nationals

Risk Management Plan
UniSport Nationals 2026

VERSION HISTORY

Version	Date	Author	Details
1.0	25 November 2025	Charles Hall	Draft plan
1.0	3 July 2026	Risk West	Risk West Reviewed w/Recommendations
2.0	9 July 2026	Charles Hall	Draft_v2 updated following Risk West Risk Review Recommendations
2.0	10 July 2026	Charles Hall	Resubmitted for review to Risk West
2.0	14 July 2026	Risk West	Dradt_v2 was verified as meeting AS ISO 31000:2018 standard.
3.0	16 July 2026	Charles Hall	Confirmed final version of plan and renamed v3

DISTRIBUTION HISTORY

Version	Date	Recipient / Group	Details
1.0	29 June 2026	Risk West	Provided draft documents for compliance and review.
2.0	10 July 2026	Risk West	Resubmitted documents for review following amendments as per Risk West recommendations.
3.0			

DEFINATIONS

Term	Definition
AS ISO 31000:2018	Risk Management - Guidelines. The standard providing principles, framework guidance and process guidance for managing risk
Nationals	The UniSport Nationals Div 1 and Div 2 event delivered in Perth, Western Australia in 2026
Nationals Championships	Nationals sports contested as standalone championships in 2026, including Triathlon, 3x3 Basketball, Athletics, Swimming, Indigenous Nationals, Distance Running, Futsal, Snow Sports, T20 Cricket and Cheer and Dance
UniSport	UniSport Australia
CMT	Competition Management Team
DFES	Department of Fire and Emergency Services, Western Australia
EDM	Electronic Direct Marketing
EMC	Event Management Committee. The body responsible for senior event risk oversight and formal acceptance decisions where required by the Risk Assessment and Acceptance Criteria
EMT	Event Management Team. The operational team responsible for daily event delivery, escalation, live risk monitoring and event response
EO	Event Organiser. The designated event organiser responsible for oversight and monitoring of action plans
ERM	Enterprise Risk Management. A strategic business discipline that supports achievement of organisational objectives by addressing risks as an interrelated risk portfolio
NSO	National Sporting Organisation
PM	UniSport Project Manager
RAC	Risk Assessment and Acceptance Criteria. The criteria used to evaluate risk level, acceptance authority and required treatment response
RMP	Risk Management Plan. The document specifying the approach, management components and resources to be applied to risk management for the event
RR	Risk Register. The controlled register in which risks, causes, consequences, controls, ratings, treatments, owners, due dates and evidence are recorded
SDO	Sport Delivery Organisation. A State or National Sporting Organisation, or relevant sporting club, contracted to run and manage each sporting competition
SSO	State Sporting Organisation
TWA	Tourism WA.
UTM	University Team Manager
WA	Western Australia

CONTENTS

1 GOVERNANCE

1.1 INTRODUCTION

This plan has been updated to address the risks involved in conducting the 2026 UniSport Nationals - Perth and to strengthen the plan against the Riskwest Risk Process Review recommendations. Risks will be identified, analysed, evaluated, treated, monitored and reported using AS ISO 31000:2018 as the guiding risk management process.

These updates are intended to make the RMP more event-specific, WA-specific, venue-aware and assurance-ready.

1.2 ORGANISATION OVERVIEW

UniSport is the peak governing body of university sport in Australia. UniSport Australia promotes and fosters the importance of university sport as an integral part of university life at 40 member universities, who collectively represent more than one million students nationwide.

UniSport's head office is in Brisbane with four regional offices in Gold Coast, Sydney, Melbourne and the Perth. UniSport's Board of Directors oversee the governance of the organisation.

UniSport Nationals

The UniSport Nationals are a combination of annual events held across Australia. Nationals include:

- **UniSport Nationals (Div 1 and Div 2)** - our flagship multisport event
- **Nationals Championships** - up to a further 12 single sport competitions held separately in different locations around the country

Nationals encompasses over 40 sports, with competitions taking place in men's, women's, mixed and open categories. Sporting events such as Nationals - Perth present several risk management challenges due to the combination of multi-venue delivery, sport-specific hazards, participant movement, public/spectator exposure, workforce deployment, medical coverage and special event overlays.

The event environment is unique and requires policies, procedures and operational controls aimed at risk reduction for participants, staff, volunteers, officials, spectators, corporate guests and delivery partners. UniSport is committed to achieving and maintaining high levels of health, safety, wellbeing and operational control throughout planning and delivery.

Refer: Appendix 1 – UniSport Policies and Guidelines

1.3 UNISPORT COMMITMENT TO RISK MANAGEMENT

UniSport adopts an enterprise risk management approach that encompasses the whole organisation and its relevant operational delivery areas. This approach supports effective risk management practices across the organisation, embeds risk responsibilities into staff roles and operational delivery, and ensures risk is led from the top down throughout the organisation.

Several risk documents are implemented by UniSport for events and programs. These documents are to operate as one controlled system for Nationals 2026, with consistent dates, participant assumptions, venues, contacts, approval status, escalation pathways and terminology.

Document Layer	Purpose / Control Expectation
UniSport Risk Policy and Risk Appetite Statement	Sets organisational expectations, risk appetite and acceptance authority.
UniSport Risk Management Plans	Sets enterprise-level risk management controls and responsibilities.
UniSport Crisis Communications Olan	Sets internal and external communications approach in a crisis.
UniSport Risk Management Plans (Event-specific)	Applies risk controls to domestic events, including Nationals.
UniSport Risk Management Plans (High Performance)	Supports risk controls for relevant high-performance activities.
Other Specific Risk Management Plans	Captures targeted risk treatments such as medical, severe weather, venue evacuation, serious injury/fatality, alcohol, equipment and sport-specific controls.

1.4 OBJECTIVES OF RISK MANAGEMENT

Aligning risk management with its strategic objectives, UniSport risk management objectives include:

- Enhance and protect the reputation of UniSport.
- Maintain governance practices and event delivery standards.
- Manage and reduce the level of incidents within business activities and event operations.
- Minimise potential liability and demonstrate duty-of-care planning.
- Identify positive or emerging opportunities.
- Maintain an effective risk culture within the organisation.
- Establish and maintain a risk profile for UniSport and the Nationals 2026 event.

