figure 5.2: Types of Interviewing

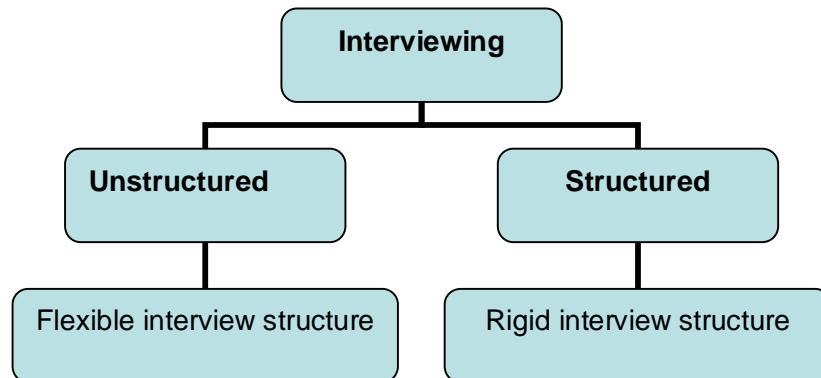


Figure 5.2: Source: *Types of interviewing (adapted from Kumar, 2005:123)*.

➤ **Structured Interviews**

According to Kumar (2005:126), the researcher asks a predetermined set of questions by using the same wording and order of questions as specified in the interview schedule. An interview schedule is defined as a written list of questions, which are open-ended or closed-ended, prepared by the interviewer, face-to-face, telephonically or electronic media (Kumar, 2005:126). A structured interview provides uniform information, which assures the comparability of data and requires fewer interviewing skills than unstructured interviewing. A questionnaire is an example of a structured interview.

➤ **Unstructured Interviews**

Unstructured interviews have a more flexible approach in terms of content and structure. The researcher may formulate questions and raise issues on the spur of the moment. There are several types of unstructured interviewing such as in-depth interviewing, focus group interviewing, narratives and oral histories (Kumar, 2005: 124).

- **Questionnaire**

According to Kumar (2005: 126), a questionnaire is a written list of questions, whereby the answers are recorded by a respondent. It is asserted that a questionnaire should be developed in an interactive style, which means that the questionnaire should speak to the respondent in order for the respondent to react to the question (Kumar, 2005: 126). Questionnaires can be administered in three different ways (Kumar, 2005:129).

➤ **Mailed Questionnaire**

This is the most common approach to collecting information. A mailed questionnaire should be accompanied by a covering letter.

➤ **Collective Administration**

One of the best ways of administering a questionnaire is to obtain a captive audience such as students in a class-room, people attending a function or exhibition, which ensures a high response rate. Gaining personal contact with the study population, the researcher can explain the purpose, relevance and importance of the study and can clarify any questions that respondents may have (Kumar, 2005: 129).

➤ **Administration in a public place**

Administering a questionnaire in a public place such as a shopping centre can become time- consuming, however, it can have a high response rate.

5.2.3.2. Secondary sources (secondary data)

According to Kumar (2005:141), secondary sources are data, which has already been collected and only necessary information is extracted by the researcher pertaining to the research study. Some of the secondary sources listed below are as follows:

- **Government publications** such as policies and legislation, census, economic forecasts and demographic information, articles published on the internet;
- **Earlier research** such as research studies, research journals on a particular topic;
- **Personal records** such as historical records and biographies;

- **Mass media** such as articles published in newspapers, internet, magazines and journals.

5.3. Research Methodology for the research study.

The research methodology which is undertaken focuses on 350 event stakeholders such as event practitioners, event organisations, event venues and event students within the Cape Town area and environs. Some of the events and event organisations that are focused on include the Hobby-X Exposition, Cape Town International Jazz Festival, Community Chest Carnival, Cape Town Festival, Dragon Boat Festival, Cape Outdoor Adventure and Travel Show, Cape Town International Kite Festival, Decorex, Homemakers Expo, Kagiso Exhibitions, ESP Afrika, Thebe Exhibitions and Homemakers Fair.

5.3.1. Research methods

The type of research undertaken for this study was qualitative-based research consisting of primary and secondary data. The reason for choosing a qualitative approach is based on the main objectives and key questions which are outlined within the research study , which becomes appropriate to gain a higher response rate from the various events sectors, as mentioned in 4.3.

Main objectives of the research study, as stated in Chapter One, are to:

1. Assess the current situation regarding risks that were common within event organisations in Cape Town and how these risks were being effectively managed.
2. There is no specific policy or legislation that is formulated in the management of risks. Regarding public liability, loss or damage, there is minimal consideration for the person affected and compensation takes the forefront. The protection of the human being should be considered. The aim was to conduct research in the procedures and lawful practices taken in respect of events within the greater Cape Town area.
3. The health and safety of those involved in staging major events is important. Determining various systems and logical approaches are required for a comprehensive, consistent, reliable and proactive way of ensuring safe and successful events.
4. Determine what tools and methods were used in the Event Industry in Cape Town and the nature of accuracy and effectiveness of these tools that were used by event organisations and event practitioners.

5. To establish whether event organisations, event practitioners, event venues and students involved in the Event Industry, were aware of any risk management procedures and policies.
6. To make event organisations, event practitioners, event venues and event students aware of the fact that it is important to have an established risk management policy which is suitable for all minor and major events.

In order to determine these main objectives, there is certain research questions that will determine the outcome of the data collected.

5.3.1.1. Data Collection

- **Primary Data**

Primary data is collected in the form of structured interviews, face-to-face interviews, electronic mail and telephonic interviews. Primary data is collected in the form of a structured, self-administered questionnaire, which focuses on four event categories within the Event Industry in the City of Cape Town. The participation and involvement of Event Management students from the Cape Peninsula University of Technology were afforded the opportunity to complete questionnaires pertaining to events that they attended.

- **Secondary Data**

Secondary data is gathered in the form of literature, which range from sources such as articles, journals, internet sites, books and government articles and papers.

5.3.1.2. Method of Sampling

According to Ritchie & Lewis (2004:77), there are two sampling methods, namely probability and non-probability samples.

- **Probability sample**

In a probability sample, elements in the population are chosen at random and have a known probability of selection. The aim of this sample is to produce a statistically representative sample, which is a small-scale model of the population from which it is drawn.

- **Non-probability sample**

It is asserted that qualitative research uses non-probability samples for selecting the population for study. In a non-probability sample, units are deliberately selected to reflect particular features of or groups within the sampled population. The sample is not intended to be statistically representative, which means that the characteristics of the population are used as a basis of selection. There are two main types of non-probability sampling, namely purposive sampling and theoretical sampling (Ritchie & Lewis, 2004:78-79):

- **Purposive sampling**

Members of a sample are chosen with a 'purpose' to represent a location or type in relation to a key criterion. Purposive sampling ensures that all key constituencies of relevance to the subject matter are covered. It also ensures that the impact of the characteristic concerned, can be explored (Ritchie & Lewis, 2004:79).

- **Theoretical sampling**

Theoretical sampling is referred to as a particular kind of sampling in which the researcher samples incidents, people or units on the basis of their potential contribution to the development and testing of theoretical constructs (Ritchie & Lewis, 2004:80).

5.3.1.3. Sample of the research study

The sample undertaken in this research study can be classified as purposive sampling as risk management entails a broad analysis on the Event Industry, which covers the key objectives that are relevant to the main event categories within the Event Industry in Cape Town.

5.3.1.4. Sample Size

According to (Ritchie & Lewis, 2004:83), qualitative samples are usually small in size, which is determined by the following criteria:

- **Heterogeneity of the population:** dependant on the diversity of the population in relation to the subject of enquiry, which will either increase or decrease the sample size;
- **Number of selection criteria:** this important in designing the sample that will influence the sample size;
- **Extent to which nesting of criteria is needed:** should criteria need to be locked or nested in terms of interdependency or for diversity, this will increase the sample size;
- **Groups of special interest that require intensive study:** should groups within the study population require intensive study, these groups should then be included with sufficient symbolic representation and diversity, which will require a large overall sample;
- **Multiple samples within one study:** it is beneficial to have more than one sample within a study for comparison or control;
- **Type of data collection methods:** overall sample size will be increased depending on whether the methods of data collection involve single or paired interviews, small or average-sized group discussions;
- **Budget and resources available:** each sample unit will require intensive resources for data collection and analysis, while the scale of the budget available, is dependant on the sample size.

5.3.1.5. Sample size of research study

The sample size targeted 350 Event Industry role-players, which were grouped into 4 event categories, namely event practitioners, event organizations, event venues and event students.

5.3.2. Structure of the Questionnaire for the research study

The structure of the survey consists of four sections, sub-sections and five main questions. Each section is dependent on five categories, which constitute event practitioners, event organisations, events students and event venues in assessing the management of risks in the Event Industry in Cape Town. The survey can be viewed in Annexure A.

5.3.2.1. Section A provides each event roleplayer with an opportunity to identify their status. Each roleplayer was required to provide a choice of five events that they have directly been involved in. It is important for each stakeholder to provide an estimated length of time that they have been involved within the Event Industry.

In order to gain insight into the assessment of managing risks within the Event Industry in Cape Town, each event stakeholder had to indicate whether they have risk management procedures in place and whether they deemed it necessary to have risk management strategies within their event organisation.

Section B, C and D provides more detailed questions for each event category and poses specific questions of risk management. The degree of preference for each statement or question ranged from a scale of one to five and from disagreeing to strongly agreeing.

5.3.2.2. Section B

Question 1.1 of Section B indicates the level of agreement to risk management becoming a fundamental concern within the Event Industry. Roleplayers should determine to which level they would agree that risk management consists of economic, physical, performance and psychological risks.

Question 1.2 outlines the importance of risk management to each roleplayer and to what level they will agree that risk management contributes to long-term stability, image enhancement, long - term sustainable future, becoming cost- effective and reducing risks.

Question 1.3 states the fact that risk management is important to each event roleplayer. However, the question remains to what extent would event managers agree that risk management consultants are costly to maintain. Each event stakeholder should determine the cost-effectiveness of outsourcing risk management companies. The need for education and training of staff personnel on risk management could increase risk responsibility and reliability. Event roleplayers should determine to what extent risk management companies are reliable and can reduce regular occurrences of risks.

Question 2 explains common risks that event stakeholders encounter. It has been described in literature that types of risks as mentioned in Question 1.1 of Section B, involves the following:

- Economic risks (insufficient sponsorship, insufficient funds, inaccurate capital, insurance and lack of financial support);
- Performance risks have proved to become imperative to an event organisation in terms of mismanagement within an organisation or event, a lack of leadership, ineffective time management and equity within the event organization;
- Psychological risks constitute social and environmental impact in terms of the surrounding area where the venue is situated for the proposed event, security status at the venue and the surrounding area, accessibility for delegates and permission from residents at the event venue;and
- Physical risks are crucial to the event organisation and consists of compliance and legal management, health and safety, safety and security, public liability and corporate governance.

5.3.2.3. Section C determines how accurately risk management tools and techniques are used and to what extent event roleplayers would agree on the nature of accuracy of these tools and techniques that are used to measure risks. Section C consists of two questions.

Question 1 refers to the accuracy of techniques and methods that were used. It determines the level at which risk management tools are unreliable, not user-friendly, inaccurate, unmanageable, complicated and inappropriate for the organisation.

According to research done, Question 2 emphasises the availability of limited resources for event stakeholders in terms of techniques and methods used, limited resources for practical methods to manage risks, limited resources in managing exposure to losses, damages, uncertainties such as natural disasters and limited resources for comprehensive and convenient use.

5.3.2.4. Section D focuses on policies and procedures that are necessary in managing risks in the Event Industry. Section D consists of two questions.

Question 1 determines the level of understanding and knowledge pertaining to risk management policy and procedures in place within the event organisation. It argues the level of necessity and importance of the risk domain and the seven management areas, which are crucial to the Event Industry, as discussed in Chapter Two. This determines the level of compliance to these management areas by event organisations.

5.4. Conclusion

A comprehensive collection of data was gathered for the research study as it targets all four event categories that play a major role within the Event Industry in the City of Cape Town. The purpose of the method undertaken within this research was to determine the level of understanding, knowledge and compliance of the entire event management process and the economic, social, psychological and physical factors, which are associated with it.

Chapter Six provides an analysis of the data that has been researched and gives a comprehensive overview of the interpretation of the findings. It further outlines problems, constraints and responses to the survey.

Chapter Seven provides an overall view of recommendations for the study, which can be applied within the Event Industry in the City of Cape Town.

CHAPTER SIX

RESEARCH ANALYSIS AND INTERPRETATION OF FINDINGS

6.1. Introduction

According to Mouton (1996:161), the term “analysis” means a resolution of a complex whole into its parts. It is usually contrasted with the word “synthesis”, which means construction of a whole out of parts. It is further stated that in quantitative approaches to empirical research, “analysis” refers to a stage in the research process where the researcher, through an application of various statistical and mathematical techniques, focuses on specific variables within the data set.

Mouton (1996:161) further explains that the word “synthesis” is not used that often in empirical studies, though it would have a similar meaning to the term “interpretation”. Interpretation refers to a stage in the research process where the researcher tries to “bring it all together” by relating various individual findings to an existing theory or hypothesis.

According to Bless, Smith and Kagee (2006:163), the data analysis process allows the researcher to generalise findings from the sample that is used in the research, to the larger population in which the researcher is interested. The process takes several forms depending upon the nature of the research question, the design and the nature of the data itself.

There are two types of data analysis, namely qualitative and quantitative. Quantitative (statistical) data is often analysed by using a range of descriptive and inferential statistical procedures, whereas qualitative data is analysed with techniques that are particularly designed for this form of data (Bless, Smith & Kagee, 2006:163-164).

6.2. Quantitative (statistical) data analysis

Quantitative data is analysed according to the following two main functions (Mouton, 1996:163):

- **Descriptive statistics**

Descriptive statistics refer to organising and summarising the data at hand, in order to render it more comprehensible (Mouton, 1996:163). Within descriptive statistics there are various methods, which can distinguish the different kinds of variables:

- **Univariate** analysis, which is a method that is used to analyse a single variable at a time (Mouton, 1996:167 and Bryman, 2004:219);
- **Bivariate** analysis is a method that is used to analyse relationships between two variables (Mouton, 1996:167 and Bryman, 2004:219);
- **Multivariate** analysis is a method that is used to analyse the relationships between three variables (Mouton, 1996:167 and Bryman, 2004:219);

- **Inferential statistics**

Inferential statistics are statistics that are commonly used to establish whether the observed results in a cross-tabulation represents true population values (Mouton, 1996:166).

6.3. Qualitative data analysis

According to Bryman (2004, cited in Miles,1979), qualitative data is defined as an “attractive nuisance” because of the attractiveness of its richness, however, there is difficulty in finding analytic paths through that richness. The main difficulty of qualitative data is that it generates large and cumbersome amounts of data.

- **Strategies of qualitative data analysis**

There are two strategies of analysis or collection of data, namely:

- **Analytic Induction**

Analytic induction is defined as an approach to analyse data in which the researcher seeks universal explanations of phenomenon by pursuing a collection of data until no inconsistencies of a phenomenon are found (Bryman, 2004:400).

➤ **Grounded Theory**

Grounded theory is said to become the most widely used framework for analysing qualitative data. It is defined as theory, which is derived from data, which is systematically gathered and analysed through the research process. In this method, data collection, analysis and theory, are closely related to one another (Bryman, 2004: 401).

- **Various theories or categories in grounded theory** (Bryman, 2004: 404), are listed below:

- The researcher begins with a general research question;
- Relevant people or incidents are theoretically sampled;
- Relevant data is collected;
- Data is coded, which may generate concepts; and
- Through a constant comparison of indicators and concepts, categories are generated in order to ensure that there is a balance or integration between indicators and concepts.

6.4. Research analysis for the research study

The research analysis that was undertaken on the study, is classified as descriptive univariate analysis as dependent and independent variables were used during the survey whereby one variable is used at a time. The qualitative measure of the survey adopted a grounded theory approach as one sample was used, which had a population size of 350.

Primary and secondary data were systematically gathered and analysed by using the method of a random sample, and a structured (closed-ended) questionnaire, which focused on four event categories, namely within the Events Industry in the City of Cape Town. The event categories are as follows:

- Event Practitioners (event consultants, event lecturers, event freelancers);
- Event Organisations (major and minor event companies, professional event organisations (PCOs), destination marketing organisations (DMOs), event venues ;

- Event Students (students from the Cape Peninsula University of Technology) and students who are employed and participate in the Event Industry;and
- Other Event Stakeholders (stakeholders that play a role in the Event Industry).

6.5. Methods of data collection

The methods that were undertaken to gather data, took the form of a structured questionnaire, which took the following approach:

- Structured interview (face-to-face interviews, telephonic interviews and electronic mail interviews); and
- Secondary data, which took the form of literature that focused on the main objectives and key questions for the research study.

6.6. Main objectives of the research study

As mentioned in Chapter One, the main objectives for conducting this survey are discussed below:

- Assess the current situation regarding the risks that were common within event organisations in Cape Town and how these risks were being managed.
- There is no specific policy or legislation that is formulated in the management of risks. Regarding public liability, loss or damage, there is minimal consideration for the person affected and compensation takes the forefront. Protection of human beings should be considered. The aim was to conduct research in relation to procedures and lawful practices that are taken in the respect of events within the greater Cape Town area.
- The health and safety of those involved in staging major events is important. Determining various systems and logical approaches are required for a comprehensive, consistent, reliable and proactive way to ensure a safe and successful event.
- Determine what tools and methods were being used within the Event Industry in Cape Town and the nature of accuracy and effectiveness of these tools which are used by event organisations and event practitioners.
- To establish whether event organisations, event practitioners, event venues and students that are involved in the Event Industry, were aware of any risk management procedures and policies.

- To make event organisations, event practitioners, event venues and event students aware of the fact that it is important to establish a risk management policy, which is suitable for all minor and major events.

6.7. Research questions addressed

As outlined in Chapter One, there are certain research questions that should be addressed in order to reach a successful conclusion in terms of the event industry:

- What are the current risks that event managers in Cape Town find difficult to manage?
- What are the current risk management resources that event organisations possess and what risk management resources do they lack?
- What risk management tools and techniques are currently used by event practitioners and students, and how effective and accurate are they to event stakeholders?
- Are proper government policies, legislation and systems applied within event organisations?
- Are governmental policies and legislation, as well as risk associations, appropriate and ethical within the Event Industry?

An analysis and interpretation of these findings were dependent on responses that were received from the sample size of 350. A total number of 300 responded to the survey, of which a majority comprised event organisations and event students.

6.8. The Survey (Questionnaire)

The survey was a randomised sample, which focused on key questions that are relevant to the research study. The survey developed into a selection of questions that are relevant and appropriate to the Event Industry in the City of Cape Town. The survey encompassed four sections, which covered the key questions in Chapter One:

- Section A outlined the status of the respondents;
- Section B outlined the interest and importance in managing risks in the Event Industry in the City of Cape Town;

- Section C outlined the nature of accuracy of the techniques and methods that were used to measure risks; and
- Section D outlined the policies and procedures in the Event Industry.

6.9. Method used for research analysis

SPSS is said to be the most widely used computer software for the analysis of quantitative and qualitative data (Bryman, 2004:244). SPSS provides the researcher with a broad range of capabilities for the entire analytical process. By using SPSS, the researcher can generate decision-making information quickly by using meaningful statistics and understanding in order to effectively present results with a high quality output (SPSS, 2008). The method used for the survey, is the Statistical Package for Social Sciences (SPSS), which generated a large amount of statistical data.

In this specific survey, a quantitative data analysis was used in the form of the univariate analysis, which refers to analysing one variable at a time. The analysis consists of a frequency table, which provides the number of respondents and the percentage that belongs to each of the categories for the variable in question. This frequency table is interpreted into a bar chart, which states the accuracy (%) and scale or level of agreement of the respondents' response.

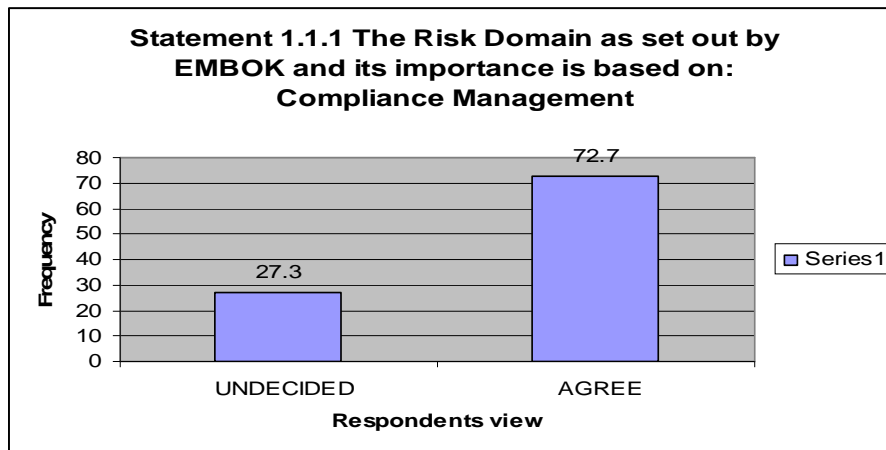
The example below illustrates the importance of compliance management within the Risk Domain of the Event Management Body of Knowledge (EMBOK):

Figure 6.1: A frequency table generated from data collection

Compliance Management for Event Organisations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	6	27.3	27.3	27.3
	AGREE	16	72.7	72.7	100.0
	Total	22	100.0	100.0	

Figure 6.2: Bar Chart of data generated from the frequency table



The responses to this statement indicate that 72.7% of the respondents agreed that the Risk Domain is based on Compliance Management.

6.10. A Comparative Analysis of all four Event Categories

According to the research study, an analysis was conducted of each event category. Due to the amount of data generated and the response rate from each category, the data was limited to a comparative analysis of all four event categories. The data collected can be viewed in Appendices B1 to B5.

6.11. Interpretation of the findings of the survey

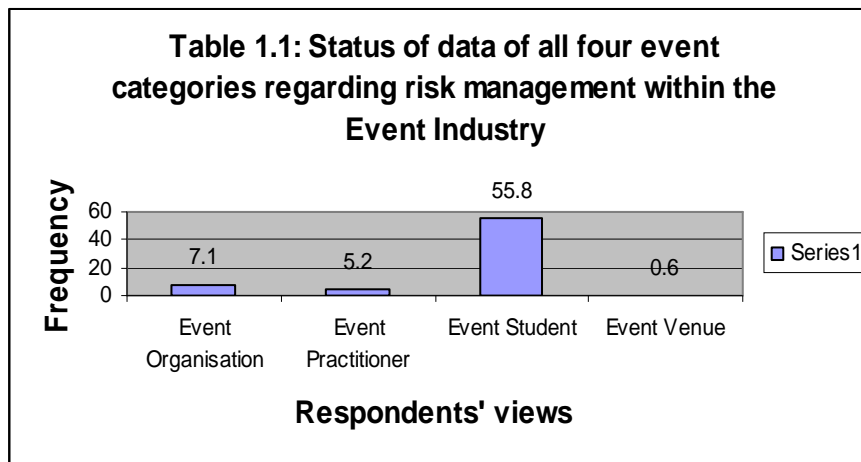
According to Mouton (1996:177), an interpretation of data should be completely described against the background of the original research problem. The research findings should be thoroughly and critically reviewed in order to detect any errors of measurement, bias and mistakes that could have distorted the description of the aspect of social reality under study (Bless, Smith & Kagee, 2006:164).

6.12. SURVEY - A COMPARATIVE ANALYSIS OF ALL FOUR EVENT CATEGORIES WITHIN THE EVENT INDUSTRY IN THE CITY OF CAPE TOWN

6.12.1. SECTION A: STATUS OF ALL FOUR EVENT CATEGORIES

Section A determines the status of all four event categories with their involvement and participation in annual events in Cape Town.

Table 1.1: Coordination of annual or frequent events by event stakeholders

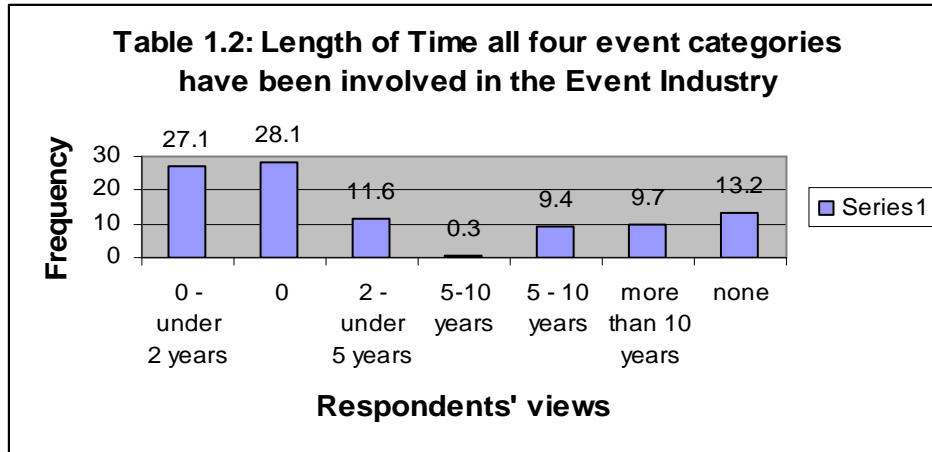


Responses to Table 1.1 indicate that 55.8% of respondents were event students' feedback in terms of risk management, while 7.1% represented event organisations, 5.2% represented event practitioners and event venues were below 0%.

According to the statistics in the above table, the status of data of all four event categories showed:

- A minimum amount of interest that event organisations, event practitioners and event venues have in stating the events that they coordinate or manage, which can also result from fear to expose the events that they manage. There is strict confidentiality.
- A limited number of event organisations, event practitioners and event venues are involved in coordinating or managing events.
- The large amount of interest of event students who are willing to be involved and participate in coordinating events since it is part of their Event and Tourism courses. Event Management has become a major educational opportunity and is a business that students may want to venture into, as a future prospect.

Table 1.2: Length of time event stakeholders have been in the Event Industry

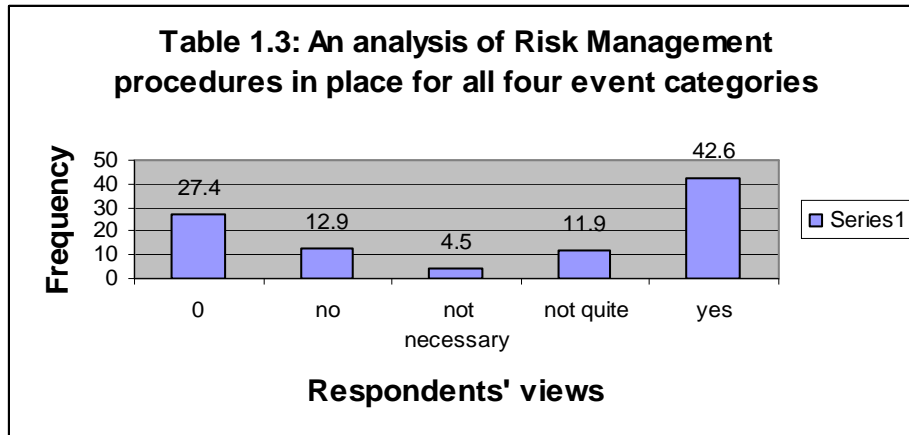


Responses to Table 1.2 indicate that 27.1 % of the respondents have been involved in the Event Industry for a period of under two years, 11.6 for less than five years, 9.4% between five and ten years and 9.7% for more than ten years, within the Event Industry.

According to the statistics in the above table, the length of time that event stakeholders have been in the Event Industry, showed that:

- Event stakeholders have been in the Events Industry for a short period of time.
- The Events Industry is still a booming business industry.
- The Event Industry should be lead in the right direction in terms of knowledge and expertise, since a large number of event stakeholders have been in the industry for less than two years.

Table 1.3: Risk Management procedures are in place for events stakeholders



Responses to table 1.3 indicate that 42.6% of the respondents have Risk Management procedures in place, while 12% do not have procedures in place and 4.5% felt that it is not necessary to have Risk Management procedures in place.

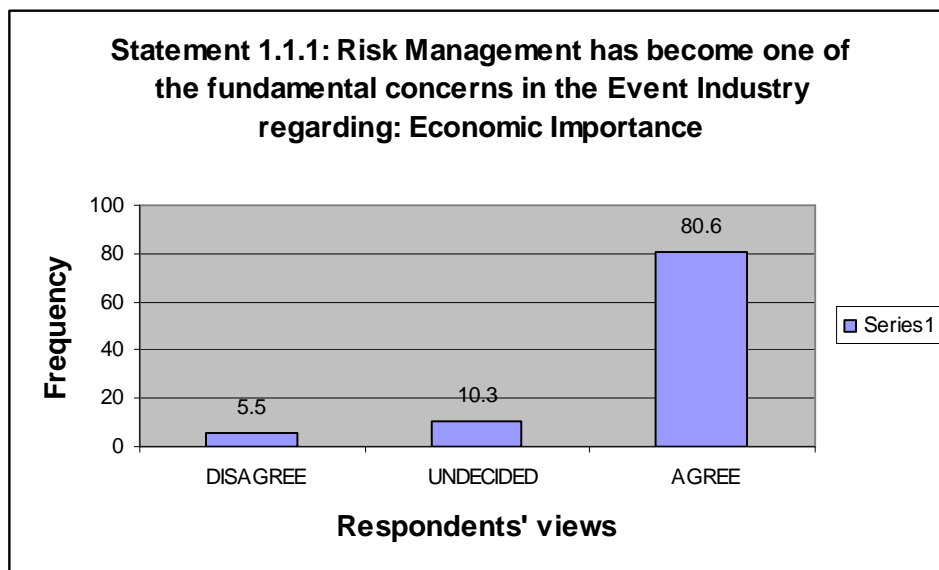
According to the statistics of the above table, an analysis of Risk Management procedures for all event categories showed that:

- It is imperative for event stakeholders to establish Risk Management procedures.
- These are one of the main objectives and key questions that were determined for this research.
- According to research, the Risk Knowledge Domain of the Event Management Body of Knowledge has emphasised an important management area of the Event Industry, which is Insurance Management.
- Therefore, it is important that event stakeholders in Cape Town stay abreast of the City of Cape Town Events (Draft) Policy and include the Risk Knowledge Domain within their environment.
- The Events (Draft) Policy will become an important tool for the planning and staging of events within the City of Cape Town.

6.12.2. SECTION B: THE INTEREST AND IMPORTANCE OF MANAGING RISKS IN THE EVENT INDUSTRY

Question 1 determines the level of agreement of the four event categories of the management of risks within Events and the Event Industry.

Table 1.1.1: Risk Management is of fundamental economic importance



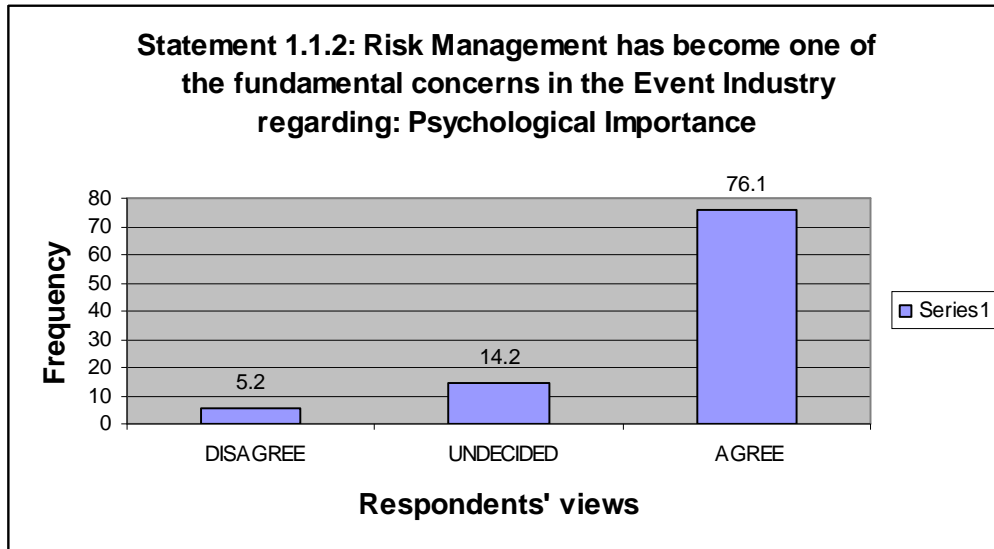
Responses to the above statement indicate that 80.6% of the respondents agreed that Risk Management has become economically important for event stakeholders within the Event Industry, while 5.5% disagreed with the statement.

According to the statistics in the above table, the level of agreement of Risk Management as a fundamental economic driver, showed that:

- A majority of event stakeholders believe that the Event Industry is based on economic indicators or variables.
- A majority of event stakeholders know that the Event Industry is a business and cannot thrive without financial support.
- The Event Industry does not work in isolation and requires funding, finance and sponsorship to drive the event.

- However, there are economic impacts (external), which the event stakeholder should take into account, which will impact on the event.

Table 1.1.2: Risk Management is of fundamental psychological importance

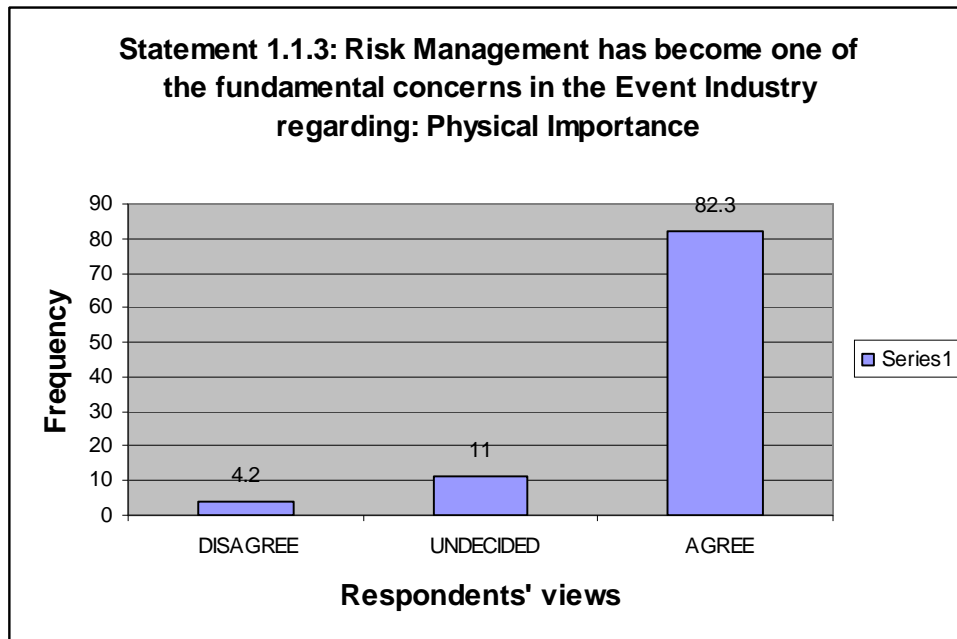


Responses to above statement indicate that 76.1% of respondents agreed that Risk Management has become psychologically important for event stakeholders within the Event Industry, while 5.2% disagreed with the statement.

According to the statistics in the above table, the level of agreement of Risk Management, as a fundamental psychological factor, showed that:

- A majority of event stakeholders believe that Risk Management is of psychological importance, which means that there are social and environmental impacts, which play a major role within the Event Industry in Cape Town.
- With reference to the above statement, risk factors that event stakeholders should consider, includes perils, hazards, threats and vulnerabilities, which conclude social and environmental impacts.
- It is, therefore, imperative to anticipate that incidents will occur, and to have contingency plans in place and apply “Murphy’s Law”, since “What can go wrong, will go wrong”.

Table 1.1.3: Risk Management is of fundamental physical importance

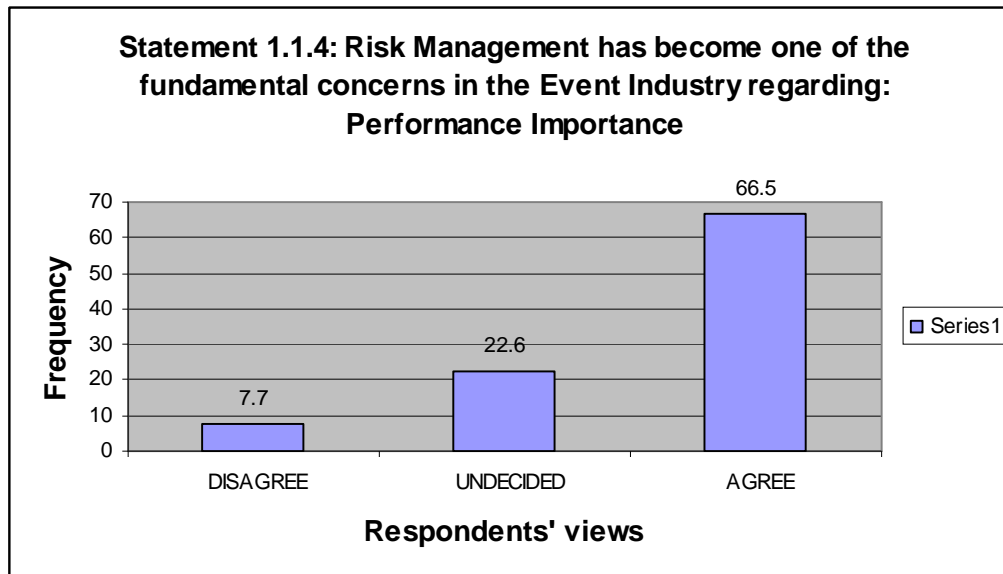


Responses to the above statement indicate that 82.3% of respondents agreed that Risk Management has become physically important for event stakeholders within the Event Industry, while 4.2% disagreed with the statement.

According to the statistics in the above table, the level of agreement of Risk Management, as a fundamental physical factor, showed that:

- A majority of event stakeholders believe that it is important to consider physical aspects of the event, since several physical factors within the Event Industry are overlooked.
- Physical factors that are considered important and that should be focused on, refer to public liability insurance, which is a major setback for event stakeholders, corporate governance, which several event stakeholders do not consider or have limited knowledge of and health and safety, particularly for venues that are not inspected on a regular basis, which attracts crime and disease.
- With reference to the study, research was conducted on corporate governance and public liability and the important role that it plays within the Event Industry, which event stakeholders are required to abide by and include in their businesses.

Table 1.1.4: Risk Management is of fundamental importance in performance

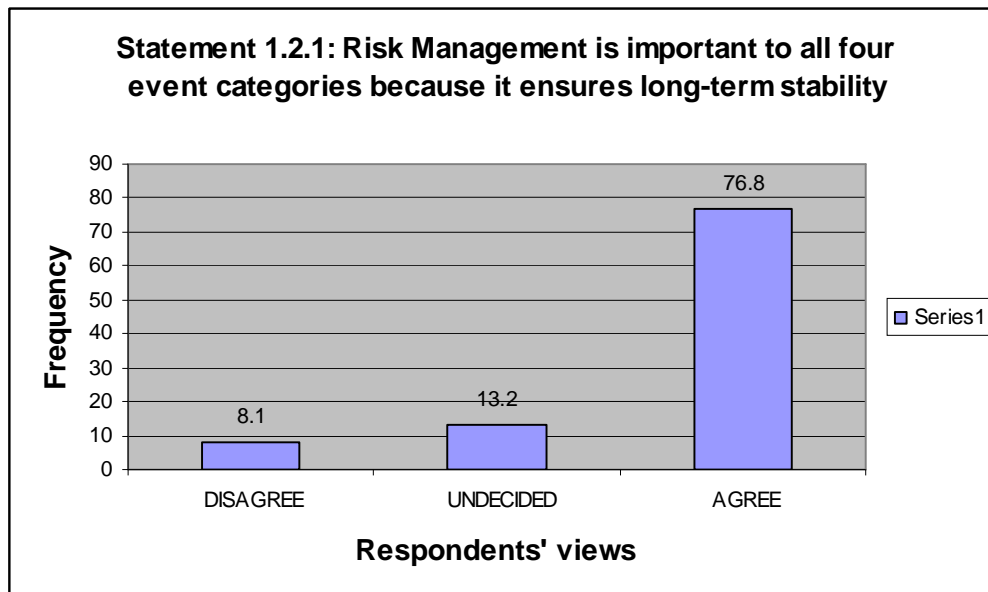


Responses to the above statement indicate that 66.5% of respondents agreed that Risk Management has become important in terms of performance for event stakeholders within the Event Industry, while 7.7% disagreed with the statement.

According to the statistics in the above table, the level of agreement of Risk Management, as a fundamental performance factor, showed that:

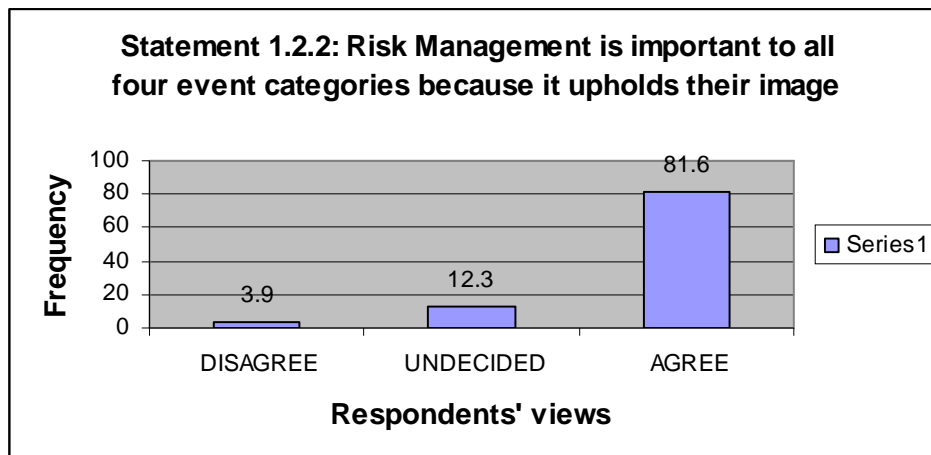
- Risk Management is an important performance factor within the Event Industry.
- A majority of event stakeholders expressed their concern in the above table, which shows that the internal performance of any event organisation requires consideration in terms of management, leadership and equity amongst managers and employees.
- Performance Risk relates not only to management within the event organisation, but also to its external environment. This means that management within the organisation impacts on management outside of the organisation.
- Performance Risks can be classified as risks such as poor performance, unreliability, poor quality, unethical practices, as well as external factors that can be added to that, such as weather and safety.

Table 1.2.1: Importance of Risk Management for long-term stability



Responses to the above statement indicate that 76.8% of respondents agreed that Risk Management is important for event stakeholders because it ensures long-term stability within the Event Industry, while 8.1% disagreed with the statement.

Table 1.2.2: Importance of Risk Management for the image of event stakeholders

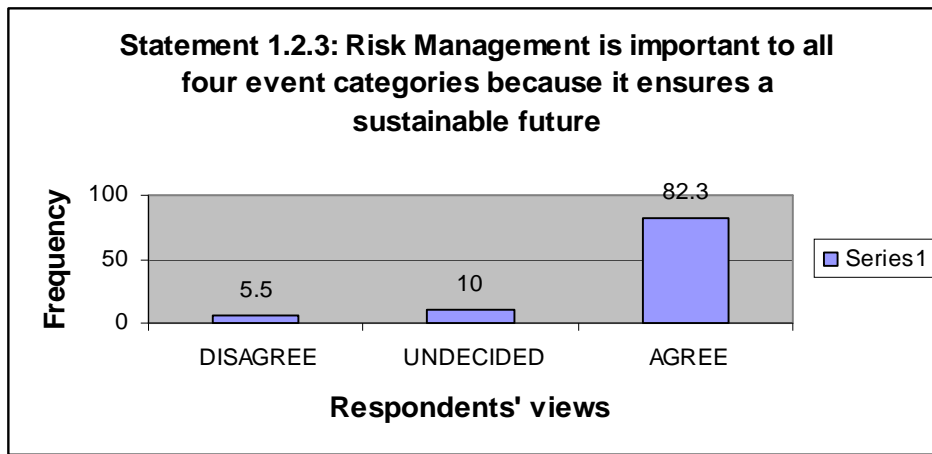


Responses to the above statement indicate that 81.6% of respondents agreed that Risk Management is important for event stakeholders because it upholds their image, while 3.9% disagreed with the statement.

According to the statistics in the above tables, Risk Management is important for event stakeholders in terms of its stability and image because:

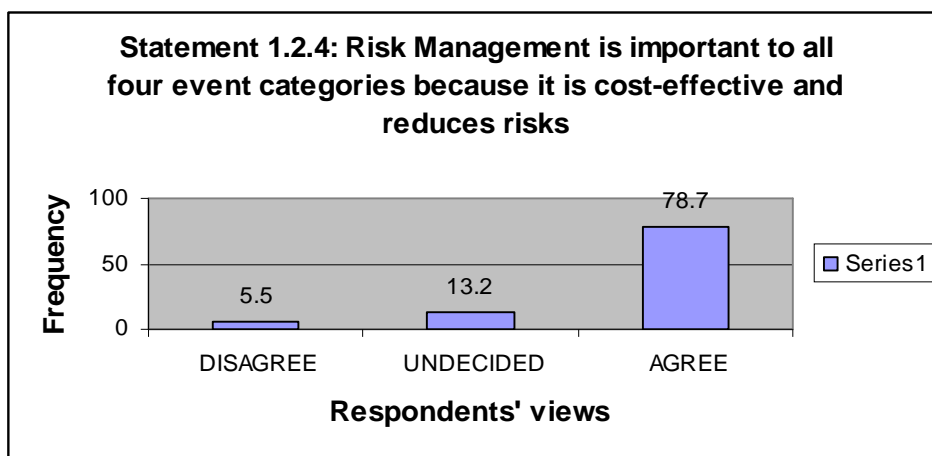
- A majority of event stakeholders believe that the Event Industry cannot survive without a long-term plan, good financial support, and a budget that allows it to become a stable and viable entity.
- Each event stakeholder should be registered with the Registrar of Companies in order to become an established, stable and legal entity.
- Long-term stability is important, since the event organisation is dependant on its founding members and their expertise and skills.
- Proper management of the event organisation ultimately leads to a good image for the company, as well as for the Event Industry within the City of Cape Town.
- Therefore, it is imperative that the event organisations' articles are implemented in the proper manner so that it enhances the image of the company.
- Several event stakeholders do not have basic knowledge, experience or skills in terms of management and leadership to competently control an organisation.
- Therefore, there are several event stakeholders that do not operate ethically and legally.
- Therefore, it is imperative that the City of Cape Town established an Events Policy for all event categories to adhere to the appropriate legislation.

Table 1.2.3: Importance of Risk Management to ensure sustainability



Responses to the above statement indicate that 82.3% of respondents agreed that Risk Management is important for event stakeholders because it ensures a sustainable future, while 5.5% disagreed with the statement.

Table 1.2.4: Importance of Risk Management as a means to reduce risks and be cost-effective

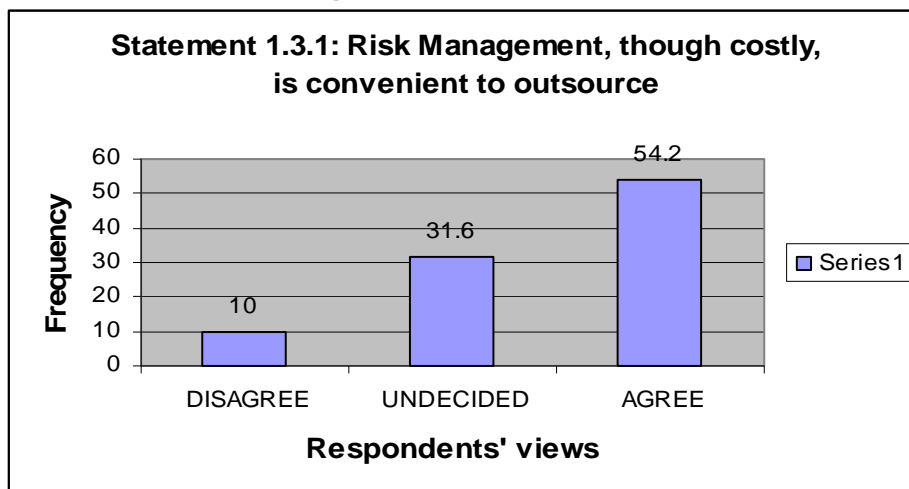


Responses to the above statement indicate that 78.7% of respondents agreed that Risk Management is important for event stakeholders because it is cost effective and reduces risks within the event organisation, while 5.5% disagreed with the statement.

According to the statistics in the above tables, Risk Management is important for event stakeholders in terms of sustainability and cost-effectiveness, because:

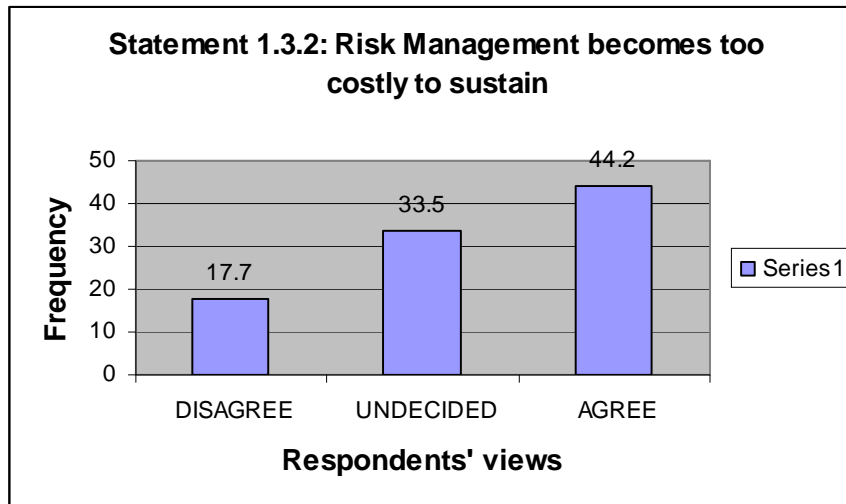
- A majority of event stakeholders believe that any organisation cannot function without a sustainable approach.
- Sustainability, in this sense, relates to three factors, namely socio-cultural, economic and environmental factors.
- With reference to the above tables, it is eminent that ethics, the vision, as well as the mission of the event stakeholder, is important.
- A majority of event stakeholders believe that by establishing risk management, it is more cost-effective and reduces the number of risks that can occur.
- With the proper systems in place, skills, knowledge and experience, event stakeholders will find Risk Management a cost-effective approach.

Table 1.3.1: Risk Management: Cost and Convenience



Responses to the above statement indicate that 54.2% of respondents agreed that Risk Management, though costly, is convenient to outsource, while 10% disagreed with the statement.

Table 1.3.2: Risk Management: Too costly to sustain

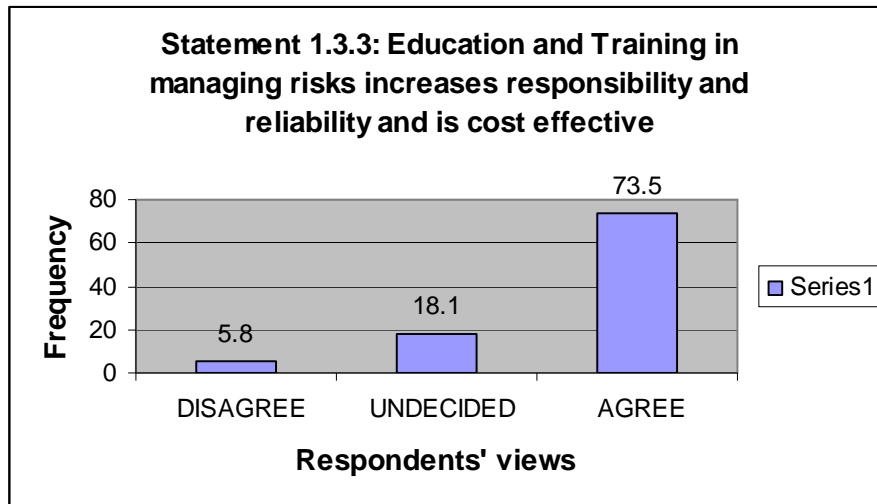


Responses to the above statement indicate that 44.2% of respondents agreed that Risk Management becomes too costly to sustain, while 17% disagreed with the statement.

According to the statistics in the above tables, Risk Management has become too costly to outsource and sustain because:

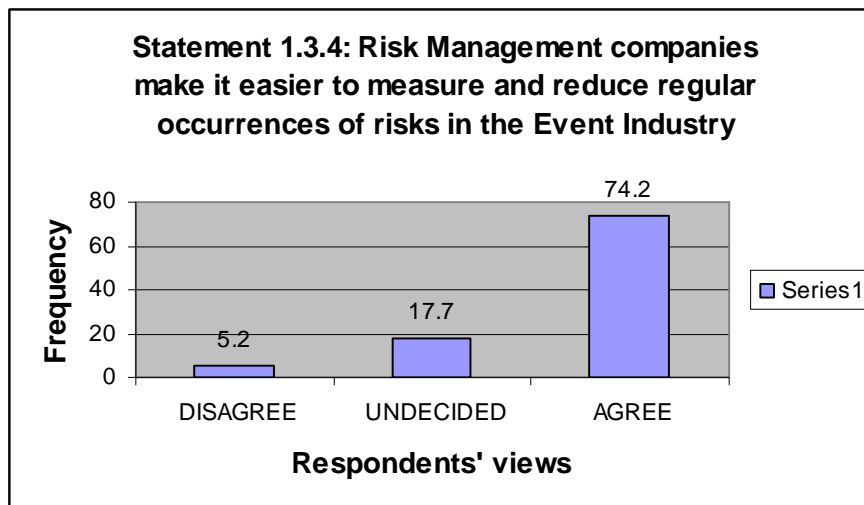
- Event stakeholders have expressed their concerns in the above tables with regard to the economic difficulty of outsourcing risk management to consultants or companies to manage their risks for accuracy and reliability.
- Due to economic and physical impacts that hamper the Event Industry, it has become financially difficult to sustain event stakeholders.
- A lack of knowledge, training, skills and expertise in Risk Management, poses a major threat to the Event Industry within the City of Cape Town.

Table 1.3.3: Risk Management: Education and Training



Responses to the above statement indicate that 73.5% of respondents agreed that education and training on managing risks increases responsibility and reliability, and is cost effective, while 5.8% disagreed with the statement.

Table 1.3.4: Risk Management Consultants reduces risks



Responses to the above statement indicate that 74.2% of respondents agreed that Risk Management companies make it easier to measure and reduce the regular occurrences of risks within the Event Industry, while 5.2% disagreed with the statement.

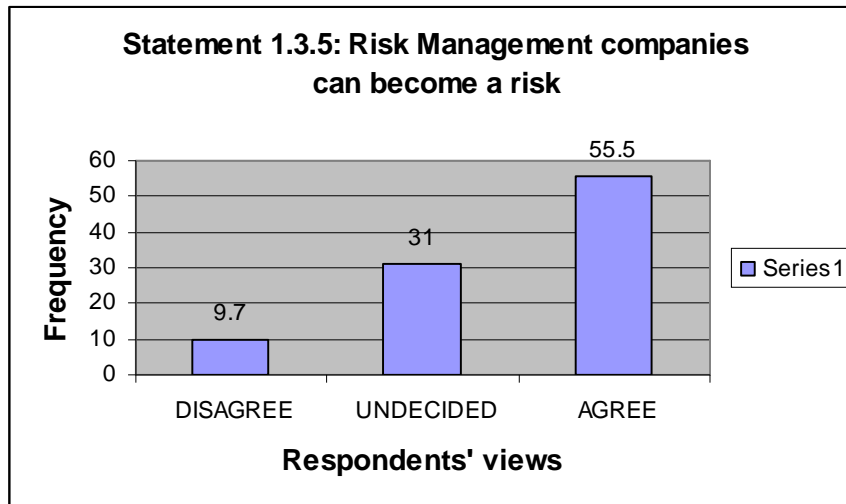
According to the statistics in the above tables, Education and Training of Risk Management has increased Risk Responsibility and Reliability of event stakeholders because:

- A majority of event stakeholders feel that education and training within the Event Industry is a necessity.
- According to research, the Event Industry within the City of Cape Town is rapidly increasing, while Cape Town is ranked as one of the top events destinations globally and is ranked number one in Africa.
- Several major and mega events are held in Cape Town annually and it is a responsibility of event stakeholders to have the available resources and facilities to train event stakeholders.
- An educational institution such as the Cape Peninsula University of Technology is the only institution in the Western Cape that specialises in Event Management and risks being a major component of the course.
- Therefore, Event Management students play a major role within the events sector and are exposed to theoretical, as well as practical elements.
- The Event Management Body of Knowledge (EMBOK) Risk Management Framework, which was devised by EMBOK, has been included in the City of Cape Town Events (Draft) Policy for the Event Industry in Cape Town.

According to the statistics in the above tables, Risk Management consultants have become a more convenient source of reducing risks because:

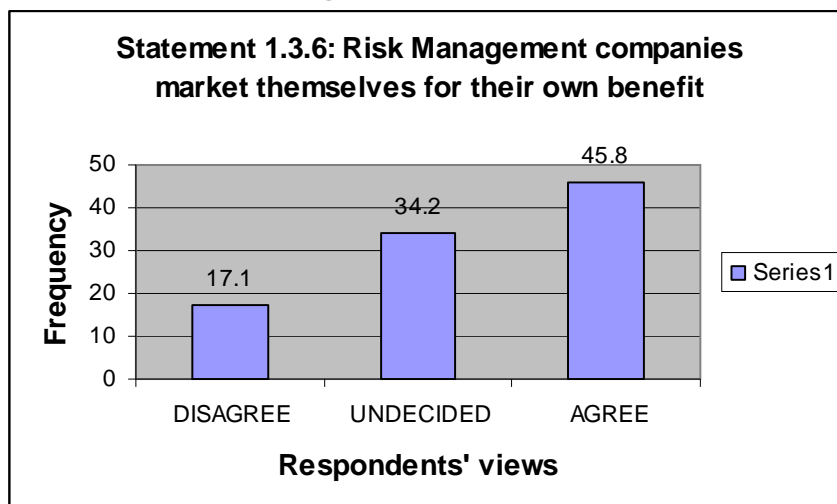
- It is clear from the above table that a certain sector of the population can afford Risk Management consultants to manage their risks.
- It is costly, since event stakeholders might not have all the resources and skills available to manage their risks.
- Making use of Risk Management consultants may become an added advantage for event stakeholders as they might be affiliated to the Risk Management Institute of South Africa.

Table 1.3.5: Risk Management companies pose a risk



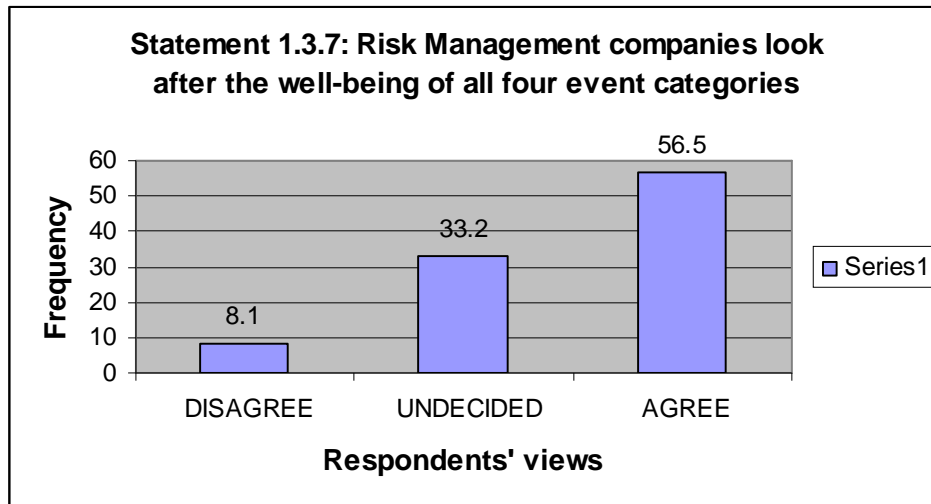
Responses to the above statement indicate that 55.5% of respondents agreed that Risk Management companies can become a risk, while 9.7% disagreed with the statement.

Table 1.3.6: Risk Management companies market themselves for self- benefit



Responses to the above statement indicate that 45.8% of respondents agreed that Risk Management companies market themselves for their own benefit, while 17.1% disagreed with the statement.

Table 1.3.7: Risk Management Companies look after its members



Responses to the above statement indicate that 56.5% of respondents agreed that Risk Management companies look after the well-being of all event categories, while 8.1% disagreed with the statement.

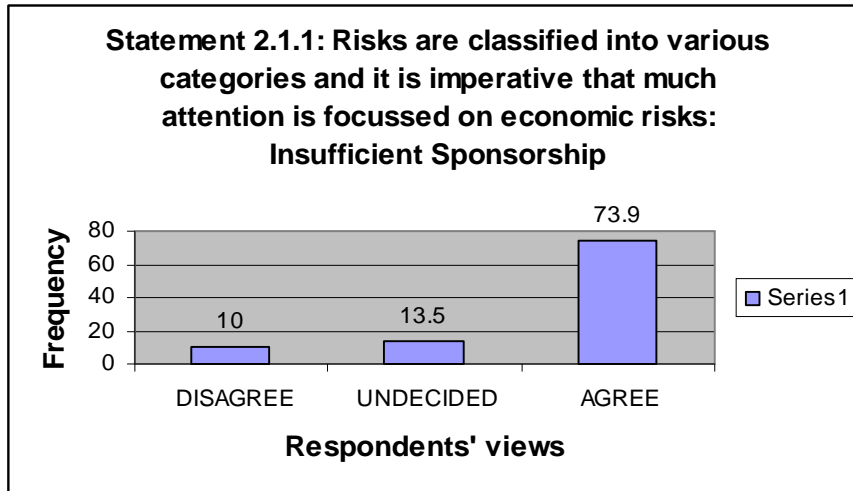
According to the statistics in the above tables, Risk Management companies can become a threat to event stakeholders in terms of their own well-being because:

- A majority of event stakeholders feel that Risk Management companies or consultants are business opportunists and market themselves, which can become a threat to event stakeholders.
- It is clear and understandable that the Event Industry is a business, which ultimately leads to several risk management companies establishing their own consultancies.
- Though this poses a disadvantage to event stakeholders, it reflects an advantage and a major boost to event stakeholders as a support medium, while it increases awareness in Risk Management.

SECTION B: INTEREST AND IMPORTANCE IN MANAGING RISKS IN THE EVENT INDUSTRY

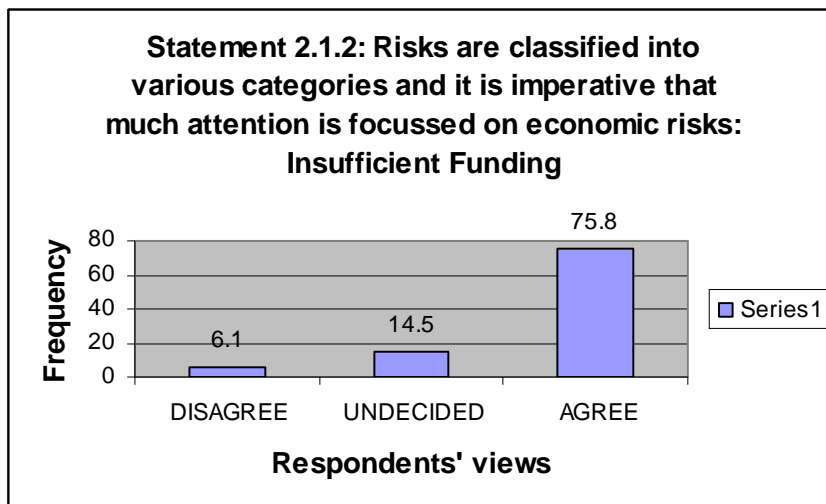
Question 2 determines to what extent all four event categories would agree with common risks that they encounter.

Table 2.1.1: Economic Risks: Insufficient Sponsorship



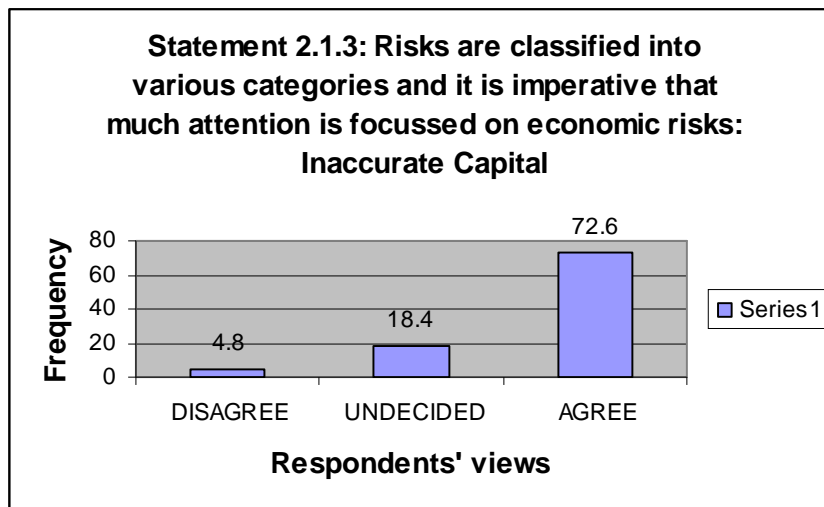
Responses to the above statement indicate that 73.9% of respondents agreed that there is insufficient sponsorship in terms of economic risks within the Event Industry, while 10% disagreed with the statement.

Table 2.1.2: Economic Risks: Insufficient Funding



Responses to the above statement indicate that 75.8% of respondents agreed that there is insufficient funding in terms of economic risks within the Event Industry, while 6.1% disagreed with the statement.

Table 2.1.3: Economic Risks: Inaccurate Capital



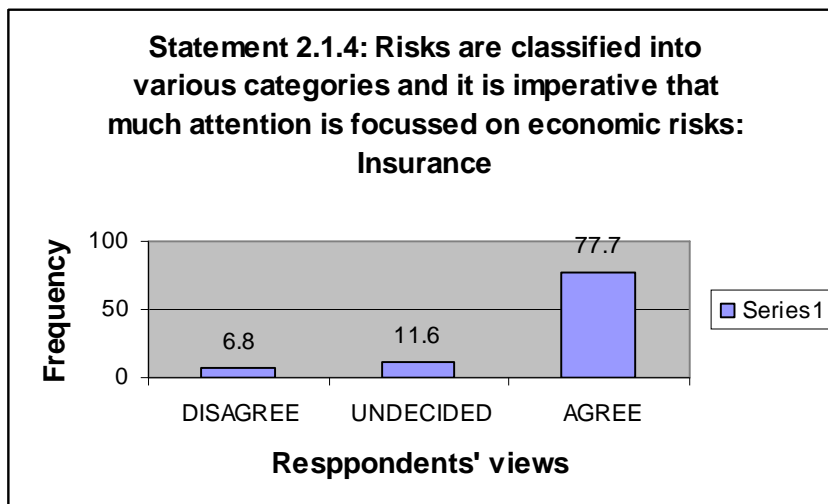
Responses to the above statement indicate that 72.6% of respondents agreed that there is inaccurate capital in terms of economic risks within the Event Industry, while 4.8% disagreed with the statement.

According to the statistics in the above tables, insufficient sponsorship, funding and inaccurate capital poses a major risk to the Event Industry in Cape Town because:

- A majority of event stakeholders feel that economic risks are the most difficult risks to work with.
- A majority of event stakeholders believe that sponsorship is the most difficult and cumbersome risk type to fulfill, as sponsors should be informed of sponsoring events well in advance.
- Sponsorship becomes difficult, since they become booked with potential event stakeholders and establish a fixed agreement between themselves and the event stakeholder.
- Event stakeholders know that financial sponsorship is much more difficult to receive than in-kind sponsorship.
- Potential sponsors want to know how they will benefit from the event and what marketing opportunities there are for them, as well as whether the event would be appropriate for their event.

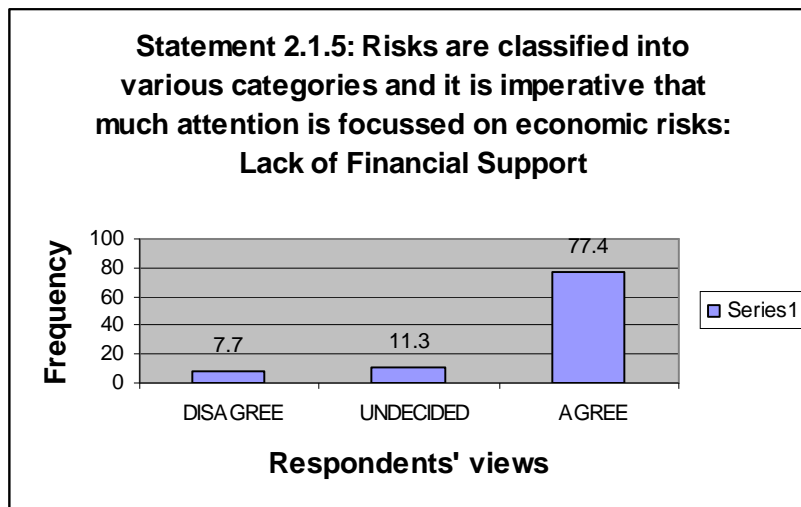
- Sponsors want to build long-term business relationships with potential event stakeholders and might want to establish investment opportunities.
- Insufficient funding has been identified as another economic risk type, since many event stakeholders do not have enough funding for event projects.
- Much of the expenses are used for facilities, operations and labour, which leads to insufficient sponsorship.
- Due to an increase in building rentals and venues and venue facilities, insufficient capital is generated for the event business to continue. This makes it difficult with all the legislation in place.
- A lack of proper knowledge, training, skills and expertise may be a threat to the financial management of the event stakeholder.

Table 2.1.4: Economic Risks: Insurance



Responses to the above statement indicate that 77.7% of respondents agreed that insurance is important in terms of economic risks within the Event Industry, while 6% disagreed with the statement.

Table 2.1.5: Economic Risks: Lack of Financial Support

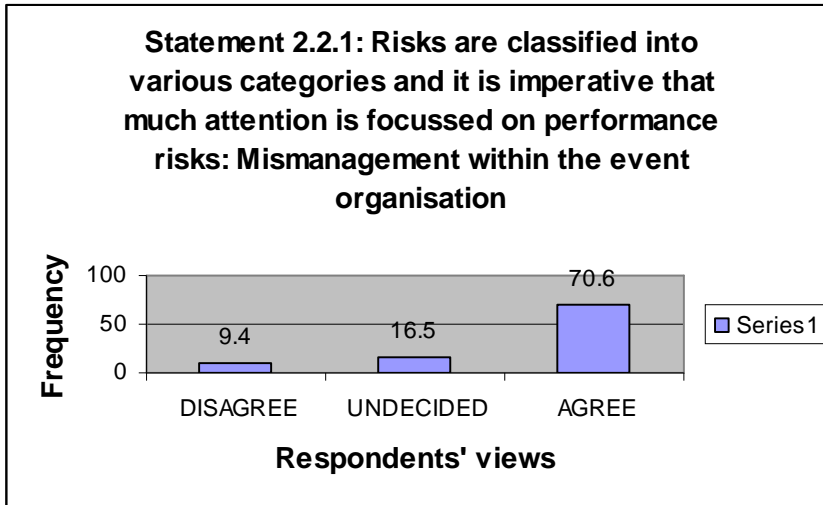


Responses to the above statement indicate that 77.4% of respondents agreed that there is a lack of financial support in terms of economic risks within the Event Industry, while 7.7% disagreed with the statement.

According to the statistics in the above tables, Insurance and Financial Support has become important economic concerns in the Event Industry because:

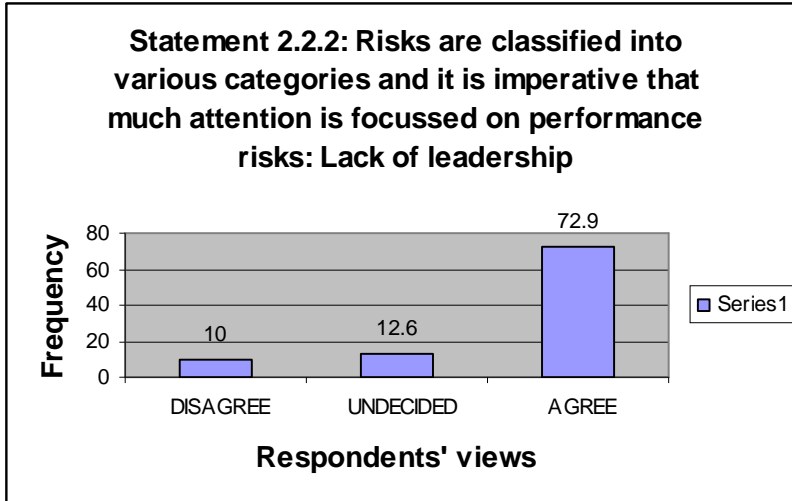
- A majority of event stakeholders have expressed a large percentage of their concern about insurance within their event organisation.
- A majority of stakeholders feel that public liability insurance should be addressed.
- A majority of stakeholders feel that it is imperative to ensure major assets within the event organisation.
- A majority of event stakeholders feel that the proper insurance policies and procedures could prevent a loss of insurance coverage.
- A majority of event stakeholders feel that there is insufficient financial support from both the public and private sectors.
- According to research, the public sector does not provide financial support to any organisation unless it is of major benefit to them.

Table 2.2.1: Performance Risks: Mismanagement within the event organisation



Responses to the above statement indicate that 70.6% of respondents agreed that there is mismanagement within event organisations and venues in terms of performance risks within the Event Industry, while 9.4% disagreed with the statement.

Table 2.2.2: Performance Risks: Lack of Leadership within the event organisation

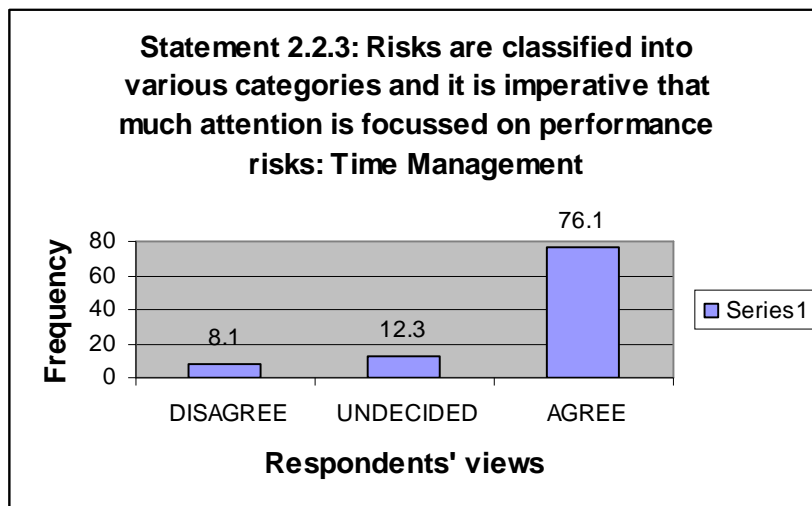


Responses to the above statement indicate that 72.9% of respondents agreed that there is lack of leadership in terms of performance risks within the Event Industry, while 10% disagreed with the statement.

According to the statistics in the above tables, mismanagement and a lack of leadership within event organisations are common and pose a major problem because:

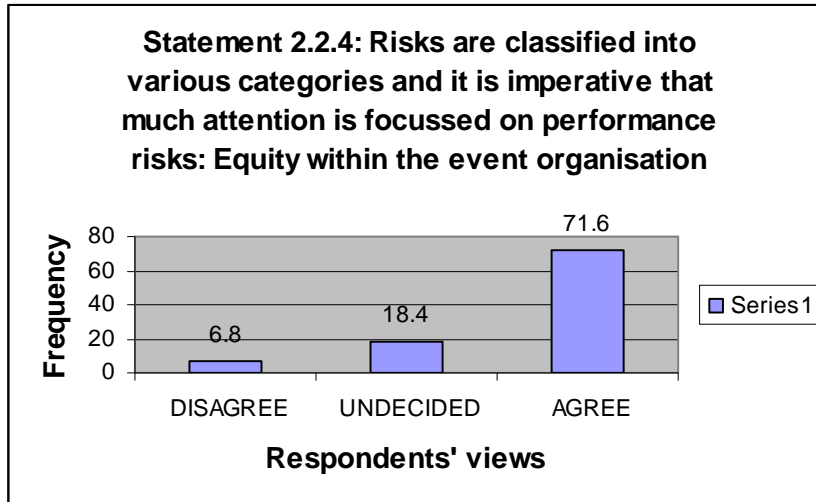
- A majority of events stakeholders believe that inequity, unfairness and inequality lead to mismanagement within the internal organisation.
- According to research, the Event Industry is a 24/7 industry and teamwork is crucial amongst employees in order to successfully meet objectives.
- Poor communication and disorganisation leads to a lack of leadership within the event organisation.
- A lack of leadership can result in a lack of people skills, employees' well-being and customer care.

Table 2.2.3: Performance Risks: Time Management



Responses to the above statement indicate that 76.1% of respondents agreed that time management is important in terms of performance risks within the Event Industry, while 0.1% disagreed with the statement.

Table 2.2.4: Performance Risks: Equity within the event organisation

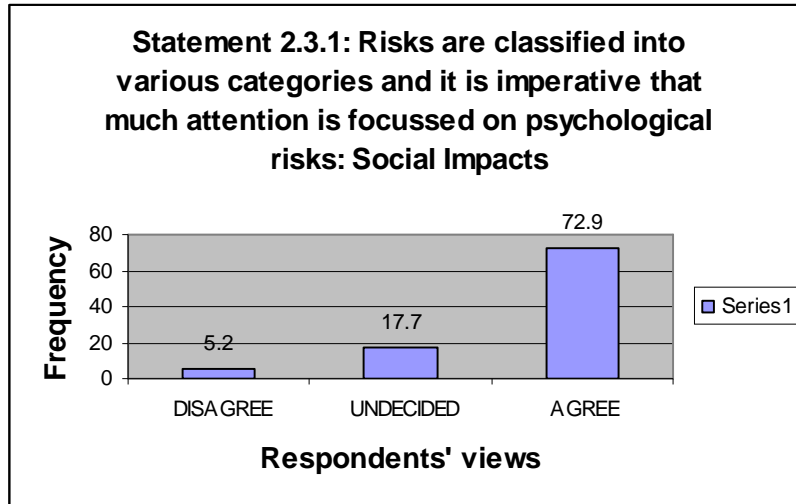


Responses to the above statement indicate that 71.6% of respondents agreed that there should be equity within the event organisation in terms of performance risks within the Event Industry, while 6.8% disagreed with the statement.

According to the statistics in the above tables, time management and equity within the event industry is crucial because:

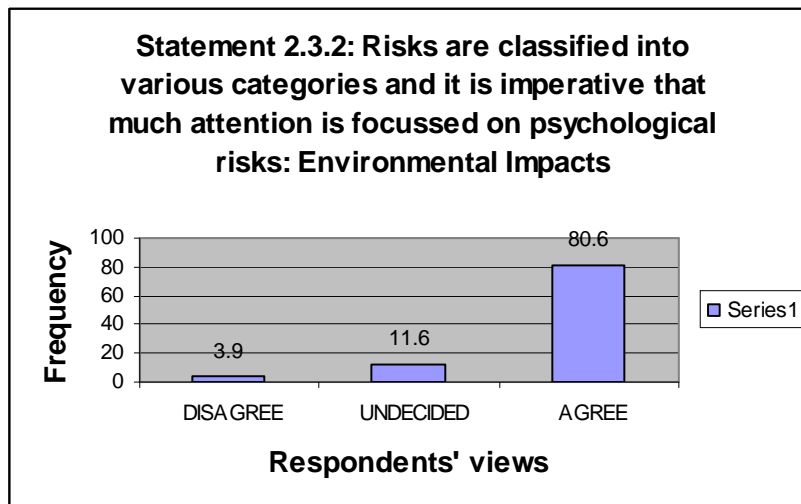
- It is clear from the above statistics that event stakeholders experience problems with time management and equity within the event organisation.
- A majority of the event stakeholders show that the agreement between the event stakeholder and the employee are fixed.
- A majority of the event stakeholders show that the agreement between the event stakeholder and the client is a signed consensus.
- A majority of the event stakeholders show that the agreement between the event stakeholder and the sponsor is a signed consensus.
- A majority of the event stakeholders show that the agreement between the event stakeholder and the client is a time-bound and financial agreement.
- In order for an event stakeholder to succeed within the Event Industry, teamwork amongst staff members, as well as training staff to become multi-tasked, is important. This can be a costly exercise but will prove effective and beneficial for the event organisation.

Table 2.3.1: Psychological Risks: Social Impacts



Responses to the above statement indicate that 72.9% of respondents agreed that social impacts are important in terms of psychological risks within the Event Industry, while 5.2% disagreed with the statement.

Table 2.3.2: Psychological Risks: Environmental Impacts

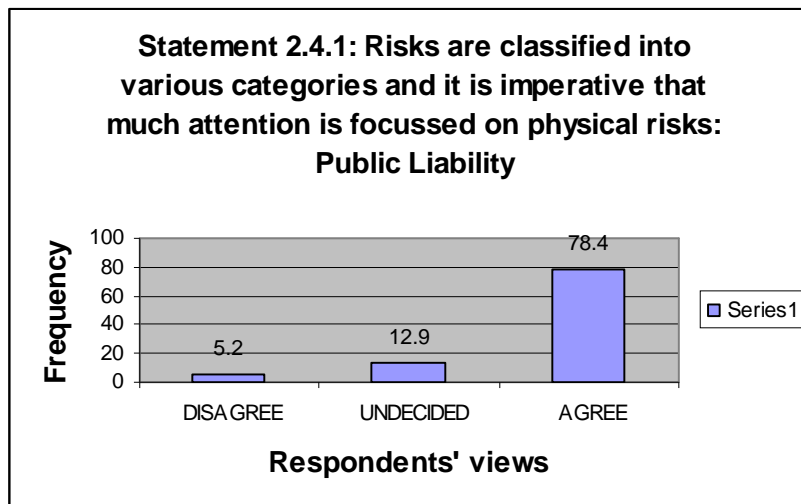


Responses to the above statement indicate that 80.6% of respondents agreed that environmental impacts are important in terms of psychological risks within the Event Industry, while 3.9% disagreed with the statement.

According to the statistics in the above tables, social and environmental impacts are important elements, which impact on the event organisation because:

- A majority of event stakeholders believe that social impacts have internal and external influences within the event organisation.
- Social impacts would be classified as impacts that are associated with employees, cultural diversity and behavioural characteristics.
- Environmental impacts are classified as external impacts that are associated with uncontrollable weather conditions, extreme natural occurrences, safety and security, as well as health and safety.

Table 2.4.1: Physical Risks: Public Liability



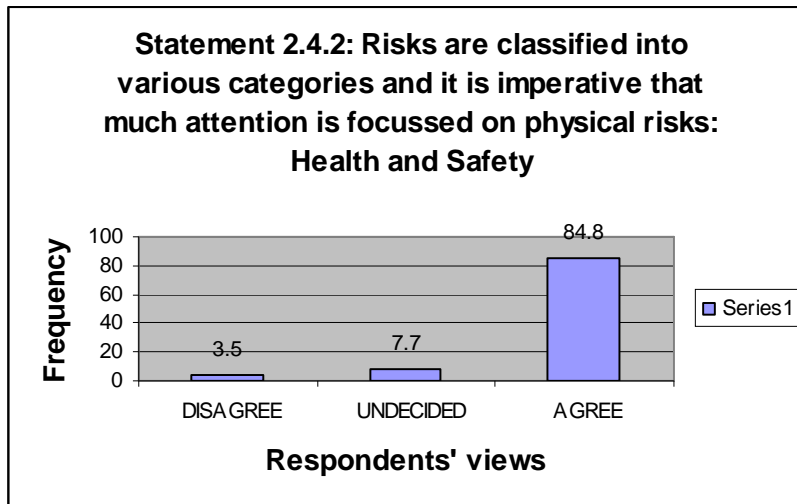
Responses to the above statement indicate that 78.4% of respondents agreed that public liability is a major concern in terms of physical risks within the Event Industry, while 5.2% disagreed with the statement.

According to the statistics in the above table, public liability, as mentioned in Question One of this section, is a crucial element and concern for the event stakeholder because:

- A majority of event stakeholders know that they are liable and responsible for the safety of all employees within the event organisation.
- Public liability should prevent event stakeholders from becoming responsible or liable for any damage that is caused by a third party.

- Therefore, it is important for event stakeholders to have public liability insurance.

Table 2.4.2: Physical Risks: Health and Safety

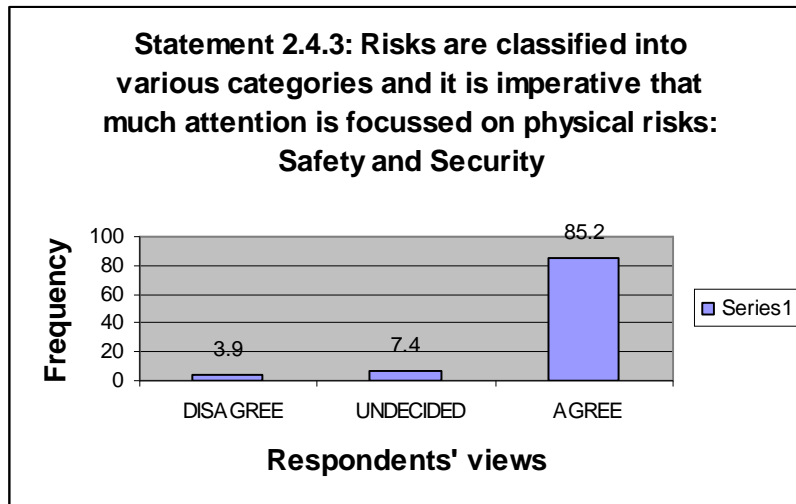


Responses to the above statement indicate that 84.8% of respondents agreed that health and safety is important in terms of physical risks within the Event Industry, while 3.5% disagreed with the statement.

According to the statistics of the above table, health and safety has become important for event stakeholders because:

- A majority of event stakeholders believe that health and safety for an event is important and should be aligned with the Occupational Health and Safety Act (OHS Act), No. 85 of 1993.
- Event venues require regular health inspection services.
- Waste Management is a major element of Health and Safety for the Event Industry.
- A majority of event stakeholders agree that because of the OHS Act No. 85 of 1993 and by abiding by the legislation, there will be a decrease in this physical risk.

Table 2.4.3: Physical Risks: Safety and Security

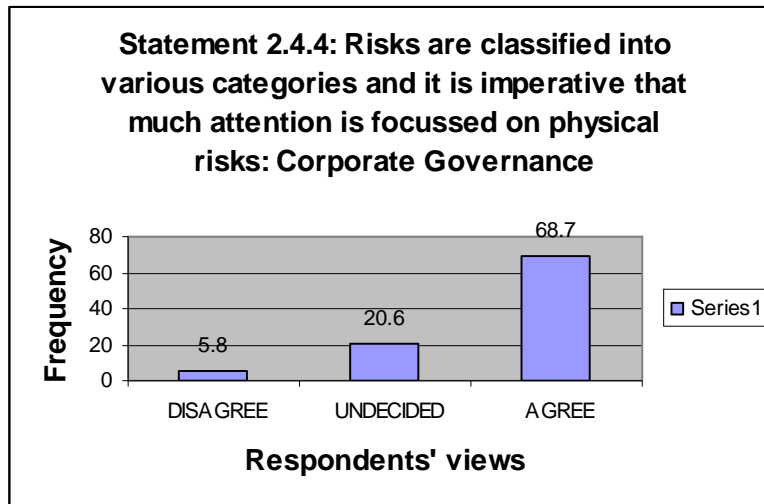


Responses to the above statement indicate that 85.2% of respondents agreed that safety and security is important in terms of physical risks within the Event Industry, while 3.9% disagreed with the statement.

According to the statistics in the above table, the Safety and Security of an event is crucial to event stakeholders because:

- A majority of event stakeholders believe that the safety and security of an event is the main reason why people attend events.
- The safety and security of the venue can lead to a successful or unsuccessful event.
- The safety and security of visitors and employees at the event is a responsibility of the event stakeholder.
- A majority of event stakeholders know the importance of the SA Police services and the SA Police Services Act.
- Major event stakeholders, specifically sports event stakeholders, are aware of the important role of the Safety at Sports and Recreational Events Bill of 2004.

Table 2.4.4: Physical Risks: Corporate Governance



Responses to the above statement indicate that 68.7% of respondents agreed that corporate governance is a major concern in terms of physical risks within the Event Industry, while 5.8% disagreed with the statement.

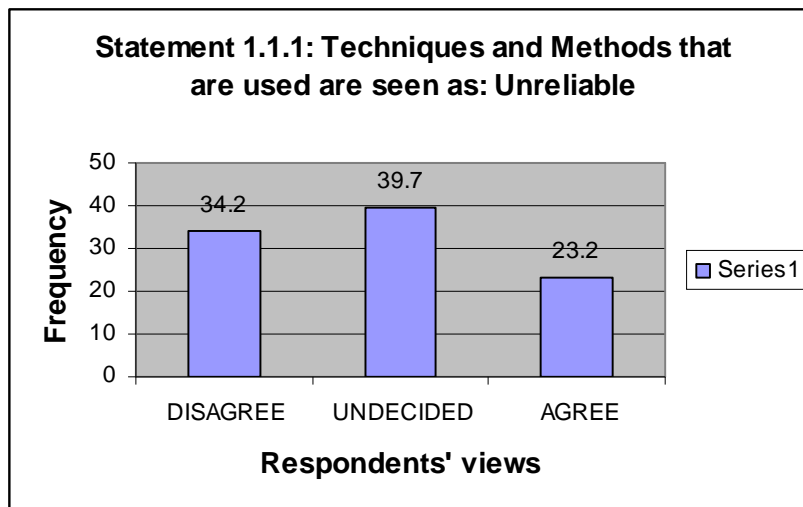
According to the statistics in the above table, corporate governance is a major element of concern, which is reflected within the Event Industry because:

- Although a majority of event stakeholders feel that corporate governance is important, a broad understanding of ethics is also a crucial element within the event organisation.
- Event stakeholders should have a clear understanding of the concept of “ethics”, which complements corporate governance.
- Corporate Governance plays an active role in compliance and the event stakeholder has no choice but to comply with the necessary legislation which has been established by government and the City of Cape Town for the Event Industry.

6.12.3. SECTION C: THE ACCURACY OF RISK MANAGEMENT TECHNIQUES AND METHODS

Section C determines the extent to which event categories agree with the nature of accuracy of the tools and methods that are used to measure and control common risks within the Event Industry.

Table 1.1.1: Risk Management Techniques and Methods: Unreliable



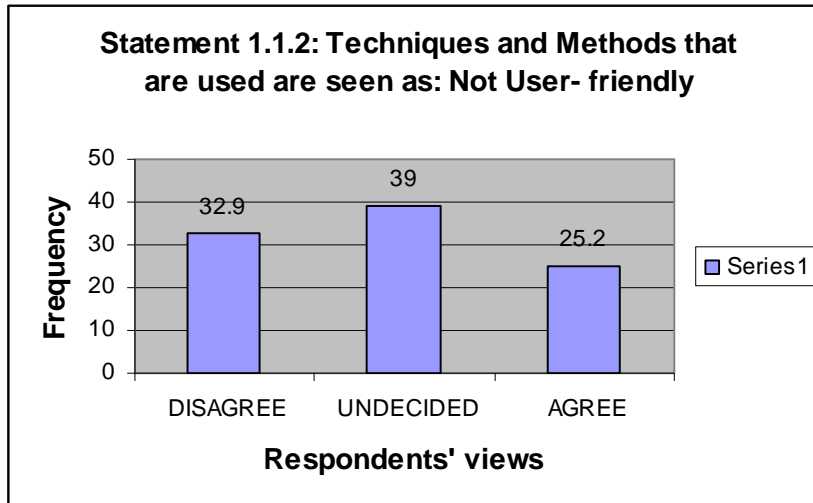
Responses to the above statement indicate that 34.2% of respondents disagreed that the techniques and methods used are unreliable, while 23.2% agreed with the statement.

According to the statistics in the above table, the risk techniques and methods that are used are seen as unreliable for a minority of event stakeholders, while a majority was undecided. This response concluded that:

- Not many event stakeholders are aware or have knowledge of the risk management techniques and methods that are used within the Event Industry.
- Many event stakeholders are not sure how they should manage risks within their event organisations.
- There is a lack of project management skills and training within the Event Industry in terms of these risk techniques and methods.

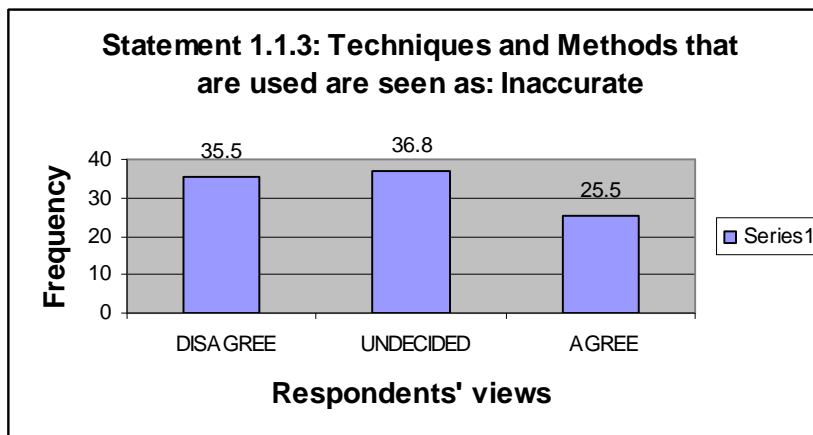
- According to the above table 34% of event stakeholders find that the techniques and methods that they are using, are reliable and appropriate to their event organisation.

Table 1.1.2: Risk Management Techniques and Methods: Not User-friendly



Responses to the above statement indicate that 32.9% of respondents disagreed that the techniques and methods that are used are not user-friendly, while 25.2% agreed with the statement.

Table 1.1.3: Risk Management Techniques and Methods: Inaccurate

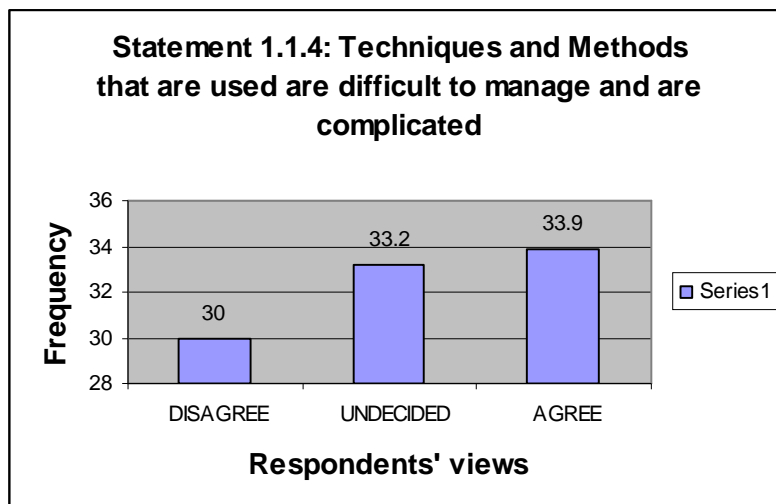


Responses to the above statement indicate that 35.5% of respondents disagreed that the techniques and methods that are used are inaccurate, while 25.5% agreed with the statement.

According to the statistics in the above tables, the risk techniques and methods that are used are regarded as not user-friendly and inaccurate for a minority of event stakeholders, while the majority was undecided. This response concluded that:

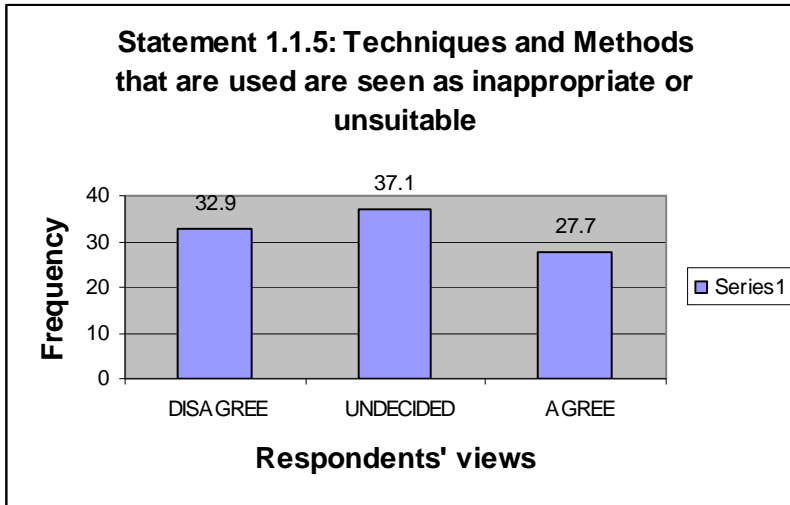
- A majority of event stakeholders are unsure of what risk management techniques and methods should be used to manage risks.
- A minority of event stakeholders feel that the risk management techniques and methods that are used are not user-friendly and do not provide a true reflection of how risks should be managed.
- A ratio of 32% of event stakeholders felt that the risk management techniques and methods are user-friendly, as they are able to understand the techniques and are exposed to such situations.

Table 1.1.4: Risk Management Techniques and Methods are complicated



Responses to the above statement indicate that 30% of respondents disagreed that the techniques and methods that are used are difficult to manage and are complicated, while 33.9% agreed with the statement.

Table 1.1.5: Risk Management Techniques and Methods are inappropriate

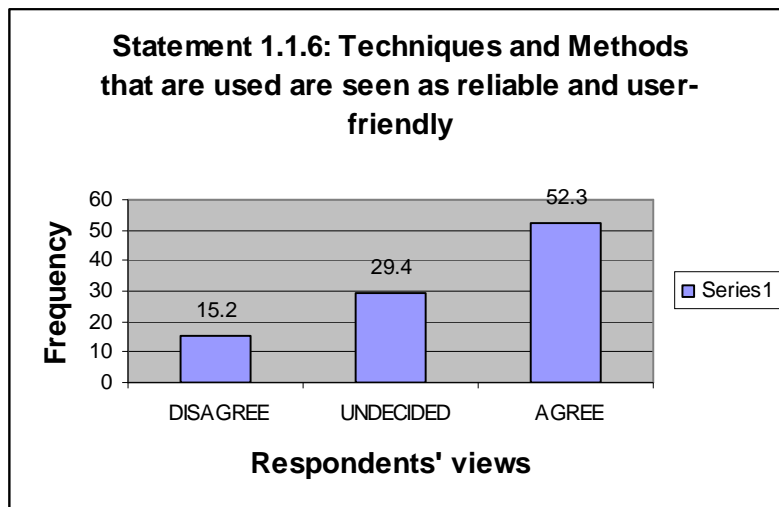


Responses to the above statement indicate that 32.9% of respondents disagreed that the techniques and methods that are used are inappropriate or unsuitable, while 27.7% agreed with the statement.

According to the statistics in the above tables, risk management techniques and methods are difficult to manage and are complicated, while in some instances they are inappropriate. This response concluded that:

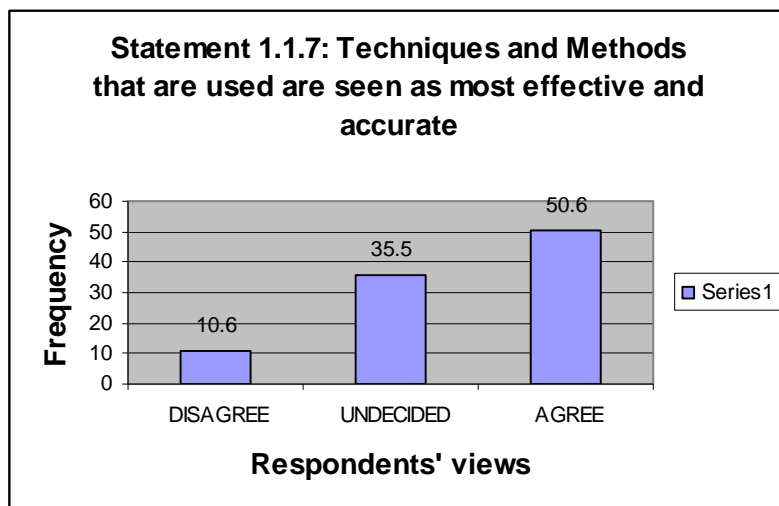
- A majority of event stakeholders feel that the risk management techniques and methods prove to be difficult to manage and are complicated.
- Therefore, it is deduced that event stakeholders would outsource risk management companies to manage their risks, which is costly, but convenient.
- A majority of event stakeholders again expressed their indecisiveness of not knowing the techniques and methods.
- Event stakeholders should be trained and educated in project management, which provides various risk management techniques and methods.

