

National Gallery of Australia Risk Management Plan for School Visits 2023

This document has been designed for the use of all school groups, primary and secondary, who visit the National Gallery of Australian for Learning programs.

Organisation Name	The National Gallery of Australia
Location	The National Gallery is on Ngunnawal and Ngambri Country, on the shores of Lake Burley Griffin. In the Parliamentary Triangle at the heart of Kamberri/Canberra. The National Gallery is easily accessible by car, bus, bike and on foot.
Address	Parkes Place, Parkes, Kamberri/Canberra ACT 2600, Australia.
Environment	The National Gallery is a large multi-level building with concrete pathways and grasslands surrounding the building. Inside the building there are steps, ramps and escalators as well as balcony areas.
Contact	groupbookings@nga.gov.au or (02) 6240 6519
Insurance Cover	The National Gallery has public liability insurance.
Accessibility	https://nga.gov.au/visit/getting-here/
Admission Policy	https://nga.gov.au/visit/conditions-of-entry/#admission
WHS	https://nga.gov.au/about-us/health-and-safety/
First Aid	First Aid Kits are located throughout the Galleries. There are trained First Aid Officers on site. If a school, would like to bring a First aid Kit please make sure the kit is less than 30x30cm in size otherwise it cannot be carried inside the galleries.
WWVP	All staff and volunteers working in front-facing roles in Learning and Visitor Experience are required to have a current ACT Working With Vulnerable People (WWVP) registration (or interstate equivalent). National Gallery staff have completed Child Safe Training. The Gallery's Child Safety Working Group was founded in 2019 to support the Gallery to adopt the National Principles for Child Safe Organisations and create a safe environment for children. The National Gallery is open to all members of the public and there will often be more than one school visiting.
Security	There are Security Officers throughout the galleries.
Emergency Management	All gallery staff are trained in emergency management, and the NGA has nominated Emergency Wardens who will assist staff in directing your group.
Wi-Fi	The National Gallery has public Wi-Fi, all visitors are expected to comply with Australian Laws when accessing the internet through the public Wi-Fi.
Sensitive Content	The National Gallery is a place to celebrate a range of ideas and artistic practices, schools and teachers need to be aware that there could be sensitive content in the galleries at any time. Content warnings are in place in near gallery spaces.
School Responsibilities	School Self-guided visit: 1:15 supervision ratio school teachers/supervising adults for high school; 1:10 supervision ratio school teachers/supervising adults for upper primary; supervision ratio school teachers/supervising adults for pre-school and lower primary National Gallery-led programs are facilitated by National Gallery Educators and volunteers with the support of school staff: 1:15 supervision ratio National Gallery staff; 1:15 supervision ratio school teachers/supervising adults for high school; 1:10 supervision ratio school teachers/supervising adults for upper primary; supervision ratio school teachers/supervising adults for pre-school and lower primary Visiting school teachers/supervising adults must always stay with their group and are responsible for the behaviour and discipline of their students.

#	Risk	Risk Owner	Cause	Consequence	Controls <i>(These are existing controls that are already in place to mitigate the identified risk)</i>	Control Owner	Risk Rating <i>(likelihood and consequence = risk rating)</i>	Delegate decision to TREAT or ACCEPT the risk <i>(At this point, the delegate, should decide whether to accept the risk or implement treatments)</i>	Treatment <i>(Treatments are implemented if the risk is at an unacceptable level or needs to mitigate further. These are generally additional measures that will be put in place and will be completed by a certain timeframe)</i>	Treatment Owner	Treatment Due Date	Residual Risk Rating <i>(once treatments are implemented, what will be the residual risk rating? likelihood and consequence = risk rating)</i>	Delegate Approval <i>(Obtain appropriate delegate approval as per Risk Treatment Escalation Table below)</i>
1	Injuries or illness of member of public, contractor,	Education Team	Slip, trip, fall or injury due to: inadequate lighting; plinths, stools or barricades; wet surfaces;	Reputational impacts (public, sponsors and government).	Gallery space is prepared and checked by hosting staff prior to event commencement. Site walk through with preventative conservation, security, program producer/education producer, visitor	Education team Security Manager	Low	Accept		Education Team	Ongoing	Low	Head of National Learning