1.5 RISKS AND OPPORTUNITIES

UniSport recognises that risk is not only about things that can go wrong, but also about opportunities that can contribute to achieving organisational objectives. The risk process therefore considers both threats and opportunities, while placing priority on public safety, participant welfare, workforce safety, legal obligations, operational continuity and organisational reputation.

1.6 UNISPORTS RISK CATOGARIES

UniSport measures risk in terms of likelihood and impact. Risks covered by the UniSport risk management process are categorised as follows:

Category	Description
Financial	Costs associated with injuries, loss of financial stability and asset value, replacement costs, earning capacity impacts and administrative cost increases.
Legal	Losses and costs arising from legal action, breach of duty of care, statutory obligations, contract obligations or approval conditions.
Operational	Risks associated with day-to-day delivery of UniSport events and business activities that can be controlled through planning, resources, procedures and escalation.

Reputational	Effects on event and UniSport reputation arising from crises, losses, unsafe delivery, poor participant experience, ineffective delivery or public/media attention.
Environmental / External	Risks associated with the external environment in which UniSport operates, including weather, government requirements, public health, funding, transport, infrastructure and sector conditions.
Strategic	Risks and opportunities that impact strategic objectives, partnerships, funding, member engagement and event legacy.

1.7 RISK AND UNISPORT PERSONNOL AND PARTICIPANTS

UniSport's workforce includes Board members, appointed committees, staff, interns, volunteers, suppliers and stakeholders. Board-appointed committees and staff are trained throughout the year in risk standards and practices, workplace health and safety management, and contribute to the identification and assessment of risk across all areas of the business.

All interns and volunteers are inducted and trained in workplace health and safety, risk identification and reporting for the event they are working on. UniSport also undertakes risk communication for those participating in domestic and international events. Risk information is distributed via the UniSport website and event communications to University Team Managers supervising and managing team attendance at UniSport events.

1.8 UNISPORT RISK MANAGEMENT PROCESS

UniSport undertakes the AS ISO 31000:2018 risk management process. This includes establishing scope, context and criteria; risk identification; risk analysis; risk evaluation; risk treatment; communication and consultation; monitoring and review; and recording and reporting.

UniSport also follows the 7Rs and 4Ts risk assessment process:

- Recognition (identification) of risks.
- Ranking of risks.
- Response: tolerate, treat, transfer or terminate.
- Resourcing controls for the risk.
- React to the risk.
- Report risk performance.
- Review the risk, issues, incidents and near misses.

Ref: AS ISO 31000:2018 Framework.

1.9 ESTABLISHING THE CONTEXT

Risk must be identified, assessed and treated within the specific event context. For Nationals 2026, the context is not only that the event is a national university sport event; it is a week-long, multi-venue, multi-sport event delivered in Perth, Western Australia, with public/spectator exposure, special event overlays, sport delivery partners, medical requirements, university team management structures and approval dependencies.

The following WA Event Context Statement is to be used as a bridge between the event description, the risk register and the Risk Assessment and Acceptance Criteria. Each context factor must be reflected in the risk register, controls, treatment actions and evidence pack where applicable.

Context Factor	Risk Profile / Linked RAC Categories	Required Controls and Evidence
Event scale and participant profile	Nationals 2026 is a multi-venue Perth event with 30 sporting competitions, approximately 5,000 athletes and 400 support staff, workforce and officials. Linked categories: Operational, People/Health, Reputation, Financial.	Controlled event baseline; participant agreement; UTM briefings; SDO agreements; event communications and escalation arrangements.
Event period and weather exposure	Core sport/event period is Saturday 26 September to Friday 2 October 2026. Late September/early October outdoor sport creates heat, UV, severe weather, dehydration and field-of-play risks.	Shade/water audit; Sports Medicine Australia heat tool; daily weather monitoring; modification/cancellation criteria; decision log.
Multi-venue distributed delivery across Perth	Inconsistent controls, delayed escalation, incomplete venue information, communications outages and venue-specific evacuation differences.	Venue-specific emergency plans; chief warden/venue contact confirmation; venue inspections; offline contact pack; daily readiness check.
HQ and logistics centre at Neil Donaldson Pavilion, UWA Sports Park	HQ acts as staff office, communications centre, UTM accreditation collection point, dispute/disciplinary lodgement point, results monitoring and emergency management control centre.	HQ site plan; access controls; venue contact confirmation; chief warden confirmation; emergency evacuation plan; first aid/SMA trainer coverage; communications redundancy.
Venue capacities, public/spectator exposure and crowd movement	Crowd congestion, evacuation failure, unauthorised access, hostile vehicle exposure, spectator conflict and emergency access delay.	Venue capacity confirmation; site maps; entry/exit controls; emergency vehicle access routes; crowd/security briefing; announcement process.
High-risk sport and injury profile	Severe injury, concussion, delayed treatment, ambulance access challenges and sports medicine load, especially at contact, field, high-speed, water/coastal and outdoor sports.	Medical coverage matrix by sport/venue; ambulance access test; concussion escalation; SMA briefing; incident log and daily medical load review.
Coastal, water-based or weather-exposed sport activities	Water safety, environmental conditions, marine/weather changes, participant rescue, hypothermia/heat stress, lightning or cancellation decisions.	Water safety plan; SDO/club capability evidence; lifesaving/medical coverage; daily conditions record; trigger-based modification/cancellation criteria.
Special events: Welcome, alcohol-free UniFest/Mascot Event and Unity Day	Crowd density, activation/entertainment risk, external approvals, public building/occupancy requirements, movement at night and reputational exposure.	Stakeholder consultation and approval matrix; event overlay/site plan; crowd capacity; toilets/waste; first aid/security; emergency access; participant communications.
External interruptions	Industrial action, essential service disruption, protest, terrorism/bomb threat, public order issue or other event interruption outside UniSport control.	External interruptions procedure; authority notification; crisis activation criteria; decision log; media/spokesperson controls.
Legacy document risk	Several supporting documents still contain draft/TBC/TBD fields or legacy references. Unresolved legacy wording can undermine assurance readiness.	Document-set reconciliation log; final controlled data baseline; owner sign-off; source-document updates before final issue.

1.10 RISK IDENTIFICATION

UniSport encourages its entire workforce and relevant delivery partners to participate in the identification of risks. Risk identification is the process of finding, recognising and describing risks and is the first step in the risk management process.