Table 1.1.6: Risk Management Techniques and Methods are reliable and user - friendly



Responses to the above statement indicate that 15.2% of respondents disagreed that the techniques and methods that are used are reliable and user-friendly, while 52.3% agreed with the statement.

Table 1.1.7: Risk Management Techniques and Methods are effective and accurate

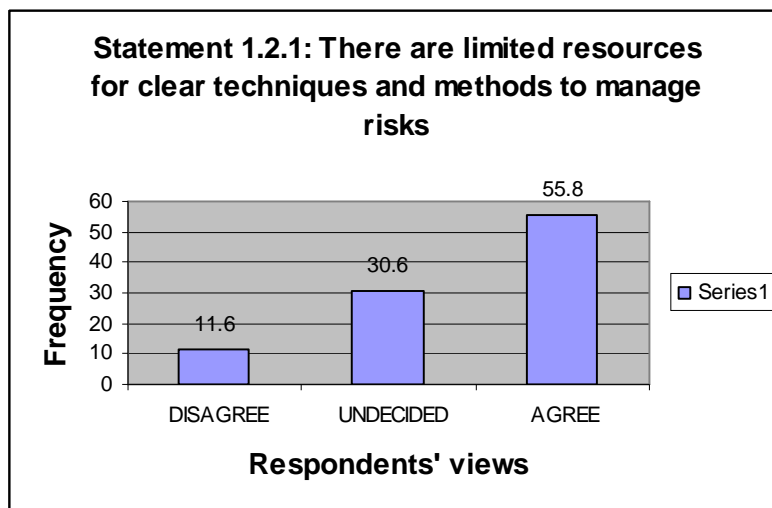


Responses to the above statement indicate that 10.6% of respondents disagreed that the techniques and methods that are used are most effective and accurate, while 50.6% agreed with the statement.

According to the statistics in the above tables, the reliability, effectiveness and accuracy of the risk management techniques and methods, are agreed upon by a majority of event stakeholders. This concluded that:

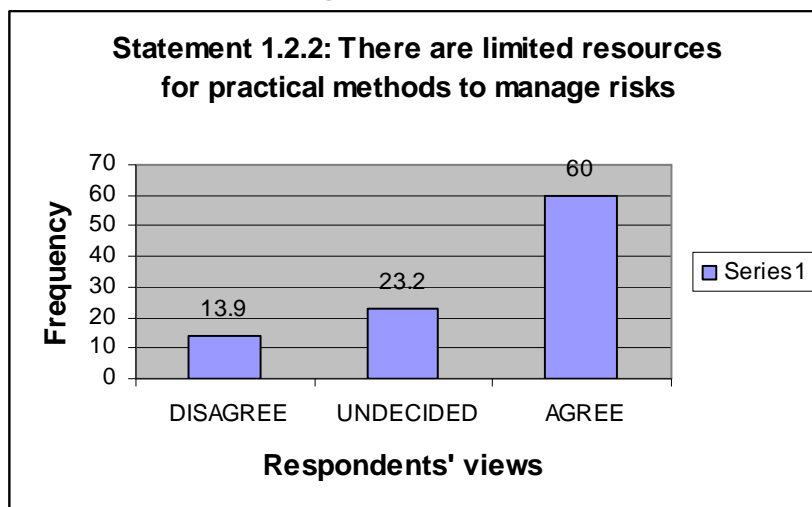
- A majority of event stakeholders who are equipped with the necessary knowledge, training, skills and expertise, find that the risk management techniques and methods are reliable, effective and accurate according to their event organisations.
- It is deduced, once again, that many event stakeholders do not have the expertise and knowledge to agree that these techniques are reliable and accurate.

Table 1.2.1: Risk Management Techniques and Methods have limited resources



Responses to the above statement indicate that 11.6% of respondents disagreed that there are limited resources for clear techniques and methods to manage risks, while 55.8% agreed with the statement.

Table 1.2.2: Risk Management Techniques and Methods have limited resources

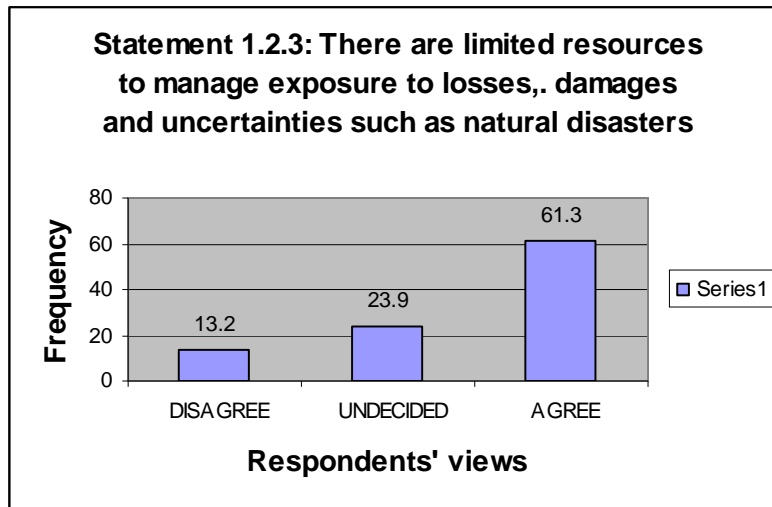


Responses to the above statement indicate that 13.9% of respondents disagreed that there are limited resources for practical methods to manage risks, while 60% agreed with the statement.

According to the statistics in the above tables, it is evident that there are limited resources available for clear and practical methods to measure and manage risks. This concluded that:

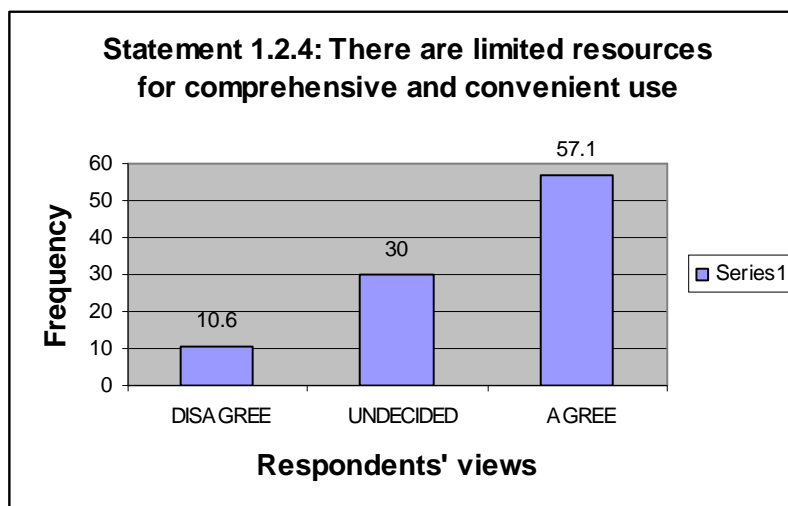
- A majority of event stakeholders emphasised a need for resources that are required for the event organisation.
- A need for education, training and skills is imperative, which contributes to the availability of necessary resources.
- Event stakeholders require resources that are readily available and practical methods that are simple to follow and uncomplicated.

Table 1.2.3: Limited resources are available in managing extreme loss



Responses to the above statement indicate that 13.2% of respondents disagreed that there are limited resources to manage exposure to losses, damages and uncertainties such as natural disasters, while 61.3% agreed with the statement.

Table 1.2.4: Limited resources are available for comprehensiveness and convenience



Responses to the above statement indicate that 10.6% of respondents disagreed that there are limited resources for comprehensive and convenient use, while 57.1% agreed with the statement.

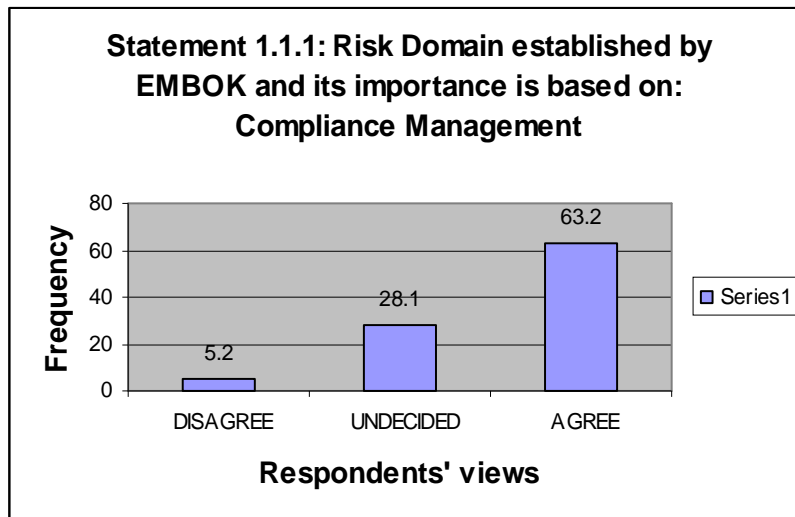
According to the statistics in the above tables, it is clear that there are limited resources that are available to manage exposure to extreme loss and comprehensiveness. This concluded that:

- A majority of event stakeholders feel that resources should be in place for any incidents, including extreme disasters.
- Event stakeholders are aware of the fact that contingency plans should be in place for any risks that may occur, be it minor or major.
- Event stakeholders feel that not enough is provided in the way of comprehensive information regarding planning of events.

6.12.4. SECTION D: POLICIES AND PROCEDURES IN RISK MANAGEMENT

Question 1 determines to what extent event categories would agree that there is no proper risk management procedure or policy in place for minor and major events.

Table 1.1.1: Compliance Management

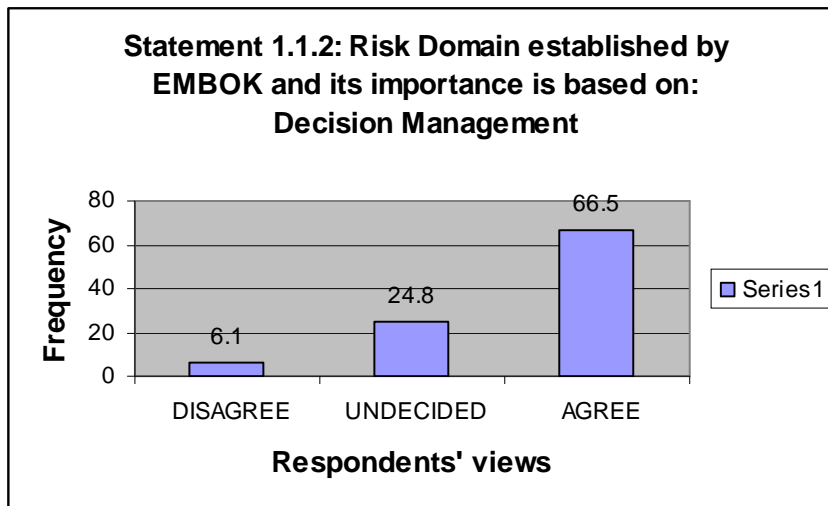


Responses to the above statement indicate that 63.2% of respondents agreed that the Risk Domain is based on Compliance Management, while 5.2% disagreed with the statement.

According to the statistics in the above table, compliance management is one of the most important and necessary risk management areas because:

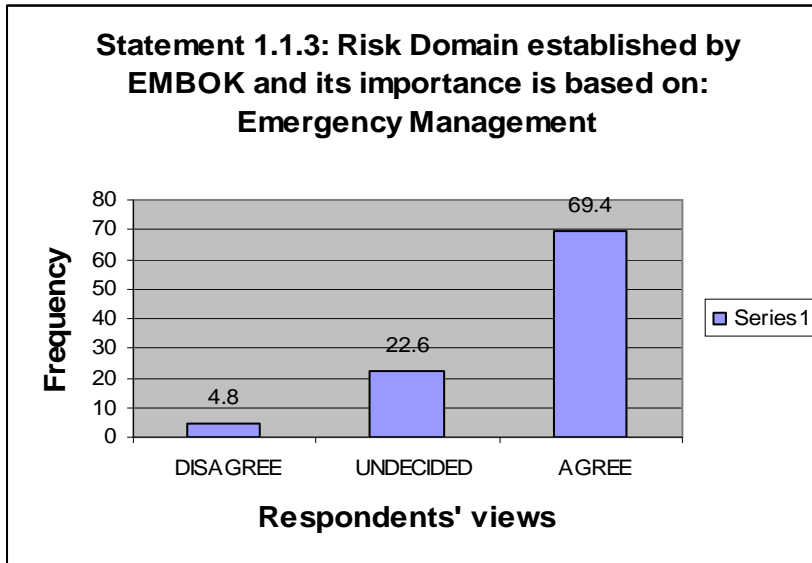
- A majority of event stakeholders believe that there are no options but to comply with the legislation, as set out by the South African Government.
- A majority of event stakeholders believe that there are no options but to comply with the City of Cape Town Events (Draft) Policy for the Events Industry.
- Compliance would include elements such as codes and regulations, permits, health and safety inspections, food services codes, liquor laws and permits.

Table 1.1.2: Decision Management



Responses to the above statement indicate that 66.5% of respondents agreed that the Risk Domain is based on Decision Management, while 6.1% disagreed with the statement.

Table 1.1.3: Emergency Management



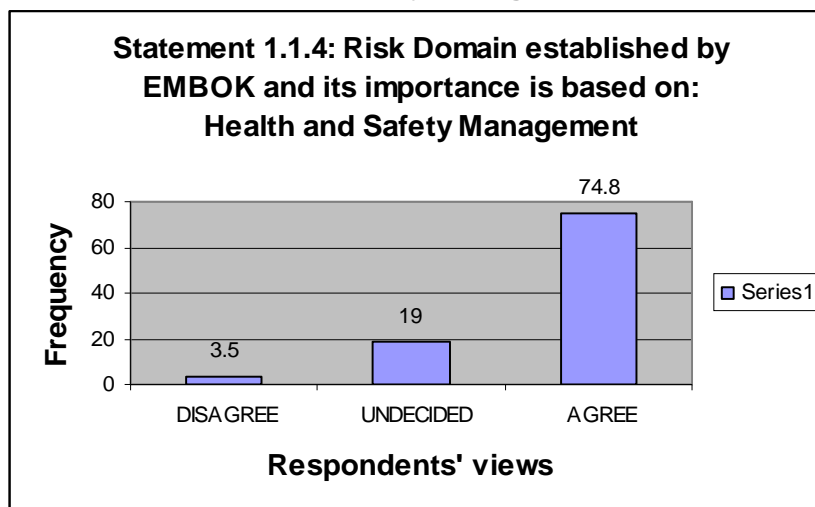
Responses to the above statement indicate that 69.4% of respondents agreed that the Risk Domain is based on Emergency Management, while 4.8% disagreed with the statement.

According to the statistics in the above tables, decision and emergency management is perceived as two of the most important and necessary risk management areas because:

- A majority of the event stakeholders feel that there should be organisation and synergy within the event organisation.
- The Human Resources aspect is important and ultimate decisions are made by the persons at a higher level of the organisational hierarchy.
- A majority of event stakeholders want proper decision-making systems to be established in terms of project management systems, which should monitor and evaluate the inception of the event from implementation to post evaluation.
- Decision Management elements would include contingency plans, incident reporting, risk documentation, risk identification, risk mitigation and risk monitoring.
- A majority of event stakeholders are dependent on emergency management for their organisation in terms of identifying proper authorities, SA Police services, and medical services.

- A majority of event stakeholders feel that proper training is required for medical services, first-aid, evacuations, incidents, health and safety, disasters and crowd control during events, as well as extreme weather conditions.
- A majority of event stakeholders feel that there should be contingency or mitigation plans in place during extreme emergency cases.

Table 1.1.4: Health and Safety Management



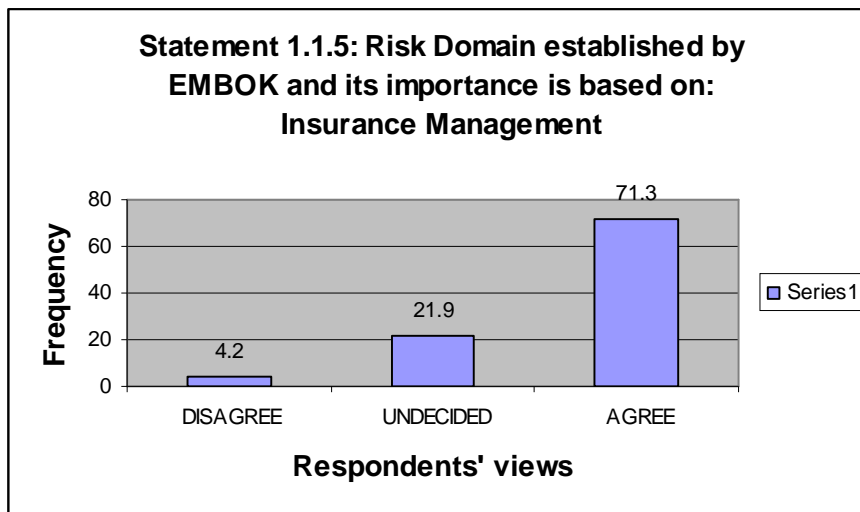
Responses to the above statement indicate that 74.8% of respondents agreed that the Risk Domain is based on Health and Safety Management, while 3.5% disagreed with the statement.

According to the statistics in the above table, health and safety management is one of the most important and necessary risk management areas because:

- A majority of event stakeholders believe that health and safety is crucial in terms of the environment at the workplace, as well as at the event venue.
- A majority of event stakeholders feel that event venues should be regularly inspected by the Health and Safety Board.
- A majority of event stakeholders feel that it is imperative that event stakeholders should comply with the Occupational Health and Safety Act, No. 85 of 1993 (OHS Act).

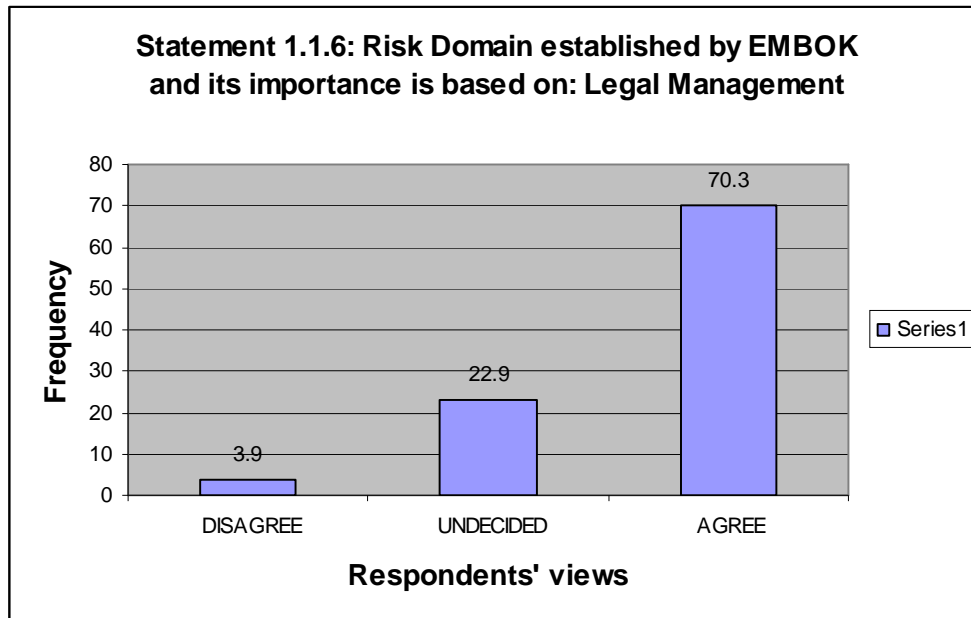
- Health and Safety at an event is the sole responsibility of the event venue and the event organisation, since they are solely responsible for the well-being of all attendees and staff members at the event.
- Health and Safety elements would include equipment training, fire safety systems, occupational hazards, pollution, waste management and sanitation.

Table 1.1.5: Insurance Management



Responses to the above statement indicate that 71.3% of respondents agreed that the Risk Domain is based on Insurance Management, while 4.2% disagreed with the statement.

Table 1.1.6: Legal Management



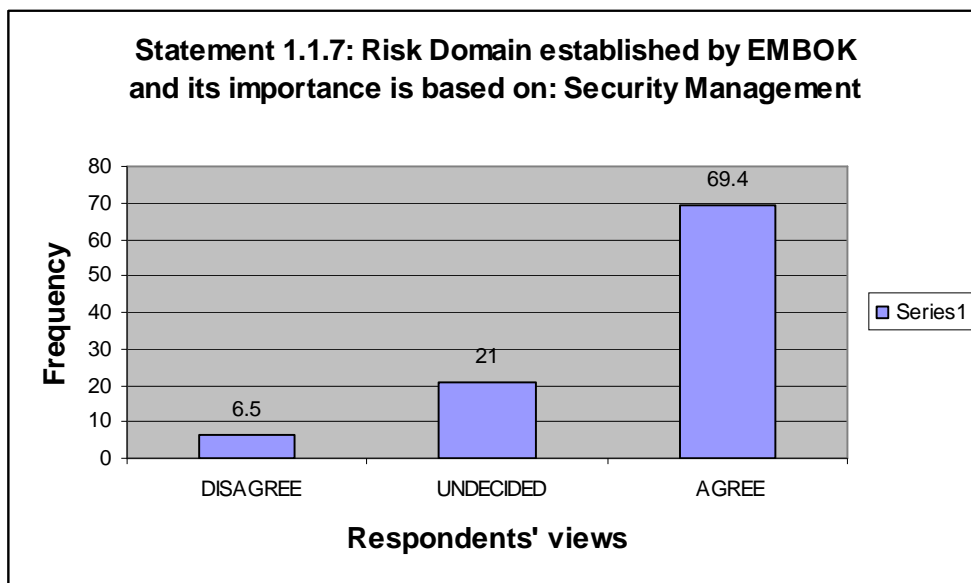
Responses to the above statement indicate that 70.3% of respondents agreed that the Risk Domain is based on Legal Management, while 3.9% disagreed with the statement.

According to the statistics in the above tables, insurance and legal management is perceived as two of the most important and necessary risk management areas because:

- A majority of event stakeholders believe that without the necessary legal documentation and permits, an event organisation cannot operate.
- A majority of event stakeholders believe that without public liability insurance and corporate governance, an event organisation cannot operate.
- Therefore, it is imperative that event stakeholders adhere to liability insurance and contractual requirements. Event stakeholders can consult with insurance providers.
- A majority of event stakeholders should ensure that there is proper negotiation and execution of contracts, as well as other legal documents.
- A majority of event stakeholders should ensure that agreements are legal and that they are beneficial for the event organisation and its organisational articles or mandate.

- Insurance Management would include elements such as contractual agreements, cancellation procedures, certificate of insurance, errors and omissions, income loss, legal requirements, liability exposure, property loss and workers compensation.
- Legal Management would include elements such as access to the Information Act, codes of practice, contract negotiation, policies, liquor laws, public safety laws, fundraising laws, statutory compliance, taxation laws, zoning laws and traffic laws.

Table 1.1.7: Security Management



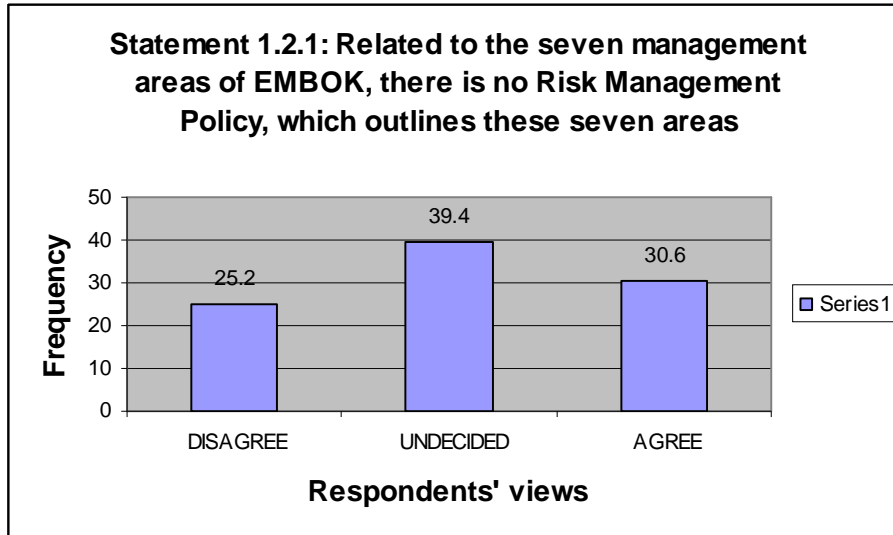
Responses to the above statement indicate that 69.4% of respondents agreed that the Risk Domain is based on Security Management, while 6.5% disagreed with the statement.

According to the statistics in the above table, security management is one of the most important and necessary risk management areas because:

- A majority of event stakeholders believe that the Event Industry should have 24 hour security, as events is a 24/7 industry.
- A majority of event stakeholders believe that all event venues have efficient safety and security at events and that the environment in which the event is held is safe from any threats or hazards. This applies to the venue internally as well.

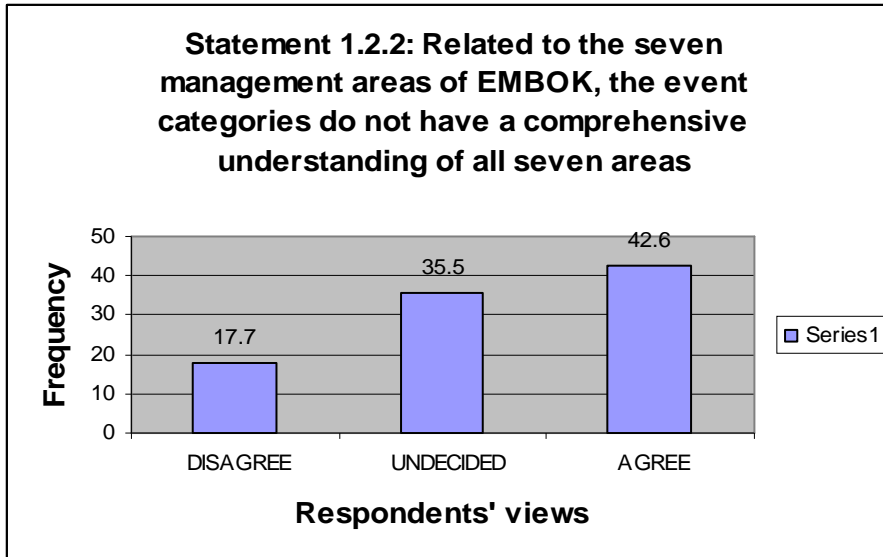
- Security Management is concerned with access control, contracted personnel (sufficient security staff or marshals), crowd control, communications, emergency assistance, incident reporting, equipment, staging, law enforcement, surveillance, property protection and volunteer personnel.

Table 1.2.1: Risk Management Policy



Responses to the above statement indicate that 25.5% of respondents disagreed that there is no Risk Management Policy, which outlines the management areas of the Risk Domain. However, 30.6% of respondents agreed with the statement.

Table 1.2.2: EMBOK: Risk Management Knowledge Domain



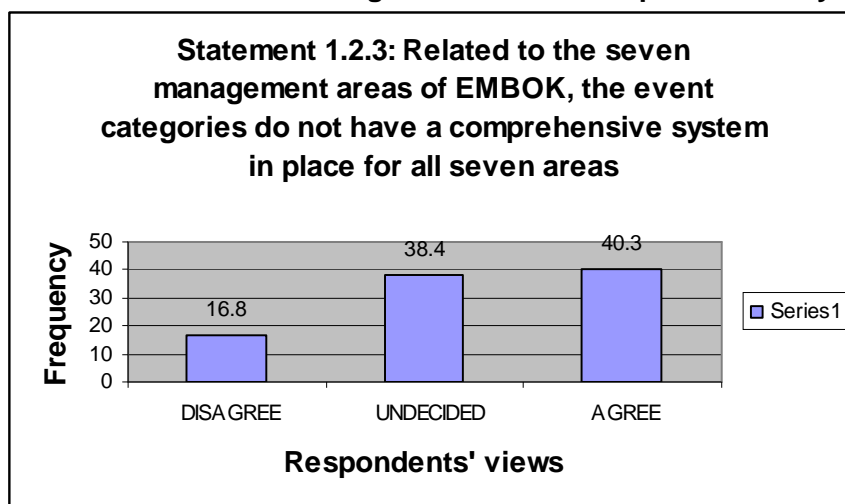
Responses to the above statement indicate that 17.7% of respondents disagreed that event stakeholders do not have a comprehensive understanding of the seven management areas as outlined by the Risk Domain. However, 42.6% of respondents agreed with the statement.

According to the statistics in the above tables, there is no risk management policy within the Event Industry for the City of Cape Town and there is an average amount of event stakeholders that are familiar with the Event Management Body of Knowledge (EMBOK) and the Risk Knowledge Domain. This concluded that:

- A majority of event stakeholders believe that there is no risk management policy that has been established by the City of Cape Town.
- According to the research above, a majority of event stakeholders are unsure or are not aware of the fact that there is no risk management policy in place for events in Cape Town.
- Therefore the City of Cape Town has developed an Events (Draft) Policy and is in the process of establishing an Events Commission for events in Cape Town.
- An establishment of the above will provide event stakeholders with the necessary support and guidance to plan and stage events.

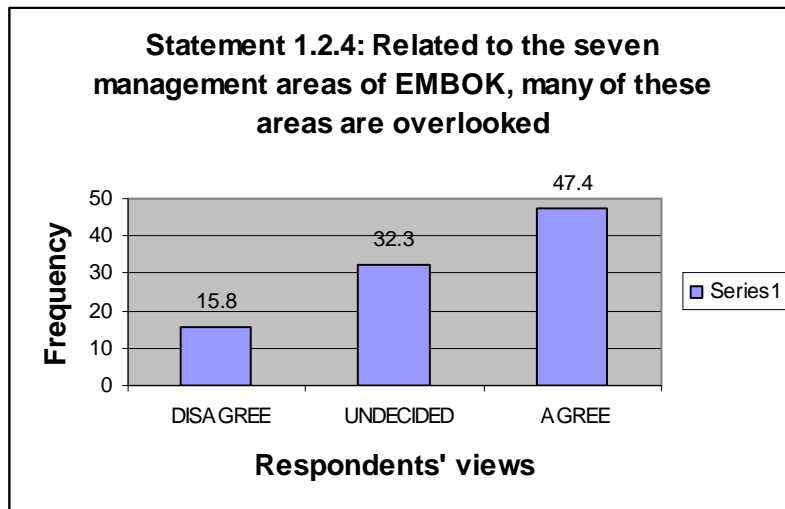
- A majority of event stakeholders do not have knowledge of the Event Management Body of Knowledge (EMBOK) and the Risk Knowledge Domain. It is only a minority who is familiar with the concept.
- The City of Cape Town has devised an Events (Draft) Policy and has included the domains of EMBOK, which the events policy will be based on.
- It is important that the EMBOK knowledge domains become a crucial part of an Events Policy for the City of Cape Town. This way the event stakeholder will understand and apply these concepts.
- The EMBOK Risk Management Framework will be implemented within the Cape Peninsula University of Technology.

Table 1.2.3: Risk Knowledge Domain: No Comprehensive System



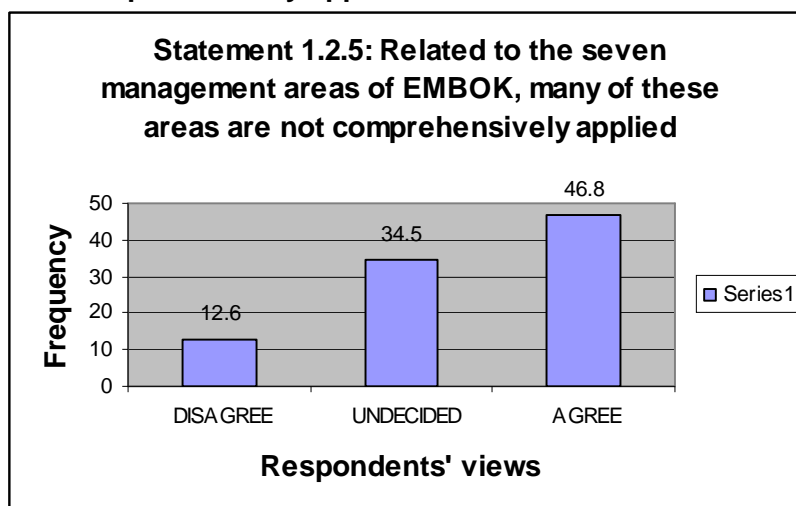
Responses to the above statement indicate that 16.8% of respondents disagreed that event stakeholders do not have a comprehensive system in place of the seven management areas that are outlined by the Risk Domain. However, 40.3% of respondents agreed with the statement.

Table 1.2.4: Risk Knowledge Domain: Risk Management areas overlooked



Responses to the above statement indicate that 15.8% of respondents disagreed that the seven management areas that are outlined by the Risk Domain, are overlooked by the Event Industry. However, 47.4% of respondents agreed with the statement.

Table 1.2.5: Risk Knowledge Domain: Risk Management areas not comprehensively applied

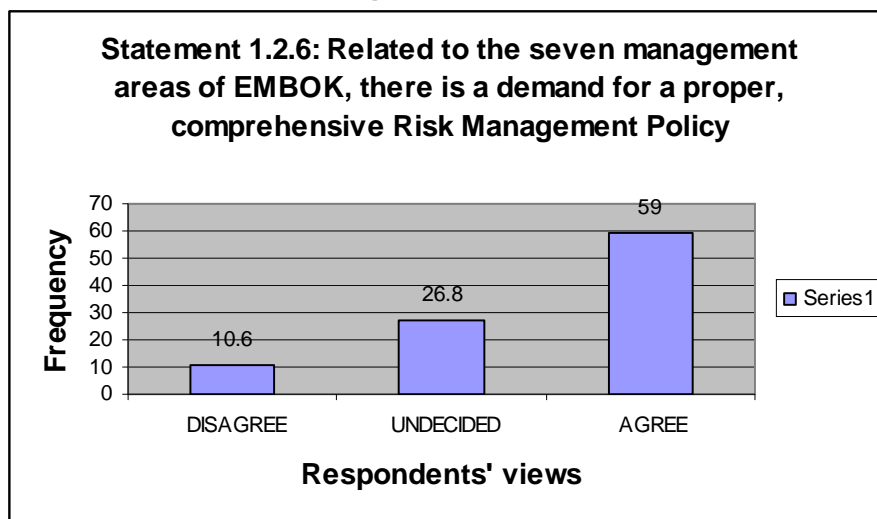


Responses to the above statement indicate that 12.6% of respondents disagreed that the seven management areas that are outlined by the Risk Domain, are not comprehensively applied. However, 46.8% of respondents agreed with the statement.

According to the statistics in the above tables, a majority of event stakeholders feel that there is no comprehensive system in place and that there is limited knowledge about EMBOK’s Risk Management Framework. This concluded that:

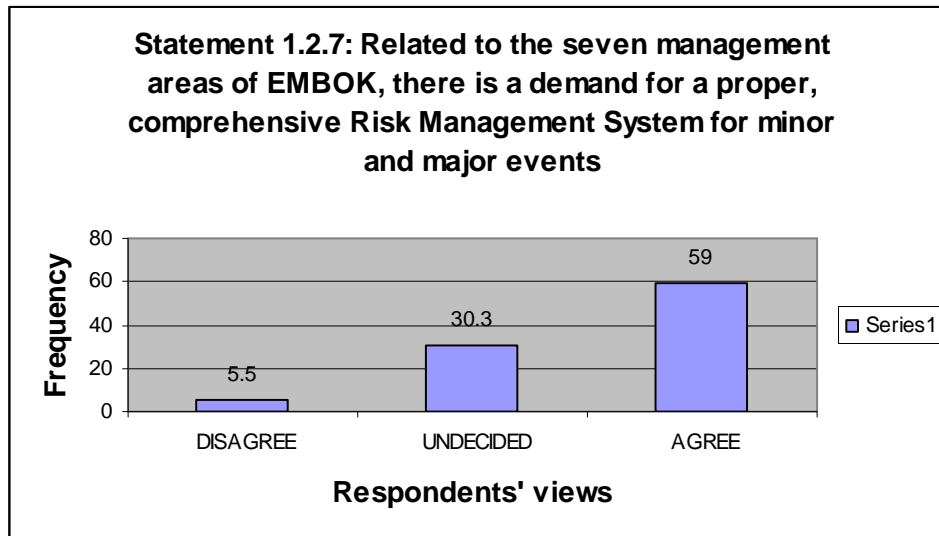
- According to the research above, it is evident that event stakeholders have not been exposed to the Event Management Body of Knowledge (EMBOK).
- This has lead to limited knowledge of the role that EMBOK plays in terms of the Event Industry.
- With the establishment of the Events Commission and the Events Policy for the City of Cape Town, event stakeholders will have more insight and will be made more aware of EMBOK and the role that it will play in partnership with the City of Cape Town.
- Event stakeholders will be made aware of the comprehensive Event Management course, which is offered at the Cape Peninsula University of Technology.

Table 1.2.6: Risk Knowledge Domain: Comprehensive Risk Management Policy



Responses to the above statement indicate that 10.6% of respondents disagreed that there is a demand for a proper, comprehensive Risk Management Policy. However, 59% of respondents agreed with the statement.

Table 1.2.7: Risk Knowledge Domain: Comprehensive Risk Management System



Responses to the above statement indicate that 5.5% of respondents disagreed that there is a demand for a proper, comprehensive Risk Management system for minor and major events. However, 59% of respondents agreed with the statement.

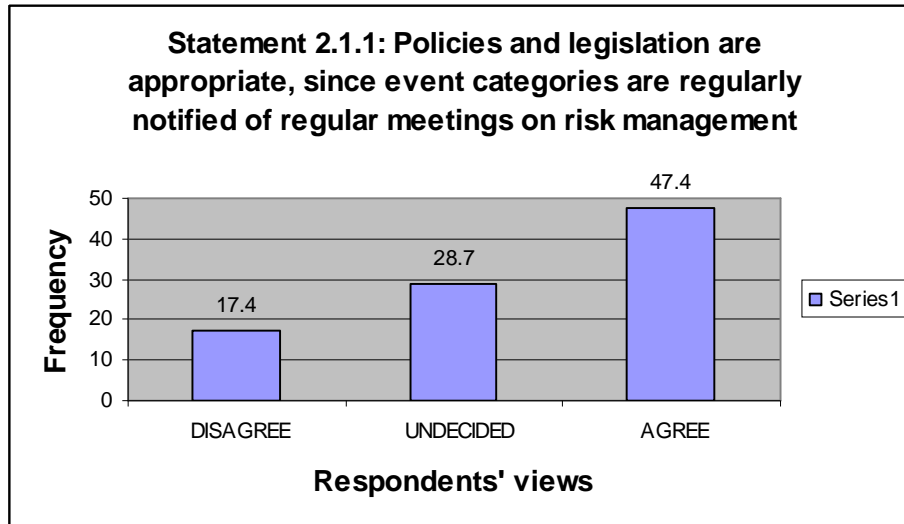
According to the statistics in the above tables, a majority of event stakeholders feel that there is a demand for a proper, comprehensive risk management policy and system in place. This concluded that:

- According to the research above, it is clear that there should be a proper, comprehensive risk management policy and risk management system in place.
- It is clear that the Events profession outlines the EMBOK Risk Framework, as a comprehensive and complex structure, which encompasses processes, phases and core values that define the Event Industry.
- It is clear that the Event Industry is a 24/7 industry and with the risk management framework formulated in this research, it is imperative that it should be implemented within the Event Industry in Cape Town.
- It is evident that each event stakeholder has its own management policies and systems in place as long as those systems are applicable, legal and comply with the necessary policies within the Events Sector of the City of Cape Town.
- An updated EMBOK Risk Management Framework has been devised, which is applied to the Event Industry and will make risk management much easier and convenient to operate within.

SECTION D: POLICIES AND PROCEDURES IN RISK MANAGEMENT

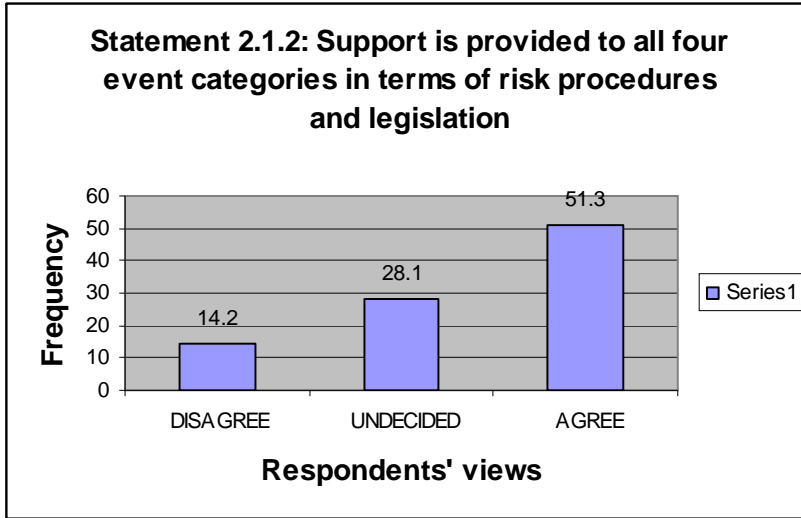
Question 2 determines to what extent event categories would agree that the policies or legislations that do exist within government, as well as risk associations, reflect a beneficial and ethical approach.

Table 2.1.1: Policies and Procedures are appropriate and beneficial



Responses to the above statement indicate that 17.4% of respondents disagreed that event stakeholders are notified of regular risk management meetings, while 47.4% agreed with the statement.

Table 2.1.2: The Provision of Support to event stakeholders



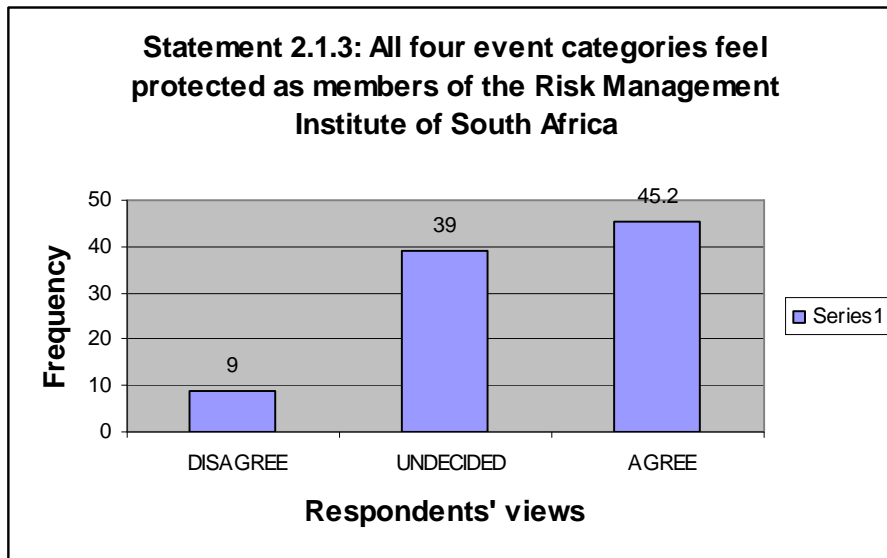
Responses to the above statement indicate that 14.2% of respondents disagreed that event stakeholders are provided with the necessary support within the Event Industry, while 51.3% agreed with the statement.

According to the statistics in the above tables, a majority of event stakeholders are notified of regular meetings to an extent, and receive support from event organisations. This concluded that:

- An average number of event stakeholders are made aware of regular events and meetings that take place.
- Attending regular events and meetings depends on whether the event stakeholder is a member of a particular organisation.
- It would be to the advantage of the event stakeholder to become a member of an event organisation such as the Risk Management Institute of South Africa.
- It would be to the advantage of the event stakeholder to become a member of an event organisation such as the Event Management Body of Knowledge (EMBOK).
- It would be to the advantage of the event stakeholder to become a member of an event organisation such as the South African Association for the Conference Industry.

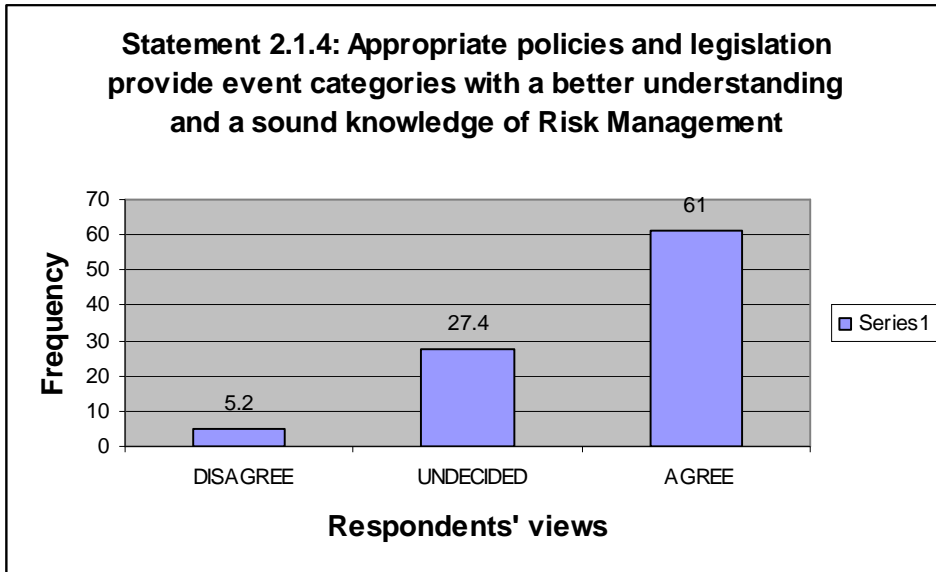
- Those event stakeholders that are members of such organisations will have the benefit of gaining access to information on the Event Industry.
- Therefore, event stakeholders are provided with necessary support as they are legal entities.

Table 2.1.3: Risk Management Institute of South Africa



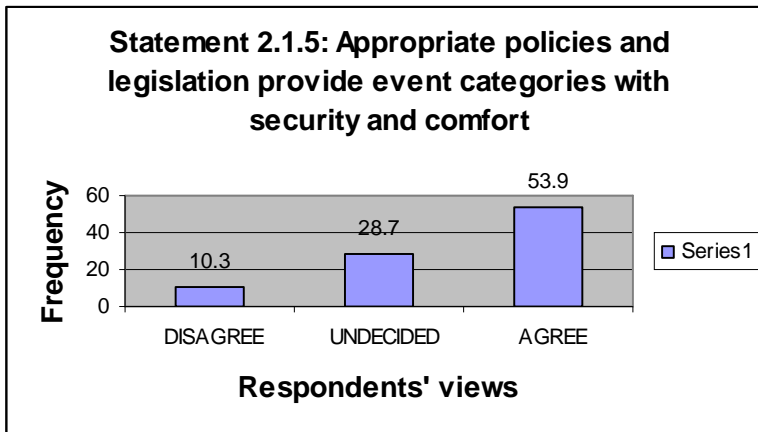
Responses to the above statement indicate that 9% of respondents disagreed that event stakeholders feel protected by the Risk Management Institute of South Africa, while 45.2% agreed with the statement.

Table 2.1.4: Policies and Procedures provide good understanding and knowledge of risk management



Responses to the above statement indicate that 5.2% of respondents disagreed that event stakeholders would be better equipped and have a sound knowledge of what to expect in the Event Industry with the necessary risk policies and legislation, which have been established by Government. However, 61% agreed with this statement.

Table 2.1.5: Policies and Procedures provide security and comfort to event stakeholders

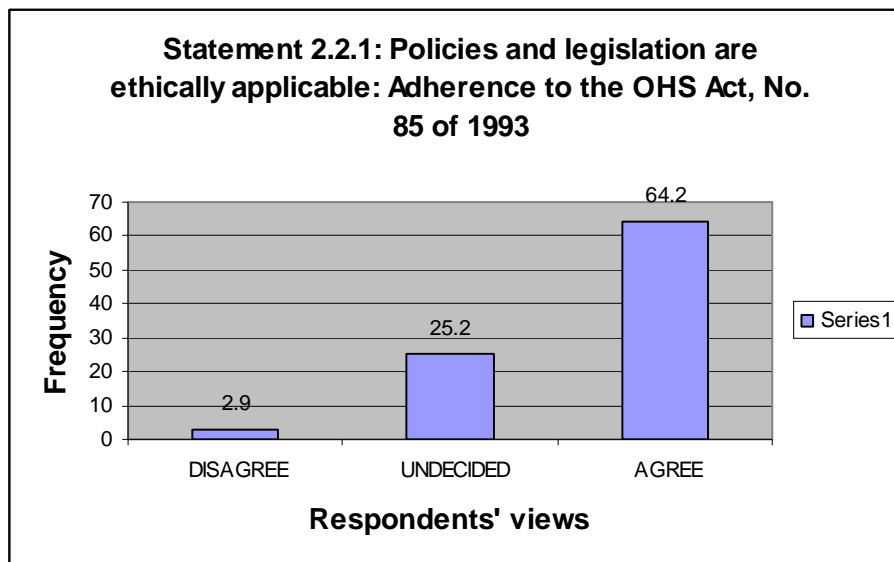


Responses to the above statement indicate that 10.3% of respondents disagreed that event stakeholders felt secure and comfortable with the policies and legislation, which has been established by Government, whereas 53% agreed with the statement.

According to the statistics in the above tables, a majority of event stakeholders felt comfortable and secure with the policies and procedures that are currently in place and are members of the Risk Management Institute of Technology. This concluded that:

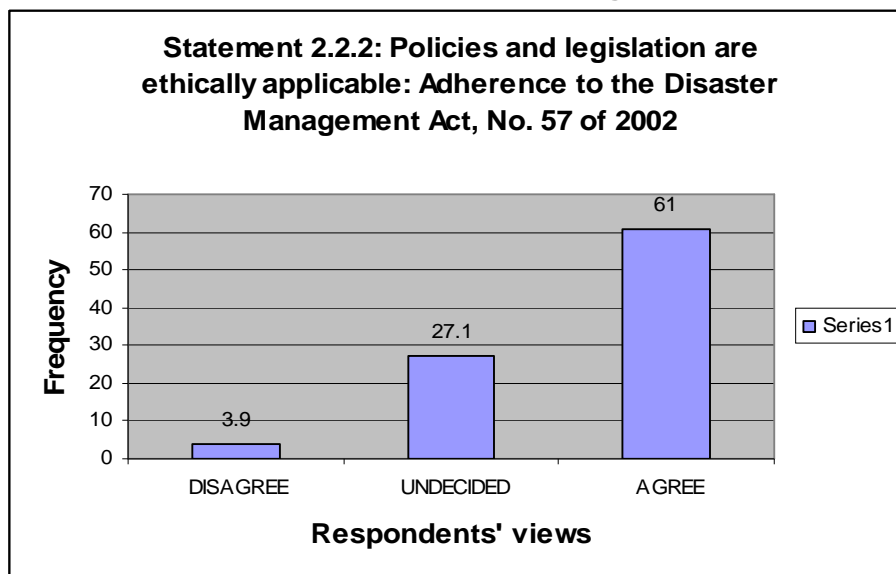
- An average number of event stakeholders are aware of the Risk Management Institute of South Africa.
- An average number of event stakeholders are members of the Risk Management Institute of South Africa.
- A majority of event stakeholders feel that they have a sound knowledge and understanding of the Event Industry and what is expected of them.
- A majority of event stakeholders feel that they have a sound knowledge and understanding of Risk Management and what is expected of them.
- It is clear that event stakeholders will feel secure and comfortable by becoming a member on the data list of an event organisation.
- It is clear that event stakeholders will feel secure and comfortable if their details were advertised to clients.

Table 2.2.1: Adherence to the Occupational Health and Safety Act, No. 85 of 1993



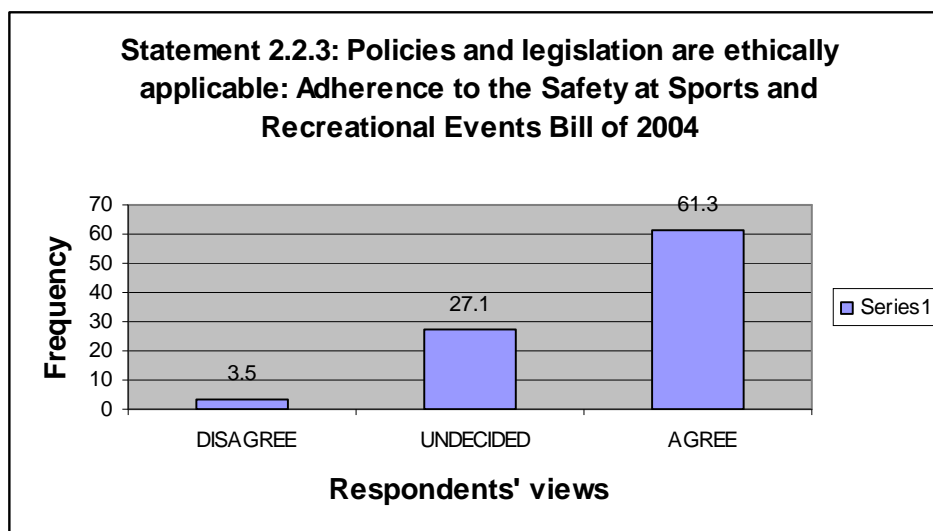
Responses to the above statement indicate that 3.9% of respondents disagreed that policies and legislation are ethically applicable in adhering to the Occupational Health and Safety Act, No. 85 of 1993, while 61% agreed with the statement.

Table 2.2.2: Adherence to the Disaster Management Act, No. 57 of 2002



Responses to the above statement indicate that 3.9% of respondents disagreed that policies and legislation are ethically applicable in adhering to the Disaster Management Act, No. 57 of 2002, while 61% agreed with the statement.

Table 2.2.3: Adherence to the Safety at Sports and Recreational Events Bill of 2004



Responses to the above statement indicate that 3.5% of respondents disagreed that policies and legislation are ethically applicable in adhering to the Safety at Sports and Recreational Events Bill of 2004, while 61.3% agreed with the statement.

According to the statistics in the above tables, a majority of event stakeholders believe that it is imperative to abide by these legislations because:

- The Event Industry cannot function without the Occupational Health and Safety Act, No. 85 of 1993, since event stakeholders are required to comply with the following regulations:
 - A procedurally correct and physically safe environment;
 - Indemnity forms should be signed;
 - Liability insurance should be established and correct action taken;and
 - Compliance should be assured by the necessary contractors in writing.

- The Event Industry cannot function without the Disaster Management Act, No. 57 of 2002, since the City of Cape Town Disaster Management Centre has established a Municipal Disaster Risk Management Framework (MDRMF), which ensures an integrated and uniform approach to disaster management in its area.

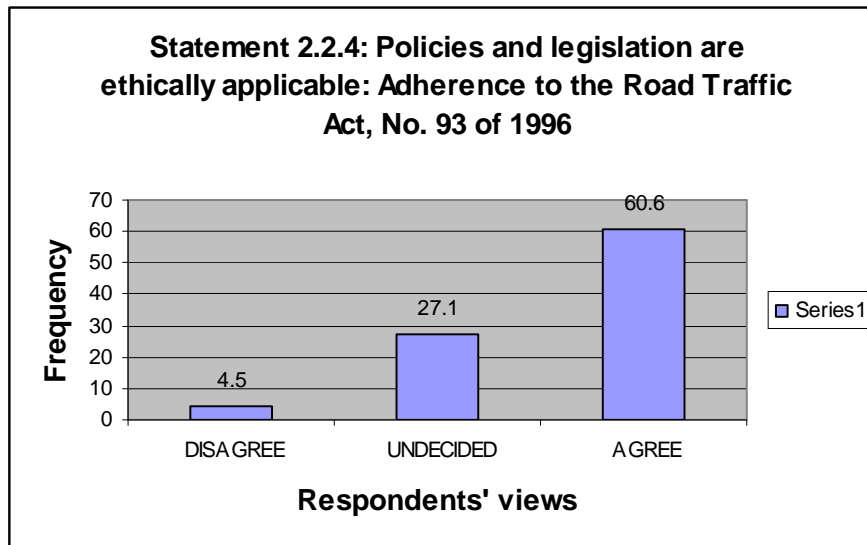
- The Disaster Management Policy of 2001 is established to prevent or reduce risks of disasters, emergency preparedness, rapid and effective responses to disasters and post-disaster recovery.

- The Event Industry cannot function without the Safety at Sports and Recreational Events Bill of 2004, especially with the City of Cape Town preparing for 2010.

- The Safety at Sports and Recreational Events Bill of 2004 outlines the importance of venue safety and comprises a Venue Safety and Security Training Plan.

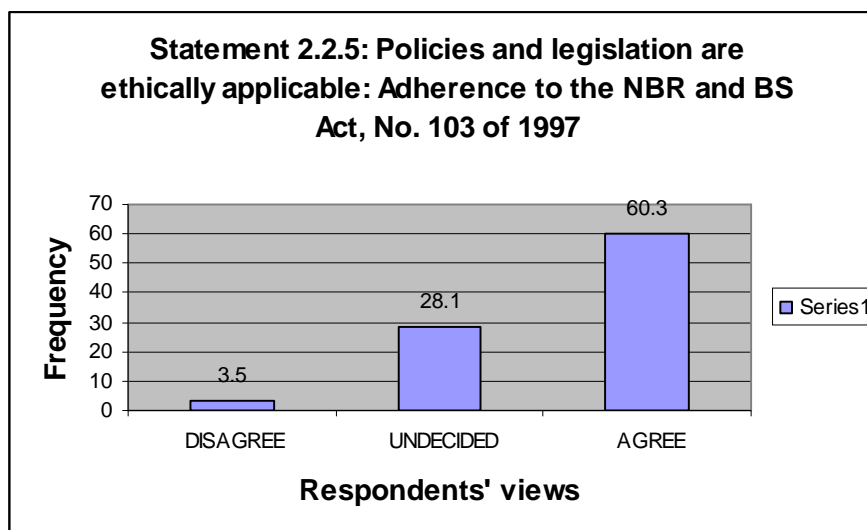
- The Venue Safety and Security Training Plan includes:
 - Venue safety measures (Section 20 of the Bill);
 - Venue medical facilities (Section 21 of the Bill);
 - Venue security measures (Section 22 of the Bill);
 - Deployment of security and Emergency Management Services (EMS) at the event;
 - Venue Operations Centre (VOC) (Section 26 of the Bill);
 - Alcohol Control (Section 31 of Bill);
 - Tobacco usage control (Section 32 of the Bill);and
 - Venue vendor and a safety and security policy (Section 35 of Bill).

Table 2.2.4: Adherence to the Road Traffic Act, No. 93 of 1996



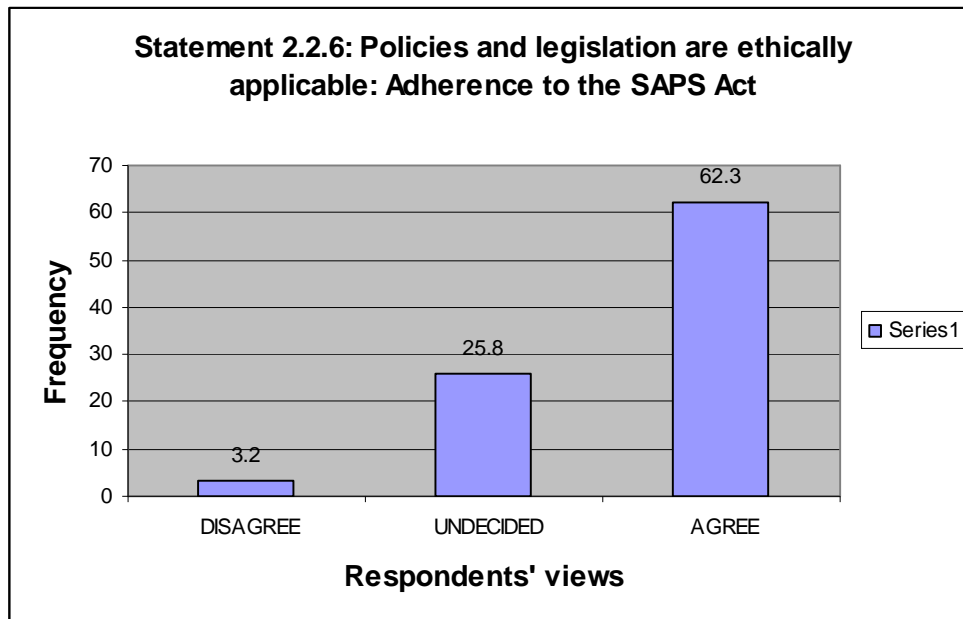
Responses to the above statement indicate that 4.5% of respondents disagreed that policies and legislation are ethically applicable in adhering to the Road Traffic Act, No. 93 of 1996, while 60.6% agreed with the statement.

Table 2.2.5: Adherence to the National Building Regulations and Buildings Standards Act, No. 103 of 1997



Responses to the above statement indicate that 3.5% of respondents disagreed that policies and legislation are ethically applicable in adhering to the National Building Regulations and Building Standards Act, No. 103 of 1997, while 60.3% agreed with the statement.

Table 2.2.6: Adherence to the South Africa Police Services Act



Responses to the above statement indicate that 3.2% of respondents disagreed that policies and legislation are ethically applicable in adhering to the South African Police Services Act, while 62.3% agreed with the statement.

According to the statistics in the above tables, a majority of event stakeholders believe that it is imperative to abide by these legislative Acts because:

- It is evident that the Event Industry cannot function without the Road Traffic Act, No. 93 of 1996, since according to the City of Cape Town Event Policy of 2003, an event stakeholder should adhere to the stipulations of applicable legislation referring to the Road Traffic Act as one such legislation.
- It is evident that the Event Industry cannot function without the National Building Regulations and Buildings Standards Act, No. 103 of 1997, since Structural Certification should be complied with.
- Event stakeholders should comply with the NBR and BS Act, No. 103 of 1997.
- Procurement policies are vague with no specifications and improper materials are used for structural designs as staff is found to be incompetent and non-compliant.

- It is clear that the Event Industry cannot function without the South African Police and the South African Police Services, as the City of Cape Town is in close partnership with the South African Police.
- The City of Cape Town Event Policy of 2003 states that an event stakeholder should adhere to the stipulations of applicable legislation, referring to the South African Police Services Act as one such legislation.

6.13. Conclusion

In conclusion, and emerging from the findings of the research, the key questions of the research have been addressed. It is evident that there are major shortcomings in the Event Industry in Cape Town in terms of the key questions:

- Accuracy and reliability of risk management techniques and methods.
- Knowledge, necessity and reliability of risk management techniques.
- Compliance in terms of policies and legislations, which have been set by government; and
- Availability of resources for the Event Industry in Cape Town.

The objectives of this research focused on:

- A City of Cape Town (Drafts) Policy of 2008;
- Adherence to the necessary legislations, which will be included in the Events Policy;
- An establishment of a Risk Management Policy ;
- An integration of the Event Management Body of Knowledge Risk Management Framework;
- Development of easier and effective risk management techniques and methods; and
- Education and Training within the Event Industry and educational institutions.

Chapter Seven provides a detailed overview of the research study and its importance, and provides recommendations, which should have a major impact and contribute to the Event Industry within the City of Cape Town.

CHAPTER SEVEN

RECOMMENDATIONS AND CONCLUDING REMARKS

7.1 Introduction

Event Management is defined as an “emerging profession” owing to the fact that no academic, government-issues licensing, or private occupational certification credentials are required to practice this complex and responsibility-driven enterprise. Without such credentials, “professional” status is suspect and subject to degradation by the actions of untrained and inexperienced practitioners who are simply not aware of the scope of what should be learned in order to be qualified to work in this profession, as well as the scope of the legal and ethical responsibilities that are associated with such endeavours (Silvers, 2005).

Risk Management for events is defined as a core competency and responsibility in most Event Management certification programs and curricula, while there are limited resources for event organisers in the way of clear, concise and practical tools that will assist them to manage exposure to the possibility of losses, damages, or injuries that arise from uncertainties that surround their events and event operations (Silvers, 2005).

The research undertaken for this study was based on the Event Industry in the City of Cape Town and the critical element of risk management in the Event Management process. The purpose of this study was to determine why risks are increasing in the Event Industry and what is being done to minimise or avoid these risks from occurring.

The main problems that are associated with this research, were based on the facts that:

- Common risks that event stakeholders encountered are not implemented effectively pertaining to the type of event.
- Event stakeholders are not fully equipped with necessary knowledge, skills and expertise, hence the limited resources available for management of risks within the Event Industry.
- Event stakeholders want to be self-regulated and not abide by legislation that has been established by government.

- Public liability and corporate governance is on the increase and event stakeholders should be educated as to how to handle insurance management.
- Implementation of different techniques and methods to measure and manage risks should be ethical, accurate and convenient for event stakeholders to use.

Ultimately, the research study has formulated a Risk Management Framework, which has been analysed and drawn from the Event Management Body of Knowledge (EMBOK) Risk Management Framework. This framework sets a basis for the Event Industry in Cape Town and can be applied effectively in conjunction with the City of Cape Town Events (Draft) Policy. The Risk Management Framework will become beneficial to all events and can be applied as a generic tool for event stakeholders and educational institutions, which have introduced Event Management to be implemented within Cape Town.

7.2. Brief exposition of chapters

7.2.1. Chapter One

Chapter One encapsulated an overview of the background to the study with an investigation into the researched phenomenon:

- The purpose of the study, which investigates why risk management is important within the Event Industry.
- The Specific research aims or objectives of the study was to determine common risks that event stakeholders encountered, what risk management techniques and methods were used, how accurate, reliable and convenient these methods were and whether compliant with established policies and legislations by government.
- The problem was centred on common risk types such as economic, physical, psychological and performance that were not being managed effectively in terms of the type of event.
- Key research questions were based on policies and legislation being complied with and contingency plans for events, the requirements of knowledge, skills, training and expertise in the events sector, the need for insurance management in terms of public liability insurance, corporate governance, health and safety and emergencies.

- An overview of the research design and methods that were used to analyse the data, which, in this case was qualitative and quantitative research. A random sample of 350 event stakeholders was used by means of interviews and questionnaires.
- The tool that was used to analyse the data, was the Statistical Package for Social Sciences (SPSS) using a frequency table with one variable at a time (univariate), which was interpreted into a bar chart with a level of agreement of the respondents view (%).

7.2.2. Chapter Two

Chapter Two, a detailed chapter which encompassed a literature study, which focused on the following areas:

- An evolution of risks and the importance of risk management within Event Management and the risk industry. This covered the way risk management is perceived within the events sector.
- Emphasis has been laid down on risk management in the context of the Event Management Body of Knowledge Risk Management Framework and its importance within the global events arena.
- The Event Management Body of Knowledge (EMBOK) explained the phases, processes, core values and domains, which cover the risk management framework.
- Specific emphasis is placed on the Risk Knowledge Domain, which consists of seven management areas including compliance, decisions, emergency, health and safety, insurance, legal and security. The risk knowledge domain has recently been updated with legal and ethics management, as well as risk assessment management.
- The risk management process has been outlined in terms of identification, assessment and management of risks in events.
- Various types and common types of risks that are encountered in events, are explained.
- Emphasis has been placed on Insurance Management in terms of public liability insurance, compliance with regulations, procurement and certification.
- Emphasis has been placed on corporate governance and the King Report in terms of conduct, transparency and accountability within the event organisation.

- Attention has been given to legislation such as compliance with the following Acts:
 - Occupational Health and Safety Act No. 85 of 1993;
 - Disaster Management Act No. 57 of 2002;
 - Safety at Sports and Recreational Events Bill of 2004;
 - The Road Traffic Act No. 93 of 1996;
 - The National Building Regulations and Buildings Standards Act No. 103 of 1997;and
 - The SA Police Services Act.

- Emphasis has been placed on Disaster Management, which plays a major role in major events and is part of the City of Cape Town's Disaster Management Centre.

- The City of Cape Town has formulated a Municipal Disaster Management Framework, which provides assistance in terms of disaster risk assessment, disaster risk reduction and response and recovery.

- The Institute of Risk Management of South Africa plays an important role in promoting interests of event stakeholders, who are affiliated as members of the institute.

- The chapter entails the Event (Draft) Policy, which was developed by the City of Cape Town and its role in positioning Cape Town as the top business events destination in South Africa and Africa.

- An overview of the Cape Town 2004 Olympic Bid Assessment is given, which provides insight to the risks identified in the loss of the bid to Cape Town.

- An overview of the 2010 FIFA World Cup is given, stating its increasing growth, development and exposure that the City and South Africa will receive, which is further explained in Chapter Three.

7.2.3. Chapter Three

Chapter Three provided a detailed view of the City of Cape Town and the Events (Draft) Policy. The chapter also provides an overview of the 2010 FIFA World Cup and its impact on the Event Industry in South Africa.

The City of Cape Town Events (Draft) Policy focused on the following objectives:

- The policy aims to promote and assist event stakeholders in providing a strategic framework for current and future events, processes and the Cape Town events calendar.
- Identifying a consistent, proactive and integrated approach to the event process.
- Establish the City of Cape Town as an authority for the approval of events and as a controlling body for events within its jurisdictional area.
- The policy aims to approve the hosting of events by using a consistent decision-making framework and tools to assess proposals and plans that are related to events.
- Ensure the highest standards of health and safety for all events with the involvement of public interest.

The City of Cape Town works closely with the 2010 FIFA office in terms of its involvement with the Western Cape and to establish a 2010 business plan:

- The Business Plan, which was formulated by the City of Cape Town and the Western Cape, highlights infrastructure, services, support and projects that are underway for 2010.
- As researched, the 2010 business plan highlights a multi-billion rand investment in a world-class purpose stadium, improved transport systems and infrastructure for Cape Town.

7.2.4. Chapter Four

Chapter Four provided a detailed overview of the Event Management Body of Knowledge (EMBOK) and its Risk Management Framework. The Risk Management Framework served as a holistic framework, which provides the Event Industry with a logical and systematic approach to the management of risks that surround events of all types and sizes. This serves to make event stakeholders aware of the comprehensiveness and complexity of the event process. EMBOK has focused on the following elements:

- The EMBOK processes of the Risk Management Framework, which consist of assessment, selection, monitoring, documentation and communication of the event.
- The EMBOK phases consist of initiation, planning, implementation, event management and closure of the event.
- The EMBOK core values consist of creativity, strategic thinking, continuous improvement, ethics and integration of the event.
- The EMBOK knowledge domains (functional areas) consist of Administration, Design, Marketing, Operations and Risk. Each knowledge domain is made up of various classes, which has been explained in the research study

The chapter provides an overview of the risk management framework, which has been formulated for the Event Industry in the City of Cape Town, which is derived on the bases of the EMBOK Risk Management framework and how it can be beneficial and applicable to the City of Cape Town. The risk management framework integrates risk management sectors and areas of the risk knowledge domain, evident within the Event Industry and how these sectors are applicable to the appropriate legislation set by the government within the Event Industry, through an implementation of the proposed Events (draft) Policy.

7.2.5. Chapter Five

Chapter Five outlines the Research Design and Methodology, which was used in assessing the management of risks in the Event Industry. Chapter Five provided an overview of the concepts of Research Design and Research Methodology:

- The collection of data was based on qualitative and quantitative data, which was based on primary and secondary data (sources).
- Primary data was based on first-hand sources such as observation, interviewing (structured and unstructured) and questionnaires (mailed, collective and administrative).
- Secondary data (theoretical) was based on literature such as government publications, past research, personal records and mass media.
- Method of sampling that was used was a “univariate” sample method, which measures one variable at a time. The sample was a random sample, which had a sample size of 350 that consisted of four event categories (event practitioners, event organisations, event students and event venues). A comparative analysis was done of all event categories.

7.2.6. Chapter Six

Chapter Six provided a comprehensive analysis of the research and interpreted the findings. The chapter provided an overview of the two types of data analysis, namely quantitative and qualitative data and its strategies. Chapter Six explained the main objectives and key questions that were outlined in Chapter One of this research study.

The tool that was used to analyse the data was the Statistical Package for Social Sciences (SPSS), which is a computer software package that is used to give a broad range of statistical data. The data was analysed in the form of a frequency table and interpreted into a bar chart with the frequency (%) and the level of agreement by the views of respondents. A comparative analysis was done on all four event categories based on the survey conducted during the research, which consisted of a sample size of 350 event stakeholders.

7.3. Recommendations

In conclusion, the following recommendations were made:

7.3.1. Recommendation 1

Education and Training in risk management should become a first priority for all event stakeholders. Event stakeholders have agreed (73.5%) that education and training increased responsibility and reliability within the event organisation. It is clear from the findings that event roleplayers do not have the necessary skills, knowledge and training to manage risks effectively.

7.3.2. Recommendation 2

Resources should be made available for clear practical risk management methods. A total of 55.8% of event stakeholders agreed that there are limited resources for clear techniques and methods to manage risk, while 60% stated that there are limited resources for practical methods to manage risks.

7.3.3. Recommendation 3

Event stakeholders should be made aware and have a clear understanding of the risk management areas of the Risk Knowledge Domain, initiated by the Event Body of Knowledge (EMBOK). The EMBOK Risk Management Framework has become a major important element for the Event Industry in South Africa and should be integrated and implemented within the Event Industry by the City of Cape Town Events (Draft) Policy.

7.3.4. Recommendation 4

The need for a proper and comprehensive Risk Management Policy should be established. This policy should be implemented as part of the proposed Events (draft) Policy, initiated by the City of Cape Town.

7.3.5. Recommendation 5

Research has shown that much focus should be concentrated on the mismanagement within the event organisation, which event stakeholders agreed with, with a 70.6% ratio, lack of leadership with a 72.9% ratio, time management with a 76.1% ratio and equity within the event organisation with a 71.6% ratio.

7.3.6. Recommendation 6

Compliance Management requires aggressive implementation within the Event Industry in Cape Town, as the legislation that is in place by the South African Government, are ignored and not effectively implemented.

7.3.7. Recommendation 7

A total of 61% of event stakeholders would have a better understanding and knowledge of risk management, as set out by the South African Government. The City of Cape Town should become more aggressive and stringent towards appropriate risk policies and legislation in place for the Event Industry for the City of Cape Town.

7.3.8. Recommendation 8

There is a need for the City of Cape Town to aggressively and effectively implement the proposed Events (draft) Policy with the integration of the Risk Management Framework formulated for the Event Industry in the City of Cape Town.

7.3.9. Recommendation 9

The Risk Management Framework that was formulated should be implemented as a generic risk management tool and guide for the Event Industry in the City of Cape Town.

7.3.10. Recommendation 10

Risk Management should operate on a continuous monitoring and reviewing process. The Risk Management Process is a continuous process whereby risk management areas should be implemented within the South African context.

7.3.11. Recommendation 11

Event Stakeholders should be constantly reminded about compliance in eventing and to abide by the policies and legislation that have been established by the South African Government.

7.3.12. Recommendation 12

Event stakeholders should be made aware of the safety requirements stipulated by the Events Policy of the City of Cape Town and adhere to the necessary safety procedures within an event.

7.3.13. Recommendation 13

Event stakeholders should engage in the necessary training of event operations and logistics in event management within the event industry in order to stage a safe and successful event.

7.3.14. Recommendation 14

The necessary skills and training that is required can be obtained from the Cape Peninsula University of Technology, offered by the Graduate Centre for Management. Various short courses are offered, which covers different aspects of event management and, which are open to those stakeholders involved in the Event Industry.

7.3.15. Recommendation 15

Emphasis should be concentrated on establishing the necessary contingency plans in terms of economic, psychological, physical and performance risks.

7.3.16. Recommendation 16

With reference to the research conducted, 82.3% of event stakeholders felt that corporate governance is an important concern within the Event Industry which should be addressed and implemented in a holistic and ethical manner.

7.3.17. Recommendation 17

No event takes place in isolation; therefore it is imperative that the Events Policy, initiated by the City of Cape Town, have procedures in place for potential sponsors, with whom event stakeholders can establish a successful business relationship.

7.3.18. Recommendation 18

Insurance management has been highlighted as one of the main risk factors that pose a problem within the Event Industry. Since 77.5% of event stakeholders agreed to the

importance of public liability being addressed, there is a demand for this type of insurance within the Event Industry in Cape Town.

7.3.19. Recommendation 19

Technology within the Event Industry has become a major event tool. Event stakeholders should be made aware of the necessary event management systems in place and should have the necessary skills to have access to these systems.

7.3.20. Recommendation 20

Risk Management is a core element that exists in each of the five domains initiated by EMBOK, and it is necessary for event stakeholders to consider the risk management areas and adhere to the procedures outlined by the City of Cape Town and the proposed Events Policy.

7.4. Concluding Remarks

The Event Industry complies with necessary regulations and documentation, which have been established by the South African Government. Major events such as the 2010 Soccer World Cup, an Integrated National Framework for the procurement and legal compliance of Temporary Demountable Structures, is required (Ninow,2007). Cooperation with Tertiary Institutions, appropriately qualified individuals, capacity building and gender equity and training and information management processes, is crucial. Ninow (2007) states that funding is necessary for an integrated framework, public awareness and cooperation required. It is required of local authorities and professional conference organisers within the Event Industry to abide with the risk management policies and legislation, established by the South African Government. Policies and legislation are the most powerful risk management tools. Policies and legislation give substance to goals and objectives in providing ethical and moral guidelines and assist in making important decisions, which can have a positive impact on the success of the event and the event organisation. It is, therefore, important that the City of Cape Town and its proposed Events (draft) Policy should be actively implemented with the integration of the risk management framework, which has been formulated with reference to the City of Cape Town.

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APPENDICES

APPENDIX A:

**The Survey: Assessing the Management of Risks in the Event Industry in the City
of Cape Town**

Dear Colleague

SURVEY ON ASSESSING THE MANAGEMENT OF RISKS IN THE EVENT INDUSTRY, CAPE TOWN

Your kind cooperation as part of a randomised sample survey is sought for the completion of a questionnaire which is part of a survey to assess the management of risks in the Event Industry in Cape Town and surroundings. Your willingness to complete the questionnaire will be much appreciated as the information thus obtained will assist the researcher to assess and evaluate the common risks the Event Industry is experiencing within Cape Town.

The questionnaire has been prepared in such a way that it will require the minimum time to complete. Responses to the various statements will be decisive for the eventual outcome of the research.

All information will be treated as strictly confidential and it will not be possible to identify any individual on the strength of the results included in the final report.

Should you wish to further enquire about the questionnaire or the research project, please feel free to contact **Ms Tahira Makda** on **082 7444 732**.

The aim of this investigation is to determine the common risks that event organisations, event practitioners, event venues and event students are experiencing and whether there is a proper risk management procedure or policy in place to assist these stakeholders in effectively managing these risks. This would alleviate any difficulties in risk management and improve the understanding and manner on how risks are managed.

In the interest of confidentiality, no biographical details will be requested, the only variability will relate to the events that take place annually within the Cape Town area and the perceptions of event organizations, event practitioners, event venues and event students in the field of events.

I would appreciate the completed questionnaire by the end of November 2007. Completed **questionnaires can be emailed to makdat@cput.ac.za or faxed to 021 460 3716**.

Your cooperation and assistance is much appreciated.

Thank you

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ANNEXURE A

SURVEY

AMONG SELECTED EVENT PRACTITIONERS, EVENT FREELANCERS, EVENT ORGANISATIONS, EVENT VENUES AND EVENT STUDENTS

AS PART OF A RESEARCH PROJECT NAMED:

ASSESSING THE MANAGEMENT OF RISKS IN THE EVENT INDUSTRY, WITHIN THE CITY OF CAPE TOWN AND ENVIRONMENT.

OCTOBER 2007

Tel: 021 460 3908 Fax: 021 460 3716 Email: makdat@cput.ac.za

SECTION A

PLEASE INDICATE YOUR STATUS IN THE APPROPRIATE BLOCK (✓)

Event Practitioner/ Freelancer	Event Organisation	Event Venue	Event Student	Other
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1.1. Please indicate five annual or frequent events which you, your organisation or venue is involved in, assists and coordinates or manages.

- 1.1.1.....
 1.1.2.....
 1.1.3.....
 1.1.4.....
 1.1.5.....

1.2. Please indicate the length of time you or your organisation / venue has been in the Event Industry by means of a (✓)

1.2.1.	0 – under 2 years	
1.2.2.	2 – under 5 years	
1.2.3.	5 – 10 years	
1.2.4.	More than 10 years	
1.2.5.	None	

1.3. Please indicate whether you or your organisation/ venue have Risk Management procedures in place by means of a (✓)

1.3.1.	Yes	
1.3.2.	Not quite	
1.3.3.	Not necessary	
1.3.4.	No	

SECTION B, C AND D

Tel: 021 460 3908 Fax: 021 460 3716 Email: makdat@cput.ac.za

SECTION B: THE INTEREST & IMPORTANCE IN MANAGING RISKS IN THE EVENT INDUSTRY

QUESTION 1

As an Event Practitioner / Event Freelancer / Event Organisation/ Venue / Event student, indicate your level of agreement to the following statements about the management of risks within events and the Event Industry in Cape Town.

LEGEND:

1: STRONGLY DISAGREE; 2: DISAGREE; 3: UNDECIDED; 4: AGREE; 5: STRONGLY AGREE

(PLEASE TICK (√) THE APPROPRIATE COLUMN PER ITEM)

STATEMENT		DEGREE OF PREFERENCE				
		1	2	3	4	5
1.1	Risk Management has become one of the fundamental concerns in the Event Industry regarding:					
1.1.1	Economic Importance (finance, funding, sponsorship.....).					
1.1.2.	Psychological Importance (social, environmental impacts).					
1.1.3.	Physical Importance (public liability, corporate governance, health & safety).					
1.1.4.	Performance Importance (mismanagement within the organisation).					
1.2.	Risk Management is important to your organisation/ event practitioner/ venue/ event student because it					
1.2.1.	Ensures long-term stability.					
1.2.2.	Upholds your image.					
1.2.3.	Ensures sustainable future.					
1.2.4.	Cost effective and reduces risks.					
1.3.	Risk Management is important, however it can be costly to outsource risk management companies:					
1.3.1.	Though costly risk management is convenient to outsource.					
1.3.2.	Risk management becomes too costly to sustain.					
1.3.3.	Educating organisations/ venues/ event practitioners on managing their risks increases responsibility and reliability and is cost effective.					
1.3.4	Risk management companies make it easier to measure and reduce the regular occurrence of risks in the Event Industry.					
1.3.5.	Risk management companies can become a risk in itself.					
1.3.6.	Risk management companies market themselves for their own benefit.					
1.3.7.	Risk management companies look after my organisation's					

wellbeing.					
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QUESTION 2

As an Event Practitioner / Event Freelancer / Event Organisation/ Event Venue/ Event Student, indicate your level of agreement regarding the common risks that you encounter.

LEGEND:

1: STRONGLY DISAGREE; 2: DISAGREE; 3: UNDECIDED; 4: AGREE; 5: STRONGLY AGREE

(PLEASE TICK (✓) THE APPROPRIATE COLUMN PER ITEM)

STATEMENT		DEGREE OF PREFERENCE				
		1	2	3	4	5
2.	Risks are classified into various categories and it is imperative that much attention be focussed on these risks:					
2.1.	Economic Risks:					
2.1.1.	Insufficient sponsorship					
2.1.2.	Insufficient funding					
2.1.3.	Inaccurate capital					
2.1.4.	Insurance					
2.1.5.	Lack of Financial support					
2..2.	Performance Risks:					
2.2.1	Mismanagement within the event / organisation					
2.2.2.	Lack of leadership					
2.2.3.	Time management					
2.2.4.	Equity within the event/ organisation					
2. 3.	Psychological Risks:					
2.3.1.	Social impacts					
2.3.2.	Environmental impacts					
2. 4.	Physical Risks:					
2.4.1.	Public liability					
2.4.2.	Health & Safety					
2.4.3.	Safety & Security					
2.4.4.	Corporate Governance					

SECTION C: THE ACCURACY OF TECHNIQUES & METHODS USED

QUESTION 1

As an Event Practitioner/ Event Freelancer/ Event Organisation/ Event Venue/ Event Student, indicate your level of agreement regarding the nature of accuracy of the tools and methods used to measure and control these common risks.

LEGEND:

1: STRONGLY DISAGREE; 2: DISAGREE; 3: UNDECIDED; 4: AGREE; 5: STRONGLY AGREE

(PLEASE TICK (√) THE APPROPRIATE COLUMN PER ITEM)

STATEMENT		DEGREE OF PREFERENCE				
		1	2	3	4	5
1.1.	The Techniques & Methods used are seen as:					
1.1.1.	Unreliable					
1.1.2..	Not User-friendly					
1.1.3.	Inaccurate					
1.1.4.	Difficult to manage and complicated					
1.1.5.	Inappropriate or unsuitable					
1.1.6.	Reliable & User-friendly					
1.1.7.	Most effective and accurate					
1.2.	According to research done, there are limited resources for event practitioners, event organisations/ event venues, event freelancers in the way of:					
1.2.1.	Limited resources for clear techniques & methods to manage risks					
1.2.2.	Limited resources for practical methods to manage risks					
1.2.3.	Limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters					
1.2.4.	Limited resources for comprehensive and convenient use					

SECTION D: POLICIES AND PROCEDURES IN RISK MANAGEMENT

QUESTION 1

As an Event Practitioner / Event Freelancer/ Event Organisation/ Event Venue/ Event student, to what extent would you agree that there is no proper risk management procedure or policy in place for minor and major event organisations.

LEGEND:

1: STRONGLY DISAGREE; 2: DISAGREE; 3: UNDECIDED; 4: AGREE; 5: STRONGLY AGREE

(PLEASE TICK (√) THE APPROPRIATE COLUMN PER ITEM)

STATEMENT		DEGREE OF PREFERENCE				
		1	2	3	4	5
1.1.	The Risk Domain as set out by EMBOK (Event Management Body of Knowledge) and its importance is based on:					
1.1.1.	Compliance Management					
1.1.2.	Decision Management					
1.1.3.	Emergency Management					
1.1.4.	Health & Safety Management					
1.1.5.	Insurance Management					
1.1.6.	Legal Management					
1.1.7.	Security Management					
1.2.	Related to the above Management areas:					
1.2.1.	There is no Risk Management Policy outlining these 7 domains					
1.2.2.	Event Organisations/ Venues / Event practitioners do not have a comprehensive understanding of all 7 Domains					
1.2.3.	Event Organisations/ Venues / Event practitioners do not have a comprehensive system in place of all 7 Domains					
1.2.4.	Many of these domains are overlooked					
1.2.5.	Many of these domains are not comprehensively applied					
1.2.6.	There is a demand for a proper, comprehensive Risk Management policy					
1.2.7.	There is a demand for a proper, comprehensive Risk Management system for minor & major event organisations/ event venues/ event practitioners					

QUESTION 2

As an Event Practitioner / Event Freelancer/ Event Organisation/ Event Venue/ Event student, to what extent would you agree that the policies or legislations that do exist within government and risk associations reflect a beneficial and ethical approach to you or your organisation.

LEGEND:

1: STRONGLY DISAGREE; 2: DISAGREE; 3: UNDECIDED; 4: AGREE; 5: STRONGLY AGREE

(PLEASE TICK (✓) THE APPROPRIATE COLUMN PER ITEM)

STATEMENT		DEGREE OF PREFERENCE				
		1	2	3	4	5
2.1.	The policies or legislations are appropriate and beneficial to my organisation to the extent that:					
2.1.1.	As an event practitioner I am always notified of regular meetings on risk management.					
2.1.2.	Support is provided to the local event practitioners and local event organisations.					
2.1.3.	I am protected as soon as I become a member of the Risk Management Institute of South Africa.					
2.1.4.	I will be better equipped and have a sound knowledge of what is expected of me as an event practitioner, event organisation and event venue.					
2.1.5.	As an event practitioner, event organisation, I feel secure and comfortable.					
2.2.	I feel that the policies or legislations are ethically applicable to my organisation regarding:					
2.2.1.	Adherence to Occupational Health & Safety Act 85 of 1993					
2.2.2.	Adherence to Disaster Management Act 57 of 2002					
2.2.3.	Adherence to the Safety at Sports and Recreational Events Bill of 2004					
2.2.4.	Adherence to The Road Traffic Act 93 of 1996					
2.2.5.	Adherence to National Building Regulations & Buildings Standards Act 103 of 1997					
2.2.6.	Adherence to the SA Police Services Act					

Thank you for your cooperation and assistance.