Gallery staff or volunteers.		<p>blocked access/ egress to gallery spaces; furniture (chairs, stools etc) equipment left unattended, (trolleys, AV power cords, easels etc.)</p> <p>contractors (performers? Artists or building contractors?) failing to fulfil their specified obligations</p> <p>Untimely / insufficient communication with audiences, staff, speakers about requirements for safe movement in proximity to works of art.</p> <p>Disruptive/non-compliant conduct.</p> <p>Spread of disease due to lack of planning for and adherence to government requirements for limited numbers, personal hygiene and social distancing requirements during periods of restricted activity due to pandemic events.</p>	<p>Financial impacts.</p> <p>Inability to attract audiences post risk realisation.</p> <p>Inability to attract talented staff, artists, performers to develop and facilitate creative programs</p>	<p>experience, WHS Advisor and Risk Manager as required (eg. Prior to new exhibition/display opening).</p> <p>Visiting schools are briefed on expected behaviour and admission policy at the National Gallery.</p> <p>Best practice is role modelled by all National Gallery staff and includes respect, positivity and inclusive behaviour</p> <p>Physical abuse of all kinds is a crime and authorities will be informed.</p> <p>If program is scheduled outside of Gallery opening hours specific lighting requirements are identified in function sheet.</p> <p>All equipment and cables covered or secured if AV is required. Equipment is used only by Gallery staff/volunteers who are trained in its use and will be left unattended for minimal time and sectioned off.</p> <p>Any object or exhibition furniture introduced by hosting staff for preventive reasons for use during activity such as plinths and barricades is returned to storage after use.</p> <p>Adequate staffing to facilitate management of event/program safely.</p> <p>Gallery security providers present to assist with visitor and access if outside regular hours.</p> <p>Gallery staff (Education Team) supervise all events including the use of art materials. In some situations, materials such as glue sticks may be secured to a work table.</p> <p>Trained first aid officers and kits available.</p> <p>WH&S Policy and Code of Conduct outline staff responsibilities and indicate penalties for breach thereof.</p> <p>Emergency Response Plan (ERP) outlines roles and responsibilities of Gallery staff and Security contractors in the event of an emergency. Gallery staff and contractors receive appropriate training in ERP implementation through drill testing.</p> <p>Gallery Reopening Protocol Stage 3.2 and Pandemic Plan outline processes and procedures in place to protect visitors, staff and contractors during pandemic related restrictions periods and path of action in the event COVID 19 positive case is identified at the Gallery.</p> <p>All Gallery staff and volunteers undertake COVID19-safe training. Front facing teams undertake disease control training.</p> <p>Gallery patrons must comply with Conditions of Entry signposted on entryway doors and on Gallery website and receive briefing prior to entry.</p> <p>Restricted attendance is in place and ticketing system prevents oversubscription for events/ programs</p> <p>Safe handling of microphones procedures followed.</p>	<p>Visitor Experience Team</p> <p>WHS Advisor</p> <p>Risk and Audit Manager</p> <p>Preventive Conservator</p> <p>Business Continuity Command Team (COVID-19 preventive measures)</p>							
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2	Damage to Works of Art (WoA) or Gallery property	Learning Team	Excessive number of patrons impedes safe movement around works of art. – people bump into artwork Lack of timely consultation with Preventative Conservator to identify and implement strategies to protect works on display during high-risk activities. Equipment or props placed within 1 metre of WoA or where they could fall over onto the art if bumped Audio Visual contractors fail to comply with guidelines for appropriate use of equipment around artwork Failure of artists/ speakers/performers to comply with terms of engagement. Disruptive/non-compliant visitors present Misuse of Gallery property (stools, microphone, art making materials) resulting in damage to work of art or damage to Gallery property Pest infiltration to the gallery (eg. silverfish, carpet beetle etc) via organic materials not checked or treated prior to bringing into art areas Vandalism	Reputational impacts (public, sponsors and government). Artwork taken off display for repair– not accessible to public for a period of time – days weeks or months Depending on severity, damage may not be able to be repaired without visual change and loss of value. Financial impacts. Inability to secure the loan of works from private or public lenders. Inability to attract audiences post risk realisation	Management makes provision for adequate staff numbers to facilitate management of event/ program. Gallery security providers are present to assist with visitor and event management. Restricted attendance is in place and ticketing system prevents oversubscription for events/ programs. Learning Team works with stakeholders – Conservation, Security, Visitor services, Facilities, et al - to identify risks to work of art and property and implement mitigating strategies where required including: Low barricades are placed in front of artworks in the vicinity to remind participants of a safe distance from WOA Agreeing on placement of equipment and seating to allow safe distance from works of art access and egress Gallery staff (Learning Team) supervise all events including the use of art materials. In some situations, materials such as glue sticks may be secured to a worktable. Preventative Conservator provides a caring for the collection briefing for contracted artists/models/ performers, as required. Bottled water if required for a speaker, is stored and consumed at least 2 metres from works of art. Pest checking organic materials proposed for use in events by Conservation at Security control room + treatment if necessary Briefing with event participants by Program Producer, for front of house, security and Marketing staff; Contractors (speaker's/ performers/ artists/ models) are briefed prior to the event to outline conditions of service and risk mitigation strategies they must comply with. Supervising (Gallery) staff are briefed and aware of their responsibilities as outlined in the Gallery's: Workplace Health and Safety Policy Protective Security Alert Level Guidelines Guidelines for Security and Visitor Experience Staff Guidelines/ training for Care of the Collection. Contractor Management Policy Monitoring of the event by Security and other stakeholders present at events have the ability to intervene if precautions are not being taken and there is risk of damage to works of art Signage	Head of National Learning/ Learning Managers/ Learning Team Agency Security Advisor and Security Team Visitor Experience Team Facilities Management Preventive Conservator	Low	Accept				Low	