For Nationals 2026, the risk register must be structured at three levels to ensure risks are not too generic and are linked to the operating environment:

Risk Level	Purpose	Examples
Event-wide risks	Risks that apply across the full event or whole-of-program delivery.	Event cancellation, severe weather, medical escalation, public safety, cyber/registration outage, workforce shortfall, financial/insurance impacts.
Venue / activity-specific risks	Risks that vary materially by venue, special event, transport node, HQ, logistics centre or participant activation.	Venue evacuation, crowd density, venue capacity, local government approval, special event overlay, medical access, communications coverage.
Sport-specific competition risks	Risks specific to the rules, field of play, injury profile, SDO delivery model, officials, equipment and sport environment.	Concussion risk, water safety, heat exposure, playing surface, contact sport injury, equipment failure, officiating dispute, sport medicine coverage.

Risks should be described using either critical success factor (CSF) phrasing or cause-event-consequence (CEC) phrasing. This separates causes, risks, consequences, controls and issues. A risk is a future uncertainty; an issue is something already being experienced and should be recorded in the issue log while also informing risk assessment.

Element	Meaning	Example
Cause / hazard	A source that has the potential to give rise to a risk.	Insufficient sports trainer coverage, poor ambulance access, extreme heat, alcohol, crowd density.
Risk / risk event	The uncertain event or control failure that may occur.	Failure to provide timely medical response at a high-injury sport venue.
Consequence	The potential result if the risk occurs.	Delayed treatment, deterioration of injury, participant harm, legal exposure and reputational damage.
Control	A material measure in place to reduce likelihood or consequence.	Medical coverage matrix, ambulance access confirmation, event escalation briefing.
Treatment action	Additional action required where residual risk is not acceptable or where public safety dependency requires assurance.	Confirm sport medicine coverage by venue and sport four weeks pre-event and retain signed evidence.

UniSport uses the following techniques to identify risk: workshops, targeted group discussion, annual event evaluation, assessment of near misses, industry learnings, venue inspections, SDO consultation and review of contemporary WA event guidance and requirements.

1.11 RISK ANALYSIS

Once risks are identified, they are analysed for likelihood and consequence using the risk matrix in Section 4. Analysis considers causes, consequences, existing controls, control owner, control effectiveness, evidence available and additional treatment required.

The risk register must distinguish between inherent and residual risk:

Rating Type	Definition	Required RR Columns
Inherent Risk	The risk level before controls are applied or before the effectiveness of controls is considered.	Inherent consequence, inherent likelihood, inherent score/rating.
Residual Risk	The risk level remaining after existing controls are applied and their effectiveness is considered.	Residual consequence, residual likelihood, residual score/rating, acceptance authority, required treatment.
Control Effectiveness	Assessment of whether existing controls are operating as intended and are evidenced.	Control rating: Fully Effective, Adequate or Inadequate; evidence reference; control owner.

1.12 RISK EVALUATION

Once risk has been identified and analysed, UniSport determines whether the level of risk is acceptable within the event context and within UniSport's risk appetite. Each risk is evaluated by comparing residual risk after existing mitigation/controls against the Risk Assessment and Acceptance Criteria in Section 4.1.

The following acceptance principle applies to Nationals 2026:

- Residual risks rated Not Acceptable must be escalated to the EMC and treated through a detailed action plan before the relevant activity proceeds.
- Residual risks rated Tolerable (High) require EMC acceptance, a detailed action plan approved and monitored by the EO, and Fully Effective controls as a minimum.
- Residual risks rated Tolerable (Low) may be accepted by the event subcommittee unless the consequence is catastrophic, in which case EMC approval is required.
- Residual risks rated Acceptable are managed through routine procedures unless the consequence is catastrophic, in which case EMC approval is required.

1.13 RISK TREATMENT

Risk treatment describes the actions taken to modify an identified risk that has been evaluated as requiring additional control. UniSport uses the four Ts to treat risk: tolerate, treat, transfer and terminate.

Treatment Option	Use When	Example
Tolerate	Risk is within appetite and can be accepted with routine monitoring.	Low likelihood / low consequence administrative disruption.
Treat	Controls or actions can reduce likelihood or consequence.	Add shade, water points, medical coverage and weather triggers for heat-related sport risk.

Transfer	Risk can be transferred or shared through contract, insurance or supplier assurance.	Supplier insurance, venue terms, sport delivery agreements and contractor obligations.
Terminate	Activity should be avoided, cancelled or redesigned where risk cannot be controlled to an acceptable level.	Cancel or modify activity where weather, venue condition or safety threat exceeds trigger thresholds.

For high residual risks and public safety dependencies, the Critical Risk Treatment Action Plan in Section 3.5 must be used to record the owner, due date, evidence, resourcing, trigger point, escalation and acceptance authority.

1.14 MONITOR AND REVIEW

Risk monitoring and review must occur before, during and after Nationals 2026. UniSport will test and evaluate the effectiveness of controls, monitor changes in circumstances, check control currency and record operational learnings. Risk registers are updated monthly during planning and reviewed through event readiness gates, daily event monitoring and post-event evaluation.

During event delivery, the Event Management Team will review risk live when a trigger is reached, record decisions in the decision log and update controls or treatment actions where required.

Monitoring Point	Primary Purpose	Minimum Evidence
12 weeks pre-event	Confirm scope, dates, event assumptions, venue list, approval pathway and risk register structure.	Updated risk register, event schedule, approval register, version-controlled documents.
8 weeks pre-event	Confirm stakeholder consultation, venue requirements, public safety dependencies and special event approval actions.	Stakeholder consultation and approval matrix, venue action list, local government/venue communications.
4 weeks pre-event	Confirm medical coverage, ambulance access, venue emergency arrangements, competition risk assessments and critical treatments.	Medical coverage matrix, signed venue access confirmations, SDO risk assessments, CRTAP status report.
1 week pre-event	Confirm operational readiness, emergency contacts, communications channels, incident reporting pack and daily review routine.	Readiness sign-off, contact list, daily briefing schedule, live issue/incident/decision logs.
Daily during event	Review incidents, near misses, weather alerts, injury trends, workforce shortfalls, communications, venue issues and transport interruptions.	Daily risk review notes, action tracker, incident log, authority notification log where relevant.
Post-event	Capture lessons, near misses, incident trends, stakeholder feedback and risk register updates for future events.	Post-event lessons register, risk report, recommendations database updates.