RESEARCHER

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APPENDIX B 1: Data Collection of research and frequency tables

Frequency Tables: Comparison of all event categories

Frequencies: All event categories

[DataSet1] K:\Research\Research
PostGraduate\MTech\CPUT\TahiraMakda\EventsData Recoded.sav

Frequency Table

Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
Event Organisation	22	7.1	7.1	7.7
Event Practitioner	16	5.2	5.2	12.9
Event Student	173	55.8	55.8	68.7
Event Venue	2	.6	.6	69.4
Other	95	30.6	30.6	100.0
Total	310	100.0	100.0	

Event1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
Absa Cape Epic	1	.3	.3	1.0
Animal Rights Film Festival	1	.3	.3	1.3
Annual Community Chest Carnival	1	.3	.3	1.6
Aqua Opera	1	.3	.3	1.9
Barleycom Music Club	1	.3	.3	2.3
Bazaars	2	.6	.6	2.9
Cape Town Festival	2	.6	.6	3.5
Cape Town Tourism Showcase	1	.3	.3	3.9
Ceremonies	1	.3	.3	4.2
Charities	4	1.3	1.3	5.5
Community Chest Carnival	22	7.1	7.1	12.6
Community Events	1	.3	.3	12.9
Competitions	1	.3	.3	13.2
Comrades Marathon	1	.3	.3	13.5
Concerts	2	.6	.6	14.2

Conferences & AGM's	1	.3	.3	14.5
Corporate events	1	.3	.3	14.8
CPUT Open Day	1	.3	.3	15.2
CT Fashion Week	1	.3	.3	15.5
CT Int. Jazz Festival	6	1.9	1.9	17.4
CT Military Tattoo	1	.3	.3	17.7
DEFSA Conference	1	.3	.3	18.1
Design for Living	1	.3	.3	18.4
Design Indaba	1	.3	.3	18.7
End of Year function	4	1.3	1.3	20.0
Expositions	1	.3	.3	20.3
Farewells	1	.3	.3	20.6
Festivals	2	.6	.6	21.3
Flamenco Unplugged	2	.6	.6	21.9
Fly a Flag for Family	4	1.3	1.3	23.2
Forums	1	.3	.3	23.5
Fundraising events	2	.6	.6	24.2
Good Food & Wine Festival	3	1.0	1.0	25.2
Graduation	3	1.0	1.0	26.1
HELTASA Foundation Conference	3	1.0	1.0	27.1
Heritage Day	1	.3	.3	27.4
Hermanus Whale Festival	11	3.5	3.5	31.0
Historical Open Days	1	.3	.3	31.3
Homeless World Cup	1	.3	.3	31.6
Homemakers Expo	3	1.0	1.0	32.6
Human Rights Day	1	.3	.3	32.9
Interactive Africa	1	.3	.3	33.2
International Fashion	1	.3	.3	33.5
J & B Met	1	.3	.3	33.9
Jazz	1	.3	.3	34.2
Jazzathon	2	.6	.6	34.8
Karlien de Villiers Exhibition	2	.6	.6	35.5
KKNK	2	.6	.6	36.1
Launches	1	.3	.3	36.5
Learning Cape Festival 2005	1	.3	.3	36.8
Mafikeng Golf Challenge	1	.3	.3	37.1
Managers Andras	1	.3	.3	37.4
Media Conference	3	1.0	1.0	38.4
Musicals	1	.3	.3	38.7
none	117	37.7	37.7	76.5
Old Mutual Summer Sunset Concerts	1	.3	.3	76.8
Old Mutual Two Oceans Marathon	2	.6	.6	77.4

Organic Food Fair	2	.6	.6	78.1
Parliamentary session	1	.3	.3	78.4
Parties	12	3.9	3.9	82.3
Pick n' Pay Argus Cycle Tour	5	1.6	1.6	83.9
Pioneers of Hope Art Auction	1	.3	.3	84.2
Premiers Coordinating Forums	1	.3	.3	84.5
Promotions	1	.3	.3	84.8
Rock Challenge	1	.3	.3	85.2
Rutgers- Camden MBA Program	1	.3	.3	85.5
SA Navy Festival	1	.3	.3	85.8
SAFHE	1	.3	.3	86.1
Social events	2	.6	.6	86.8
Sport event	1	.3	.3	87.1
Sport events	1	.3	.3	87.4
Stellenbosch Mountainbike Challenge	1	.3	.3	87.7
Student Conferences	1	.3	.3	88.1
T20 Cricket World Cup	4	1.3	1.3	89.4
Talent Extravaganza show	1	.3	.3	89.7
Tourism Indaba	1	.3	.3	90.0
Tourism Trade Fairs/Expo's	1	.3	.3	90.3
Tourism Youth Indaba	1	.3	.3	90.6
TygerBear Fundraiser	2	.6	.6	91.3
TygerBear Gala Dinner	1	.3	.3	91.6
VOC Festival	1	.3	.3	91.9
Volvo Ocean Race	1	.3	.3	92.3
Wedding Expo	2	.6	.6	92.9
Weddings	18	5.8	5.8	98.7
Workshops	1	.3	.3	99.0
World Aids Day	1	.3	.3	99.4
Year End Function	2	.6	.6	100.0
Total	310	100.0	100.0	

Event2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
CPUT Open Day	1	.3	.3	1.0
Annual Conferences	1	.3	.3	1.3
ASTD	1	.3	.3	1.6
Award Ceremonies	1	.3	.3	1.9
Bazaars	2	.6	.6	2.6
Cape Argus Expo	1	.3	.3	2.9
Cape Comedy Festival	1	.3	.3	3.2
Cape International Summer Music Festival	1	.3	.3	3.5
Cape Odyssey	1	.3	.3	3.9
Cape Tourism Showcase	1	.3	.3	4.2
Cape Town Book Fair	1	.3	.3	4.5
Cape Town Festival	1	.3	.3	4.8
Carnivals	1	.3	.3	5.2
Celebrating oysters	1	.3	.3	5.5
Ceremonies	3	1.0	1.0	6.5
Charity and Fundraising	1	.3	.3	6.8
Cheese Festival	2	.6	.6	7.4
Community Chest Carnival	14	4.5	4.5	11.9
Comrades Marathon	1	.3	.3	12.3
Concerts	2	.6	.6	12.9
Concerts in the Park	1	.3	.3	13.2
Corporate functions	1	.3	.3	13.5
CPUT Open Day	2	.6	.6	14.2
CPUT Open Day 2006	1	.3	.3	14.5
CT Int. Jazz Festival	8	2.6	2.6	17.1
CT Showcase	1	.3	.3	17.4
Cultivana Paarl	1	.3	.3	17.7
Cultural Day	1	.3	.3	18.1
Dance for Life	1	.3	.3	18.4
Darling Flower Show	2	.6	.6	19.0
Design for Living	1	.3	.3	19.4
Elgin Rose Show	1	.3	.3	19.7
End of Year function	2	.6	.6	20.3
Exhibitions	1	.3	.3	20.6
Extravadance	1	.3	.3	21.0
Fairs	1	.3	.3	21.3
Family Day	1	.3	.3	21.6
Farewells	1	.3	.3	21.9
Festivals	2	.6	.6	22.6
Functions	1	.3	.3	22.9
Fundraising	2	.6	.6	23.5

Global Linkages	1	.3	.3	23.9
Good Food & Wine Show	1	.3	.3	24.2
Graduation Ceremonies	1	.3	.3	24.5
Helderberg Picnic Festival	1	.3	.3	24.8
HELTASA Foundation Conference	4	1.3	1.3	26.1
Heritage Park Walk	1	.3	.3	26.5
Hermanus Food & Wine Festival	1	.3	.3	26.8
Hermanus Whale Festival	17	5.5	5.5	32.3
Homemakers Expo	1	.3	.3	32.6
Lebanon Ladies	1	.3	.3	32.9
Lorensford Flower Show	1	.3	.3	33.2
Mardi Gras	1	.3	.3	33.5
Musical Concert	1	.3	.3	33.9
National Tobacco Day	1	.3	.3	34.2
none	152	49.0	49.0	83.2
Old Mutual Two Oceans Marathon	5	1.6	1.6	84.8
Opening of Parliament	1	.3	.3	85.2
Opera	1	.3	.3	85.5
Parties	8	2.6	2.6	88.1
Pick n' Pay Argus Cycle Tour	3	1.0	1.0	89.0
Provincial Advisory Forums	1	.3	.3	89.4
Red Cross Children's Trust events	1	.3	.3	89.7
Rittelfees- Vredendal	1	.3	.3	90.0
SA Navy Festival	1	.3	.3	90.3
Shows	1	.3	.3	90.6
Social functions	1	.3	.3	91.0
Sports events	6	1.9	1.9	92.9
State of the Nation address	1	.3	.3	93.2
Summer Sunset Concerts	1	.3	.3	93.5
Tourism Indaba	1	.3	.3	93.9
Tourism Youth Indaba Conference	1	.3	.3	94.2
Tourism Youth Indaba Dinner Awards	1	.3	.3	94.5
Twilight Team Fun Run	2	.6	.6	95.2
V & A Concerts	1	.3	.3	95.5
Volvo Ocean Race	1	.3	.3	95.8
Weddings	9	2.9	2.9	98.7
World Youth Student Travel Conference	1	.3	.3	99.0

Year End Functions	1	.3	.3	99.4
Youth events	1	.3	.3	99.7
Youth Festival	1	.3	.3	100.0
Total	310	100.0	100.0	

Event3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
Anniversaries	1	.3	.3	1.0
Awards Evening	1	.3	.3	1.3
Bazaars	2	.6	.6	1.9
Camps	1	.3	.3	2.3
Cape African Platform Arts Conference	1	.3	.3	2.6
Cape Times Big Walk	1	.3	.3	2.9
Cape Town Book Fair	2	.6	.6	3.5
Cape Town Festival	2	.6	.6	4.2
Carnivals	1	.3	.3	4.5
Charity	1	.3	.3	4.8
Cheese Festival	1	.3	.3	5.2
Community Chest Carnival	2	.6	.6	5.8
Community festivals	1	.3	.3	6.1
Conferences	2	.6	.6	6.8
CT Int.Jazz Festival	1	.3	.3	7.1
Decorex Expo	1	.3	.3	7.4
Denel Aerospace Show	1	.3	.3	7.7
Design Indaba	1	.3	.3	8.1
Dragon Boat Festival	1	.3	.3	8.4
End of Year functions	1	.3	.3	8.7
Expositions	1	.3	.3	9.0
Festivals	2	.6	.6	9.7
Food & Wine Festival	1	.3	.3	10.0
Functions	1	.3	.3	10.3
Fundraising	6	1.9	1.9	12.3
Global Leadership Summit	1	.3	.3	12.6
Golf Day	2	.6	.6	13.2
HELTASA Foundation Conference	1	.3	.3	13.5
Hermanus Whale Festival	6	1.9	1.9	15.5
IAF	1	.3	.3	15.8
IBM	1	.3	.3	16.1
International Trade Fair	1	.3	.3	16.5
July Handicap	2	.6	.6	17.1

Karlien de Villiers Exhibition	1	.3	.3	17.4
Lourensford Classic	1	.3	.3	17.7
Luncheons	1	.3	.3	18.1
Market Day	2	.6	.6	18.7
MCQP	2	.6	.6	19.4
Meetings	1	.3	.3	19.7
Music Concert	1	.3	.3	20.0
Nelson Mandela Invitational	2	.6	.6	20.6
none	208	67.1	67.1	87.7
Old Mutual Two Oceans Marathon	2	.6	.6	88.4
Olive Festival	1	.3	.3	88.7
Parties	3	1.0	1.0	89.7
Premier Service Excellence Awards	1	.3	.3	90.0
SA Navy Festival	1	.3	.3	90.3
SACSA Easter Tournament	1	.3	.3	90.6
School	1	.3	.3	91.0
Shows	1	.3	.3	91.3
Social events	1	.3	.3	91.6
Sports Awards	1	.3	.3	91.9
Sports events	1	.3	.3	92.3
Standard Bank Grahamstown Festival	1	.3	.3	92.6
Stokvels	1	.3	.3	92.9
Student Media Conference	2	.6	.6	93.5
Talent Shows	1	.3	.3	93.9
Tourism Indaba	2	.6	.6	94.5
Tourism Youth Indaba	1	.3	.3	94.8
TygerBear Charity	1	.3	.3	95.2
Volvo Ocean Marathon	1	.3	.3	95.5
Volvo Ocean Race	1	.3	.3	95.8
Weddings	7	2.3	2.3	98.1
Wine Expo	1	.3	.3	98.4
Wine Farmers & Fruitgrowers Expo	1	.3	.3	98.7
Women in Local Government Conference	1	.3	.3	99.0
Year End Function	2	.6	.6	99.7
Year End Functions	1	.3	.3	100.0
Total	310	100.0	100.0	

Event4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
9-5 Challenge	1	.3	.3	1.0
Aarkloop Festival	1	.3	.3	1.3
Annual Eat & Treats	1	.3	.3	1.6
Art Festival	1	.3	.3	1.9
Awards	1	.3	.3	2.3
Beyond these Walls Conference	1	.3	.3	2.6
Cape Town Book Fair	3	1.0	1.0	3.5
Carnivals	1	.3	.3	3.9
Castle Lager Truly committed fans festival 2007	1	.3	.3	4.2
Certificate Award Ceremonies	1	.3	.3	4.5
Charithon Fun Walk	1	.3	.3	4.8
Charities	1	.3	.3	5.2
Community Chest Carnival	1	.3	.3	5.5
Community Vibrations day	1	.3	.3	5.8
Conferences	5	1.6	1.6	7.4
Councillor Summit	1	.3	.3	7.7
CPUT Market Day	1	.3	.3	8.1
CT Int. Jazz Festival	3	1.0	1.0	9.0
Ernie Els Classic	1	.3	.3	9.4
Farewells	1	.3	.3	9.7
Fashion Shows	1	.3	.3	10.0
Fetes	1	.3	.3	10.3
Gala Dinners	1	.3	.3	10.6
Globe-Global Learning & Observation for the Betterment of the Environment	1	.3	.3	11.0
Healthy Heritage African Renaissance Festival	1	.3	.3	11.3
Hermanus Whale Festival	4	1.3	1.3	12.6
Indaba	1	.3	.3	12.9
J & B Met	1	.3	.3	13.2
Kaktus op die vlaktus	1	.3	.3	13.5
Marketing Masterclasses	1	.3	.3	13.9
none	249	80.3	80.3	94.2
Old Mutual Two Oceans Marathon	1	.3	.3	94.5
Parties	2	.6	.6	95.2

Pick n' Pay Argus Cycle Tour	2	.6	.6	95.8
Rapport Model of the year	1	.3	.3	96.1
S A Cheese Festival	1	.3	.3	96.5
SA Navy Festival	1	.3	.3	96.8
Spier Festival	1	.3	.3	97.1
Sports events	1	.3	.3	97.4
Tourism Indaba	1	.3	.3	97.7
TygerBear Fundraising	1	.3	.3	98.1
Weddings	4	1.3	1.3	99.4
Winter Ball	1	.3	.3	99.7
Womens Day Celebrations	1	.3	.3	100.0
Total	310	100.0	100.0	

Event5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
Annual Awards	1	.3	.3	1.0
Argus Mountainbike Challenge	1	.3	.3	1.3
Awards & Graduation Celebration	1	.3	.3	1.6
Bergriver Canoe Marathon	1	.3	.3	1.9
Cape Town Fashion Festival 2006	1	.3	.3	2.3
Coco - Cola festivals	1	.3	.3	2.6
Community Chest Carnival	1	.3	.3	2.9
Craft events	1	.3	.3	3.2
Crusades	1	.3	.3	3.5
CSSA Golf Days	1	.3	.3	3.9
CT Int. Jazz Festival	1	.3	.3	4.2
Design for Living	1	.3	.3	4.5
Exhibitions	1	.3	.3	4.8
Femme Business Talks	1	.3	.3	5.2
Flower Festival	1	.3	.3	5.5
Good Food and Wine Show	1	.3	.3	5.8
Hobby-X	1	.3	.3	6.1
International Food Evening at St Michaels	1	.3	.3	6.5
J & B Met	1	.3	.3	6.8

Morehouse- Georgia State Economics program	1	.3	.3	7.1
none	274	88.4	88.4	95.5
Old Mutual Two Oceans Marathon	1	.3	.3	95.8
Parties	2	.6	.6	96.5
Red Cross Childrens Fund Raiser	1	.3	.3	96.8
SA Navy Festival	3	1.0	1.0	97.7
shows	1	.3	.3	98.1
Social Events	1	.3	.3	98.4
Special Celebrations	1	.3	.3	98.7
Sport events	1	.3	.3	99.0
Street Festival(AKA Night Vision)	1	.3	.3	99.4
Weddings	1	.3	.3	99.7
Wine Expo	1	.3	.3	100.0
Total	310	100.0	100.0	

LengthTime

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
0 - under 2 years	84	27.1	27.1	27.7
0	87	28.1	28.1	55.8
2 - under 5 years	36	11.6	11.6	67.4
5-10 years	1	.3	.3	67.7
5 - 10 years	29	9.4	9.4	77.1
more than 10 years	30	9.7	9.7	86.8
none	41	13.2	13.2	100.0
Total	310	100.0	100.0	

RMProcedures

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
0	85	27.4	27.4	28.1
no	40	12.9	12.9	41.0
not necessary	14	4.5	4.5	45.5
not quite	37	11.9	11.9	57.4
yes	132	42.6	42.6	100.0
Total	310	100.0	100.0	

Economic Importance (finance, funding, sponsorship.....).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	5.5	5.7	5.7
	UNDECIDED	32	10.3	10.7	16.4
	AGREE	250	80.6	83.6	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Psychological Importance (social, environmental impacts).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	16	5.2	5.4	5.4
	UNDECIDED	44	14.2	14.9	20.3
	AGREE	236	76.1	79.7	100.0
	Total	296	95.5	100.0	
Missing	0	12	3.9		
	System	2	.6		
	Total	14	4.5		
Total		310	100.0		

Physical Importance (public liability, corporate governance, health & safety).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	4.2	4.3	4.3
	UNDECIDED	34	11.0	11.3	15.6
	AGREE	255	82.3	84.4	100.0
	Total	302	97.4	100.0	
Missing	0	5	1.6		
	System	3	1.0		
	Total	8	2.6		
Total		310	100.0		

Performance Importance (mismanagement within the organisation).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	24	7.7	8.0	8.0
	UNDECIDED	70	22.6	23.3	31.3
	AGREE	206	66.5	68.7	100.0
	Total	300	96.8	100.0	
Missing	0	8	2.6		
	System	2	.6		
	Total	10	3.2		
Total		310	100.0		

Ensures long-term stability.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	25	8.1	8.2	8.2
	UNDECIDED	41	13.2	13.5	21.7
	AGREE	238	76.8	78.3	100.0
	Total	304	98.1	100.0	
Missing	0	4	1.3		
	System	2	.6		
	Total	6	1.9		
Total		310	100.0		

Upholds your image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	3.9	3.9	3.9
	UNDECIDED	38	12.3	12.5	16.4
	AGREE	253	81.6	83.2	99.7
	34	1	.3	.3	100.0
	Total	304	98.1	100.0	
Missing	0	4	1.3		
	System	2	.6		
	Total	6	1.9		
Total		310	100.0		

Ensures sustainable future.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	5.5	5.6	5.6
	UNDECIDED	31	10.0	10.2	15.8
	AGREE	255	82.3	84.2	100.0
	Total	303	97.7	100.0	
Missing	0	5	1.6		
	System	2	.6		
	Total	7	2.3		
Total		310	100.0		

Cost effective and reduces risks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	5.5	5.6	5.6
	UNDECIDED	41	13.2	13.6	19.2
	AGREE	244	78.7	80.8	100.0
	Total	302	97.4	100.0	
Missing	0	6	1.9		
	System	2	.6		
	Total	8	2.6		
Total		310	100.0		

Though costly risk management is convenient to outsource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	31	10.0	10.4	10.4
	UNDECIDED	98	31.6	32.9	43.3
	AGREE	168	54.2	56.4	99.7
	34	1	.3	.3	100.0
	Total	298	96.1	100.0	
Missing	0	10	3.2		
	System	2	.6		
	Total	12	3.9		
Total		310	100.0		

Risk management becomes too costly to sustain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	55	17.7	18.6	18.6
	UNDECIDED	104	33.5	35.1	53.7
	AGREE	137	44.2	46.3	100.0
	Total	296	95.5	100.0	
Missing	0	12	3.9		
	System	2	.6		
	Total	14	4.5		
Total		310	100.0		

Educating organisations/ venues/ event practitioners on managing their risks increases responsibility and reliability and is cost effective.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	18	5.8	6.0	6.0
	UNDECIDED	56	18.1	18.5	24.5
	AGREE	228	73.5	75.5	100.0
	Total	302	97.4	100.0	
Missing	0	6	1.9		
	System	2	.6		
	Total	8	2.6		
Total		310	100.0		

Risk management companies make it easier to measure and reduce the regular occurrence of risks in the Event Industry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	16	5.2	5.3	5.3
	UNDECIDED	55	17.7	18.3	23.6
	AGREE	230	74.2	76.4	100.0
	Total	301	97.1	100.0	
Missing	0	7	2.3		
	System	2	.6		
	Total	9	2.9		
Total		310	100.0		

Risk management companies can become a risk in itself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	30	9.7	10.1	10.1
	UNDECIDED	96	31.0	32.2	42.3
	AGREE	172	55.5	57.7	100.0
	Total	298	96.1	100.0	
Missing	0	10	3.2		
	System	2	.6		
	Total	12	3.9		
Total		310	100.0		

Risk management companies market themselves for their own benefit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	53	17.1	17.6	17.6
	UNDECIDED	106	34.2	35.2	52.8
	AGREE	142	45.8	47.2	100.0
	Total	301	97.1	100.0	
Missing	0	7	2.3		
	System	2	.6		
	Total	9	2.9		
Total		310	100.0		

Risk management companies look after my organisation's wellbeing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	25	8.1	8.3	8.3
	UNDECIDED	103	33.2	34.0	42.2
	AGREE	175	56.5	57.8	100.0
	Total	303	97.7	100.0	
Missing	0	5	1.6		
	System	2	.6		
	Total	7	2.3		
Total		310	100.0		

Insufficient sponsorship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	31	10.0	10.3	10.3
	UNDECIDED	42	13.5	13.9	24.2
	AGREE	229	73.9	75.8	100.0
	Total	302	97.4	100.0	
Missing	0	6	1.9		
	System	2	.6		
	Total	8	2.6		
Total		310	100.0		

Insufficient funding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	19	6.1	6.4	6.4
	UNDECIDED	45	14.5	15.1	21.4
	AGREE	235	75.8	78.6	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Inaccurate capital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	15	4.8	5.1	5.1
	UNDECIDED	57	18.4	19.2	24.2
	AGREE	225	72.6	75.8	100.0
	Total	297	95.8	100.0	
Missing	0	10	3.2		
	System	3	1.0		
	Total	13	4.2		
Total		310	100.0		

Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	21	6.8	7.0	7.0
	UNDECIDED	36	11.6	12.1	19.1
	AGREE	241	77.7	80.9	100.0
	Total	298	96.1	100.0	
Missing	0	10	3.2		
	System	2	.6		
	Total	12	3.9		
Total		310	100.0		

Lack of Financial support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	24	7.7	8.0	8.0
	UNDECIDED	35	11.3	11.7	19.7
	AGREE	240	77.4	80.3	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Mismanagement within the event / organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	29	9.4	9.7	9.7
	UNDECIDED	51	16.5	17.1	26.8
	AGREE	219	70.6	73.2	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Lack of leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	31	10.0	10.5	10.5
	UNDECIDED	39	12.6	13.2	23.6
	AGREE	226	72.9	76.4	100.0
	Total	296	95.5	100.0	
Missing	0	12	3.9		
	System	2	.6		
	Total	14	4.5		
Total		310	100.0		

Time management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	25	8.1	8.4	8.4
	UNDECIDED	38	12.3	12.7	21.1
	AGREE	236	76.1	78.9	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Equity within the event/ organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	21	6.8	7.0	7.0
	UNDECIDED	57	18.4	18.9	25.9
	AGREE	222	71.6	73.8	99.7
	22	1	.3	.3	100.0
	Total	301	97.1	100.0	
Missing	0	7	2.3		
	System	2	.6		
	Total	9	2.9		
Total		310	100.0		

Social impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	16	5.2	5.4	5.4
	UNDECIDED	55	17.7	18.5	23.9
	AGREE	226	72.9	76.1	100.0
	Total	297	95.8	100.0	
Missing	0	11	3.5		
	System	2	.6		
	Total	13	4.2		
Total		310	100.0		

Environmental impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	3.9	4.0	4.0
	UNDECIDED	36	11.6	12.1	16.1
	AGREE	250	80.6	83.9	100.0
	Total	298	96.1	100.0	
Missing	0	10	3.2		
	System	2	.6		
	Total	12	3.9		
Total		310	100.0		

Public liability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	16	5.2	5.4	5.4
	UNDECIDED	40	12.9	13.4	18.7
	AGREE	243	78.4	81.3	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Health & Safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	3.5	3.7	3.7
	UNDECIDED	24	7.7	8.1	11.7
	AGREE	263	84.8	88.3	100.0
	Total	298	96.1	100.0	
Missing	0	10	3.2		
	System	2	.6		
	Total	12	3.9		
Total		310	100.0		

Safety & Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	3.9	4.0	4.0
	UNDECIDED	23	7.4	7.7	11.7
	AGREE	264	85.2	88.3	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Corporate Governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	18	5.8	6.1	6.1
	UNDECIDED	64	20.6	21.7	27.8
	AGREE	213	68.7	72.2	100.0
	Total	295	95.2	100.0	
Missing	0	13	4.2		
	System	2	.6		
	Total	15	4.8		
Total		310	100.0		

Unreliable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	106	34.2	35.2	35.2
	UNDECIDED	123	39.7	40.9	76.1
	AGREE	72	23.2	23.9	100.0
	Total	301	97.1	100.0	
Missing	0	7	2.3		
	System	2	.6		
	Total	9	2.9		
Total		310	100.0		

Not User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	102	32.9	33.9	33.9
	UNDECIDED	121	39.0	40.2	74.1
	AGREE	78	25.2	25.9	100.0
	Total	301	97.1	100.0	
Missing	0	6	1.9		
	System	3	1.0		
	Total	9	2.9		
Total		310	100.0		

Inaccurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	110	35.5	36.3	36.3
	UNDECIDED	114	36.8	37.6	73.9
	AGREE	79	25.5	26.1	100.0
	Total	303	97.7	100.0	
Missing	0	5	1.6		
	System	2	.6		
	Total	7	2.3		
Total		310	100.0		

Difficult to manage and complicated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	93	30.0	30.9	30.9
	UNDECIDED	103	33.2	34.2	65.1
	AGREE	105	33.9	34.9	100.0
	Total	301	97.1	100.0	
Missing	0	7	2.3		
	System	2	.6		
	Total	9	2.9		
Total		310	100.0		

Inappropriate or unsuitable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	102	32.9	33.7	33.7
	UNDECIDED	115	37.1	38.0	71.6
	AGREE	86	27.7	28.4	100.0
	Total	303	97.7	100.0	
Missing	0	5	1.6		
	System	2	.6		
	Total	7	2.3		
Total		310	100.0		

Reliable & User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	47	15.2	15.7	15.7
	UNDECIDED	91	29.4	30.3	46.0
	AGREE	162	52.3	54.0	100.0
	Total	300	96.8	100.0	
Missing	0	8	2.6		
	System	2	.6		
	Total	10	3.2		
Total		310	100.0		

Most effective and accurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	33	10.6	11.0	11.0
	UNDECIDED	110	35.5	36.7	47.7
	AGREE	157	50.6	52.3	100.0
	Total	300	96.8	100.0	
Missing	0	8	2.6		
	System	2	.6		
	Total	10	3.2		
Total		310	100.0		

Limited resources for clear techniques & methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	36	11.6	11.8	11.8
	UNDECIDED	95	30.6	31.3	43.1
	AGREE	173	55.8	56.9	100.0
	Total	304	98.1	100.0	
Missing	0	4	1.3		
	System	2	.6		
	Total	6	1.9		
Total		310	100.0		

Limited resources for practical methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	43	13.9	14.3	14.3
	UNDECIDED	72	23.2	23.9	38.2
	AGREE	186	60.0	61.8	100.0
	Total	301	97.1	100.0	
Missing	0	7	2.3		
	System	2	.6		
	Total	9	2.9		
Total		310	100.0		

Limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	41	13.2	13.4	13.4
	UNDECIDED	74	23.9	24.3	37.7
	AGREE	190	61.3	62.3	100.0
	Total	305	98.4	100.0	
Missing	0	3	1.0		
	System	2	.6		
	Total	5	1.6		
Total		310	100.0		

Limited resources for comprehensive and convenient use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	33	10.6	10.9	10.9
	UNDECIDED	93	30.0	30.7	41.6
	AGREE	177	57.1	58.4	100.0
	Total	303	97.7	100.0	
Missing	0	5	1.6		
	System	2	.6		
	Total	7	2.3		
Total		310	100.0		

Compliance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	16	5.2	5.4	5.4
	UNDECIDED	87	28.1	29.1	34.4
	AGREE	196	63.2	65.6	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

Decision Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	19	6.1	6.3	6.3
	UNDECIDED	77	24.8	25.5	31.8
	AGREE	206	66.5	68.2	100.0
	Total	302	97.4	100.0	
Missing	0	6	1.9		
	System	2	.6		
	Total	8	2.6		
Total		310	100.0		

Emergency Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	15	4.8	5.0	5.0
	UNDECIDED	70	22.6	23.3	28.3
	AGREE	215	69.4	71.7	100.0
	Total	300	96.8	100.0	
Missing	0	8	2.6		
	System	2	.6		
	Total	10	3.2		
Total		310	100.0		

Health & Safety Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	3.5	3.6	3.6
	UNDECIDED	59	19.0	19.5	23.2
	AGREE	232	74.8	76.8	100.0
	Total	302	97.4	100.0	
Missing	0	6	1.9		
	System	2	.6		
	Total	8	2.6		
Total		310	100.0		

Insurance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	4.2	4.3	4.3
	UNDECIDED	68	21.9	22.5	26.8
	AGREE	221	71.3	73.2	100.0
	Total	302	97.4	100.0	
Missing	0	6	1.9		
	System	2	.6		
	Total	8	2.6		
Total		310	100.0		

Legal Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	3.9	4.0	4.0
	UNDECIDED	71	22.9	23.6	27.6
	AGREE	218	70.3	72.4	100.0
	Total	301	97.1	100.0	
Missing	0	7	2.3		
	System	2	.6		
	Total	9	2.9		
Total		310	100.0		

Security Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	20	6.5	6.7	6.7
	UNDECIDED	65	21.0	21.7	28.3
	AGREE	215	69.4	71.7	100.0
	Total	300	96.8	100.0	
Missing	0	8	2.6		
	System	2	.6		
	Total	10	3.2		
Total		310	100.0		

There is no Risk Management Policy outlining these 7 domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	78	25.2	26.4	26.4
	UNDECIDED	122	39.4	41.4	67.8
	AGREE	95	30.6	32.2	100.0
	Total	295	95.2	100.0	
Missing	0	13	4.2		
	System	2	.6		
	Total	15	4.8		
Total		310	100.0		

Event Organisations/ Venues / Event practitioners do not have a comprehensive understanding of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	55	17.7	18.5	18.5
	UNDECIDED	110	35.5	37.0	55.6
	AGREE	132	42.6	44.4	100.0
	Total	297	95.8	100.0	
Missing	0	11	3.5		
	System	2	.6		
	Total	13	4.2		
Total		310	100.0		

Event Organisations/ Venues / Event practitioners do not have a comprehensive system in place of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	52	16.8	17.6	17.6
	UNDECIDED	119	38.4	40.2	57.8
	AGREE	125	40.3	42.2	100.0
	Total	296	95.5	100.0	
Missing	0	12	3.9		
	System	2	.6		
	Total	14	4.5		
Total		310	100.0		

Many of these domains are overlooked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	49	15.8	16.6	16.6
	UNDECIDED	100	32.3	33.8	50.3
	AGREE	147	47.4	49.7	100.0
	Total	296	95.5	100.0	
Missing	0	12	3.9		
	System	2	.6		
	Total	14	4.5		
Total		310	100.0		

Many of these domains are not comprehensively applied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	39	12.6	13.4	13.4
	UNDECIDED	107	34.5	36.8	50.2
	AGREE	145	46.8	49.8	100.0
	Total	291	93.9	100.0	
Missing	0	16	5.2		
	System	3	1.0		
	Total	19	6.1		
Total		310	100.0		

There is a demand for a proper, comprehensive Risk Management policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	33	10.6	11.0	11.0
	UNDECIDED	83	26.8	27.8	38.8
	AGREE	183	59.0	61.2	100.0
	Total	299	96.5	100.0	
Missing	0	9	2.9		
	System	2	.6		
	Total	11	3.5		
Total		310	100.0		

There is a demand for a proper, comprehensive Risk Management system for minor & major event organisations/ event venues/ event practitioners

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	5.5	5.8	5.8
	UNDECIDED	94	30.3	32.0	37.8
	AGREE	183	59.0	62.2	100.0
	Total	294	94.8	100.0	
Missing	0	14	4.5		
	System	2	.6		
	Total	16	5.2		
Total		310	100.0		

As an event practitioner I am always notified of regular meetings on risk management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	54	17.4	18.6	18.6
	UNDECIDED	89	28.7	30.7	49.3
	AGREE	147	47.4	50.7	100.0
	Total	290	93.5	100.0	
Missing	0	18	5.8		
	System	2	.6		
	Total	20	6.5		
Total		310	100.0		

Support is provided to the local event practitioners and local event organisations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	44	14.2	15.2	15.2
	UNDECIDED	87	28.1	30.0	45.2
	AGREE	159	51.3	54.8	100.0
	Total	290	93.5	100.0	
Missing	0	18	5.8		
	System	2	.6		
	Total	20	6.5		
Total		310	100.0		

I am protected as soon as I become a member of the Risk Management Institute of South Africa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	28	9.0	9.7	9.7
	UNDECIDED	121	39.0	41.9	51.6
	AGREE	140	45.2	48.4	100.0
	Total	289	93.2	100.0	
Missing	0	18	5.8		
	System	3	1.0		
	Total	21	6.8		
Total		310	100.0		

I will be better equipped and have a sound knowledge of what is expected of me as an event practitioner, event organisation and event venue.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	16	5.2	5.5	5.5
	UNDECIDED	85	27.4	29.3	34.8
	AGREE	189	61.0	65.2	100.0
	Total	290	93.5	100.0	
Missing	0	18	5.8		
	System	2	.6		
	Total	20	6.5		
Total		310	100.0		

As an event practitioner, event organisation, I feel secure and comfortable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	32	10.3	11.1	11.1
	UNDECIDED	89	28.7	30.9	42.0
	AGREE	167	53.9	58.0	100.0
	Total	288	92.9	100.0	
Missing	0	20	6.5		
	System	2	.6		
	Total	22	7.1		
Total		310	100.0		

Adherence to Occupational Health & Safety Act 85 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	2.9	3.1	3.1
	UNDECIDED	78	25.2	27.3	30.4
	AGREE	199	64.2	69.6	100.0
	Total	286	92.3	100.0	
Missing	0	22	7.1		
	System	2	.6		
	Total	24	7.7		
Total		310	100.0		

Adherence to Disaster Management Act 205 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	3.9	4.2	4.2
	UNDECIDED	84	27.1	29.5	33.7
	AGREE	189	61.0	66.3	100.0
	Total	285	91.9	100.0	
Missing	0	23	7.4		
	System	2	.6		
	Total	25	8.1		
Total		310	100.0		

Adherence to the Safety at Sports and Recreational Bill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	3.5	3.9	3.9
	UNDECIDED	84	27.1	29.5	33.3
	AGREE	190	61.3	66.7	100.0
	Total	285	91.9	100.0	
Missing	0	23	7.4		
	System	2	.6		
	Total	25	8.1		
Total		310	100.0		

Adherence to The Road Traffic Act 93 of 1996

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	14	4.5	4.9	4.9
	UNDECIDED	84	27.1	29.4	34.3
	AGREE	188	60.6	65.7	100.0
	Total	286	92.3	100.0	
Missing	0	22	7.1		
	System	2	.6		
	Total	24	7.7		
Total		310	100.0		

Adherence to National Building Regulations & Buildings Standards Act 103 of 1977

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	3.5	3.9	3.9
	UNDECIDED	87	28.1	30.5	34.4
	AGREE	187	60.3	65.6	100.0
	Total	285	91.9	100.0	
Missing	0	23	7.4		
	System	2	.6		
	Total	25	8.1		
Total		310	100.0		

Adherence to the SA Police Services Act

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	3.2	3.5	3.5
	UNDECIDED	80	25.8	28.3	31.8
	AGREE	193	62.3	68.2	100.0
	Total	283	91.3	100.0	
Missing	0	25	8.1		
	System	2	.6		
	Total	27	8.7		
Total		310	100.0		

APPENDIX B 2: Data Collection of research and frequency tables

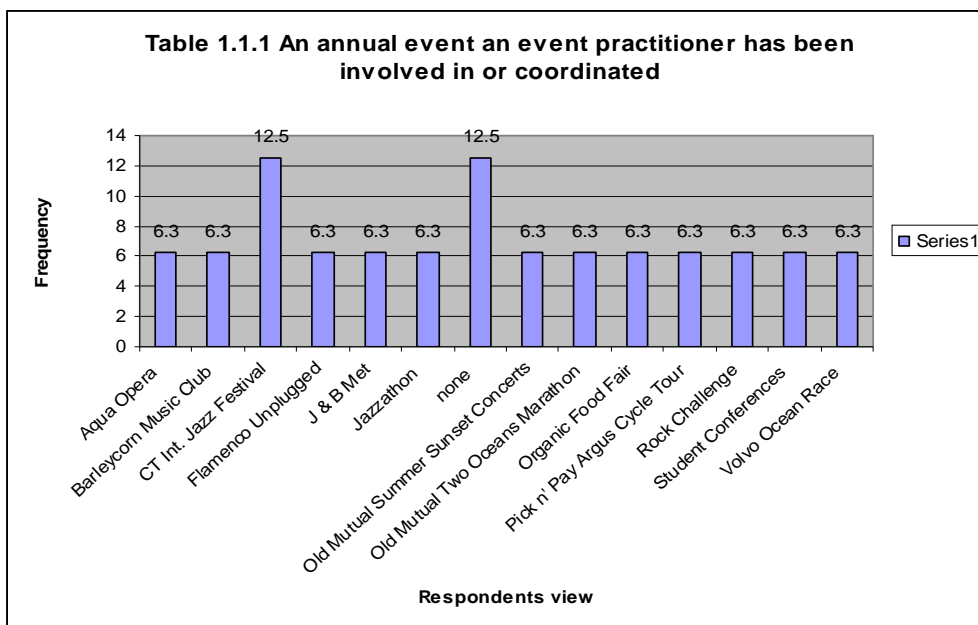
Event Practitioners

SURVEY - EVENT PRACTITIONERS

Section A

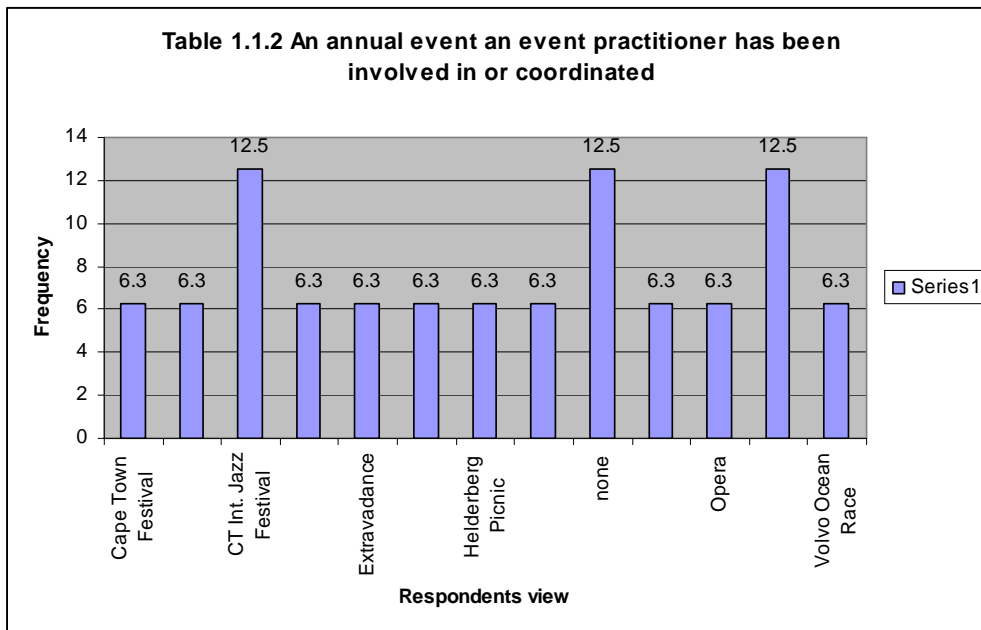
Question 1 determines the status of Event Practitioners in their involvement and participation in annual events in Cape Town.

Table 1.1.1



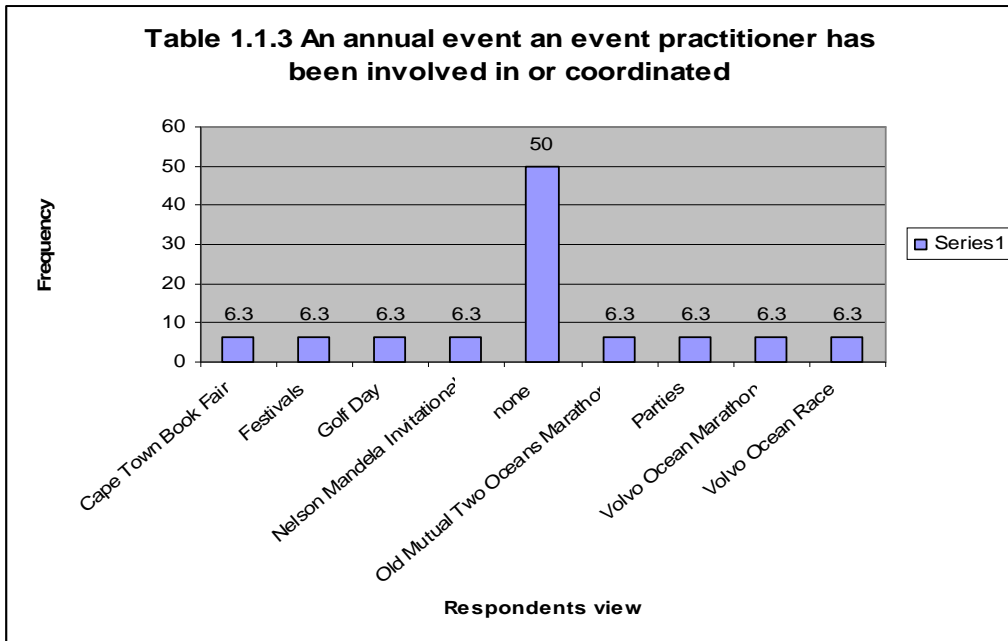
The responses to table 1.1.1 indicate that 12.5% of the respondents were involved in the Cape Town International Jazz Festival, while the rest of the events were at a stagnant 6.3 %. This result shows a significant increase in the attendance and involvement of the Cape Town International Jazz Festival as the first choice of annual events in Cape Town.

Table 1.1.2



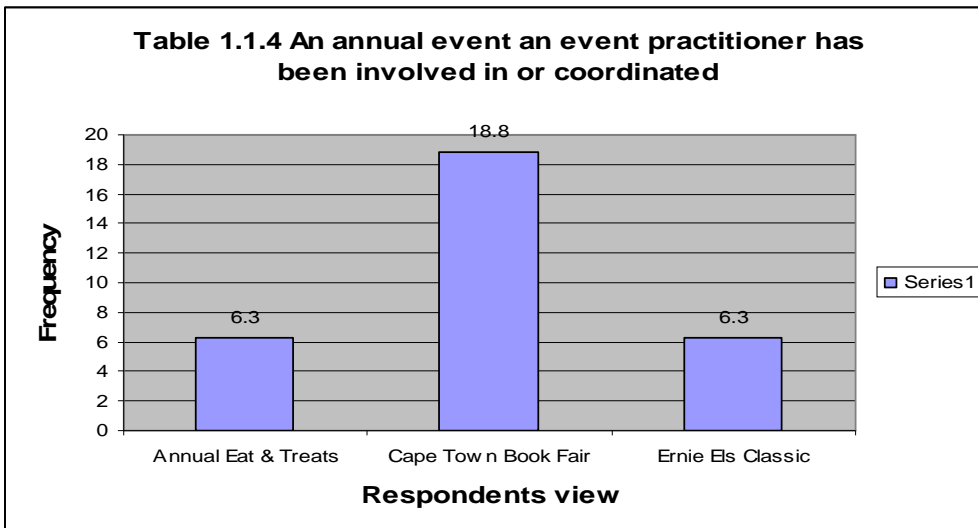
The responses to table 1.1.2 indicate that 12.5% of the respondents were involved in the Cape Town International Jazz Festival, while the rest of the events were at a stagnant 6.3 %. This result shows a significant increase in the attendance and involvement of the Cape Town International Jazz Festival as a second choice of annual events in Cape Town.

Table 1.1.3



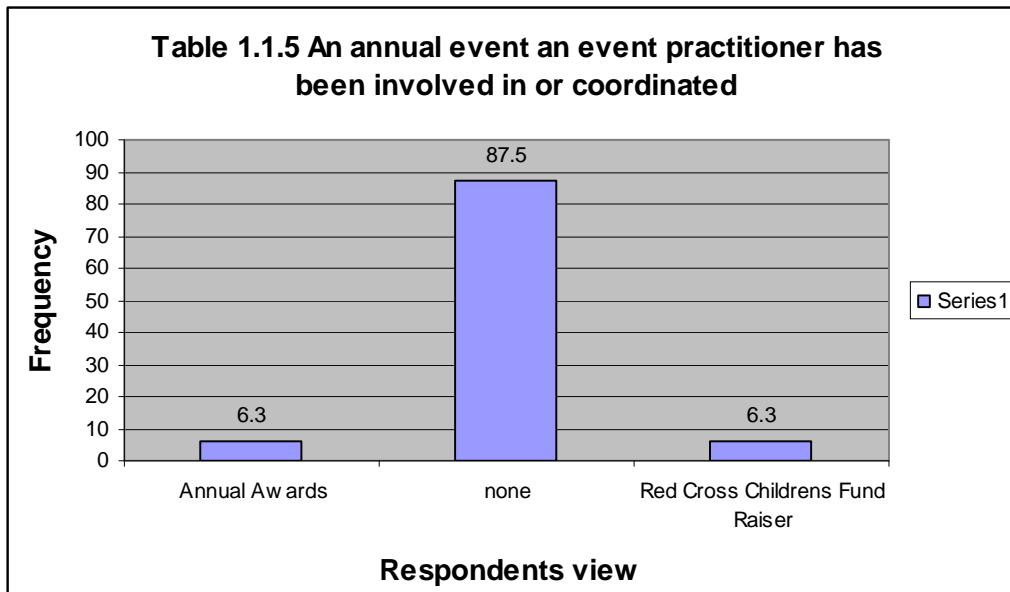
The responses to table 1.1.3 indicate that 50 % of the respondents did not have a third choice of an annual event, while the rest of the events were at a stagnant 6.3 %. This result shows a poor status in the interest and involvement of the events in Cape Town.

Table 1.1.4



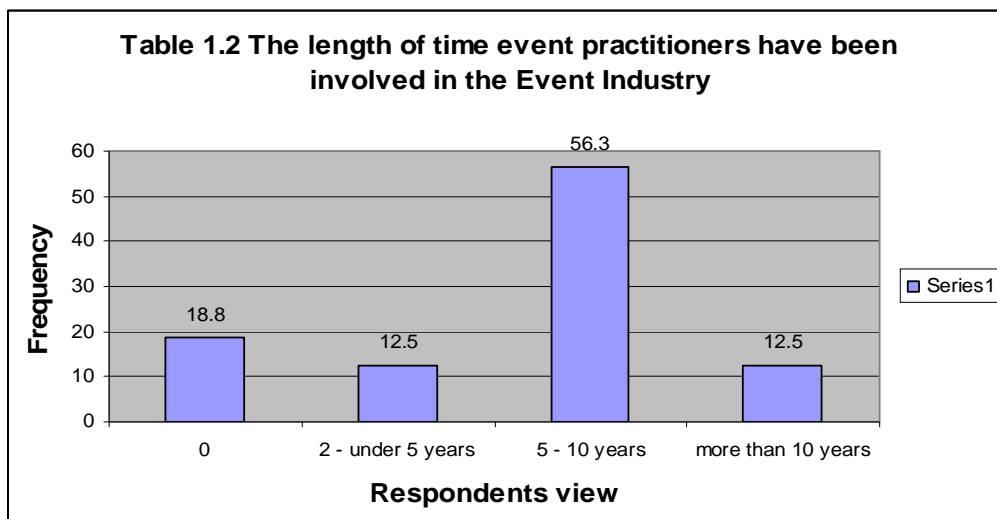
The responses to table 1.1.4 indicate that 68.8 % of the respondents once again did not have a fourth choice of an annual event, while 18.8 % were involved in the Cape Town Book Fair and the rest at a stagnant 6.3 %.

Table 1.1.5



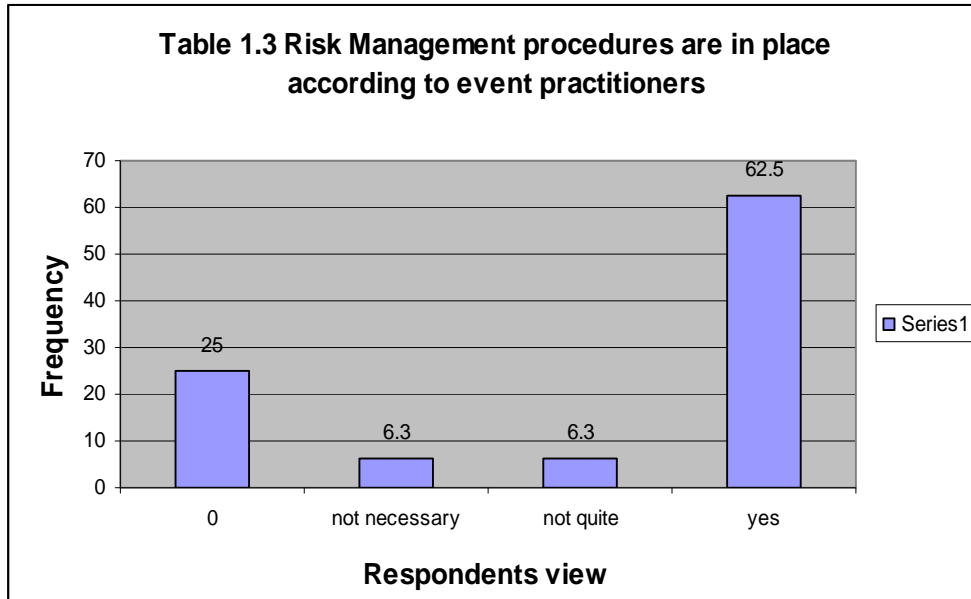
The responses to table 1.1.5 indicate that 87.5 % of the respondents did not have a fifth choice of an annual event, while 6.3 % were involved in the Annual awards and the Red Cross Childrens Fundraiser event in Cape Town.

Table 1.2



The responses to table 1.2 indicate that 56.3 % of the respondents are involved in the Event Industry for a length of 5 to 10 years, 18.8% are not involved and 12.5% are under 5 years and more that 10 years in the event industry.

Table 1.3

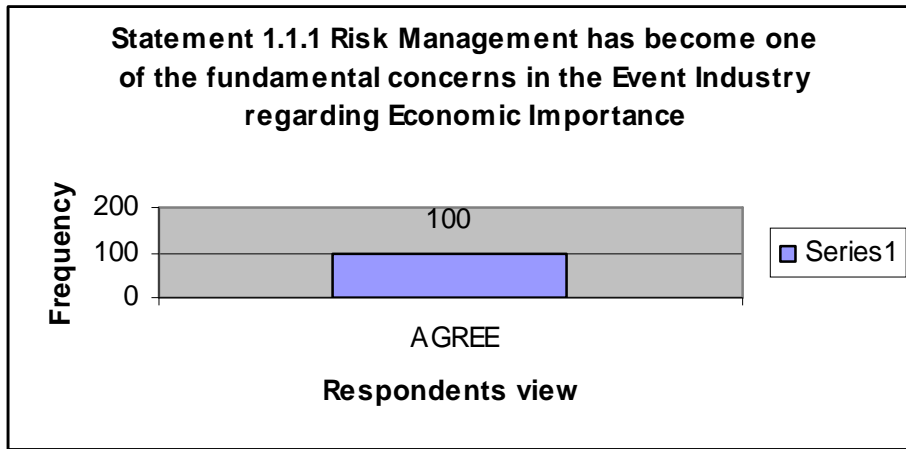


The responses to table 1.3 indicate that 62.5 % of the respondents have Risk Management procedures in place, while 25% do not have procedures in place and 6.3% felt that it is not necessary to have Risk Management procedures in place.

Section B determines the interest and importance in managing risks in the event industry.

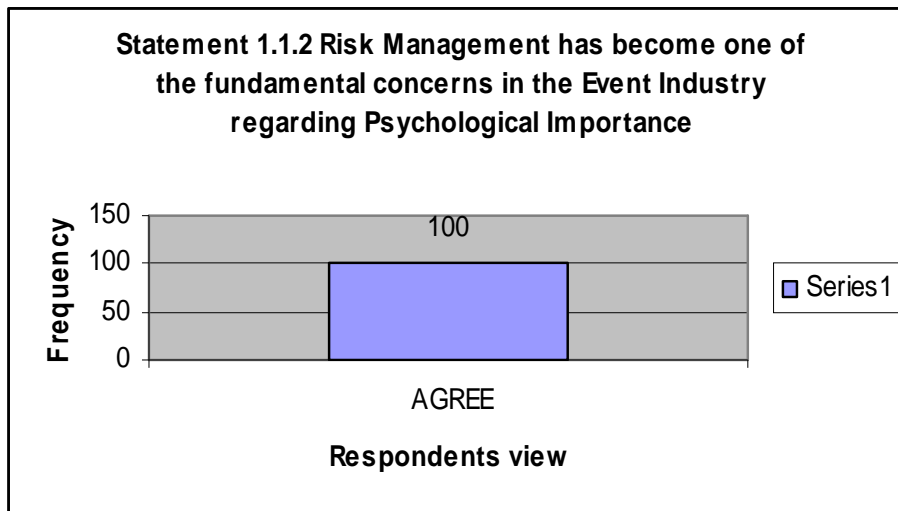
Question 1 determines to what level would event practitioners agree to this fact.

Table 1.1.1



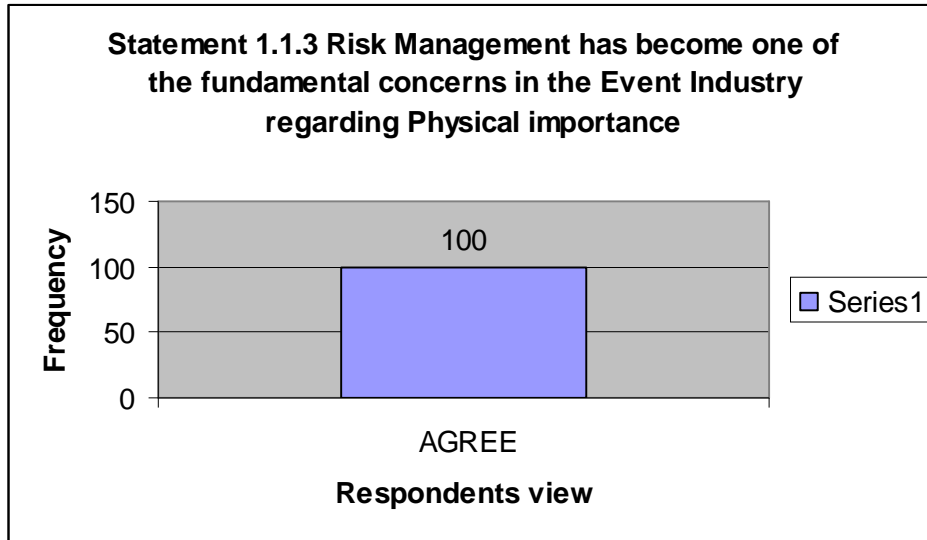
The responses to statement 1.1.1 indicate that 100 % of the respondents agreed that Risk Management has become economically important in the event industry.

Table 1.1.2



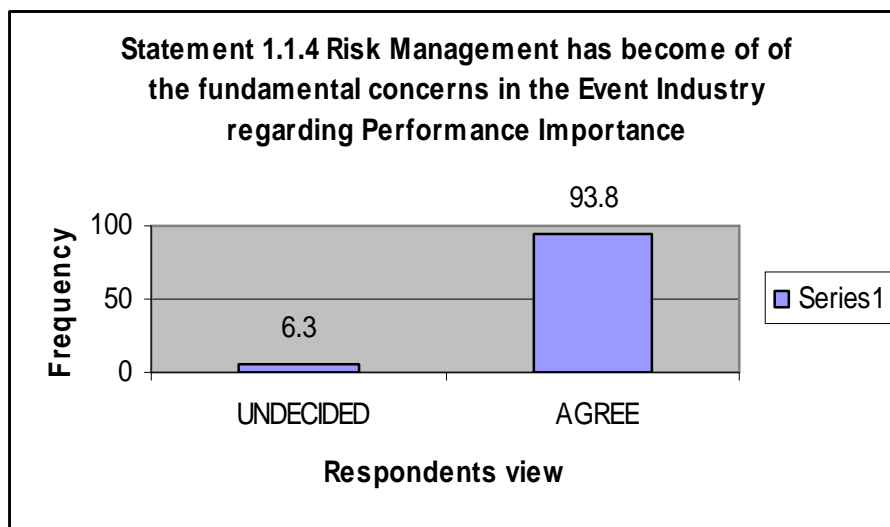
The responses to statement 1.1.2 indicate that 100 % of the respondents agreed that Risk Management has become psychologically important in the event industry.

Table 1.1.3



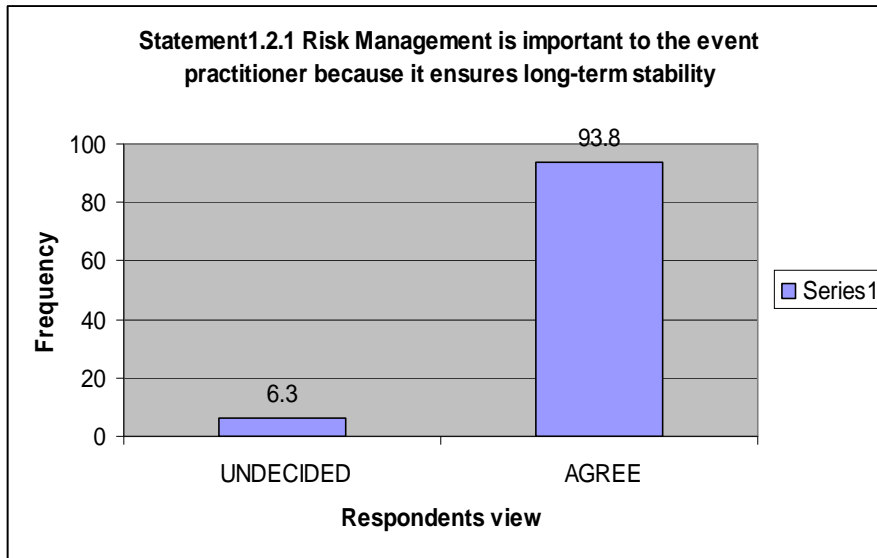
The responses to statement 1.1.3 indicate that 100 % of the respondents agreed that Risk Management has become physically important in the event industry.

Table 1.1.4



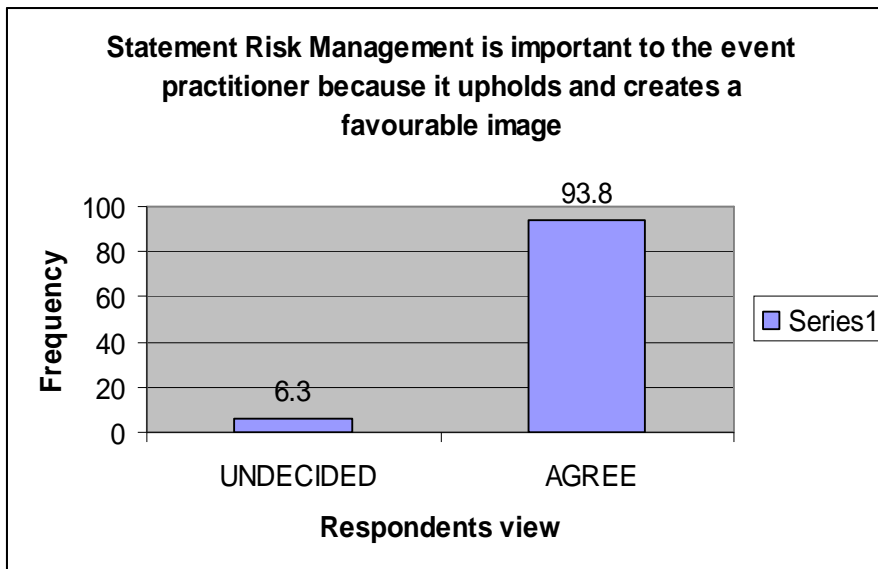
The responses to statement 1.1.4 indicate that 93.8% of the respondents agreed that Risk Management has become important in terms of risk performance in the event industry.

Table 1.2.1



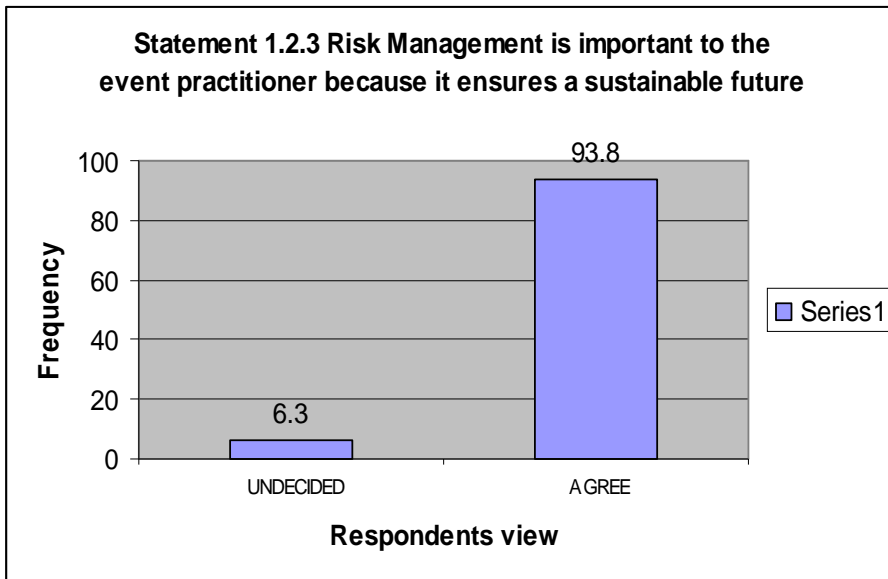
The responses to statement 1.2.1 indicate that 93.8% of the respondents agreed that Risk Management is important to event practitioners because it ensures long-term stability within the organisation.

Table 1.2.2



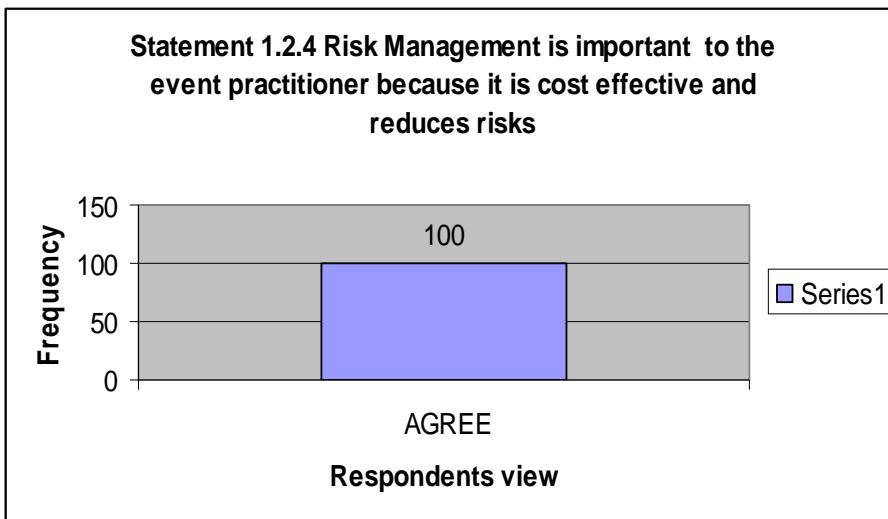
The responses to statement 1.2.2 indicate that 93.8% of the respondents agreed that Risk Management is important to event practitioners because it upholds and creates a favourable image for the organisation.

Table 1.2.3



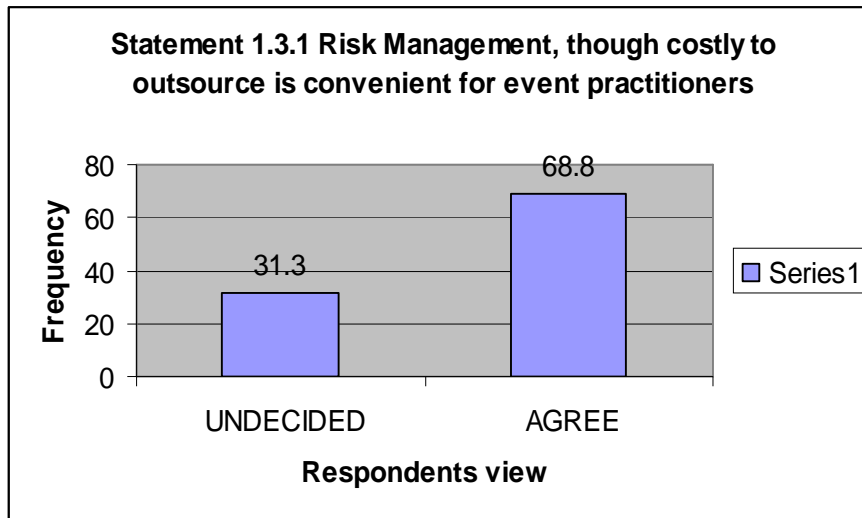
The responses to statement 1.2.3 indicate that 93.8% of the respondents agreed that Risk Management is important to event practitioners because it ensures a sustainable future for the organisation.

Table 1.2.4



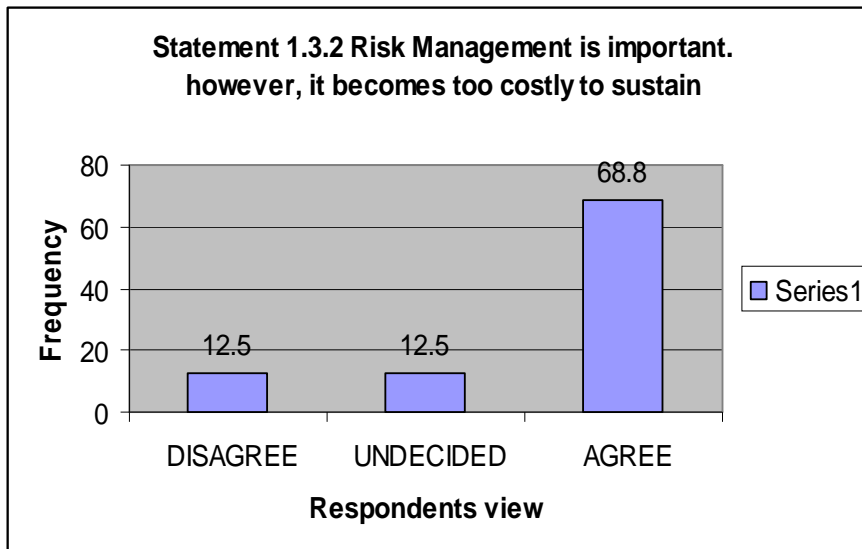
The responses to statement 1.2.4 indicate that 100% of the respondents agreed that Risk Management is important because it is cost effective and reduces risks within the organisation.

Table 1.3.1



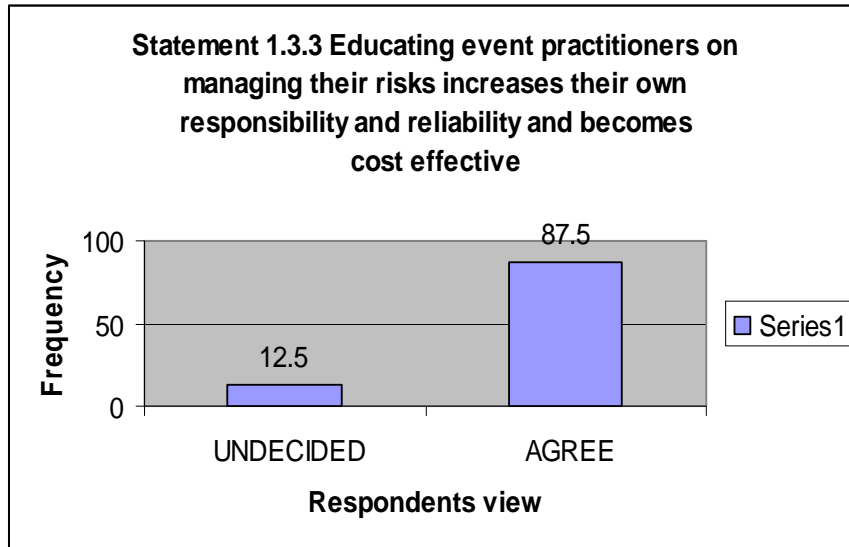
The responses to statement 1.3.1 indicate that 68.8% of the respondents agreed that Risk Management though costly to outsource, is convenient for event practitioners.

Table 1.3.2



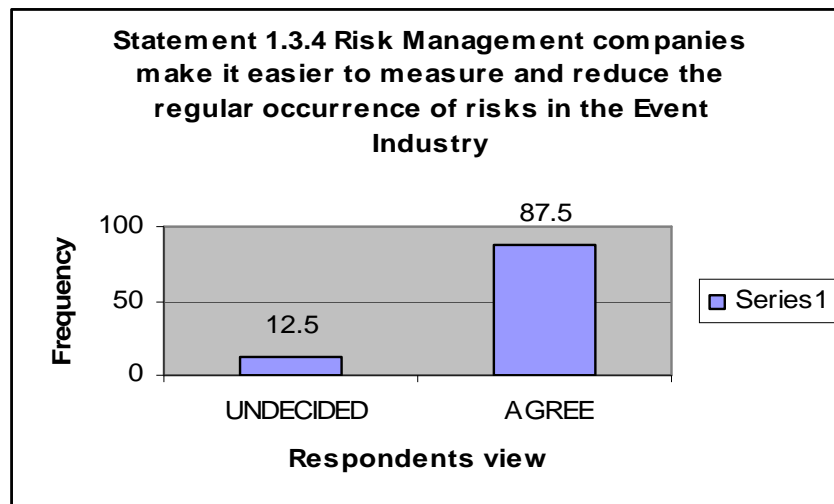
The responses to statement 1.3.2 indicate that 68.8% of the respondents agreed that Risk Management can become too costly to sustain, 12.5% disagreed.

Table 1.3.3



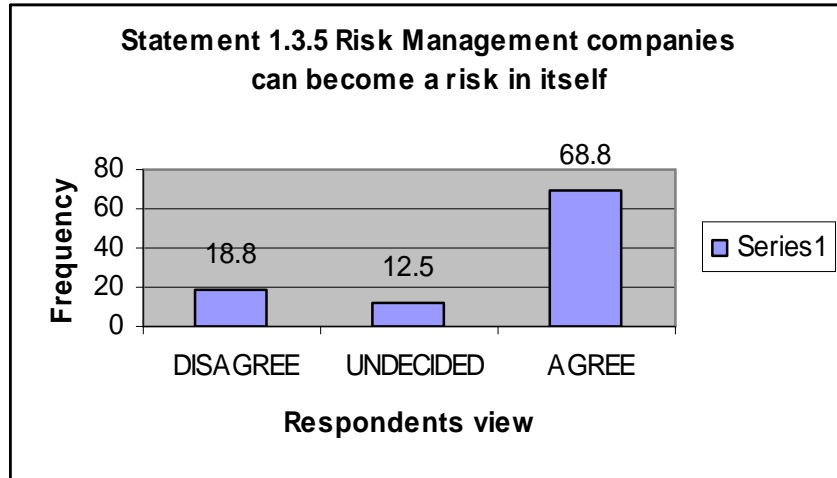
The responses to statement 1.3.3 indicate that 87.5% of the respondents agreed that educating event practitioners on Risk Management increases their responsibility and reliability and becomes cost effective to maintain.

Table 1.3.4



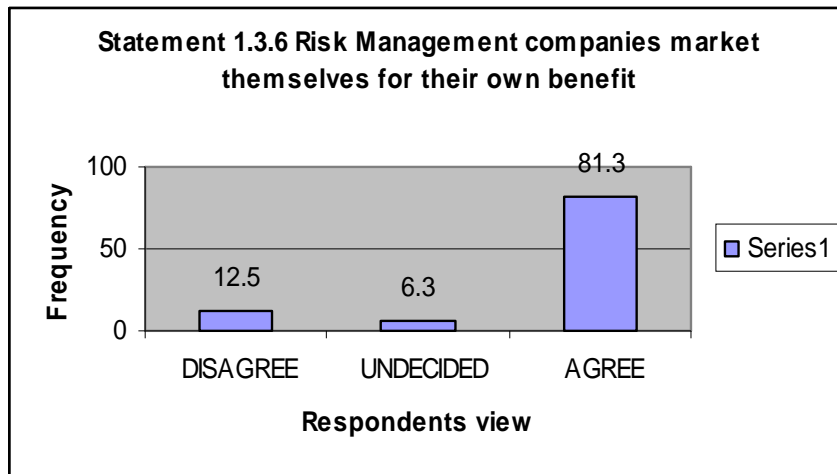
The responses to statement 1.3.4 indicate that 87.5% of the respondents agreed that Risk Management make it easier to measure risks and reduce the regular occurrence of risks in the event industry.

Table 1.3.5



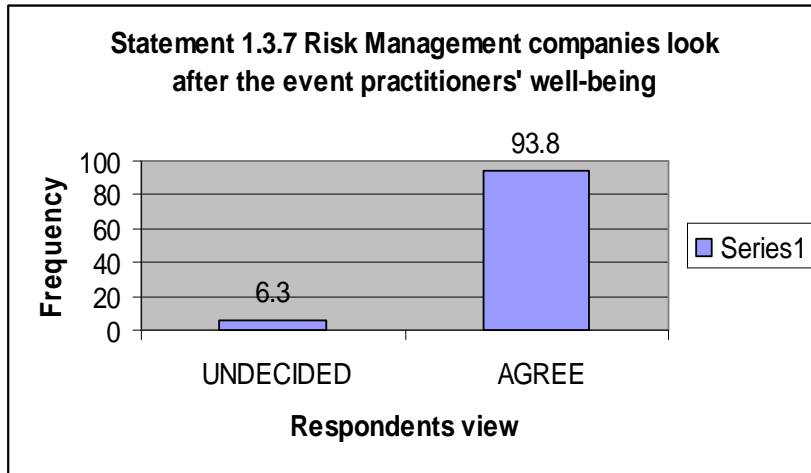
The responses to statement 1.3.5 indicate that 68.8% of the respondents agreed that Risk Management companies can become a risk in itself.

Table 1.3.6



The responses to statement 1.3.6 indicate that 81.3% of the respondents agreed that Risk Management companies market themselves for their own benefit.

Table 1.3.7

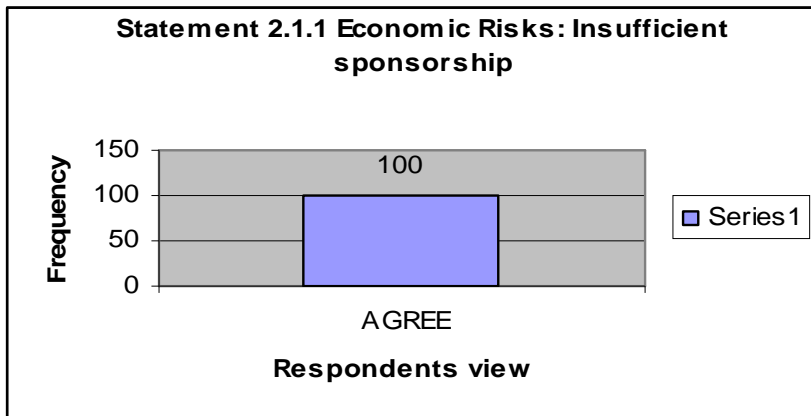


The responses to statement 1.3.7 indicate that 93.8% of the respondents agreed that Risk Management companies look after their event practitioners' wellbeing.

Section B

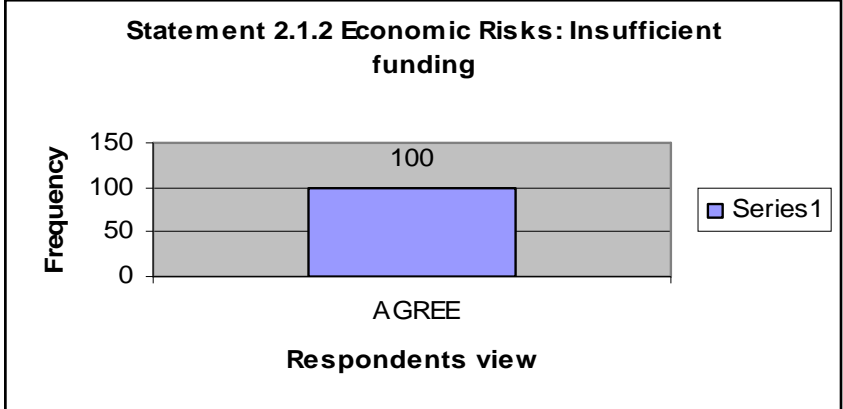
Question 2 determines the level of agreement regarding the common risks that event organisations encounter.

Table 2.1.1



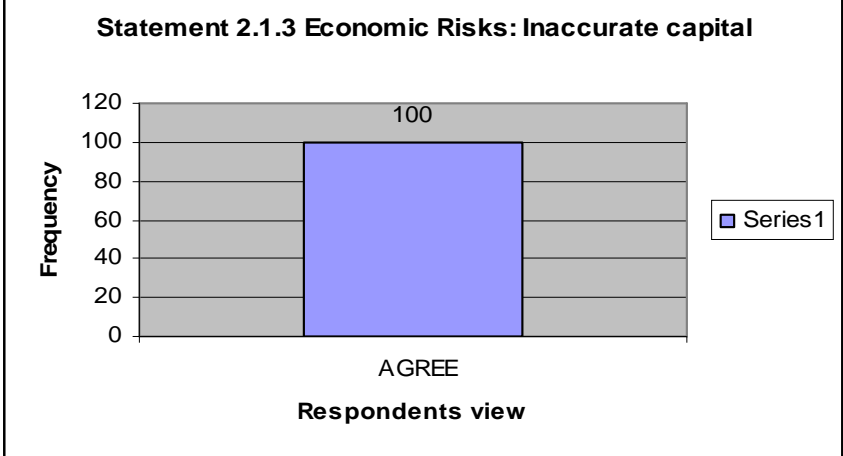
The responses to statement 2.1.1 indicate that 100% of the respondents agreed that there is insufficient sponsorship in terms of economic risks within the event industry.

Table 2.1.2



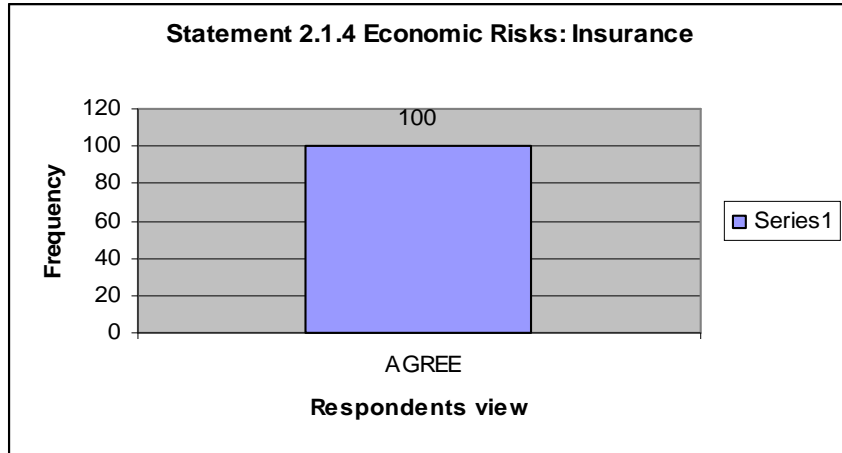
The responses to statement 2.1.2 indicate that 100% of the respondents agreed that there is insufficient funding in terms of economic risks within the event industry.

Table 2.1.3



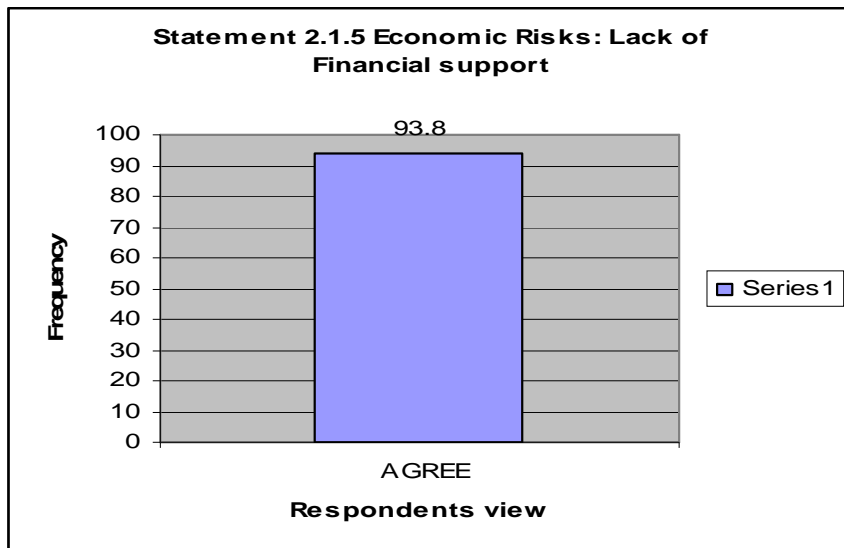
The responses to statement 2.1.3 indicate that 100% of the respondents agreed that there is inaccurate capital in terms of economic risks within the event industry.

Table 2.1.4



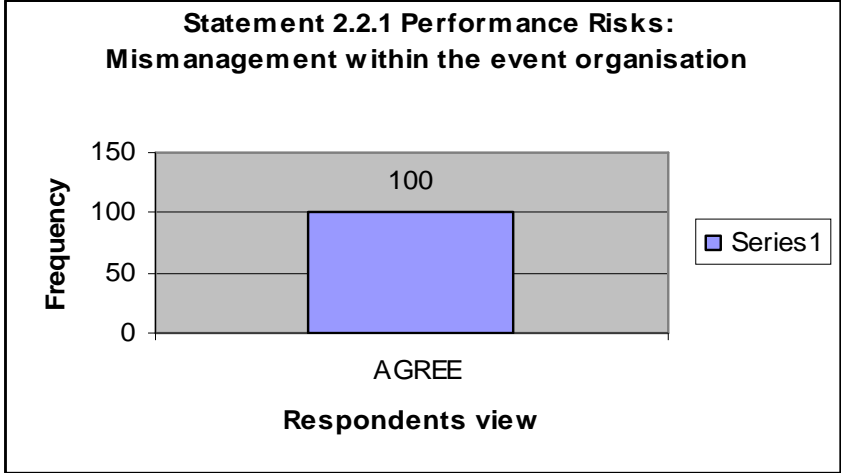
The responses to statement 2.1.4 indicate that 100% of the respondents agreed that Insurance is an important concern in terms of economic risks within the event industry.

Table 2.1.5



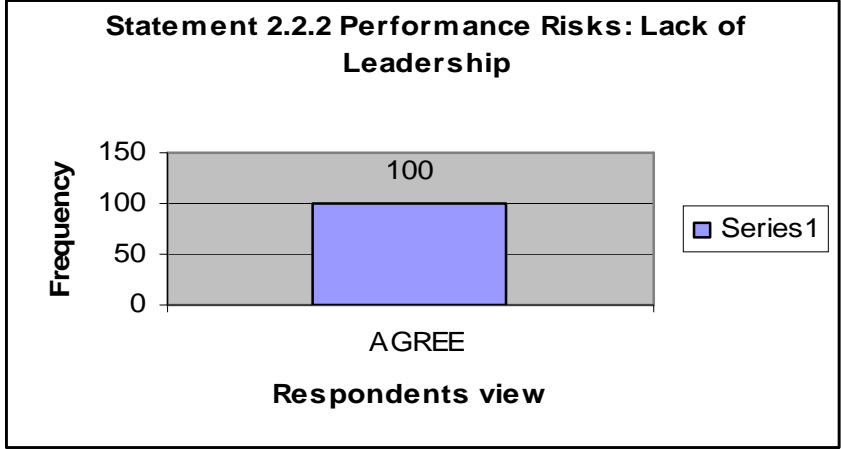
The responses to statement 2.1.5 indicate that 93.8% of the respondents agreed that there is lack of financial support in terms of economic risks within the event industry.

Table 2.2.1



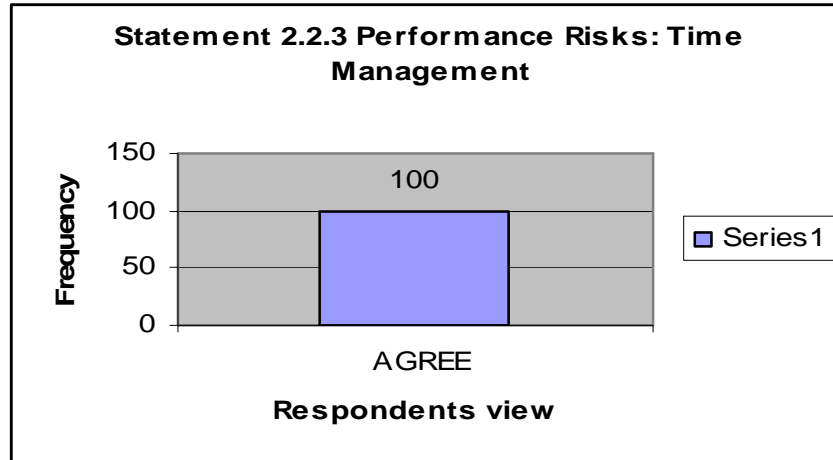
The responses to statement 2.2.1 indicate that 100% of the respondents agreed that Mismanagement exists in terms of performance risks within the event industry.

Table 2.2.2



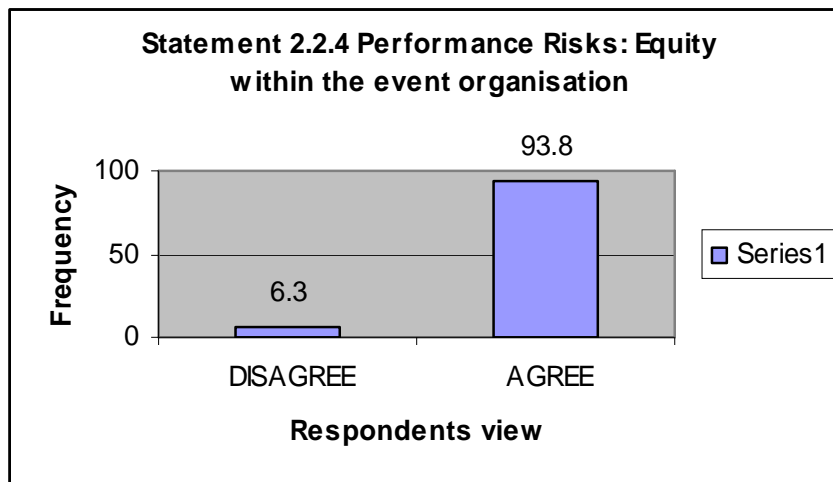
The responses to statement 2.2.2 indicate that 100% of the respondents agreed that there is a lack of leadership in terms of performance risks within the event industry.

Table 2.2.3



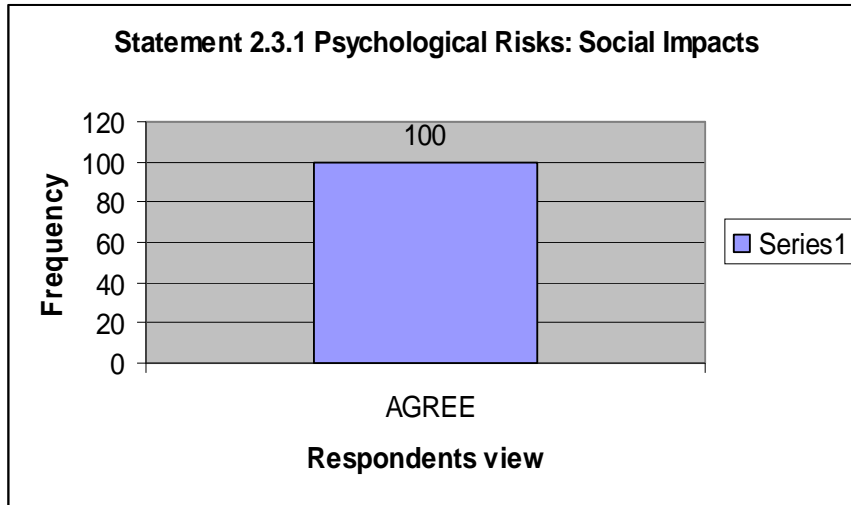
The responses to statement 2.2.3 indicate that 100% of the respondents agreed that time management is an important concern in terms of performance risks within the event industry.

Table 2.2.4



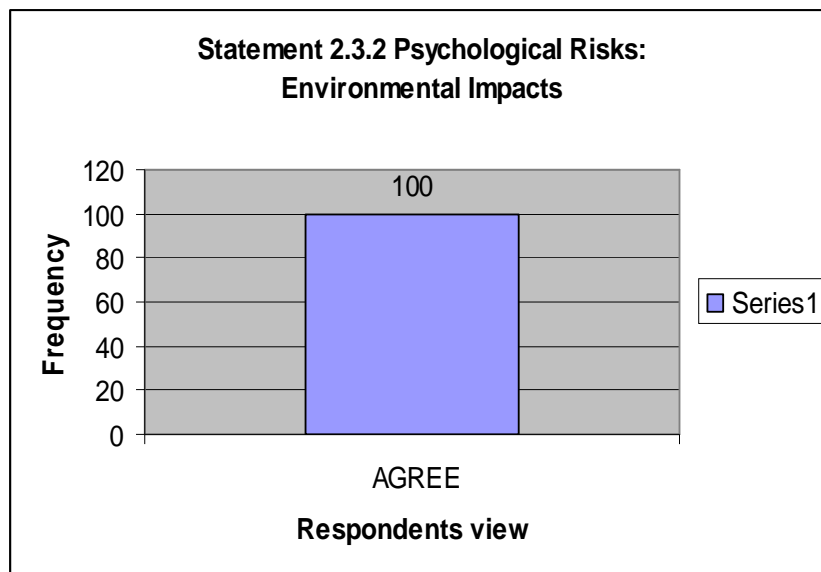
The responses to statement 2.2.4 indicate that 93.8% of the respondents agreed that equity is important in terms of performance risks within the event industry.

Table 2.3.1



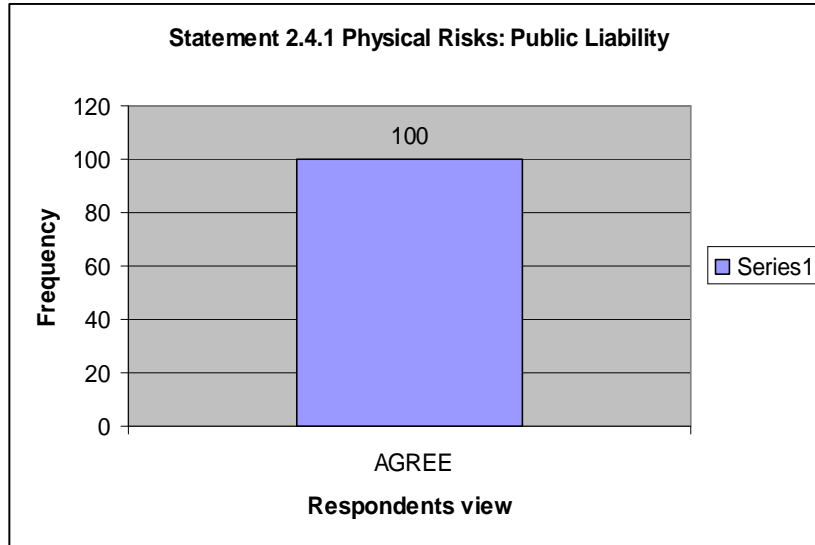
The responses to statement 2.3.1 indicate that 100% of the respondents agreed that social impacts are a great concern in terms of psychological risks within the event industry.

Table 2.3.2



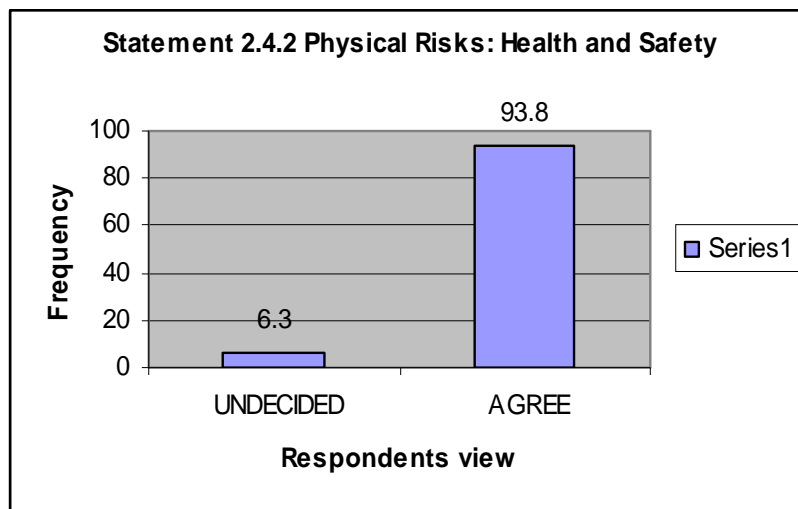
The responses to statement 2.3.2 indicate that 100% of the respondents agreed that environmental impacts are a great concern in terms of psychological risks within the event industry.

Table 2.4.1



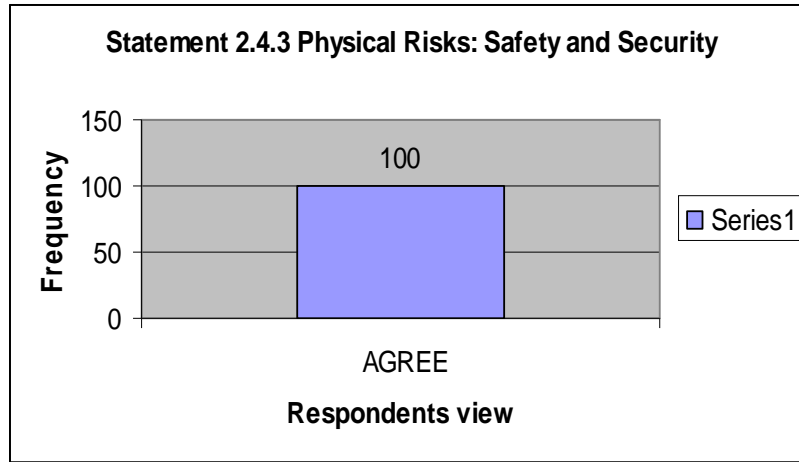
The responses to statement 2.4.1 indicate that 100% of the respondents agreed that public liability is a major concern in terms of physical risks within the event industry.

Table 2.4.2



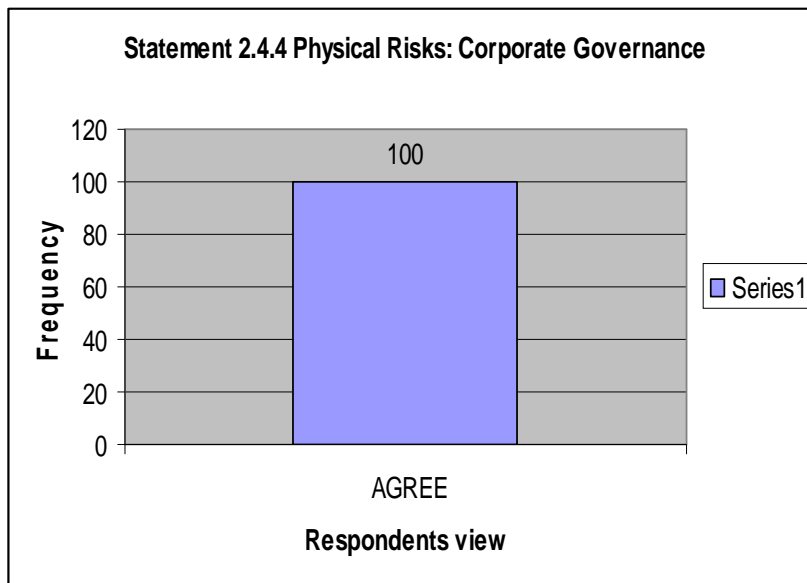
The responses to statement 2.4.2 indicate that 93.8% of the respondents agreed that health and safety is important in terms of physical risks within the event industry.

Table 2.4.3



The responses to statement 2.4.3 indicate that 100% of the respondents agreed that safety and security is important in terms of physical risks within the event industry.

Table 2.4.4

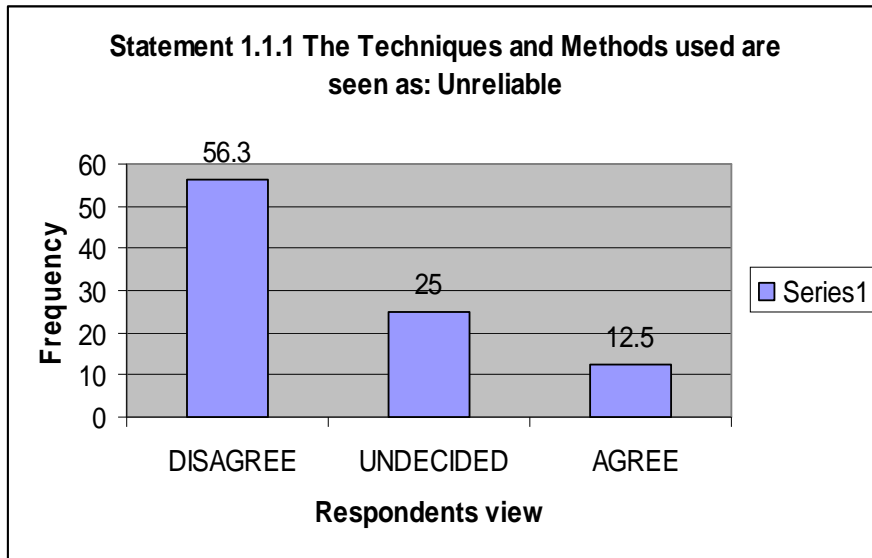


The responses to statement 2.4.4 indicate that 100% of the respondents agreed that corporate governance is a major concern in terms of physical risks within the event industry.

Section C

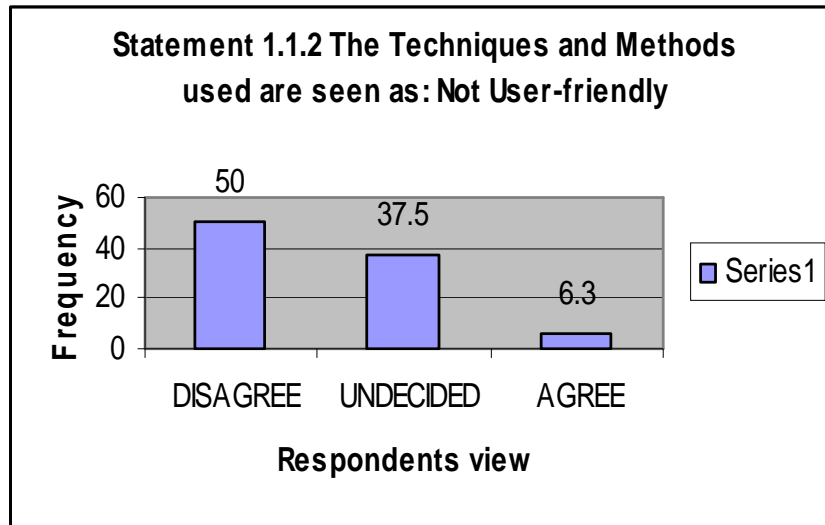
Question 1 determines the level of agreement in terms of the nature of accuracy of the tools and methods used to measure and control these common risks.

Table 1.1.1



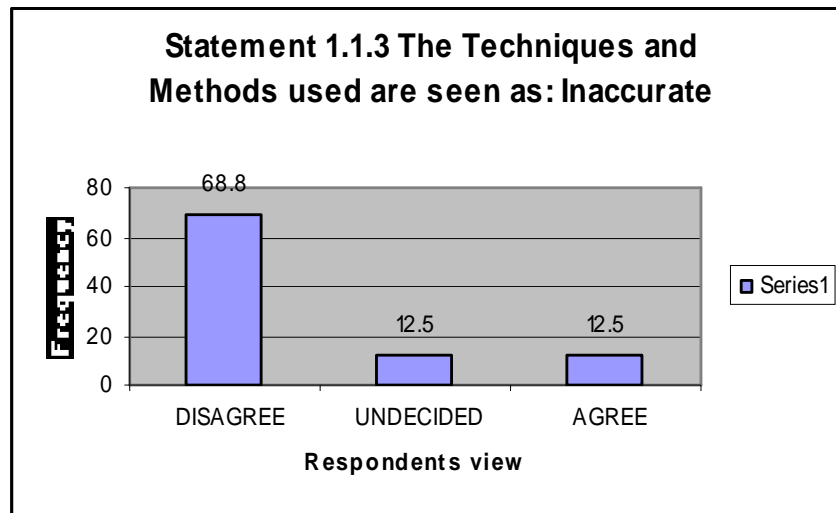
The responses to statement 1.1.1 indicate that 56.3% of the respondents disagreed that the techniques and methods used are unreliable against 12.5% who agreed with the statement.

Table 1.1.2



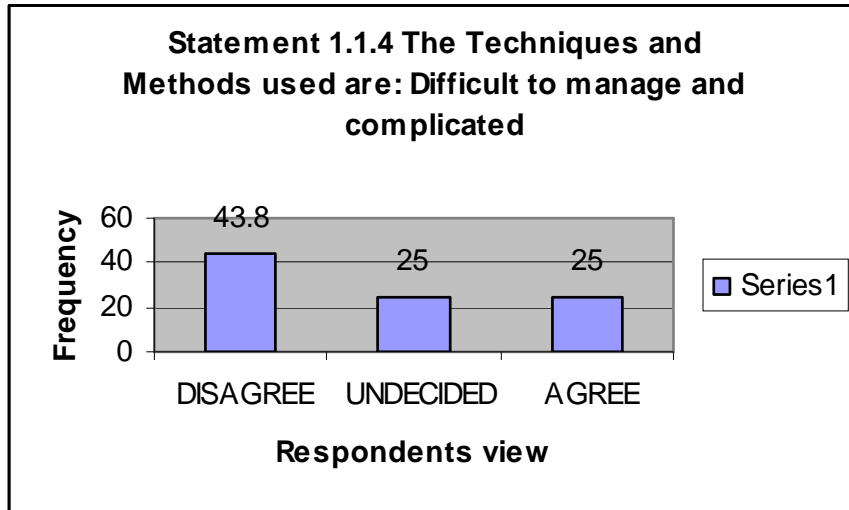
The responses to statement 1.1.2 indicate that 50% of the respondents disagreed that the techniques and methods used are not user-friendly against 6.3% who agreed with the statement.

Table 1.1.3



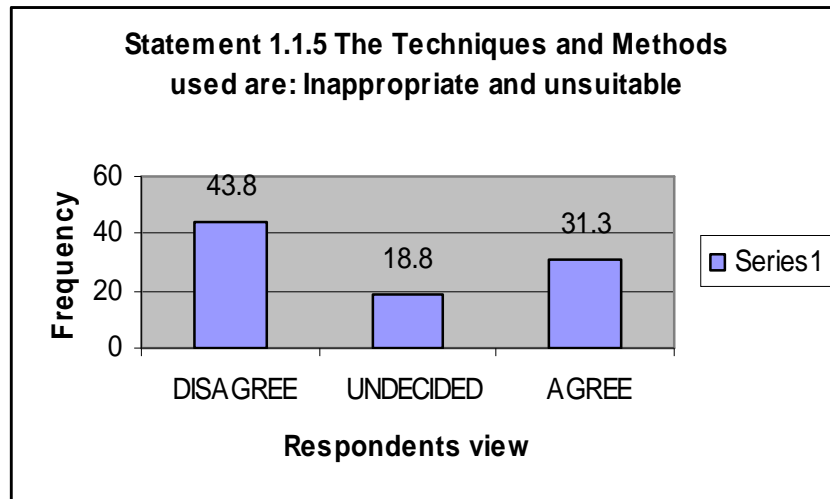
The responses to statement 1.1.3 indicate that 68.8% of the respondents disagreed that the techniques and methods used are inaccurate against 12.5% who agreed with the statement.

Table 1.1.4



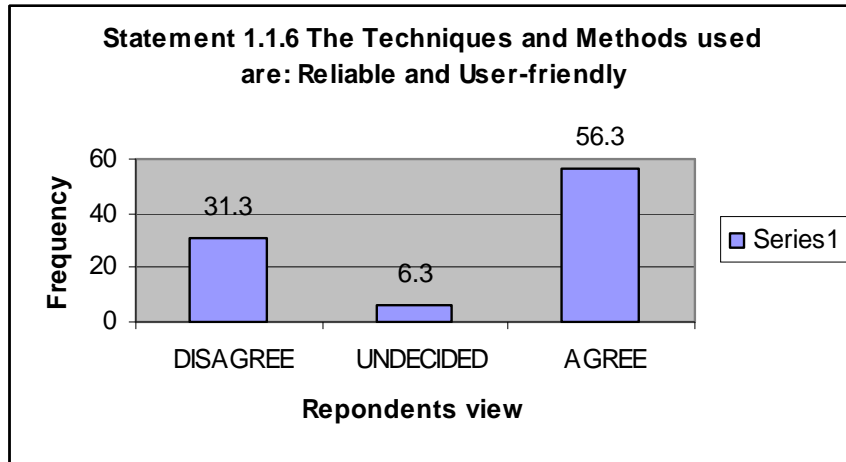
The responses to statement 1.1.4 indicate that 43.8% of the respondents disagreed that the techniques and methods used are difficult to manage and complicated against 25% who agreed with the statement.

Table 1.1.5



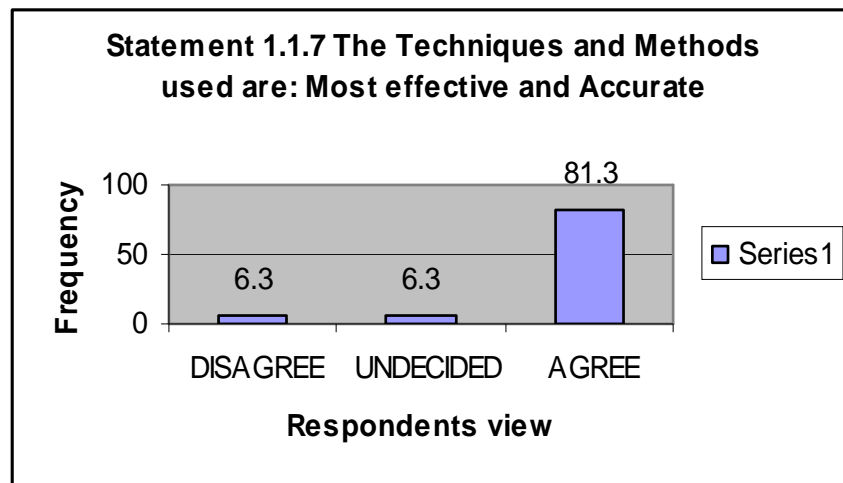
The responses to statement 1.1.5 indicate that 43.8% of the respondents disagreed that the techniques and methods used are inappropriate and unsuitable against 31.3% who agreed to the statement.

Table 1.1.6



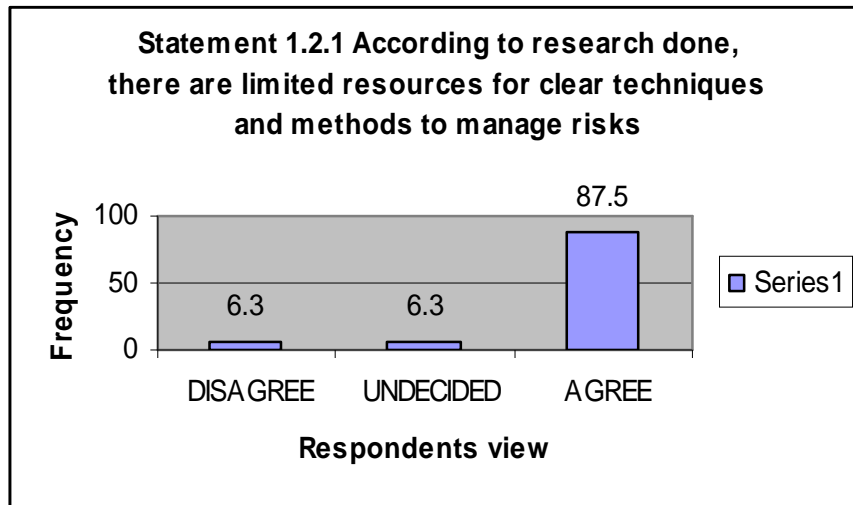
The responses to statement 1.1.6 indicate that 31.3% of the respondents disagreed that the techniques and methods used are reliable and user-friendly against 56.3% who agreed to the statement.

Table 1.1.7



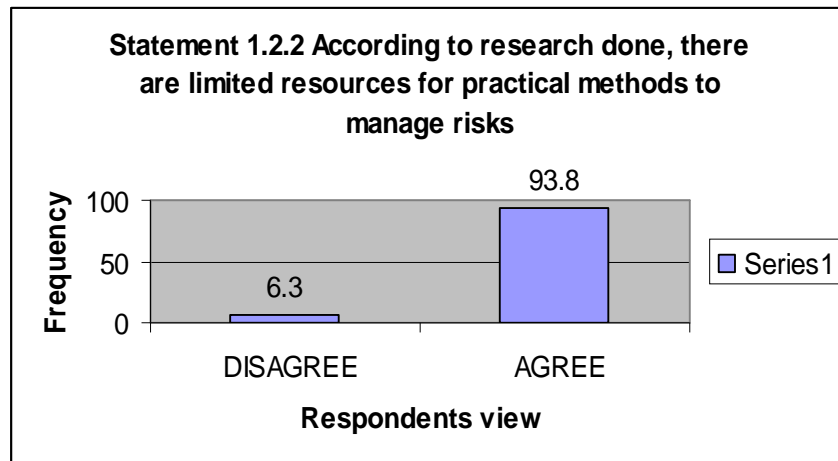
The responses to statement 1.1.7 indicate that 6.3% of the respondents disagreed that the techniques and methods used are most effective and accurate against 81.3% who agreed to the statement.

Table 1.2.1



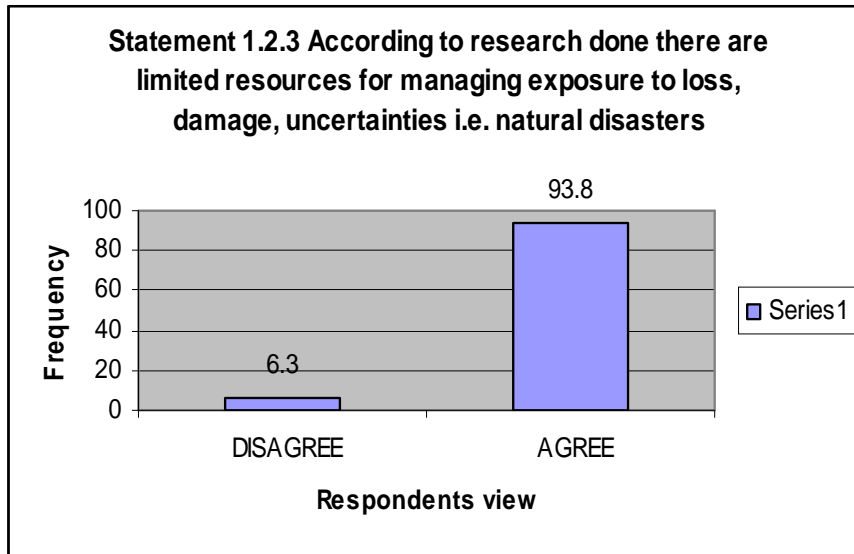
The responses to statement 1.2.1 indicate that 6.3% of the respondents disagreed that there are limited resources for clear techniques and methods to manage risks. However 87.5% agreed with the statement.