3	Poor visitor experience	Learning Team including Education Team	Emergency event during activity/ program. Last minute cancellation of event. Inability to communicate last minute changes with attendees prior to event. Lack of access points for visitors with restricted mobility. Visitors are unable to access works of art due to poor exhibition layout or overcrowding.	Event cancelled or delayed. Increase in negative feedback for Gallery. Reputational impacts (public, sponsors and government). Financial impacts.	Emergency Response Plan (ERP) outlines roles and responsibilities of Gallery staff and Security contractors in the event of an emergency. Gallery staff and contractors receive appropriate training in ERP implementation through drill testing. Gallery security providers are present to assist with visitor and event management. Program producers have contingency plans in place, maintain contact with external providers and for outdoor events monitor weather conditions to identify events or circumstance which may lead to cancellation or delay of event. Effective communication system in place to provide program participants/ visitors with information relating to delays or cancellation of events. Exhibition layout considers safe movement of visitors through exhibition spaces and variable sightlines required to facilitate optimal viewing experience. Access and egress for visitors with limited mobility is considered when designing gallery entry, exit and exhibition wayfinding. Restricted attendance is in place and ticketing system prevents oversubscription for events/ programs.	Learning team Exhibition Design Agency Security Advisor-security Contractors	Low	Accept				Low
4	Gallery staff unable to appropriately prepare for and supervise event/ program	Managers Programming / Learning	Poor planning and or lack of support and resources leads to failure of staff to prepare for event. Lack or failure of human resources to deliver programmed events due to worker fatigue or illness.	Reputational impacts (public, institutional colleagues, sponsors and government). Financial impacts Loss of faith in Management to provide support and resources.	Effective program planning ensures accurate staffing, budgets, project and resource planning and allocation support programs delivered. Supervising (Gallery) staff are aware of their responsibilities as outlined in the Gallery's: Workplace Health and Safety Policy; Fatigue Management Policy;	Department Head Managers Programs/ Learning	Low	Accept				Low

<p>Name of person completing the Risk Assessment:</p> <p>Leanne Waterhouse Education Manager</p>
<p>Name of persons consulted in the Risk Assessment process:</p> <p>Head of National Learning</p> <p>Security Manager</p>

Visitor Experience Team
WHS Advisor
Risk and Audit Manager
Preventive Conservator
Exhibition Design
Exhibitions
Name of Manager / Supervisor Approving the Risk Assessment (note: if significant risks, then relevant SMG member must approve. If any high or major risks, then SMG or Director must approve.)
Georgia Close Head of National Learning
Date Risk Assessment forwarded to Risk inbox:

Table 1: Consequence assessment table

	Financial	Environmental/ Asset	Operations/ Services	WHS	Reputation, Community and Media	Legal/Compliance
Low	A financial impact to the National Gallery of < \$2,000	No physical impact on the collection or NGA building/ infrastructure/equipment.	No disruption to the operations or services of the Gallery.	Injury or incident with no first aid or medical treatment required to visitors, staff or volunteers.	Isolated complaint by individual stakeholder which can be managed to a satisfactory outcome as part of day to day business.	No legal implications. Adverse assurance report with minor findings.
Moderate	A financial impact to the National Gallery of between \$2,000 to \$10,000	Minor impact on the collection or NGA building/ infrastructure/equipment.	The ability to operate or provide services of the Gallery is impaired.	First aid treatment. No medical treatment required.	Occasional complaints from key stakeholders or internal displeasure requiring additional management attention to reach a satisfactory outcome.	Minor non-compliance. Minor delay in meeting statutory requirements.

Significant	A financial impact to the National Gallery of between \$10,000 to \$80,000	Medium physical impact on the collection or NGA building/ infrastructure/equipment.	The ability to provide operations or services of the Gallery is severely compromised.	Treatment by a registered medical practitioner requiring ongoing treatment, with no permanent disability/ loss of capacity to visitors, staff or volunteers.	Adverse public and media headlines. Complaints received from several groups.	Breach of statutory requirements with investigation or report to authority with moderate cut to funding or penalties.
Major	A financial impact to the National Gallery of between \$80,000 to \$250,000	Major physical impact on the collection or NGA building/ infrastructure/equipment.	Inability to provide any degree of operation or services of the Gallery.	Immediate inpatient treatment required and/or permanent partial disability/loss of capacity to visitors, staff or volunteers.	High level public, political and media scrutiny.	Major breach of statutory requirements. Government Auditor notification to improve operations and potential for a significant funding cut.
High	A financial impact to the National Gallery of > \$250,000	A collection or NGA building/ infrastructure/equipment is permanently destroyed or damaged.	Core business operations and services halted indefinitely.	Fatality and/or permanent total disability/loss of capacity to visitors, staff or volunteers.	Negative public or media reaction with extensive national coverage. Government intervention. Loss of patronage.	Major investigation by the Government. Major breach of statutory requirements. Possibility of imprisonment of Director/Officer or employee.

Risk Matrix

		CONSEQUENCES				
		Low	Moderate	Significant	Major	High
LIKELIHOOD	Almost certain	S	M	M	H	H
	Likely	MO	S	M	M	H
	Possible	L	MO	S	M	M
	Unlikely	L	MO	MO	S	M

	Rare	L	L	L	MO	S
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Table 2: Likelihood assessment table

LIKE LIH OOD		Likelihood band	Likelihood description
	Almost Certain	> 90 - 100%	The event is expected to occur in most circumstances
	Likely	> 60 - 90%	The event will probably occur in most circumstances
	Possible	> 30 - 60%	The event may occur, but is not expected to
	Unlikely	> 10 - 30%	The event could occur at some time.
	Rare	> 0 - 10%	The event may occur in exceptional circumstances.

Risk Treatment Escalation

Residual Rating		Approval	Treatment Approval Description & Risk Mitigation Level
H	High	Director	For a High residual risk, the Director must be informed to decide whether to accept or otherwise mitigate material risk.
M	Major	Assistant Director	For a Major residual risk, an Assistant Director must approve the acceptable management actions and status reporting.

S	Significant	Department Head	For a Significant residual risk, the Department Head must approve the acceptable management actions relevant to their respective Division.
MO	Moderate	Relevant Manager	A Medium or Low residual risk can be managed through the routine operations of the Department or section under the oversight of the Relevant Manager. The Relevant Manager is responsible for the reasonable monitoring of changes in the likelihood and consequences of the risk.
L	Low	Relevant Manager	A Medium or Low residual risk can be managed through the routine operations of the Department or section under the oversight of the relevant Manager. The Relevant Manager is responsible for the reasonable monitoring of changes in the likelihood and consequences of the risk. Unlikely to need specific application of resources.