1.15 THIS PLAN – SCOPE ANDF LIMITATIONS

This plan has been developed specifically for UniSport and the 2026 UniSport Nationals - Perth. It is not a complete guarantee that UniSport will be litigation proof or fail safe. However, when developed, implemented, evidenced and followed, it may assist UniSport to demonstrate risk-based planning, duty-of-care controls, compliance with relevant obligations and a structured response to foreseeable event risks.

This document relies on the accuracy of linked documents, venue information, risk registers, stakeholder contact details, medical coverage assumptions and approval status. Any outstanding source information should be treated as an active risk dependency and managed through the action tracker until closed.

1.16 INSURANCE AND CERTIFICATES OF CURRENCY

UniSport procures the following insurances for its programs. Certificates of Currency can be provided on request for:

- Business Asset Insurance.
- Corporate Travel Insurance.
- Management Liability Insurance.
- Public Liability Insurance.
- Transit Trophy Insurance.
- Voluntary Workers Insurance.
- Workers Compensation Insurance.

UniSport sources and retains Certificates of Currency for all venues and relevant suppliers used for its events. For Nationals 2026, insurance should be reviewed against WA event approvals, public/spectator exposure, venue conditions, special event overlays, transport/logistics exposure and contemporary disruption risks.

Each accredited student athlete acknowledges a participant agreement at the time of registration through UniSport's online registration system. The agreement includes release and indemnity clauses, reference to UniSport policies and procedures, acknowledgement of inherent risks, and acknowledgement that accidents may result in injury, death or property damage.

1.17 CONTINUOUS IMPROVEMENT

UniSport maintains a recommendations database that is updated after each UniSport event. Suggestions, feedback, issues, incidents, near misses and risk learnings are reviewed annually to determine changes and improvements for subsequent events.

For Nationals 2026, continuous improvement will be supported by the Event Risk and Incident Reporting Pack, including live issue logs, incident logs, decision logs, action tracking, authority notification tracking and post-event lessons learned. Material learnings that affect live event safety or delivery must feed back into the risk register during the event, not only after the event has concluded.

Refer to:
Appendix 1 – UniSport Policies and Guidelines
Appendix 2 – UniSport Participation Agreement

2 EVENT INFORMATION

2.1 NATIONALS OVERVIEW

The Nationals are held annually between UniSport member universities and include more than 30 single-sport competitions. The event changes location annually and is supported by UniSport staff, sport delivery partners, volunteers, officials, UTM's, venues and external stakeholders.

2.2 EVENT OVERVIEW

In 2026, Nationals will be held across multiple venues in Perth, Western Australia from Saturday 26 September to Friday 2 October 2026. The event program currently comprises 30 sporting competitions and is expected to attract approximately 5,000 athletes and 400 support staff, workforce and officials.

Detail	Information	Document Control Action
Event	UniSport Nationals 2026 - Perth	Use this wording across RMP, RR, EMP, Crisis Plan, Communications Plan and stakeholder documents.
Dates	Saturday 26 September to Friday 2 October 2026	Use as the controlled event date range. Treat 3 October 2026 as bump-out only unless event delivery is formally extended.
Sport Competition Period	Saturday 26 September to Friday 2 October 2026	Confirm final sport-by-sport schedule in Appendix 3 and venue-specific plans.
Location	Multiple venues across Perth, WA	Remove legacy references to QLD, Gold Coast, GCCC or other previous locations unless retained as historical lessons.
Participation (Projected)	Approximately 5,000 athletes and 400 support staff, workforce and officials	Use consistently across supporting documents unless replaced by approved forecast data.
Sport Program (Tentative)	30 sporting competitions	Use consistently across RMP, EMP, Crisis Plan and registration/communications material.
HQ / Logistics	Neil Donaldson Pavilion, UWA Sports Park, 10 McGillivray Road, Mount Claremont WA 6010	Confirm designated venue contact, access arrangements, chief warden, evacuation route and emergency assembly area.
Funding / Assurance	Tourism WA funding and event assurance requirements	Track Tourism WA consultation/reporting requirements in the stakeholder matrix.

Nationals aims to:

- Attract and retain the highest level of university athletes.
- Strengthen engagement with National and State Sporting Organisations.
- Contribute to domestic competition and pathway programs for elite athletes.
- Improve sport outcomes for student-athletes, coaches, officials and volunteers by creating a championship event respected within the national sporting landscape.
- Provide economic, social and cultural benefit to the host city and region.
- Contribute to a positive financial position for the organisation.

2.3 EVENT SCHEDULE AND KEY ACTIVITIES

2.3.1 SPORTS

UniSport has contracted a Sport Delivery Organisation to run and manage each sport on offer, with oversight from UniSport. The contracted SDO may be a National or State Sporting Organisation or a local club. With support from UniSport, the SDO is responsible for the delivery and management of their sport competition.

The sport competitions will run between Saturday 26 September and Friday 2 October 2026 at venues in and around the Perth region. The sport schedule, venue list, venue contacts and venue-specific controls must be recorded in Appendix 3, Appendix 4 and the venue/activity-specific and sport-specific sections of the risk register.

Refer to:

Appendix 3: Sport Schedule

Appendix 4: Sport Venue Locations

2.3.2 HEADQUATERS

The UniSport Project Management team will operate from UniSport Headquarters (HQ) located at Neil Donaldson Pavilion, UWA Sports Park, 10 McGillivray Road, Mount Claremont WA 6010. HQ will act as the central hub for event services, including staff office and communications centre, UTM accreditation collection, dispute and disciplinary lodgements, central results monitoring and the emergency management control centre. The designated venue contact and emergency assembly details must be confirmed before final issue.

HQ Function	Risk / Control Implication
Nationals staff primary office and communications centre	Requires resilient communications, contact lists, access controls and backup processes.
Accreditation collection by UTMs only, not individual participants	Requires queue management, verification processes and UTM communications.
Dispute and disciplinary lodgement, payment and management	Requires privacy, records management, escalation and decision logging.
Central results monitoring and management	Requires IT access, backup, data protection and status reporting.
Emergency management control centre	Requires emergency contacts, escalation pathways, EMP access, decision logs and authority notification procedures.