Table 1.2.2



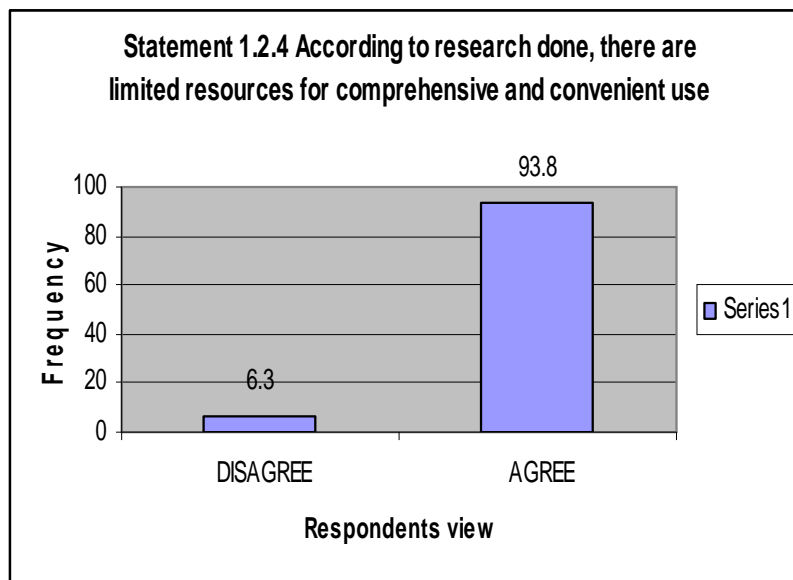
The responses to statement 1.2.2 indicate that 6.3% of the respondents disagreed that there are limited resources for practical methods to manage risks. However 93.8% agreed with the statement.

Table 1.2.3



The responses to statement 1.2.3 indicate that 6.3% of the respondents disagreed that there are limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters. However 93.8% agreed with the statement.

Table 1.2.4

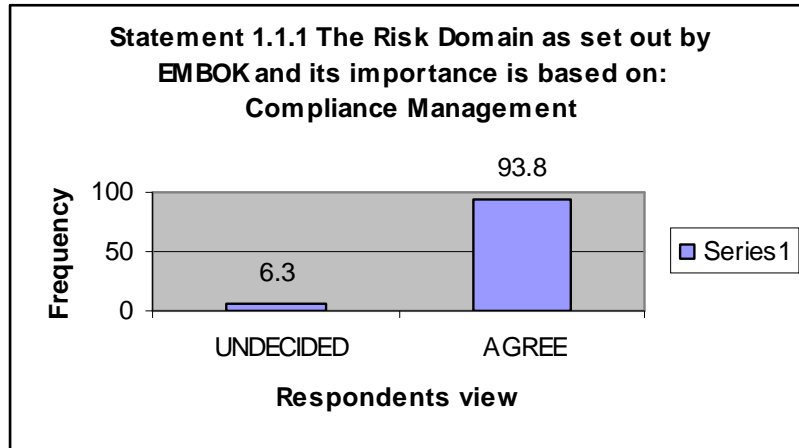


The responses to statement 1.2.4 indicate that 6.3% of the respondents disagreed that there are limited resources for comprehensive and convenient use. However 93.8% agreed with the statement.

Section D

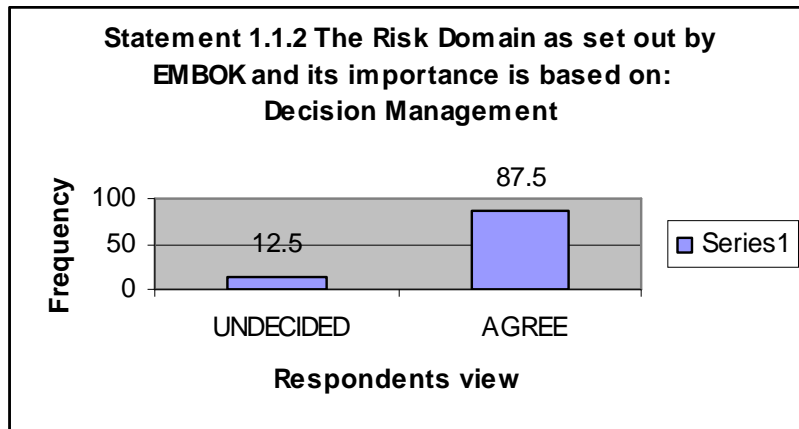
Question 1 determines to what extent event practitioners would agree that there is no proper risk management procedure or policy in place for minor and major events.

Table 1.1.1



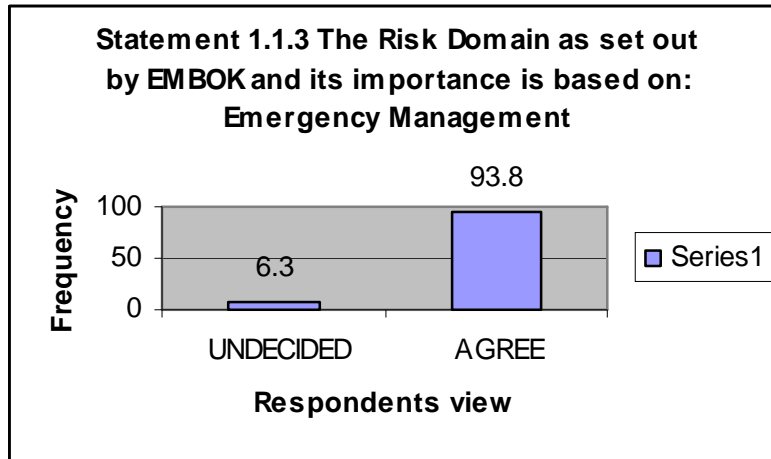
The responses to statement 1.1.1 indicate that 93.8% of the respondents agreed that the Risk Domain is based on Compliance Management.

Table 1.1.2



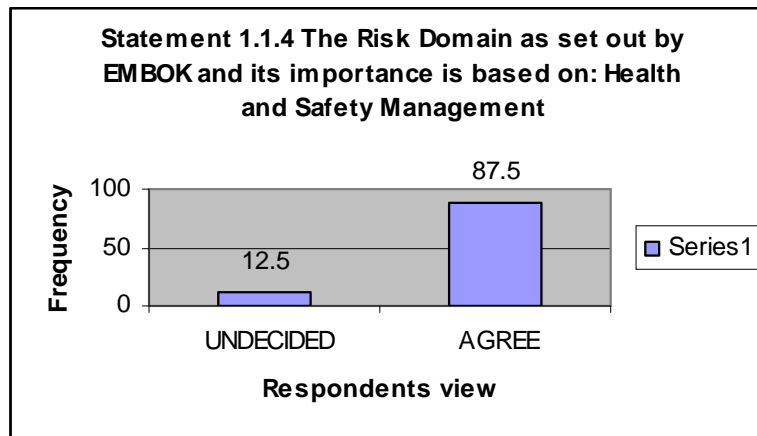
The responses to statement 1.1.2 indicate that 87.5% of the respondents agreed that the Risk Domain is based on Decision Management.

Table 1.1.3



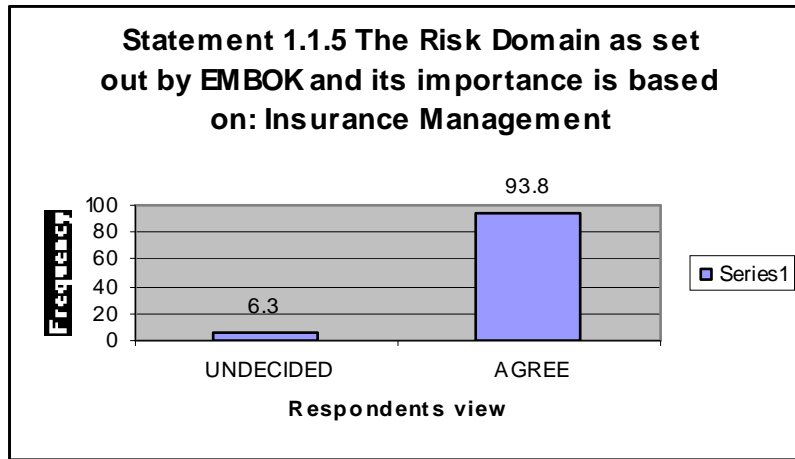
The responses to statement 1.1.3 indicate that 93.8% of the respondents agreed that the Risk Domain is based on Emergency Management.

Table 1.1.4



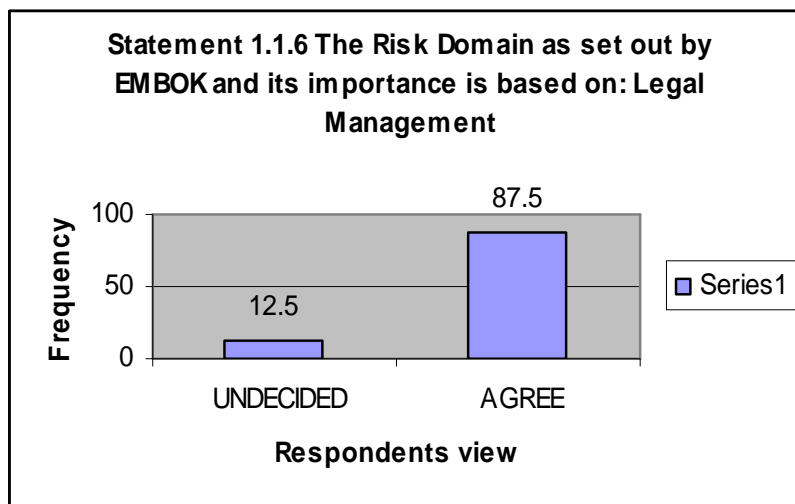
The responses to statement 1.1.4 indicate that 87.5% of the respondents agreed that the Risk Domain is based on Health and Safety Management.

Table 1.1.5



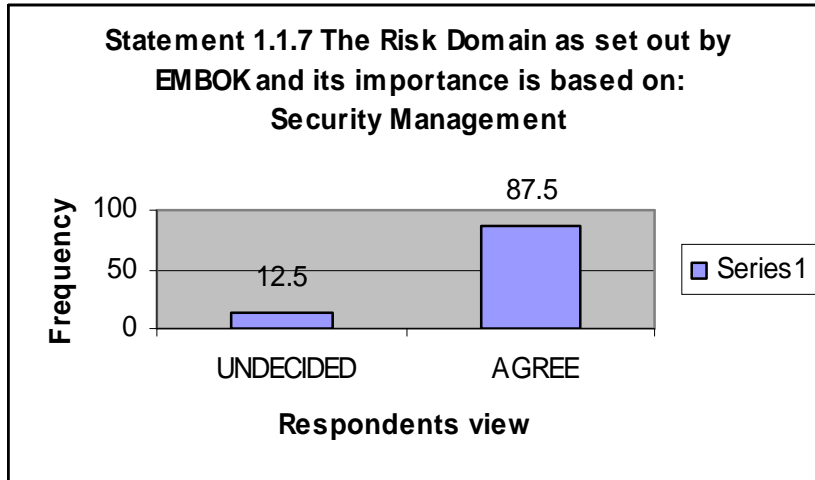
The responses to statement 1.1.5 indicate that 93.8% of the respondents agreed that the Risk Domain is based on Insurance Management.

Table 1.1.6



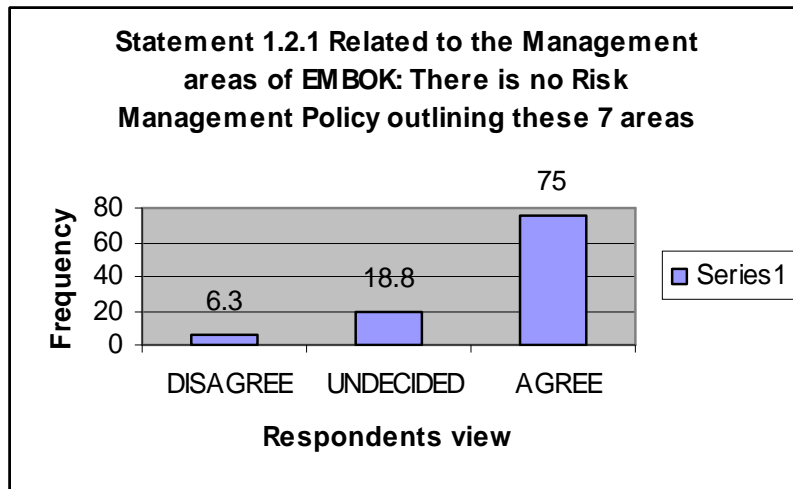
The responses to statement 1.1.6 indicate that 87.5% of the respondents agreed that the Risk Domain is based on Legal Management.

Table 1.1.7



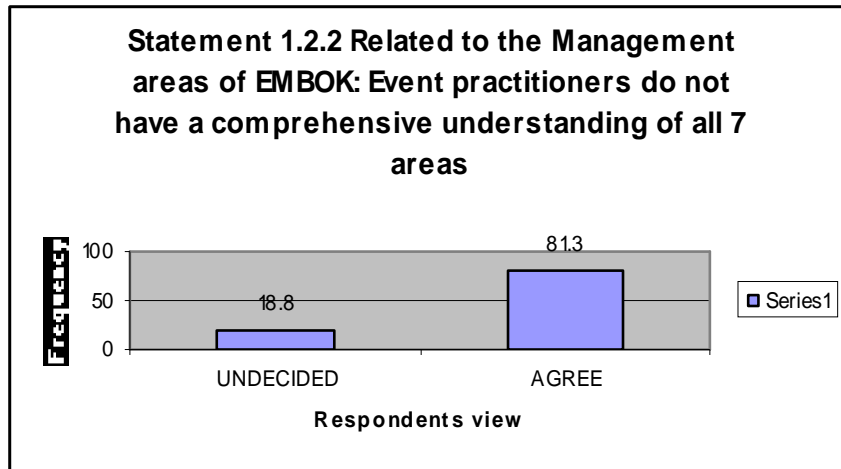
The responses to statement 1.1.7 indicate that 87.5% of the respondents agreed that the Risk Domain is based on Security Management.

Table 1.2.1



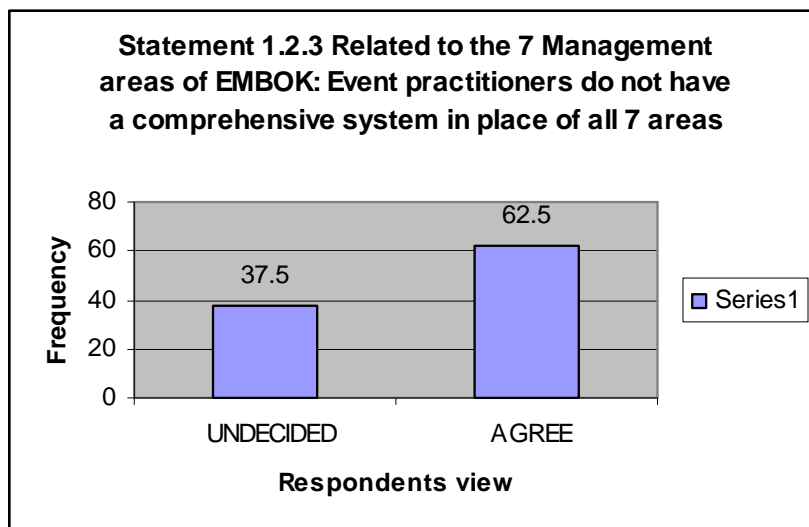
The responses to statement 1.2.1 indicate that 6.3% of the respondents disagreed that there is no Risk Management Policy outlining the management areas of the Risk Domain. However 75% of respondents agreed with the statement.

Table 1.2.2



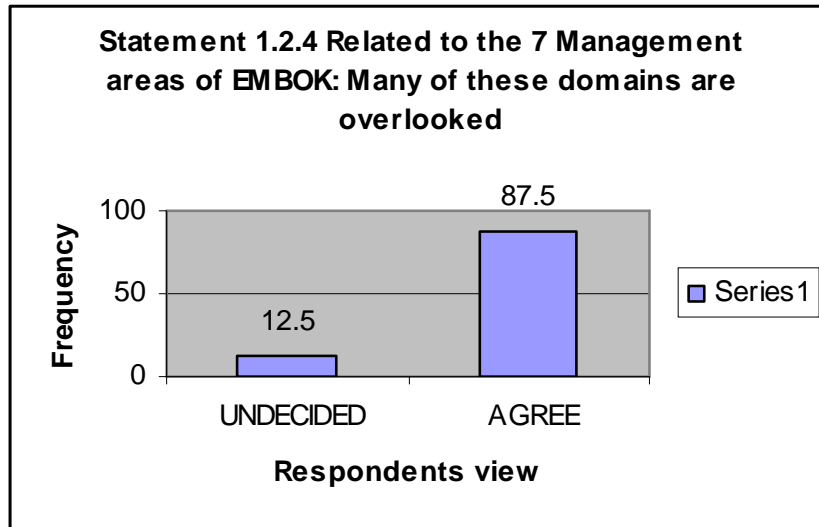
The responses to statement 1.2.2 indicate that 81.3% of the respondents agreed that event practitioners do not have a comprehensive understanding of all 7 management areas of the Risk Domain.

Table 1.2.3



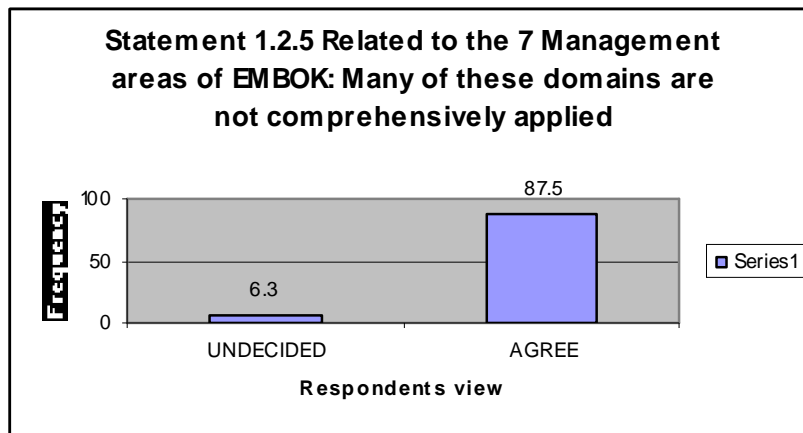
The responses to statement 1.2.3 indicate that 62.5% of the respondents agreed that event practitioners do not have a comprehensive system in place for all 7 management areas of the Risk Domain.

Table 1.2.4



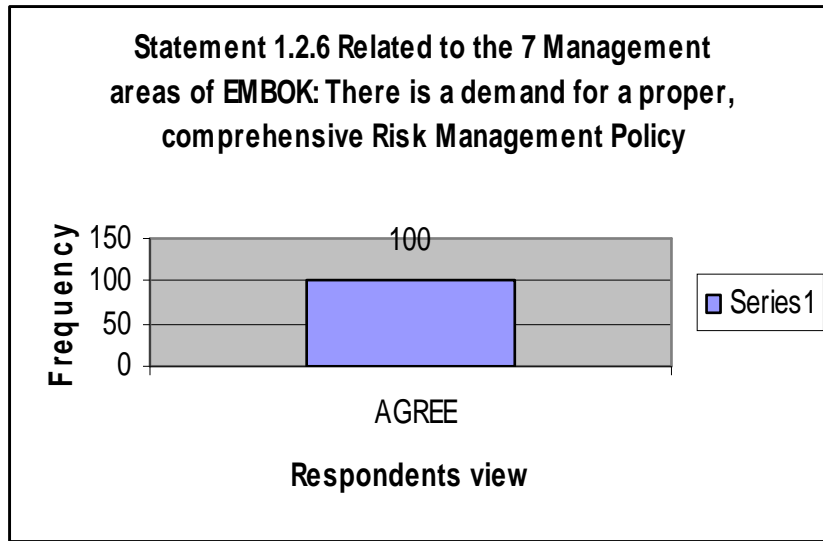
The responses to statement 1.2.4 indicate that 87.5% of the respondents agreed that the 7 management areas of the Risk Domain are overlooked by event practitioners.

Table 1.2.5



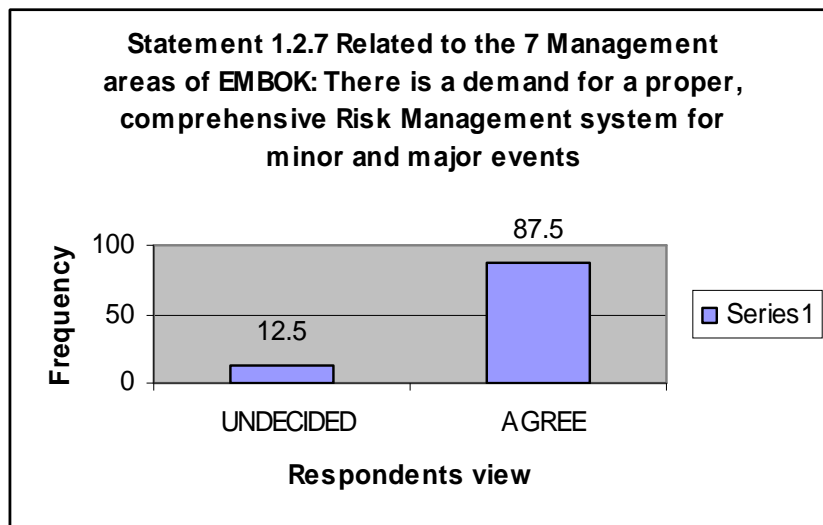
The responses to statement 1.2.5 indicate that 87.5% of the respondents agreed that the 7 management areas of the Risk Domain are not comprehensively applied by event practitioners.

Table 1.2.6



The responses to statement 1.2.6 indicate that 100% of the respondents agreed that there is a demand for a proper, comprehensive Risk Management Policy.

Table 1.2.7

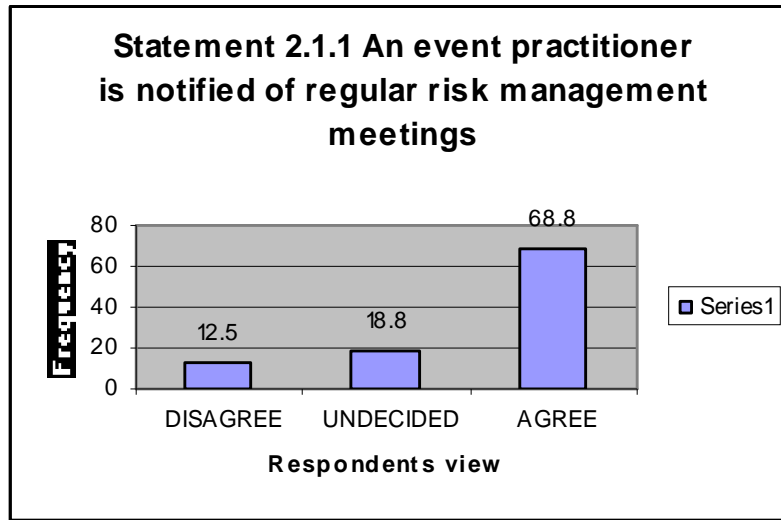


The responses to statement 1.2.7 indicate that 87.5% of the respondents agreed that there is a demand for a proper, comprehensive Risk Management system for minor and major events.

Section D

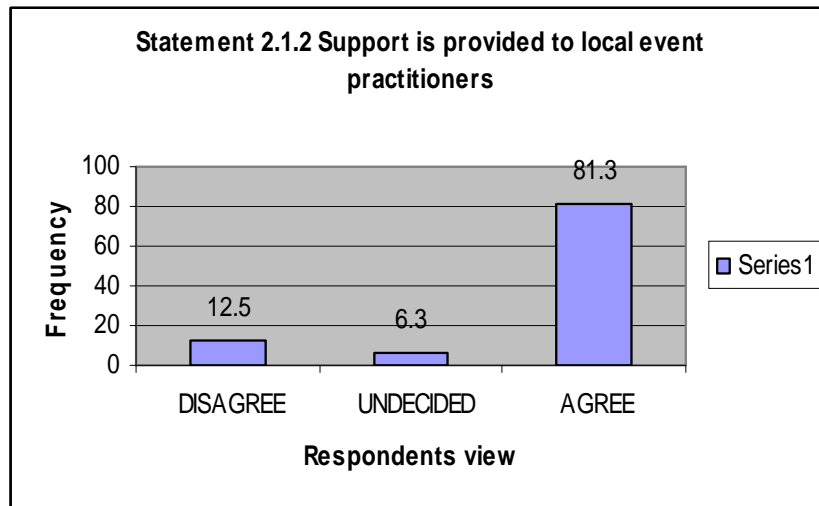
Question 2 determines to what extent event practitioners would agree that the policies or legislations that do exist within government and risk associations reflect a beneficial and ethical approach.

Table 2.1.1



The responses to statement 2.1.1 indicate that 12.5% of the respondents disagreed that event practitioners are notified of regular risk management meetings whereas 68.8% agreed with the statement.

Table 2.1.2



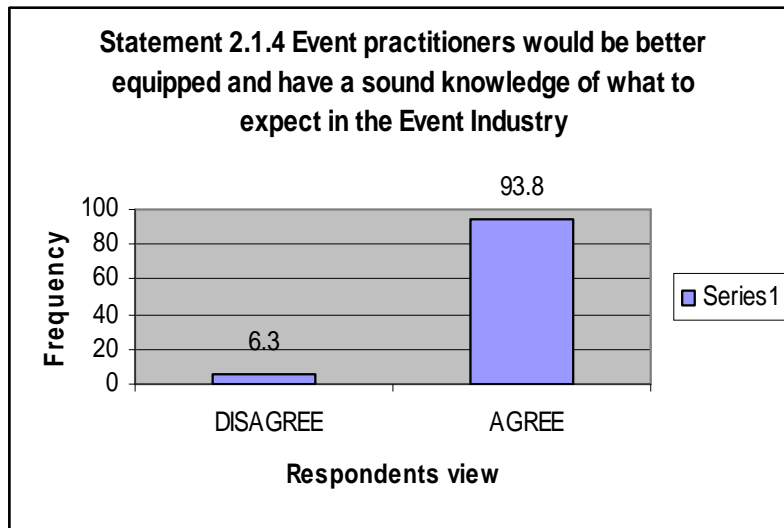
The responses to statement 2.1.2 indicate that 12.5% of the respondents disagreed that local event practitioners are receiving the necessary support in terms of risk management whereas 81.3% agreed with the statement.

Table 2.1.3



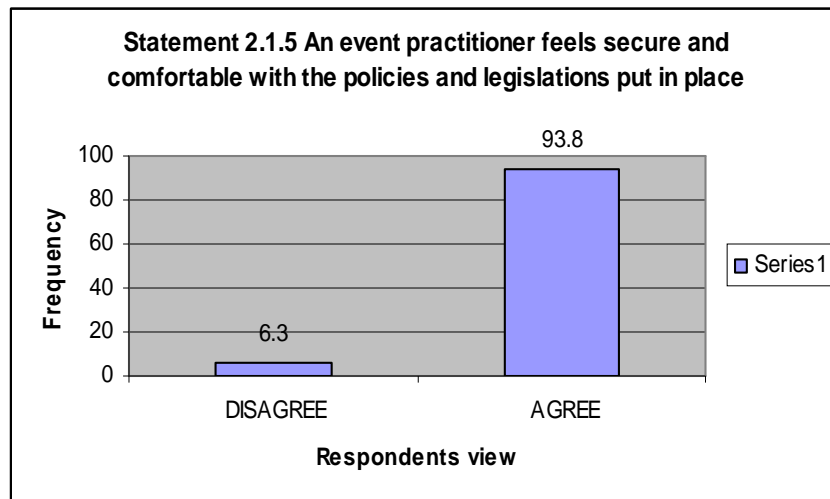
The responses to statement 2.1.3 indicate that 6.3% of the respondents disagreed that event practitioners are protected by the Risk Management Institute of South Africa, whereas 68.8% agreed to the statement.

Table 2.1.4



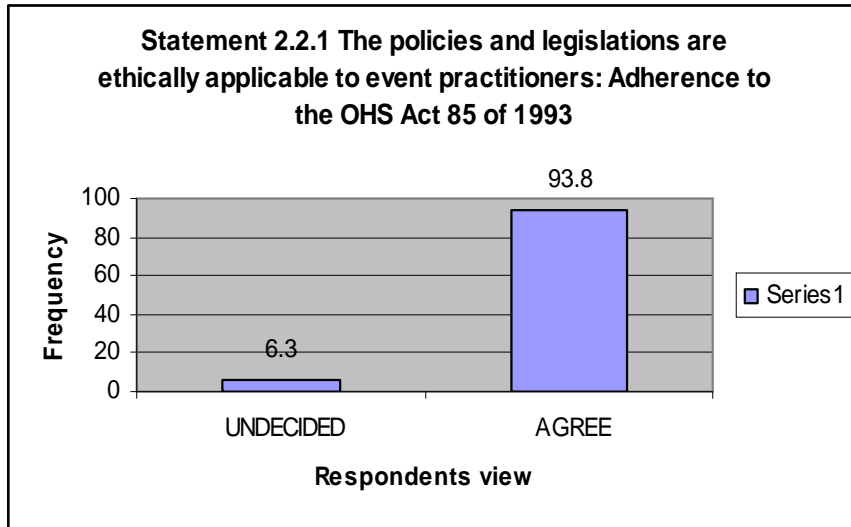
The responses to statement 2.1.4 indicate that 6.3% of the respondents disagreed that event practitioners would be better equipped and have a sound knowledge of what to expect in the Event Industry with the necessary risk policies and legislations set out by Government. However 93.8% agreed to this statement.

Table 2.1.5



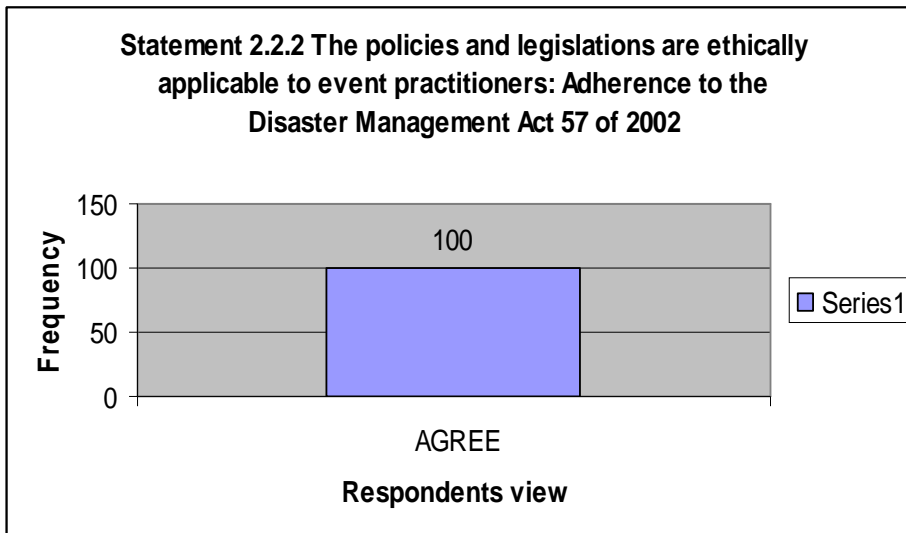
The responses to statement 2.1.5 indicate that 6.3% of the respondents disagreed that event practitioners felt secure and comfortable with the policies and legislations put in place by government whereas 93.8% agreed with the statement.

Table 2.2.1



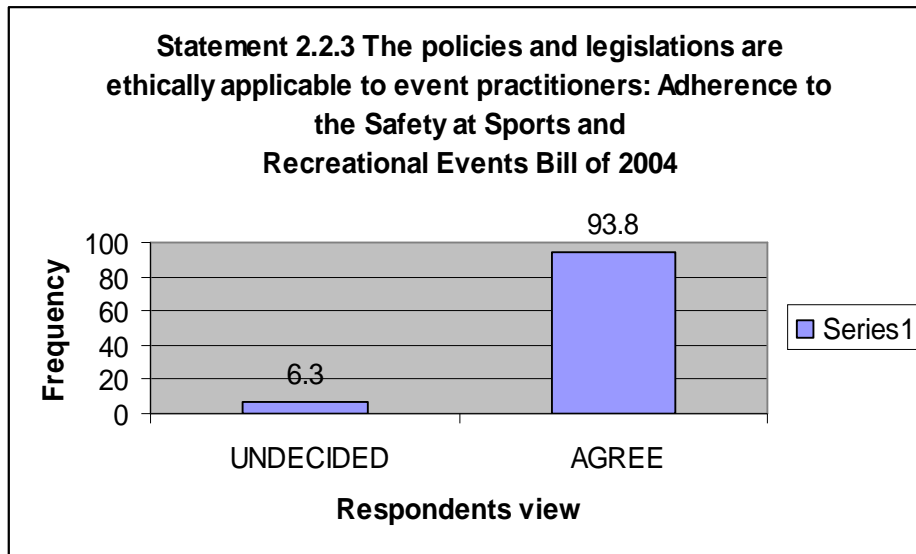
The responses to statement 2.2.1 indicate that 93.8% of the respondents agreed that the policies and legislations are ethically applicable to event practitioners in terms of adherence to the Occupational Health and Safety Act 85 of 1993.

Table 2.2.2



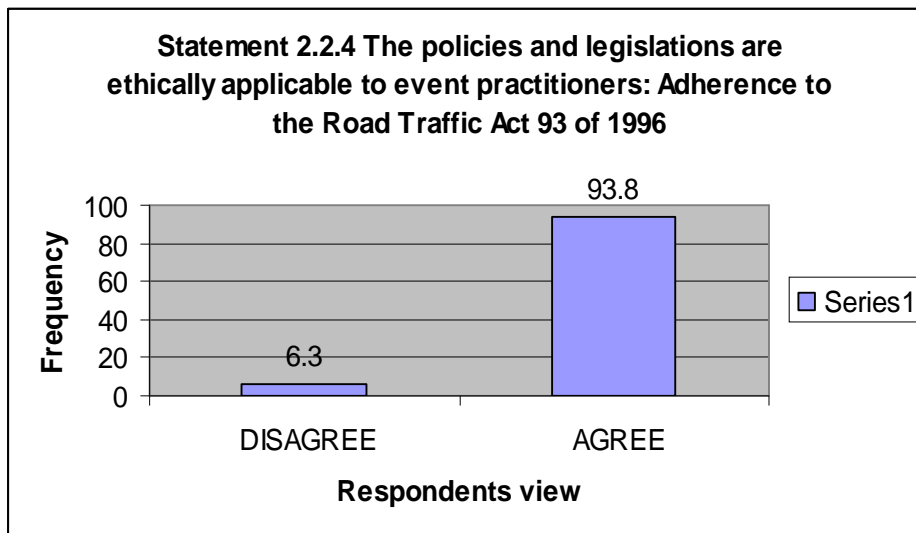
The responses to statement 2.2.2 indicate that 100% of the respondents agreed that the policies and legislations are ethically applicable to event practitioners in terms of adherence to the Disaster Management Act 57 of 2002.

Table 2.2.3



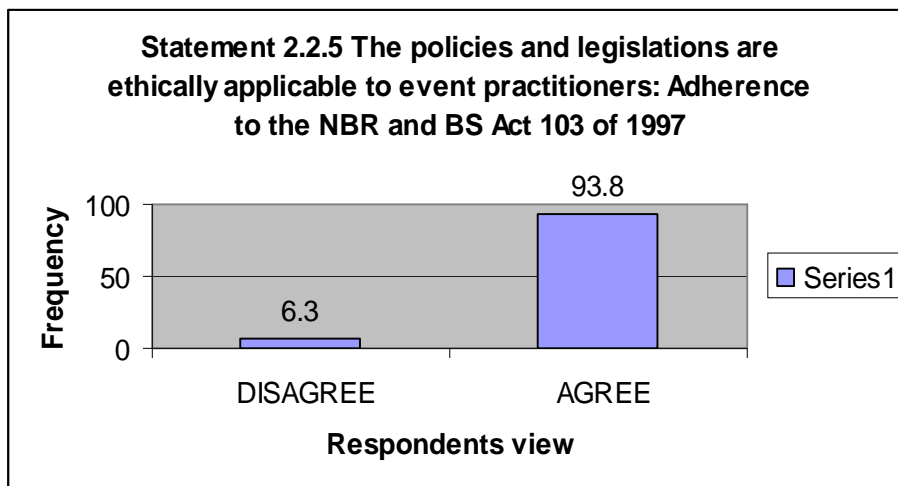
The responses to statement 2.2.3 indicate that 93.8% of the respondents agreed that the policies and legislations are ethically applicable to event practitioners in terms of adherence to the Safety at Sports and Recreational Events Bill of 2004.

Table 2.2.4



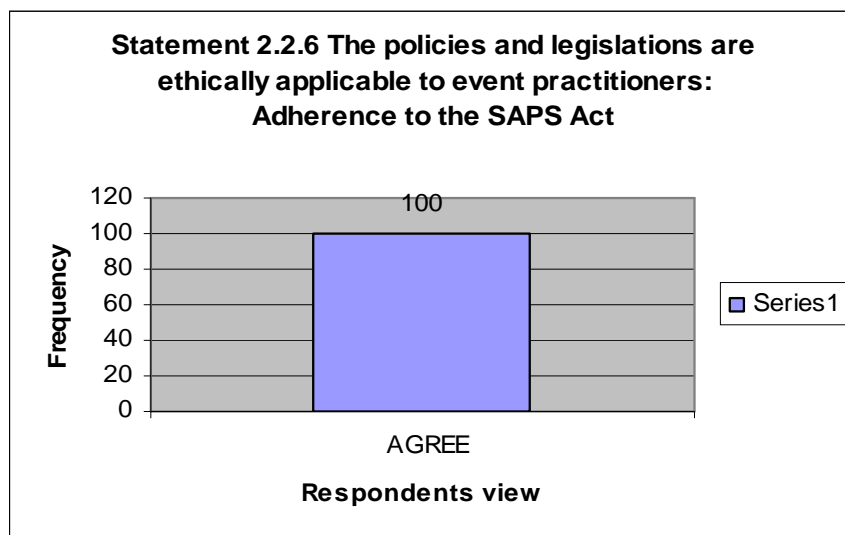
The responses to statement 2.2.4 indicate that 93.8% of the respondents agreed that the policies and legislations are ethically applicable to event practitioners in terms of adherence to the Road Traffic Act 93 of 1996, whereas 6.3% disagreed to this statement.

Table 2.2.5



The responses to statement 2.2.5 indicate that 93.8% of the respondents agreed that the policies and legislations are ethically applicable to event practitioners in terms of adherence to the National Building Regulations and Building Standards Act 103 of 1997, whereas 6.3% disagreed to this statement.

Table 2.2.6



The responses to statement 2.2.6 indicate that 100% of the respondents agreed that the policies and legislations are ethically applicable to event practitioners in terms of adherence to the SAPS Act.

Frequencies: Event Practitioners

[DataSet1] K:\Research\Research
PostGraduate\MTech\CPUT\TahiraMakda\EventsData Recoded.sav

Frequency Table

Event1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Aqua Opera	1	6.3	6.3	6.3
	Barleycom Music Club	1	6.3	6.3	12.5
	CT Int. Jazz Festival	2	12.5	12.5	25.0
	Flamenco Unplugged	1	6.3	6.3	31.3
	J & B Met	1	6.3	6.3	37.5
	Jazzathon	1	6.3	6.3	43.8
	none	2	12.5	12.5	56.3
	Old Mutual Summer Sunset Concerts	1	6.3	6.3	62.5
	Old Mutual Two Oceans Marathon	1	6.3	6.3	68.8
	Organic Food Fair	1	6.3	6.3	75.0
	Pick n' Pay Argus Cycle Tour	1	6.3	6.3	81.3
	Rock Challenge	1	6.3	6.3	87.5
	Student Conferences	1	6.3	6.3	93.8
	Volvo Ocean Race	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Event2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cape Town Festival	1	6.3	6.3	6.3
	Charity and Fundraising	1	6.3	6.3	12.5
	CT Int. Jazz Festival	2	12.5	12.5	25.0
	Dance for Life	1	6.3	6.3	31.3
	Extravadance	1	6.3	6.3	37.5
	Good Food & Wine Show	1	6.3	6.3	43.8
	Helderberg Picnic Festival	1	6.3	6.3	50.0
	Mardi Gras	1	6.3	6.3	56.3
	none	2	12.5	12.5	68.8
	Old Mutual Two Oceans Marathon	1	6.3	6.3	75.0
	Opera	1	6.3	6.3	81.3
	Pick n' Pay Argus Cycle Tour	2	12.5	12.5	93.8
	Volvo Ocean Race	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Event3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cape Town Book Fair	1	6.3	6.3	6.3
	Festivals	1	6.3	6.3	12.5
	Golf Day	1	6.3	6.3	18.8
	Nelson Mandela Invitational	1	6.3	6.3	25.0
	none	8	50.0	50.0	75.0
	Old Mutual Two Oceans Marathon	1	6.3	6.3	81.3
	Parties	1	6.3	6.3	87.5
	Volvo Ocean Marathon	1	6.3	6.3	93.8
	Volvo Ocean Race	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

Event4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Annual Eat & Treats	1	6.3	6.3	6.3
	Cape Town Book Fair	3	18.8	18.8	25.0
	Ernie Els Classic	1	6.3	6.3	31.3
	none	11	68.8	68.8	100.0
	Total	16	100.0	100.0	

Event5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Annual Awards	1	6.3	6.3	6.3
	none	14	87.5	87.5	93.8
	Red Cross Childrens Fund Raiser	1	6.3	6.3	100.0
	Total	16	100.0	100.0	

LengthTime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	18.8	18.8	18.8
	2 - under 5 years	2	12.5	12.5	31.3
	5 - 10 years	9	56.3	56.3	87.5
	more than 10 years	2	12.5	12.5	100.0
	Total	16	100.0	100.0	

RMProcedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	25.0	25.0	25.0
	not necessary	1	6.3	6.3	31.3
	not quite	1	6.3	6.3	37.5
	yes	10	62.5	62.5	100.0
	Total	16	100.0	100.0	

Economic Importance (finance, funding, sponsorship.....).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Psychological Importance (social, environmental impacts).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Physical Importance (public liability, corporate governance, health & safety).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Performance Importance (mismanagement within the organisation).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Ensures long-term stability.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Upholds your image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Ensures sustainable future.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Cost effective and reduces risks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Though costly risk management is convenient to outsource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	5	31.3	31.3	31.3
	AGREE	11	68.8	68.8	100.0
	Total	16	100.0	100.0	

Risk management becomes too costly to sustain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	12.5	13.3	13.3
	UNDECIDED	2	12.5	13.3	26.7
	AGREE	11	68.8	73.3	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
	Total	16	100.0		

Educating organisations/ venues/ event practitioners on managing their risks increases responsibility and reliability and is cost effective.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

Risk management companies make it easier to measure and reduce the regular occurrence of risks in the Event Industry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

Risk management companies can become a risk in itself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	18.8	18.8	18.8
	UNDECIDED	2	12.5	12.5	31.3
	AGREE	11	68.8	68.8	100.0
	Total	16	100.0	100.0	

Risk management companies market themselves for their own benefit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	12.5	12.5	12.5
	UNDECIDED	1	6.3	6.3	18.8
	AGREE	13	81.3	81.3	100.0
	Total	16	100.0	100.0	

Risk management companies look after my organisation's wellbeing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Insufficient sponsorship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Insufficient funding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Inaccurate capital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Lack of Financial support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	15	93.8	100.0	100.0
Missing	0	1	6.3		
Total		16	100.0		

Mismanagement within the event / organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Lack of leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Time management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Equity within the event/ organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Social impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Environmental impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Public liability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Health & Safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Safety & Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Corporate Governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Unreliable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	56.3	60.0	60.0
	UNDECIDED	4	25.0	26.7	86.7
	AGREE	2	12.5	13.3	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
Total		16	100.0		

Not User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	50.0	53.3	53.3
	UNDECIDED	6	37.5	40.0	93.3
	AGREE	1	6.3	6.7	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
Total		16	100.0		

Inaccurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	68.8	73.3	73.3
	UNDECIDED	2	12.5	13.3	86.7
	AGREE	2	12.5	13.3	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
Total		16	100.0		

Difficult to manage and complicated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	43.8	46.7	46.7
	UNDECIDED	4	25.0	26.7	73.3
	AGREE	4	25.0	26.7	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
Total		16	100.0		

Inappropriate or unsuitable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	43.8	46.7	46.7
	UNDECIDED	3	18.8	20.0	66.7
	AGREE	5	31.3	33.3	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
Total		16	100.0		

Reliable & User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	31.3	33.3	33.3
	UNDECIDED	1	6.3	6.7	40.0
	AGREE	9	56.3	60.0	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
Total		16	100.0		

Most effective and accurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.7	6.7
	UNDECIDED	1	6.3	6.7	13.3
	AGREE	13	81.3	86.7	100.0
	Total	15	93.8	100.0	
Missing	0	1	6.3		
Total		16	100.0		

Limited resources for clear techniques & methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	UNDECIDED	1	6.3	6.3	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

Limited resources for practical methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Limited resources for comprehensive and convenient use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Compliance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Decision Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

Emergency Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Health & Safety Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

Insurance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Legal Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

Security Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

There is no Risk Management Policy outlining these 7 domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	UNDECIDED	3	18.8	18.8	25.0
	AGREE	12	75.0	75.0	100.0
	Total	16	100.0	100.0	

Event Organisations/ Venues / Event practitioners do not have a comprehensive understanding of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	18.8	18.8	18.8
	AGREE	13	81.3	81.3	100.0
	Total	16	100.0	100.0	

Event Organisations/ Venues / Event practitioners do not have a comprehensive system in place of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	6	37.5	37.5	37.5
	AGREE	10	62.5	62.5	100.0
	Total	16	100.0	100.0	

Many of these domains are overlooked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

Many of these domains are not comprehensively applied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.7	6.7
	AGREE	14	87.5	93.3	100.0
	Total	15	93.8	100.0	
Missing	System	1	6.3		
Total		16	100.0		

There is a demand for a proper, comprehensive Risk Management policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

There is a demand for a proper, comprehensive Risk Management system for minor & major event organisations/ event venues/ event practitioners

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	12.5	12.5	12.5
	AGREE	14	87.5	87.5	100.0
	Total	16	100.0	100.0	

As an event practitioner I am always notified of regular meetings on risk management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	12.5	12.5	12.5
	UNDECIDED	3	18.8	18.8	31.3
	AGREE	11	68.8	68.8	100.0
	Total	16	100.0	100.0	

Support is provided to the local event practitioners and local event organisations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	12.5	12.5	12.5
	UNDECIDED	1	6.3	6.3	18.8
	AGREE	13	81.3	81.3	100.0
	Total	16	100.0	100.0	

I am protected as soon as I become a member of the Risk Management Institute of South Africa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	UNDECIDED	4	25.0	25.0	31.3
	AGREE	11	68.8	68.8	100.0
	Total	16	100.0	100.0	

I will be better equipped and have a sound knowledge of what is expected of me as an event practitioner, event organisation and event venue.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

As an event practitioner, event organisation, I feel secure and comfortable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Adherence to Occupational Health & Safety Act 85 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Adherence to Disaster Management Act 205 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

Adherence to the Safety at Sports and Recreational Bill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Adherence to The Road Traffic Act 93 of 1996

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Adherence to National Building Regulations & Buildings Standards Act 103 of 1977

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	6.3	6.3	6.3
	AGREE	15	93.8	93.8	100.0
	Total	16	100.0	100.0	

Adherence to the SA Police Services Act

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	16	100.0	100.0	100.0

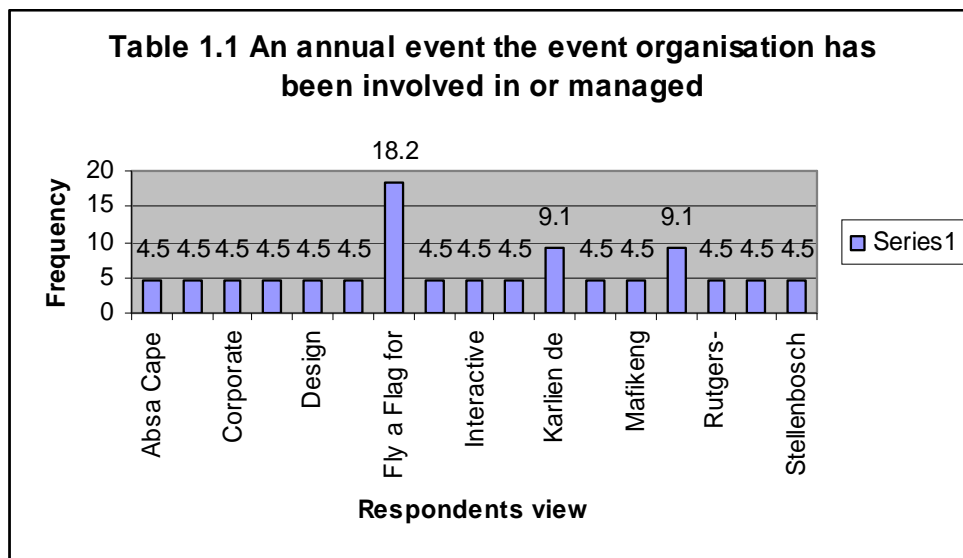
**APPENDIX B 3: Data Collection of research and frequency tables
Event Organisations**

4.3. EVENT ORGANISATIONS

Section A

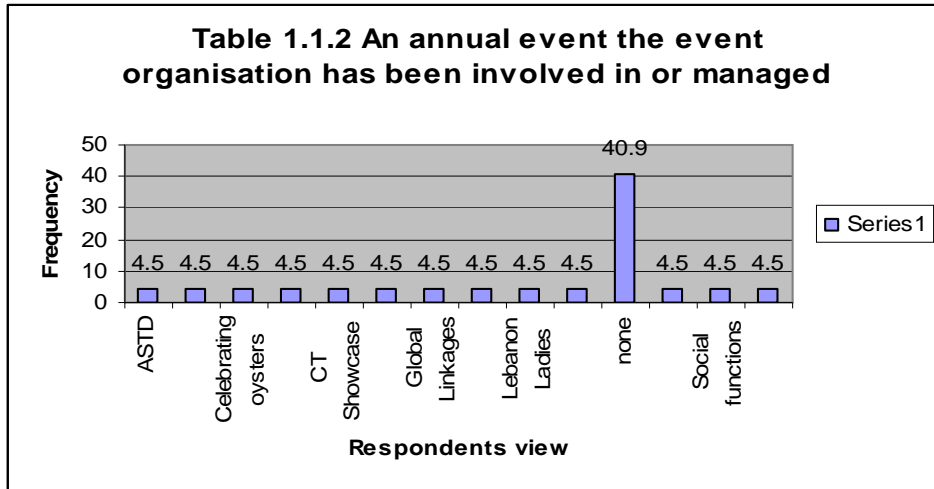
Question 1 determines the status of Event Organisations in their involvement and participation in annual events in Cape Town.

Table 1.1.1



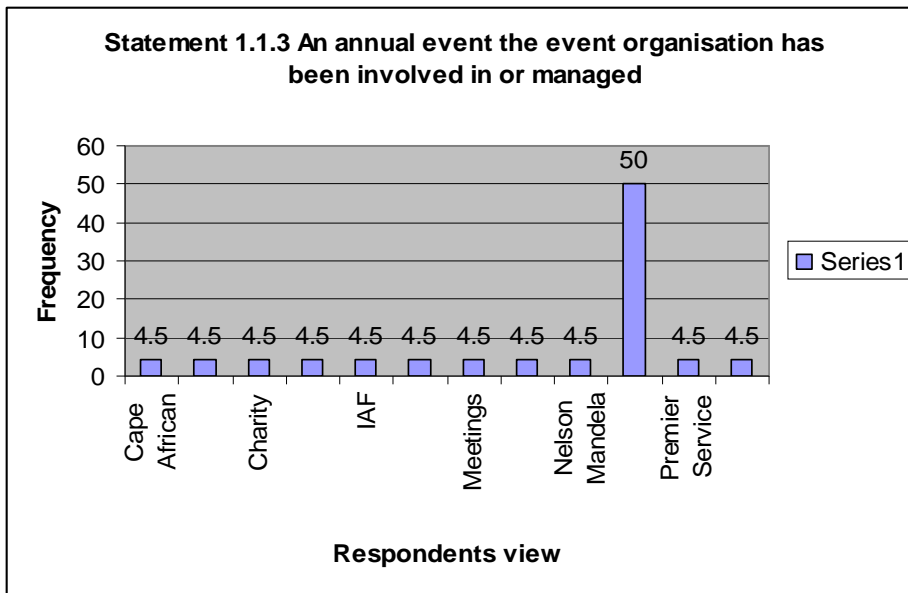
The responses to table 1.1.1 indicate that 18.2% of the respondents were involved in the Fly a Flag for Family event as a first choice while the rest of the events were at a stagnant 4.5%.

Table 1.1.2



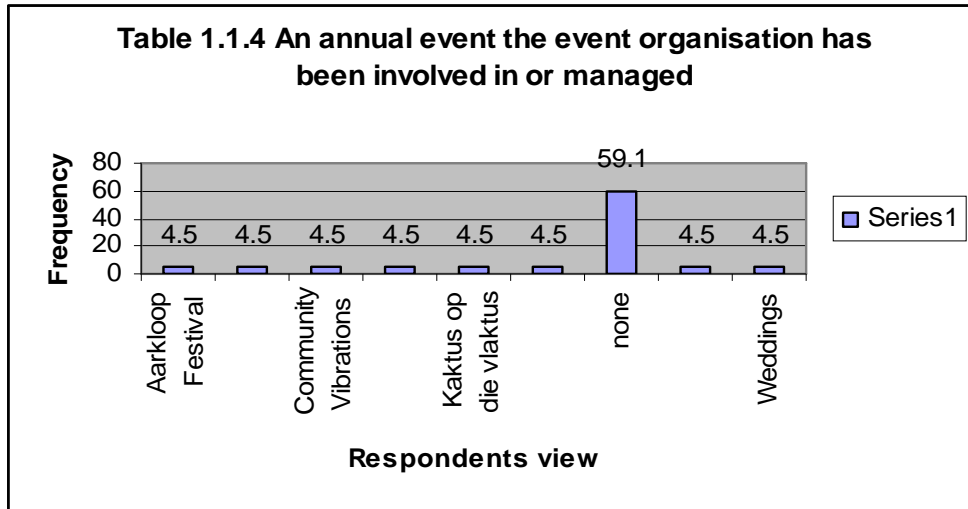
The responses to table 1.1.2 indicate that most of the events attended were at a stagnant 4.5%.

Table 1.1.3



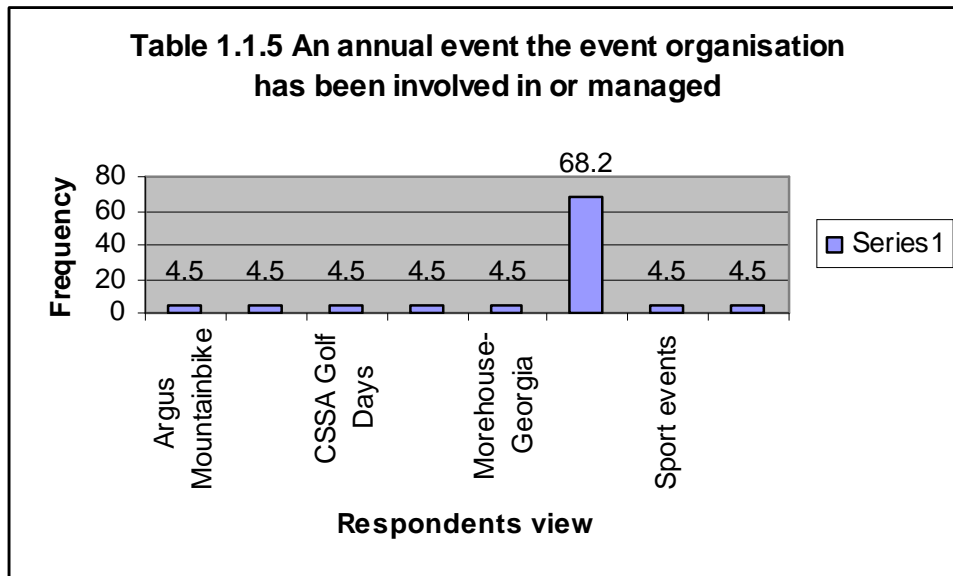
The responses to table 1.1.3 indicate that most of the events attended were at a stagnant 4.5%.

Table 1.1.4



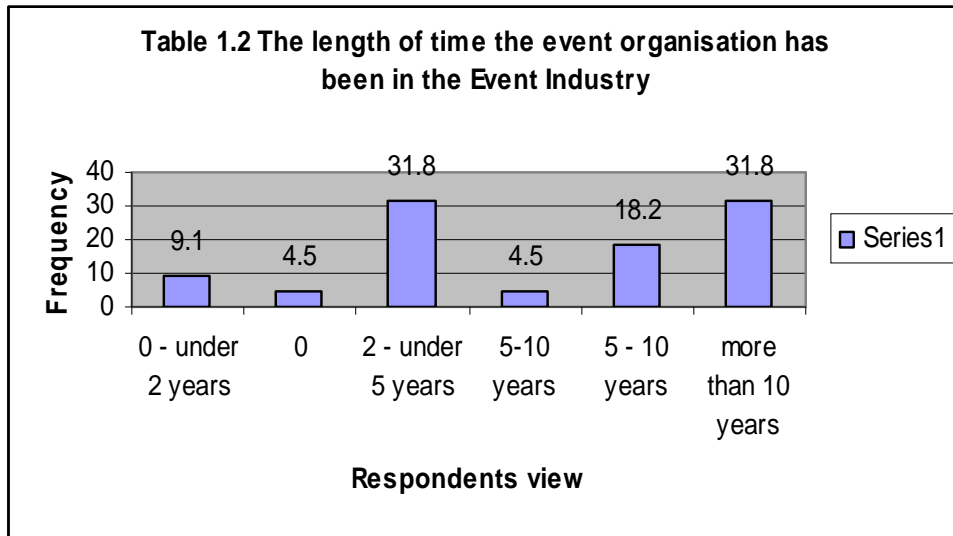
The responses to table 1.1.4 indicate that most of the events attended were at a stagnant 4.5%.

Table 1.1.5



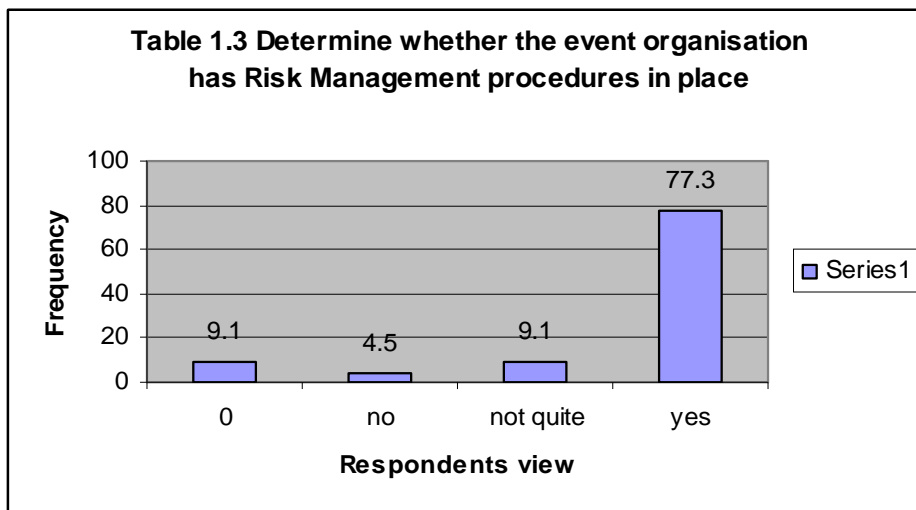
The responses to table 1.1.5 indicate that most of the events attended were at a stagnant 4.5%.

Table 1.2



The responses to table 1.2 indicate that 9.1 % of the respondents are involved in the Event Industry for a length of under 2 years, 31.8% are involved between 2 and 5 years , 18.2% are involved between 5 and 10 years and 31.8% are involved for more than 10 years in the event industry.

Table 1.3

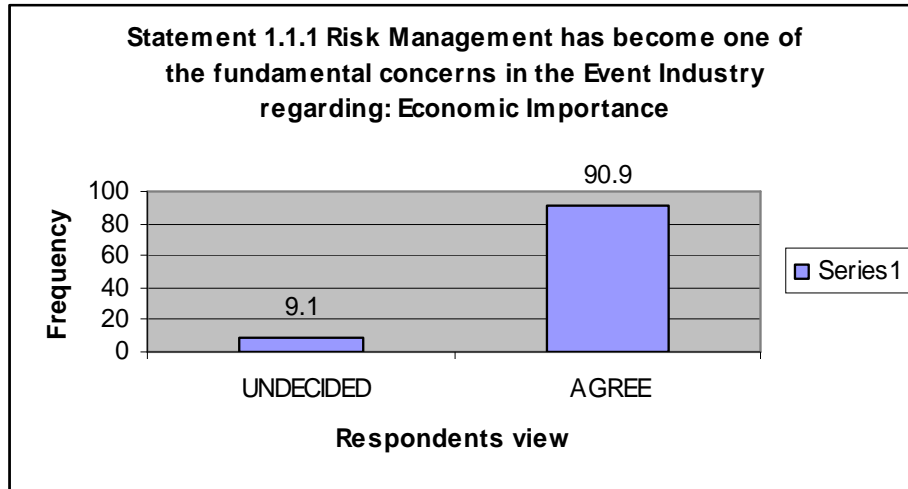


The responses to table 1.3 indicate that 77.3% of the respondents have Risk Management procedures in place, while 4.5% do not have procedures in place and 9.1% felt that it is not necessary to have Risk Management procedures in place.

Section B determines the interest and importance in managing risks in the Event Industry.

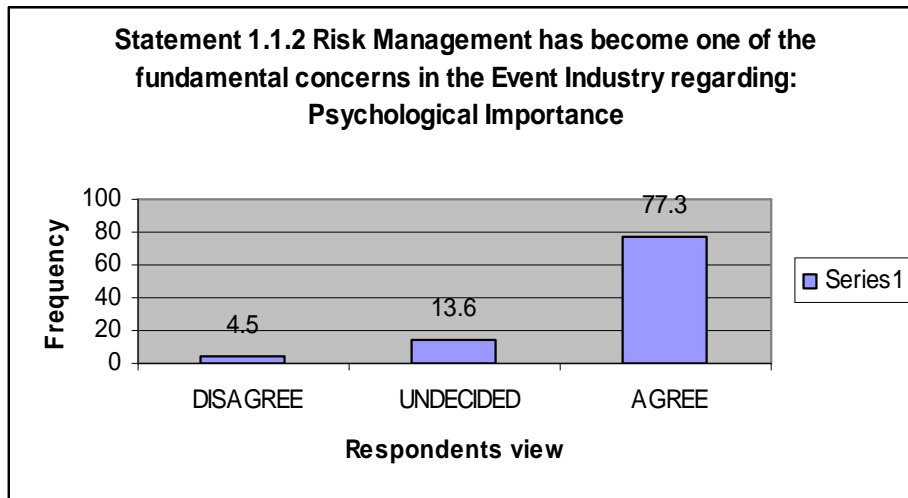
Question 1 determines the level of agreement of the Event Organisation in terms of the management of risks within the Event Industry

Table 1.1.1



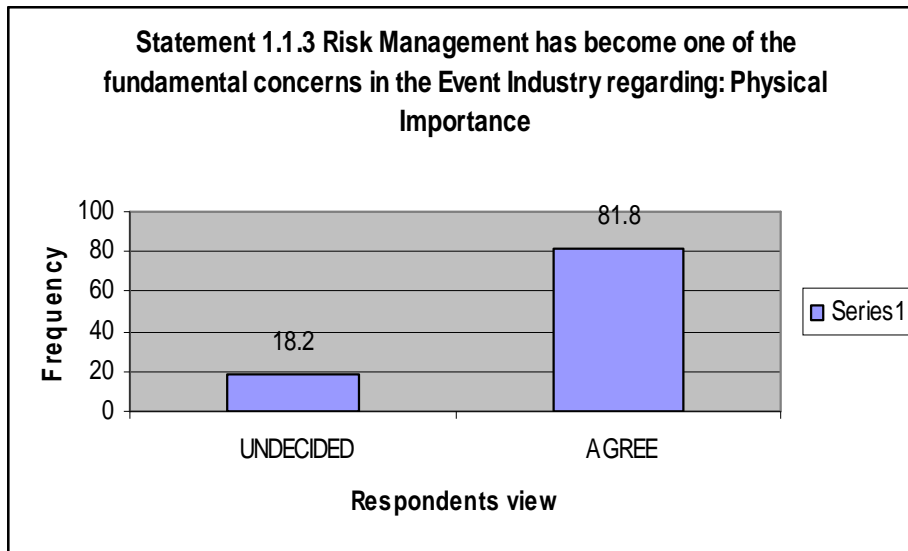
The responses to statement 1.1.1 indicate that 90.9% of the respondents agreed that Risk Management has become economically important for event organisations in the event industry.

Table 1.1.2



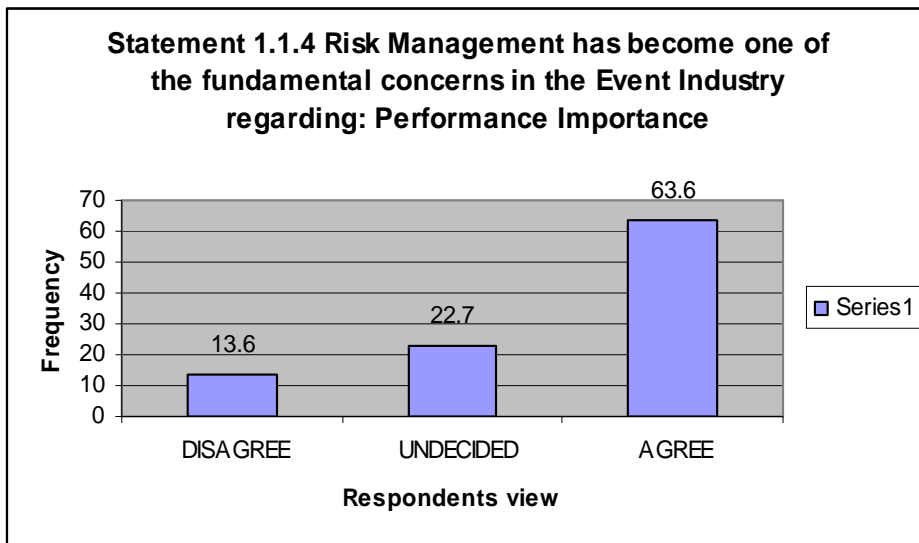
The responses to statement 1.1.2 indicate that 77.3 % of the respondents agreed that Risk Management has become psychological important in the event industry, whereas 4.5% disagreed to the statement.

Table 1.1.3



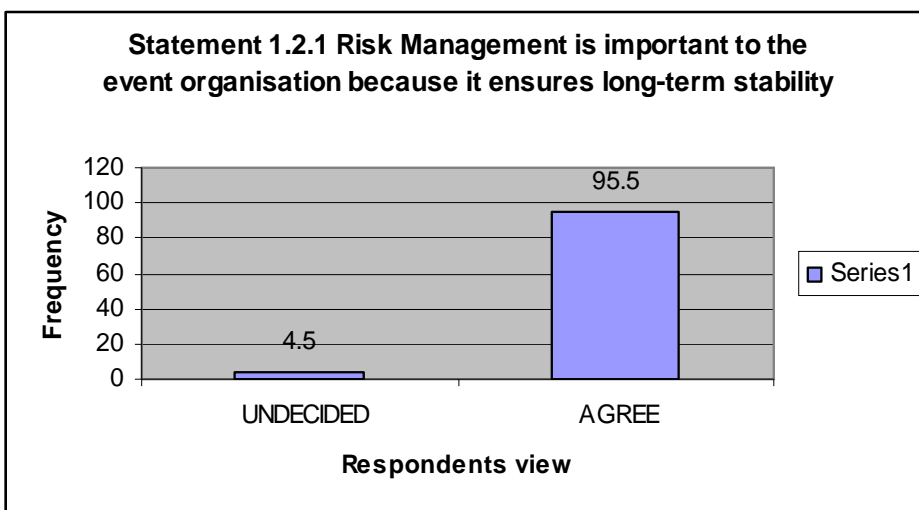
The responses to statement 1.1.3 indicate that 81.8 % of the respondents agreed that Risk Management has become physically important in the event industry.

Table 1.1.4



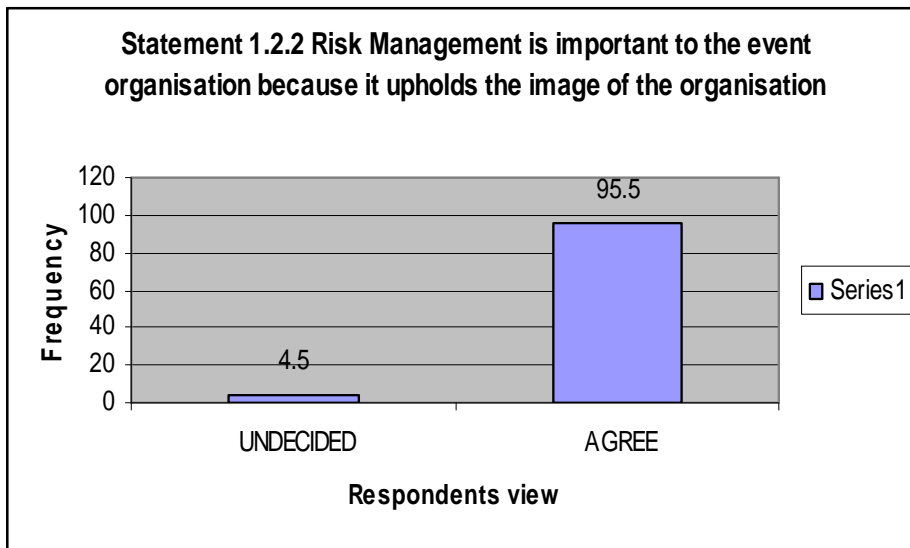
The responses to statement 1.1.4 indicate that 63.6% of the respondents agreed that Risk Management has become important in terms of performance in the event industry, whereas 13.6% disagreed to this statement.

Table 1.2.1



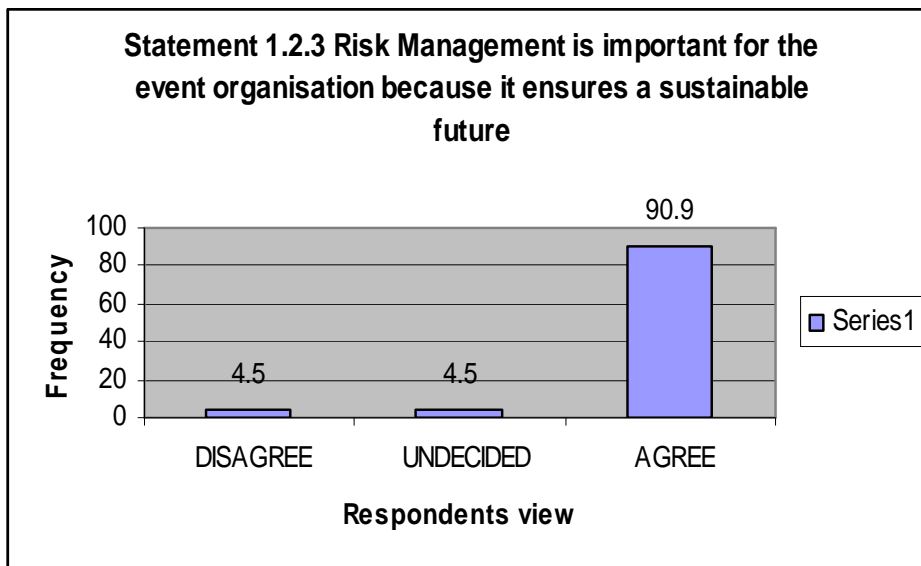
The responses to statement 1.2.1 indicate that 95.5% of the respondents agreed that Risk Management is important to event organisations because it ensures long-term stability.

Table 1.2.2



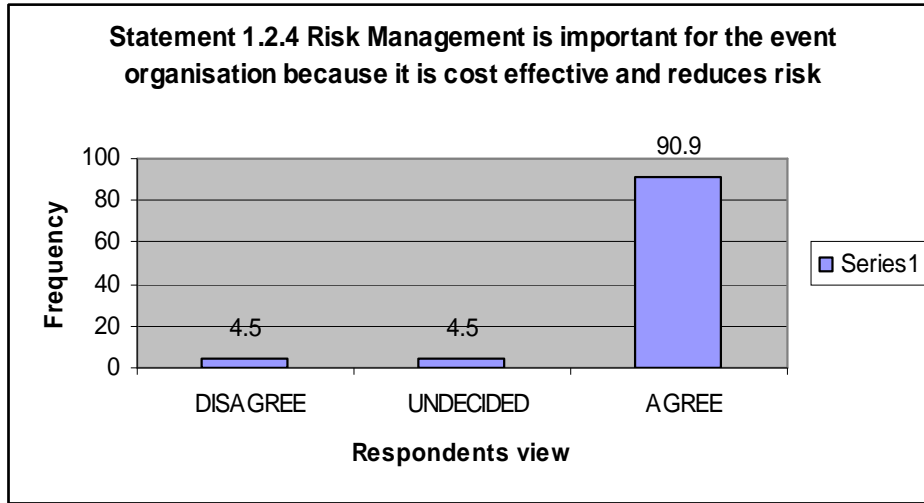
The responses to statement 1.2.2 indicate that 95.5% of the respondents agreed that Risk Management is important to event organisations because it upholds their image.

Table 1.2.3



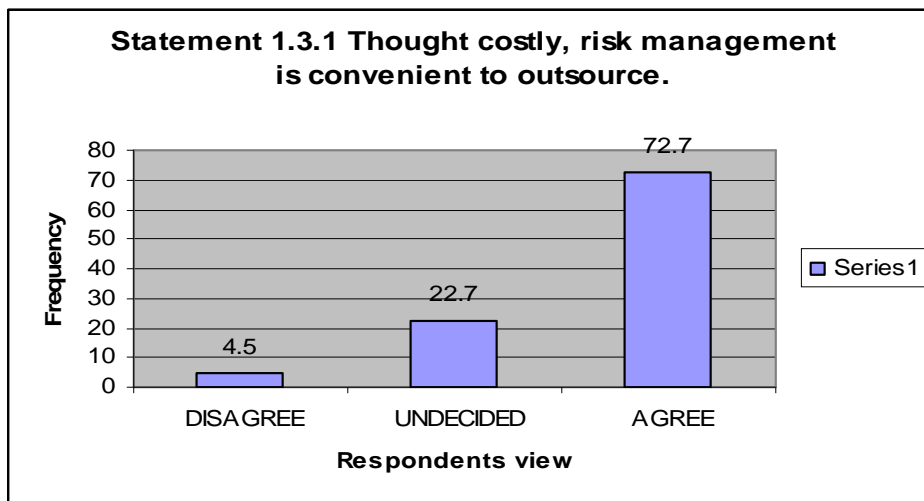
The responses to statement 1.2.3 indicate that 90.9% of the respondents agreed that Risk Management is important to event organisations because it ensures a sustainable future.

Table 1.2.4



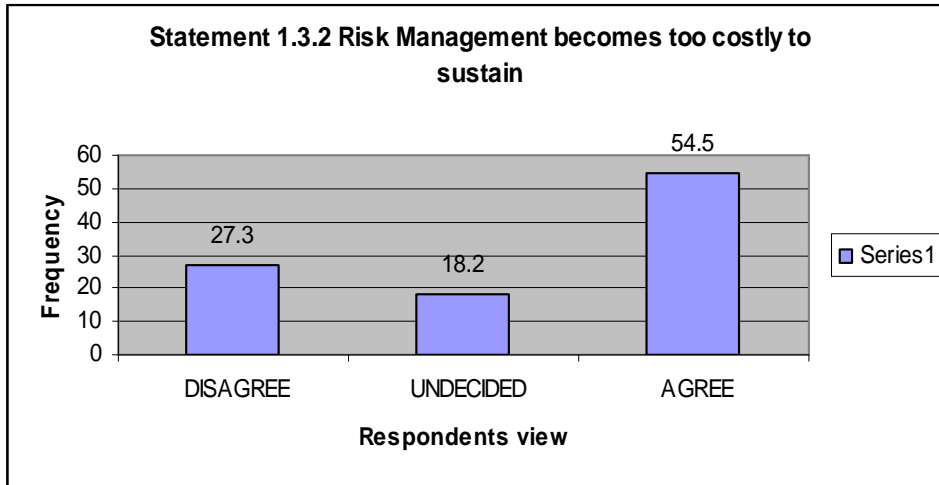
The responses to statement 1.2.4 indicate that 90.9% of the respondents agreed that Risk Management is important to event organisations because it is cost effective and reduces risks.

Table 1.3.1



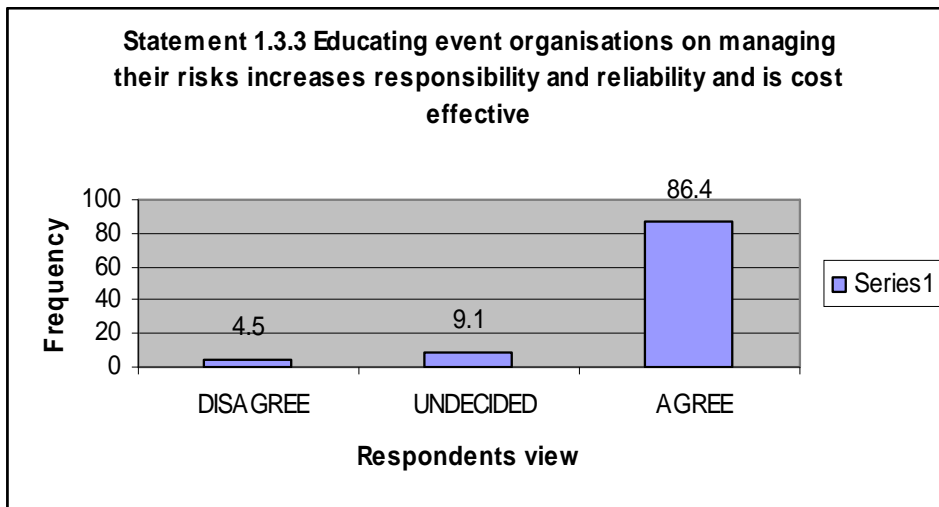
The responses to statement 1.3.1 indicate that 72.7% of the respondents agreed that Risk Management, though costly is convenient to outsource, while 4.5% disagreed with the statement.

Table 1.3.2



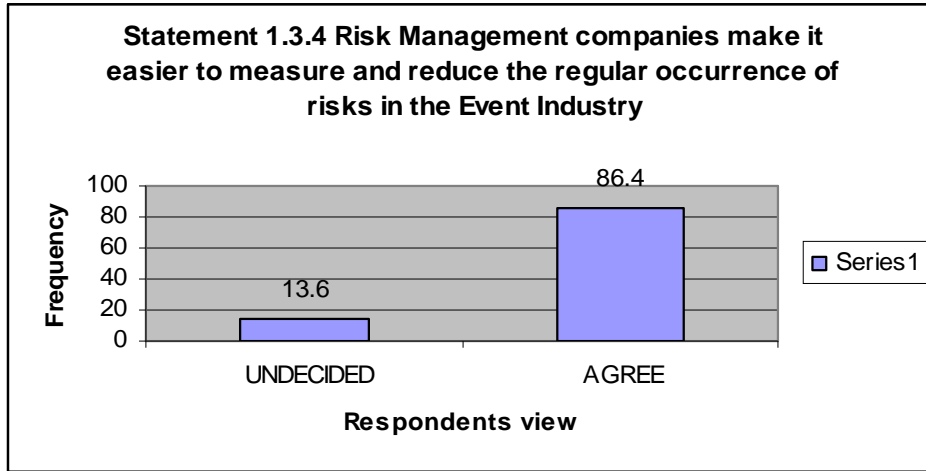
The responses to statement 1.3.2 indicate that 54.5% of the respondents agreed that Risk Management becomes too costly to sustain, while 27.3% disagreed with the statement.

Table 1.3.3



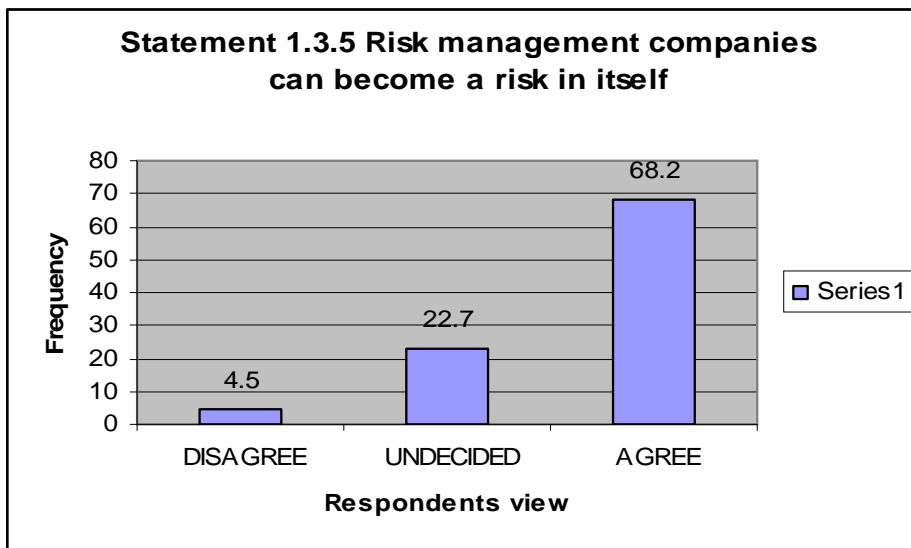
The responses to statement 1.3.3 indicate that 86.4% of the respondents agreed that educating event organisations on how to manage their risks, increases responsibility and reliability and is cost effective.

Table 1.3.4



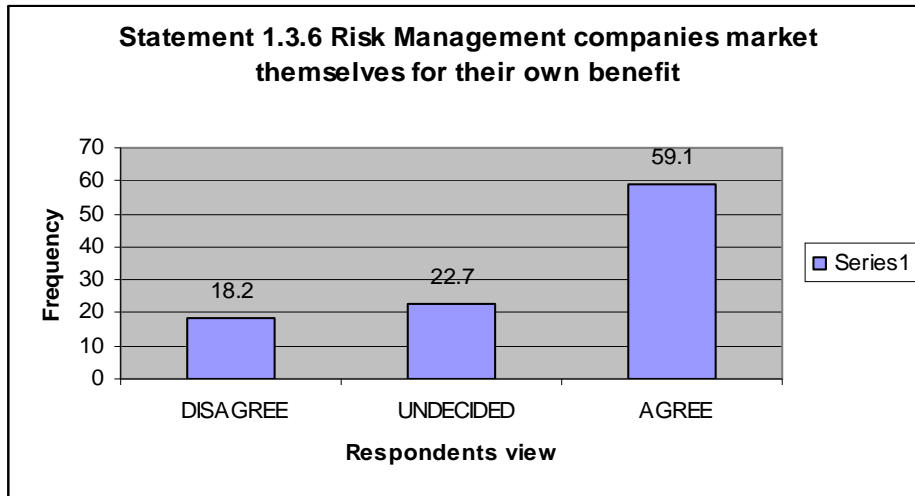
The responses to statement 1.3.4 indicate that 86.4% of the respondents agreed that risk management companies make it easier to measure and reduce the regular occurrence of risks in the event industry.

Table 1.3.5



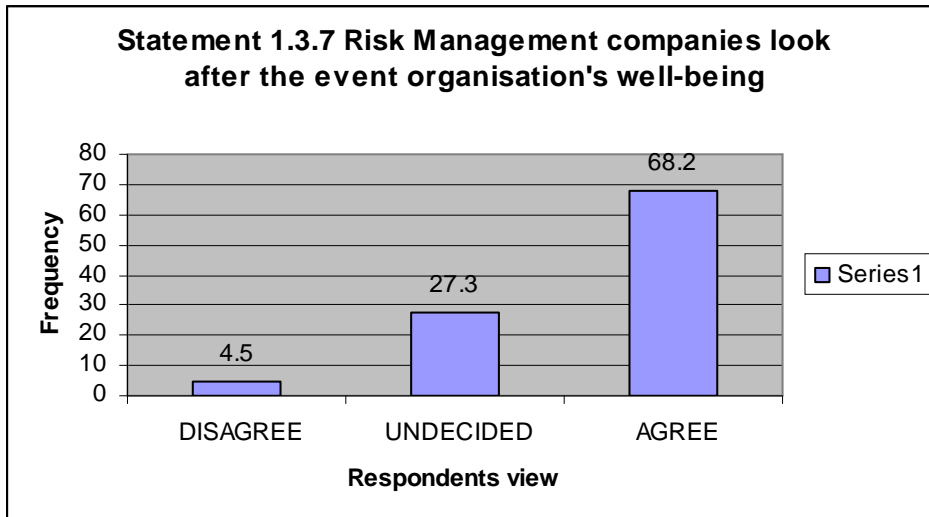
The responses to statement 1.3.5 indicate that 68.2% of the respondents agreed that risk management companies can become a risk in itself, while 4.5% disagreed with the statement.

Table 1.3.6



The responses to statement 1.3.6 indicate that 59.1% of the respondents agreed that risk management companies market themselves for their own benefit, while 18.2% disagreed with the statement.

Table 1.3.7

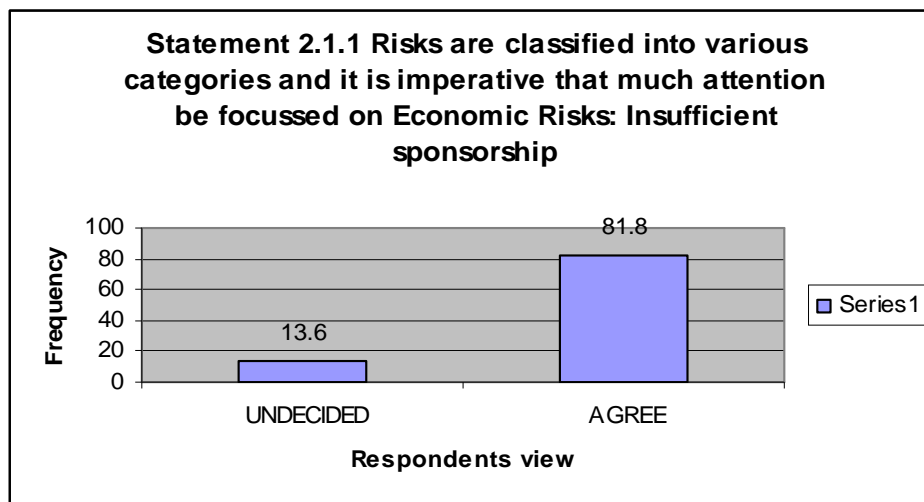


The responses to statement 1.3.7 indicate that 68.2% of the respondents agreed that risk management companies look after the event organisation's well-being, while 4.5% disagreed with the statement.

Section B

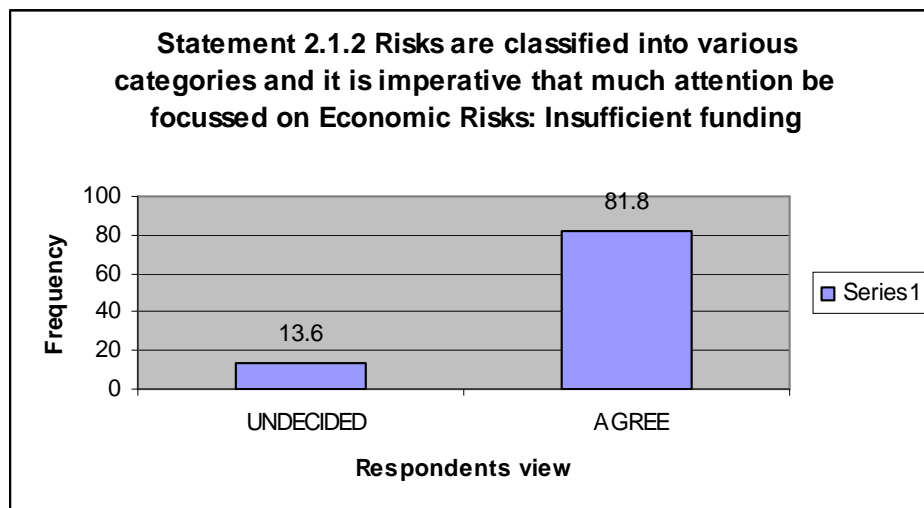
Question 2 determines the level of agreement of the Event Organisation regarding the common risks that the organisation encounters.

Table 2.1.1



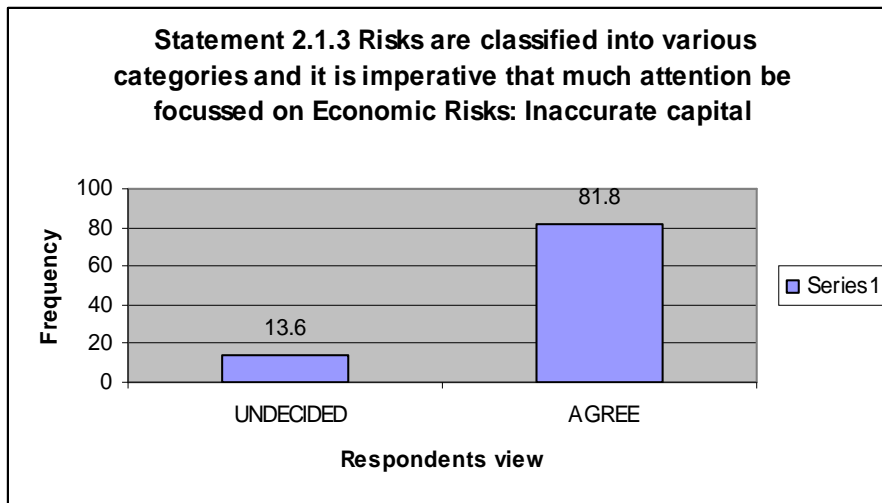
The responses to statement 2.1.1 indicate that 81.8% of the respondents agreed that there is insufficient sponsorship in terms of economic risks within the event industry.

Table 2.1.2



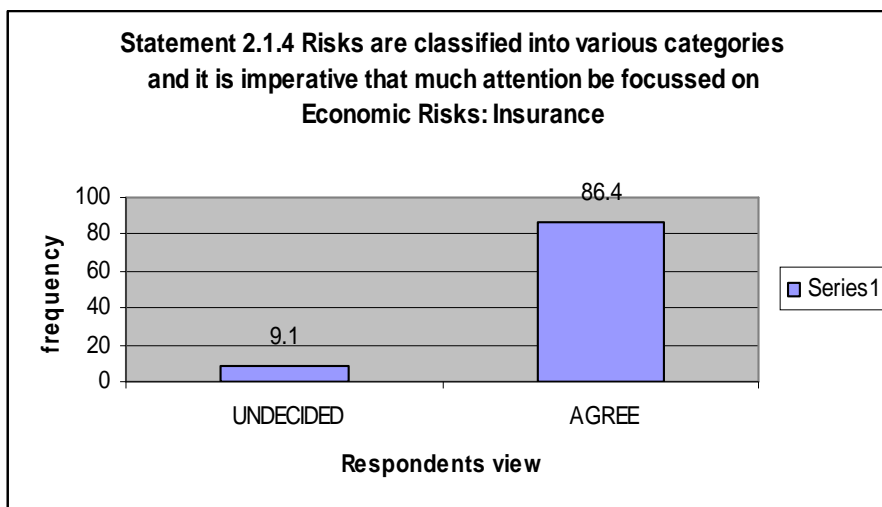
The responses to statement 2.1.2 indicate that 81.8% of the respondents agreed that there is insufficient funding in terms of economic risks within the event industry.

Table 2.1.3



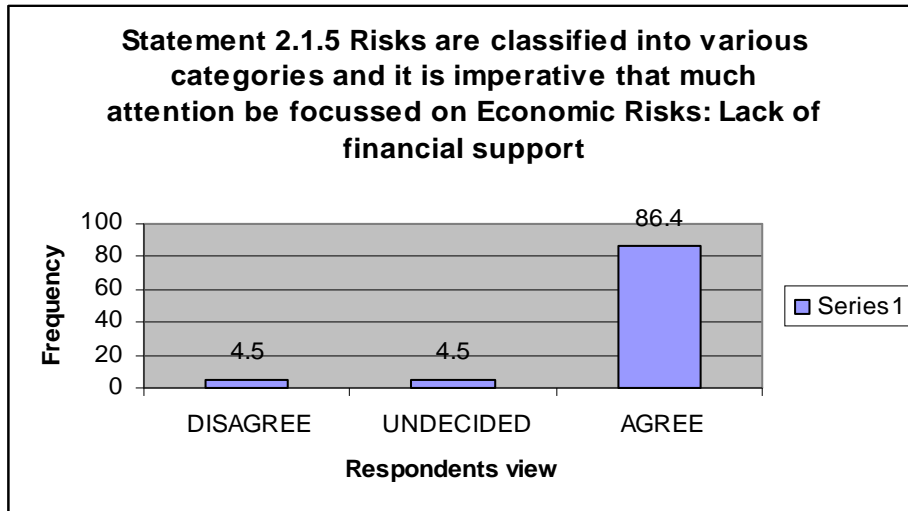
The responses to statement 2.1.3 indicate that 81.8% of the respondents agreed that there is inaccurate capital in terms of economic risks within the event industry.

Table 2.1.4



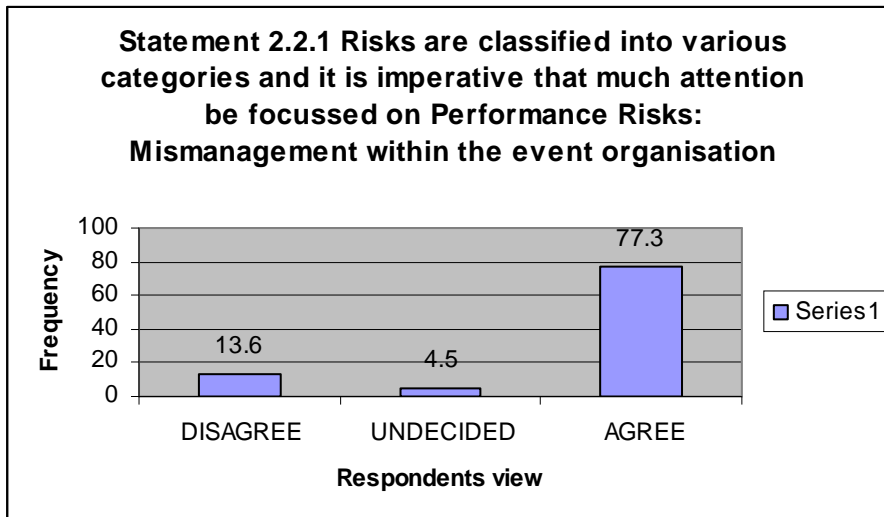
The responses to statement 2.1.4 indicate that 86.4% of the respondents agreed that insurance is important in terms of economic risks within the event industry.

Table 2.1.5



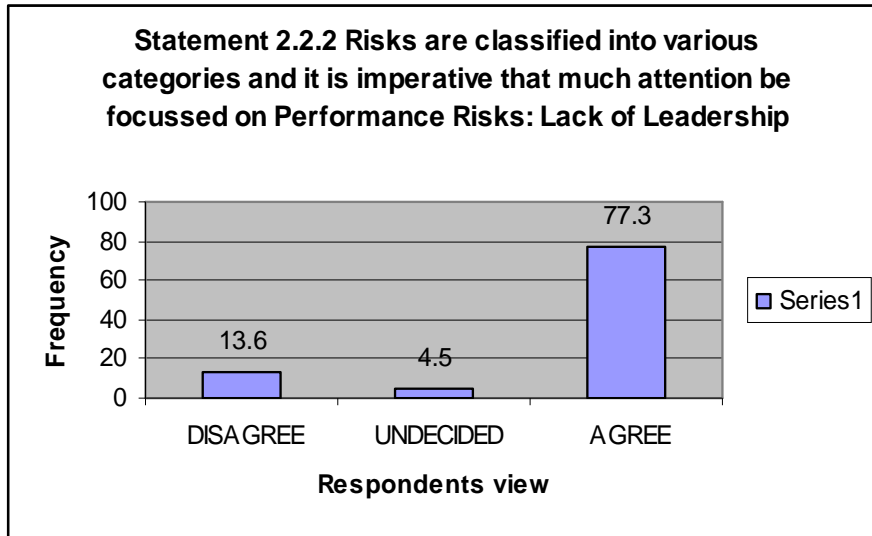
The responses to statement 2.1.5 indicate that 86.4% of the respondents agreed that there is a lack of financial support in terms of economic risks within the event industry, while 4.5% disagreed with the statement.

Table 2.2.1



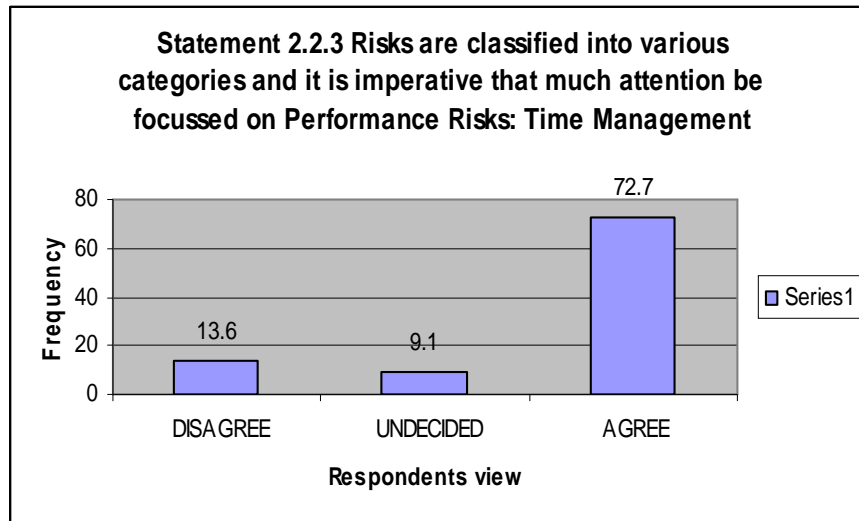
The responses to statement 2.2.1 indicate that 100% of the respondents agreed that there is insufficient sponsorship in terms of economic risks within the event industry, while 13.6 disagreed with the statement.

Table 2.2.2



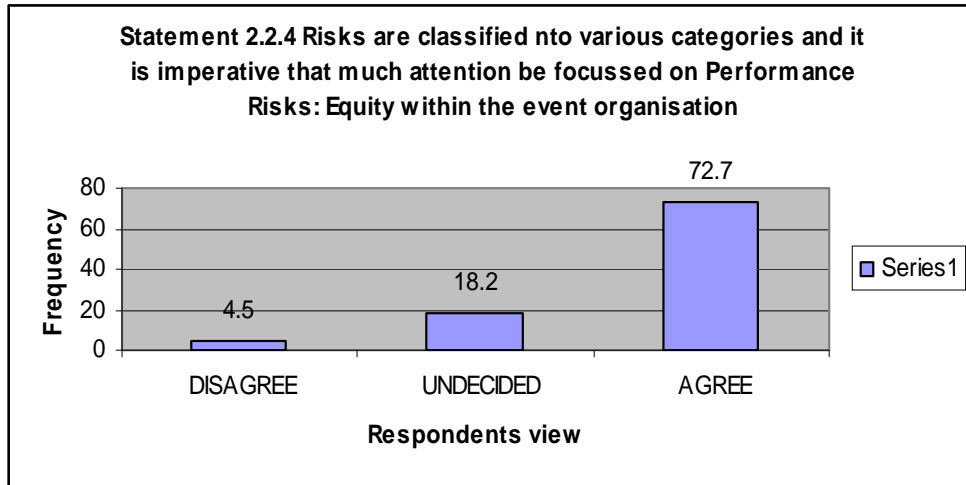
The responses to statement 2.2.2 indicate that 77.3% of the respondents agreed that there is a lack of leadership in terms of economic risks within the event industry, while 13.6 disagreed with the statement.

