

Beyond DV – Mate to Mate: Emerging Leaders Day 2026

Risk Management Plan

1. Event Overview

Name: Mate to Mate: Emerging Leaders Day

Date: Monday 2 November 2026

Time: 9.00 am - 2.30 pm

Venue: State Library of Queensland, Auditorium 1 and Queensland Terrace, Stanley Place, South Brisbane QLD 4101

Attendees: 250 Year 11 male students and teachers plus exhibitors and event staff

Format: Educational sessions, interactive activities and information stalls

Objectives: To immerse young men entering their senior year in positive messaging on leadership, mental health and respectful relationships.

2. Risk Identification

- **Health & Safety**

- Medical emergencies (student or teacher illness, injury)
- Allergic reactions (food brought from home or from on-site café)
- Slips, trips or falls (stairs, auditorium seating, wet floors)
- Evacuation/emergency (fire, natural hazard, building alarm)
- Overcrowding or bottlenecks (entrance, registration, breakout spaces)
- Infectious disease exposure (e.g., COVID-19)

- **Venue / Logistics**

- Venue access problems (parking, drop-off, public transport)
- Audiovisual / technical failure
- Equipment set-up / break-down issues
- Catering or food supply issues
- Insufficient signage / way-finding
- Transportation delays

- **Behaviour / Supervision**

- Student misbehaviour or disturbance
- Inadequate supervision
- Sensitive topic management (mental health, respectful relationships)
- Inappropriate use of mobile phones or social media

- **External / Environmental**

- Severe weather affecting travel

- Public transport disruptions
- Security incident (unauthorised access, protest)
- Accessibility issues for attendees with disabilities
- **Reputational / Program Content**
 - Speaker cancellation
 - Inappropriate messaging or content
 - Faulty giveaway/promotional items
 - Negative media/social media coverage
- **Financial**
 - Budget over-spend
 - Invoices not paid

3. Risk Analysis & Evaluation

Risk	Likelihood	Consequence	Priority
Medical emergency	Low	High	High
Slips/trips/falls	Medium	Medium	Medium-High
Evacuation/emergency	Low	High	Medium
Overcrowding/bottlenecks	Low	Medium	Medium
Technical failure	Low	Medium	Medium
Behaviour/supervision issues	Low	Medium	Medium
Severe weather/transport disruption	Low-Medium	Medium	Medium
Speaker cancellation	Low	Medium	Medium
Reputational risk	Low	Medium	Medium
Financial	Low	Medium	Medium

4. Risk Controls & Mitigation Measures

Outlined below are mitigation strategies for each major risk area. Assign responsibility and timing accordingly.

Risk Control	Mitigation Measure	Person Responsible	Timing
Health & Safety	Confirm qualified first-aid officer on site for duration of event.	Rachael Sinclair	Pre-event

	Confirm first-aid room / area identified and communicated in onsite staff briefing.		
Health & Safety	Collect any dietary/allergy information ahead of time for speaker/staff catering. Ensure students bringing food are aware of allergy protocols.	Rachael Sinclair Carolyn Robinson	Pre-event
Health & Safety	Venue walkthrough to identify and mark potential trip/slip hazards (wires, cables, wet floors). Ensure cable covers or covers, signage for wet floors.	Rachael Sinclair	Pre-event During event
Health & Safety	Evacuation plan with venue: confirm exit routes, muster area, fire alarm procedures with venue staff.	Rachael Sinclair	Pre-event
Venue / Logistics	Confirm and reconfirm bookings and technical requirements (AV, microphone, projector, stage layout) at least 1 week ahead and again a day before.	Rachael Sinclair	Pre-event
Venue / Logistics	Create detailed floor plan: registration desk, auditorium seating layout, exhibition, toilets. Share with venue and event staff.	Rachael Sinclair	Pre-event
Venue / Logistics	Ensure adequate signage and event staff are positioned to assist.	Rachael Sinclair	Pre-event During event
Venue / Logistics	Coordinate transportation: send exhibitors and schools detailed arrival/departure information including public transport options, parking instructions.	Rachael Sinclair	Pre-event
Venue / Logistics	Plan arrival and registration process to avoid bottlenecks	Rachael Sinclair	Pre-event
Venue / Logistics	Prepare backup plan for food/lunch: book catering for speakers/staff, ensure café is open, confirm students bring their own. Communication to schools ahead of time.	Rachael Sinclair	Pre-event

Behaviour / Supervision	Ensure each school attending provides a minimum number of supervising teachers/staff 1:10 ratio and collect names ahead of time.	Rachael Sinclair	Pre-event
Behaviour / Supervision	Pre-event code of conduct communicated to all students and teachers (behaviour expectations, smartphone use, respect during sessions).	Rachael Sinclair	Pre-event
Behaviour / Supervision	Event staff will wear uniforms and namebadges so as can be easily identified and will monitor student flow, manage program activities and answer queries.	Rachael Sinclair	During event
Behaviour / Supervision	Secure speaker green room – restrict student and teacher access.	State Library of Queensland	During event
Behaviour / Supervision	Provide Q&A moderation to ensure respectful and safe engagement.	Carolyn Robinson	During event
Behaviour / Supervision	Provide support for any student uncomfortable during mental-health or respectful relationships segments - designate a quiet-space where students can talk privately.	Carolyn Robinson	During event
External / Environmental	Monitor weather forecast in run-up to event; have contingency communication to schools if transport/travel is disrupted.	Rachael Sinclair	Pre-event
External / Environmental	Liaise with venue and Queensland Police in regards to security and event for disruptions.	Rachael Sinclair	Pre-event During event
External / Environmental	Ensure attendees are pre-registered, name-check at registration; provide badges to identify participants.	Rachael Sinclair	Pre-event During event
External / Environmental	Ensure exhibitors and staff have bluecards	Rachael Sinclair	Pre-event
Reputational / Program Content	Have contingency content if a key speaker or panelist cancels.	Carolyn Robinson	Pre-event During event