2.3.3 LOGISTICS CENTRE

The Nationals Logistics Centre will be located at Neil Donaldson Pavilion, UWA Sports Park, and will operate as a workforce-only operational space supporting event delivery. It must be managed with controlled access, equipment/storage controls, emergency procedures, first aid arrangements and confirmed chief warden/venue contact details.

2.3.4 SPECIAL EVENTS

The following special events are included in the Nationals 2026 program. Venue and approval details that remain TBC are to be tracked through the Stakeholder Consultation and Approval Matrix and reflected in venue/activity-specific risk assessments before final issue.

Special Event	Information	Approval / Risk Dependency
Nationals Welcome	Official opening welcoming universities and participants to 2026 UniSport Nationals Perth. Date: Sunday 27 September. Time: 4:30pm. Anticipated attendance: approximately 300. Entertainment/protocol: speeches by dignitaries, Welcome to Country, Indigenous smoking and ochre ceremony. Venue: TBC.	Confirm venue, site plan, crowd capacity, dignitary protocol, emergency access, first aid/security, cultural protocol requirements and approval conditions.
UniFest / Mascot Race	Small alcohol-free festival for participants supported by Red Bull. Date: Wednesday 30 September. Time: 6:00pm-10:00pm. Anticipated attendance: approximately 3,500. Entertainment/activation: Red Bull DJ, Q&A with Red Bull athletes, Red Bull Tetris competition, university mascot race and prize presentation. Venue: TBC.	Confirm venue, approval conditions, crowd capacity, night operation controls, activation footprint, contractor/sponsor controls, first aid/security, toilets/waste, emergency access and weather/cancellation process.
Nationals Unity Day	Celebrates inclusion and diversity by promoting a safe and inclusive environment in university sport. Date: Wednesday 30 September. Time: all day. Venue: all locations.	Confirm event-wide messaging, safeguarding escalation, venue integration, social media/media approach and complaint/incident escalation process.
Volunteer Thank You	Celebrates and recognises the valuable contribution of volunteers who helped deliver Nationals – Perth. Date: Friday 02 September. Time: Following the conclusion of competition. Venue: To be confirmed (onsite or nearby venue).	Confirm venue and catering, guest numbers, invitation process, recognition activities (speeches, awards or certificates), transport requirements, photography, event run sheet, and volunteer departure logistics.

2.4 KEY CONTACTS AND STAKEHOLDER REGISTRATION

A comprehensive list of relevant stakeholders is maintained in Appendix 5. For Nationals 2026, stakeholder consultation is a control by itself and must be tracked through the following matrix. This matrix should be maintained live and used as evidence of approvals, consultation and unresolved dependencies.

Stakeholder Group	Required Input / Approval	Evidence to Retain	Owner / Status
Venue owners / operators	Venue hire terms, capacity, access, evacuation, chief warden, emergency assembly points, PA/announcement capability, AED/first aid locations and emergency vehicle access.	Venue agreements, venue emergency plans, site maps, inspection records and Key Contacts venue list.	NEM Operations / In progress. UWA Sports Park contact identified in Key Contacts; HQ/logistics designation still to be confirmed.

Sport Delivery Organisations / Competition Managers	Sport delivery capability, competition risk assessments, sport-specific emergency controls, officials, sport medicine interface and contingency arrangements.	SDO agreements, sport contact list, sport risk assessments, briefing records and competition contingency plans.	NEM Sport / In progress using Sport Contacts worksheet.
Medical provider / Sports Medicine Australia	Medical coverage model by sport and venue, ambulance escalation, concussion response, injury reporting and medical load monitoring.	Signed medical coverage matrix, SMA/medical provider confirmation, ambulance access confirmations, daily medical log.	NEM Sport / Medical Provider / Requires final matrix.
WA Police / security advice	Crowded places, suspicious item/threat escalation, hostile vehicle exposure, public order, protest and emergency response assumptions.	Consultation notes, emergency contacts, security/crowd management advice and decision log entries.	NEM Operations / External contact details still incomplete in Crisis Plan.
DFES / fire and emergency services	Fire/emergency escalation, evacuation assumptions and venue emergency procedure alignment where required.	Emergency contact details, consultation notes and venue emergency plans.	NEM Operations / External contact details still incomplete in Crisis Plan.
Ambulance / St John / emergency medical escalation	Ambulance response assumptions, access routes, handover points and escalation thresholds.	Ambulance access confirmations, medical escalation process and authority notification log.	NEM Sport / NEM Operations / Requires final confirmation.
WA Department of Health / public health	Public health obligations, communicable disease advice, mass gathering considerations and food/public health coordination where applicable.	Guidance notes, approval conditions, public health advice and communications records.	NEM Operations / To confirm if required.
Local government / councils	Public event approvals, site plans, toilet/waste/noise/crowd capacity, public land use and local emergency coordination.	Approval letters, permit conditions, emails, meeting notes and action closure evidence.	NEM Operations / Venue-dependent.
Tourism Western Australia	Funding, reporting, event assurance and issue escalation requirements.	Funding agreement, reporting requirements, consultation/notification record.	General Manager / Contact details still incomplete in Crisis Plan.
University Team Managers	Participant supervision, accreditation collection, welfare, disciplinary escalation and participant communications.	UTM contact list, briefings, communications and incident escalation records.	Registrations / Sport / Current UTM worksheet supplied.
Suppliers and sponsors	Service delivery, sponsor activation, supplier risk controls, insurance and issue escalation.	Supplier/sponsor contact list, contracts, Certificates of Currency, activation plans and briefing records.	Function owners / Current supplier/sponsor worksheet supplied.

Refer to: Appendix 5 – Key Contacts and Stakeholders

3 EVENT MANAGEMENT

3.1 SPORT COMPETITIONS

Nationals appoints a Competition Management Team from the relevant National or State Sporting Organisation, or local sporting club, with detailed knowledge of their sport and the processes required to deliver a national-standard competition.

Competition management responsibilities include:

- Coordination and management of technical and field-of-play functions.
- Effective management of the sport-specific competition.
- Management of competition administrative functions.
- Management of competition management and officials' team.
- Integration of sports medicine delivery and water safety where relevant.
- Dispute resolution and administration.
- Development and implementation of a competition risk assessment.