Table 2.2.3



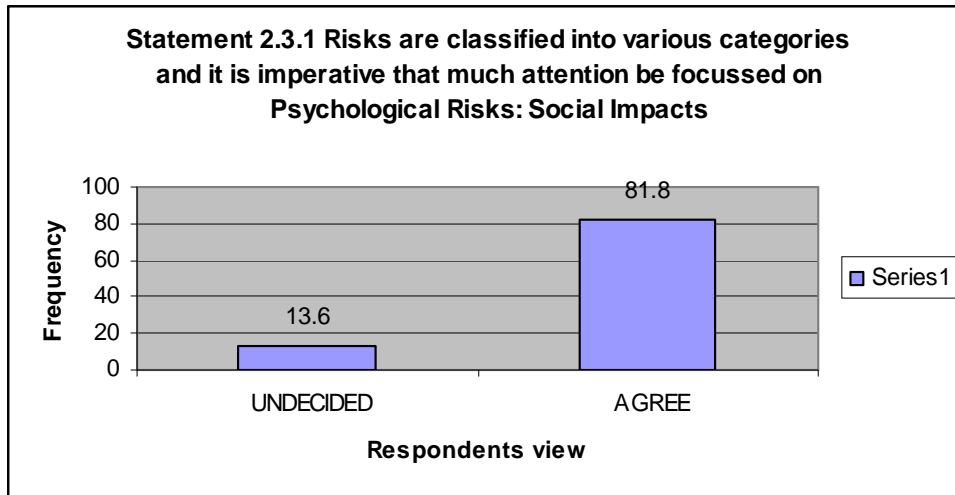
The responses to statement 2.2.3 indicate that 72.7% of the respondents agreed that time management is important in terms of performance risks within the event industry.

Table 2.2.4



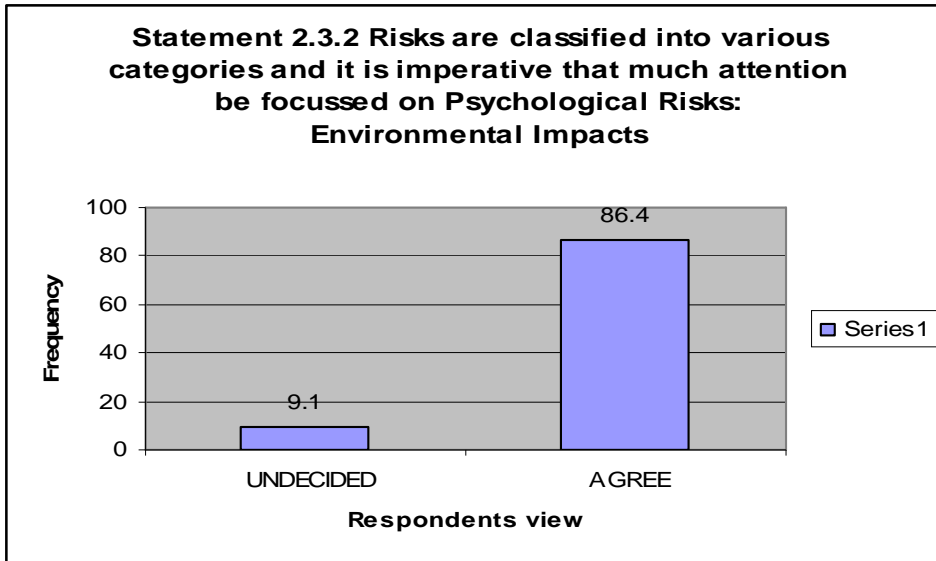
The responses to statement 2.2.4 indicate that 72.7% of the respondents agreed that there needs to be equity within the event organisation in terms of performance risks within the event industry.

Table 2.3.1



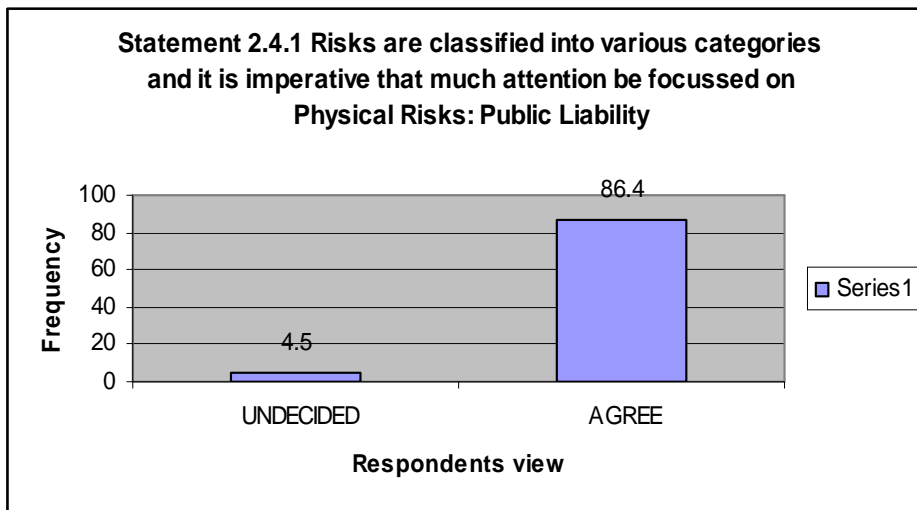
The responses to statement 2.3.1 indicate that 81.8% of the respondents agreed that there are social impacts in terms of psychological risks within the event industry.

Table 2.3.2



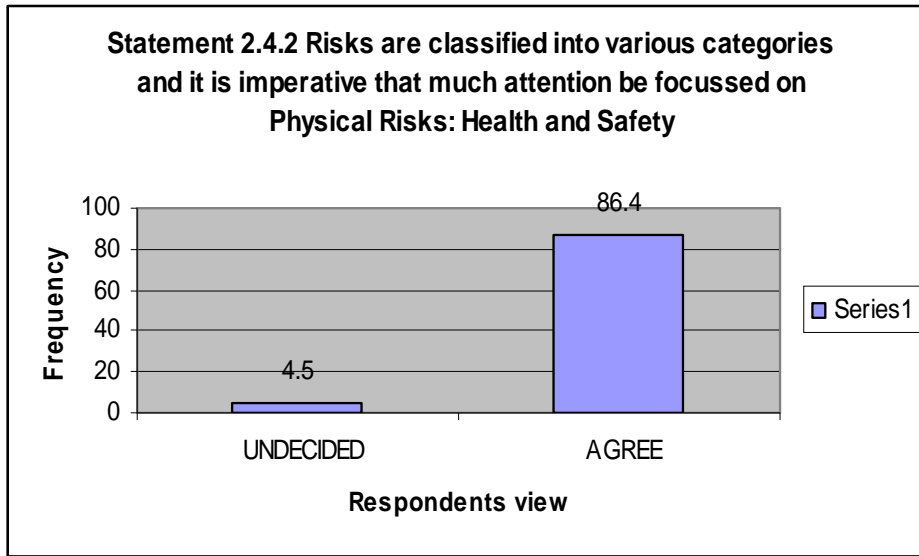
The responses to statement 2.3.2 indicate that 86.4% of the respondents agreed that there are environmental impacts in terms of psychological risks within the event industry.

Table 2.4.1



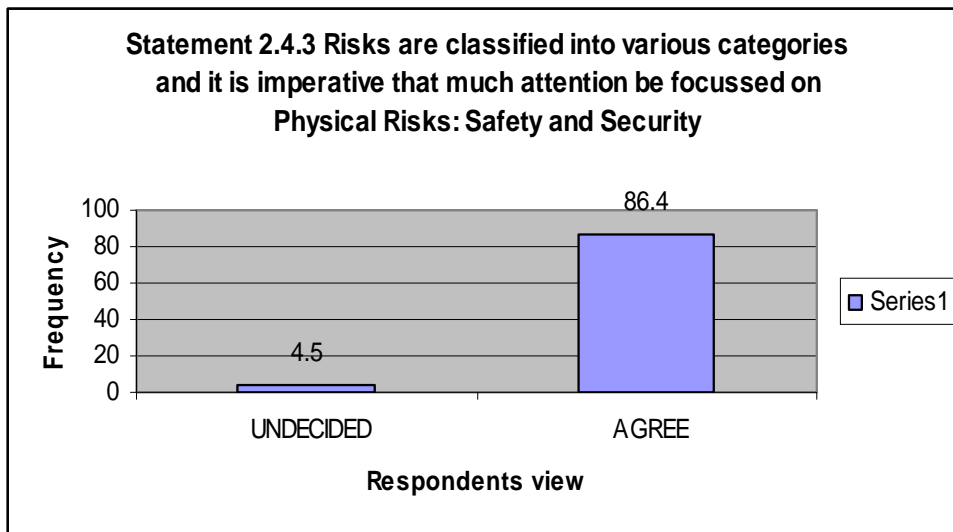
The responses to statement 2.4.1 indicate that 86.4% of the respondents agreed that public liability is a major concern in terms of physical risks within the event industry.

Table 2.4.2



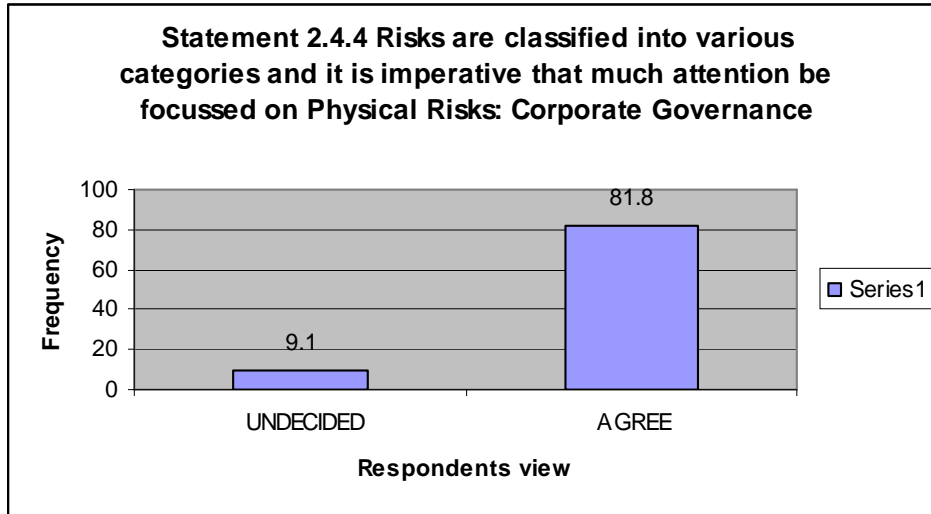
The responses to statement 2.4.2 indicate that 86.4% of the respondents agreed that Health and Safety is important in terms of physical risks within the event industry.

Table 2.4.3



The responses to statement 2.4.3 indicate that 86.4% of the respondents agreed that Safety and Security is important in terms of physical risks within the event industry.

Table 2.4.4

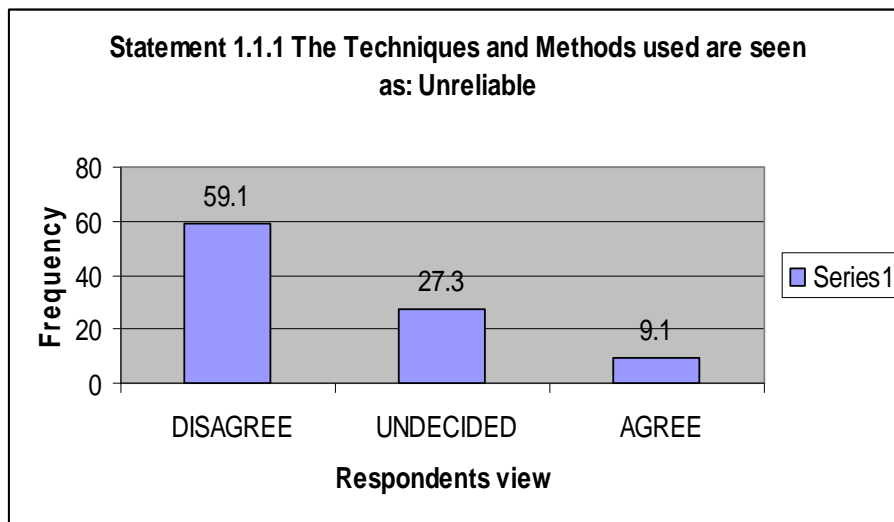


The responses to statement 2.4.4 indicate that 81.8% of the respondents agreed that Corporate Governance is a major concern in terms of physical risks within the event industry.

Section C determines the accuracy of techniques and methods used.

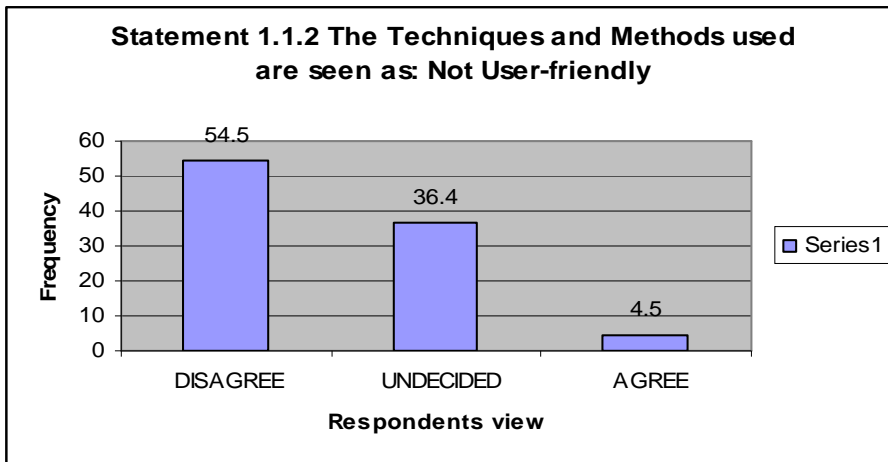
Question 1 determines the level of agreement regarding the nature of accuracy of the tools and methods used to measure and control these common risks.

Table 1.1.1



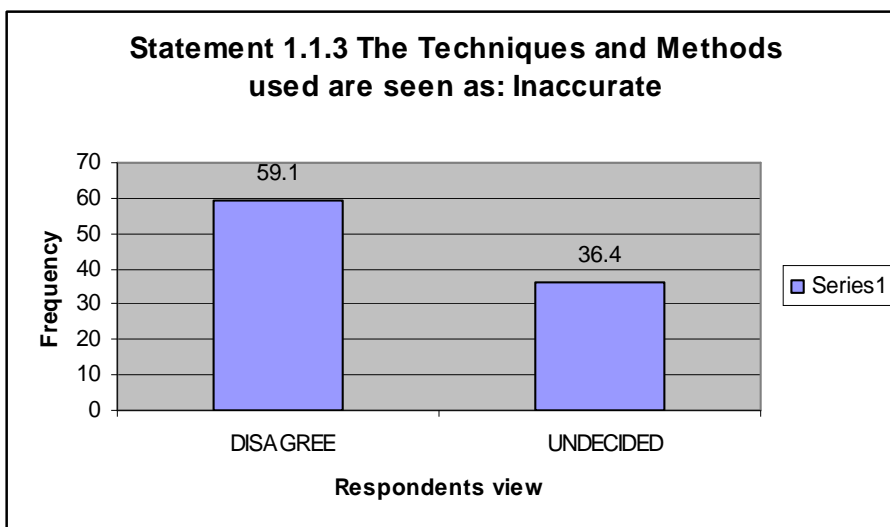
The responses to statement 1.1.1 indicate that 59.1% of the respondents disagreed that the techniques and methods used are unreliable against 9.1% who agreed with the statement.

Table 1.1.2



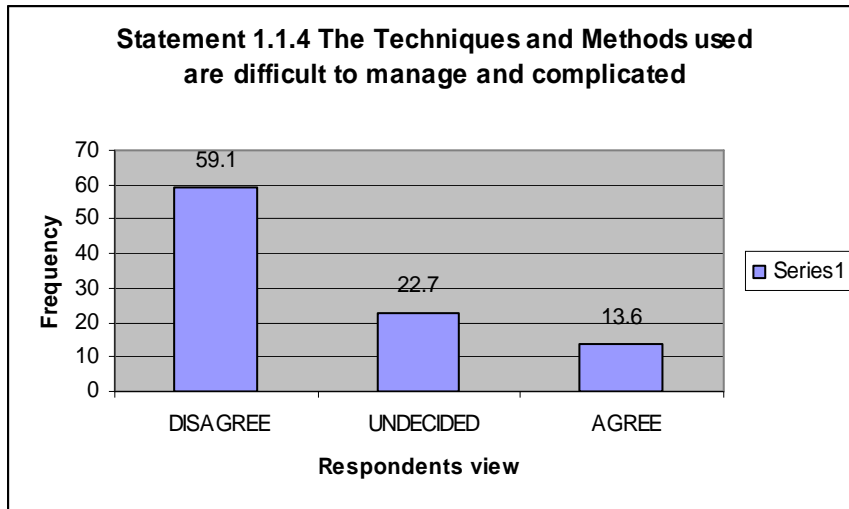
The responses to statement 1.1.2 indicate that 54.5% of the respondents disagreed that the techniques and methods used are not user-friendly against 4.5% who agreed with the statement.

Table 1.1.3



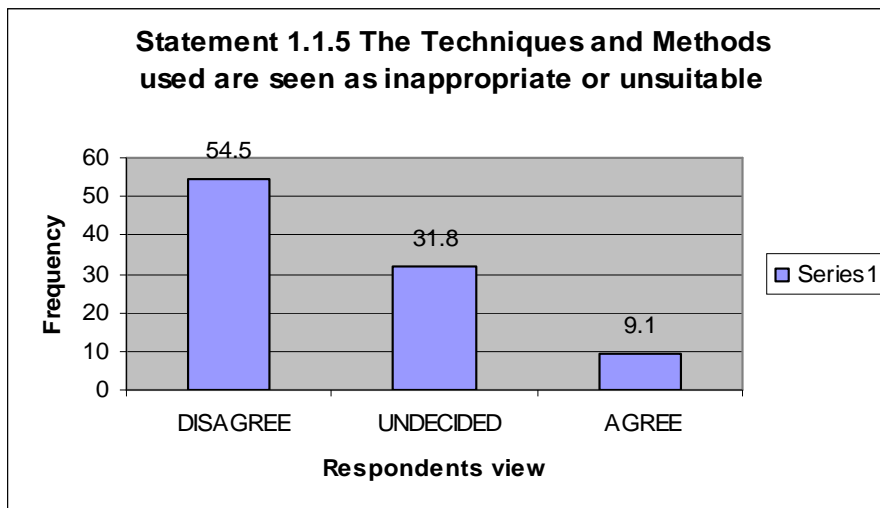
The responses to statement 1.1.3 indicate that 59.1% of the respondents disagreed that the techniques and methods used are inaccurate against 36.4% who agreed with the statement.

Table 1.1.4



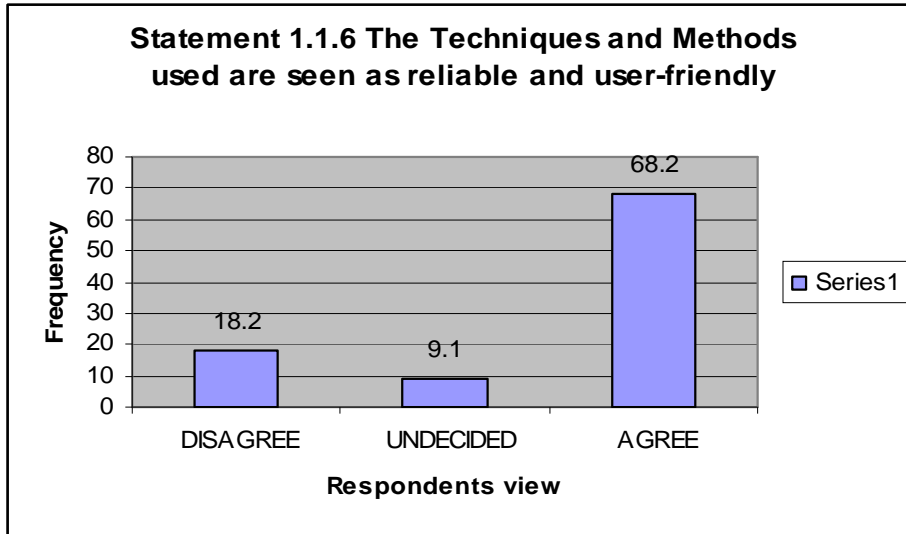
The responses to statement 1.1.4 indicate that 59.1% of the respondents disagreed that the techniques and methods used are difficult to manage and are complicated, against 13.6% who agreed with the statement.

Table 1.1.5



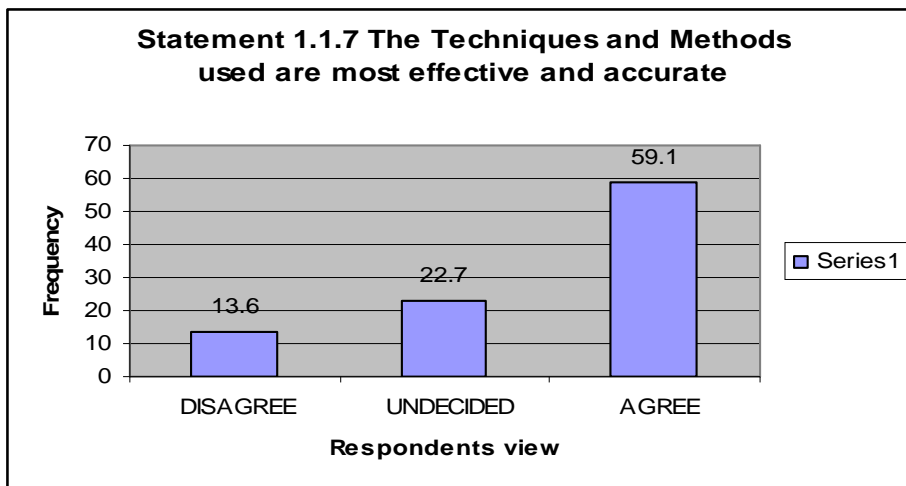
The responses to statement 1.1.5 indicate that 54.5% of the respondents disagreed that the techniques and methods used are inappropriate or unsuitable, against 9.1% who agreed with the statement.

Table 1.1.6



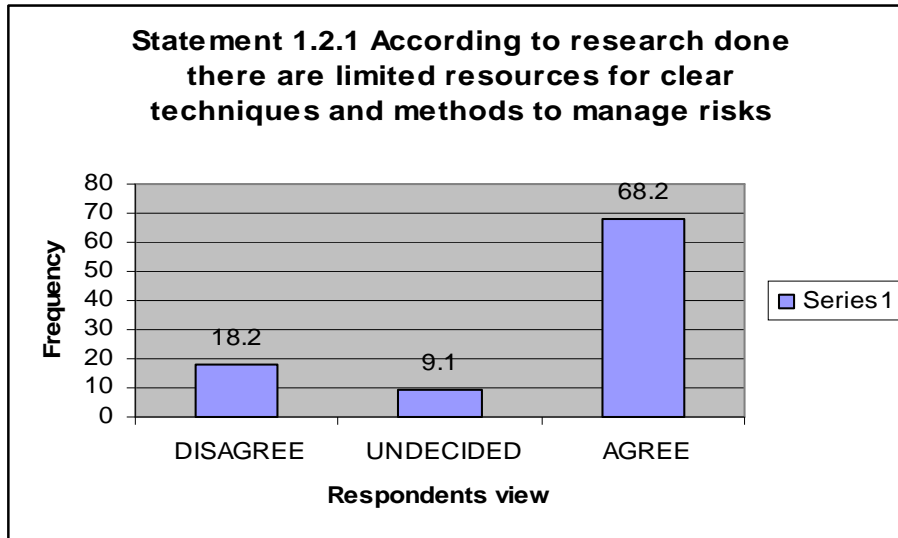
The responses to statement 1.1.6 indicate that 18.2% of the respondents disagreed that the techniques and methods used are reliable and user-friendly, against 68.2% who agreed with the statement.

Table 1.1.7



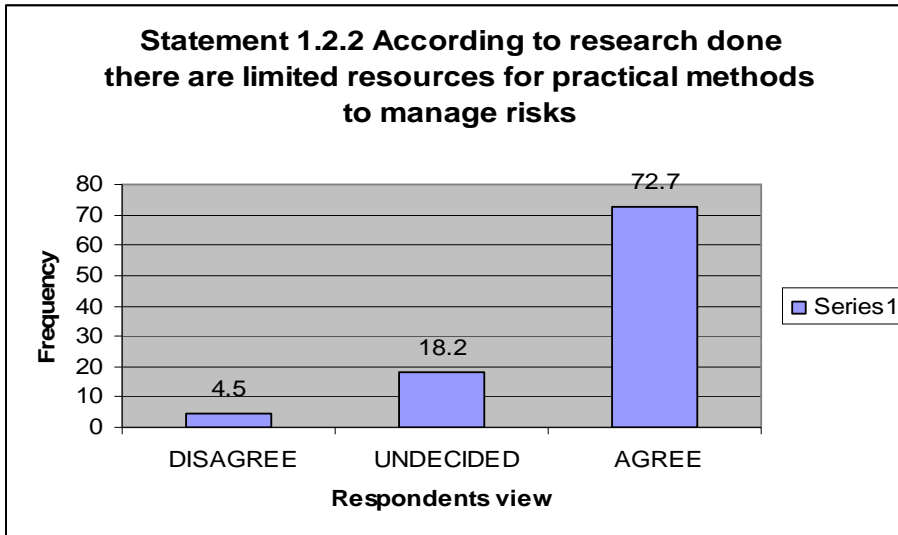
The responses to statement 1.1.7 indicate that 13.6% of the respondents disagreed that the techniques and methods used are most effective and accurate, against 59.1% who agreed with the statement.

Table 1.2.1



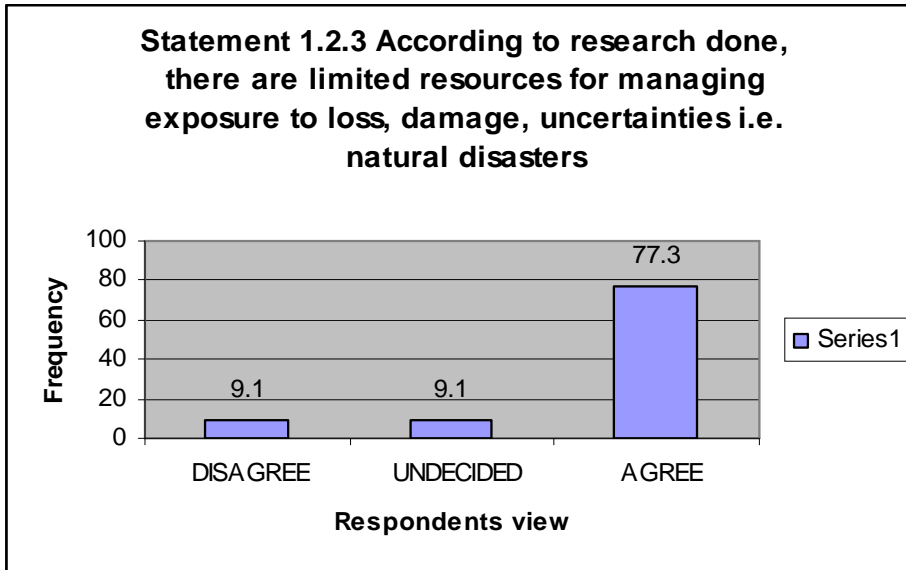
The responses to statement 1.2.1 indicate that 18.2% of the respondents disagreed that there are limited resources for clear techniques and methods to manage risks, while 68.2% agreed with the statement.

Table 1.2.2



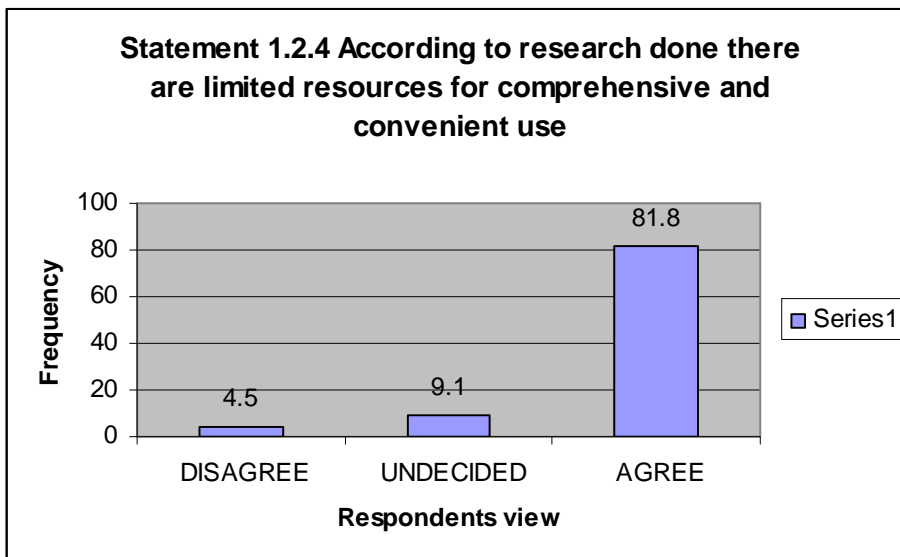
The responses to statement 1.2.2 indicate that 4.5% of the respondents disagreed that there are limited resources for practical methods to manage risks, while 72.7% agreed with the statement.

Table 1.2.3



The responses to statement 1.2.3 indicate that 9.1% of the respondents disagreed that there are limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters, while 77.3% agreed with the statement.

Table 1.2.4

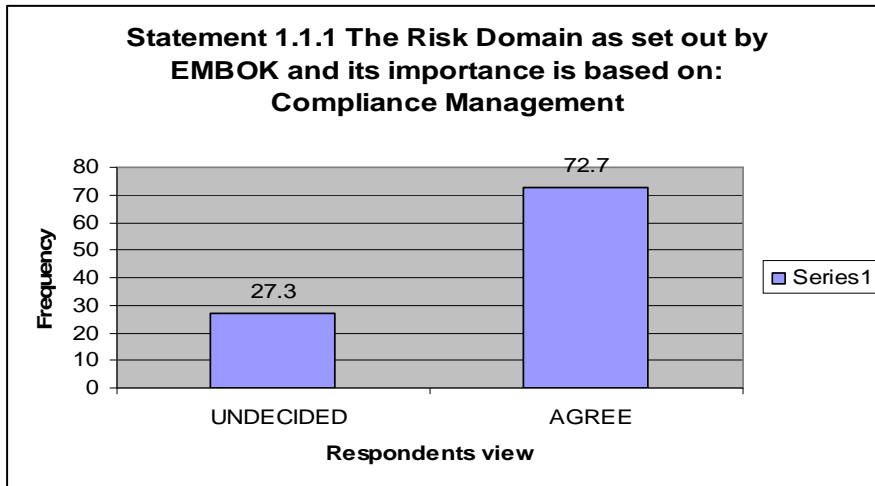


The responses to statement 1.2.4 indicate that 4.5% of the respondents disagreed that there are limited resources for comprehensive and convenient use, while 81.8% agreed with the statement.

Section D determines the policies and procedures in Risk Management.

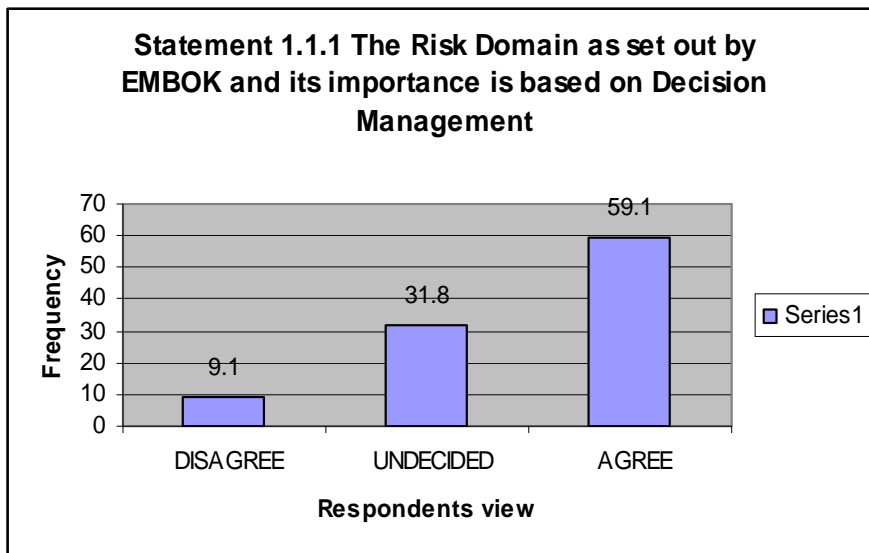
Question1 determines the extent to which there is no proper risk management procedure or policy in place for minor and major event organisations.

Table 1.1.1



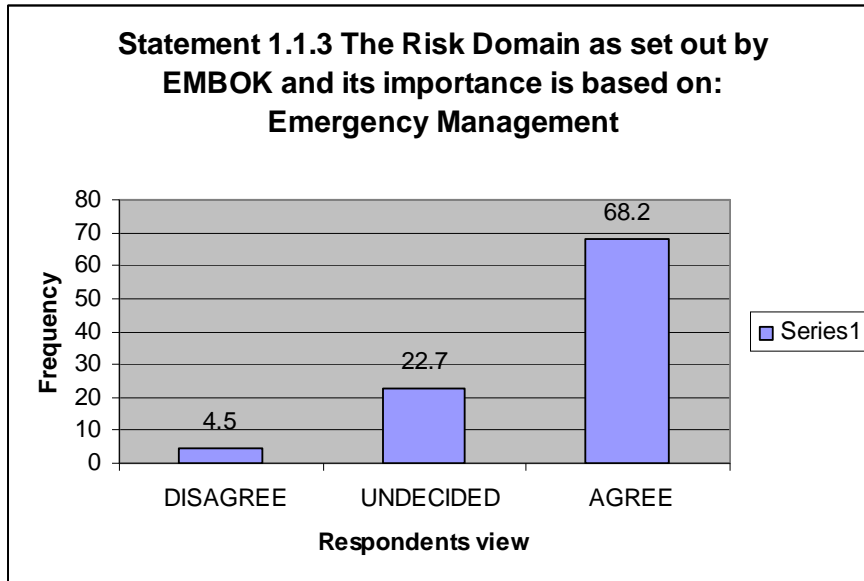
The responses to statement 1.1.1 indicate that 72.7% of the respondents agreed that the Risk Domain is based on Compliance Management.

Table 1.1.2



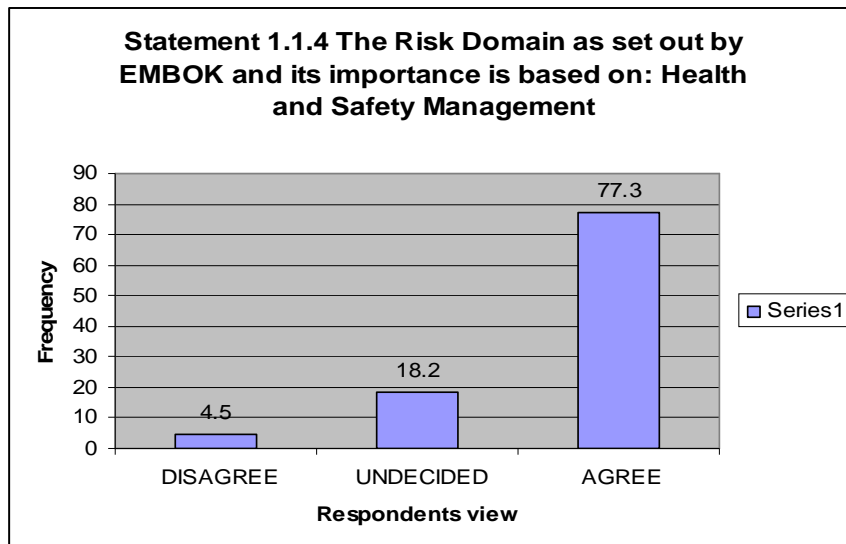
The responses to statement 1.1.2 indicate that 9.1% of the respondents disagreed that the Risk Domain is based on Decision Management, while 59.1% agreed with the statement.

Table 1.1.3



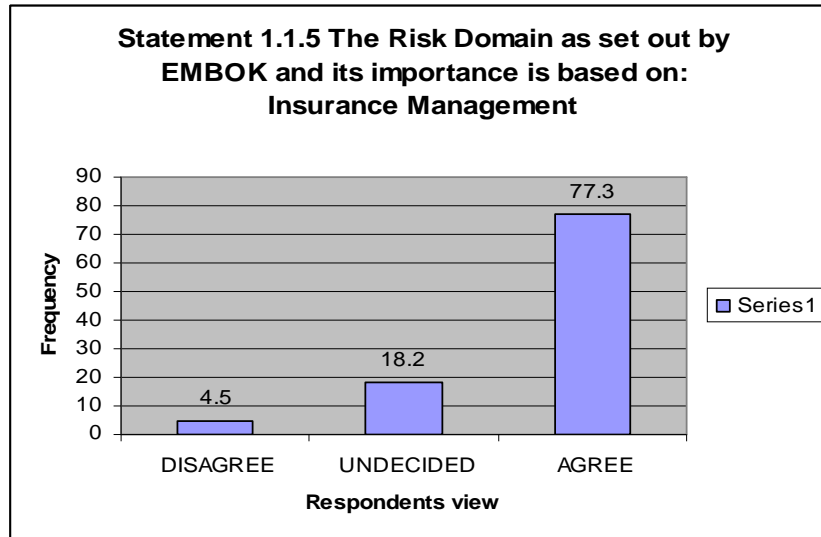
The responses to statement 1.1.3 indicate that 4.5% of the respondents disagreed that the Risk Domain is based on Emergency Management, while 68.2% agreed with the statement.

Table 1.1.4



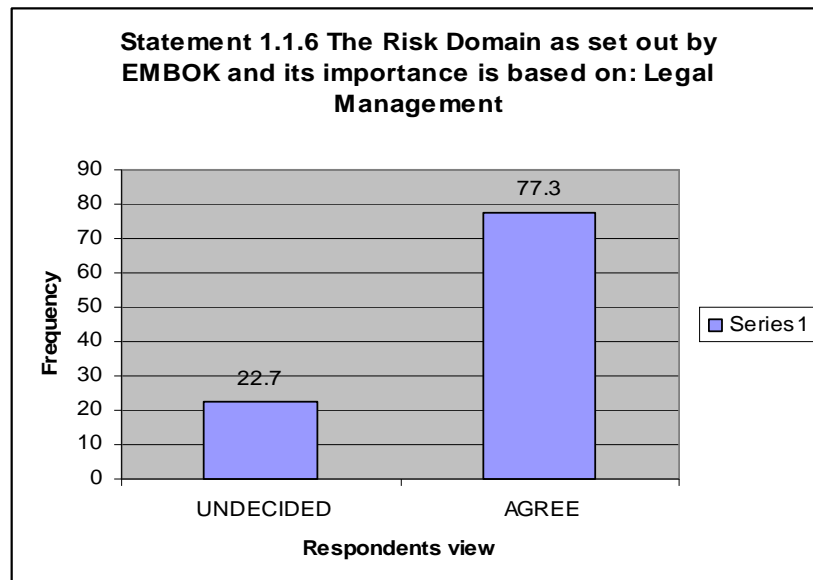
The responses to statement 1.1.4 indicate that 4.5% of the respondents disagreed that the Risk Domain is based on Health and Safety Management, while 77.3% agreed with the statement.

Table 1.1.5



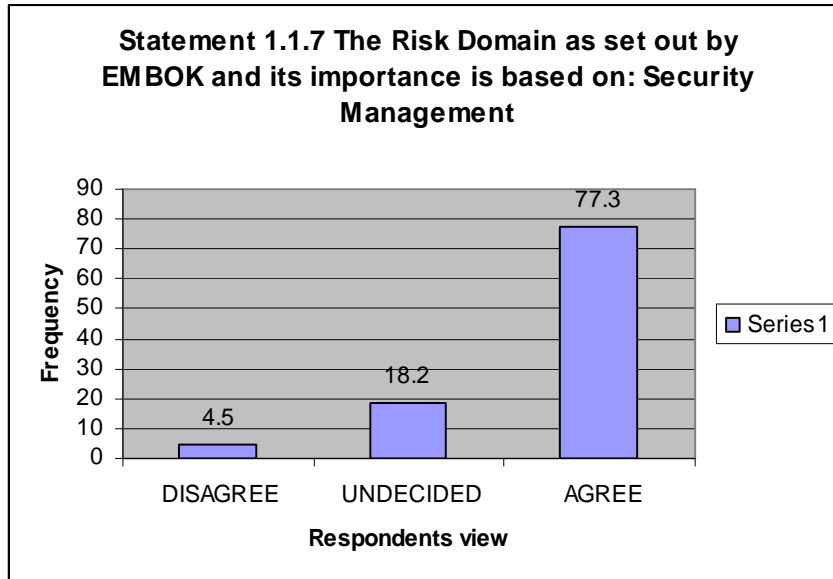
The responses to statement 1.1.5 indicate that 4.5% of the respondents disagreed that the Risk Domain is based on Insurance Management, while 77.3% agreed with the statement.

Table 1.1.6



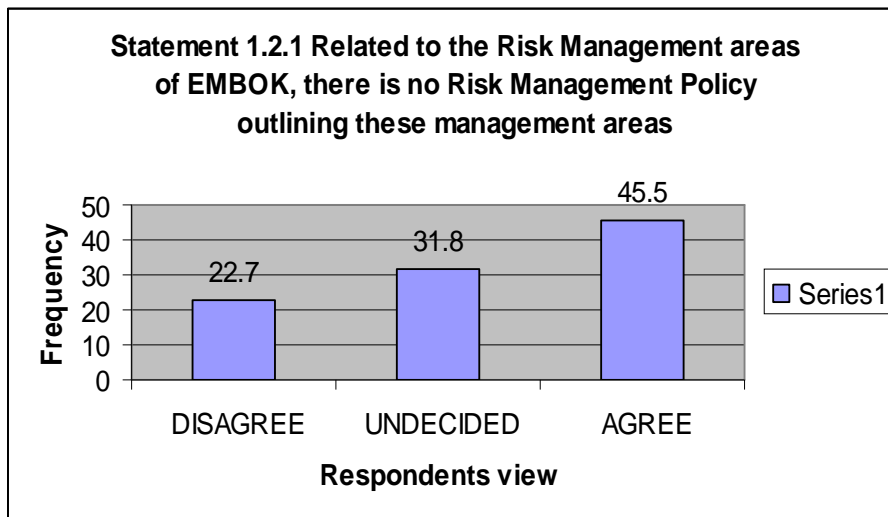
The responses to statement 1.1.6 indicate that 77.3% of the respondents agreed that the Risk Domain is based on Legal Management.

Table 1.1.7



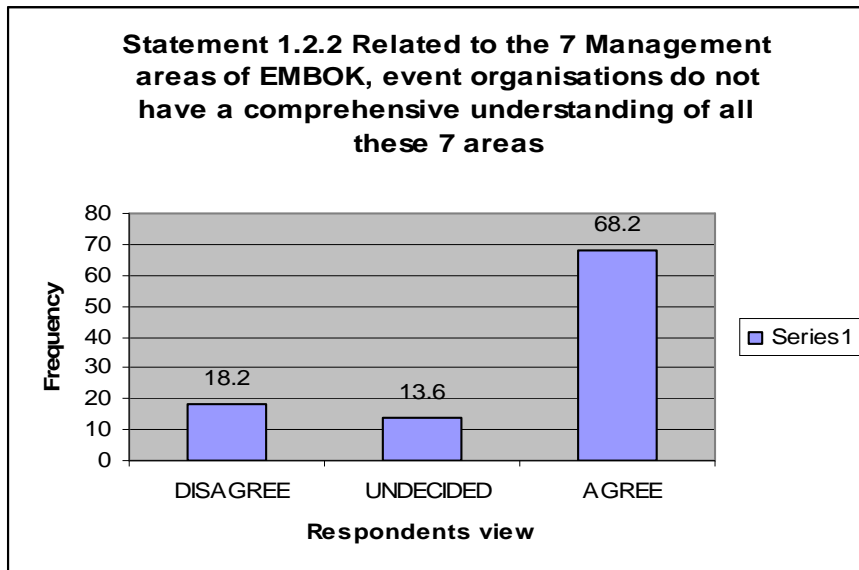
The responses to statement 1.1.7 indicate that 4.5% of the respondents disagreed that the Risk Domain is based on Security Management, while 77.3% agreed with the statement.

Table 1.2.1



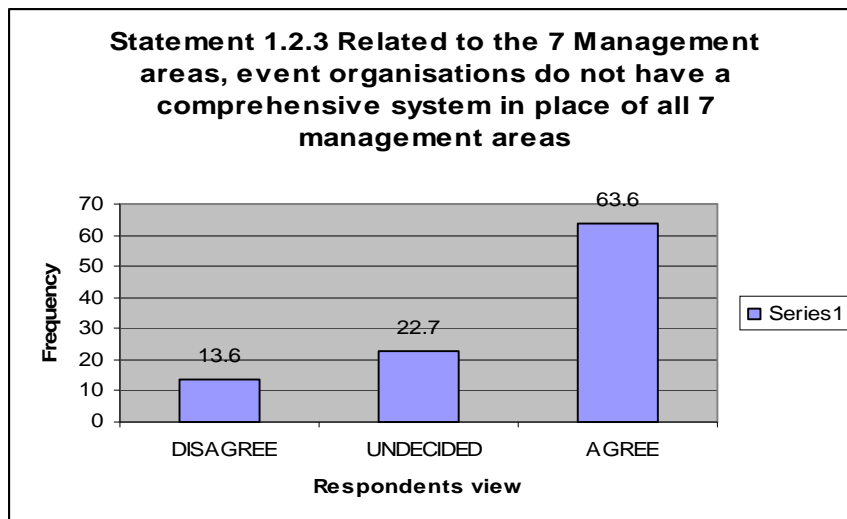
The responses to statement 1.2.1 indicate that 22.7% of the respondents disagreed that there is no Risk Management Policy outlining the management areas of the Risk Domain. However 45.5% of respondents agreed with the statement.

Table 1.2.2



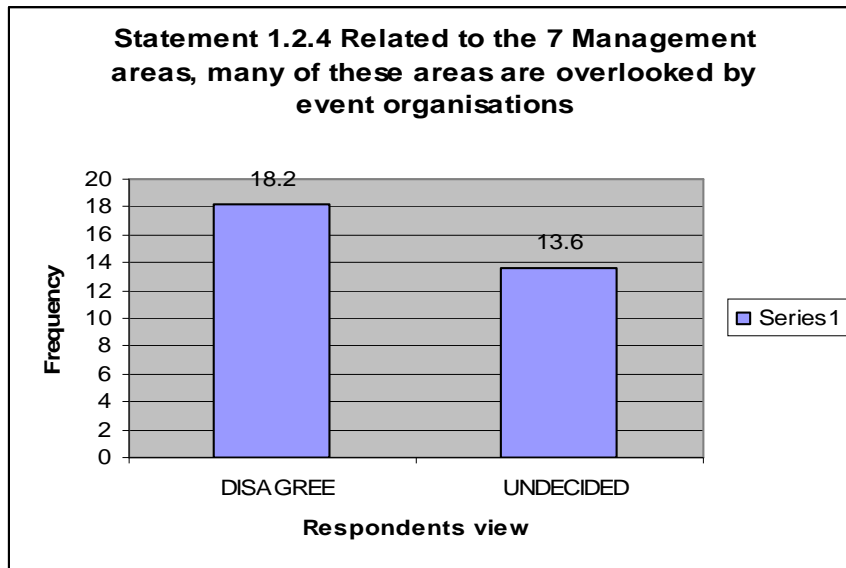
The responses to statement 1.2.2 indicate that 18.2% of the respondents disagreed that event organisations do not have a comprehensive understanding of all 7 management areas of the Risk Domain, while 68.2% agreed with the statement.

Table 1.2.3



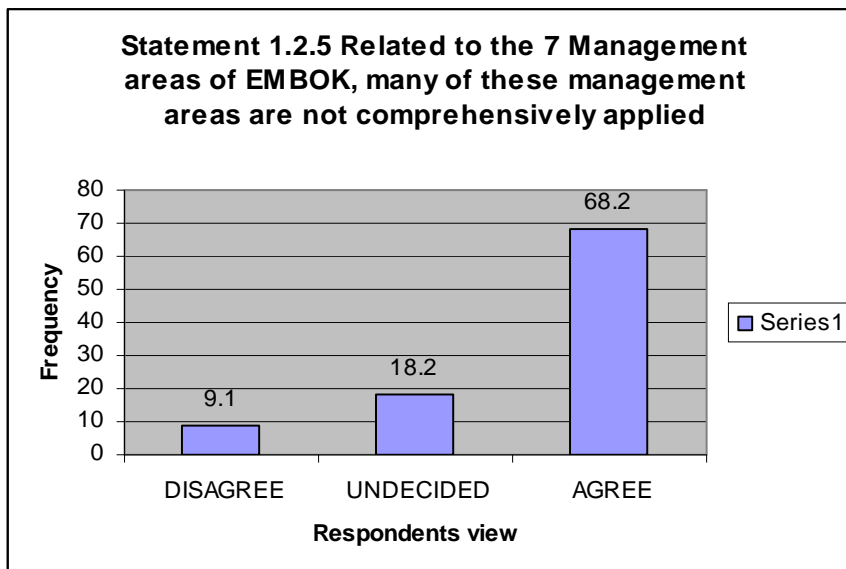
The responses to statement 1.2.3 indicate that 13.6% of the respondents disagreed that event organisations do not have a comprehensive system in place of all 7 management areas of the Risk Domain, while 63.6% agreed with the statement.

Table 1.2.4



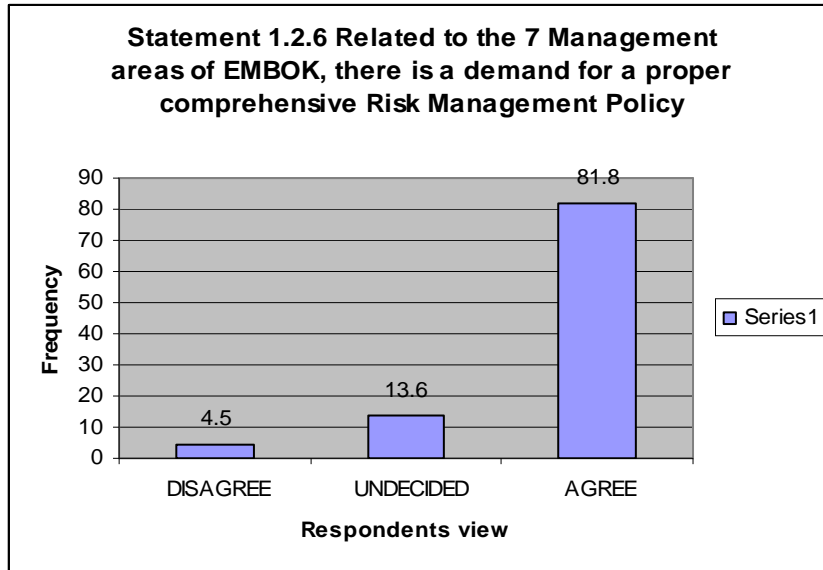
The responses to statement 1.2.4 indicate that 18.2% of the respondents disagreed that the 7 management areas of the Risk Domain are overlooked by event organisations.

Table 1.2.5



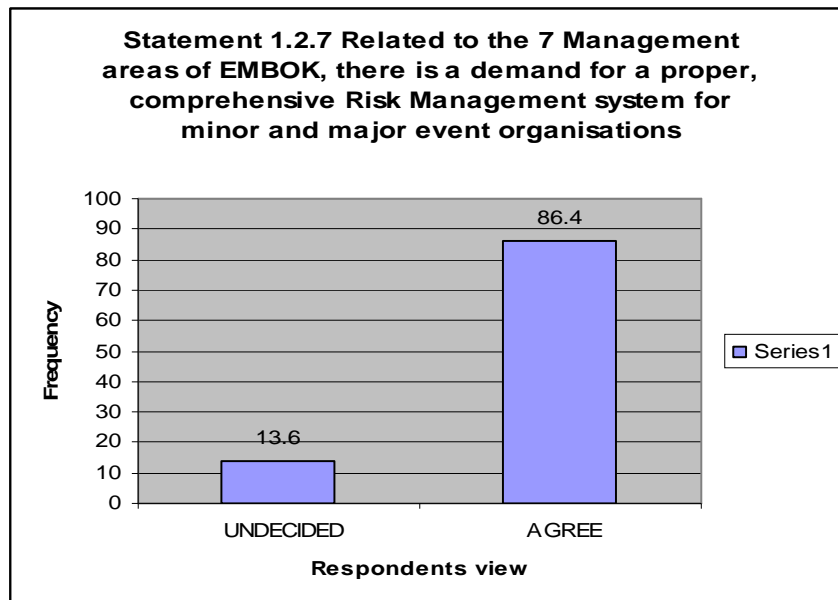
The responses to statement 1.2.5 indicate that 9.1% of the respondents disagreed that the 7 management areas of the Risk Domain are not comprehensively applied by event organisations, while 68.2% agreed with the statement.

Table 1.2.6



The responses to statement 1.2.6 indicate that 4.5% of the respondents disagreed that there is a demand for a proper, comprehensive Risk Management Policy, while 81.8% agreed with the statement.

Table 1.2.7

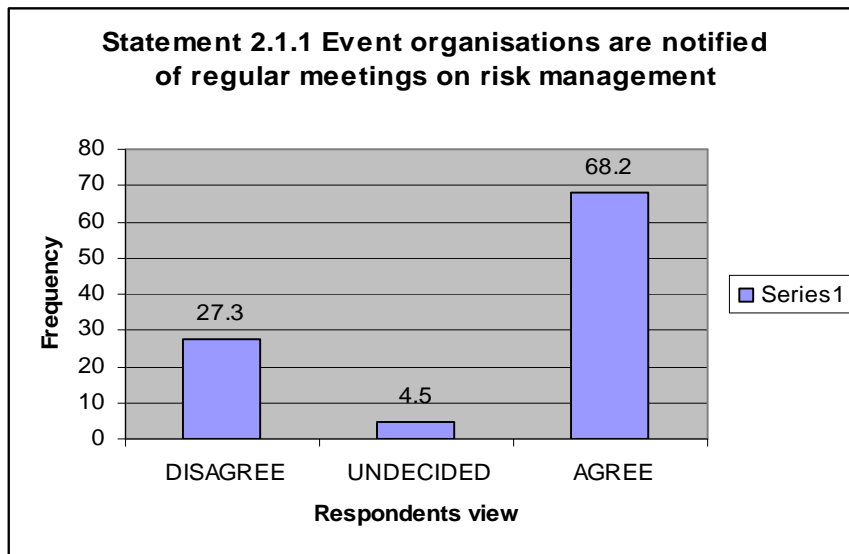


The responses to statement 1.2.7 indicate that 86.4% of the respondents agreed that there is a demand for a proper, comprehensive Risk Management system for minor and major event organisation.

Section D

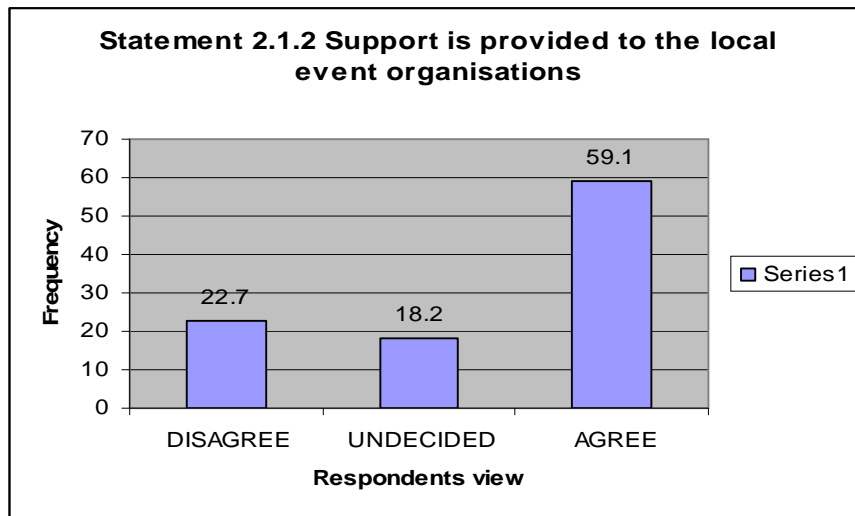
Question 2 determines the extent which event organisations would agree that the policies and legislations that do exist within government and risk associations reflect a beneficial and ethical approach to the organisation.

Table 2.1.1



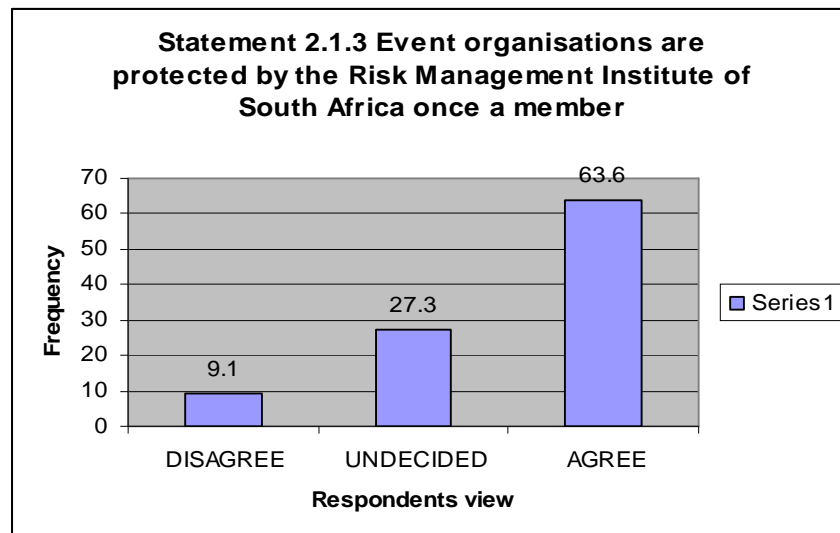
The responses to statement 2.1.1 indicate that 68.2% of the respondents agreed that event organisations are notified of regular meetings on risk management, while 27.3% disagreed with the statement.

Table 2.1.2



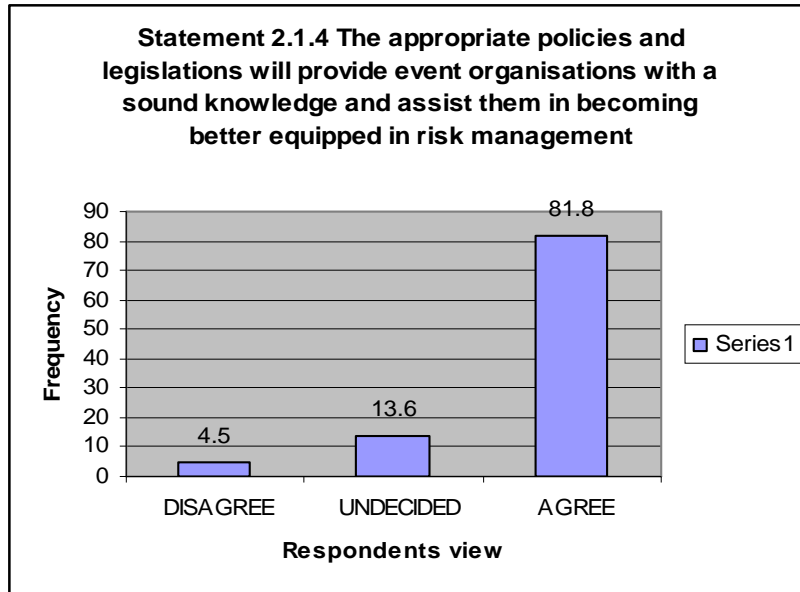
The responses to statement 2.1.2 indicate that 59.1% of the respondents agreed that event organisations are given support in terms of risk management, while 22.7% disagreed with the statement.

Table 2.1.3



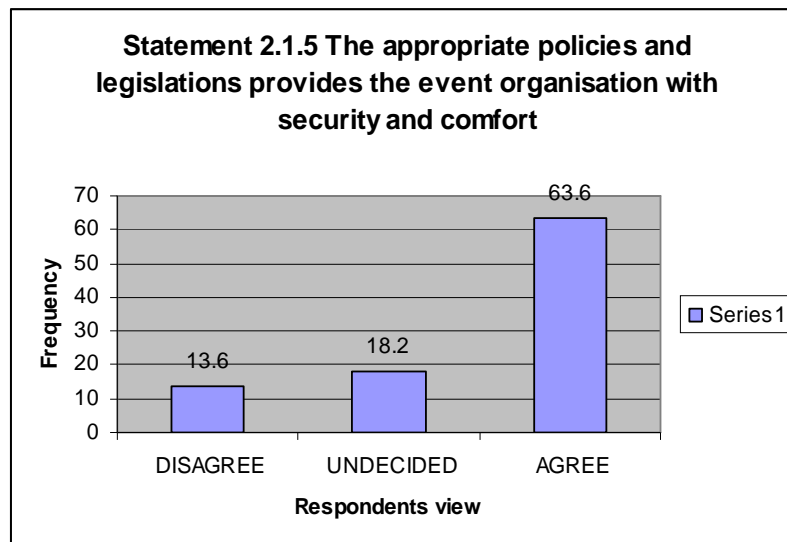
The responses to statement 2.1.3 indicate that 63.6% of the respondents agreed that event organisations are protected by the Risk Management Institute of South Africa, while 9.1% disagreed with the statement.

Table 2.1.4



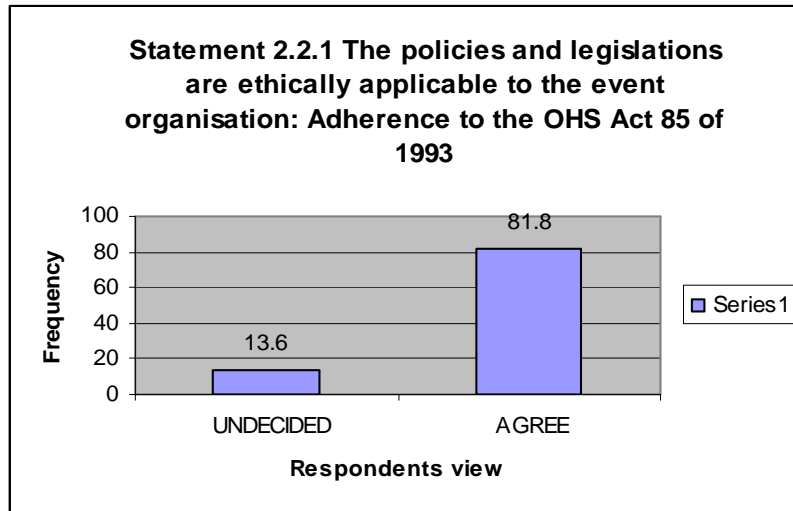
The responses to statement 2.1.4 indicate that 4.5% of the respondents disagreed that event organisations would be better equipped and have a sound knowledge of what to expect in the Event Industry with the necessary risk policies and legislations set out by Government. However 81.8% agreed to this statement.

Table 2.1.5



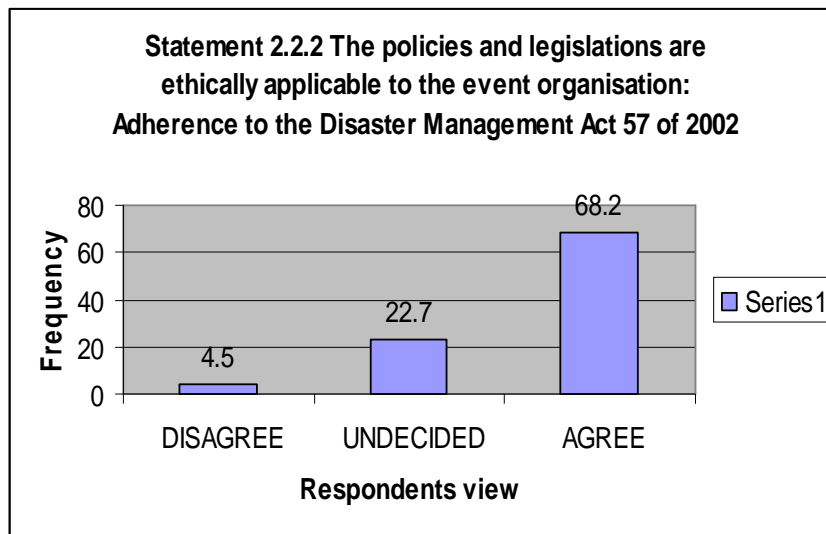
The responses to statement 2.1.5 indicate that 13.6% of the respondents disagreed that the appropriate policies and legislations provides event organisations with security and comfort. However 93.8% agreed to this statement.

Table 2.2.1



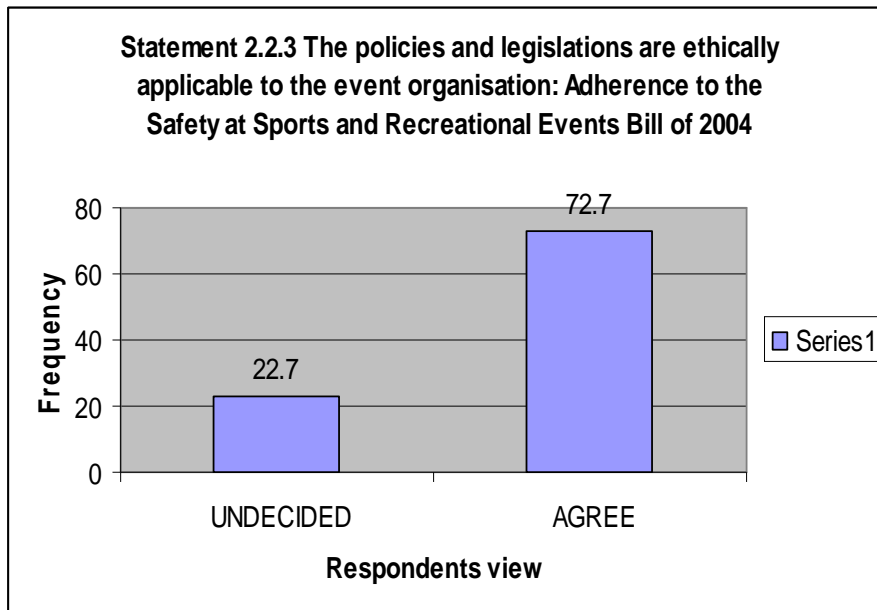
The responses to statement 2.2.1 indicate that 81.8% of the respondents agreed that the policies and legislations are ethically applicable to event organisations in terms of adherence to the Occupational Health and Safety Act 85 of 1993.

Table 2.2.2



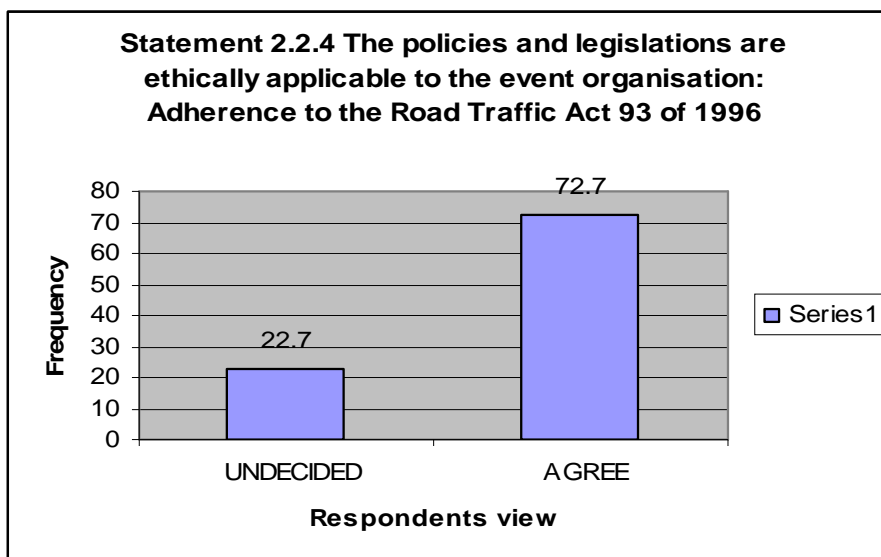
The responses to statement 2.2.2 indicate that 68.2% of the respondents agreed that the policies and legislations are ethically applicable to event organisations in terms of adherence to the Disaster Management Act 57 of 2002, while 4.5% disagreed with the statement.

Table 2.2.3



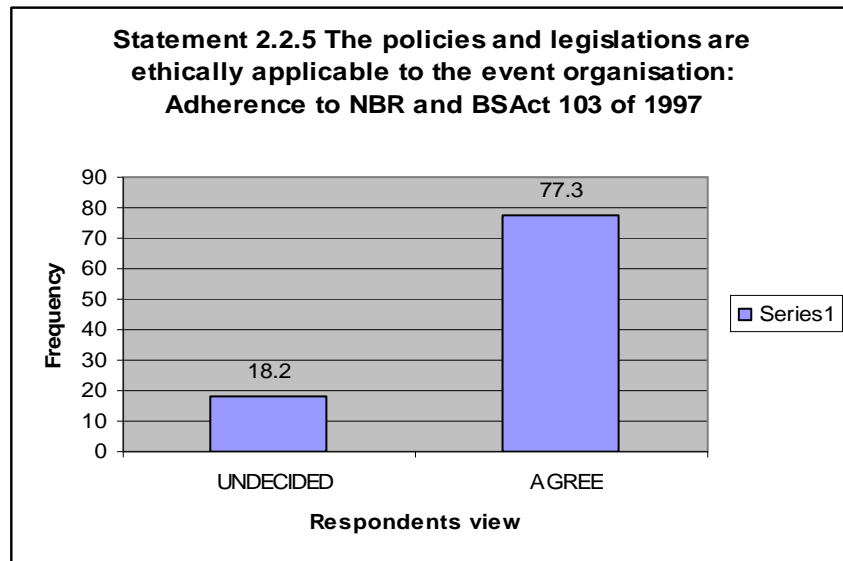
The responses to statement 2.2.3 indicate that 72.7% of the respondents agreed that the policies and legislations are ethically applicable to event organisations in terms of adherence to the Safety at Sports and Recreational Events Bill of 2004.

Table 2.2.4



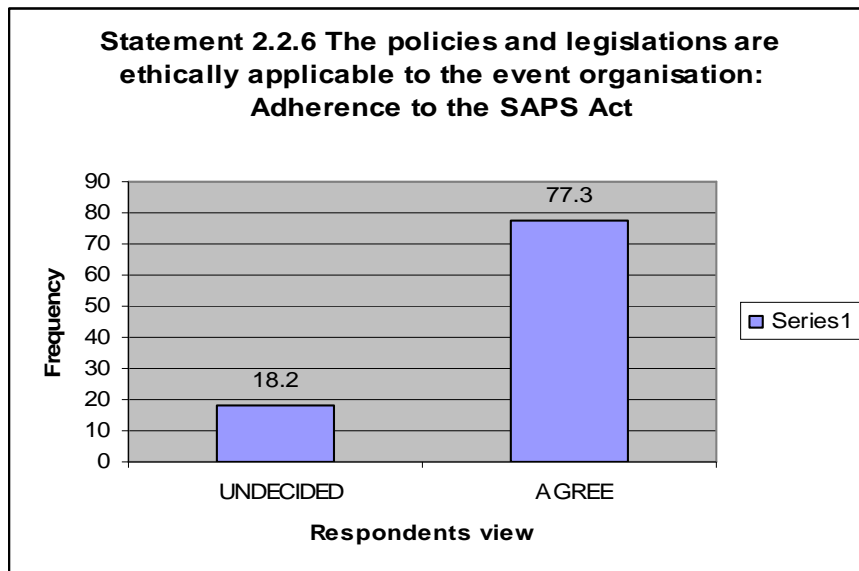
The responses to statement 2.2.4 indicate that 72.7% of the respondents agreed that the policies and legislations are ethically applicable to event organisations in terms of adherence to the Road Traffic Act 93 of 1996.

Table 2.2.5



The responses to statement 2.2.5 indicate that 77.3% of the respondents agreed that the policies and legislations are ethically applicable to event organisations in terms of adherence to the National Buildings Regulations and Buildings Standards Act 103 of 1997.

Table 2.2.6



The responses to statement 2.2.6 indicate that 77.3% of the respondents agreed that the policies and legislations are ethically applicable to event organisations in terms of adherence to the South African Police Services Act.

Frequencies: Event Organisations

[DataSet1] K:\Research\Research
PostGraduate\MTech\CPUT\TahiraMakda\EventsData Recoded.sav

Frequency Table

Event1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Absa Cape Epic	1	4.5	4.5	4.5
	Animal Rights Film Festival	1	4.5	4.5	9.1
	Corporate events	1	4.5	4.5	13.6
	CT Fashion Week	1	4.5	4.5	18.2
	Design Indaba	1	4.5	4.5	22.7
	Flamenco Unplugged	1	4.5	4.5	27.3
	Fly a Flag for Family	4	18.2	18.2	45.5
	Human Rights Day	1	4.5	4.5	50.0
	Interactive Africa	1	4.5	4.5	54.5
	Jazzathon	1	4.5	4.5	59.1
	Karlien de Villiers Exhibition	2	9.1	9.1	68.2
	KKNK	1	4.5	4.5	72.7
	Mafikeng Golf Challenge	1	4.5	4.5	77.3
	none	2	9.1	9.1	86.4
	Rutgers- Camden MBA Program	1	4.5	4.5	90.9
	SAFHE	1	4.5	4.5	95.5
	Stellenbosch Mountainbike Challenge	1	4.5	4.5	100.0
	Total	22	100.0	100.0	

Event2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ASTD	1	4.5	4.5	4.5
	Cape Odyssey	1	4.5	4.5	9.1
	Celebrating oysters	1	4.5	4.5	13.6
	Concerts in the Park	1	4.5	4.5	18.2
	CT Showcase	1	4.5	4.5	22.7
	Elgin Rose Show	1	4.5	4.5	27.3
	Global Linkages	1	4.5	4.5	31.8
	Heritage Park Walk	1	4.5	4.5	36.4
	Lebanon Ladies	1	4.5	4.5	40.9
	Musical Concert	1	4.5	4.5	45.5
	none	9	40.9	40.9	86.4
	Rittelfees- Vredendal	1	4.5	4.5	90.9
	Social functions	1	4.5	4.5	95.5
	Youth Festival	1	4.5	4.5	100.0
	Total	22	100.0	100.0	

Event3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cape African Platform Arts Conference	1	4.5	4.5	4.5
	Cape Times Big Walk	1	4.5	4.5	9.1
	Charity	1	4.5	4.5	13.6
	Community festivals	1	4.5	4.5	18.2
	IAF	1	4.5	4.5	22.7
	Lourensford Classic	1	4.5	4.5	27.3
	Meetings	1	4.5	4.5	31.8
	Music Concert	1	4.5	4.5	36.4
	Nelson Mandela Invitational	1	4.5	4.5	40.9
	none	11	50.0	50.0	90.9
	Premier Service Excellence Awards	1	4.5	4.5	95.5
	Year End Function	1	4.5	4.5	100.0
	Total	22	100.0	100.0	

Event4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9-5 Challenge	1	4.5	4.5	4.5
	Aarkloop Festival	1	4.5	4.5	9.1
	Awards	1	4.5	4.5	13.6
	Community Vibrations day	1	4.5	4.5	18.2
	Globe-Global Learning & Observation for the Betterment of the Environment	1	4.5	4.5	22.7
	Kaktus op die vlaktus	1	4.5	4.5	27.3
	Marketing Masterclasses	1	4.5	4.5	31.8
	none	13	59.1	59.1	90.9
	Rapport Model of the year	1	4.5	4.5	95.5
	Weddings	1	4.5	4.5	100.0
	Total	22	100.0	100.0	

Event5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Argus Mountainbike Challenge	1	4.5	4.5	4.5
	Coco - Cola festivals	1	4.5	4.5	9.1
	CSSA Golf Days	1	4.5	4.5	13.6
	Hobby-X	1	4.5	4.5	18.2
	Morehouse- Georgia State Economics program	1	4.5	4.5	22.7
	none	15	68.2	68.2	90.9
	Sport events	1	4.5	4.5	95.5
	Street Festival(AKA Night Vision)	1	4.5	4.5	100.0
	Total	22	100.0	100.0	

LengthTime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - under 2 years	2	9.1	9.1	9.1
	0	1	4.5	4.5	13.6
	2 - under 5 years	7	31.8	31.8	45.5
	5-10 years	1	4.5	4.5	50.0
	5 - 10 years	4	18.2	18.2	68.2
	more than 10 years	7	31.8	31.8	100.0
	Total	22	100.0	100.0	

RMProcedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	9.1	9.1	9.1
	no	1	4.5	4.5	13.6
	not quite	2	9.1	9.1	22.7
	yes	17	77.3	77.3	100.0
	Total	22	100.0	100.0	

Economic Importance (finance, funding, sponsorship.....).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	9.1	9.1	9.1
	AGREE	20	90.9	90.9	100.0
	Total	22	100.0	100.0	

Psychological Importance (social, environmental impacts).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	3	13.6	14.3	19.0
	AGREE	17	77.3	81.0	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Physical Importance (public liability, corporate governance, health & safety).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	4	18.2	18.2	18.2
	AGREE	18	81.8	81.8	100.0
	Total	22	100.0	100.0	

Performance Importance (mismanagement within the organisation).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	13.6	13.6
	UNDECIDED	5	22.7	22.7	36.4
	AGREE	14	63.6	63.6	100.0
	Total	22	100.0	100.0	

Ensures long-term stability.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	4.5	4.5	4.5
	AGREE	21	95.5	95.5	100.0
	Total	22	100.0	100.0	

Upholds your image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	4.5	4.5	4.5
	AGREE	21	95.5	95.5	100.0
	Total	22	100.0	100.0	

Ensures sustainable future.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	1	4.5	4.5	9.1
	AGREE	20	90.9	90.9	100.0
	Total	22	100.0	100.0	

Cost effective and reduces risks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	1	4.5	4.5	9.1
	AGREE	20	90.9	90.9	100.0
	Total	22	100.0	100.0	

Though costly risk management is convenient to outsource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	5	22.7	22.7	27.3
	AGREE	16	72.7	72.7	100.0
	Total	22	100.0	100.0	

Risk management becomes too costly to sustain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	27.3	27.3	27.3
	UNDECIDED	4	18.2	18.2	45.5
	AGREE	12	54.5	54.5	100.0
	Total	22	100.0	100.0	

Educating organisations/ venues/ event practitioners on managing their risks increases responsibility and reliability and is cost effective.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	2	9.1	9.1	13.6
	AGREE	19	86.4	86.4	100.0
	Total	22	100.0	100.0	

Risk management companies make it easier to measure and reduce the regular occurrence of risks in the Event Industry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	13.6	13.6	13.6
	AGREE	19	86.4	86.4	100.0
	Total	22	100.0	100.0	

Risk management companies can become a risk in itself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	5	22.7	23.8	28.6
	AGREE	15	68.2	71.4	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Risk management companies market themselves for their own benefit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	18.2	18.2	18.2
	UNDECIDED	5	22.7	22.7	40.9
	AGREE	13	59.1	59.1	100.0
	Total	22	100.0	100.0	

Risk management companies look after my organisation's wellbeing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	6	27.3	27.3	31.8
	AGREE	15	68.2	68.2	100.0
	Total	22	100.0	100.0	

Insufficient sponsorship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	13.6	14.3	14.3
	AGREE	18	81.8	85.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Insufficient funding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	13.6	14.3	14.3
	AGREE	18	81.8	85.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Inaccurate capital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	13.6	14.3	14.3
	AGREE	18	81.8	85.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	9.1	9.5	9.5
	AGREE	19	86.4	90.5	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Lack of Financial support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	1	4.5	4.8	9.5
	AGREE	19	86.4	90.5	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Mismanagement within the event / organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	14.3	14.3
	UNDECIDED	1	4.5	4.8	19.0
	AGREE	17	77.3	81.0	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Lack of leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	14.3	14.3
	UNDECIDED	1	4.5	4.8	19.0
	AGREE	17	77.3	81.0	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Time management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	14.3	14.3
	UNDECIDED	2	9.1	9.5	23.8
	AGREE	16	72.7	76.2	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Equity within the event/ organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	4	18.2	19.0	23.8
	AGREE	16	72.7	76.2	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Social impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	13.6	14.3	14.3
	AGREE	18	81.8	85.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Environmental impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	9.1	9.5	9.5
	AGREE	19	86.4	90.5	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Public liability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	4.5	5.0	5.0
	AGREE	19	86.4	95.0	100.0
	Total	20	90.9	100.0	
Missing	0	2	9.1		
Total		22	100.0		

Health & Safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	4.5	5.0	5.0
	AGREE	19	86.4	95.0	100.0
	Total	20	90.9	100.0	
Missing	0	2	9.1		
Total		22	100.0		

Safety & Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	1	4.5	5.0	5.0
	AGREE	19	86.4	95.0	100.0
	Total	20	90.9	100.0	
Missing	0	2	9.1		
Total		22	100.0		

Corporate Governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	2	9.1	10.0	10.0
	AGREE	18	81.8	90.0	100.0
	Total	20	90.9	100.0	
Missing	0	2	9.1		
Total		22	100.0		

Unreliable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	59.1	61.9	61.9
	UNDECIDED	6	27.3	28.6	90.5
	AGREE	2	9.1	9.5	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Not User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	54.5	57.1	57.1
	UNDECIDED	8	36.4	38.1	95.2
	AGREE	1	4.5	4.8	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Inaccurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	59.1	61.9	61.9
	UNDECIDED	8	36.4	38.1	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Difficult to manage and complicated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	59.1	61.9	61.9
	UNDECIDED	5	22.7	23.8	85.7
	AGREE	3	13.6	14.3	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Inappropriate or unsuitable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	54.5	57.1	57.1
	UNDECIDED	7	31.8	33.3	90.5
	AGREE	2	9.1	9.5	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Reliable & User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	14.3	14.3
	UNDECIDED	5	22.7	23.8	38.1
	AGREE	13	59.1	61.9	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Most effective and accurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	14.3	14.3
	UNDECIDED	5	22.7	23.8	38.1
	AGREE	13	59.1	61.9	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Limited resources for clear techniques & methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	18.2	19.0	19.0
	UNDECIDED	2	9.1	9.5	28.6
	AGREE	15	68.2	71.4	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Limited resources for practical methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	4	18.2	19.0	23.8
	AGREE	16	72.7	76.2	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	9.1	9.5	9.5
	UNDECIDED	2	9.1	9.5	19.0
	AGREE	17	77.3	81.0	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Limited resources for comprehensive and convenient use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	2	9.1	9.5	14.3
	AGREE	18	81.8	85.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Compliance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	6	27.3	27.3	27.3
	AGREE	16	72.7	72.7	100.0
	Total	22	100.0	100.0	

Decision Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	9.1	9.1	9.1
	UNDECIDED	7	31.8	31.8	40.9
	AGREE	13	59.1	59.1	100.0
	Total	22	100.0	100.0	

Emergency Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	5	22.7	23.8	28.6
	AGREE	15	68.2	71.4	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Health & Safety Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	4	18.2	18.2	22.7
	AGREE	17	77.3	77.3	100.0
	Total	22	100.0	100.0	

Insurance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	4	18.2	18.2	22.7
	AGREE	17	77.3	77.3	100.0
	Total	22	100.0	100.0	

Legal Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	5	22.7	22.7	22.7
	AGREE	17	77.3	77.3	100.0
	Total	22	100.0	100.0	

Security Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	4	18.2	18.2	22.7
	AGREE	17	77.3	77.3	100.0
	Total	22	100.0	100.0	

There is no Risk Management Policy outlining these 7 domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	22.7	22.7	22.7
	UNDECIDED	7	31.8	31.8	54.5
	AGREE	10	45.5	45.5	100.0
	Total	22	100.0	100.0	

Event Organisations/ Venues / Event practitioners do not have a comprehensive understanding of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	18.2	18.2	18.2
	UNDECIDED	3	13.6	13.6	31.8
	AGREE	15	68.2	68.2	100.0
	Total	22	100.0	100.0	

Event Organisations/ Venues / Event practitioners do not have a comprehensive system in place of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	13.6	13.6
	UNDECIDED	5	22.7	22.7	36.4
	AGREE	14	63.6	63.6	100.0
	Total	22	100.0	100.0	

Many of these domains are overlooked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	18.2	19.0	19.0
	UNDECIDED	3	13.6	14.3	33.3
	AGREE	14	63.6	66.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Many of these domains are not comprehensively applied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	9.1	9.5	9.5
	UNDECIDED	4	18.2	19.0	28.6
	AGREE	15	68.2	71.4	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

There is a demand for a proper, comprehensive Risk Management policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	3	13.6	13.6	18.2
	AGREE	18	81.8	81.8	100.0
	Total	22	100.0	100.0	

There is a demand for a proper, comprehensive Risk Management system for minor & major event organisations/ event venues/ event practitioners

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	13.6	13.6	13.6
	AGREE	19	86.4	86.4	100.0
	Total	22	100.0	100.0	

As an event practitioner I am always notified of regular meetings on risk management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	27.3	27.3	27.3
	UNDECIDED	1	4.5	4.5	31.8
	AGREE	15	68.2	68.2	100.0
	Total	22	100.0	100.0	

Support is provided to the local event practitioners and local event organisations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	22.7	22.7	22.7
	UNDECIDED	4	18.2	18.2	40.9
	AGREE	13	59.1	59.1	100.0
	Total	22	100.0	100.0	

I am protected as soon as I become a member of the Risk Management Institute of South Africa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	9.1	9.1	9.1
	UNDECIDED	6	27.3	27.3	36.4
	AGREE	14	63.6	63.6	100.0
	Total	22	100.0	100.0	

I will be better equipped and have a sound knowledge of what is expected of me as an event practitioner, event organisation and event venue.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.5	4.5
	UNDECIDED	3	13.6	13.6	18.2
	AGREE	18	81.8	81.8	100.0
	Total	22	100.0	100.0	

As an event practitioner, event organisation, I feel secure and comfortable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	13.6	14.3	14.3
	UNDECIDED	4	18.2	19.0	33.3
	AGREE	14	63.6	66.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Adherence to Occupational Health & Safety Act 85 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	3	13.6	14.3	14.3
	AGREE	18	81.8	85.7	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Adherence to Disaster Management Act 205 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	4.5	4.8	4.8
	UNDECIDED	5	22.7	23.8	28.6
	AGREE	15	68.2	71.4	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Adherence to the Safety at Sports and Recreational Bill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	5	22.7	23.8	23.8
	AGREE	16	72.7	76.2	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Adherence to The Road Traffic Act 93 of 1996

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	5	22.7	23.8	23.8
	AGREE	16	72.7	76.2	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Adherence to National Building Regulations & Buildings Standards Act 103 of 1977

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	4	18.2	19.0	19.0
	AGREE	17	77.3	81.0	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

Adherence to the SA Police Services Act

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	4	18.2	19.0	19.0
	AGREE	17	77.3	81.0	100.0
	Total	21	95.5	100.0	
Missing	0	1	4.5		
Total		22	100.0		

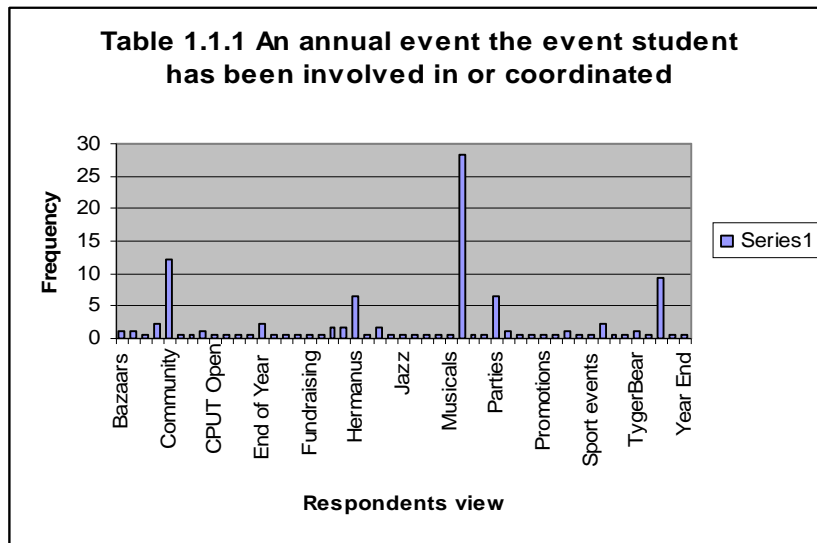
**APPENDIX B 4: Data Collection of research and frequency tables
Event Students**

SURVEY – EVENT STUDENTS

Section A

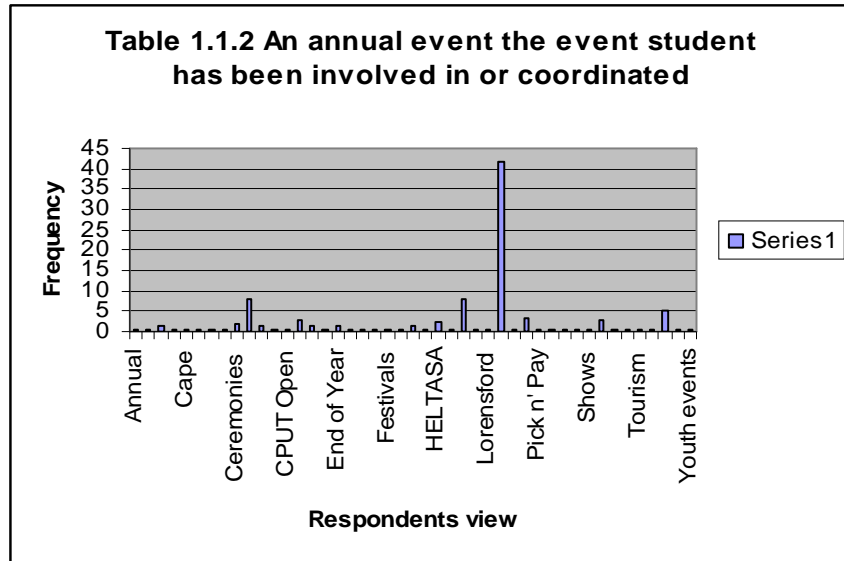
Question 1 determines the status of Event Students in their involvement and participation in annual events in Cape Town.

Table 1.1.1



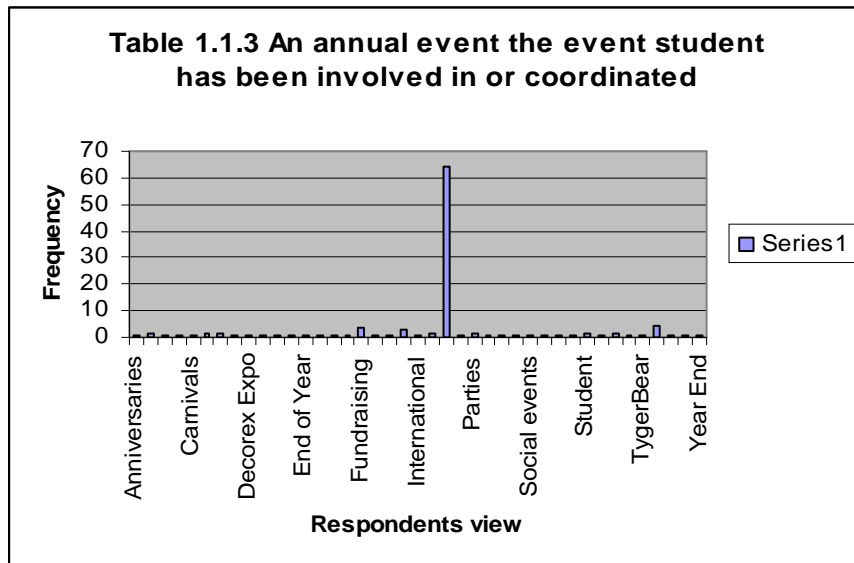
The responses to table 1.1.1 indicate that 10-15% of the respondents were involved in the Community Chest Carnival, while 6% attended the Hermanus Whale Festival.

Table 1.1.2



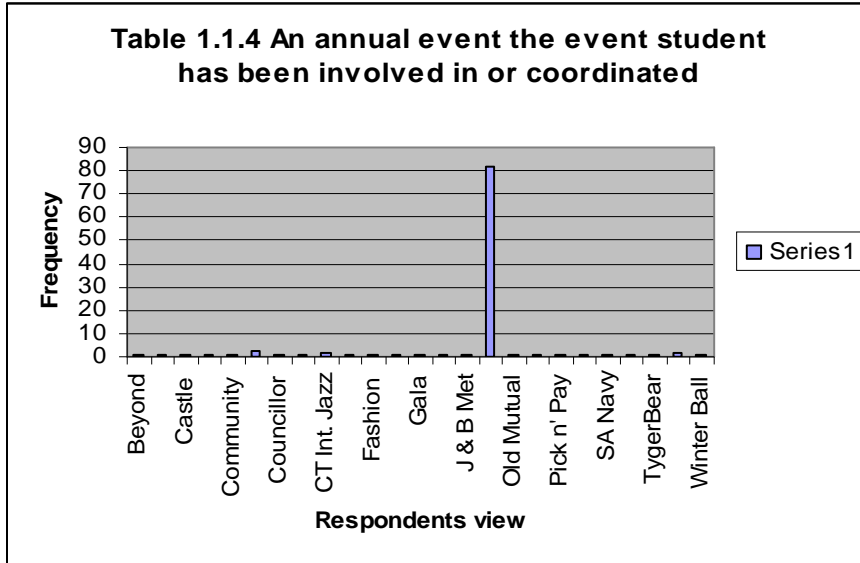
The responses to table 1.1.2 indicate that 45% of the respondents were not involved in a particular event of their choice.

Table 1.1.3



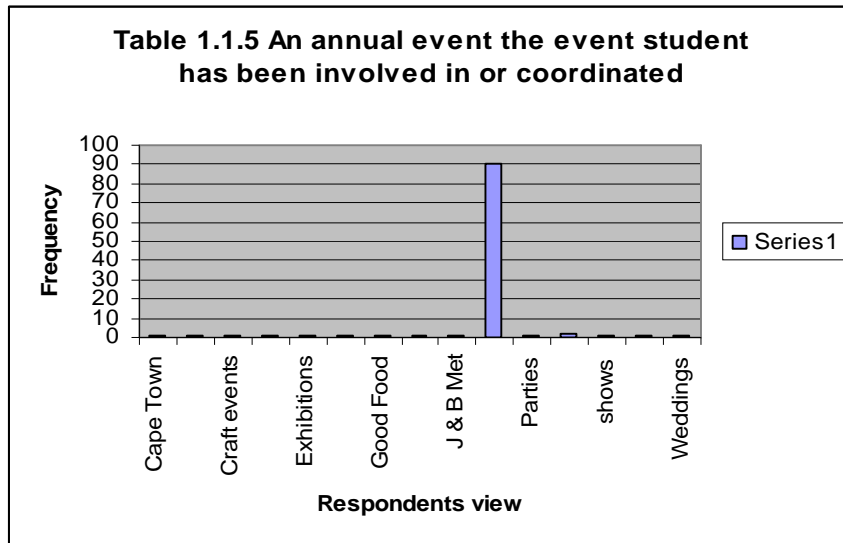
The responses to table 1.1.3 indicate that 65% of the respondents were not involved in an event of their choice.

Table 1.1.4



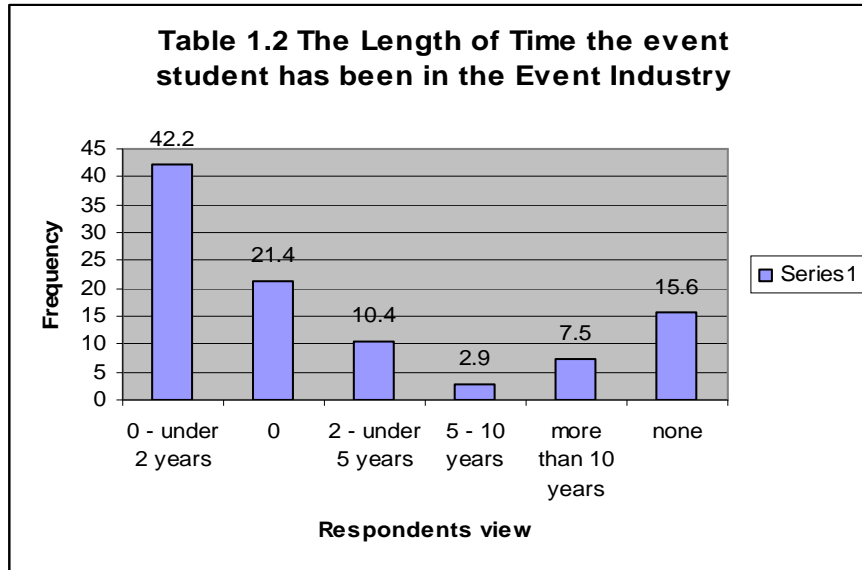
The responses to table 1.1.4 indicate that 81% of the respondents were not involved in an event of their choice.

Table 1.1.5



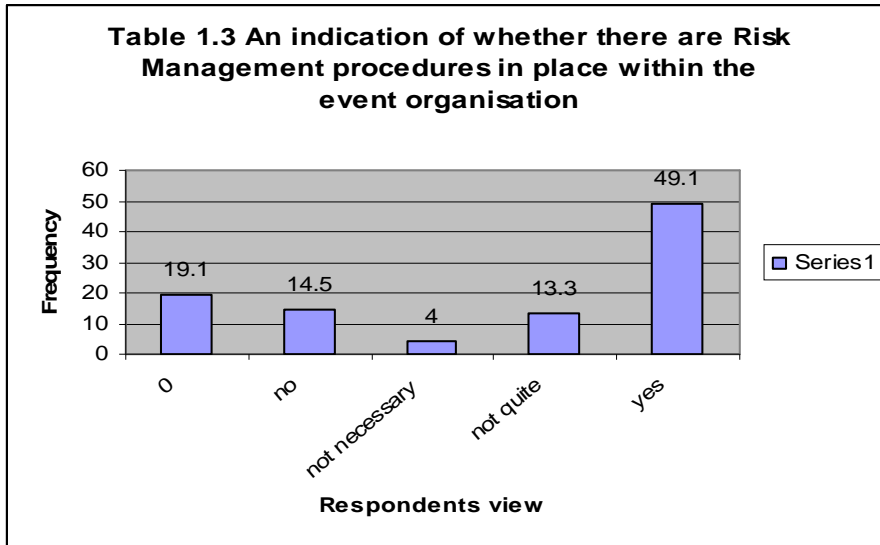
The responses to table 1.1.5 indicate that 90% of the respondents were not involved in an event of their choice.

Table 1.2



The responses to table 1.2 indicate that 42.2 % of the respondents are involved in the Event Industry under 2 years, 10.4% are involved between 2 and 5 years, 2.9% are between 5 and 10 years and 7.5% are more that 10 years in the event industry.

Table 1.3

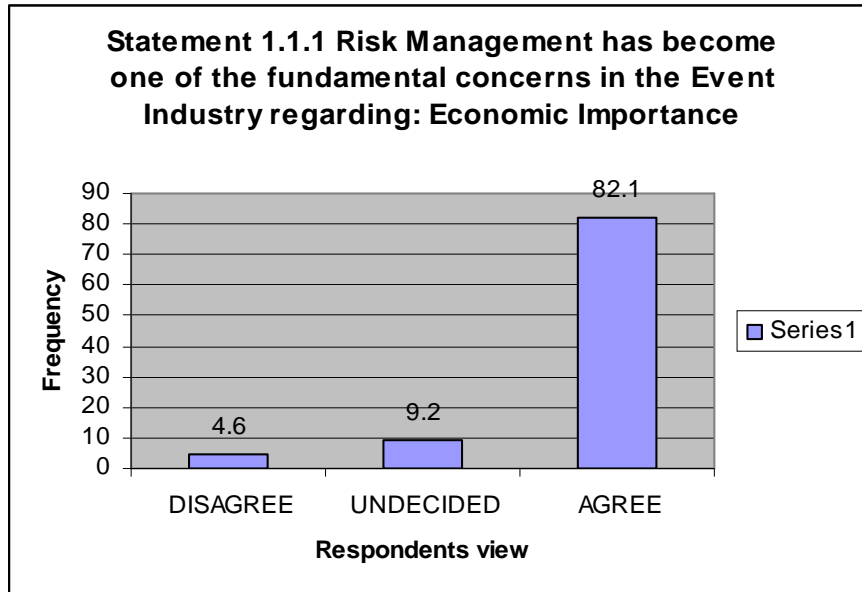


The responses to table 1.3 indicate that 49.1% of the respondents have Risk Management procedures in place, while 14.5% do not have procedures in place and 4% felt that it is not necessary to have Risk Management procedures in place.

Section B determines the interest and importance in managing risks in the event industry.