Reputational / Program Content	Brief speakers and review presentation material ahead of time for appropriateness to Year 11 male audience (sensitivity to mental health, respectful relationships).	Carolyn Robinson	Pre-event During event
Reputational / Program Content	Prepare media/communications plan: define who is authorised to speak to media and utilize social media	Carolyn Robinson	Pre-event During event
Reputational / Program Content	Obtain multimedia consent from students.	Rachael Sinclair	Pre-event
Reputational / Program Content	Check giveaways/promotional items in advance for safety, quality, and suitability	Carolyn Robinson	Pre-event During event
Reputational / Program Content	After-event feedback mechanism: provide evaluation form or quick survey to measure how well messaging resonated and to identify any issues for future.	Rachael Sinclair	During event Post-event
Financial	Budget is set and monitored. Responsible for all expenditure and payments.	Carolyn Robinson	Pre-event During Post-event

5. Roles & Responsibilities

Role	Name	Responsibilities
Event Manager	Rachael Sinclair	Overall responsibility for risk management and event delivery.
Event Manager	Rachael Sinclair	Coordinate with State Library of QLD staff on venue logistics and emergency procedures.
Venue – Liaison Officer	Jasmin Gordon	Venue to have onsite first-aid officer, manage incidents.
Venue – Technical/AV Lead	Chris Neehause	Venue to set up and manage AV, lighting, and sound systems.
School Internal Staff	Various per school delegation	Oversee supervision ratios and teacher coordination.

Event Manager	Rachael Sinclair	Manage registration, flow, signage and multimedia consent.
Client	Carolyn Robinson	Handle communications and media.
Event Manager	Rachael Sinclair	Oversee exhibitor bump-in and out and exhibition delivery.

6. Emergency Response & Escalation Plan

- **Medical Incident:** First-aid officer called; for serious incidents call 000; Event Manager will notify venue liaison and family/school as required.
- **Evacuation / Fire Alarm:** On hearing alarm, all attendees to follow venue evacuation routes, assemble at designated muster point (as per State Library plan). Event staff to check all zones, account for all student groups and teachers.
- **Behavioural Incident:** If student misconduct: teacher/supervisor intervenes; for serious matters (e.g., physical aggression) escalate to Event Manager; non-compliant attendees may be asked to leave.
- **Technical Failure:** AV Lead switches to backup plan; if session is delayed, MC steps in with alternative content (e.g., Q&A discussion or break).
- **Severe Weather / Transport Disruption:** Event Manager sends update to schools; if necessary adjust schedule or postpone some sessions; ensure all students are safe and monitored until transport resumes.
- **Speaker Cancellation:** Client deploys contingency content; MC fills time or runs interactive activity; audience informed.
- **Security Threat / Unauthorized Access:** Venue security alerted; Event Manager coordinates with venue; students/teachers directed to safe location until cleared.

7. Communication Plan

- **Pre-event:** Email to all participating schools with event logistics (time, location, arrival instructions, transport/parking, code of conduct, what to bring).
- **On-site:** Event announcements via MC/host at start, during transitions; signage for registration, exhibition, toilets, exits.
- **Emergency communication:** Event Manager to have mobile phone, venue contact, first-aid contact; staff supplied with mobile contact list.
- **Post-event:** Thank-you email to schools, feedback survey link, incident debrief summary for team.

8. Monitoring & Review

- **On-site:** Event team meets before start (briefing) and at intervals (e.g., lunchtime check) to review any issues. Event staff to report any concerns immediately.
- **Post-event:** Debrief within one week. Review any incidents (medical, behaviour, technical) and document lessons learned.
- **Update risk register:** Record any near-misses or actual incidents, update risk likelihood/consequence for future events.
- **Post-event:** Survey responses from students and teachers to capture experience and identify improvements.

9. Risk Register (Summary)

#	Risk	Mitigation Controls	Residual Risk
1	Medical emergency	First-aid officer, briefing, emergency contact plan	Medium
2	Slips/trips/falls	Venue walkthrough, signage	Low
3	Evacuation/emergency	Venue evacuation plan, drills	Medium
4	Overcrowding	Staggered registration, signage	Low
5	Technical failure	Backup AV, rehearsal	Low
6	Behaviour/supervision	Supervision ratio, code of conduct	Low
7	Weather/transport	Forecast monitoring, comms plan	Low
8	Speaker cancellation	Backup speaker/content	Low
9	Reputational risk	Pre-review content, consent forms	Low
10	Financial	Budget monitoring	Low