Issues unable to be resolved by competition management will be escalated to the assigned Sport Coordinator. Unresolved matters will be referred to the Acting General Manager - National Sport Program before being escalated as per the communications flowchart.

All venue risk management plans and competition risk assessments apply to UniSport-owned events where venues and competition delivery organisations are engaged. Venue/activity-specific and sport-specific competition risks must be represented in the risk register and supported by evidence of controls and control effectiveness.

Refer to: Appendix 6 - Communications Flowchart

3.2 EMERGENCY MANAGEMENT

The 2026 Nationals Emergency Management Plan outlines the processes for managing incidents and emergencies as part of Nationals. The EMP states that emergencies are to be escalated through 000 where required, incidents are to be reported to the relevant supervisor, Competition Manager or Registration Manager, and workforce are to follow the crisis communication and notification framework. The EMP is now reconciled to this RMP for event dates, HQ/logistics baseline and special event details; remaining TBC/TBD contacts are listed in Section 7.

Refer to:

Appendix 7 - Emergency Management Plan

Appendix 8 - External Interruptions

3.3 PUBLIC HEALTH AND COMMUNICABLE DISEASE MANAGEMENT

Public health risk for Nationals 2026 will be managed in line with current WA Government and WA Department of Health advice, venue requirements and UniSport policies. Legacy references to prior COVID-19 lockdown concepts or other state-based restrictions should be removed from the risk register unless they remain relevant as a current public health or external interruption scenario.

Controls may include monitoring public health advice, venue hygiene arrangements, participant communications, illness reporting, medical provider escalation and event modification decisions where public health advice changes.

3.4 EVENT RISK AND INCIDENT REPORTING PACK

A single Event Risk and Incident Reporting Pack will be maintained for Nationals 2026 to demonstrate operational control, legal defensibility, insurance support, stakeholder reporting and continuous improvement. The pack should operate as the live evidence base connecting the RMP, RR, EMP, Crisis Plan, Communications Plan, External Interruptions procedure and Key Contacts register. It should be reviewed daily by the Event Management Team during event delivery.

Log / Record	Purpose	Minimum Fields
Live Issue Log	Capture issues that are occurring or have already occurred and require management.	Date/time, venue, sport/activity, issue description, impact, owner, action, due date/time, status, close-out evidence.
Incident Log	Capture injury, safety, security, behavioural, operational, venue and public safety incidents.	Date/time, venue, sport/activity, incident type, injury severity, immediate controls, escalation level, medical/authority notification, witness statements, close-out.
Decision Log	Record material operational, safety, cancellation, modification, escalation, approval and risk acceptance decisions.	Date/time, decision required, context, options considered, decision made, decision maker, authority, advice received, communication action.
Critical Risk Treatment Action Tracker	Track high/high-moderate RR treatment actions and public safety dependencies.	RR reference, risk/dependency, owner, due date, status, trigger point, resources, evidence required, escalation if overdue, acceptance authority.
Authority Notification Log	Record notifications to venues, local government, emergency services, insurer, member universities, Tourism WA or other bodies.	Date/time, stakeholder/authority, reason, person contacted, advice received, required follow-up, owner, status.
Daily Risk Review Record	Evidence live monitoring, readiness checks and changes to controls during event week.	Date, attendees, key incidents/issues, weather/medical/crowd/comms status, decisions, actions, escalations and RR updates.
Post-event Lessons Register	Capture learnings and update the recommendations database and future risk registers.	Issue/incident/near miss, what worked, what did not, recommended change, owner, target document/event, implementation status.

3.5 CRITICAL RISK TREATMENT ACTION PLAN

A single Event Risk and Incident Reporting Pack will be maintained for Nationals 2026 to demonstrate operational control, legal defensibility, insurance support, stakeholder reporting and continuous improvement. The pack should operate as the live evidence base connecting the RMP, RR, EMP, Crisis Plan, Communications Plan, External Interruptions procedure and Key Contacts register. It should be reviewed daily by the Event Management Team during event delivery.

Critical Dependency / RR Risk Reference	Required Treatment Action	Owner / Due Point	Completion Evidence / Escalation
RR 48 / RR 49 - participant death, severe injury or inefficient sport medicine program	Confirm sport medicine coverage by venue and sport; test ambulance access; brief Competition Managers and medical staff; confirm concussion and next-of-kin escalation; review daily medical load.	NEMS / Medical Provider. Due: 4 weeks pre-event; recheck 1 week pre-event; daily during event.	Signed medical coverage matrix, ambulance access confirmation, briefing attendance, daily medical log. Escalate to GM/EMT/EMC if coverage is incomplete or trigger thresholds are reached.
RR 22 - WH&S procedures and training	Complete workforce induction and WH&S training; confirm volunteer/contractor roles and safe work instructions; brief incident reporting and stop-work authority.	Workforce Coordinator / NEMO. Due: before first workforce shift and refreshed during venue briefings.	Training attendance records, induction materials, venue briefing records, incident reporting pack. Escalate untrained workforce to Workforce Coordinator/EMT.
RR 2 / RR 16 / RR 17 - crowded places, unsafe site/venue and site management	Confirm venue emergency plans, access/egress, site inspections, security/crowd controls, chief warden contacts and emergency service escalation; close unresolved TBC/TBD venue details.	NEMO / Venue Lead. Due: 8 weeks pre-event; final check 1 week pre-event.	Venue emergency pack, site maps, inspection records, chief warden/contact list, crowded places evidence. Escalate missing evidence to EO/EMC.
RR 60 / RR 69 - temporary structures, playing surfaces, marquees and underground services	Confirm contractor competence, structural sign-off, Dial Before You Dig/underground service checks where applicable, surface inspections, peg/anchor controls and exclusion zones.	NEMO / Operations & Logistics Coordinator / Contractor. Due: before build and daily while installed.	Supplier documentation, inspection checklist, venue approval, incident/exclusion records. Escalate immediately if structure/surface becomes unsafe.
RR 68 / RR 15 / RR 59 - weather, special event weather and sun protection	Confirm weather monitoring, heat/UV/shade/water controls, special event contingency plan, delay/cancellation triggers and communication templates.	NEMO / NEMS / Communications. Due: 4 weeks pre-event; daily during event.	Weather trigger register, SMA heat tool records, shade/water audit, special event contingency plan, decision log. Escalate to EMT when triggers are met.
RR 5 - sexual assault, misconduct, poor behaviour or violence	Confirm code-of-behaviour process, safeguarding/complaints escalation, venue security interface, police escalation and participant/team disciplinary process.	GM / NEMO / NEMS / Workforce. Due: before participant and workforce briefings.	Policy links, briefing records, incident escalation pathway, authority notification record. Escalate immediately to GM/CEO/CMT for serious/sensitive incidents.
RR 31 - confidentiality / data privacy breach	Confirm data handling rules, third-party data controls, incident escalation, secure disposal	Registration Manager / NEMO / IT. Due: before accreditation and registration operations.	Privacy policy, access controls, third-party confirmations, secure disposal process, incident

	and privacy breach response pathway.		log. Escalate suspected breach to GM and relevant governance lead.
RR 36 / RR 37 - insurance checks and workforce insurance	Confirm Certificates of Currency for SDOs, venues, suppliers and workforce cover; identify gaps before engagement or activity starts.	NEMO / GM / Finance & Governance. Due: before contracts/venue access and final check 2 weeks pre-event.	Insurance register, CoCs, unresolved gap register. Escalate material gaps to GM/CEO/EMC.
RR 70 / RR 56 - event vehicles and transport disruption	Confirm vehicle authorisation, driver briefings, ground access restrictions, parking/access plans, transport disruption monitoring and replacement vehicle process.	Operations & Logistics Coordinator / NEMO. Due: before vehicle use and peak arrival period.	Vehicle register, driver briefing records, access maps, incident log, transport monitoring notes. Escalate accidents through 000/insurer/GM as required.
External interruption - industrial action, essential service loss, protest, terrorism/bomb threat or other interruption	Activate external interruption procedure, notify GM/EMT, contact relevant authorities, apply media policy and record decisions/actions.	GM / NEMO / CMT. Due: immediate on notification or credible trigger.	Authority notification log, decision log, communications log, incident record. Escalate to CEO/CMT and authorities as required.

3.6 RISK READINESS GATES AND LIVE MONITORING TRIGGERS

Readiness gates and live monitoring triggers provide the mechanism for proving that the RMP, RR, EMP, Crisis Plan, Communications Plan and venue/sport plans operate as one controlled system.

Trigger	Required Response	Record Required
Fatality, life-threatening injury, serious injury, suspected spinal injury, major concussion event or serious safeguarding/behavioural incident	Immediate emergency response, medical/police escalation where required, EMT/CMT activation, executive notification and crisis communication assessment.	Incident log, decision log, authority notification log, witness statements, communications log and RR update.
Two or more ambulance transfers from one venue in a day, repeated heat illness or repeated similar injuries	Same-day risk review; reassess medical coverage, scheduling, heat controls, playing surface and participant communication.	Daily risk review record, action tracker, medical log and decision log.
Loss of PA, mobile communications, Team App/WhatsApp, registration/results system or critical contact access	Activate backup communications process and assess emergency escalation/event continuity impact.	Issue log, decision log, communications log and IT/outage record.
Bureau of Meteorology warning, extreme heat/UV trigger, lightning, poor air quality, severe weather or unsafe surface condition	Assess modification, delay, cancellation or relocation; communicate decision to SDOs, UTMs and venues.	Weather record, decision log, communications log and sport modification record.
Crowd congestion, unauthorised access, security threat, suspicious item, public order issue or hostile vehicle concern	Activate venue/security/emergency procedures and escalate to emergency services where required.	Incident log, authority notification log, decision log and security/venue record.

Industrial action, essential service disruption, protest, terrorism/bomb threat or other external interruption	Notify GM/EMT immediately; activate external interruption procedure; liaise with police, ambulance, fire/DFES, SES, health/medical or other authorities as appropriate.	Incident/issue log, authority notification log, decision log, communications log and post-event lessons entry.
Unresolved venue approval, missing chief warden/contact, missing venue EMP or incomplete medical access before readiness gate	Escalate to EO/EMC and determine whether activity proceeds, is modified, delayed or requires additional controls.	Action tracker, decision log, approval matrix status and authority/venue advice.

4 UNISPORT RISK MATRIX - LIKELIHOOD VS IMPACT

The following risk matrix and acceptance criteria apply to Nationals 2026 risk assessments and the Risk Register. The risk register must identify whether ratings are inherent or residual and must use the same rating terminology as this section.

Refer to: Appendix 12: Risk register

Likelihood Rating	Descriptor	Probability / Frequency Guide
5	Very High / Common	Greater than 70% chance or common occurrence.
4	High / Has happened	50-69% chance or has happened.
3	Medium / Realistic	30-49% chance or realistic.
2	Low / Remote	10-29% chance or remote.
1	Very Low / Improbable	Less than 10% chance or unlikely.

Consequence Category	5 Catastrophic	4 Major	3 Moderate	2 Minor	1 Insignificant
Financial	>$1m	$100k-$1m	$10k-$100k	$1k-$10k	<$1k
Operational	Event cessation	Non-achievement of major event deliverables	Significant delays to major event deliverables	Inconvenient delays	Little impact
Reputation	Substantiated public embarrassment; very high multiple impacts; widespread multiple news profile; third-party actions	Substantiated public embarrassment; high impact news profile; third-party actions	Substantiated public embarrassment; moderate impact; moderate news item	Substantiated, low impact, low news profile	Unsubstantiated; low impact or no news item
People / Health	Multiple deaths, multiple life-threatening injuries or severe permanent disabilities	Death, life-threatening injury or multiple serious injuries causing hospitalisation	Serious injury causing hospitalisation or medical treatment cases	Minor injury or first aid treatment case	No injuries or ailments requiring treatment

Risk Rating	Score Range	Inherent Risk Assessment	Residual Risk Assessment	Event Expectation
Not Acceptable	20-25	Action plan to reduce risk MUST be developed.	Risk is unacceptable. EMC MUST be informed. Detailed action plan required to reduce risk and must be monitored by the EO and reported to the EMC.	Anticipation exceeded.
Tolerable (High)	12-19	Action plan to reduce risk MUST be developed.	Risk is undesirable. Decision on acceptance is to be made by the EMC. Detailed action plan must be approved and monitored by the EO. Fully Effective controls expected as a minimum.	Anticipated but requires active management.
Tolerable (Low)	7-11	Risk may be accepted by the event subcommittee except where consequence is Catastrophic; an action plan must then be developed.	Decision on acceptance may be made by the EMC where consequence is Catastrophic. Adequate controls expected as a minimum.	Acceptable with monitoring.
Acceptable	1-6	Risk is acceptable and managed by routine procedures except where consequence is Catastrophic; an action plan must then be developed.	Risk is acceptable and managed by routine procedures except where consequence is Catastrophic. Adequate controls expected as a minimum.	Acceptable.

Control Rating	Definition	Evidence Expectation
Fully Effective	Controls are designed appropriately, implemented, operating as intended and evidenced.	Control owner identified that current procedure/plan available, briefing/training completed where required, evidence retained.
Adequate	Controls are generally suitable but may require strengthening, confirmation or additional evidence.	Action tracker entry for improvements or evidence gaps; monitoring required.
Inadequate	Controls are not sufficient, not implemented, not evidenced or not reliable.	Treatment action required; residual risk cannot be accepted without escalation and further controls.

5 COMMUNICATION MANAGEMENT

5.1 COMMUNICATIONS MEDIUM

The primary methods of communication during the event will be mobile telephone, Teams/instant messaging, text message, email, website/social channels and face-to-face briefings. Broadcast messages that do not require immediate action may use email, website, social media or Teams; messages requiring immediate action should use text or phone; private/sensitive matters should use phone or face-to-face discussion. Offline contact lists and HQ phone arrangements must be available to event managers; venue leads and the emergency management control centre.

5.2 COMMUNICATIONS PLANS

The documents referred to below outline the hierarchical flow of communications during standard operations and in a crisis:

Refer to:
Appendix 6 - Communications Plan
Appendix 9 - Crisis Communications Plan

Communications plans must be reconciled with the RMP, EMP, stakeholder matrix and incident reporting pack to ensure escalation pathways, notification thresholds, authority contacts, spokesperson approvals and participant/UTM messaging are consistent. The current escalation model moves from on-site personnel and event support staff to the Event Management Team, General Manager, CEO and Crisis Management Team as severity increases.

5.3 STAKEHOLDER COMMUNICATION AND CONSULTATION

External consultation must be recorded as a risk control. Key consultation with local government, venues, WA Police, DFES, medical/ambulance providers, WA Health/public health, transport stakeholders, Tourism WA, universities, SDOs, suppliers and sponsors must be maintained in Appendix 5 and referenced in relevant risk controls and treatment actions. Blank external contact fields in the Crisis Plan should be completed before final issue.

5.4 UNISPORT MEDIA POLICIES

The below UniSport policies identify the protocol to be followed in relation to media contact for Nationals:

Refer to:
Appendix 10 - UniSport Media Policy
Appendix 11 - UniSport Social Media Policy

These policies provide a framework for staff authorised to speak on behalf of UniSport and ensure consistency in how UniSport is presented in the media, social media and broader community. Material incidents, sensitive issues and reputation risks must be assessed against the Crisis Plan and recorded in the decision log and communications log.

6 APPENDICES

Appendix	Document / Register *Contents*	Access
Part A – Governance & Event Information		
1	UniSport Policies and Guidelines *Governance policies and operational guidelines for the event.*	Public / Internal
2	Participation Agreement *Participant terms, indemnity and risk acknowledgements.*	Public
3	Sport Schedule *Approved competition schedule and venues.*	Public
4	Sport Venue Locations *Venue locations, maps and site information.*	Public
5	Key Contacts and Stakeholders *Key contacts and stakeholder directory.*	Internal
Part B – Event Operations		
6	Communications Plan *Event communication protocols and escalation pathways.*	Internal
7	Emergency Management Plan *Emergency response procedures and responsibilities.*	Internal
8	External Interruptions Plan *Response procedures for external disruptions.*	Internal
9	Crisis Management Plan *Crisis response and communications framework.*	Restricted
10	UniSport Media Policy *Media engagement and spokesperson requirements.*	Internal
11	UniSport Social Media Policy *Social media governance and communication guidelines.*	Internal
12	Workforce Management Plan *Workforce structure, deployment and management.*	Internal
13	Volunteer Management Plan *Volunteer recruitment, deployment and support.*	Internal
Part C – Risk Management		
14	Risk Register *Event-wide risk assessment and treatment register.*	Internal
15	Incident Reporting Pack *Incident reporting forms, logs and action registers.*	Internal
16	Medical Coverage Matrix and Medical Directories *Medical coverage, contacts and emergency services.*	Internal
17	Venue Emergency Plan Pack *Venue emergency procedures, maps and evacuation information.*	Internal

18	Critical Risk Treatment Action Plan *Tracking of critical risk treatments and actions.*	Internal

Part D – Specific Risk Management Plans

19	Sport Medicine Plan *Medical service delivery and athlete care procedures.*	Internal
20	Alcohol Management Plan *Responsible alcohol management procedures.*	Internal
21	Inclement Weather Plan *Response procedures for adverse weather.*	Internal
22	Bomb Threat and Suspicious Items Procedure *Response procedures for bomb threats and suspicious items.*	Restricted
23	Venue Evacuation Procedures *Venue evacuation procedures and responsibilities.*	Internal
24	Extreme Heat Management Plan *Heat risk management procedures.*	Internal
25	Sports Heat Tool (Sports Medicine Australia) *Heat assessment tool for operational decision-making.*	Internal
26	Concussion Management Resources *Concussion assessment and return-to-play resources.*	Internal

Part E – Restricted Internal Response Plans

27	Sexual Assault Response Plan *Response procedures for sexual assault incidents.*	Restricted
28	Serious Injury or Death Response Plan *Response procedures for serious injury or fatality.*	Restricted
29	Cash Management Procedures *Cash handling and reconciliation procedures.*	Internal
30	Equipment Management Plan *Equipment management and asset control procedures.*	Internal
31	Theft Prevention and Asset Security Plan *Asset protection and theft response procedures.*	Internal
32	Corporate Relations Plan *Sponsor, partner and VIP management procedures.*	Internal

Part F – Venue & Sport-Specific Risk Management Plans

33	Venue Risk Management Plans *Venue-specific risks and control measures.*	Internal
34	Additional Sport-Specific Risk Management Plans *Sport-specific risks and controls, where required.*	Internal