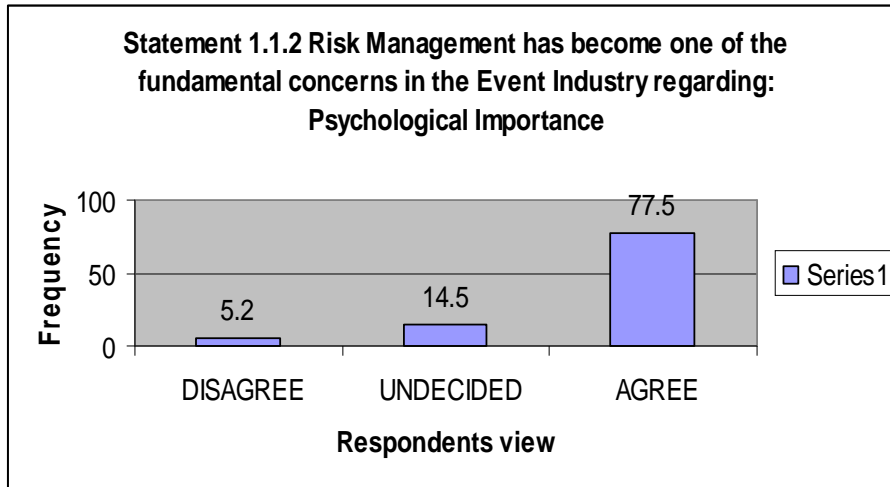
Question 1 determines the level of agreement of the event student to the management of risks.

Table 1.1.1



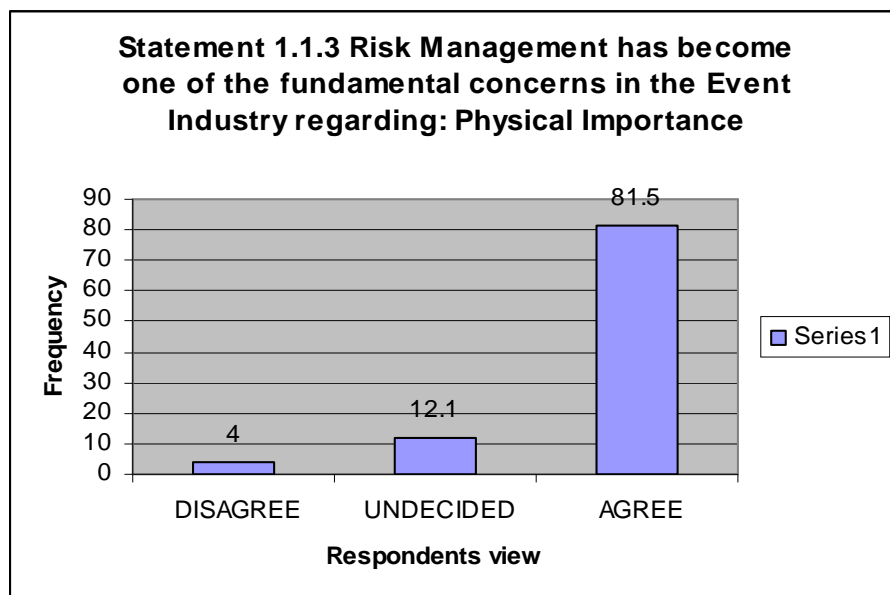
The responses to statement 1.1.1 indicate that 82.1 % of the respondents agreed that Risk Management has become economically important in the event industry, while 4.6% disagreed with the statement.

Table 1.1.2



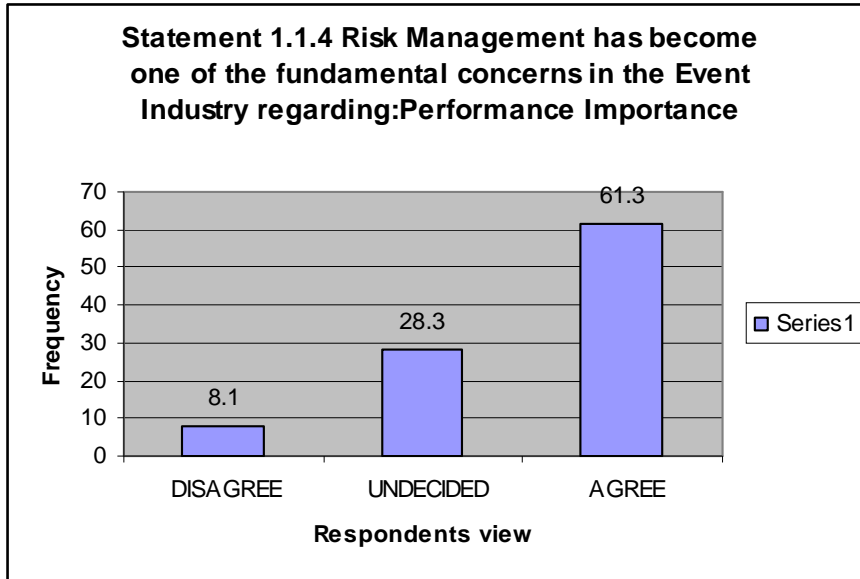
The responses to statement 1.1.2 indicate that 77.5 % of the respondents agreed that Risk Management has become psychologically important in the event industry, while 5.2% disagreed with the statement.

Table 1.1.3



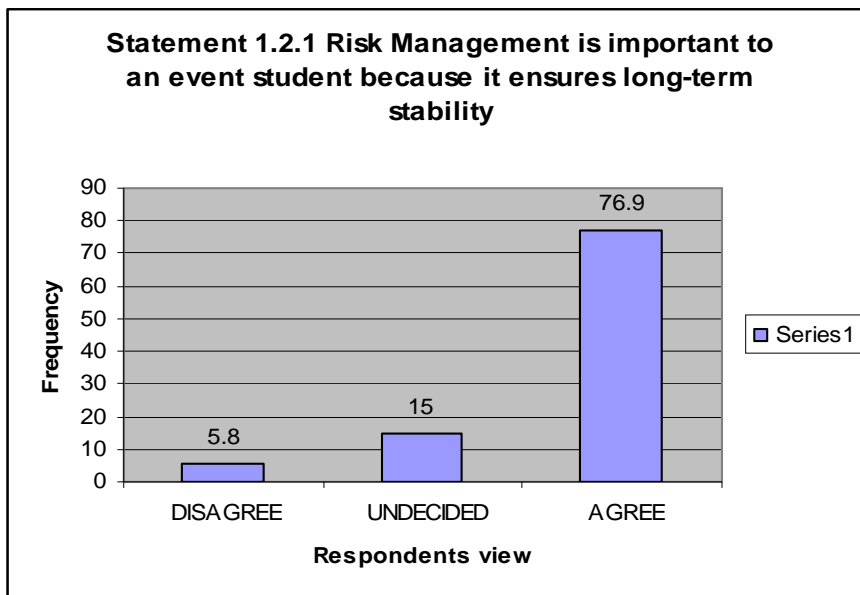
The responses to statement 1.1.3 indicate that 81.5 % of the respondents agreed that Risk Management has become physically important in the event industry, while 4% disagreed with the statement.

Table 1.1.4



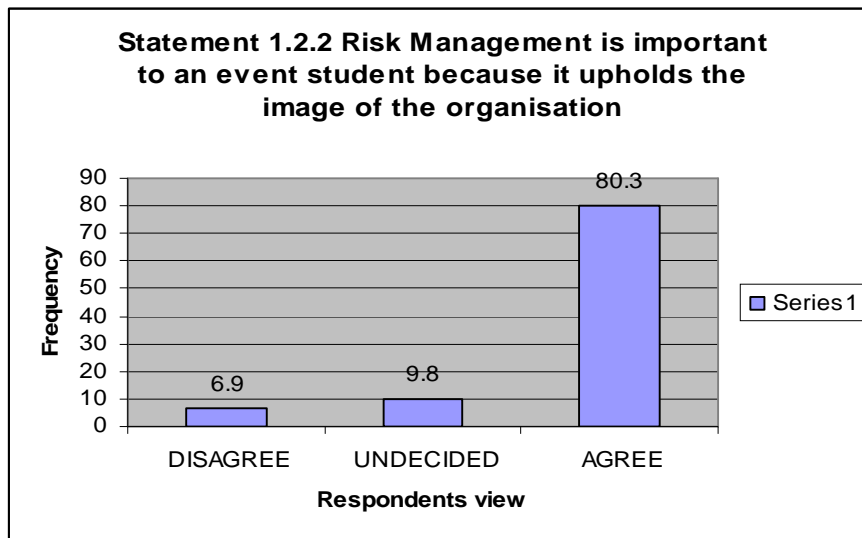
The responses to statement 1.1.4 indicate that 61.3 % of the respondents agreed that Risk Management has become important in terms of performance in the event industry, while 8.1% disagreed with the statement.

Table 1.2.1



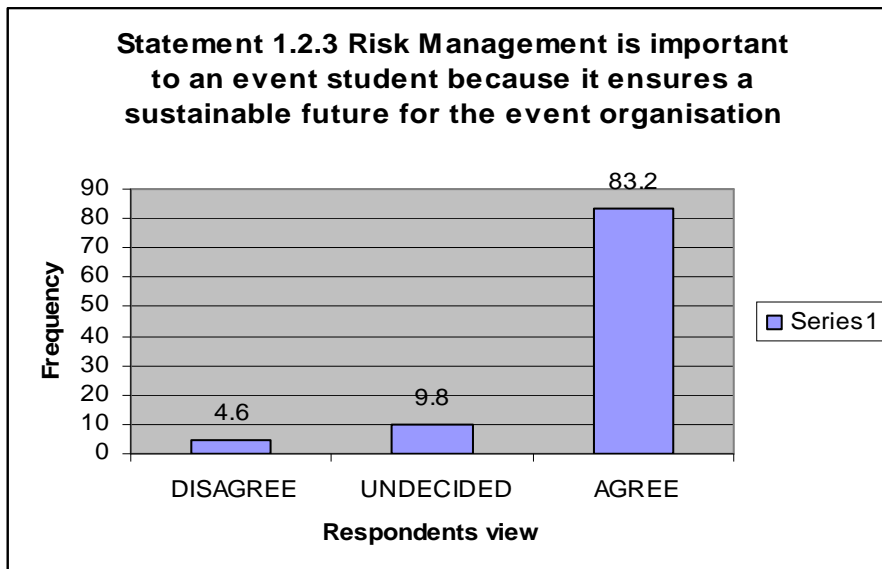
The responses to statement 1.2.1 indicate that 76.9% of the respondents agreed that Risk Management is important to event students because it ensures long-term stability within the event industry, while 5.8% disagreed with the statement.

Table 1.2.2



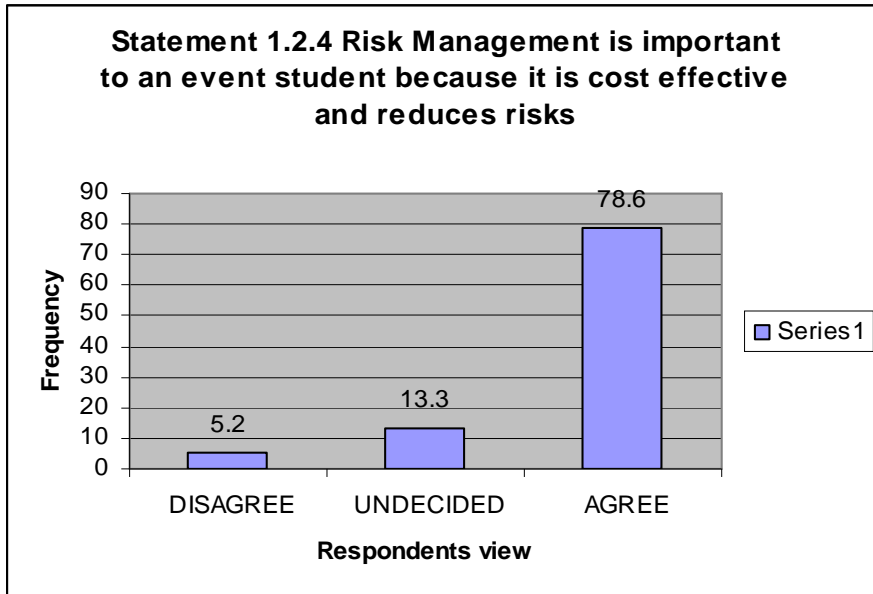
The responses to statement 1.2.2 indicate that 80.3% of the respondents agreed that Risk Management is important to event students because it upholds the image of an event organisation, while 6.9% disagreed with the statement.

Table 1.2.3



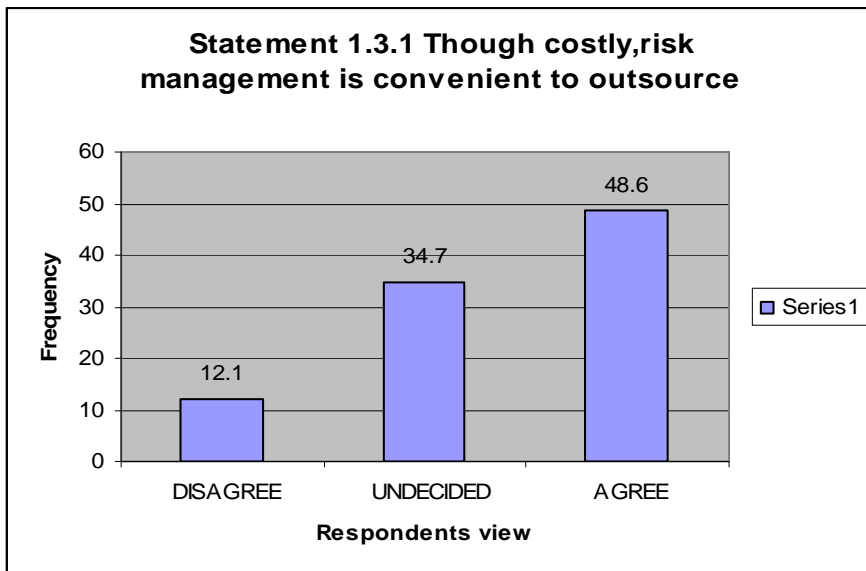
The responses to statement 1.2.3 indicate that 83.2% of the respondents agreed that Risk Management is important to event students because it ensures a sustainable future for an event organisation and the event industry, while 4.6% disagreed with the statement.

Table 1.2.4



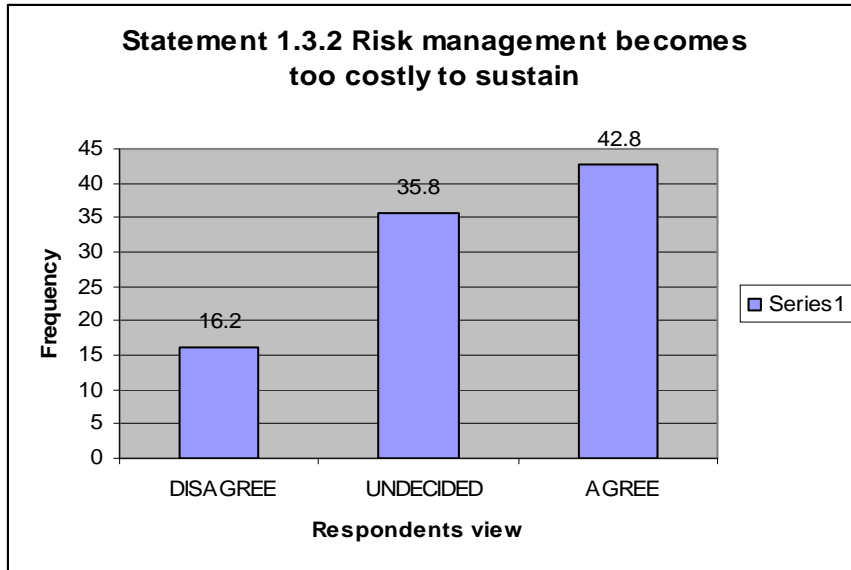
The responses to statement 1.2.4 indicate that 78.6% of the respondents agreed that Risk Management is important to event students because it is cost effective and reduces risks, while 5.2% disagreed with the statement.

Table 1.3.1



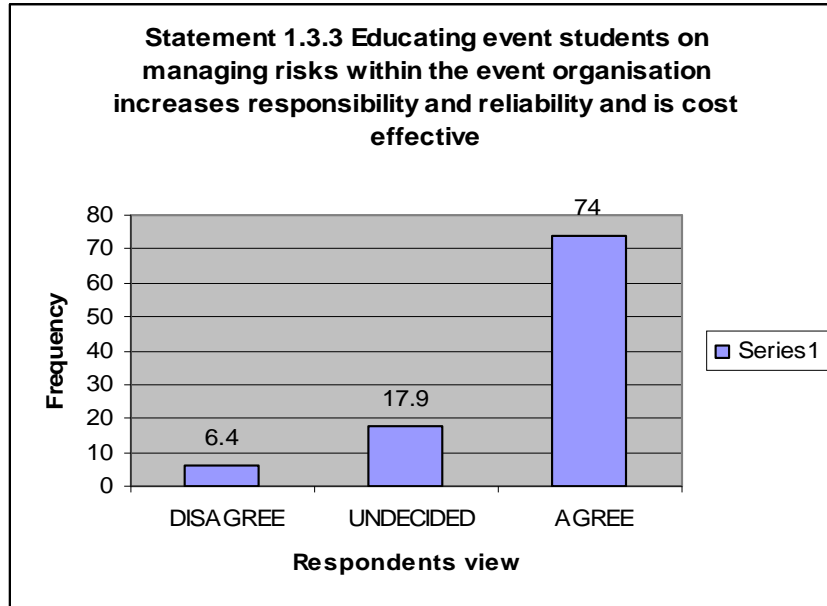
The responses to statement 1.3.1 indicate that 48.6% of the respondents agreed that Risk Management, though costly is convenient to outsource, while 12.1% disagreed with the statement.

Table 1.3.2



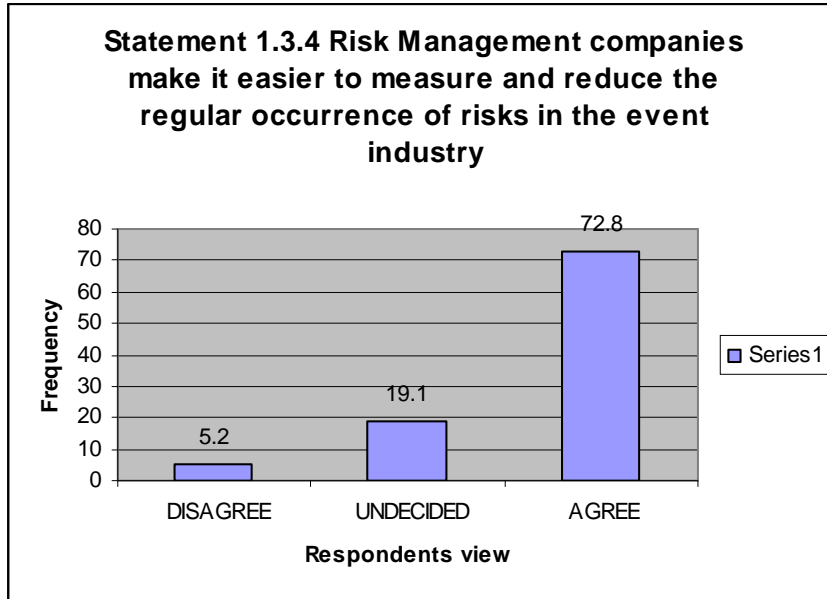
The responses to statement 1.3.2 indicate that 42.8% of the respondents agreed that Risk Management becomes too costly to sustain in the event industry, while 16.2% disagreed with the statement.

Table 1.3.3



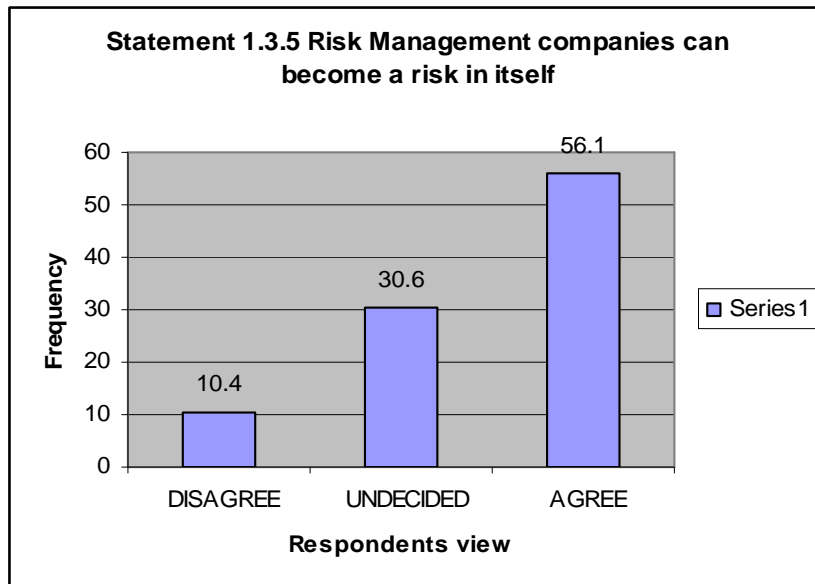
The responses to statement 1.3.3 indicate that 74% of the respondents agreed that educating event students on managing risks within the event industry increases responsibility and reliability and is cost effective, while 6.4% disagreed with the statement.

Table 1.3.4



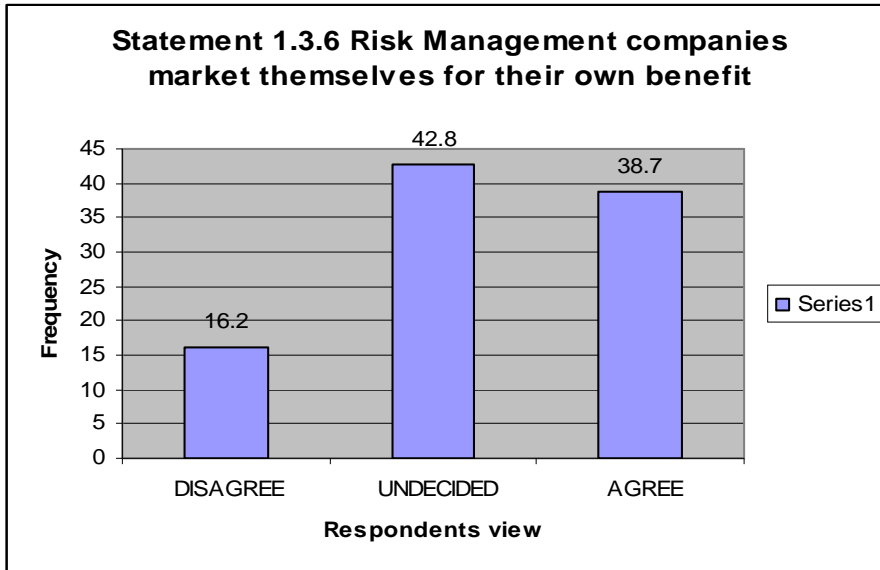
The responses to statement 1.3.4 indicate that 72.8% of the respondents agreed that Risk Management companies make it easier to measure and reduce the regular occurrence of risks in the event industry, while 5.2% disagreed with the statement.

Table 1.3.5



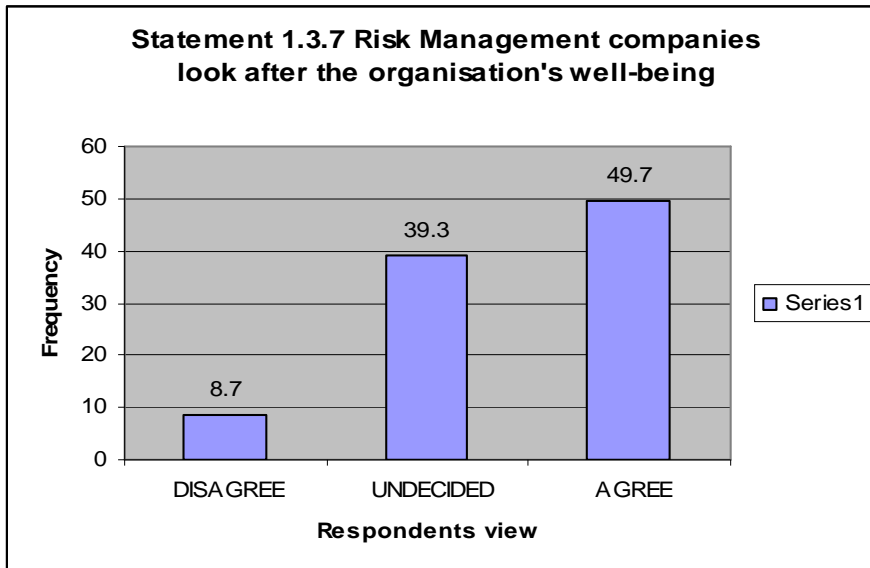
The responses to statement 1.3.5 indicate that 56.1% of the respondents agreed that Risk Management companies can become a risk in itself, while 10.4% disagreed with the statement.

Table 1.3.6



The responses to statement 1.3.6 indicate that 38.7% of the respondents agreed that Risk Management companies market themselves for their own benefit, while 16.2% disagreed with the statement.

Table 1.3.7

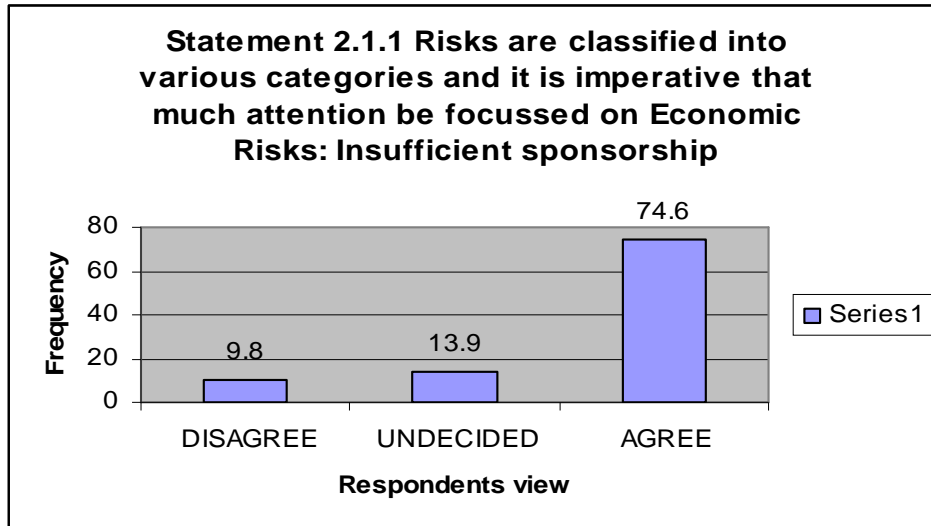


The responses to statement 1.3.7 indicate that 49.7% of the respondents agreed that Risk Management companies look after the well-being of the event organisation, while 8.7% disagreed with the statement.

Section B

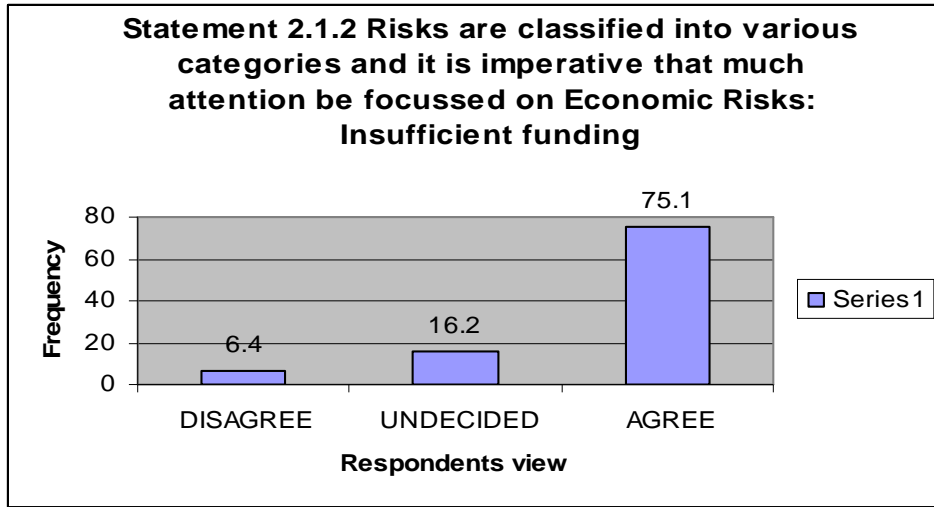
Question 2 determines the level of agreement of the event student regarding the common risks that event organisations encounter.

Table 2.1.1



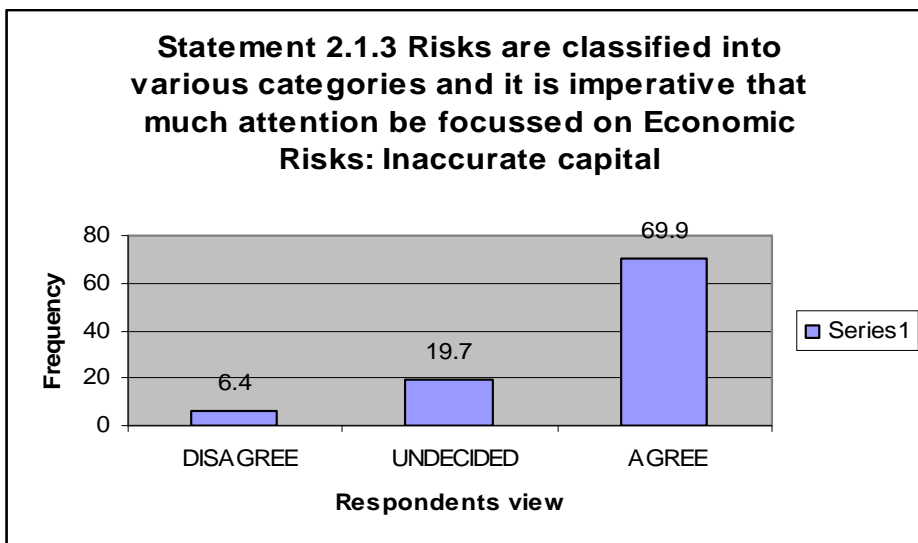
The responses to statement 2.1.1 indicate that 74.6% of the respondents agreed that there is insufficient sponsorship in terms of economic risks within the event industry, while 9.8% disagreed with the statement.

Table 2.1.2



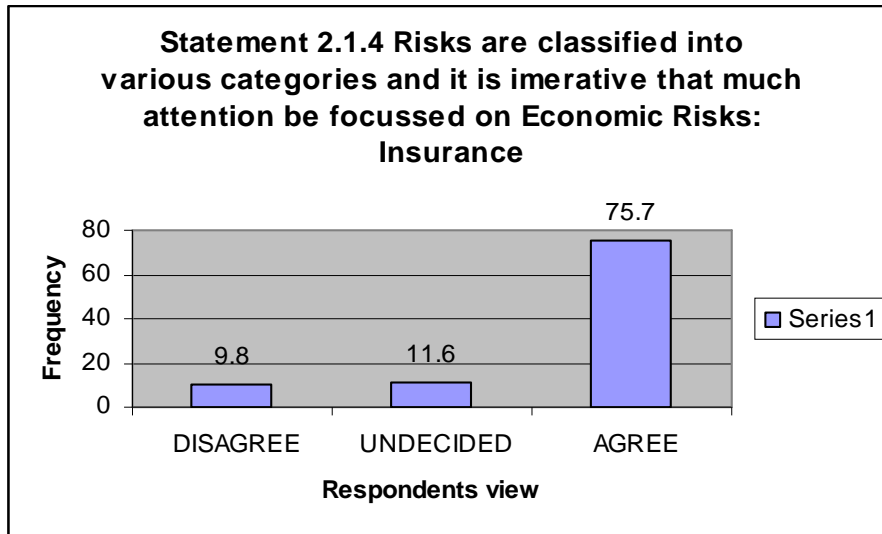
The responses to statement 2.1.2 indicate that 75.1% of the respondents agreed that there is insufficient funding in terms of economic risks within the event industry, while 6.4% disagreed with the statement.

Table 2.1.3



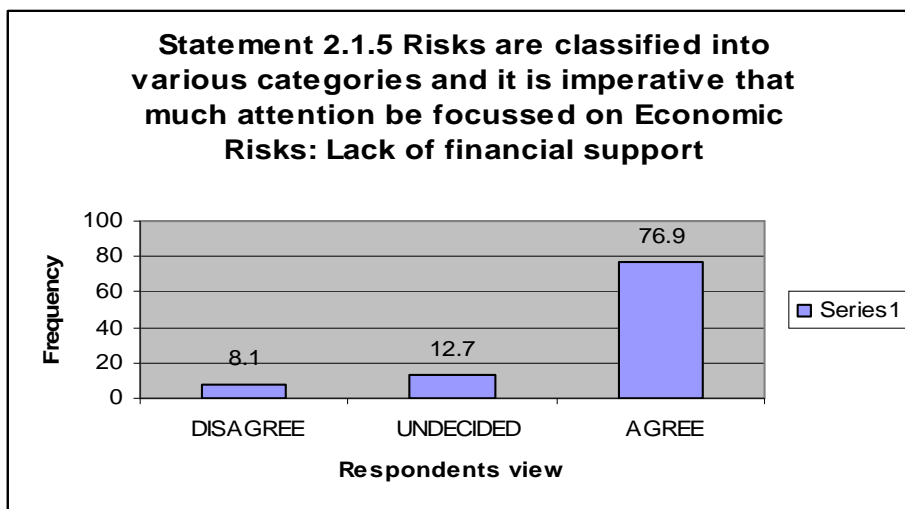
The responses to statement 2.1.3 indicate that 69.9% of the respondents agreed that there is inaccurate capital in terms of economic risks within the event industry, while 6.4% disagreed with the statement.

Table 2.1.4



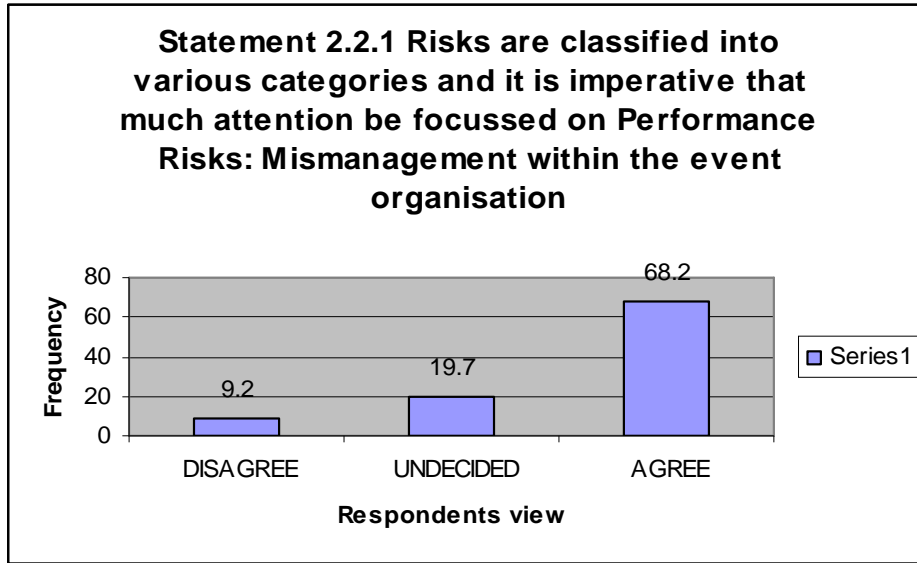
The responses to statement 2.1.4 indicate that 75.7% of the respondents agreed that insurance is important in terms of economic risks within the event industry, while 9.8% disagreed with the statement.

Table 2.1.5



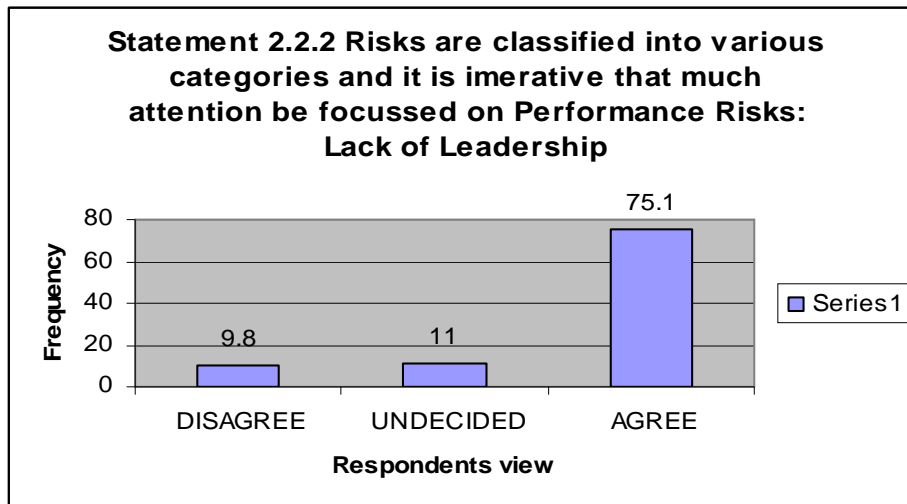
The responses to statement 2.1.5 indicate that 76.9% of the respondents agreed that there is a lack of financial support in terms of economic risks within the event industry, while 8.1% disagreed with the statement.

Table 2.2.1



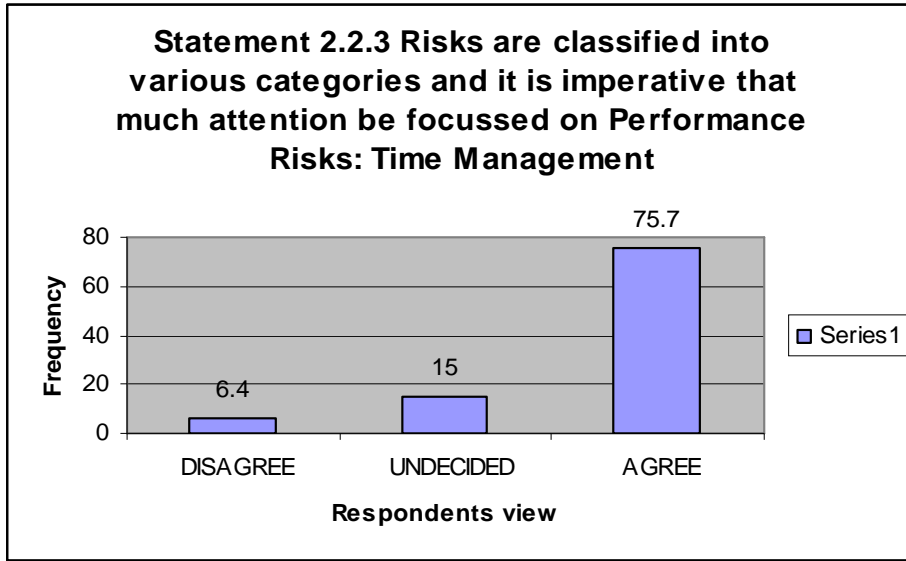
The responses to statement 2.2.1 indicate that 68.2% of the respondents agreed that there is mismanagement within the event organisation in terms of performance risks within the event industry, while 9.2% disagreed with the statement.

Table 2.2.2



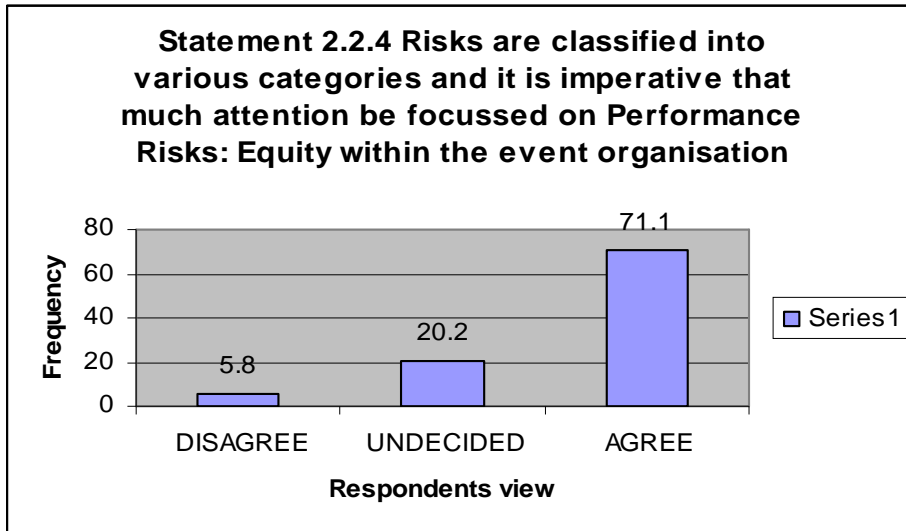
The responses to statement 2.2.2 indicate that 75.1% of the respondents agreed that there is lack of leadership in terms of performance risks within the event industry, while 9.8% disagreed with the statement.

Table 2.2.3



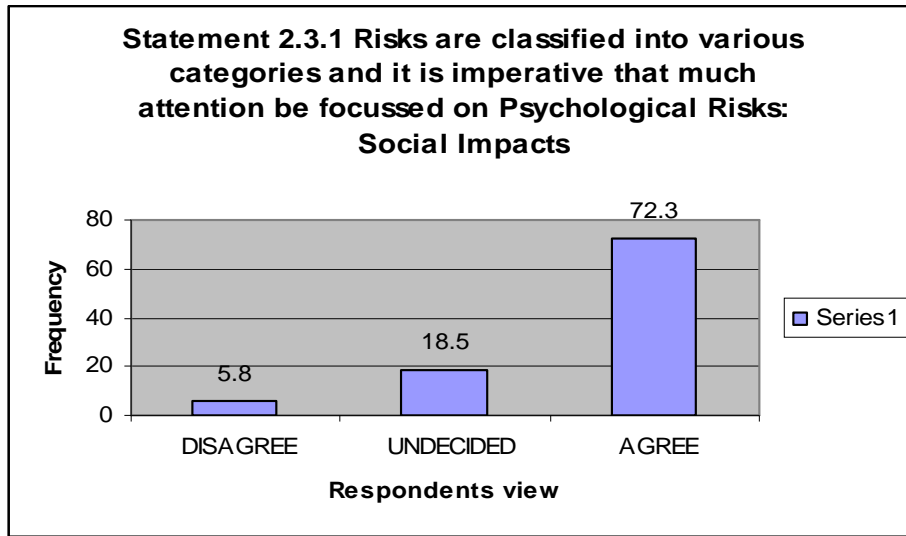
The responses to statement 2.2.3 indicate that 75.7% of the respondents agreed that time management is important in terms of performance risks within the event industry, while 6.4% disagreed with the statement.

Table 2.2.4



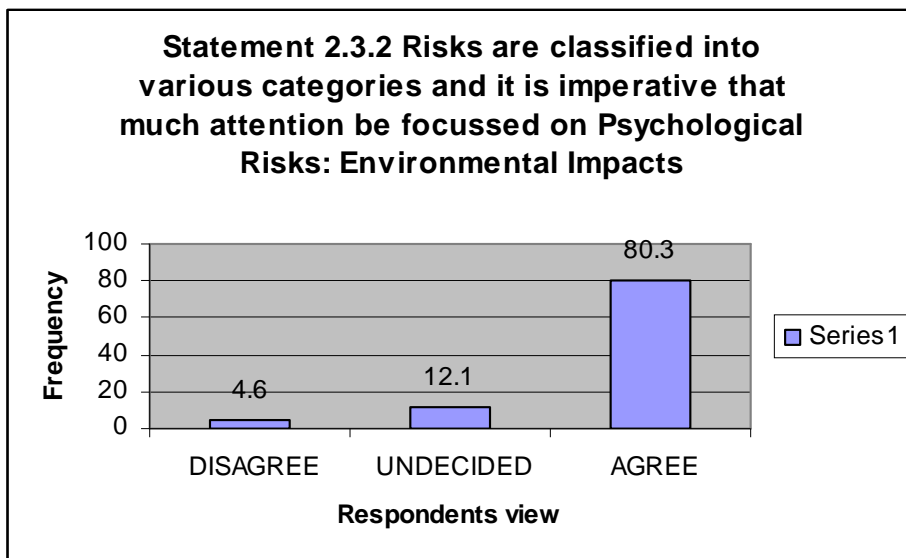
The responses to statement 2.2.4 indicate that 71.1% of the respondents agreed that equity within the event organisation is important in terms of performance risks within the event industry, while 5.8% disagreed with the statement.

Table 2.3.1



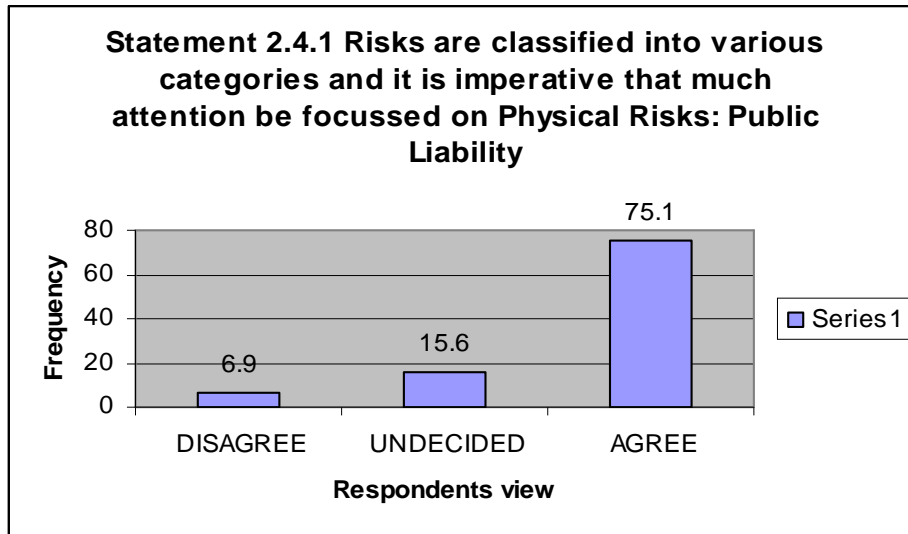
The responses to statement 2.3.1 indicate that 72.3% of the respondents agreed that social impacts are important in terms of psychological risks within the event industry, while 5.8% disagreed with the statement.

Table 2.3.2



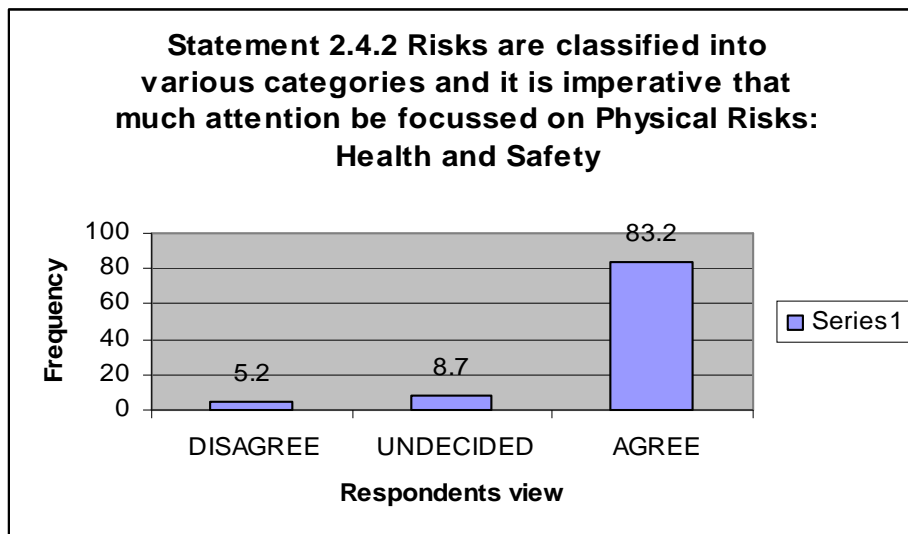
The responses to statement 2.3.2 indicate that 80.3% of the respondents agreed that environmental impacts are important in terms of psychological risks within the event industry, while 4.6% disagreed with the statement.

Table 2.4.1



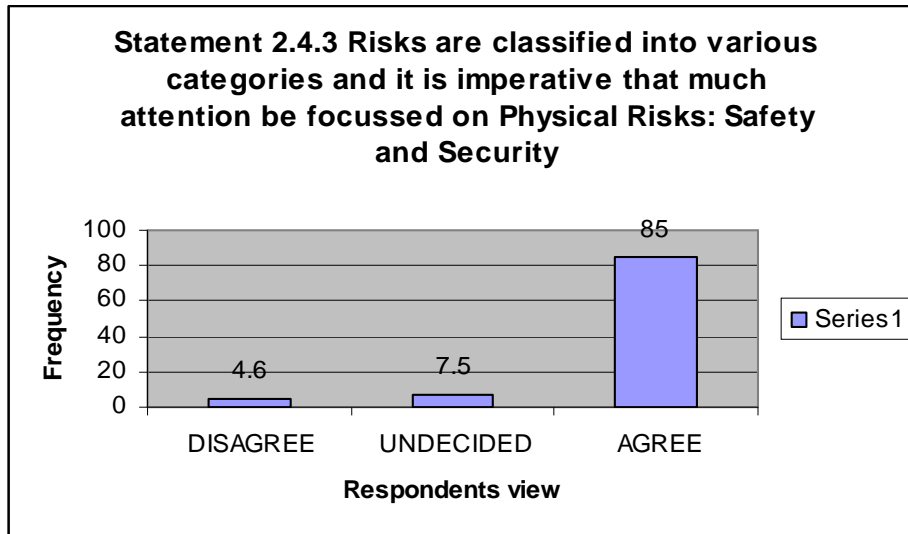
The responses to statement 2.4.1 indicate that 75.1% of the respondents agreed that public liability is a major concern in terms of physical risks within the event industry, while 6.9% disagreed with the statement.

Table 2.4.2



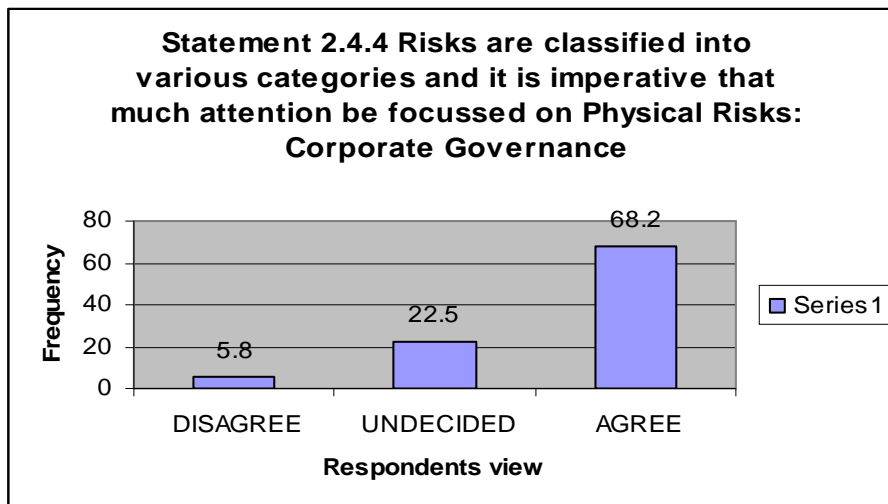
The responses to statement 2.4.2 indicate that 83.2% of the respondents agreed that Health and Safety is important in terms of physical risks within the event industry, while 5.2% disagreed with the statement.

Table 2.4.3



The responses to statement 2.4.3 indicate that 85% of the respondents agreed that Safety and Security is important in terms of physical risks within the event industry, while 4.6% disagreed with the statement.

Table 2.4.4

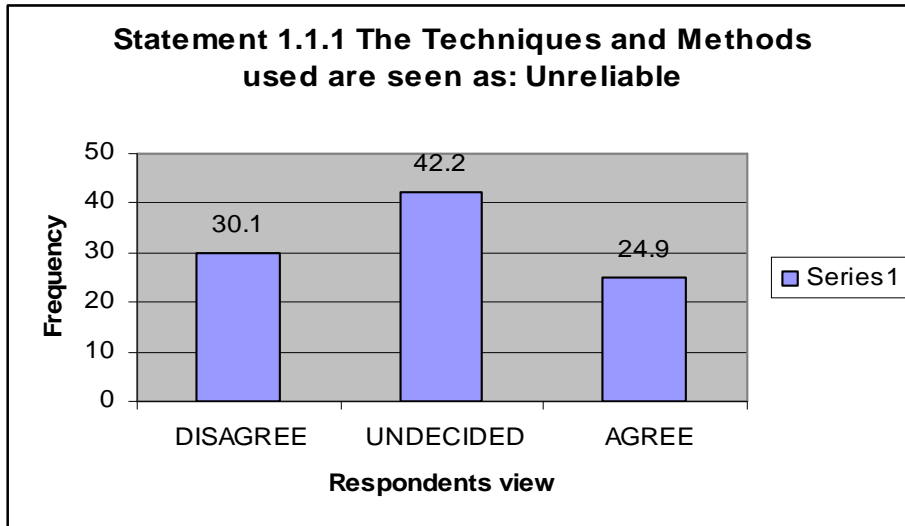


The responses to statement 2.4.4 indicate that 68.2% of the respondents agreed that Corporate Governance is a major concern in terms of physical risks within the event industry, while 5.8% disagreed with the statement.

Section C determines the accuracy of techniques and methods used.

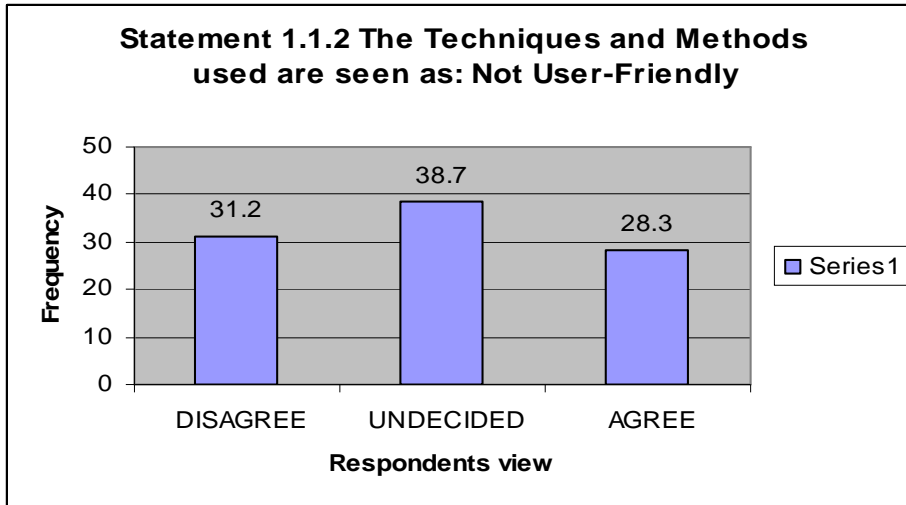
Question 1 determines the level of agreement of the event student regarding the nature of accuracy of the tools and methods used to measure and control these common risks.

Table 1.1.1



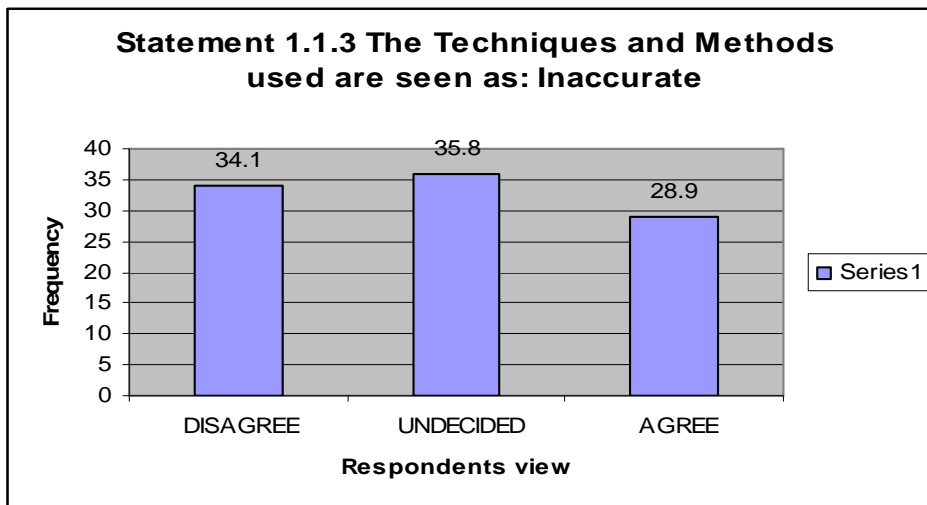
The responses to 1.1.1 indicate that 24.9% of the respondents agreed that the techniques and methods used are unreliable, while 30.1% disagreed with the statement.

Table 1.1.2



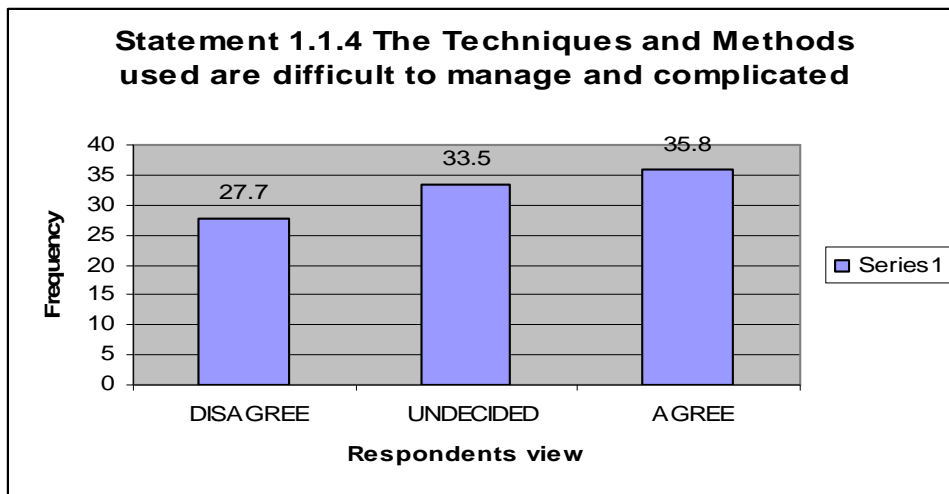
The responses to 1.1.2 indicate that 28.3% of the respondents agreed that the techniques and methods used are not user-friendly, while 31.2% disagreed with the statement.

Table 1.1.3



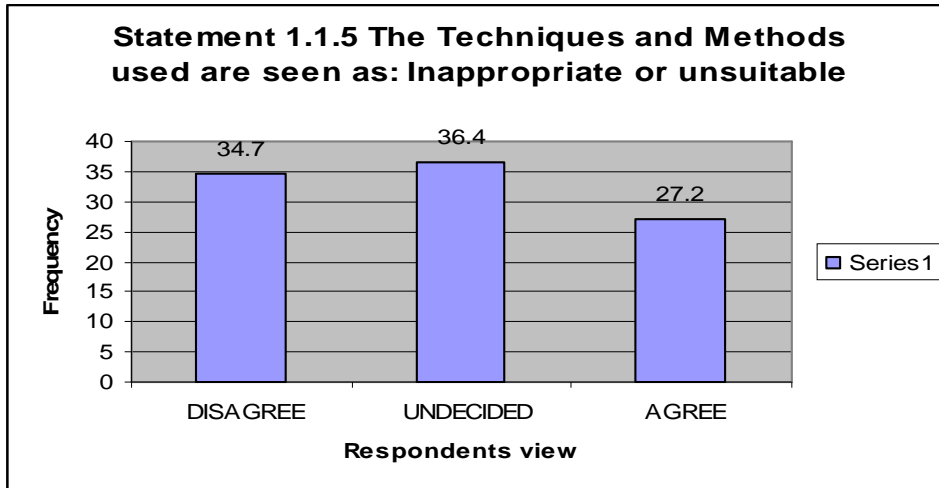
The responses to 1.1.3 indicate that 28.9% of the respondents agreed that the techniques and methods used are inaccurate, while 34.1% disagreed with the statement.

Table 1.1.4



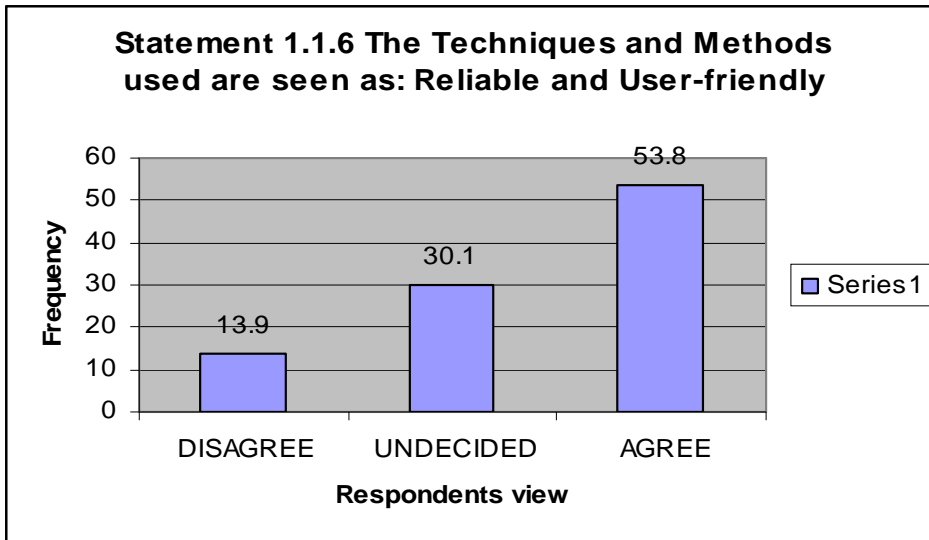
The responses to 1.1.4 indicate that 35% of the respondents agreed that the techniques and methods used are difficult to manage and complicated, while 27.7% disagreed with the statement.

Table 1.1.5



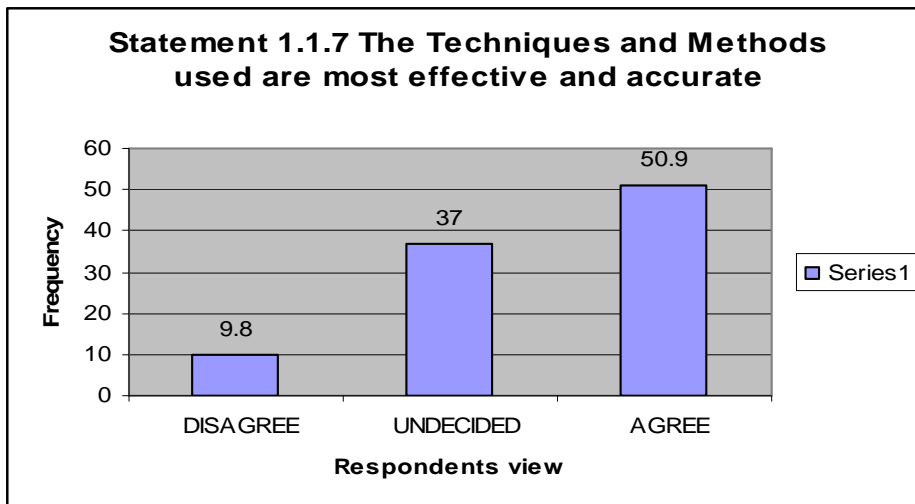
The responses to 1.1.5 indicate that 27.2% of the respondents agreed that the techniques and methods used are inappropriate or unsuitable, while 34.7% disagreed with the statement.

Table 1.1.6



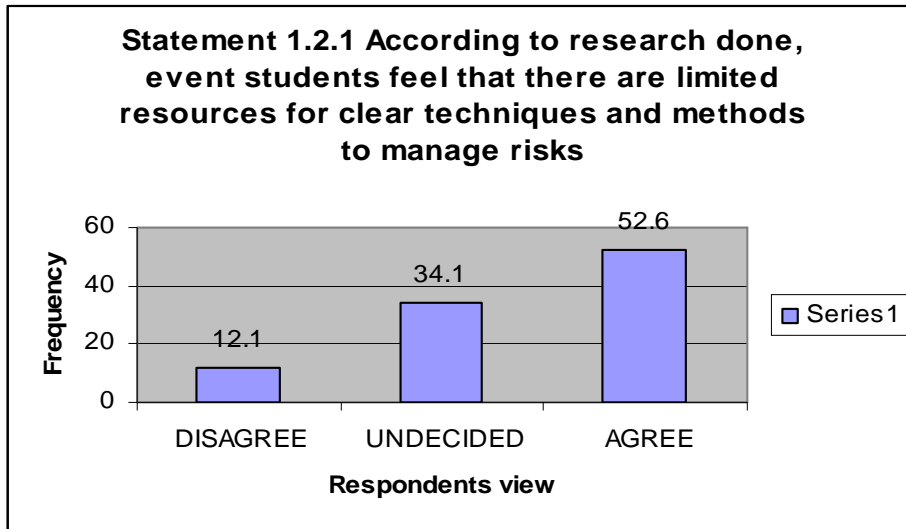
The responses to 1.1.6 indicate that 53.8% of the respondents agreed that the techniques and methods used are reliable and user-friendly, while 13.9% disagreed with the statement.

Table 1.1.7



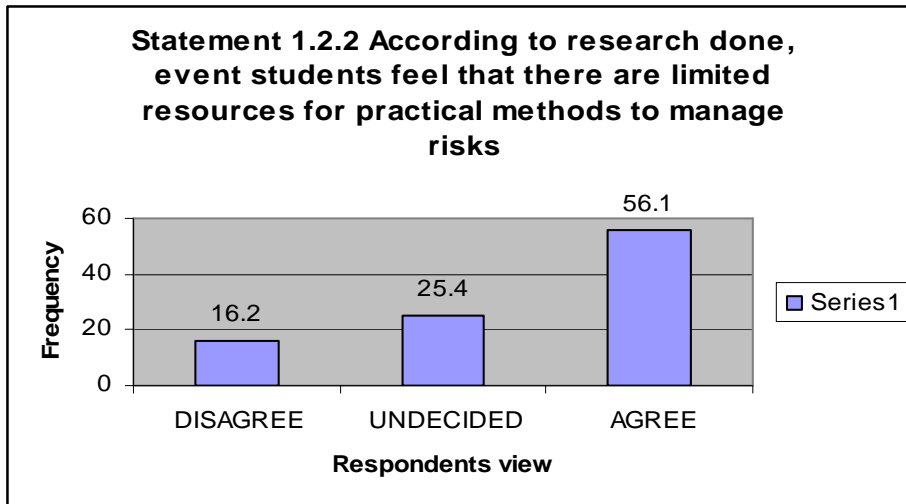
The responses to 1.1.7 indicate that 50.9% of the respondents agreed that the techniques and methods used are most effective and accurate, while 9.8% disagreed with the statement.

Table 1.2.1



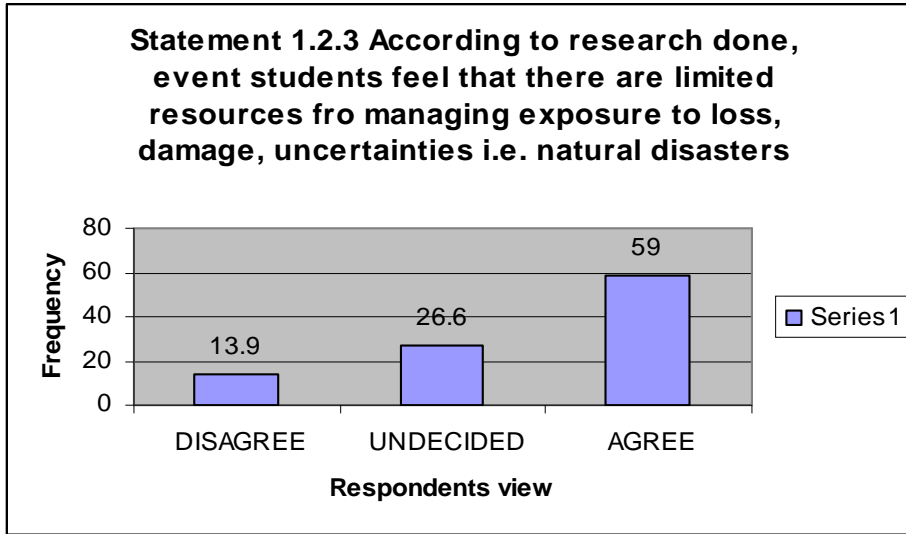
The responses to 1.2.1 indicate that 52.6% of the respondents agreed that there are limited resources for clear techniques and methods to manage risks, while 12.1% disagreed with the statement.

Table 1.2.2



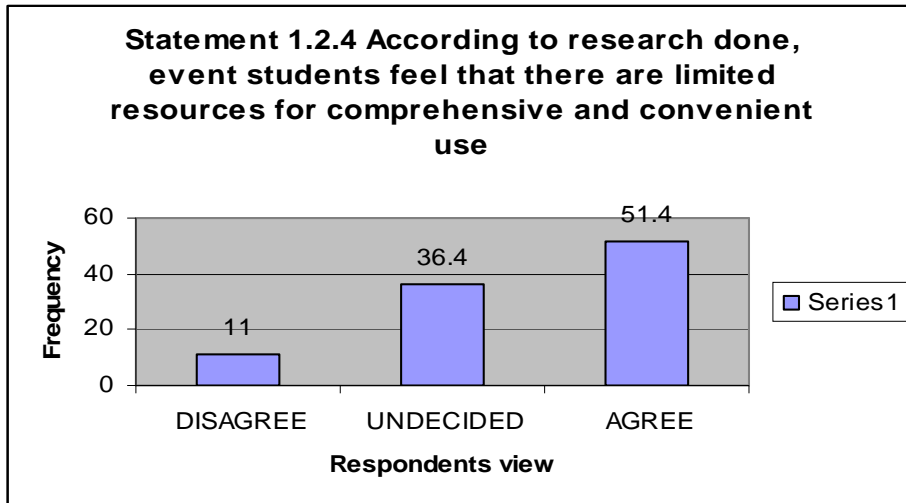
The responses to 1.2.2 indicate that 56.1% of the respondents agreed that there are limited resources for practical methods to manage risks, while 16.2% disagreed with the statement.

Table 1.2.3



The responses to 1.2.3 indicate that 59% of the respondents agreed that there are limited resources for managing exposure to loss, damage, uncertainties i.e natural disasters, while 13.9% disagreed with the statement.

Table 1.2.4

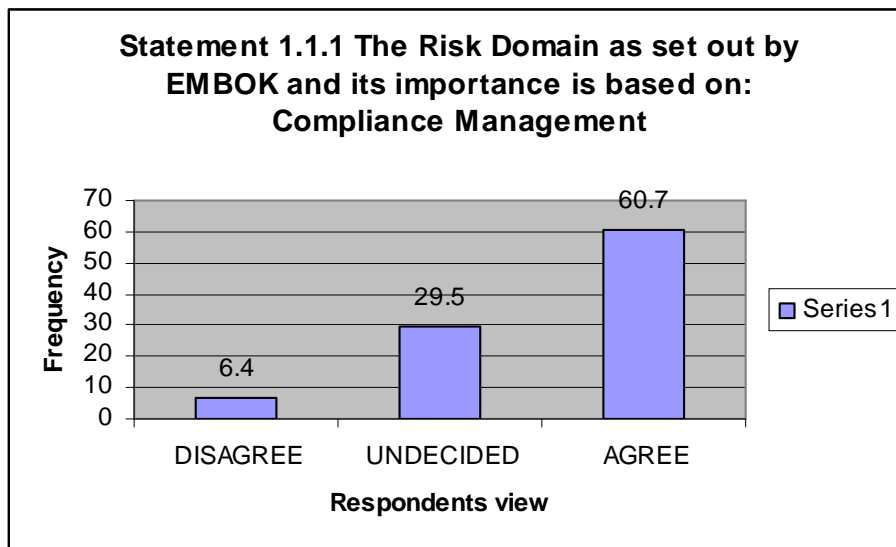


The responses to 1.2.4 indicate that 51.4% of the respondents agreed that there are limited resources for comprehensive and convenient use, while 11% disagreed with the statement.

Section D determines the policies and procedures in risk management.

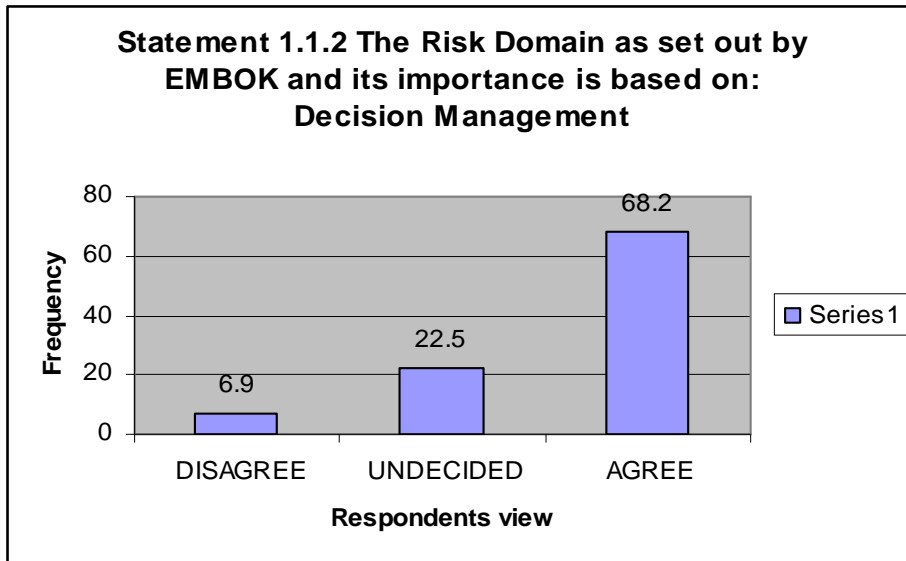
Question 1 determines to what extent the event student would agree that there is no proper risk management procedure or policy in place for minor and major event organisations.

Table 1.1.1



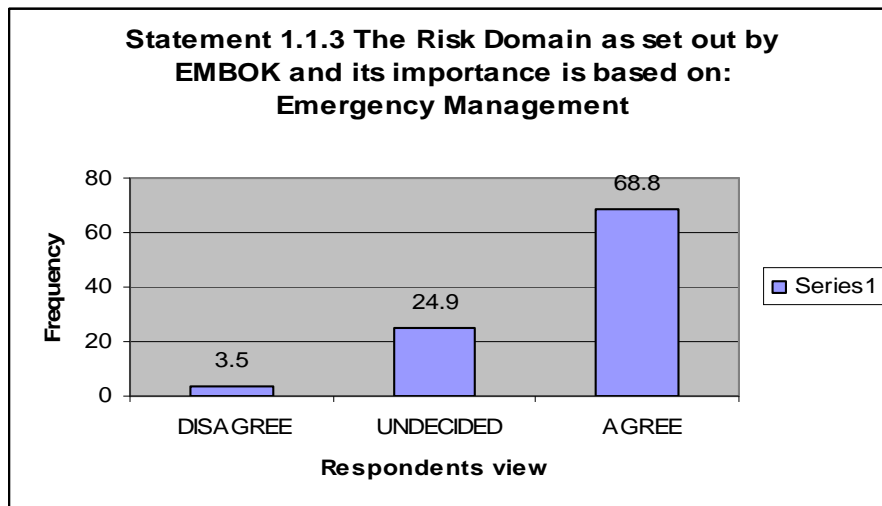
The responses to statement 1.1.1 indicate that 60.7% of the respondents agreed that the Risk Domain is based on Compliance Management, while 6.4% disagreed with the statement.

Table 1.1.2



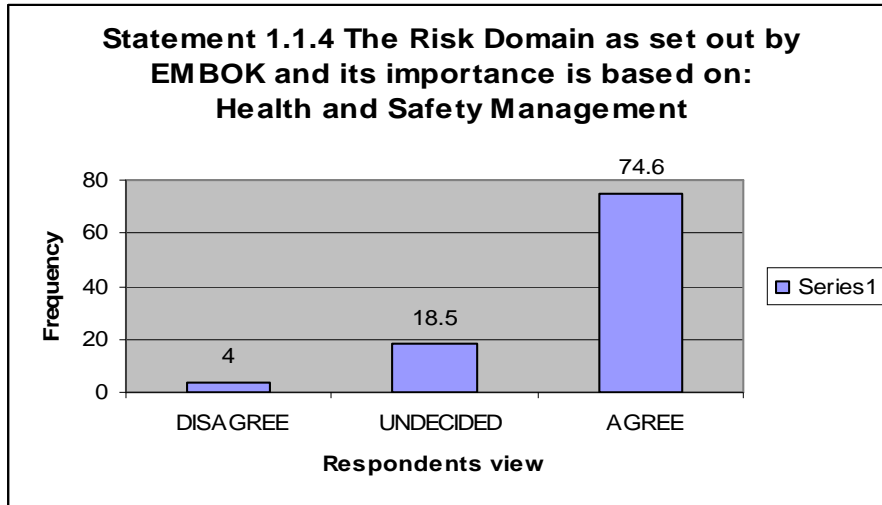
The responses to statement 1.1.2 indicate that 68.2% of the respondents agreed that the Risk Domain is based on Decision Management, while 6.9% disagreed with the statement.

Table 1.1.3



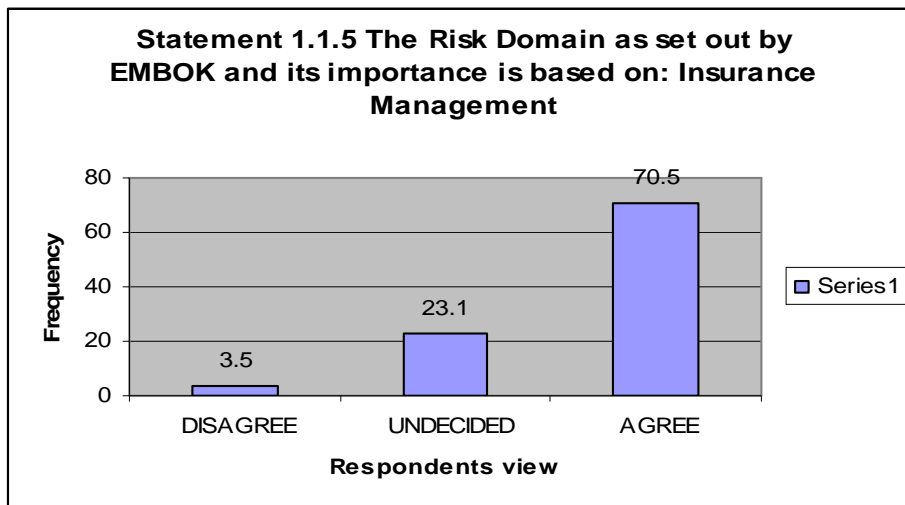
The responses to statement 1.1.3 indicate that 6.8% of the respondents agreed that the Risk Domain is based on Emergency Management, while 3.5% disagreed with the statement.

Table 1.1.4



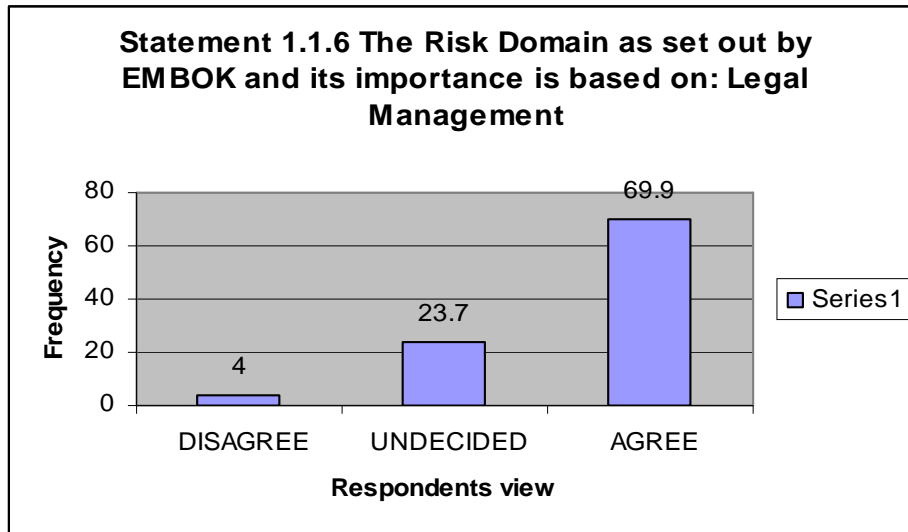
The responses to statement 1.1.4 indicate that 74.6% of the respondents agreed that the Risk Domain is based on Health and Safety Management, while 4% disagreed with the statement.

Table 1.1.5



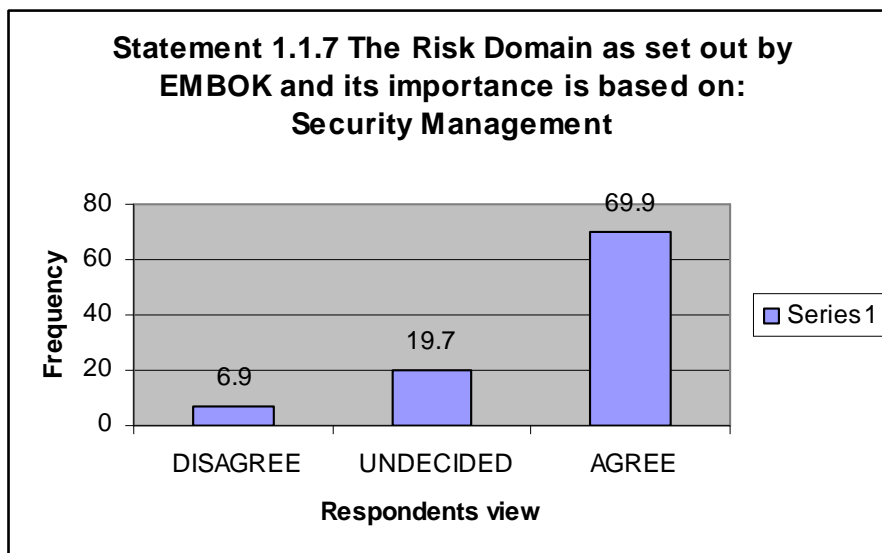
The responses to statement 1.1.5 indicate that 70.5% of the respondents agreed that the Risk Domain is based on Insurance Management, while 3.5% disagreed with the statement.

Table 1.1.6



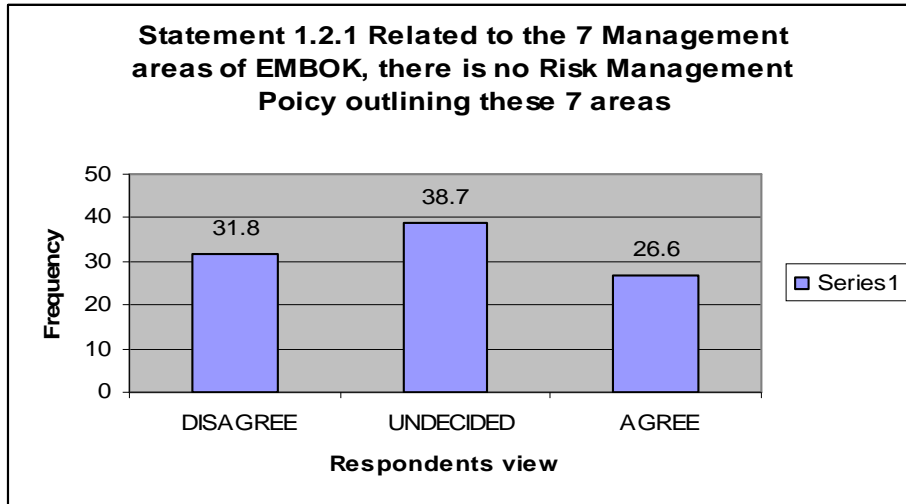
The responses to statement 1.1.6 indicate that 60% of the respondents agreed that the Risk Domain is based on Legal Management, while 4% disagreed with the statement.

Table 1.1.7



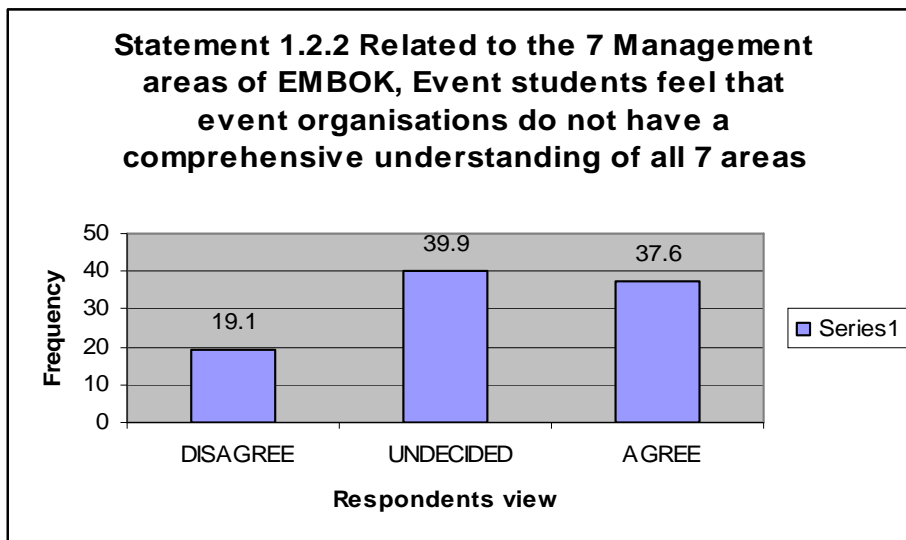
The responses to statement 1.1.7 indicate that 60% of the respondents agreed that the Risk Domain is based on Security Management, while 6.9% disagreed with the statement.

Table 1.2.1



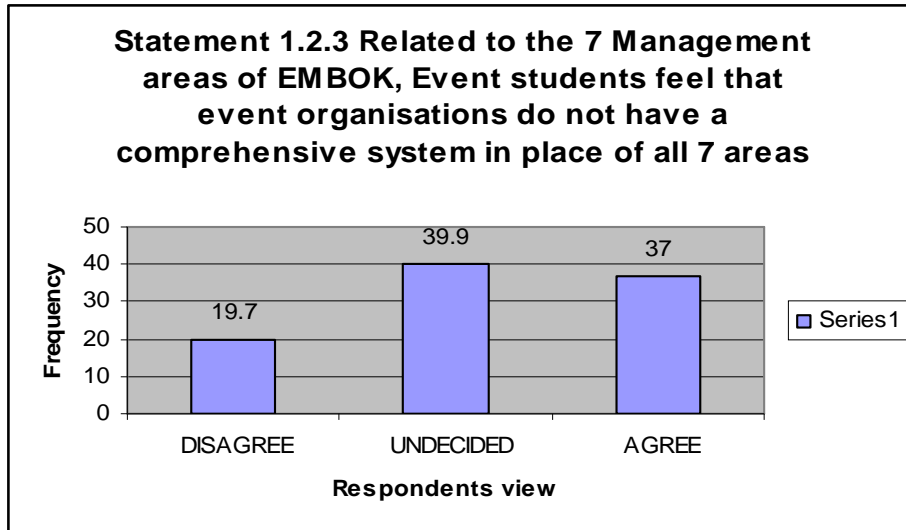
The responses to statement 1.2.1 indicate that 31.8% of the respondents disagreed that there is no Risk Management Policy outlining the 7 management areas outlined by the Risk Domain, while 26.6% agreed with the statement.

Table 1.2.2



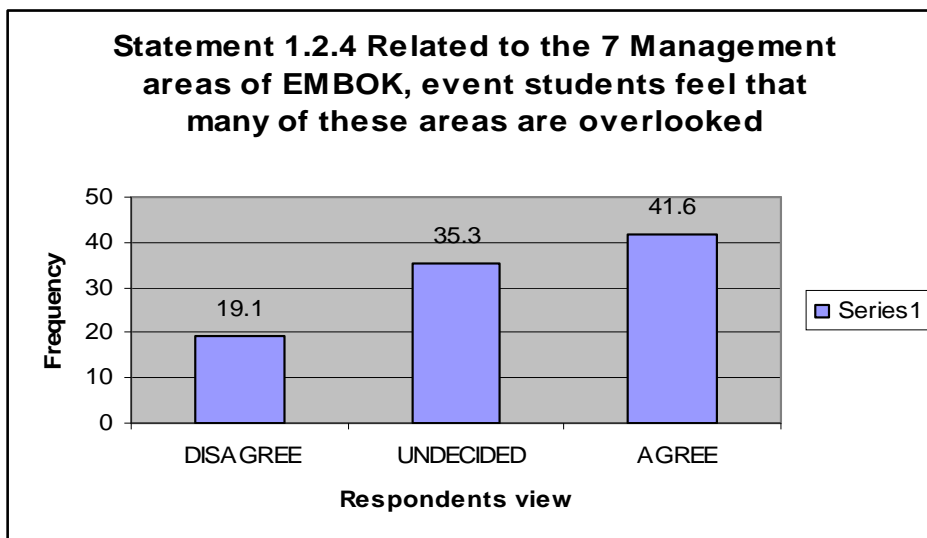
The responses to statement 1.2.2 indicate that 19.1% of the respondents disagreed that event students do not have a comprehensive understanding of the 7 management areas outlined by the Risk Domain, while 37.6% agreed with the statement.

Table 1.2.3



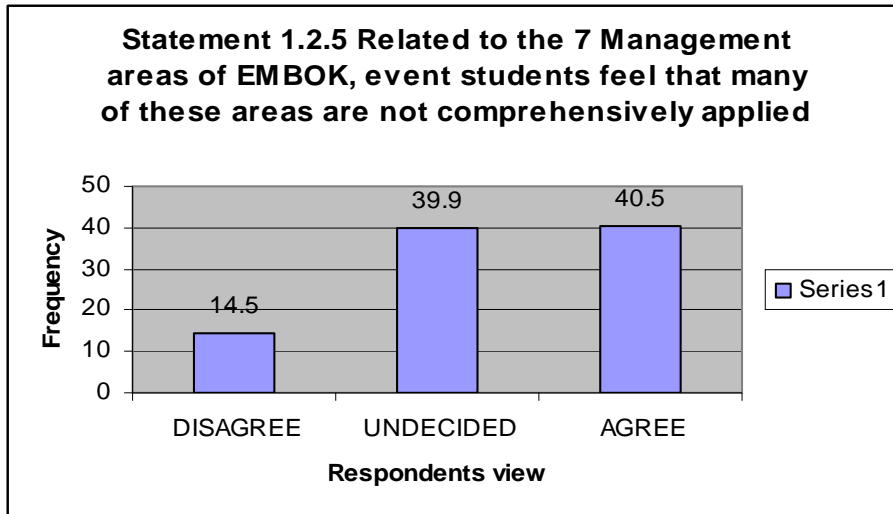
The responses to statement 1.2.3 indicate that 19.7% of the respondents disagreed that event organisations do not have a comprehensive system in place of the 7 management areas outlined by the Risk Domain, while 37% agreed with the statement.

Table 1.2.4



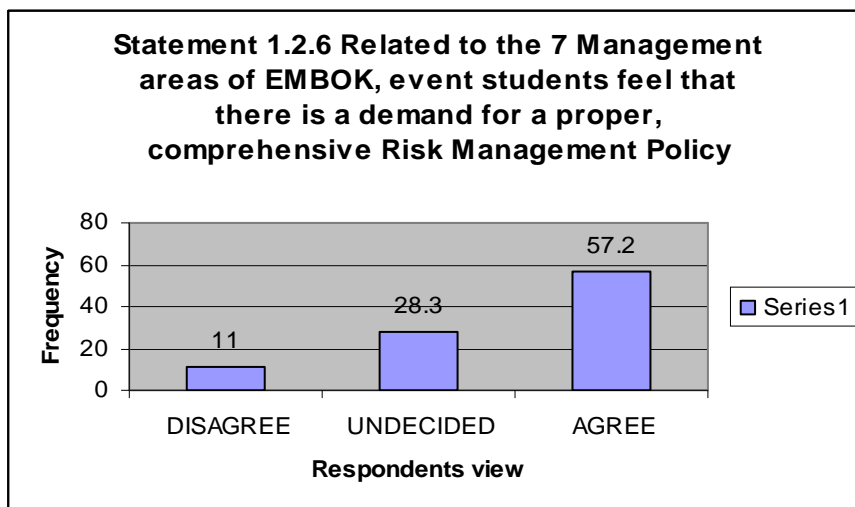
The responses to statement 1.2.4 indicate that 19.1% of the respondents disagreed that the 7 management areas of the Risk Domain are overlooked by event organisations, while 41.6% agreed with the statement.

Table 1.2.5



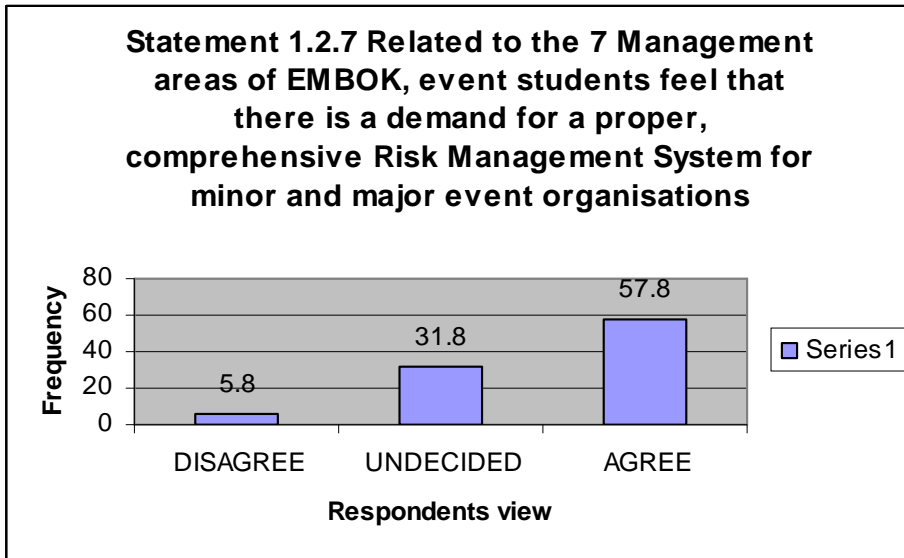
The responses to statement 1.2.5 indicate that 14.5% of the respondents disagreed that the 7 management areas of the Risk Domain are not comprehensively applied by event organisations, while 40.5% agreed with the statement.

Table 1.2.6



The responses to statement 1.2.6 indicate that 11% of the respondents disagreed that there is a demand for a proper, comprehensive Risk Management Policy, while 57.2% agreed with the statement.

Table 1.2.7

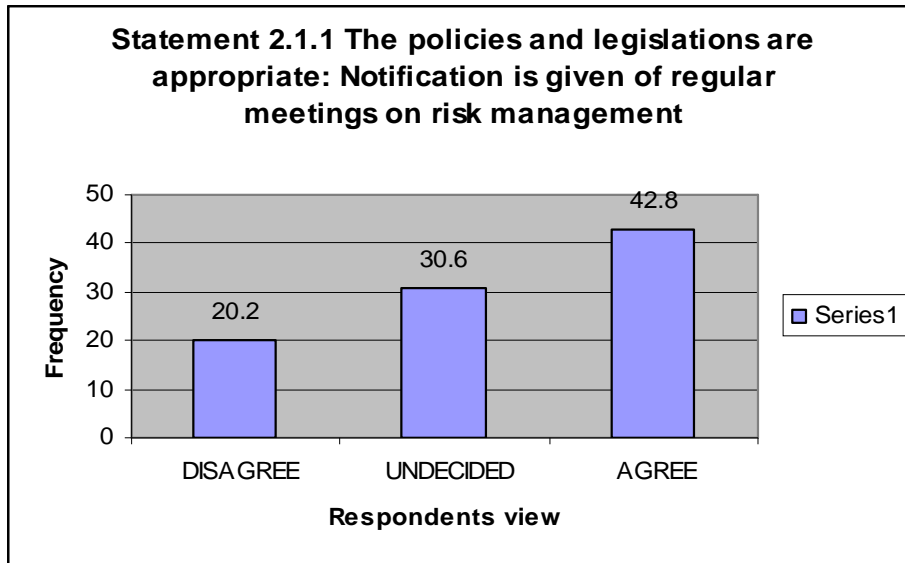


The responses to statement 1.2.7 indicate that 5.8% of the respondents disagreed that there is a demand for a proper, comprehensive Risk Management System for minor and major event organisations, while 57.8% agreed with the statement.

Section D

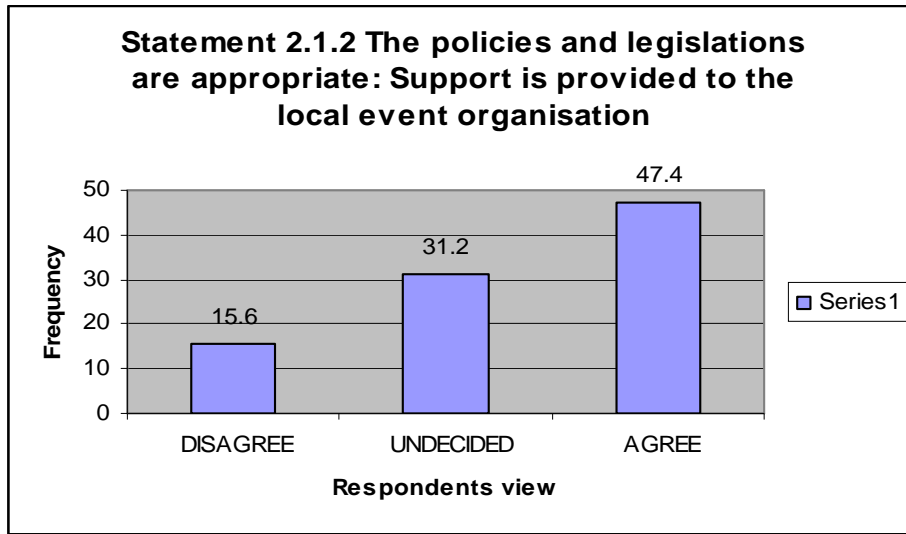
Question 2 determines to what extent event students would agree that the policies and legislations that do exist within government and risk associations reflect a beneficial and ethical approach to event organisations.

Table 2.1.1



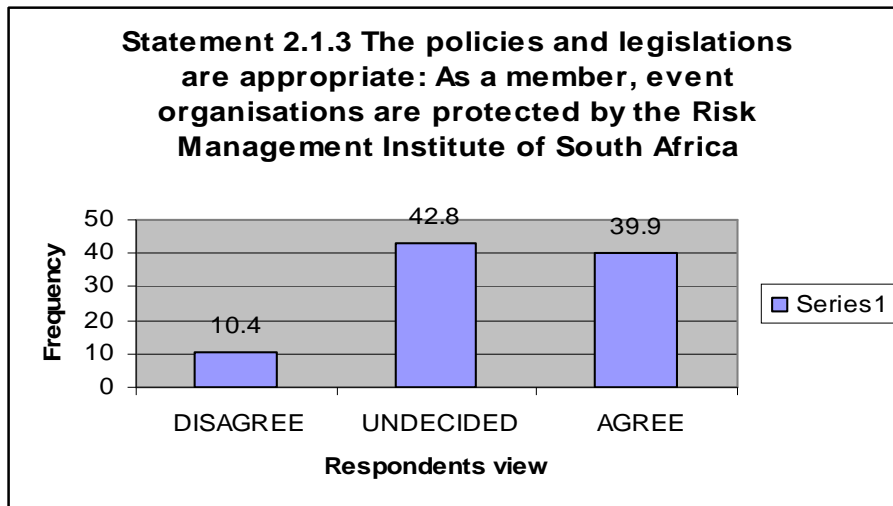
The responses to statement 2.1.1 indicate that 20.2% of the respondents disagreed that event organisations are notified of regular risk management meetings, while 42.8% agreed with the statement.

Table 2.1.2



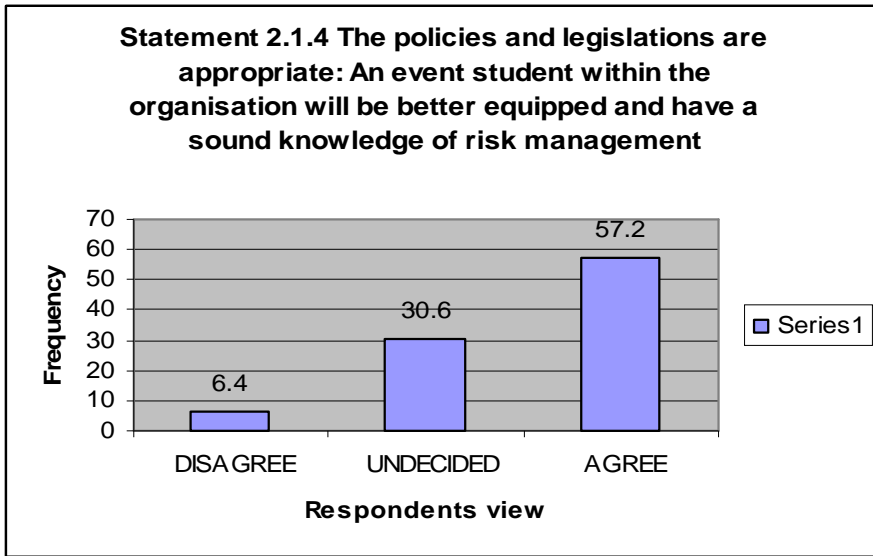
The responses to statement 2.1.2 indicate that 15.6% of the respondents disagreed that local event organisations are provided the necessary support, while 47.4% agreed with the statement.

Table 2.1.3



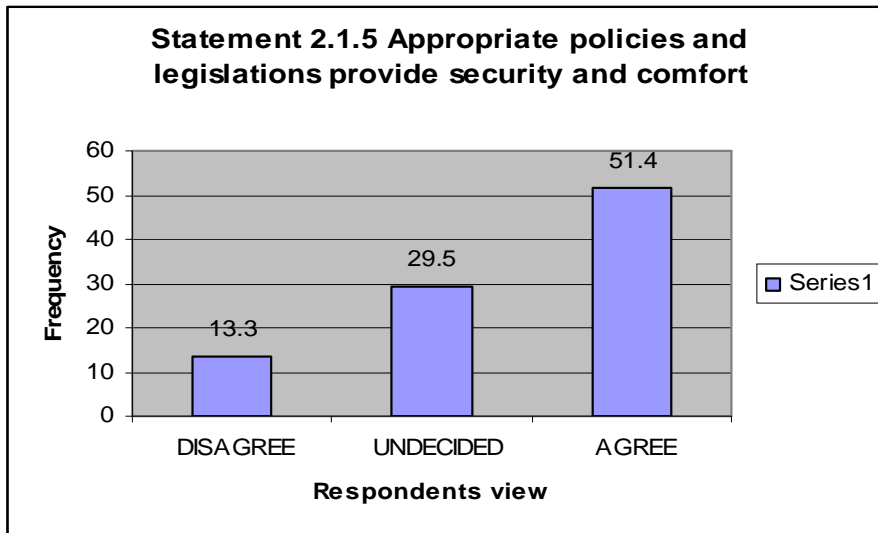
The responses to statement 2.1.3 indicate that 10.4% of the respondents disagreed that event organisations are protected by the Risk Management Institute of South Africa, while 39.9% agreed with the statement.

Table 2.1.4



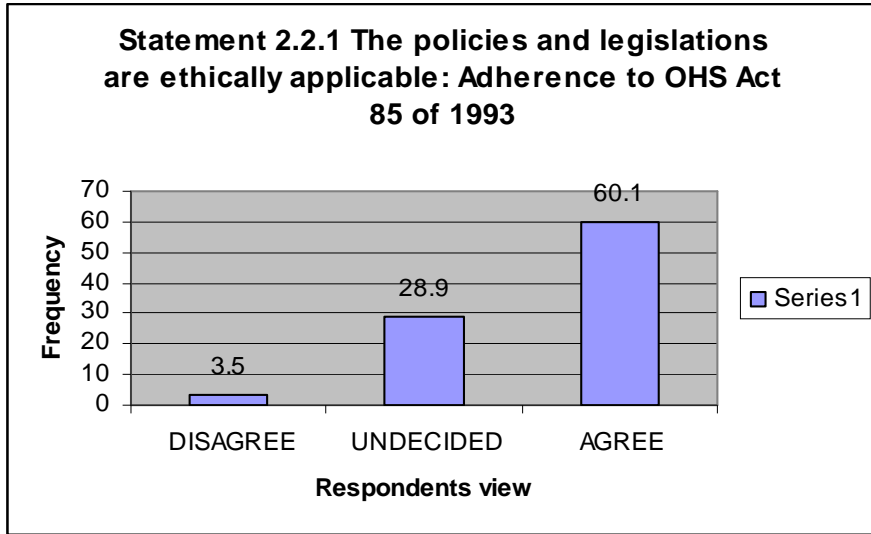
The responses to statement 2.1.4 indicate that 6.4% of the respondents disagreed that event students will be better equipped and have a sound knowledge of risk management, while 57.2% agreed with the statement.

Table 2.1.5



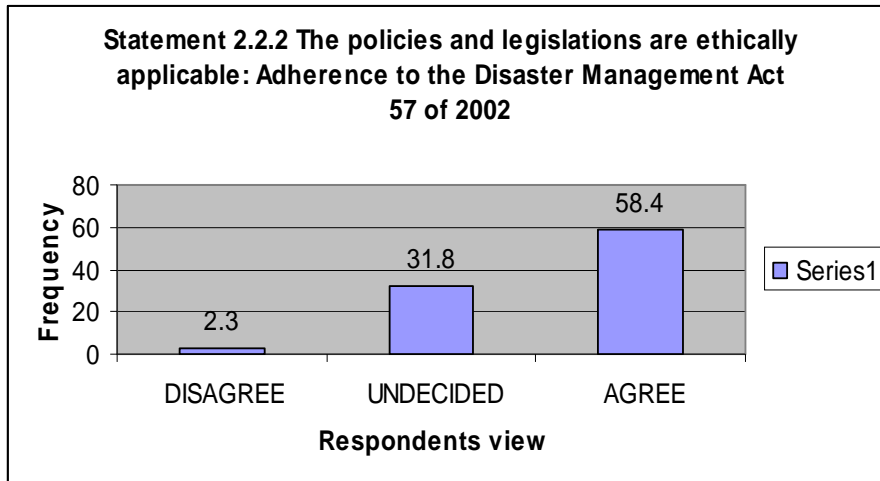
The responses to statement 2.1.5 indicate that 13.3% of the respondents disagreed that the appropriate policies and legislations provides security and comfort to event organisations, while 51.4% agreed with the statement.

Table 2.2.1



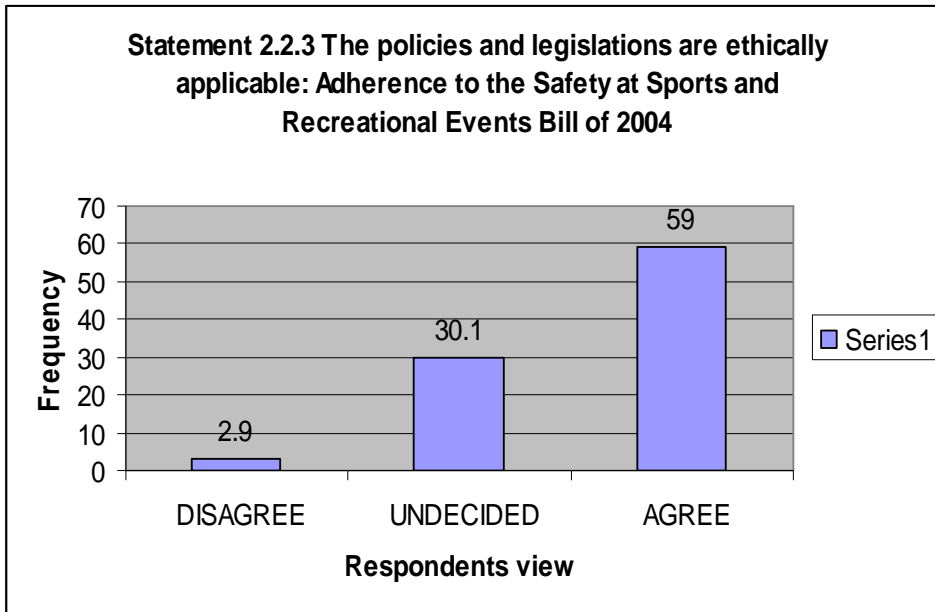
The responses to statement 2.2.1 indicate that 3.5% of the respondents disagreed that the policies and legislations are ethically applicable in adhering with the Occupational Health and Safety Act 85 of 1993, while 60.1% agreed with the statement.

Table 2.2.2



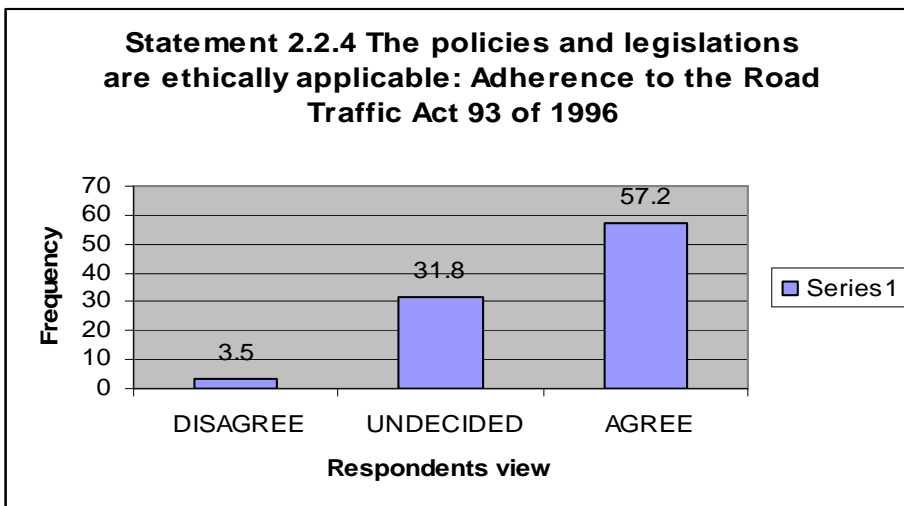
The responses to statement 2.2.2 indicate that 2.3% of the respondents disagreed that the policies and legislations are ethically applicable in adhering with the Disaster Management Act 57 of 2002, while 58.4% agreed with the statement.

Table 2.2.3



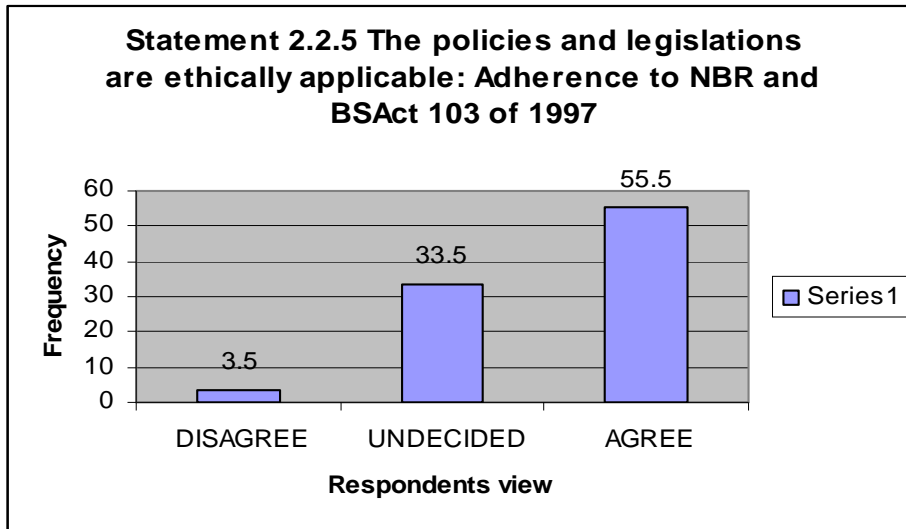
The responses to statement 2.2.3 indicate that 2.9% of the respondents disagreed that the policies and legislations are ethically applicable in adhering with the Safety at Sports and Recreational Events Bill of 2004, while 59% agreed with the statement.

Table 2.2.4



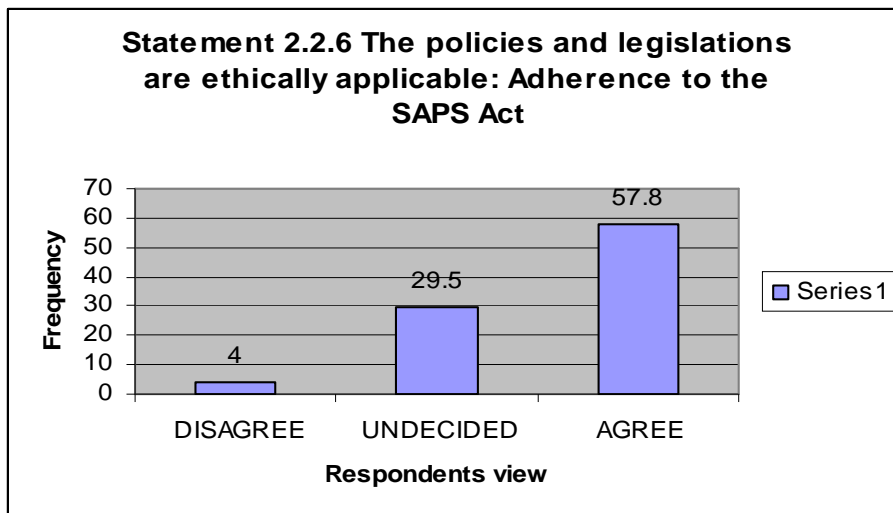
The responses to statement 2.2.4 indicate that 3.5% of the respondents disagreed that the policies and legislations are ethically applicable in adhering with the Road Traffic Act 93 of 1996, while 57.2% agreed with the statement.

Table 2.2.5



The responses to statement 2.2.3 indicate that 3.5% of the respondents disagreed that the policies and legislations are ethically applicable in adhering with the National Building Regulations and Building Standards Act 103 of 1997, while 55.5% agreed with the statement.

Table 2.2.6



The responses to statement 2.2.4 indicate that 3.4% of the respondents disagreed that the policies and legislations are ethically applicable in adhering with the South African Police Services Act, while 57.8% agreed with the statement.

Frequencies: Event Students

[DataSet1] K:\Research\Research
PostGraduate\MTech\CPUT\TahiraMakda\EventsData Recoded.sav

Frequency Table

Event1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bazaars	2	1.2	1.2	1.2
	Cape Town Festival	2	1.2	1.2	2.3
	Cape Town Tourism Showcase	1	.6	.6	2.9
	Charities	4	2.3	2.3	5.2
	Community Chest Carnival	21	12.1	12.1	17.3
	Community Events	1	.6	.6	17.9
	Competitions	1	.6	.6	18.5
	Concerts	2	1.2	1.2	19.7
	CPUT Open Day	1	.6	.6	20.2
	CT Int. Jazz Festival	1	.6	.6	20.8
	DEFSA Conference	1	.6	.6	21.4
	Design for Living	1	.6	.6	22.0
	End of Year function	4	2.3	2.3	24.3
	Farewells	1	.6	.6	24.9
	Festivals	1	.6	.6	25.4
	Forums	1	.6	.6	26.0
	Fundraising events	1	.6	.6	26.6
	Good Food & Wine Festival	1	.6	.6	27.2
	Graduation	3	1.7	1.7	28.9
	HELTASA Foundation Conference	3	1.7	1.7	30.6
	Hermanus Whale Festival	11	6.4	6.4	37.0
	Homeless World Cup	1	.6	.6	37.6
	Homemakers Expo	3	1.7	1.7	39.3
	International Fashion	1	.6	.6	39.9
	Jazz	1	.6	.6	40.5
	KKNK	1	.6	.6	41.0
	Launches	1	.6	.6	41.6
	Learning Cape Festival 2005	1	.6	.6	42.2
	Musicals	1	.6	.6	42.8
	none	49	28.3	28.3	71.1
	Organic Food Fair	1	.6	.6	71.7

Parliamentary session	1	.6	.6	72.3
Parties	11	6.4	6.4	78.6
Pick n' Pay Argus Cycle Tour	2	1.2	1.2	79.8
Pioneers of Hope Art Auction	1	.6	.6	80.3
Premiers Coordinating Forums	1	.6	.6	80.9
Promotions	1	.6	.6	81.5
SA Navy Festival	1	.6	.6	82.1
Social events	2	1.2	1.2	83.2
Sport event	1	.6	.6	83.8
Sport events	1	.6	.6	84.4
T20 Cricket World Cup	4	2.3	2.3	86.7
Talent Extravaganza show	1	.6	.6	87.3
Tourism Youth Indaba	1	.6	.6	87.9
TygerBear Fundraiser	2	1.2	1.2	89.0
VOC Festival	1	.6	.6	89.6
Weddings	16	9.2	9.2	98.8
Workshops	1	.6	.6	99.4
Year End Function	1	.6	.6	100.0
Total	173	100.0	100.0	

Event2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Annual Conferences	1	.6	.6	.6
Award Ceremonies	1	.6	.6	1.2
Bazaars	2	1.2	1.2	2.3
Cape Argus Expo	1	.6	.6	2.9
Cape Comedy Festival	1	.6	.6	3.5
Cape Tourism Showcase	1	.6	.6	4.0
Cape Town Book Fair	1	.6	.6	4.6
Carnivals	1	.6	.6	5.2
Ceremonies	3	1.7	1.7	6.9
Community Chest Carnival	14	8.1	8.1	15.0
Concerts	2	1.2	1.2	16.2
Corporate functions	1	.6	.6	16.8
CPUT Open Day 2006	1	.6	.6	17.3
CT Int. Jazz Festival	5	2.9	2.9	20.2
Darling Flower Show	2	1.2	1.2	21.4
Design for Living	1	.6	.6	22.0
End of Year function	2	1.2	1.2	23.1
Exhibitions	1	.6	.6	23.7
Fairs	1	.6	.6	24.3

Farewells	1	.6	.6	24.9
Festivals	1	.6	.6	25.4
Functions	1	.6	.6	26.0
Fundraising	2	1.2	1.2	27.2
Graduation Ceremonies	1	.6	.6	27.7
HELTASA Foundation Conference	4	2.3	2.3	30.1
Hermanus Food & Wine Festival	1	.6	.6	30.6
Hermanus Whale Festival	14	8.1	8.1	38.7
Homemakers Expo	1	.6	.6	39.3
Lorensford Flower Show	1	.6	.6	39.9
none	72	41.6	41.6	81.5
Opening of Parliament	1	.6	.6	82.1
Parties	6	3.5	3.5	85.5
Pick n' Pay Argus Cycle Tour	1	.6	.6	86.1
Provincial Advisory Forums	1	.6	.6	86.7
Red Cross Children's Trust events	1	.6	.6	87.3
SA Navy Festival	1	.6	.6	87.9
Shows	1	.6	.6	88.4
Sports events	5	2.9	2.9	91.3
State of the Nation address	1	.6	.6	91.9
Summer Sunset Concerts	1	.6	.6	92.5
Tourism Youth Indaba Dinner Awards	1	.6	.6	93.1
Twilight Team Fun Run	1	.6	.6	93.6
Weddings	9	5.2	5.2	98.8
Year End Functions	1	.6	.6	99.4
Youth events	1	.6	.6	100.0
Total	173	100.0	100.0	

Event3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Anniversaries	1	.6	.6	.6
	Bazaars	2	1.2	1.2	1.7
	Cape Town Book Fair	1	.6	.6	2.3
	Cape Town Festival	1	.6	.6	2.9
	Carnivals	1	.6	.6	3.5
	Community Chest Carnival	2	1.2	1.2	4.6
	Conferences	2	1.2	1.2	5.8

CT Int.Jazz Festival	1	.6	.6	6.4
Decorex Expo	1	.6	.6	6.9
Denel Aerospace Show	1	.6	.6	7.5
Design Indaba	1	.6	.6	8.1
Dragon Boat Festival	1	.6	.6	8.7
End of Year functions	1	.6	.6	9.2
Festivals	1	.6	.6	9.8
Food & Wine Festival	1	.6	.6	10.4
Functions	1	.6	.6	11.0
Fundraising	6	3.5	3.5	14.5
Global Leadership Summit	1	.6	.6	15.0
HELTASA Foundation Conference	1	.6	.6	15.6
Hermanus Whale Festival	5	2.9	2.9	18.5
International Trade Fair	1	.6	.6	19.1
Market Day	2	1.2	1.2	20.2
none	111	64.2	64.2	84.4
Old Mutual Two Oceans Marathon	1	.6	.6	85.0
Parties	2	1.2	1.2	86.1
SACSA Easter Tournament	1	.6	.6	86.7
School	1	.6	.6	87.3
Shows	1	.6	.6	87.9
Social events	1	.6	.6	88.4
Sports Awards	1	.6	.6	89.0
Sports events	1	.6	.6	89.6
Standard Bank Grahamstown Festival	1	.6	.6	90.2
Student Media Conference	2	1.2	1.2	91.3
Talent Shows	1	.6	.6	91.9
Tourism Indaba	2	1.2	1.2	93.1
Tourism Youth Indaba	1	.6	.6	93.6
TygerBear Charity	1	.6	.6	94.2
Weddings	7	4.0	4.0	98.3
Wine Farmers & Fruitgrowers Expo	1	.6	.6	98.8
Women in Local Government Conference	1	.6	.6	99.4
Year End Functions	1	.6	.6	100.0
Total	173	100.0	100.0	

Event4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Beyond these Walls Conference	1	.6	.6	.6
Carnivals	1	.6	.6	1.2
Castle Lager Truly committed fans festival 2007	1	.6	.6	1.7
Charities	1	.6	.6	2.3
Community Chest Carnival	1	.6	.6	2.9
Conferences	4	2.3	2.3	5.2
Councillor Summit	1	.6	.6	5.8
CPUT Market Day	1	.6	.6	6.4
CT Int. Jazz Festival	3	1.7	1.7	8.1
Farewells	1	.6	.6	8.7
Fashion Shows	1	.6	.6	9.2
Fetes	1	.6	.6	9.8
Gala Dinners	1	.6	.6	10.4
Hermanus Whale Festival	1	.6	.6	11.0
J & B Met	1	.6	.6	11.6
none	141	81.5	81.5	93.1
Old Mutual Two Oceans Marathon	1	.6	.6	93.6
Parties	2	1.2	1.2	94.8
Pick n' Pay Argus Cycle Tour	1	.6	.6	95.4
S A Cheese Festival	1	.6	.6	96.0
SA Navy Festival	1	.6	.6	96.5
Sports events	1	.6	.6	97.1
TygerBear Fundraising	1	.6	.6	97.7
Weddings	3	1.7	1.7	99.4
Winter Ball	1	.6	.6	100.0
Total	173	100.0	100.0	

Event5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cape Town Fashion Festival 2006	1	.6	.6	.6
	Community Chest Carnival	1	.6	.6	1.2
	Craft events	1	.6	.6	1.7
	Design for Living	1	.6	.6	2.3
	Exhibitions	1	.6	.6	2.9
	Femme Business Talks	1	.6	.6	3.5
	Good Food and Wine Show	1	.6	.6	4.0
	International Food Evening at St Michaels	1	.6	.6	4.6
	J & B Met	1	.6	.6	5.2
	none	156	90.2	90.2	95.4
	Parties	2	1.2	1.2	96.5
	SA Navy Festival	3	1.7	1.7	98.3
	shows	1	.6	.6	98.8
	Social Events	1	.6	.6	99.4
	Weddings	1	.6	.6	100.0
	Total	173	100.0	100.0	

LengthTime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - under 2 years	73	42.2	42.2	42.2
	0	37	21.4	21.4	63.6
	2 - under 5 years	18	10.4	10.4	74.0
	5 - 10 years	5	2.9	2.9	76.9
	more than 10 years	13	7.5	7.5	84.4
	none	27	15.6	15.6	100.0
	Total	173	100.0	100.0	

RMPcedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	33	19.1	19.1	19.1
	no	25	14.5	14.5	33.5
	not necessary	7	4.0	4.0	37.6
	not quite	23	13.3	13.3	50.9
	yes	85	49.1	49.1	100.0
	Total	173	100.0	100.0	

Economic Importance (finance, funding, sponsorship.....).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	4.6	4.8	4.8
	UNDECIDED	16	9.2	9.6	14.5
	AGREE	142	82.1	85.5	100.0
	Total	166	96.0	100.0	
Missing	0	7	4.0		
Total		173	100.0		

Psychological Importance (social, environmental impacts).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	5.2	5.4	5.4
	UNDECIDED	25	14.5	14.9	20.2
	AGREE	134	77.5	79.8	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Physical Importance (public liability, corporate governance, health & safety).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	4.0	4.1	4.1
	UNDECIDED	21	12.1	12.4	16.6
	AGREE	141	81.5	83.4	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Performance Importance (mismanagement within the organisation).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	14	8.1	8.3	8.3
	UNDECIDED	49	28.3	29.0	37.3
	AGREE	106	61.3	62.7	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Ensures long-term stability.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	5.8	5.9	5.9
	UNDECIDED	26	15.0	15.4	21.3
	AGREE	133	76.9	78.7	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Upholds your image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	6.9	7.1	7.1
	UNDECIDED	17	9.8	10.1	17.2
	AGREE	139	80.3	82.2	99.4
	34	1	.6	.6	100.0
Total	169	97.7	100.0		
Missing	0	4	2.3		
Total		173	100.0		

Ensures sustainable future.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	4.6	4.7	4.7
	UNDECIDED	17	9.8	10.1	14.8
	AGREE	144	83.2	85.2	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Cost effective and reduces risks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	5.2	5.4	5.4
	UNDECIDED	23	13.3	13.7	19.0
	AGREE	136	78.6	81.0	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Though costly risk management is convenient to outsource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	21	12.1	12.7	12.7
	UNDECIDED	60	34.7	36.1	48.8
	AGREE	84	48.6	50.6	99.4
	34	1	.6	.6	100.0
	Total	166	96.0	100.0	
Missing	0	7	4.0		
	Total	173	100.0		

Risk management becomes too costly to sustain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	28	16.2	17.1	17.1
	UNDECIDED	62	35.8	37.8	54.9
	AGREE	74	42.8	45.1	100.0
	Total	164	94.8	100.0	
Missing	0	9	5.2		
	Total	173	100.0		

Educating organisations/ venues/ event practitioners on managing their risks increases responsibility and reliability and is cost effective.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	6.4	6.5	6.5
	UNDECIDED	31	17.9	18.2	24.7
	AGREE	128	74.0	75.3	100.0
	Total	170	98.3	100.0	
Missing	0	3	1.7		
	Total	173	100.0		

Risk management companies make it easier to measure and reduce the regular occurrence of risks in the Event Industry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	5.2	5.4	5.4
	UNDECIDED	33	19.1	19.6	25.0
	AGREE	126	72.8	75.0	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
	Total	173	100.0		

Risk management companies can become a risk in itself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	18	10.4	10.7	10.7
	UNDECIDED	53	30.6	31.5	42.3
	AGREE	97	56.1	57.7	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Risk management companies market themselves for their own benefit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	28	16.2	16.6	16.6
	UNDECIDED	74	42.8	43.8	60.4
	AGREE	67	38.7	39.6	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Risk management companies look after my organisation's wellbeing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	15	8.7	8.9	8.9
	UNDECIDED	68	39.3	40.2	49.1
	AGREE	86	49.7	50.9	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Insufficient sponsorship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	9.8	10.0	10.0
	UNDECIDED	24	13.9	14.1	24.1
	AGREE	129	74.6	75.9	100.0
	Total	170	98.3	100.0	
Missing	0	3	1.7		
Total		173	100.0		

Insufficient funding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	6.4	6.5	6.5
	UNDECIDED	28	16.2	16.6	23.1
	AGREE	130	75.1	76.9	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Inaccurate capital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	6.4	6.6	6.6
	UNDECIDED	34	19.7	20.5	27.1
	AGREE	121	69.9	72.9	100.0
	Total	166	96.0	100.0	
Missing	0	6	3.5		
	System	1	.6		
	Total	7	4.0		
Total		173	100.0		

Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	9.8	10.1	10.1
	UNDECIDED	20	11.6	11.9	22.0
	AGREE	131	75.7	78.0	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Lack of Financial support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	14	8.1	8.3	8.3
	UNDECIDED	22	12.7	13.0	21.3
	AGREE	133	76.9	78.7	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Mismanagement within the event / organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	16	9.2	9.5	9.5
	UNDECIDED	34	19.7	20.2	29.8
	AGREE	118	68.2	70.2	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Lack of leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	9.8	10.2	10.2
	UNDECIDED	19	11.0	11.4	21.7
	AGREE	130	75.1	78.3	100.0
	Total	166	96.0	100.0	
Missing	0	7	4.0		
Total		173	100.0		

Time management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	6.4	6.5	6.5
	UNDECIDED	26	15.0	15.5	22.0
	AGREE	131	75.7	78.0	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Equity within the event/ organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	5.8	5.9	5.9
	UNDECIDED	35	20.2	20.7	26.6
	AGREE	123	71.1	72.8	99.4
	22	1	.6	.6	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Social impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	5.8	6.0	6.0
	UNDECIDED	32	18.5	19.2	25.1
	AGREE	125	72.3	74.9	100.0
	Total	167	96.5	100.0	
Missing	0	6	3.5		
Total		173	100.0		

Environmental impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	4.6	4.8	4.8
	UNDECIDED	21	12.1	12.5	17.3
	AGREE	139	80.3	82.7	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Public liability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	6.9	7.1	7.1
	UNDECIDED	27	15.6	16.0	23.1
	AGREE	130	75.1	76.9	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Health & Safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	5.2	5.4	5.4
	UNDECIDED	15	8.7	8.9	14.3
	AGREE	144	83.2	85.7	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Safety & Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	4.6	4.8	4.8
	UNDECIDED	13	7.5	7.7	12.5
	AGREE	147	85.0	87.5	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Corporate Governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	5.8	6.0	6.0
	UNDECIDED	39	22.5	23.4	29.3
	AGREE	118	68.2	70.7	100.0
	Total	167	96.5	100.0	
Missing	0	6	3.5		
Total		173	100.0		

Unreliable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	52	30.1	31.0	31.0
	UNDECIDED	73	42.2	43.5	74.4
	AGREE	43	24.9	25.6	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Not User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	54	31.2	31.8	31.8
	UNDECIDED	67	38.7	39.4	71.2
	AGREE	49	28.3	28.8	100.0
	Total	170	98.3	100.0	
Missing	0	3	1.7		
Total		173	100.0		

Inaccurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	59	34.1	34.5	34.5
	UNDECIDED	62	35.8	36.3	70.8
	AGREE	50	28.9	29.2	100.0
	Total	171	98.8	100.0	
Missing	0	2	1.2		
Total		173	100.0		

Difficult to manage and complicated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	48	27.7	28.6	28.6
	UNDECIDED	58	33.5	34.5	63.1
	AGREE	62	35.8	36.9	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Inappropriate or unsuitable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	60	34.7	35.3	35.3
	UNDECIDED	63	36.4	37.1	72.4
	AGREE	47	27.2	27.6	100.0
	Total	170	98.3	100.0	
Missing	0	3	1.7		
Total		173	100.0		

Reliable & User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	24	13.9	14.2	14.2
	UNDECIDED	52	30.1	30.8	45.0
	AGREE	93	53.8	55.0	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Most effective and accurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	9.8	10.1	10.1
	UNDECIDED	64	37.0	37.9	47.9
	AGREE	88	50.9	52.1	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Limited resources for clear techniques & methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	21	12.1	12.3	12.3
	UNDECIDED	59	34.1	34.5	46.8
	AGREE	91	52.6	53.2	100.0
	Total	171	98.8	100.0	
Missing	0	2	1.2		
Total		173	100.0		

Limited resources for practical methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	28	16.2	16.6	16.6
	UNDECIDED	44	25.4	26.0	42.6
	AGREE	97	56.1	57.4	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	24	13.9	14.0	14.0
	UNDECIDED	46	26.6	26.7	40.7
	AGREE	102	59.0	59.3	100.0
	Total	172	99.4	100.0	
Missing	0	1	.6		
Total		173	100.0		

Limited resources for comprehensive and convenient use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	19	11.0	11.1	11.1
	UNDECIDED	63	36.4	36.8	48.0
	AGREE	89	51.4	52.0	100.0
	Total	171	98.8	100.0	
Missing	0	2	1.2		
Total		173	100.0		

Compliance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	6.4	6.6	6.6
	UNDECIDED	51	29.5	30.5	37.1
	AGREE	105	60.7	62.9	100.0
	Total	167	96.5	100.0	
Missing	0	6	3.5		
Total		173	100.0		

Decision Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	6.9	7.1	7.1
	UNDECIDED	39	22.5	23.1	30.2
	AGREE	118	68.2	69.8	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Emergency Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	3.5	3.6	3.6
	UNDECIDED	43	24.9	25.6	29.2
	AGREE	119	68.8	70.8	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Health & Safety Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	4.0	4.2	4.2
	UNDECIDED	32	18.5	19.0	23.2
	AGREE	129	74.6	76.8	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Insurance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	3.5	3.6	3.6
	UNDECIDED	40	23.1	23.8	27.4
	AGREE	122	70.5	72.6	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Legal Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	4.0	4.1	4.1
	UNDECIDED	41	23.7	24.3	28.4
	AGREE	121	69.9	71.6	100.0
	Total	169	97.7	100.0	
Missing	0	4	2.3		
Total		173	100.0		

Security Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	6.9	7.2	7.2
	UNDECIDED	34	19.7	20.4	27.5
	AGREE	121	69.9	72.5	100.0
	Total	167	96.5	100.0	
Missing	0	6	3.5		
Total		173	100.0		

There is no Risk Management Policy outlining these 7 domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	55	31.8	32.7	32.7
	UNDECIDED	67	38.7	39.9	72.6
	AGREE	46	26.6	27.4	100.0
	Total	168	97.1	100.0	
Missing	0	5	2.9		
Total		173	100.0		

Event Organisations/ Venues / Event practitioners do not have a comprehensive understanding of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	33	19.1	19.8	19.8
	UNDECIDED	69	39.9	41.3	61.1
	AGREE	65	37.6	38.9	100.0
	Total	167	96.5	100.0	
Missing	0	6	3.5		
Total		173	100.0		

Event Organisations/ Venues / Event practitioners do not have a comprehensive system in place of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	34	19.7	20.4	20.4
	UNDECIDED	69	39.9	41.3	61.7
	AGREE	64	37.0	38.3	100.0
	Total	167	96.5	100.0	
Missing	0	6	3.5		
Total		173	100.0		

Many of these domains are overlooked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	33	19.1	19.9	19.9
	UNDECIDED	61	35.3	36.7	56.6
	AGREE	72	41.6	43.4	100.0
	Total	166	96.0	100.0	
Missing	0	7	4.0		
Total		173	100.0		

Many of these domains are not comprehensively applied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	25	14.5	15.2	15.2
	UNDECIDED	69	39.9	42.1	57.3
	AGREE	70	40.5	42.7	100.0
	Total	164	94.8	100.0	
Missing	0	9	5.2		
Total		173	100.0		

There is a demand for a proper, comprehensive Risk Management policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	19	11.0	11.4	11.4
	UNDECIDED	49	28.3	29.3	40.7
	AGREE	99	57.2	59.3	100.0
	Total	167	96.5	100.0	
Missing	0	6	3.5		
Total		173	100.0		

There is a demand for a proper, comprehensive Risk Management system for minor & major event organisations/ event venues/ event practitioners

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	5.8	6.1	6.1
	UNDECIDED	55	31.8	33.3	39.4
	AGREE	100	57.8	60.6	100.0
	Total	165	95.4	100.0	
Missing	0	8	4.6		
Total		173	100.0		

As an event practitioner I am always notified of regular meetings on risk management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	35	20.2	21.6	21.6
	UNDECIDED	53	30.6	32.7	54.3
	AGREE	74	42.8	45.7	100.0
	Total	162	93.6	100.0	
Missing	0	11	6.4		
Total		173	100.0		

Support is provided to the local event practitioners and local event organisations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	27	15.6	16.6	16.6
	UNDECIDED	54	31.2	33.1	49.7
	AGREE	82	47.4	50.3	100.0
	Total	163	94.2	100.0	
Missing	0	10	5.8		
Total		173	100.0		

I am protected as soon as I become a member of the Risk Management Institute of South Africa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	18	10.4	11.2	11.2
	UNDECIDED	74	42.8	46.0	57.1
	AGREE	69	39.9	42.9	100.0
	Total	161	93.1	100.0	
Missing	0	11	6.4		
	System	1	.6		
	Total	12	6.9		
Total		173	100.0		

I will be better equipped and have a sound knowledge of what is expected of me as an event practitioner, event organisation and event venue.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	6.4	6.7	6.7
	UNDECIDED	53	30.6	32.5	39.3
	AGREE	99	57.2	60.7	100.0
	Total	163	94.2	100.0	
Missing	0	10	5.8		
Total		173	100.0		

As an event practitioner, event organisation, I feel secure and comfortable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	23	13.3	14.1	14.1
	UNDECIDED	51	29.5	31.3	45.4
	AGREE	89	51.4	54.6	100.0
	Total	163	94.2	100.0	
Missing	0	10	5.8		
Total		173	100.0		

Adherence to Occupational Health & Safety Act 85 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	3.5	3.8	3.8
	UNDECIDED	50	28.9	31.3	35.0
	AGREE	104	60.1	65.0	100.0
	Total	160	92.5	100.0	
Missing	0	13	7.5		
Total		173	100.0		

Adherence to Disaster Management Act 205 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	2.3	2.5	2.5
	UNDECIDED	55	31.8	34.4	36.9
	AGREE	101	58.4	63.1	100.0
	Total	160	92.5	100.0	
Missing	0	13	7.5		
Total		173	100.0		

Adherence to the Safety at Sports and Recreational Bill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	2.9	3.1	3.1
	UNDECIDED	52	30.1	32.7	35.8
	AGREE	102	59.0	64.2	100.0
	Total	159	91.9	100.0	
Missing	0	14	8.1		
Total		173	100.0		

Adherence to The Road Traffic Act 93 of 1996

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	3.5	3.8	3.8
	UNDECIDED	55	31.8	34.4	38.1
	AGREE	99	57.2	61.9	100.0
	Total	160	92.5	100.0	
Missing	0	13	7.5		
Total		173	100.0		

Adherence to National Building Regulations & Buildings Standards Act 103 of 1977

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	3.5	3.8	3.8
	UNDECIDED	58	33.5	36.3	40.0
	AGREE	96	55.5	60.0	100.0
	Total	160	92.5	100.0	
Missing	0	13	7.5		
Total		173	100.0		

Adherence to the SA Police Services Act

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	4.0	4.4	4.4
	UNDECIDED	51	29.5	32.3	36.7
	AGREE	100	57.8	63.3	100.0
	Total	158	91.3	100.0	
Missing	0	15	8.7		
Total		173	100.0		

APPENDIX B 5: Data Collection of research and frequency tables

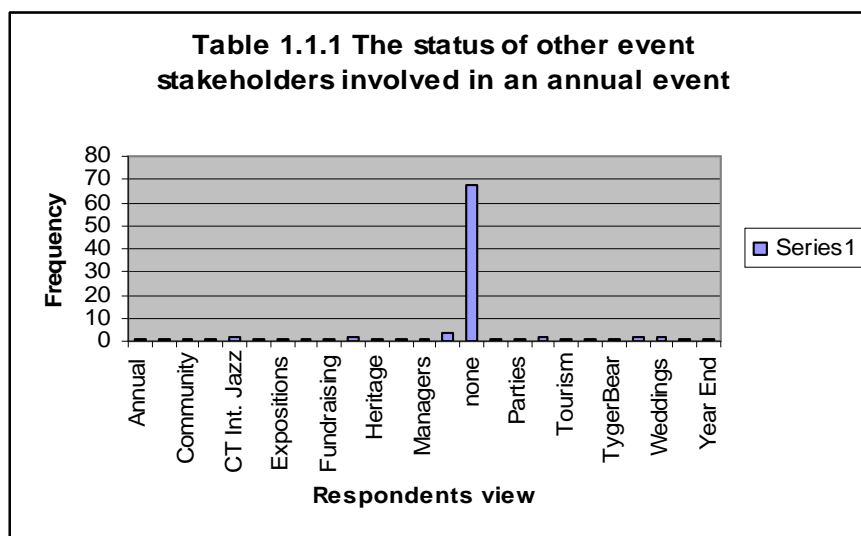
Other Event Stakeholders

SURVEY - OTHER EVENT STAKEHOLDERS

Section A

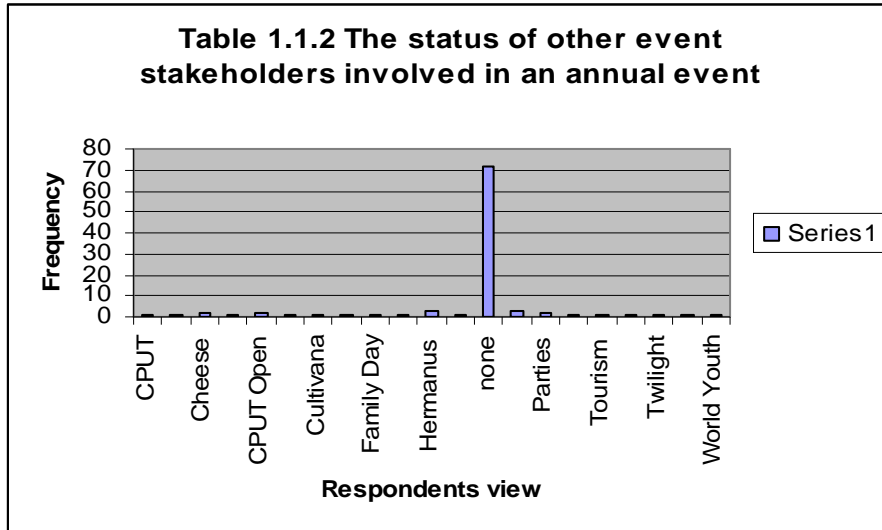
Question 1 determines the status of Event Stakeholders in their involvement and participation in annual events in Cape Town.

Table 1.1.1



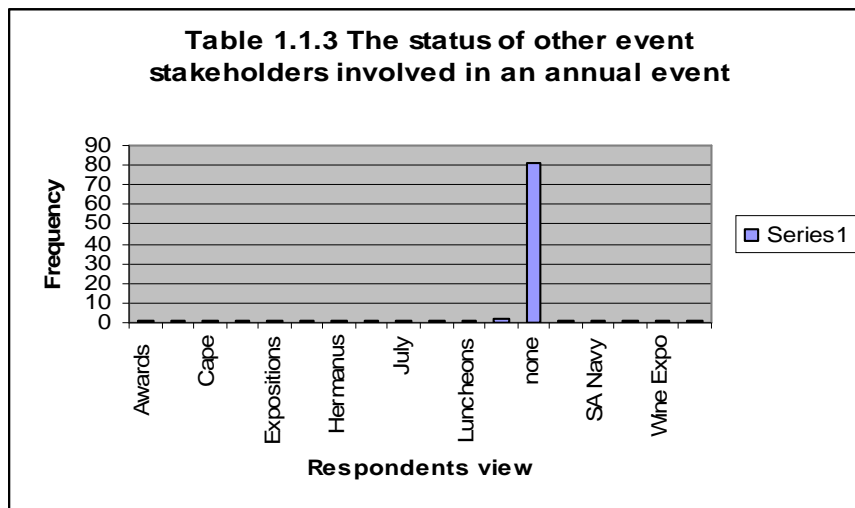
The responses to table 1.1.1 indicate that 69% of the respondents were not involved in an event as a first choice, while the rest of the events attended were at a very low percentage.

Table 1.1.2



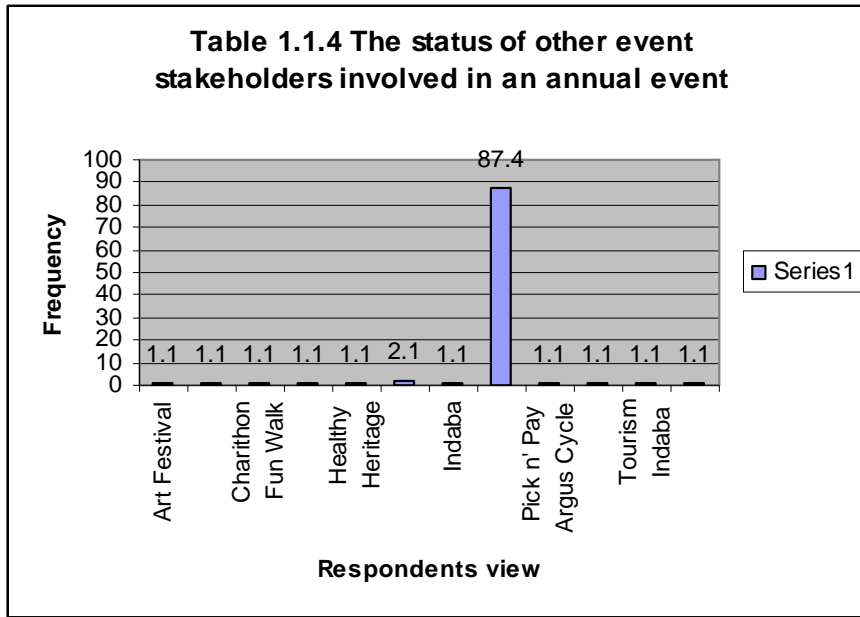
The responses to table 1.1.2 indicate that 71% of the respondents were not involved in an event as a second choice, while the rest of the events attended were below 10%.

Table 1.1.3



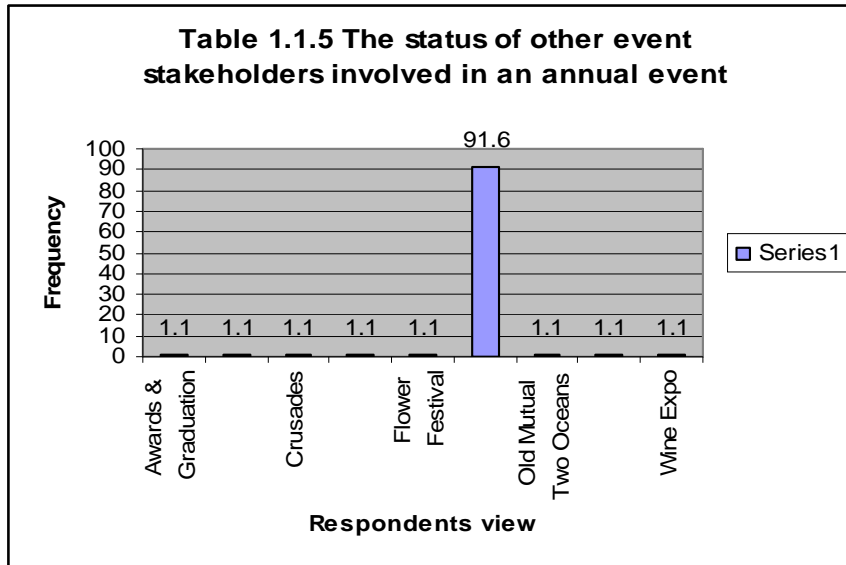
The responses to table 1.1.3 indicate that 80% of the respondents were not involved in an event as a third choice, while the rest of the events attended were below 10%.

Table 1.1.4



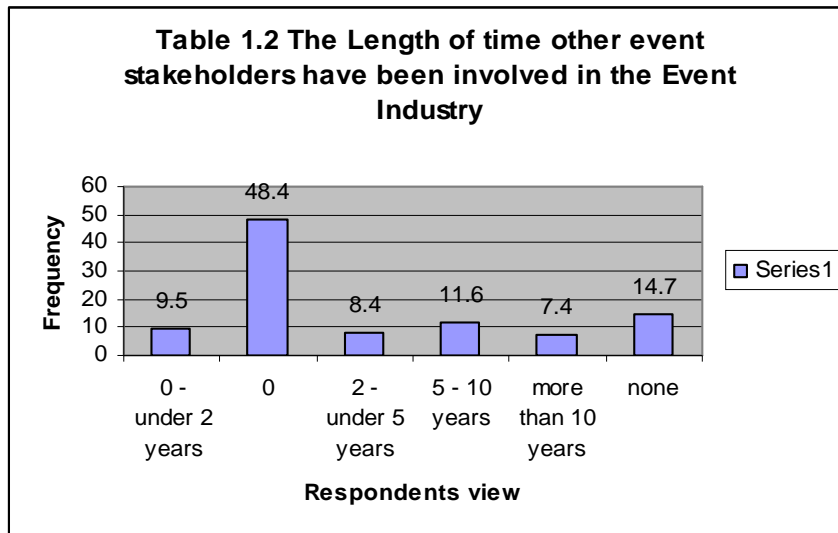
The responses to table 1.1.4 indicate that 87.4% of the respondents were not involved in an event as a fourth choice, while the rest of the events attended were below 10%.

Table 1.1.5



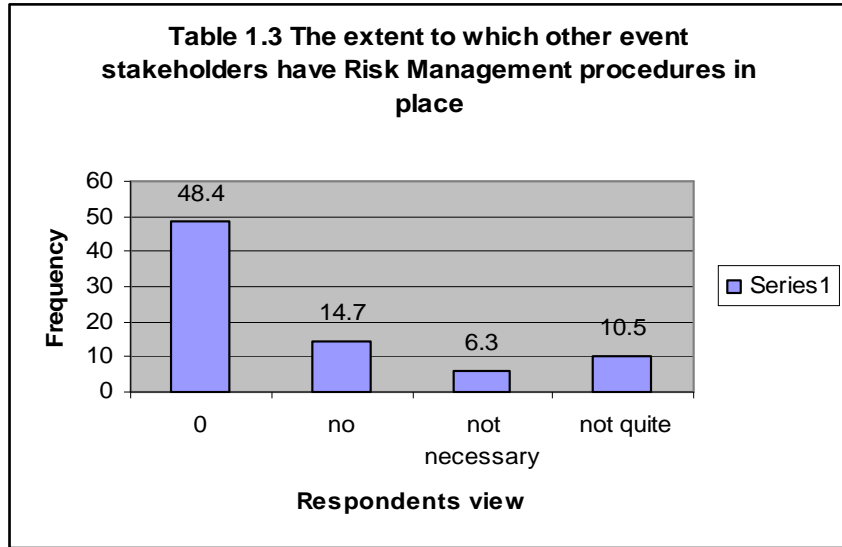
The responses to table 1.1.5 indicate that 91.6% of the respondents were not involved in an event as a fifth choice, while the rest of the events attended were below 10%.

Table 1.2



The responses to table 1.2 indicate that 9.5 % of the respondents are involved in the Event Industry for a length of under 2 years, 8.4% are involved between 2 and 5 years , 11.6% are involved between 5 and 10 years and 7.4% are involved for more than 10 years in the event industry.

Table 1.3

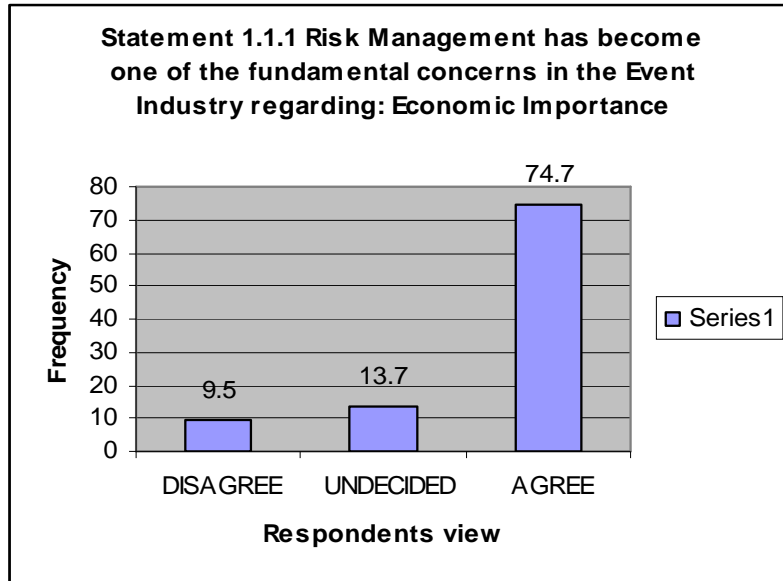


The responses to table 1.3 indicate that 48.4% of the respondents were unaware of Risk Management procedures, while 14.7% do not have procedures in place and 6.3% felt that it is not necessary to have Risk Management procedures in place.

Section B determines the interest and importance in managing risks in the Event Industry.

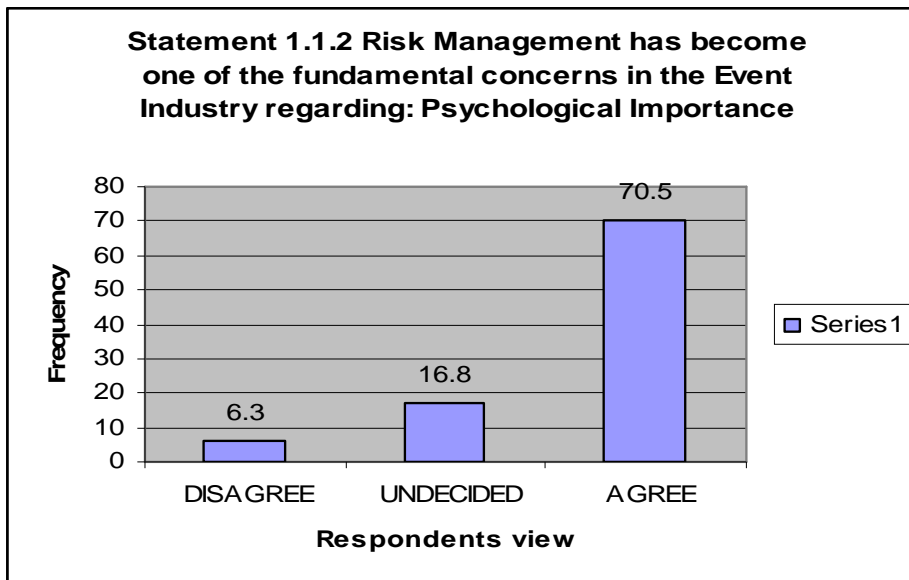
Question 1 determines the extent to which other event stakeholders would agree to the management of risks within events and the Event Industry.

Table 1.1.1



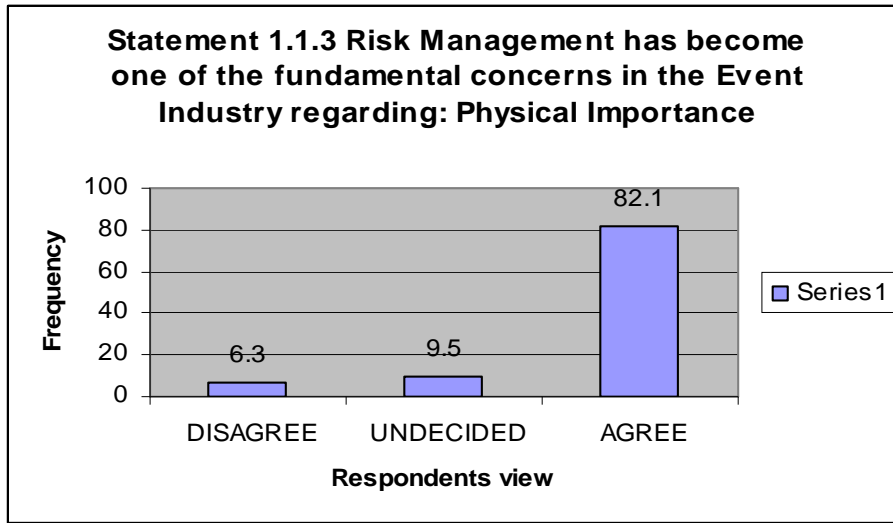
The responses to statement 1.1.1 indicate that 74.7% of the respondents agreed that Risk Management has become economically important for event stakeholders in the event industry, while 9.5% disagreed with the statement.

Table 1.1.2



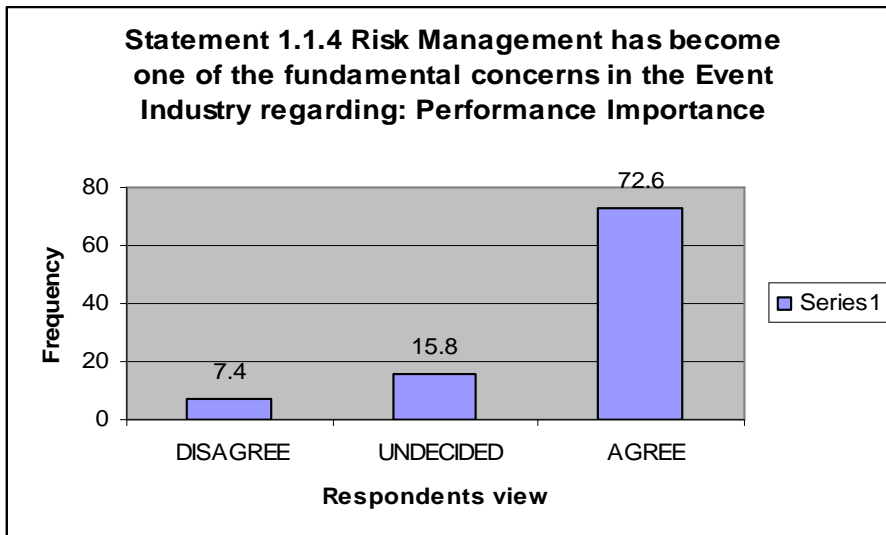
The responses to statement 1.1.2 indicate that 70.5% of the respondents agreed that Risk Management has become psychologically important for event stakeholders in the event industry, while 6.3% disagreed with the statement.

Table 1.1.3



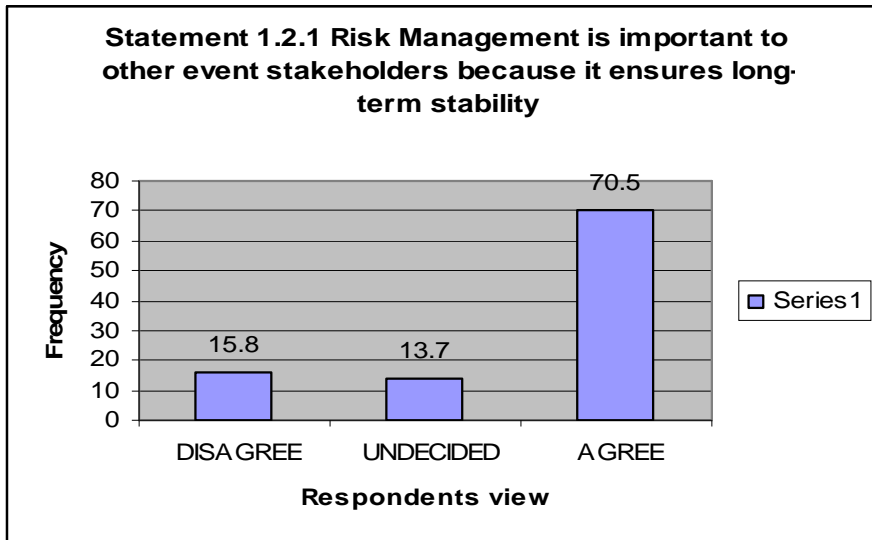
The responses to statement 1.1.3 indicate that 82.1% of the respondents agreed that Risk Management has become physically important for event stakeholders in the event industry, while 6.3% disagreed with the statement.

Table 1.1.4



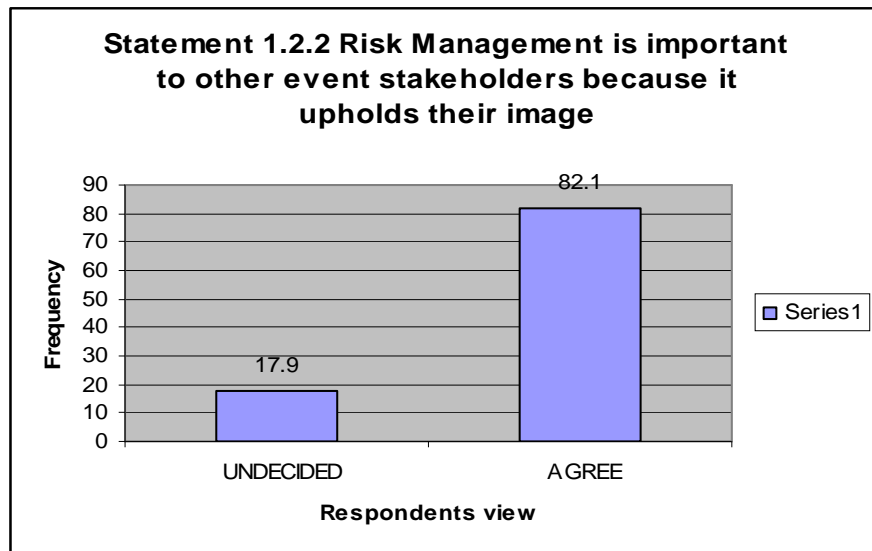
The responses to statement 1.1.4 indicate that 72.6% of the respondents agreed that Risk Management has become important in terms of performance for event stakeholders in the event industry, while 7.4% disagreed with the statement.

Table 1.2.1



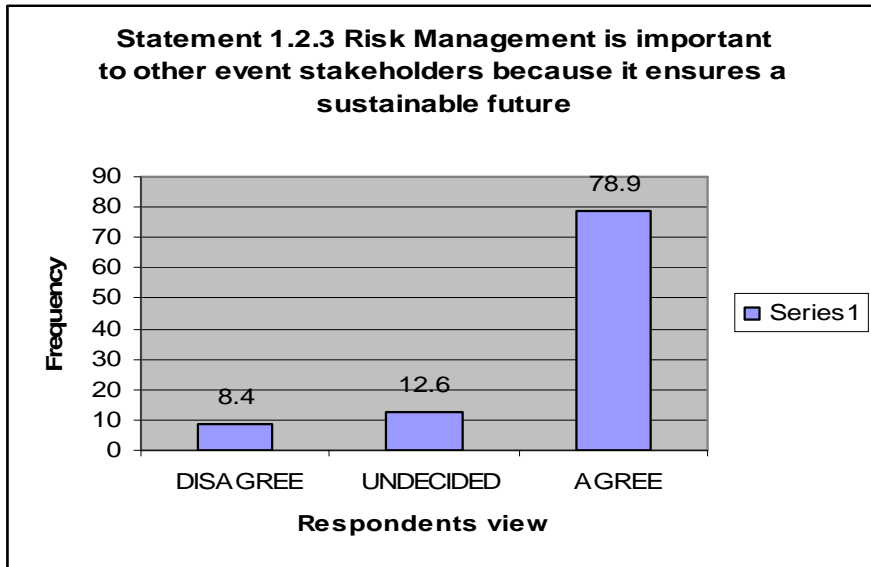
The responses to statement 1.2.1 indicate that 70.5% of the respondents agreed that Risk Management is important for event stakeholders because it ensures long-term stability in the event industry, while 15.8% disagreed with the statement.

Table 1.2.2



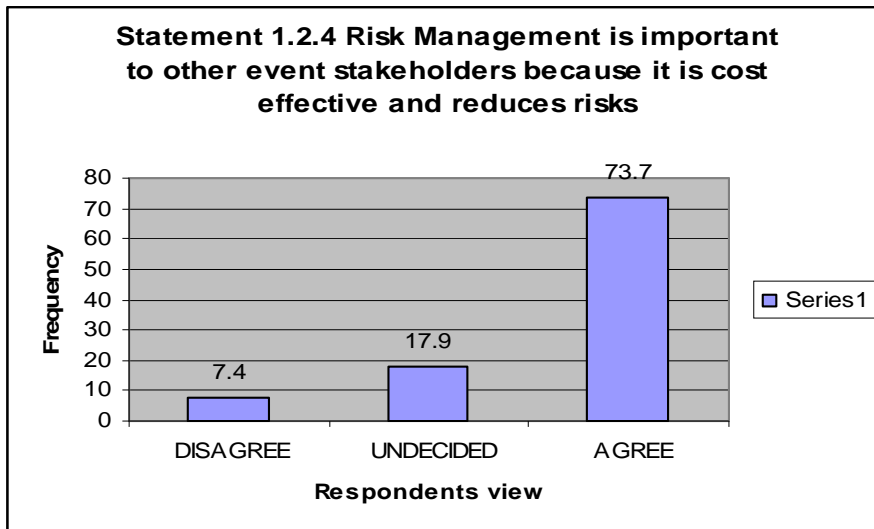
The responses to statement 1.2.2 indicate that 82.1% of the respondents agreed that Risk Management is important for event stakeholders because it upholds their image, while 17.9 disagreed with the statement.

Table 1.2.3



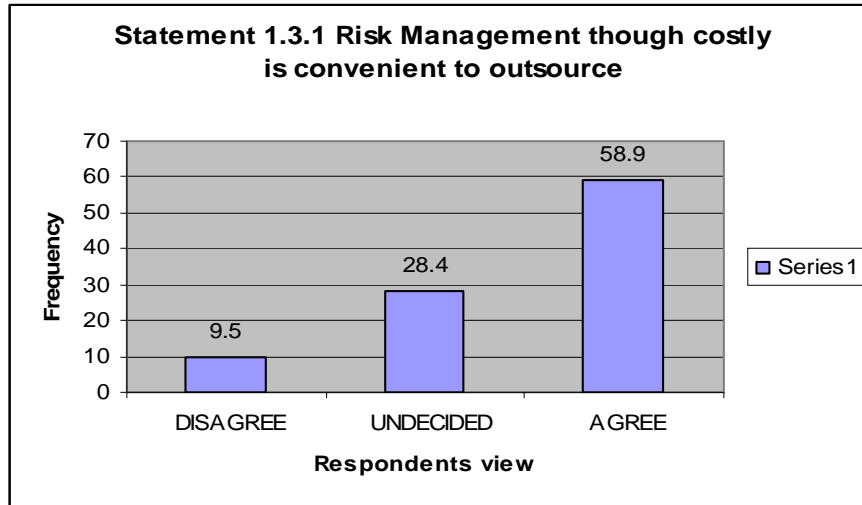
The responses to statement 1.2.3 indicate that 78.9% of the respondents agreed that Risk Management is important for event stakeholders because it ensures a sustainable future, while 8.4% disagreed with the statement.

Table 1.2.4



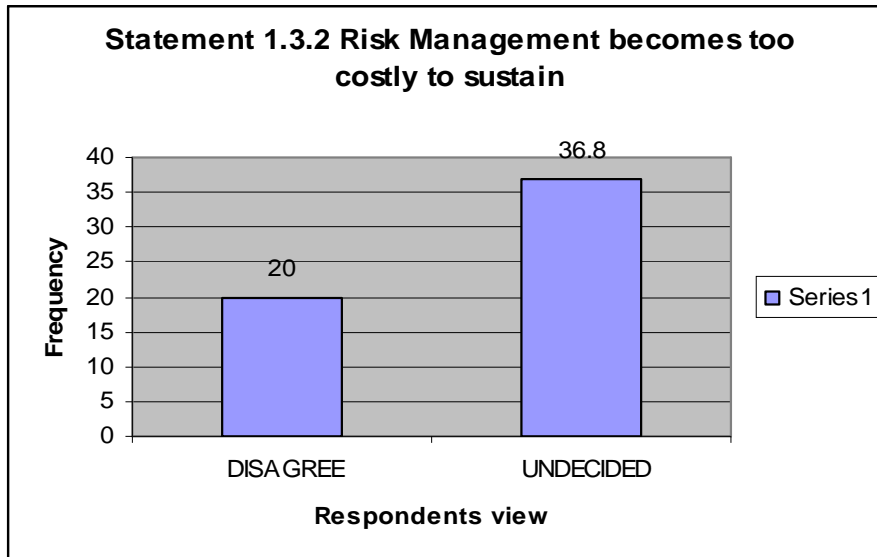
The responses to statement 1.2.4 indicate that 73.7% of the respondents agreed that Risk Management is important for event stakeholders because it is cost effective and reduces risks, while 7.4% disagreed with the statement.

Table 1.3.1



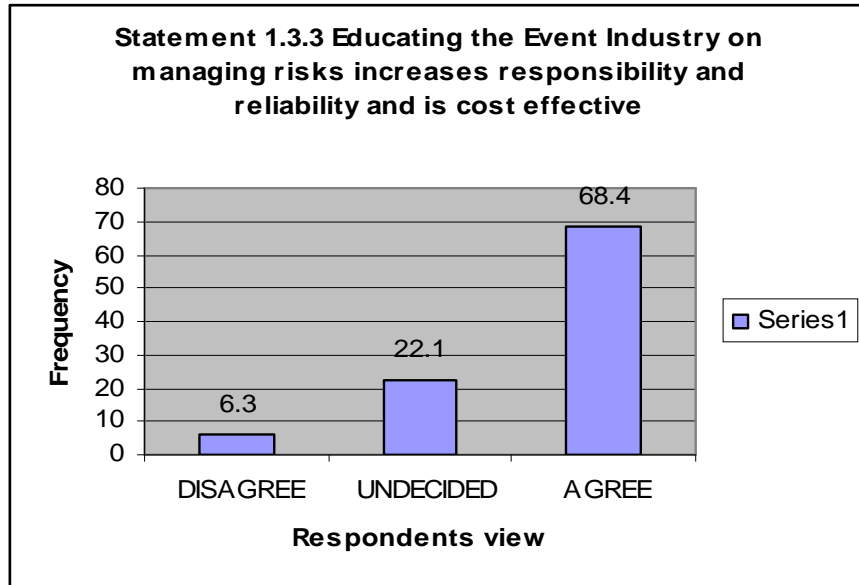
The responses to statement 1.3.1 indicate that 58.9% of the respondents agreed that Risk Management though costly is convenient to outsource, while 9.5% disagreed with the statement.

Table 1.3.2



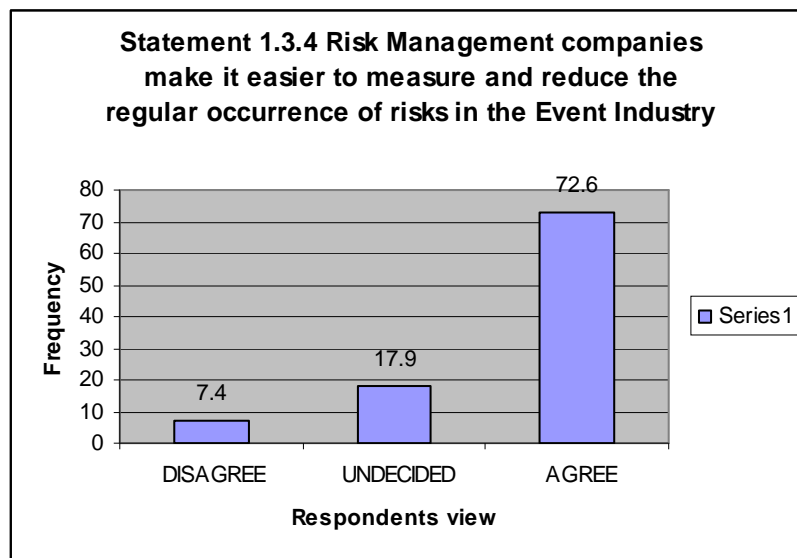
The responses to statement 1.3.2 indicate that 20% of the respondents agreed that Risk Management becomes too costly to sustain for event stakeholders, while 36.8% were undecided.

Table 1.3.3



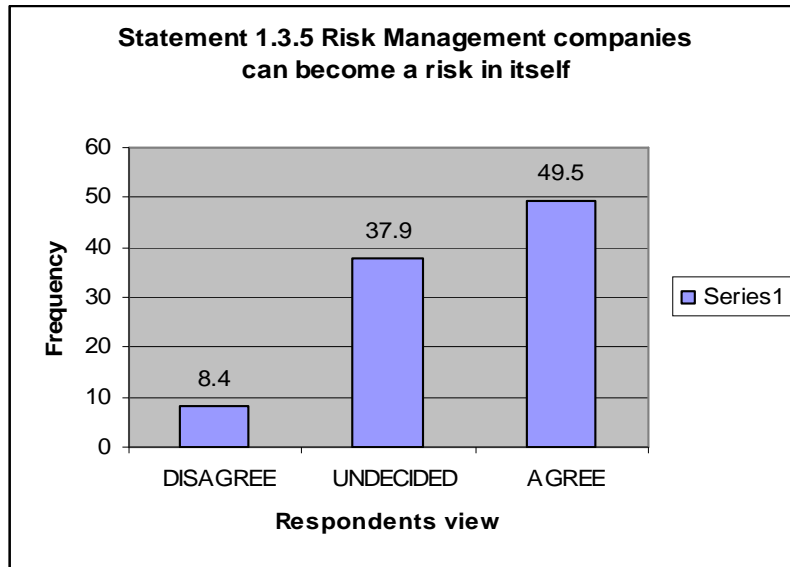
The responses to statement 1.3.3 indicate that 68.4% of the respondents agreed that educating event stakeholders in managing risks increases responsibility and reliability and is cost effective, while 6.3% disagreed with the statement.

Table 1.3.4



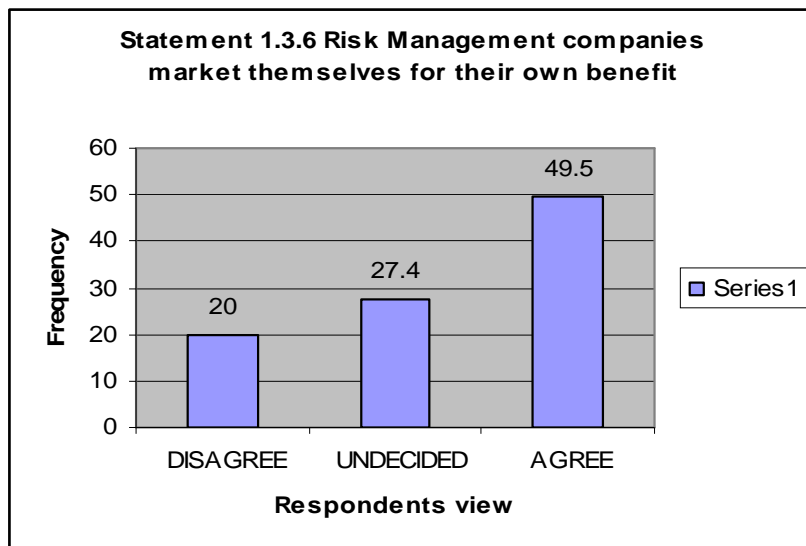
The responses to statement 1.3.4 indicate that 72.6% of the respondents agreed that risk management companies make it easier to measure and reduce the regular occurrence of risks in the event industry, while 7.4% disagreed with the statement.

Table 1.3.5



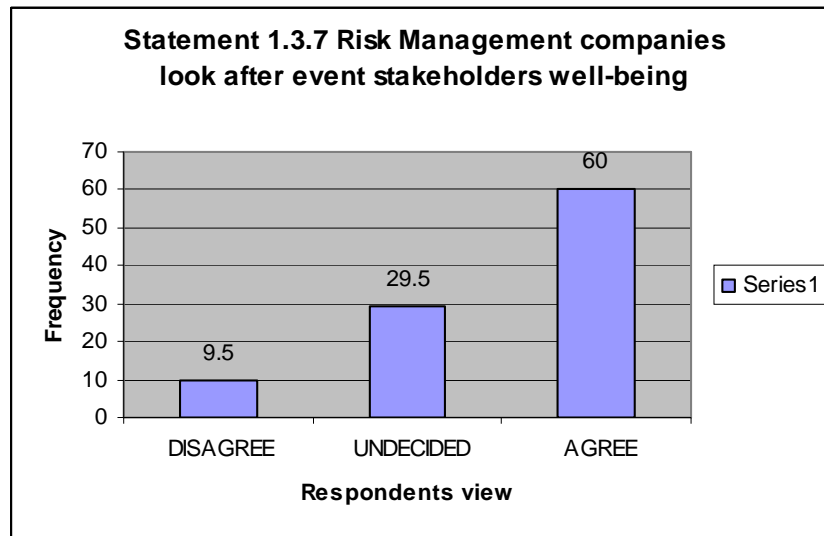
The responses to statement 1.3.5 indicate that 49.5% of the respondents agreed that risk management companies can become a risk in itself, while 8.4% disagreed with the statement.

Table 1.3.6



The responses to statement 1.3.6 indicate that 49.5% of the respondents agreed that risk management companies market themselves for their own benefit, while 20% disagreed with the statement.

Table 1.3.7

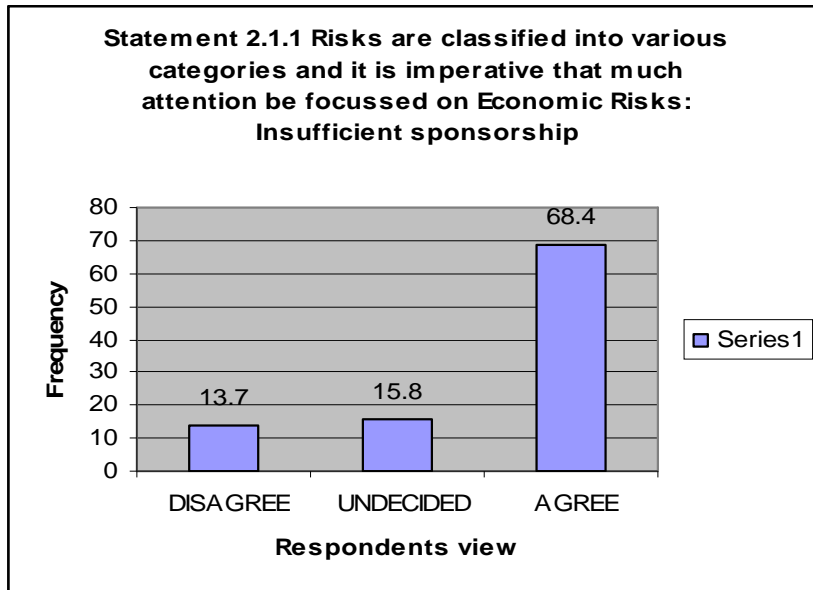


The responses to statement 1.3.7 indicate that 60% of the respondents agreed that risk management companies look after event stakeholders well-being, while 9.5% disagreed with the statement.

Section B

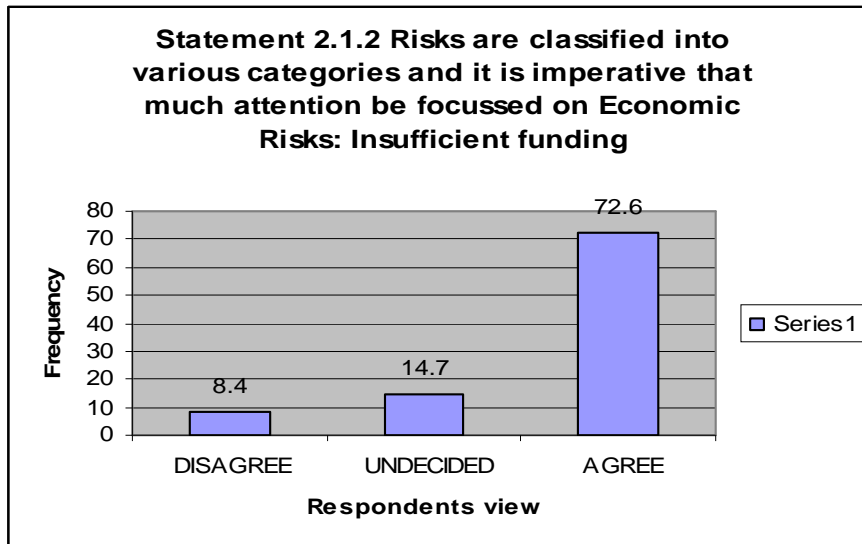
Question 2 determines to what extent other event stakeholders would agree on the common risks prevailing in the Event Industry.

Table 2.1.1



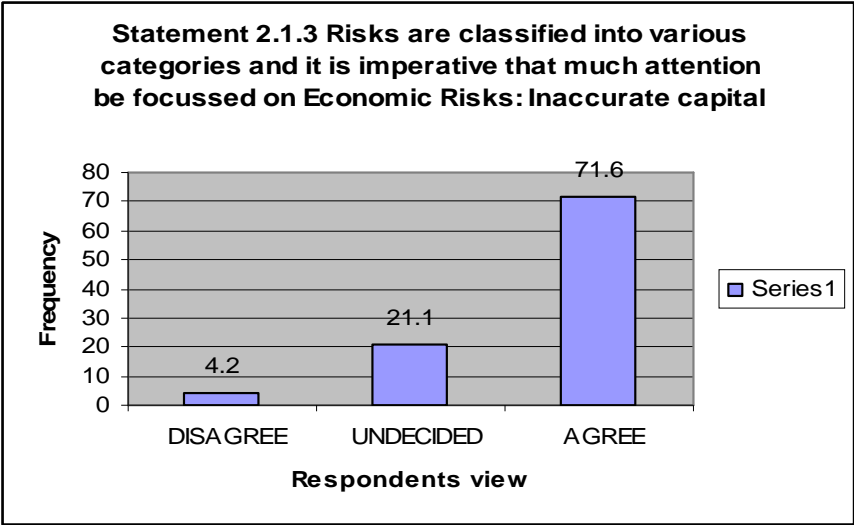
The responses to statement 2.1.1 indicate that 68.4% of the respondents agreed that there is insufficient sponsorship in terms of economic risks within the event industry, while 13.7% disagreed with the statement.

Table 2.1.2



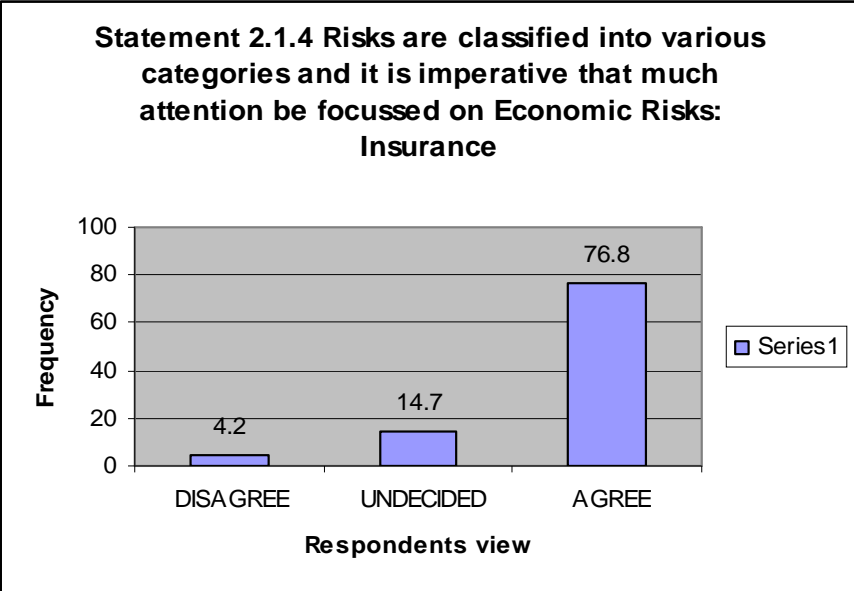
The responses to statement 2.1.2 indicate that 72.6% of the respondents agreed that there is insufficient funding in terms of economic risks within the event industry, while 8.4% disagreed with the statement.

Table 2.1.3



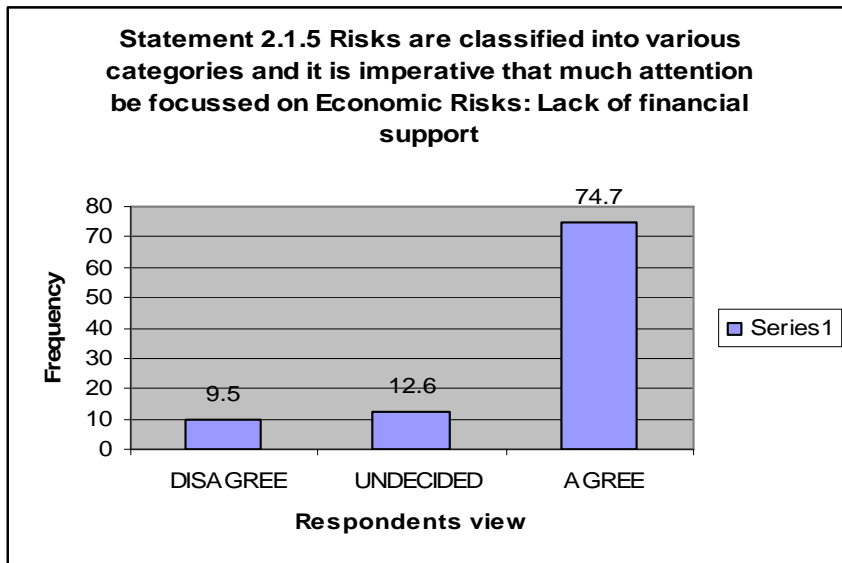
The responses to statement 2.1.3 indicate that 71.6% of the respondents agreed that there is inaccurate capital in terms of economic risks within the event industry, while 4.2% disagreed with the statement.

Table 2.1.4



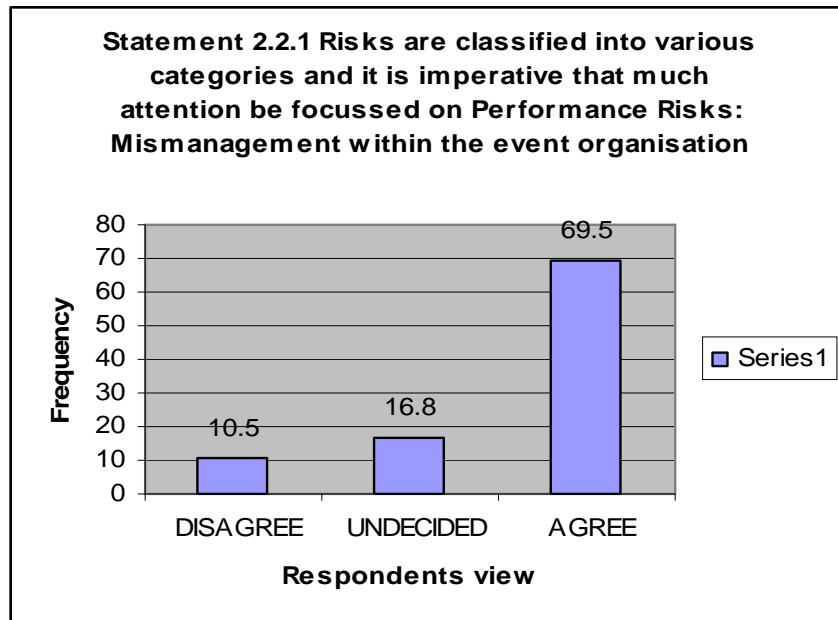
The responses to statement 2.1.4 indicate that 78.8% of the respondents agreed that insurance is important in terms of economic risks within the event industry, while 4.2% disagreed with the statement.

Table 2.1.5



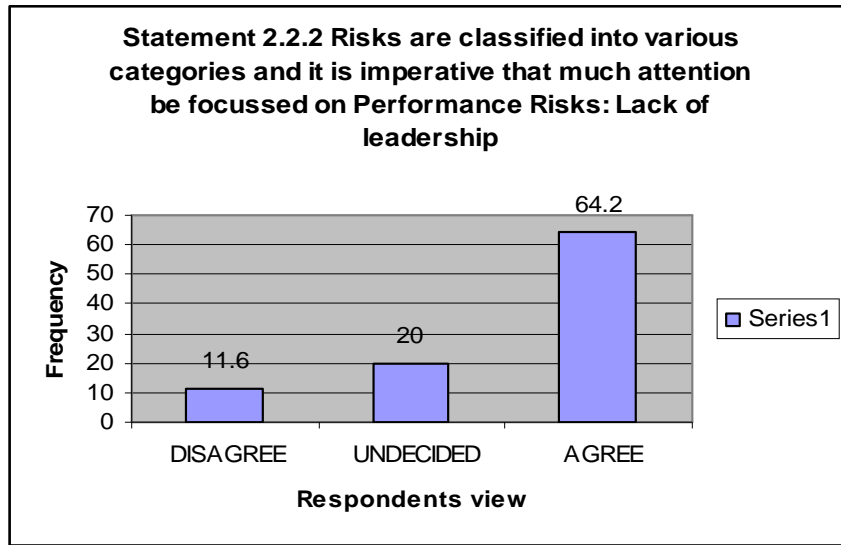
The responses to statement 2.1.5 indicate that 74.7% of the respondents agreed that there is lack of financial support in terms of economic risks within the event industry, while 9.5% disagreed with the statement.

Table 2.2.1



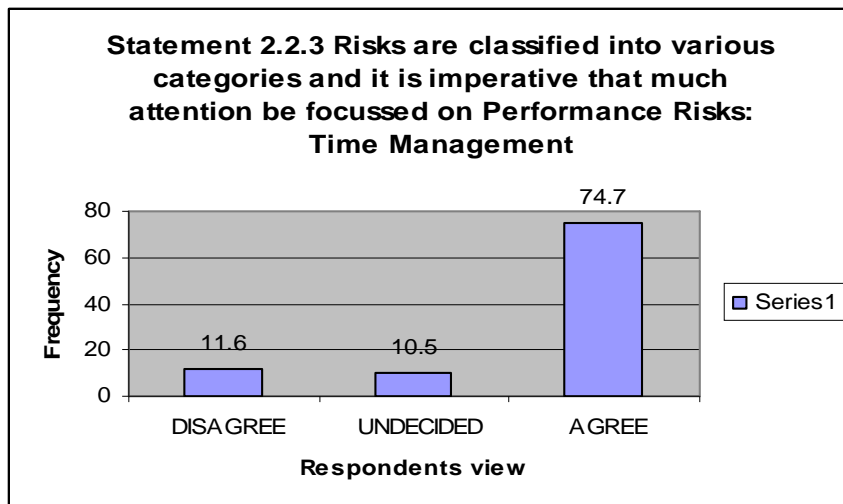
The responses to statement 2.2.1 indicate that 69.5% of the respondents agreed that there is mismanagement within the event organisation in terms of performance risks within the event industry, while 10.5% disagreed with the statement.

Table 2.2.2



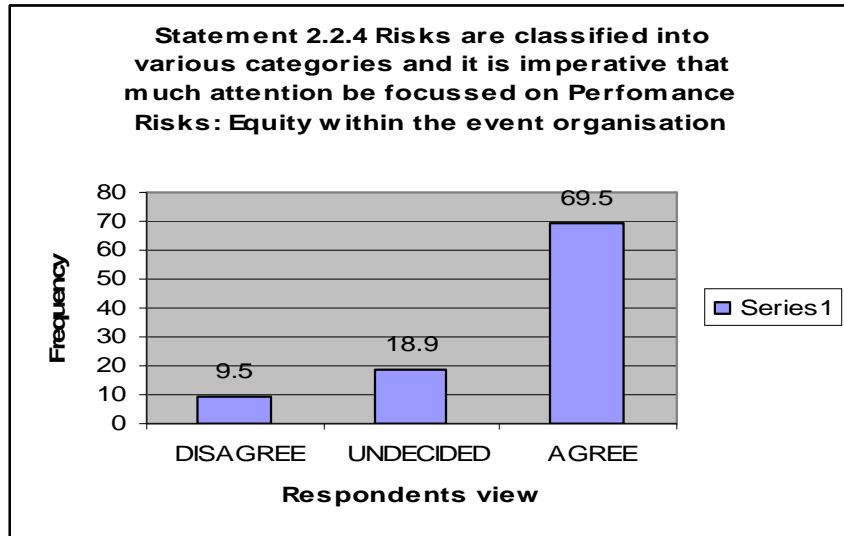
The responses to statement 2.2.2 indicate that 64.2% of the respondents agreed that there is a lack of leadership in terms of performance risks within the event industry, while 11.6% disagreed with the statement.

Table 2.2.3



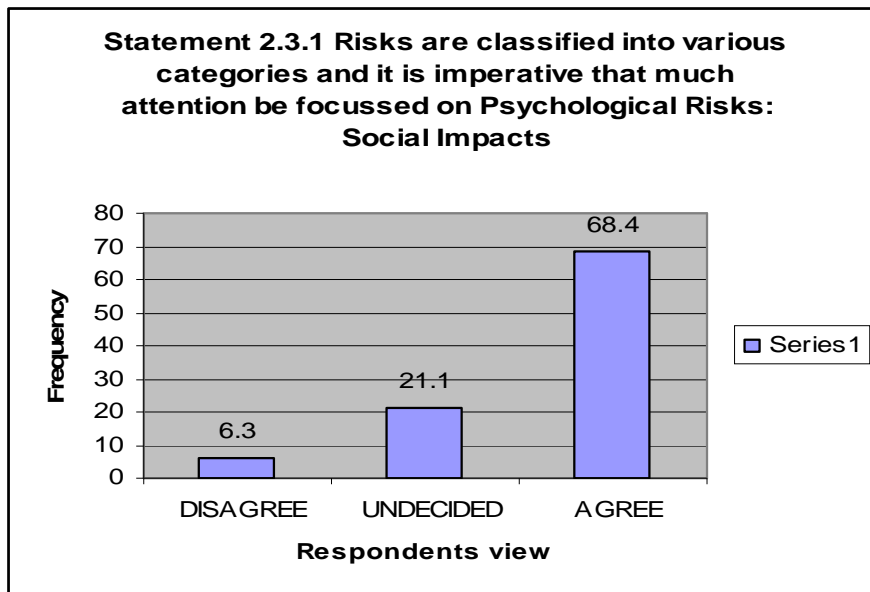
The responses to statement 2.2.3 indicate that 74.7% of the respondents agreed that time management is important in terms of performance risks within the event industry, while 11.6% disagreed with the statement.

Table 2.2.4



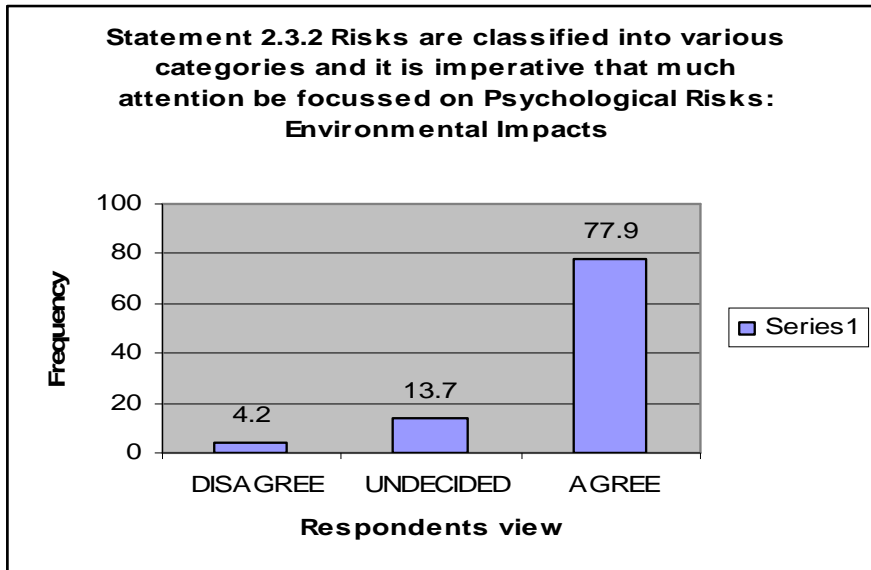
The responses to statement 2.2.4 indicate that 69% of the respondents agreed that there needs to be equity within the event organisation in terms of performance risks within the event industry, while 9.5% disagreed with the statement.

Table 2.3.1



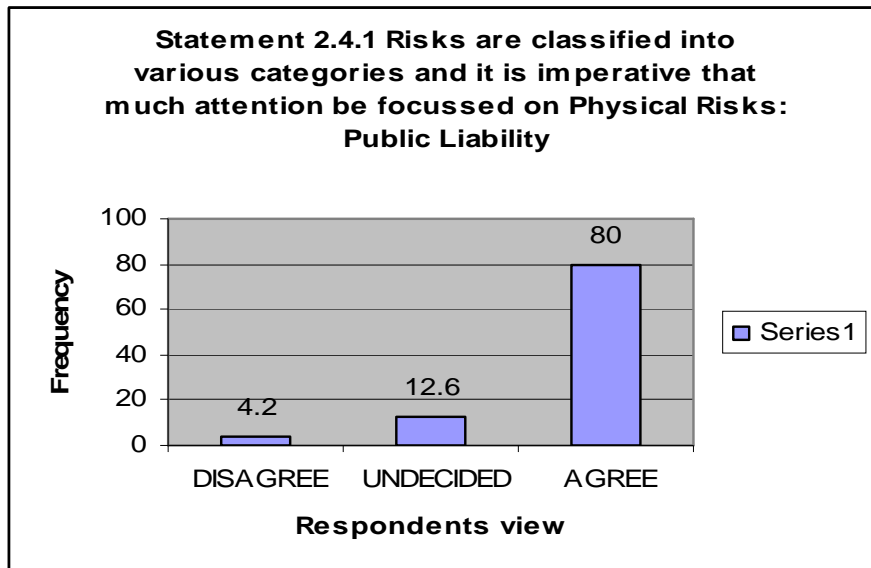
The responses to statement 2.3.1 indicate that 68.4% of the respondents agreed that social impacts are important in terms of psychological risks within the event industry, while 6.3% disagreed with the statement.

Table 2.3.2



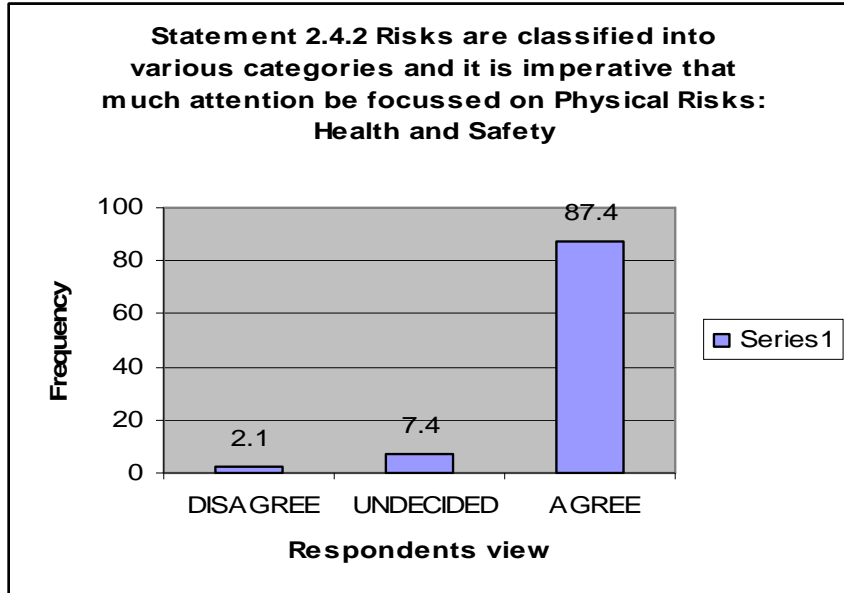
The responses to statement 2.3.2 indicate that 77.9% of the respondents agreed that environmental impacts are important in terms of psychological risks within the event industry, while 4.2% disagreed with the statement.

Table 2.4.1



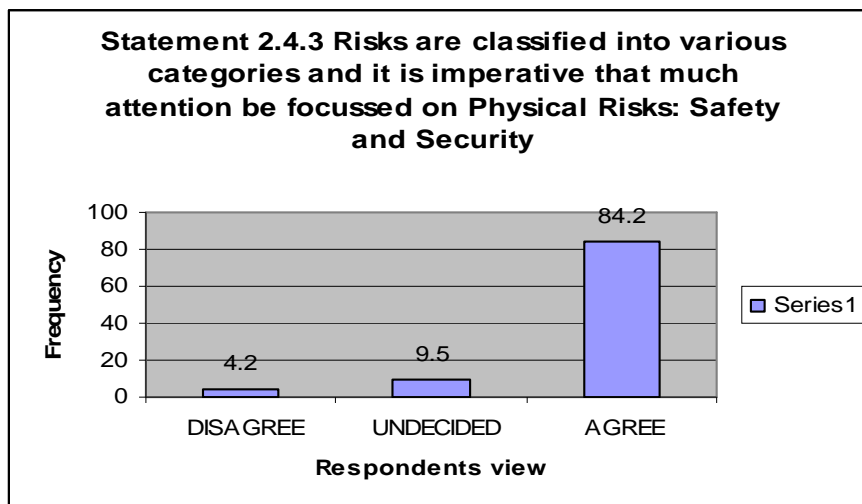
The responses to statement 2.4.1 indicate that 80% of the respondents agreed that public liability is a major concern in terms of physical risks within the event industry, while 4.2% disagreed with the statement.

Table 2.4.2



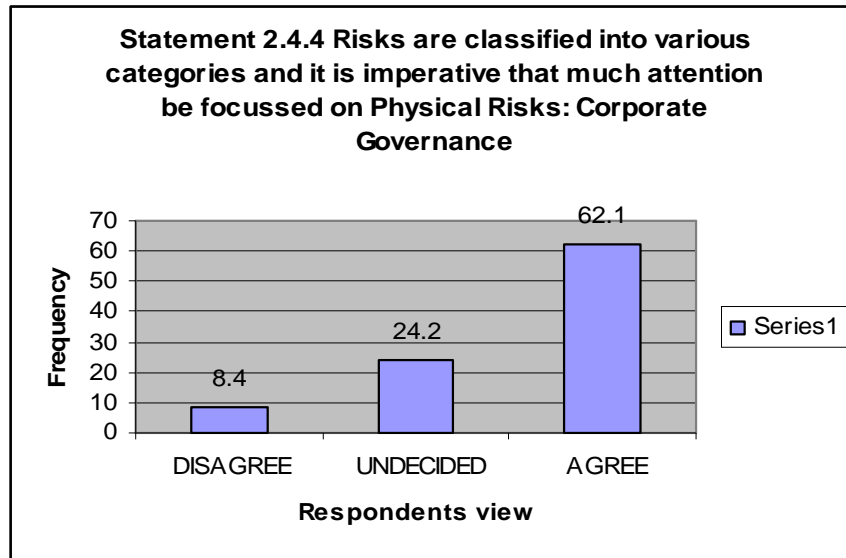
The responses to statement 2.4.2 indicate that 87.4% of the respondents agreed that Health and Safety is important in terms of physical risks within the event industry, while 2.1% disagreed with the statement.

Table 2.4.3



The responses to statement 2.4.3 indicate that 84.2% of the respondents agreed that Safety and Security is important in terms of physical risks within the event industry, while 4.2% disagreed with the statement.

Table 2.4.4

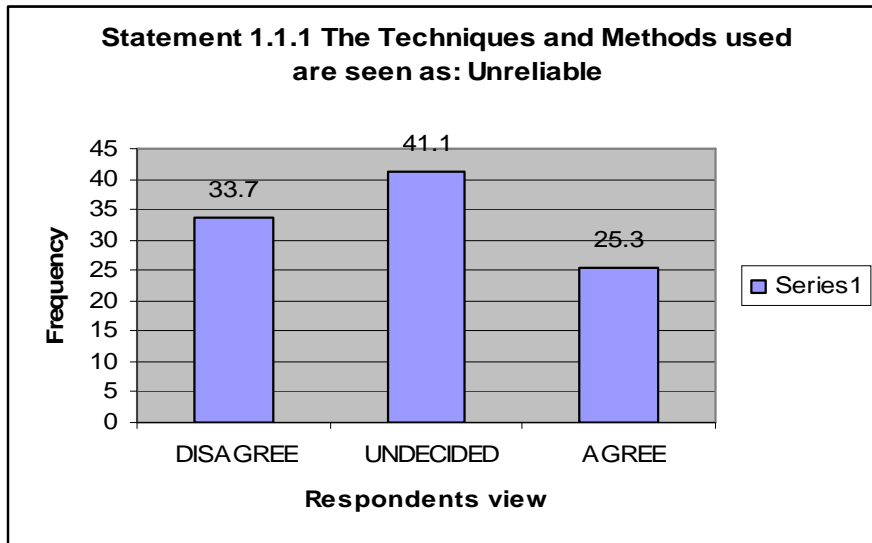


The responses to statement 2.4.4 indicate that 62.1% of the respondents agreed that Corporate Governance is a major concern in terms of physical risks within the event industry, while 8.4% disagreed with the statement.

Section C determines the accuracy of techniques and methods used.

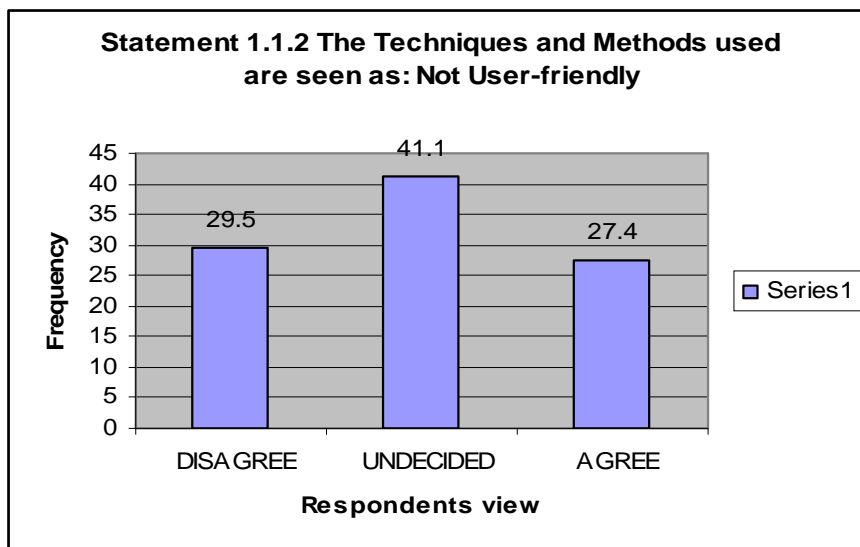
Question 1 determines to what extent other event stakeholders agree on the nature of accuracy of the tools and methods used to measure and control these common risks.

Table 1.1.1



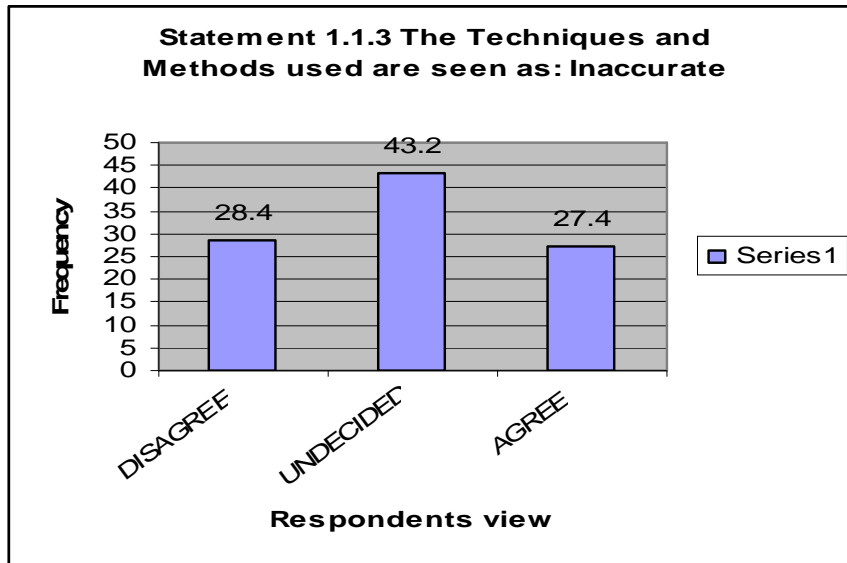
The responses to statement 1.1.1 indicate that 33.7% of the respondents disagreed that the techniques and methods used are unreliable against 25.3% who agreed with the statement.

Table 1.1.2



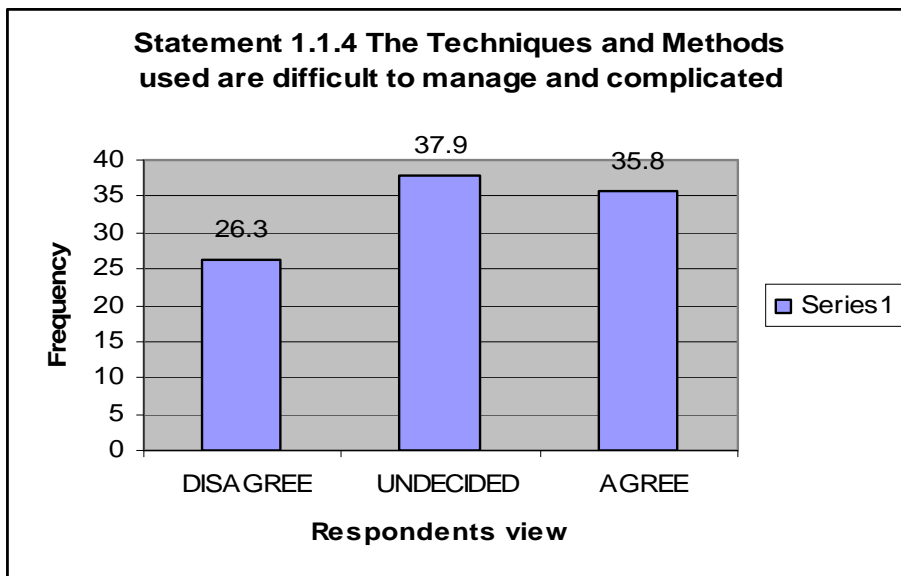
The responses to statement 1.1.2 indicate that 29.5% of the respondents disagreed that the techniques and methods used are not user-friendly against 27.4% who agreed with the statement.

Table 1.1.3



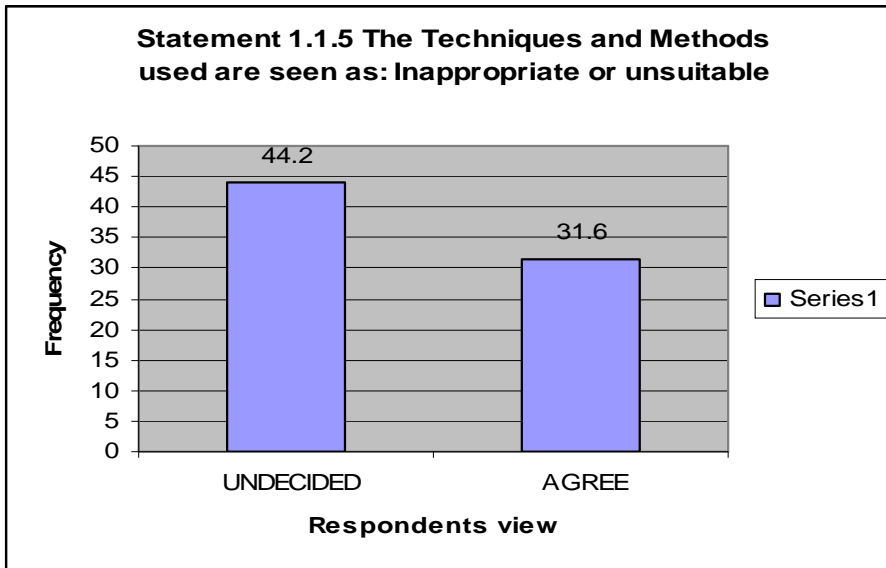
The responses to statement 1.1.3 indicate that 20.4% of the respondents disagreed that the techniques and methods used are inaccurate against 27.4% who agreed with the statement.

Table 1.1.4



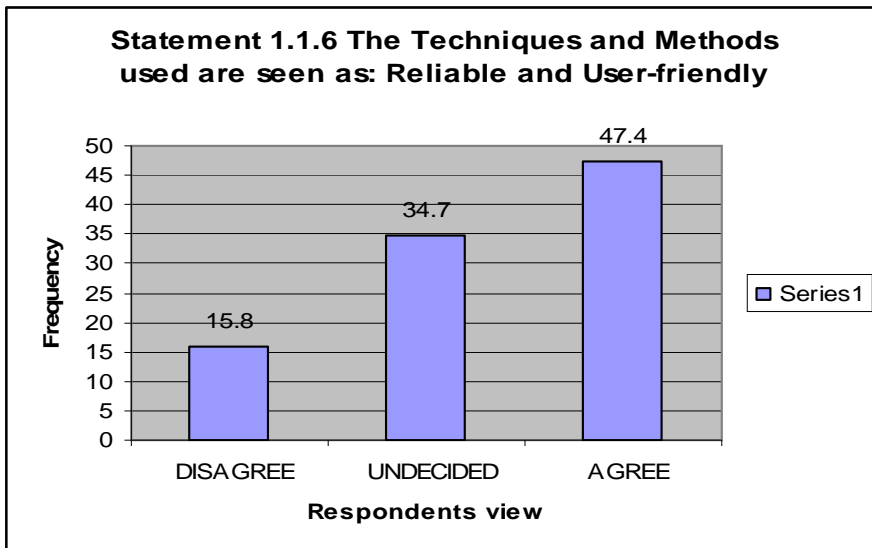
The responses to statement 1.1.4 indicate that 26.3% of the respondents disagreed that the techniques and methods used are difficult to manage and complicated against 35% who agreed with the statement.

Table 1.1.5



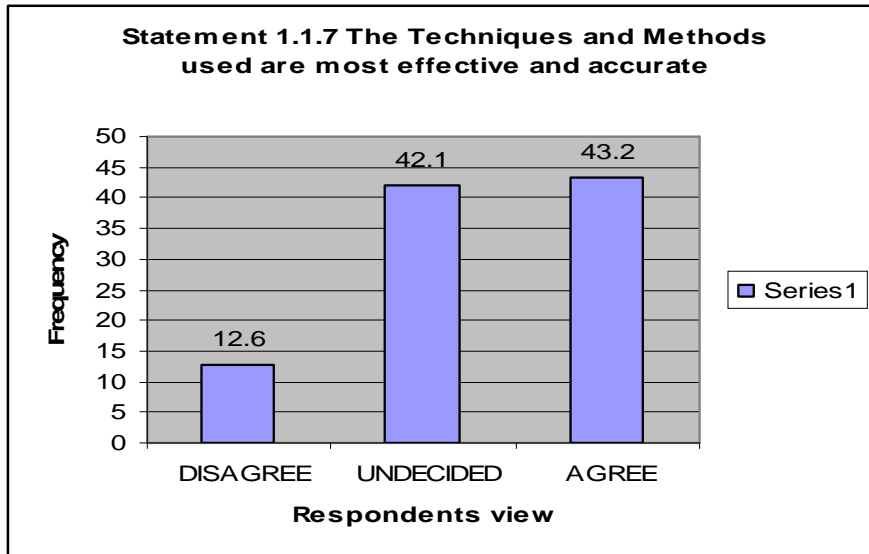
The responses to statement 1.1.5 indicate that 31.6% of the respondents agreed that the techniques and methods used are inappropriate or unsuitable against 44.2% who were undecided.

Table 1.1.6



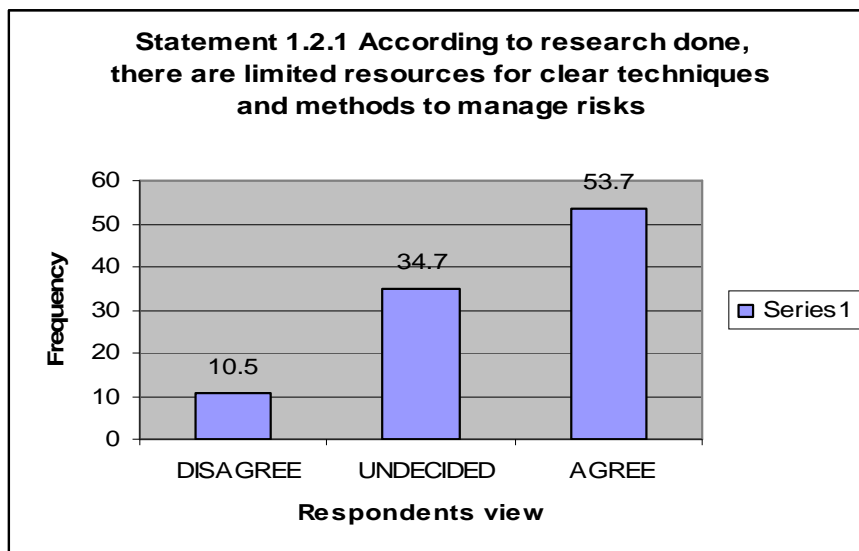
The responses to statement 1.1.6 indicate that 15.8% of the respondents disagreed that the techniques and methods used are reliable and user-friendly against 47.4% who agreed with the statement.

Table 1.1.7



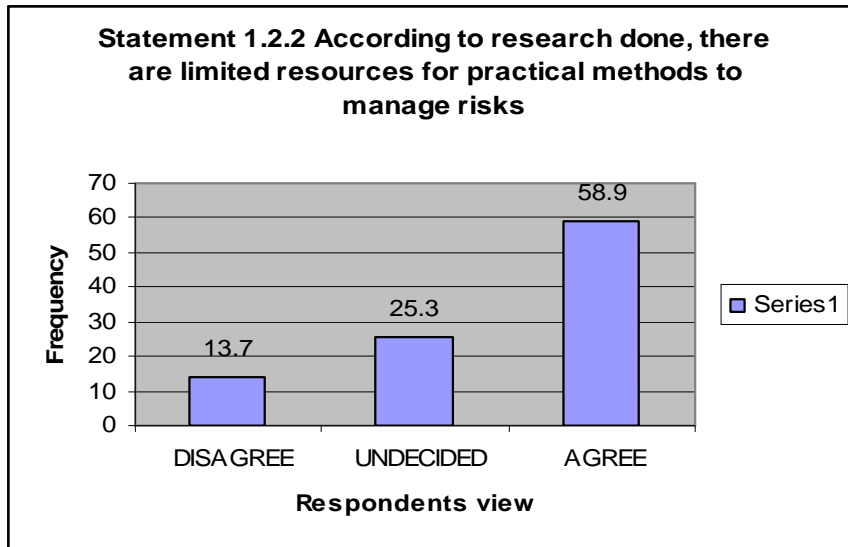
The responses to statement 1.1.7 indicate that 12.6% of the respondents disagreed that the techniques and methods used are most effective and accurate against 43.2% who agreed with the statement.

Table 1.2.1



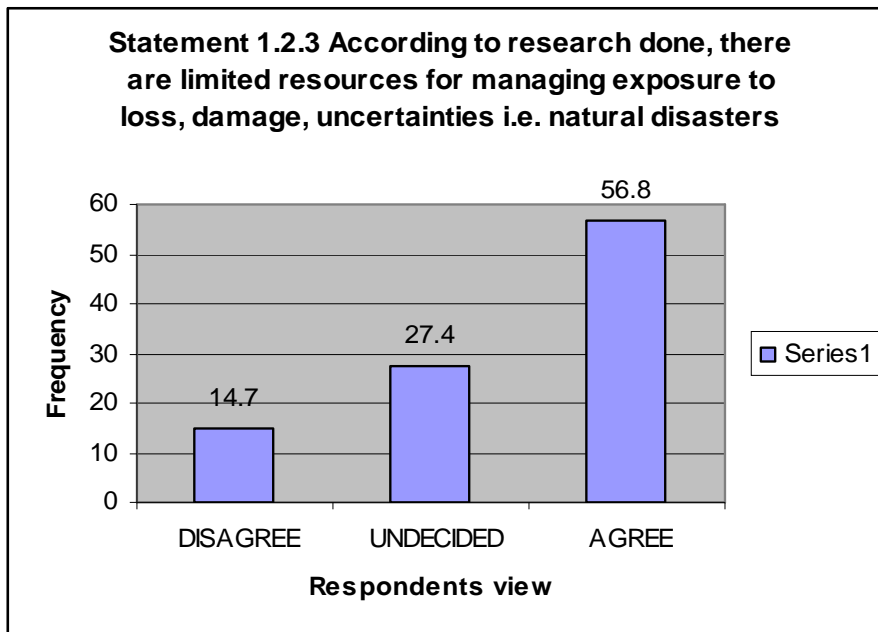
The responses to statement 1.2.1 indicate that 10.5% of the respondents disagreed that there are limited resources for clear techniques and methods to manage risks, while 53.7% agreed with the statement.

Table 1.2.2



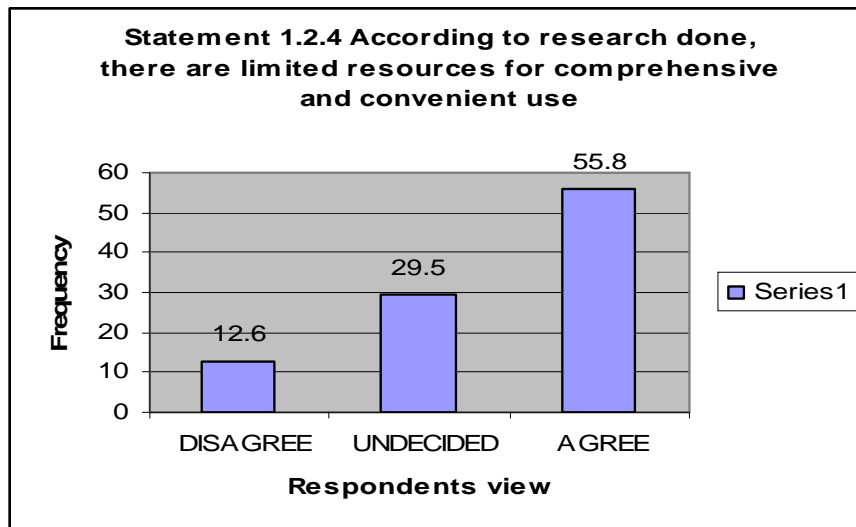
The responses to statement 1.2.2 indicate that 13.7% of the respondents disagreed that there are limited resources for practical methods to manage risks, while 58.9% agreed with the statement.

Table 1.2.3



The responses to statement 1.2.3 indicate that 14.7% of the respondents disagreed that there are limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters, while 56.8% agreed with the statement.

Table 1.2.4

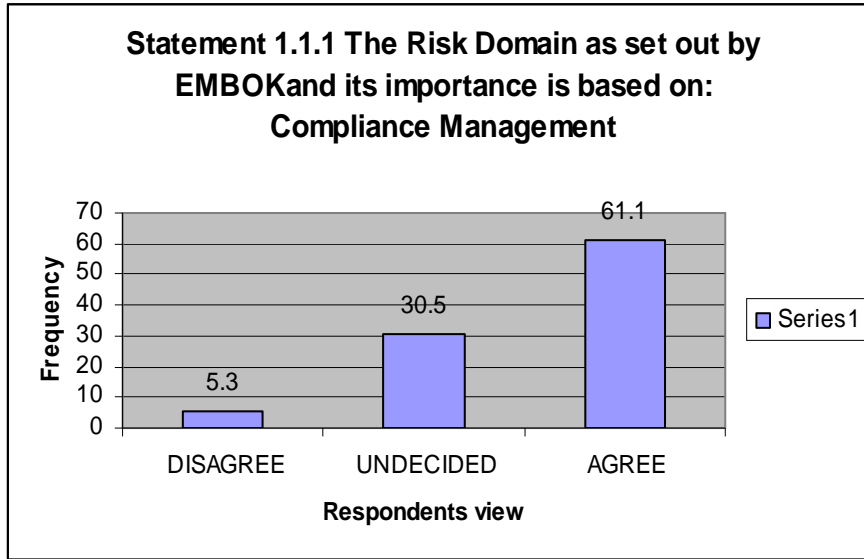


The responses to statement 1.2.4 indicate that 12.6% of the respondents disagreed that there are limited resources for comprehensive and convenient use, while 55.8% agreed with the statement.

Section D determines the policies and procedures in Risk Management.

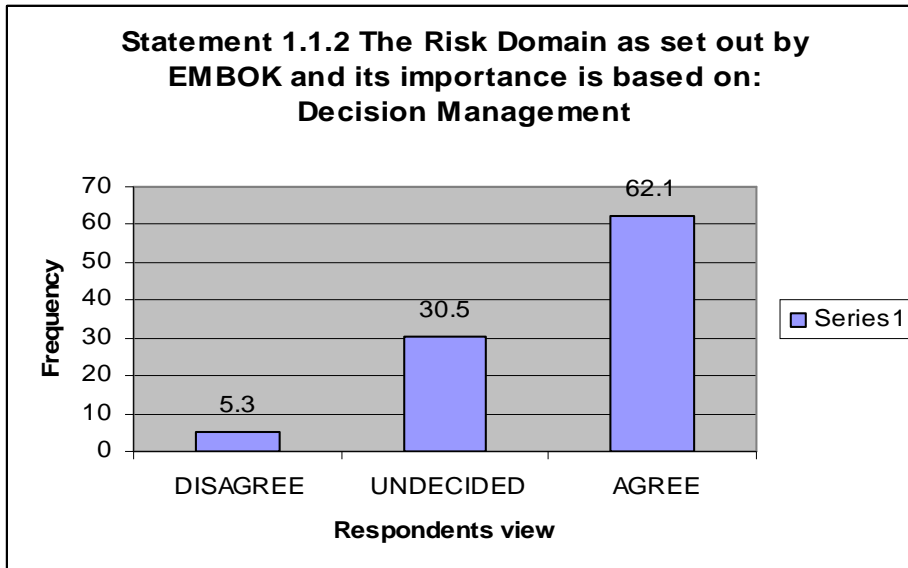
Question 1 determines to what extent other event stakeholders agree that there is no proper Risk Management procedure or policy in place for minor and major event organisations.

Table 1.1.1



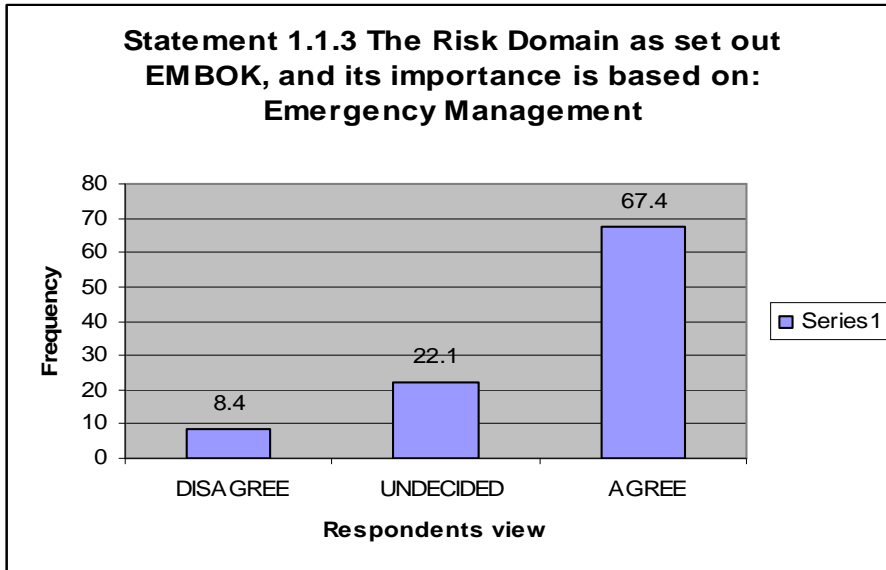
The responses to statement 1.1.1 indicate that 61.1% of the respondents agreed that the Risk Domain is based on Compliance Management, while 5.3% disagreed with the statement.

Table 1.1.2



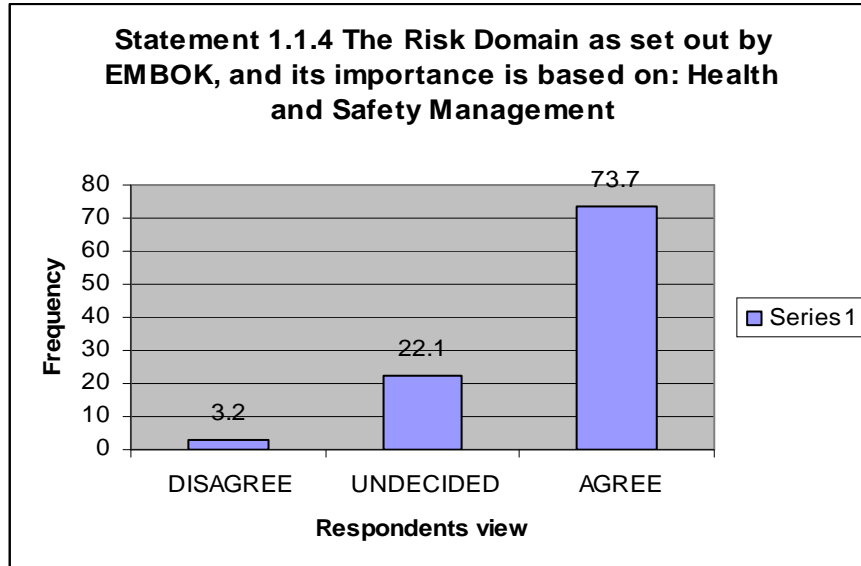
The responses to statement 1.1.2 indicate that 62.1% of the respondents agreed that the Risk Domain is based on Decision Management, while 5.3% disagreed with the statement.

Table 1.1.3



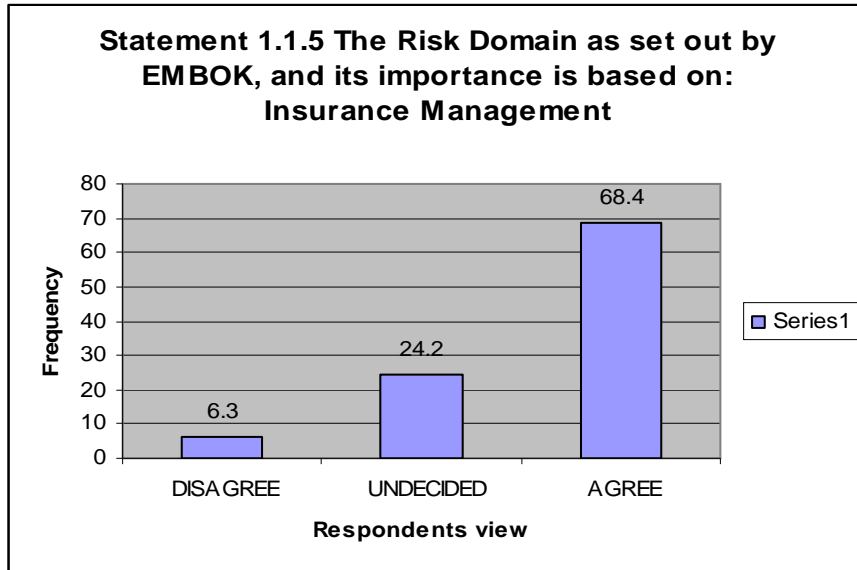
The responses to statement 1.1.3 indicate that 67.4% of the respondents agreed that the Risk Domain is based on Emergency Management, while 8.4% disagreed with the statement.

Table 1.1.4



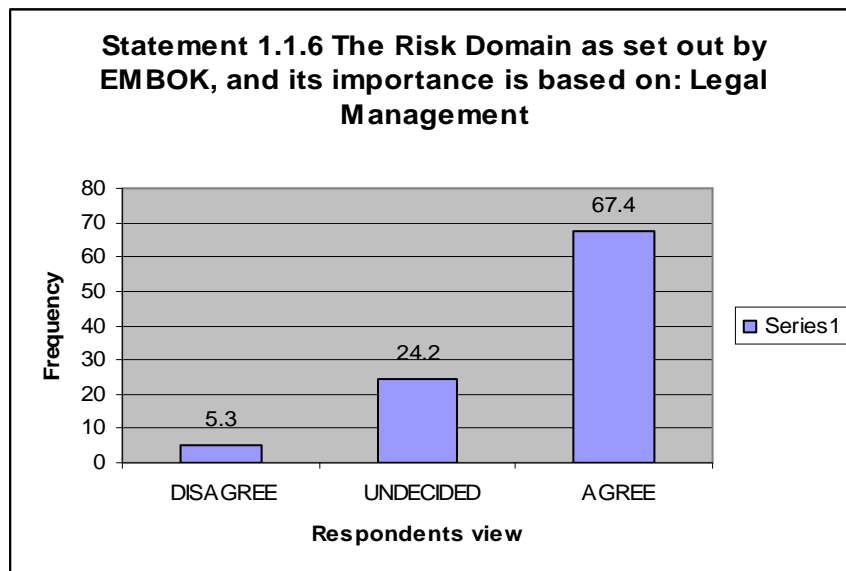
The responses to statement 1.1.4 indicate that 73.7% of the respondents agreed that the Risk Domain is based on Health and Safety Management, while 3.2% disagreed with the statement.

Table 1.1.5



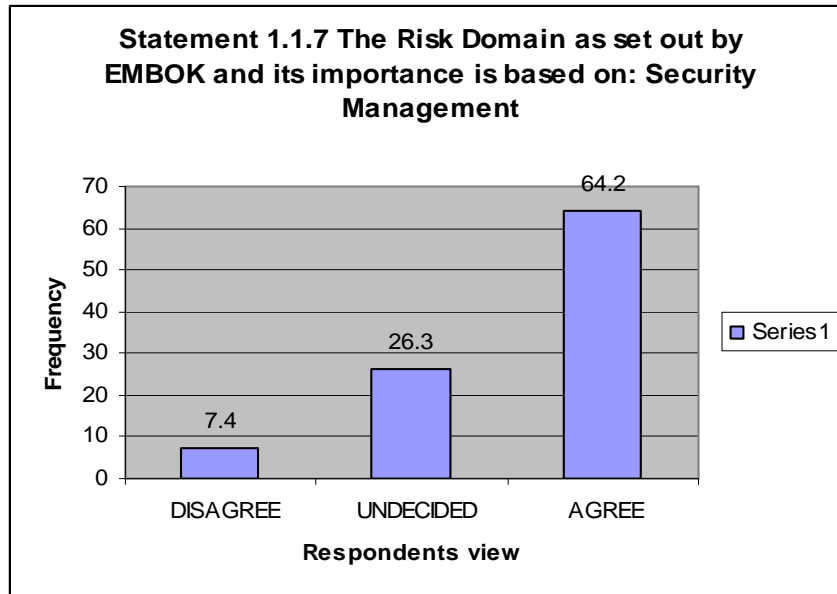
The responses to statement 1.1.5 indicate that 68.4% of the respondents agreed that the Risk Domain is based on Insurance Management, while 6.3% disagreed with the statement.

Table 1.1.6



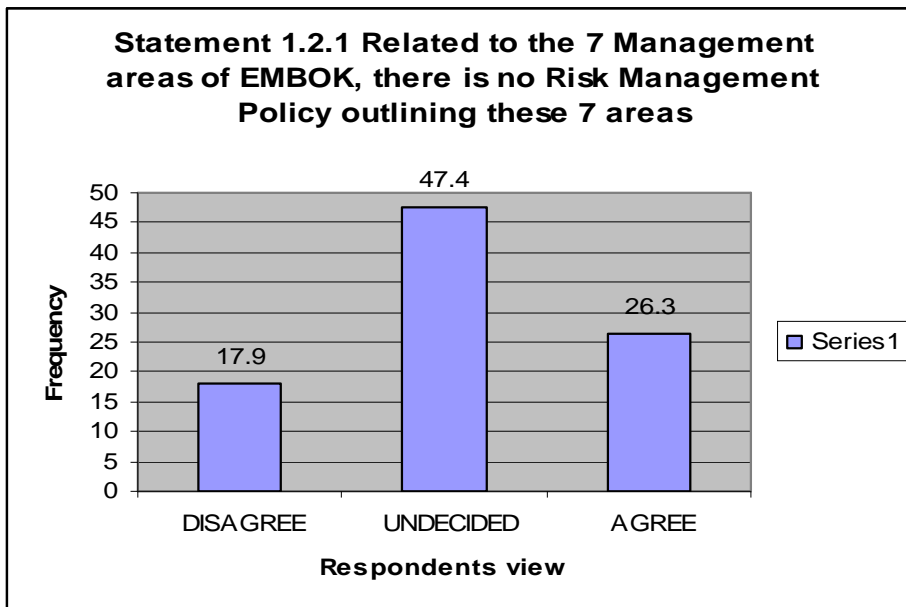
The responses to statement 1.1.6 indicate that 67.4% of the respondents agreed that the Risk Domain is based on Legal Management, while 5.3% disagreed with the statement.

Table 1.1.7



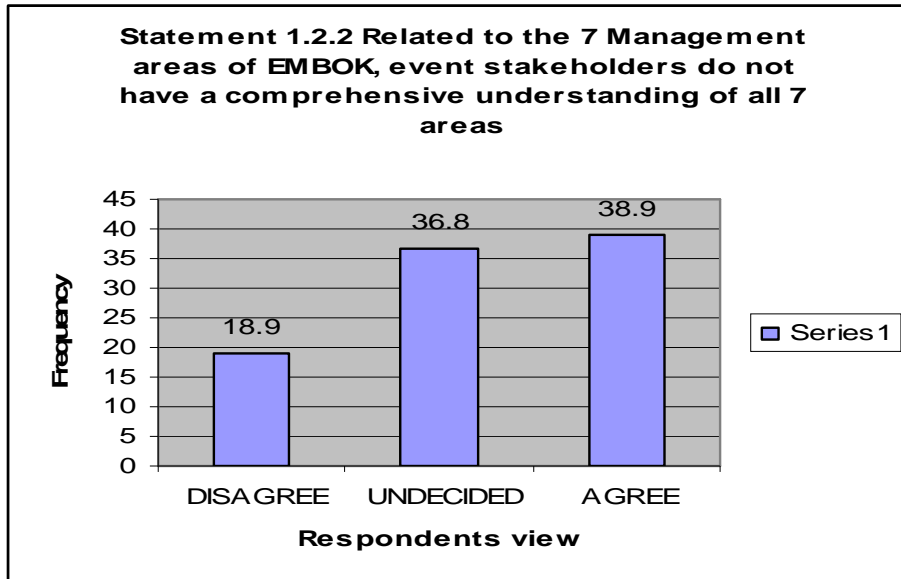
The responses to statement 1.1.7 indicate that 64.2% of the respondents agreed that the Risk Domain is based on Security Management, while 7.4% disagreed with the statement.

Table 1.2.1



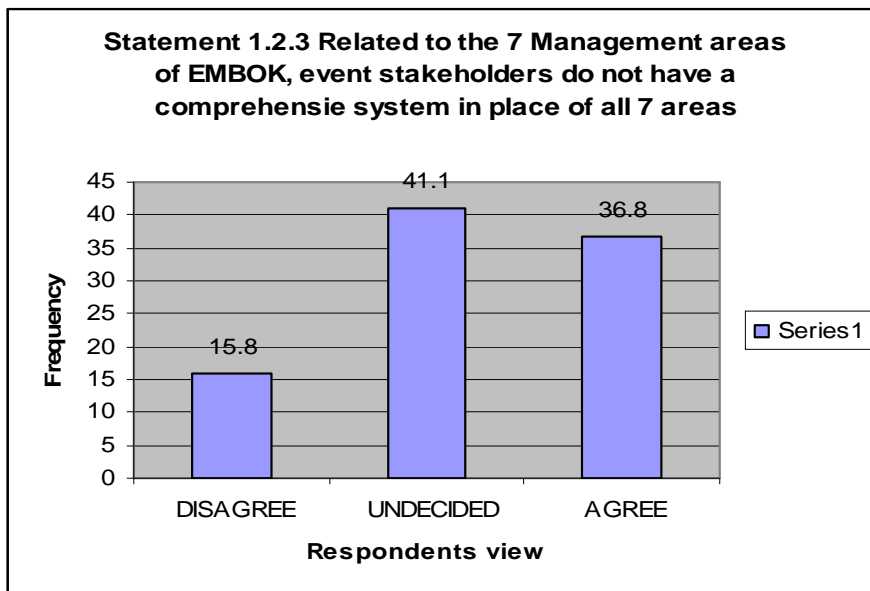
The responses to statement 1.2.1 indicate that 17.9% of the respondents disagreed that there is no Risk Management Policy outlining the management areas of the Risk Domain. However 26.3% of respondents agreed with the statement.

Table 1.2.2



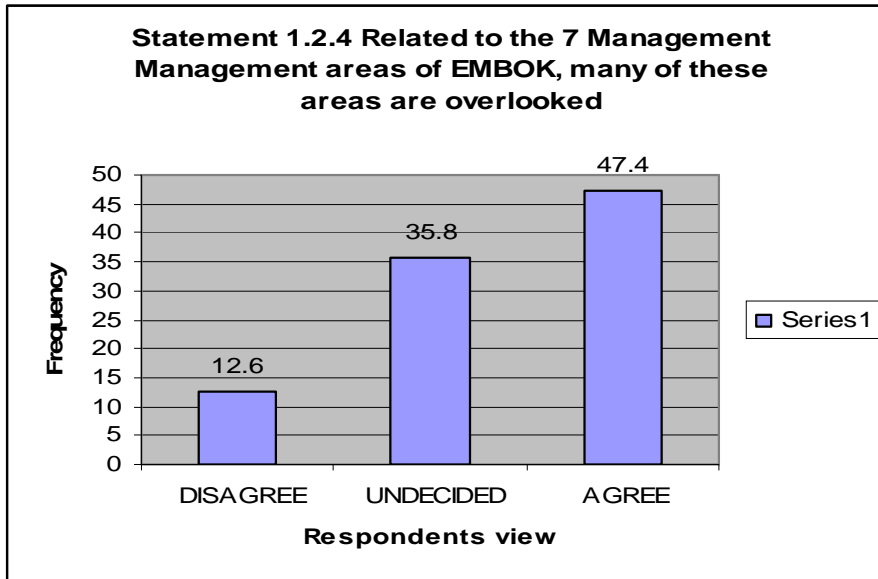
The responses to statement 1.2.2 indicate that 18.9% of the respondents disagreed that event stakeholders do not have a comprehensive understanding of the 7 management areas of the Risk Domain. However 38.9% agreed with the statement.

Table 1.2.3



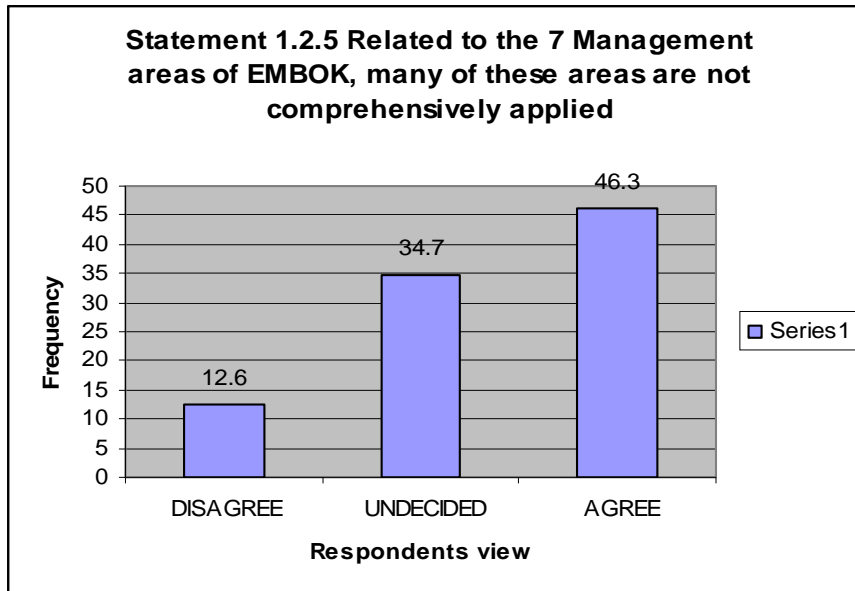
The responses to statement 1.2.3 indicate that 15% of the respondents disagreed that event stakeholders do not have a comprehensive system in place of the 7 management areas of the Risk Domain. However 36.8% agreed with the statement.

Table 1.2.4



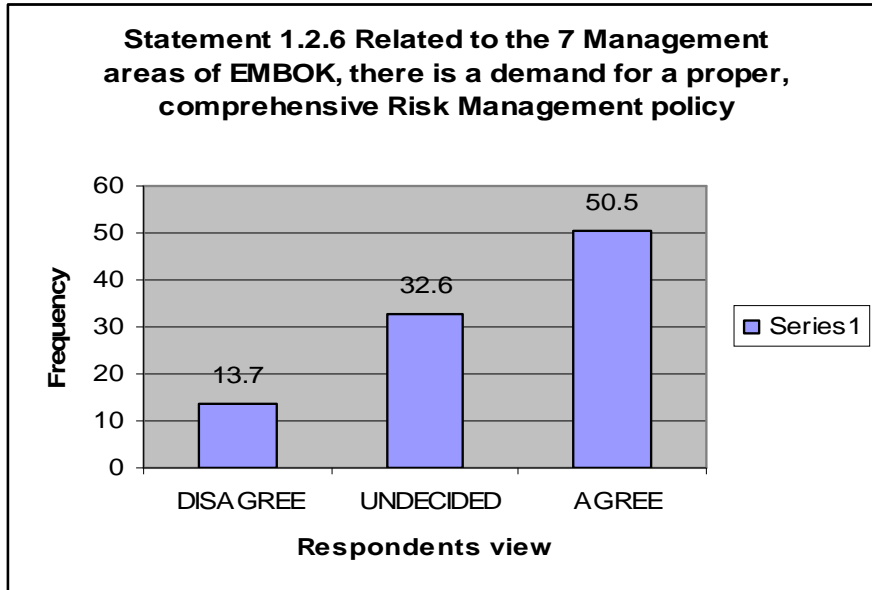
The responses to statement 1.2.4 indicate that 12.6% of the respondents disagreed that the 7 management areas of the Risk Domain are overlooked in the event industry. However 47.4% agreed with the statement.

Table 1.2.5



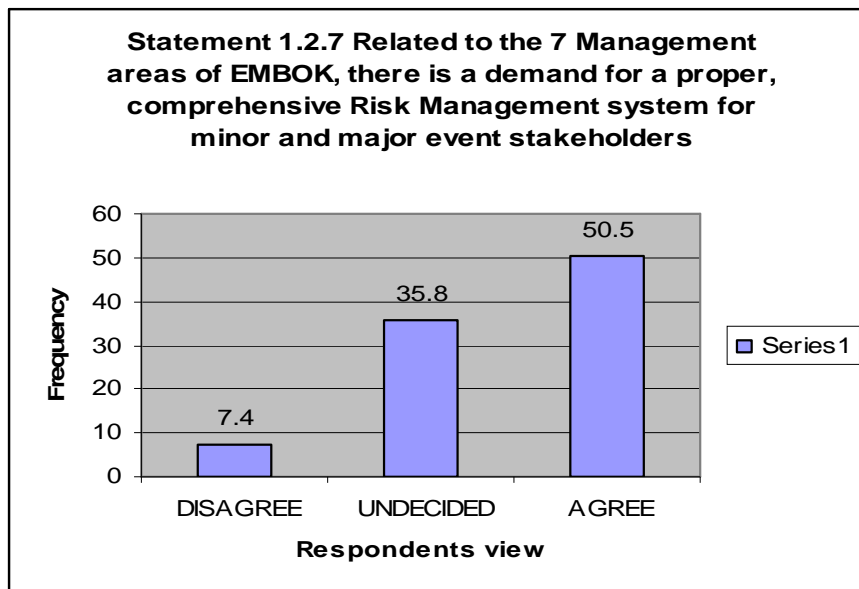
The responses to statement 1.2.5 indicate that 12.6% of the respondents disagreed that the 7 management areas of the Risk Domain are not comprehensively applied by event stakeholders. However 46.3% agreed with the statement.

Table 1.2.6



The responses to statement 1.2.6 indicate that 13.7% of the respondents disagreed that there is a demand for a proper, comprehensive Risk Management Policy, while 50.5% agreed with the statement.

Table 1.2.7

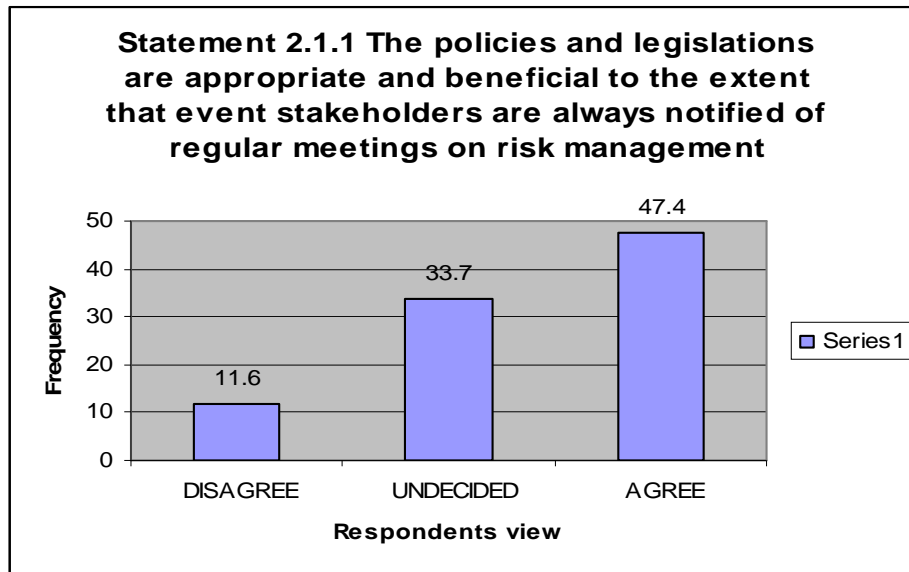


The responses to statement 1.2.7 indicate that 7.4% of the respondents disagreed that there is a demand for a proper, comprehensive Risk Management system for minor and major event stakeholders, while 50.5% agreed with the statement.

Section D

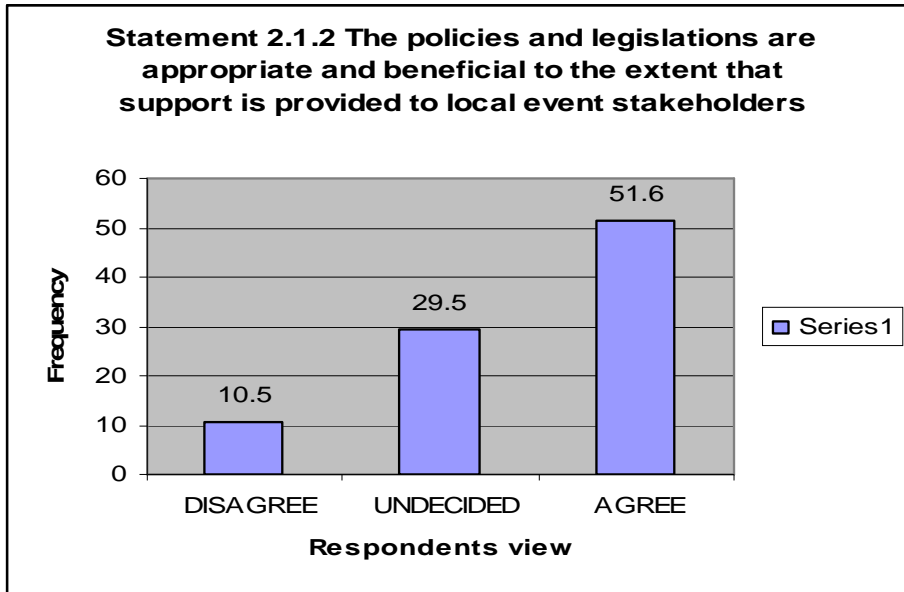
Question 2 determines to what extent event stakeholders would agree that the policies and legislations that do exist within government and risk associations reflect a beneficial and ethical approach to the event organisation.

Table 2.1.1



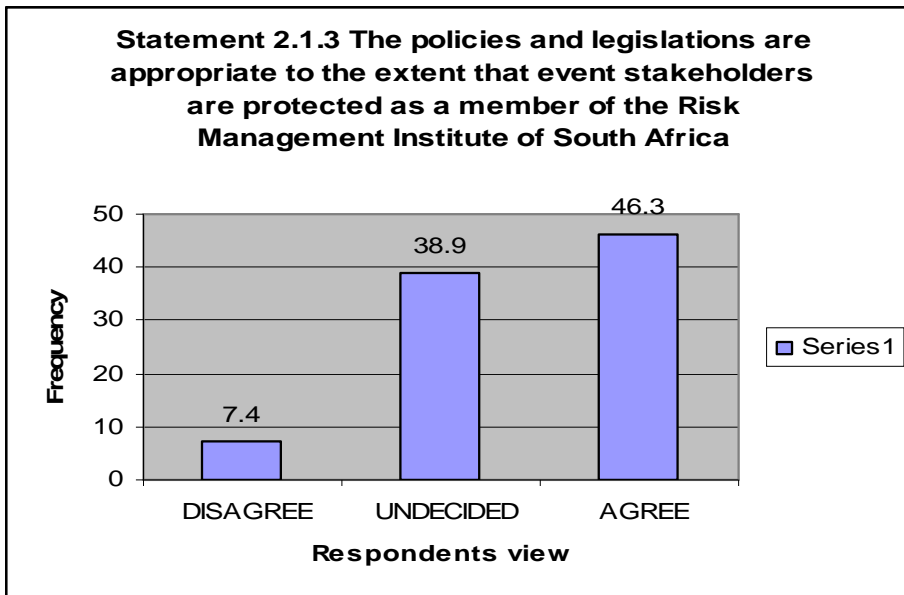
The responses to statement 2.1.1 indicate that 11.6% of the respondents disagreed that event stakeholders are notified of regular risk management meetings, while 47.4% agreed with the statement.

Table 2.1.2



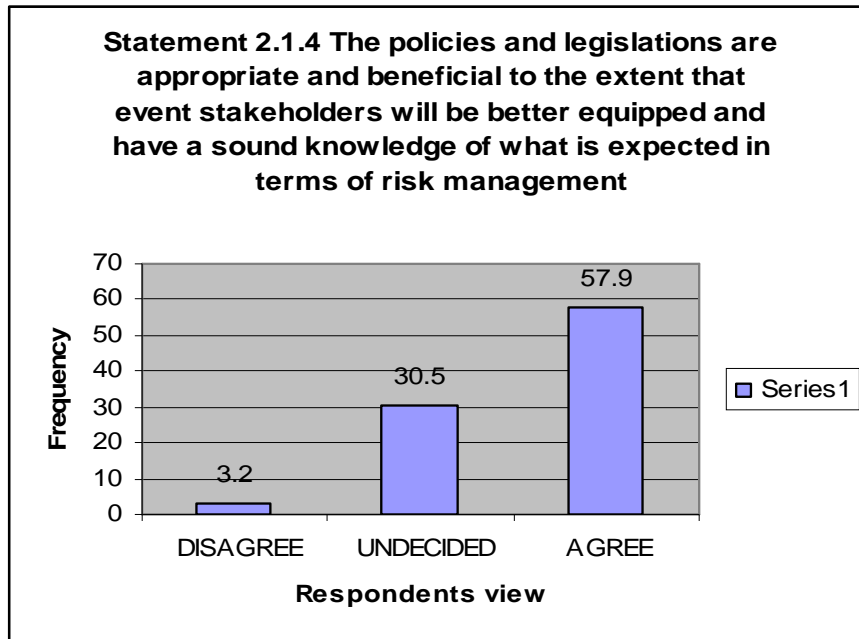
The responses to statement 2.1.2 indicate that 10.5% of the respondents disagreed that local event stakeholders are provided the necessary support within the event industry, while 51.6% agreed with the statement.

Table 2.1.3



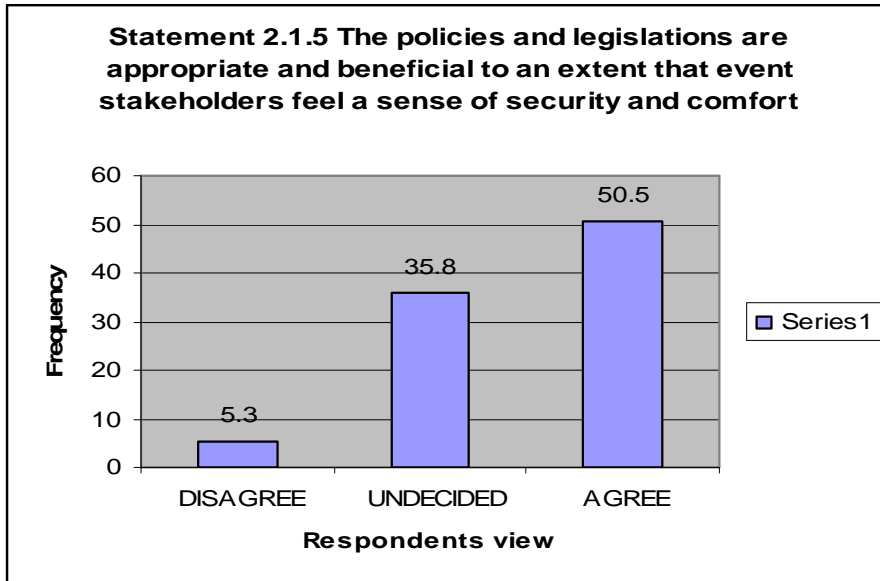
The responses to statement 2.1.3 indicate that 7.4% of the respondents disagreed that event stakeholders are protected by the Risk Management Institute of South Africa, while 46.3% agreed with the statement.

Table 2.1.4



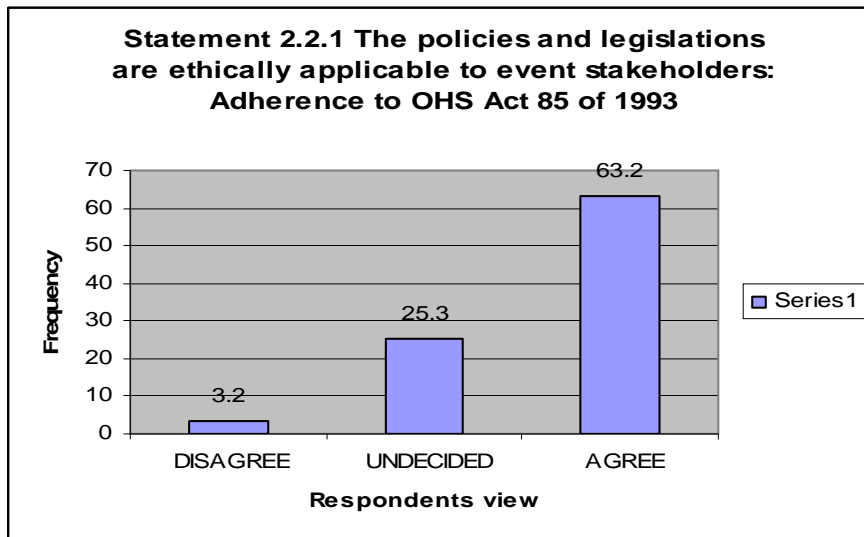
The responses to statement 2.1.4 indicate that 3.2% of the respondents disagreed that event stakeholders will be better equipped and have a sound knowledge of what is expected in terms of risk management, while 57.9% agreed with the statement.

Table 2.1.5



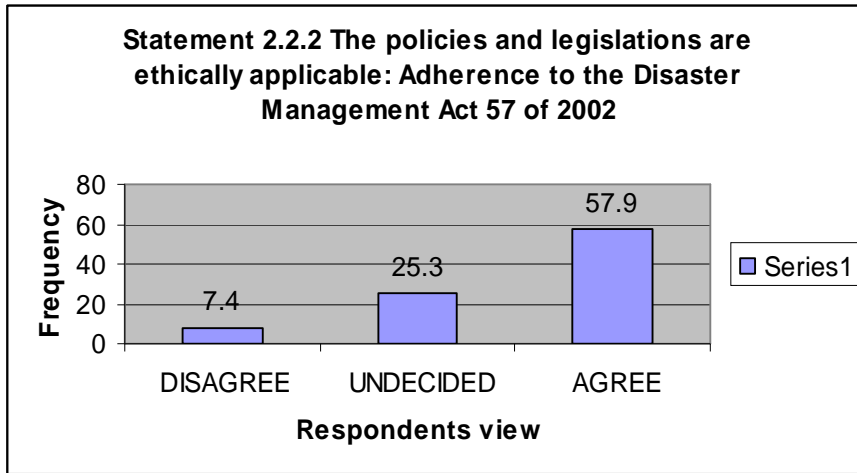
The responses to statement 2.1.5 indicate that 5.3% of the respondents disagreed that event stakeholders feel a sense of security and comfort in terms of the policies and legislations, while 50.5% agreed with the statement.

Table 2.2.1



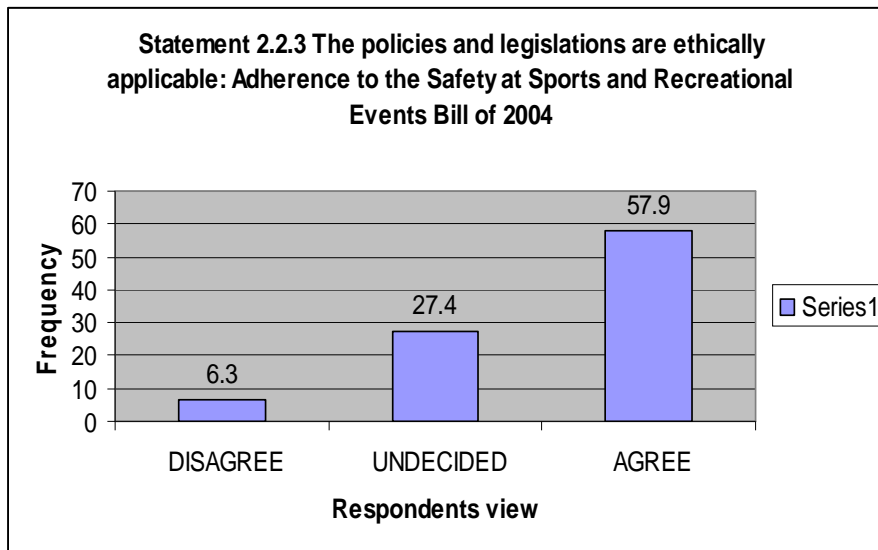
The responses to statement 2.2.1 indicate that 3.2% of the respondents disagreed that the policies and legislations are ethically applicable to event stakeholders in adhering with the Occupational Health and Safety Act 85 of 1993, while 63.2% agreed with the statement.

Table 2.2.2



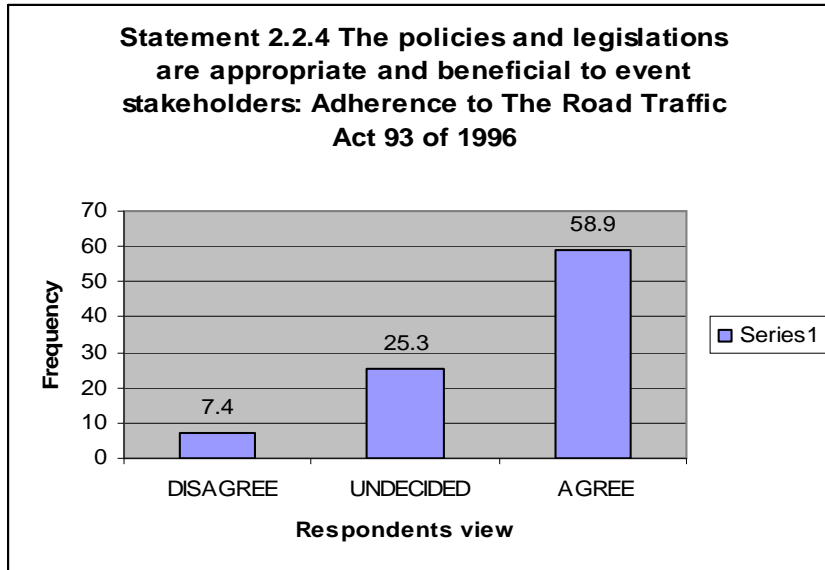
The responses to statement 2.2.2 indicate that 7.4% of the respondents disagreed that the policies and legislations are ethically applicable to event stakeholders in adhering with the Disaster Management Act 57 of 2002, while 57.9% agreed with the statement.

Table 2.2.3



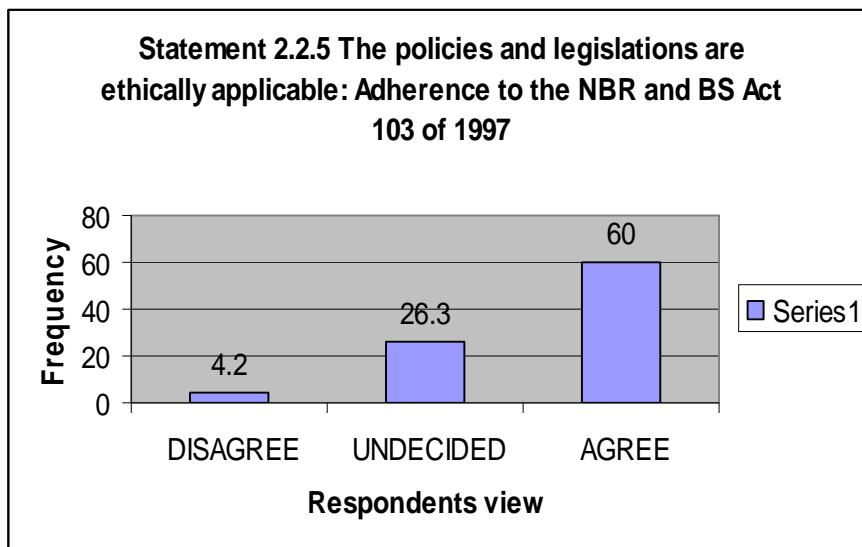
The responses to statement 2.2.3 indicate that 6.3% of the respondents disagreed that the policies and legislations are ethically applicable to event stakeholders in adhering with the Safety at Sports and Recreational Events Bill of 2004, while 57.9% agreed with the statement.

Table 2.2.4



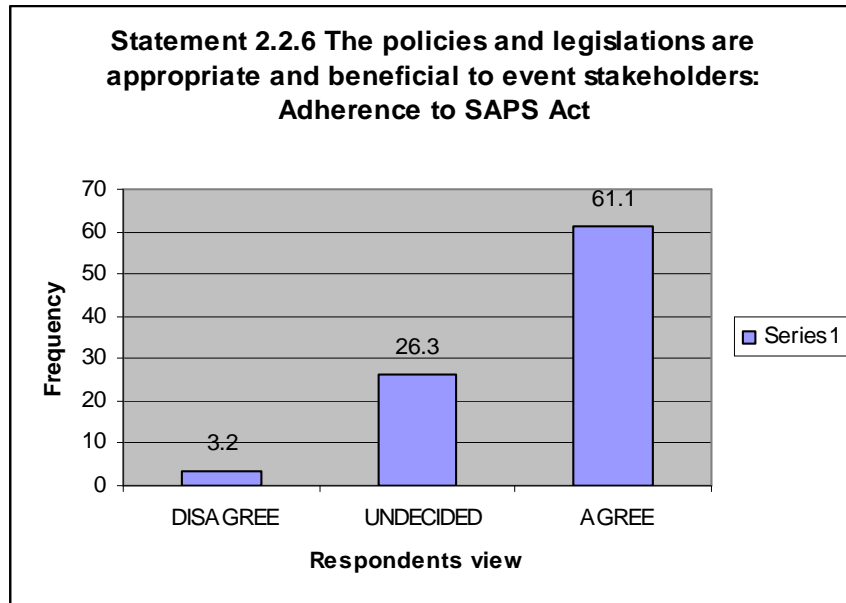
The responses to statement 2.2.4 indicate that 7.4% of the respondents disagreed that the policies and legislations are ethically applicable to event stakeholders in adhering with the Road Traffic Act 93 of 1996, while 58.9% agreed with the statement.

Table 2.2.5



The responses to statement 2.2.5 indicate that 4.2% of the respondents disagreed that the policies and legislations are ethically applicable to event stakeholders in adhering with the National Building Regulations and Building Standards Act 103 of 1997, while 60% agreed with the statement.

Table 2.2.6



The responses to statement 2.2.6 indicate that 3.2% of the respondents disagreed that the policies and legislations are ethically applicable to event stakeholders in adhering with the South African Police Services Act, while 61.1% agreed with the statement.

Frequencies: Other event stakeholders

[DataSet1] K:\Research\Research PostGraduate\MTech\CPUT\TahiraMakda\EventsData Recoded.sav

Frequency Table

		Event1			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Annual Community Chest Carnival	1	1.1	1.1	1.1
	Ceremonies	1	1.1	1.1	2.1
	Community Chest Carnival	1	1.1	1.1	3.2
	Conferences & AGM's	1	1.1	1.1	4.2
	CT Int. Jazz Festival	2	2.1	2.1	6.3
	CT Military Tattoo	1	1.1	1.1	7.4
	Expositions	1	1.1	1.1	8.4
	Festivals	1	1.1	1.1	9.5
	Fundraising events	1	1.1	1.1	10.5

Good Food & Wine Festival	2	2.1	2.1	12.6
Heritage Day	1	1.1	1.1	13.7
Historical Open Days	1	1.1	1.1	14.7
Managers Andras	1	1.1	1.1	15.8
Media Conference	3	3.2	3.2	18.9
none	64	67.4	67.4	86.3
Old Mutual Two Oceans Marathon	1	1.1	1.1	87.4
Parties	1	1.1	1.1	88.4
Pick n' Pay Argus Cycle Tour	2	2.1	2.1	90.5
Tourism Indaba	1	1.1	1.1	91.6
Tourism Trade Fairs/Expo's	1	1.1	1.1	92.6
TygerBear Gala Dinner	1	1.1	1.1	93.7
Wedding Expo	2	2.1	2.1	95.8
Weddings	2	2.1	2.1	97.9
World Aids Day	1	1.1	1.1	98.9
Year End Function	1	1.1	1.1	100.0
Total	95	100.0	100.0	

Event2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid CPUT Open Day	1	1.1	1.1	1.1
Cape International Summer Music Festival	1	1.1	1.1	2.1
Cheese Festival	2	2.1	2.1	4.2
Comrades Marathon	1	1.1	1.1	5.3
CPUT Open Day	2	2.1	2.1	7.4
CT Int. Jazz Festival	1	1.1	1.1	8.4
Cultivana Paarl	1	1.1	1.1	9.5
Cultural Day	1	1.1	1.1	10.5
Family Day	1	1.1	1.1	11.6
Festivals	1	1.1	1.1	12.6
Hermanus Whale Festival	3	3.2	3.2	15.8
National Tobacco Day	1	1.1	1.1	16.8
none	68	71.6	71.6	88.4
Old Mutual Two Oceans Marathon	3	3.2	3.2	91.6
Parties	2	2.1	2.1	93.7
Sports events	1	1.1	1.1	94.7

Tourism Indaba	1	1.1	1.1	95.8
Tourism Youth Indaba Conference	1	1.1	1.1	96.8
Twilight Team Fun Run	1	1.1	1.1	97.9
V & A Concerts	1	1.1	1.1	98.9
World Youth Student Travel Conference	1	1.1	1.1	100.0
Total	95	100.0	100.0	

Event3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Awards Evening	1	1.1	1.1	1.1
Camps	1	1.1	1.1	2.1
Cape Town Festival	1	1.1	1.1	3.2
Cheese Festival	1	1.1	1.1	4.2
Expositions	1	1.1	1.1	5.3
Golf Day	1	1.1	1.1	6.3
Hermanus Whale Festival	1	1.1	1.1	7.4
IBM	1	1.1	1.1	8.4
July Handicap	1	1.1	1.1	9.5
Karlien de Villiers Exhibition	1	1.1	1.1	10.5
Luncheons	1	1.1	1.1	11.6
MCQP	2	2.1	2.1	13.7
none	77	81.1	81.1	94.7
Olive Festival	1	1.1	1.1	95.8
SA Navy Festival	1	1.1	1.1	96.8
Stokvels	1	1.1	1.1	97.9
Wine Expo	1	1.1	1.1	98.9
Year End Function	1	1.1	1.1	100.0
Total	95	100.0	100.0	

Event4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Art Festival	1	1.1	1.1	1.1
Certificate Award Ceremonies	1	1.1	1.1	2.1
Charithon Fun Walk	1	1.1	1.1	3.2
Conferences	1	1.1	1.1	4.2
Healthy Heritage African Renaissance Festival	1	1.1	1.1	5.3
Hermanus Whale Festival	2	2.1	2.1	7.4
Indaba	1	1.1	1.1	8.4

none	83	87.4	87.4	95.8
Pick n' Pay Argus Cycle Tour	1	1.1	1.1	96.8
Spier Festival	1	1.1	1.1	97.9
Tourism Indaba	1	1.1	1.1	98.9
Womens Day Celebrations	1	1.1	1.1	100.0
Total	95	100.0	100.0	

Event5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Awards & Graduation Celebration	1	1.1	1.1	1.1
Bergriver Canoe Marathon	1	1.1	1.1	2.1
Crusades	1	1.1	1.1	3.2
CT Int. Jazz Festival	1	1.1	1.1	4.2
Flower Festival	1	1.1	1.1	5.3
none	87	91.6	91.6	96.8
Old Mutual Two Oceans Marathon	1	1.1	1.1	97.9
Special Celebrations	1	1.1	1.1	98.9
Wine Expo	1	1.1	1.1	100.0
Total	95	100.0	100.0	

LengthTime

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 - under 2 years	9	9.5	9.5	9.5
0	46	48.4	48.4	57.9
2 - under 5 years	8	8.4	8.4	66.3
5 - 10 years	11	11.6	11.6	77.9
more than 10 years	7	7.4	7.4	85.3
none	14	14.7	14.7	100.0
Total	95	100.0	100.0	

RMProcedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	46	48.4	48.4	48.4
	no	14	14.7	14.7	63.2
	not necessary	6	6.3	6.3	69.5
	not quite	10	10.5	10.5	80.0
	yes	19	20.0	20.0	100.0
	Total	95	100.0	100.0	

Economic Importance (finance, funding, sponsorship.....).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	9.5	9.7	9.7
	UNDECIDED	13	13.7	14.0	23.7
	AGREE	71	74.7	76.3	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
	Total	95	100.0		

Psychological Importance (social, environmental impacts).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	6.3	6.7	6.7
	UNDECIDED	16	16.8	18.0	24.7
	AGREE	67	70.5	75.3	100.0
	Total	89	93.7	100.0	
Missing	0	6	6.3		
	Total	95	100.0		

Physical Importance (public liability, corporate governance, health & safety).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	6.3	6.5	6.5
	UNDECIDED	9	9.5	9.7	16.1
	AGREE	78	82.1	83.9	100.0
	Total	93	97.9	100.0	
Missing	0	1	1.1		
	System	1	1.1		
	Total	2	2.1		
	Total	95	100.0		

Performance Importance (mismanagement within the organisation).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	7.7	7.7
	UNDECIDED	15	15.8	16.5	24.2
	AGREE	69	72.6	75.8	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Ensures long-term stability.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	15	15.8	15.8	15.8
	UNDECIDED	13	13.7	13.7	29.5
	AGREE	67	70.5	70.5	100.0
	Total	95	100.0	100.0	

Upholds your image.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UNDECIDED	17	17.9	17.9	17.9
	AGREE	78	82.1	82.1	100.0
	Total	95	100.0	100.0	

Ensures sustainable future.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	8.4	8.4	8.4
	UNDECIDED	12	12.6	12.6	21.1
	AGREE	75	78.9	78.9	100.0
	Total	95	100.0	100.0	

Cost effective and reduces risks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	7.4	7.4
	UNDECIDED	17	17.9	18.1	25.5
	AGREE	70	73.7	74.5	100.0
	Total	94	98.9	100.0	
Missing	0	1	1.1		
Total		95	100.0		

Though costly risk management is convenient to outsource.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	9.5	9.8	9.8
	UNDECIDED	27	28.4	29.3	39.1
	AGREE	56	58.9	60.9	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Risk management becomes too costly to sustain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	19	20.0	20.4	20.4
	UNDECIDED	35	36.8	37.6	58.1
	AGREE	39	41.1	41.9	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Educating organisations/ venues/ event practitioners on managing their risks increases responsibility and reliability and is cost effective.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	6.3	6.5	6.5
	UNDECIDED	21	22.1	22.8	29.3
	AGREE	65	68.4	70.7	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Risk management companies make it easier to measure and reduce the regular occurrence of risks in the Event Industry.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	7.5	7.5
	UNDECIDED	17	17.9	18.3	25.8
	AGREE	69	72.6	74.2	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Risk management companies can become a risk in itself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	8.4	8.8	8.8
	UNDECIDED	36	37.9	39.6	48.4
	AGREE	47	49.5	51.6	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Risk management companies market themselves for their own benefit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	19	20.0	20.7	20.7
	UNDECIDED	26	27.4	28.3	48.9
	AGREE	47	49.5	51.1	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Risk management companies look after my organisation's wellbeing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	9.5	9.6	9.6
	UNDECIDED	28	29.5	29.8	39.4
	AGREE	57	60.0	60.6	100.0
	Total	94	98.9	100.0	
Missing	0	1	1.1		
Total		95	100.0		

Insufficient sponsorship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	13.7	14.0	14.0
	UNDECIDED	15	15.8	16.1	30.1
	AGREE	65	68.4	69.9	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Insufficient funding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	8.4	8.8	8.8
	UNDECIDED	14	14.7	15.4	24.2
	AGREE	69	72.6	75.8	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Inaccurate capital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	4.2	4.3	4.3
	UNDECIDED	20	21.1	21.7	26.1
	AGREE	68	71.6	73.9	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Insurance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	4.2	4.4	4.4
	UNDECIDED	14	14.7	15.4	19.8
	AGREE	73	76.8	80.2	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Lack of Financial support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	9.5	9.8	9.8
	UNDECIDED	12	12.6	13.0	22.8
	AGREE	71	74.7	77.2	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Mismanagement within the event / organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	10.5	10.9	10.9
	UNDECIDED	16	16.8	17.4	28.3
	AGREE	66	69.5	71.7	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Lack of leadership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	11.6	12.1	12.1
	UNDECIDED	19	20.0	20.9	33.0
	AGREE	61	64.2	67.0	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Time management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	11.6	12.0	12.0
	UNDECIDED	10	10.5	10.9	22.8
	AGREE	71	74.7	77.2	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Equity within the event/ organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	9	9.5	9.7	9.7
	UNDECIDED	18	18.9	19.4	29.0
	AGREE	66	69.5	71.0	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Social impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	6.3	6.6	6.6
	UNDECIDED	20	21.1	22.0	28.6
	AGREE	65	68.4	71.4	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Environmental impacts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	4.2	4.4	4.4
	UNDECIDED	13	13.7	14.3	18.7
	AGREE	74	77.9	81.3	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Public liability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	4.2	4.3	4.3
	UNDECIDED	12	12.6	13.0	17.4
	AGREE	76	80.0	82.6	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Health & Safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	2.1	2.2	2.2
	UNDECIDED	7	7.4	7.6	9.8
	AGREE	83	87.4	90.2	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Safety & Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	4.2	4.3	4.3
	UNDECIDED	9	9.5	9.7	14.0
	AGREE	80	84.2	86.0	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Corporate Governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	8.4	8.9	8.9
	UNDECIDED	23	24.2	25.6	34.4
	AGREE	59	62.1	65.6	100.0
	Total	90	94.7	100.0	
Missing	0	5	5.3		
Total		95	100.0		

Unreliable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	32	33.7	33.7	33.7
	UNDECIDED	39	41.1	41.1	74.7
	AGREE	24	25.3	25.3	100.0
	Total	95	100.0	100.0	

Not User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	28	29.5	30.1	30.1
	UNDECIDED	39	41.1	41.9	72.0
	AGREE	26	27.4	28.0	100.0
	Total	93	97.9	100.0	
Missing	0	1	1.1		
	System	1	1.1		
	Total	2	2.1		
Total		95	100.0		

Inaccurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	27	28.4	28.7	28.7
	UNDECIDED	41	43.2	43.6	72.3
	AGREE	26	27.4	27.7	100.0
	Total	94	98.9	100.0	
Missing	0	1	1.1		
Total		95	100.0		

Difficult to manage and complicated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	25	26.3	26.3	26.3
	UNDECIDED	36	37.9	37.9	64.2
	AGREE	34	35.8	35.8	100.0
	Total	95	100.0	100.0	

Inappropriate or unsuitable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	23	24.2	24.2	24.2
	UNDECIDED	42	44.2	44.2	68.4
	AGREE	30	31.6	31.6	100.0
	Total	95	100.0	100.0	

Reliable & User-friendly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	15	15.8	16.1	16.1
	UNDECIDED	33	34.7	35.5	51.6
	AGREE	45	47.4	48.4	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Most effective and accurate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	12.6	12.9	12.9
	UNDECIDED	40	42.1	43.0	55.9
	AGREE	41	43.2	44.1	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Limited resources for clear techniques & methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	10.5	10.6	10.6
	UNDECIDED	33	34.7	35.1	45.7
	AGREE	51	53.7	54.3	100.0
	Total	94	98.9	100.0	
Missing	0	1	1.1		
Total		95	100.0		

Limited resources for practical methods to manage risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	13.7	14.0	14.0
	UNDECIDED	24	25.3	25.8	39.8
	AGREE	56	58.9	60.2	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Limited resources for managing exposure to loss, damage, uncertainties i.e. natural disasters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	14	14.7	14.9	14.9
	UNDECIDED	26	27.4	27.7	42.6
	AGREE	54	56.8	57.4	100.0
	Total	94	98.9	100.0	
Missing	0	1	1.1		
Total		95	100.0		

Limited resources for comprehensive and convenient use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	12.6	12.9	12.9
	UNDECIDED	28	29.5	30.1	43.0
	AGREE	53	55.8	57.0	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Compliance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	5.3	5.4	5.4
	UNDECIDED	29	30.5	31.5	37.0
	AGREE	58	61.1	63.0	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Decision Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	5.3	5.4	5.4
	UNDECIDED	29	30.5	31.2	36.6
	AGREE	59	62.1	63.4	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Emergency Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	8	8.4	8.6	8.6
	UNDECIDED	21	22.1	22.6	31.2
	AGREE	64	67.4	68.8	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

Health & Safety Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	3.2	3.2	3.2
	UNDECIDED	21	22.1	22.3	25.5
	AGREE	70	73.7	74.5	100.0
	Total	94	98.9	100.0	
Missing	0	1	1.1		
Total		95	100.0		

Insurance Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	6.3	6.4	6.4
	UNDECIDED	23	24.2	24.5	30.9
	AGREE	65	68.4	69.1	100.0
	Total	94	98.9	100.0	
Missing	0	1	1.1		
Total		95	100.0		

Legal Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	5.3	5.4	5.4
	UNDECIDED	23	24.2	25.0	30.4
	AGREE	64	67.4	69.6	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

Security Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	7.5	7.5
	UNDECIDED	25	26.3	26.9	34.4
	AGREE	61	64.2	65.6	100.0
	Total	93	97.9	100.0	
Missing	0	2	2.1		
Total		95	100.0		

There is no Risk Management Policy outlining these 7 domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	17	17.9	19.5	19.5
	UNDECIDED	45	47.4	51.7	71.3
	AGREE	25	26.3	28.7	100.0
	Total	87	91.6	100.0	
Missing	0	8	8.4		
Total		95	100.0		

Event Organisations/ Venues / Event practitioners do not have a comprehensive understanding of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	18	18.9	20.0	20.0
	UNDECIDED	35	36.8	38.9	58.9
	AGREE	37	38.9	41.1	100.0
	Total	90	94.7	100.0	
Missing	0	5	5.3		
Total		95	100.0		

Event Organisations/ Venues / Event practitioners do not have a comprehensive system in place of all 7 Domains

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	15	15.8	16.9	16.9
	UNDECIDED	39	41.1	43.8	60.7
	AGREE	35	36.8	39.3	100.0
	Total	89	93.7	100.0	
Missing	0	6	6.3		
Total		95	100.0		

Many of these domains are overlooked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	12.6	13.2	13.2
	UNDECIDED	34	35.8	37.4	50.5
	AGREE	45	47.4	49.5	100.0
	Total	91	95.8	100.0	
Missing	0	4	4.2		
Total		95	100.0		

Many of these domains are not comprehensively applied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	12.6	13.5	13.5
	UNDECIDED	33	34.7	37.1	50.6
	AGREE	44	46.3	49.4	100.0
	Total	89	93.7	100.0	
Missing	0	6	6.3		
Total		95	100.0		

There is a demand for a proper, comprehensive Risk Management policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	13	13.7	14.1	14.1
	UNDECIDED	31	32.6	33.7	47.8
	AGREE	48	50.5	52.2	100.0
	Total	92	96.8	100.0	
Missing	0	3	3.2		
Total		95	100.0		

There is a demand for a proper, comprehensive Risk Management system for minor & major event organisations/ event venues/ event practitioners

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	7.9	7.9
	UNDECIDED	34	35.8	38.2	46.1
	AGREE	48	50.5	53.9	100.0
	Total	89	93.7	100.0	
Missing	0	6	6.3		
Total		95	100.0		

As an event practitioner I am always notified of regular meetings on risk management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	11	11.6	12.5	12.5
	UNDECIDED	32	33.7	36.4	48.9
	AGREE	45	47.4	51.1	100.0
	Total	88	92.6	100.0	
Missing	0	7	7.4		
Total		95	100.0		

Support is provided to the local event practitioners and local event organisations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	10.5	11.5	11.5
	UNDECIDED	28	29.5	32.2	43.7
	AGREE	49	51.6	56.3	100.0
	Total	87	91.6	100.0	
Missing	0	8	8.4		
Total		95	100.0		

I am protected as soon as I become a member of the Risk Management Institute of South Africa.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	8.0	8.0
	UNDECIDED	37	38.9	42.0	50.0
	AGREE	44	46.3	50.0	100.0
	Total	88	92.6	100.0	
Missing	0	7	7.4		
Total		95	100.0		

I will be better equipped and have a sound knowledge of what is expected of me as an event practitioner, event organisation and event venue.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	3.2	3.4	3.4
	UNDECIDED	29	30.5	33.3	36.8
	AGREE	55	57.9	63.2	100.0
	Total	87	91.6	100.0	
Missing	0	8	8.4		
Total		95	100.0		

As an event practitioner, event organisation, I feel secure and comfortable.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	5.3	5.7	5.7
	UNDECIDED	34	35.8	39.1	44.8
	AGREE	48	50.5	55.2	100.0
	Total	87	91.6	100.0	
Missing	0	8	8.4		
Total		95	100.0		

Adherence to Occupational Health & Safety Act 85 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	3.2	3.4	3.4
	UNDECIDED	24	25.3	27.6	31.0
	AGREE	60	63.2	69.0	100.0
	Total	87	91.6	100.0	
Missing	0	8	8.4		
Total		95	100.0		

Adherence to Disaster Management Act 205 of 1993

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	8.1	8.1
	UNDECIDED	24	25.3	27.9	36.0
	AGREE	55	57.9	64.0	100.0
	Total	86	90.5	100.0	
Missing	0	9	9.5		
Total		95	100.0		

Adherence to the Safety at Sports and Recreational Bill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	6	6.3	6.9	6.9
	UNDECIDED	26	27.4	29.9	36.8
	AGREE	55	57.9	63.2	100.0
	Total	87	91.6	100.0	
Missing	0	8	8.4		
Total		95	100.0		

Adherence to The Road Traffic Act 93 of 1996

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	7	7.4	8.0	8.0
	UNDECIDED	24	25.3	27.6	35.6
	AGREE	56	58.9	64.4	100.0
	Total	87	91.6	100.0	
Missing	0	8	8.4		
Total		95	100.0		

Adherence to National Building Regulations & Buildings Standards Act 103 of 1977

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	4.2	4.7	4.7
	UNDECIDED	25	26.3	29.1	33.7
	AGREE	57	60.0	66.3	100.0
	Total	86	90.5	100.0	
Missing	0	9	9.5		
Total		95	100.0		

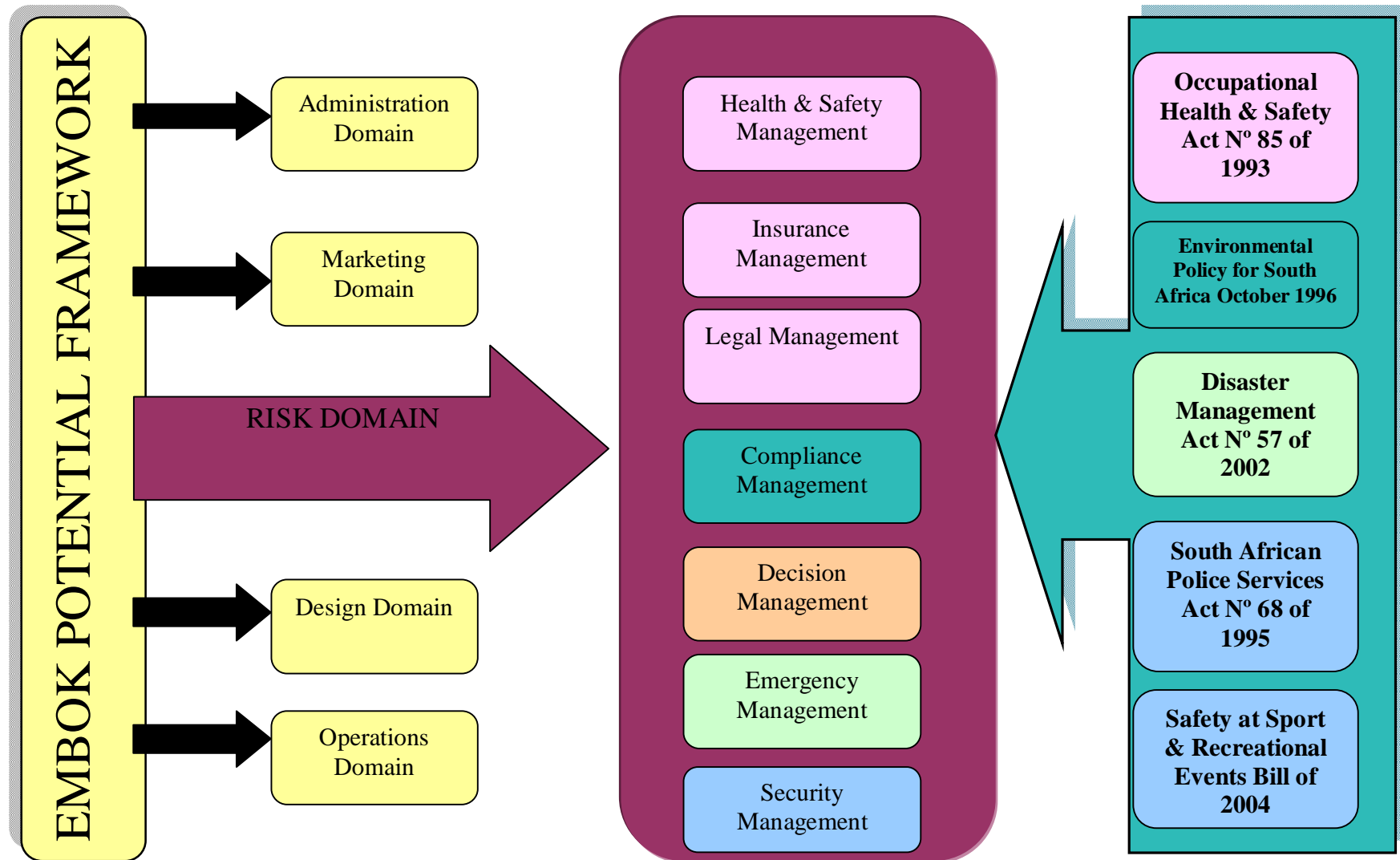
Adherence to the SA Police Services Act

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	3	3.2	3.5	3.5
	UNDECIDED	25	26.3	29.1	32.6
	AGREE	58	61.1	67.4	100.0
	Total	86	90.5	100.0	
Missing	0	9	9.5		
Total		95	100.0		

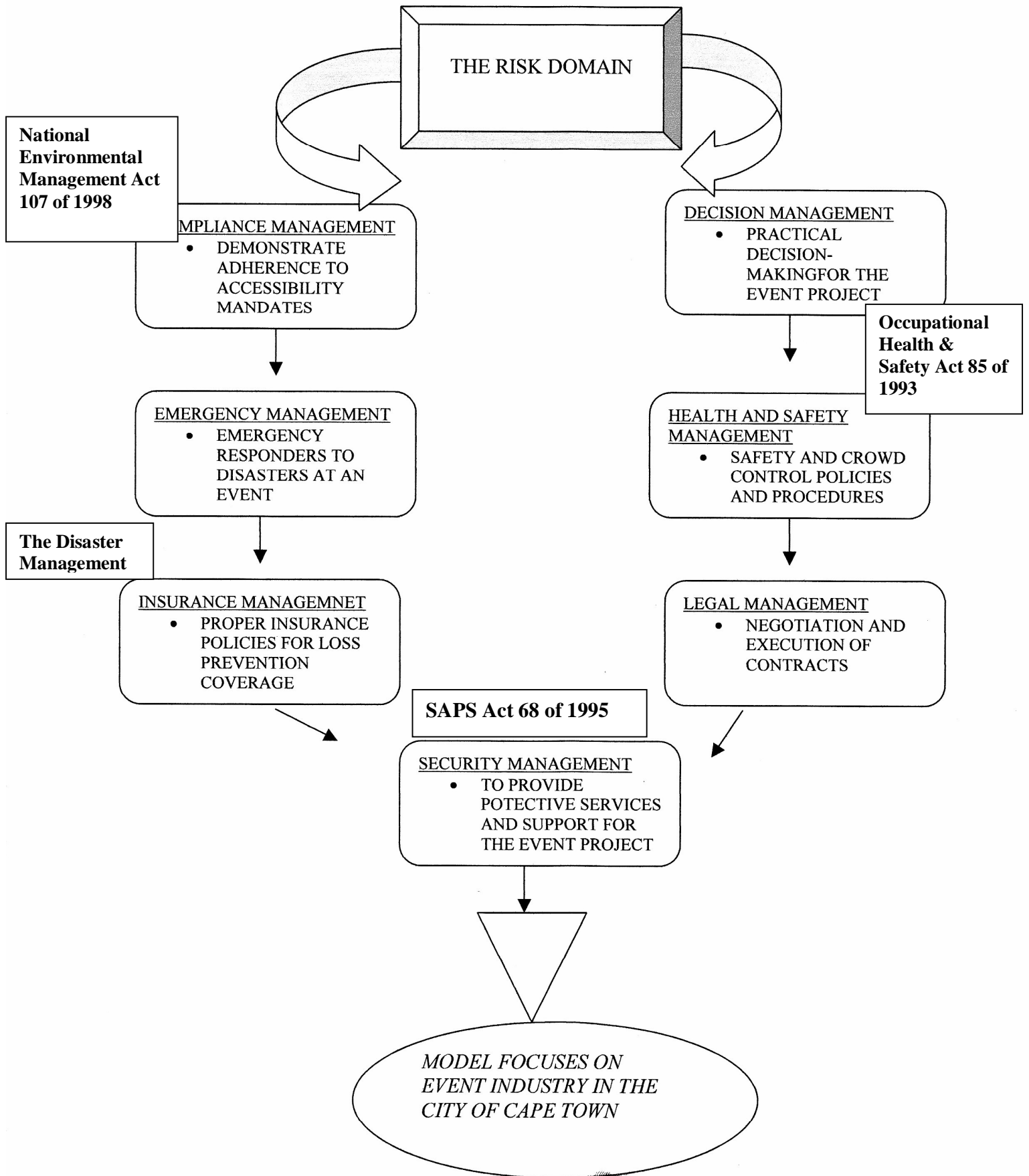
APPENDIX C:

Risk Management Models designed by CPUT Tourism Management Event students.

Events Corporate Organisers ©



RISK DOMAIN MODULE

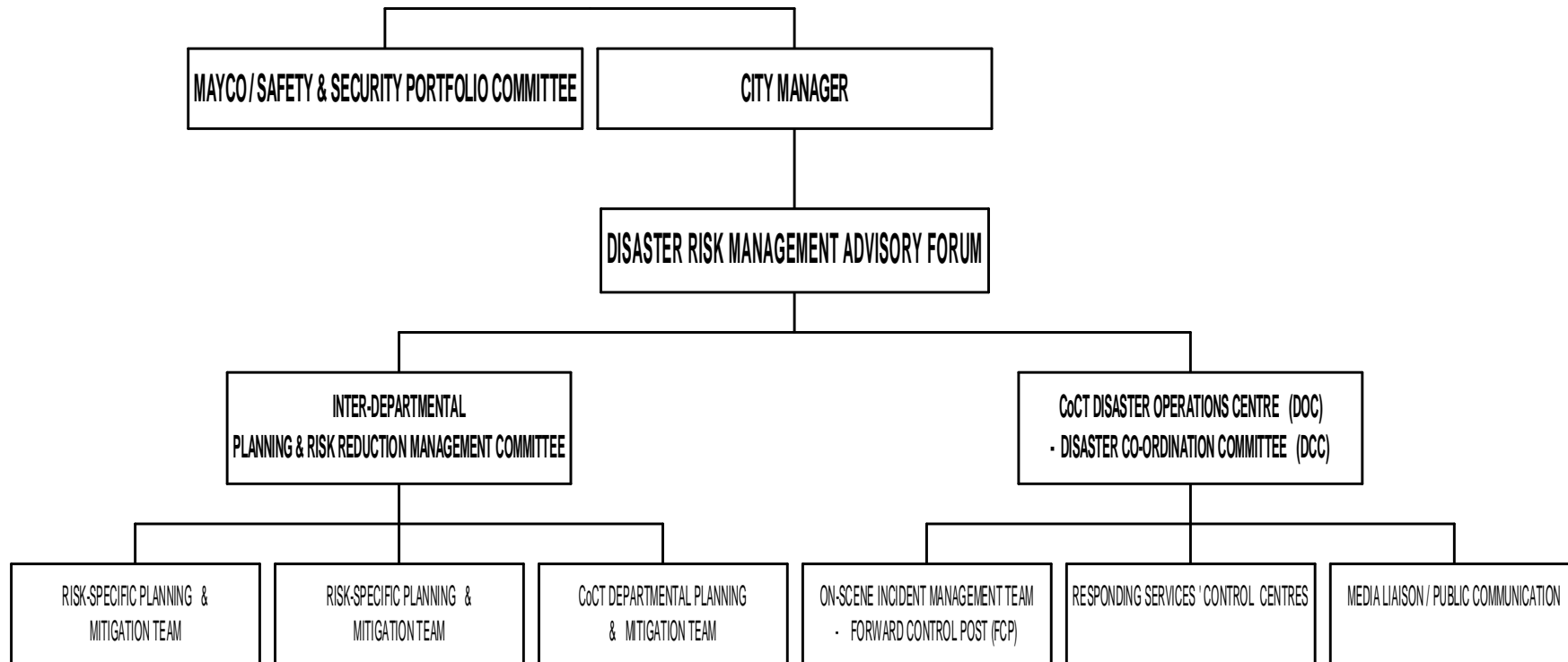


APPENDIX D:

The City of Cape Town Corporate Disaster Risk Management Structure

CITY OF CAPE TOWN

CORPORATE DISASTER RISK MANAGEMENT STRUCTURE



APPENDIX E

The City of Cape Town Disaster Management Risk Assessment for Mass Events

<input type="checkbox"/> Funeral Λ 1 2 3	Λ 1 2 3	<input type="checkbox"/> Suit. Public Emergency Evac. Routes <input type="checkbox"/> Avail.of Services(water,sanitat,elect, tel) <input type="checkbox"/> Backup Generators / UPS Systems. <input type="checkbox"/> Provision for VOC & Systems Λ 1 2 3	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Pollution (Noise, Litter, Air, etc.) Other Environmental Impact Limited Event or Emergency Planning Λ 1 2 3
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COMMENTS : -

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To determine risk rating, multiply value of each category to obtain total value, i.e. **ACTIVITY X AUDIENCE X VENUE X OTHER = TOTAL**

- 1 - 10 = Low risk (VOC is optional)
- 12 - 24 = Medium risk (Mini VOC)
- 24 - 36 = High risk (Fully Representative VOC)
- 54 - 81 = Very High Risk (Reconsider staging of Event or Risk Prevention)

NAME :.....SIGNATURE :.....ORGANISATION :.....DATE :.....

APPENDIX F

Article: City of Cape Town Events (Draft) Policy April 2008: Public Participation Invitation (15 May 2008).

CITY OF CAPE TOWN EVENTS POLICY PUBLIC PARTICIPATION INVITATION

The hosting of events is a significant part of the City's competitiveness strategy. The events industry increases economic activity through increased tourist numbers and results in urban rejuvenation and enhanced cultural and social cohesion in communities. Communities are central for making events successful.

The City of Cape Town has drafted an events policy. The objective of the events policy is to provide direction for Cape Town's current and future events, processes and events calendar. The approach is mindful of the need to balance the economic development needs with that of the community such as health, safety and environmental management.

You are invited to comment and provide input on Council's draft City of Cape Town Events Policy, which is available at:

- your nearest library,
- at your subcouncil office,
- on Council's website at www.capetown.gov.za/policies
- or by e-mail request to Events.Policy@capetown.gov.za

Hard copies may be collected at the Sport and Recreation Department Reception, 22nd Floor, Tower Block, Civic Centre, 12 Hertzog Boulevard, Cape Town.

Oral submissions will be heard by all 23 subcouncils when they discuss the draft policy at their monthly meeting in May, notice of which meetings appear separately elsewhere in the press. Those wishing to address their local subcouncil in this regard, may reserve a time slot to do so by registering at their nearest subcouncil office in advance. A written copy of submissions will be required on the day.

Two public hearings will also be held for interested parties as follows:

- Tuesday, 13 May 2008
18:00 – 21:00
Fezeka Building, Cnr NY1 and Lansdowne Road, Gugulethu
- Tuesday, 20 May 2008
17:30 – 21:00
Crush Room, 5th Floor, Podium Block, Civic Centre, 12 Hertzog Boulevard, Cape Town

A hearing for the events industry stakeholders will be held as follows:

- Wednesday, 14 May 2008
14:00 – 17:00
Meeting Room 1, 6th Floor, Podium Block, Civic Centre, 12 Hertzog Boulevard, Cape Town

Allocated on a 'first come, first served' basis, requests for 15 minute presentation opportunities at the above hearings may be registered beforehand with the Economic and Human Development Department by email to Events.Policy@capetown.gov.za or telephonically on 021 483 9020 no later than 12:00 on 12 May 2008. A written copy of submissions will be required on the day.

Written comments on the draft City of Cape Town Events Policy must reach Council on or before the closing date of 30 May 2008 and may be submitted as follows:

- by post to Director: Economic and Human Development Department
(Attention: Carol Wright), P.O. Box 16548, Vlaeberg, 8018
- by hand to subcouncil offices (Attention: Carol Wright)
- by e-mail to Events.Policy@capetown.gov.za
- by fax to 021 483 9083
- in person at the public hearings on 13 and 20 May 2008 or at the events industry public hearing on 14 May 2008 (hard copy also required)

Kindly provide the name, address, telephone number, fax number and email address of the person or organisation submitting the comments.

ACHMAT EBRAHIM
CITY MANAGER



CITY OF CAPE TOWN | ISIZEKO SASEKAPA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU