

Risk Management Plan for School Visits 2025

Last updated: March 2025

This document has been designed for the use of all school groups, primary and secondary, who visit the National Portrait Gallery of Australia (NPGA) for Learning programs.

Current copy of this risk assessment is maintained by the Manager, Learning Programs and is accessible on the National Portrait Gallery's LEARN page. Please contact bookings@npg.gov.au with any questions.

Venue name	National Portrait Gallery of Australia
Location	King Edward Terrace, Parkes, ACT, 2600
Phone number	+61 2 6102 7000
Website	National Portrait Gallery
Insurance	Public liability
School supervision requirements	20 students: 1 teacher Visiting school teachers/supervising adults must always stay with their group and are responsible for the behaviour and discipline of their students
Accessibility	We have a number of access programs for students of all ages and abilities. We can also tailor our programs to meet students' needs, just get in touch early to share your access requirements. Further access information can be found here: Access, National Portrait Gallery How to best plan your visit: Plan your visit, National Portrait Gallery
Conditions of entry	Conditions of entry, National Portrait Gallery
Sensitive content	Exhibitions or programming may contain sensitive content. Messaging to advise visitors of sensitive content are installed in Gallery spaces on a case-by-case basis to support visitor choices during their visit.
Health and Safety	We prioritise the safety, security, and well-being of our staff, visitors, and collaborators. Our Work Health and Safety (WHS) program ensures a safe environment for everyone considering risk management, emergency procedures, security measures and health and well-being.
First aid	First aid kits and defibrillators are located at NPGA. There are trained First Aid Officers on site. If a school would like to bring a First aid Kit, please ensure the kit is less than 30x30cm in size otherwise it cannot be carried inside the galleries.
Security and WWVP	Access and Learning staff delivering programs undergo a police check and have a current ACT Working with Vulnerable People (WWVP) registration. There are Security Officers throughout the galleries.
Wi Fi	Free public Wi-Fi is accessible throughout the gallery spaces. No password or login is required and there is no time limit. There is a content filter but most people will not find it restrictive. From your mobile device settings, select NPG-PUBLIC.
Emergency management	All NPGA staff are trained in emergency management, and nominated Emergency Wardens who will assist staff in directing your group.

Organisational context	<p>The NPGA's functions are set out in the <i>National Portrait Gallery of Australia Act 2012 (Cth)</i>. The NPGA's role is to:</p> <ul style="list-style-type: none"> • develop, preserve, maintain and promote a national collection of portraits and other works of art • develop and engage a national audience for the collection, exhibitions, education, research, publications, and public and online programs.
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Risk identification, analysis and rating

1	2	3	4	5	6	7	8	9	10	11	12
Risk #	The risk (What can happen)	Type (Enterprise, Operational or Event, Exhibition and Project Risk)*	Potential causes/sources (How can this happen)	Probable consequences (What will happen if the risk occurs. The impacts might be positive or otherwise)	Existing controls (what is in place NOW to control the risk)	Overall rating of existing controls (Refer to Risk control rating matrix)	Likelihood (with existing controls) (Refer to the Likelihood normative matrix)	Consequence (Refer to the appropriate matrix)	Current rating (Refer to Risk rating and actions required matrix)	Requires further treatment? [†] Yes/No	Responsible sections
1	Injuries or illness	Operational	<p>Fold up stools and other furniture/equipment might cause injury to student/s due to non-compliant behaviour.</p> <p>Students may trip or slip on polished or wet floors or due to inadequate lighting or placement of plinths or furniture.</p> <p>Students may fall off external landscaping walls if climbed.</p> <p>Spread of disease due to lack of compliance to relevant and current requirements.</p>	<p>Visitor experience: A visitor's experience is negative due to preventable circumstances i.e. they experience unnecessary or unintended inconvenience, offence or provocation.</p> <p>WHS: Injury requiring First Aid Treatment on site.</p> <p>Reputation: Internal impact only. The consequences are dealt with by routine operations.</p>	<p>a) Visiting school groups are briefed on the correct usage of stools and other equipment in use.</p> <p>b) Regular building audits are completed and any risks addressed.</p> <p>c) Visiting schools are briefed on expected behaviour prior to arrival and on arrival.</p> <p>d) Facilitators are made aware of where furniture, plinths and other items are placed to coordinate the safest routes around the Gallery.</p> <p>e) Trained First Aid officers and first aid kits are readily available.</p> <p>f) Security providers present across Gallery site.</p>	Low	Unlikely	Insignificant	Low	No	Access and Learning Corporate Services
2	Damage to works of art or NPGA property	Operational	<p>Excessive visitation numbers impacting movement around works of art.</p> <p>Students not spatially aware may move too close, step back into a work of art.</p> <p>Insufficient strategies in place to protect the works of art.</p>	<p>Portrait collection: Artwork taken off display for repair and is not accessible to public for a period of time. Depending on severity of the damage, the work may not be able to be repaired without visual change and loss of value.</p>	<p>a) Timely consultation with Curatorial and Collection and implementation of strategies to protect works such as plinth covers, additional security, movement through spaces.</p> <p>b) Staff to student ratios facilitates management of congestion.</p>	Low	Unlikely	Insignificant	Low	No	Access and Learning Curatorial and Collections

* For Operational and Event, Exhibition and Project Risks, include the category of risk. See Risk type matrix for category list.

† Answer YES if current rating is either High or Extreme

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			<p>Non -compliant behaviour of students. Food or beverage items are taken unknowingly into the Galleries.</p> <p>Misuse of NPGA property (stools. Artmaking materials) resulting in damage to work of art or NPGA property</p>		<p>c) Security officers present to support movement near works</p> <p>d) Equipment and seating placed a safe distance from works</p> <p>e) Access and Learning Staff supervise facilitated groups including all art materials</p> <p>f) Water and food needed for medical purposes approved by security or Access and Learning staff and monitored.</p> <p>g) All staff are inducted on the responsibilities and practices when facilitating groups to preserve the works of art.</p>						
3	Poor visitor experience	Operational	<ul style="list-style-type: none"> Emergency event during activity/ program. Last minute cancellation of event. Visitors are unable to access works of art due to poor exhibition layout or overcrowding. Lack of access points for visitors with restricted mobility. Lack of processes for managing groups of school visitors. 	<p>Event cancelled or delayed. Increase in negative feedback for NPGA and inability to attract audiences for return visit.</p> <p>Reputational impacts (public, sponsors and government).</p> <p>Lost property.</p> <p>Lost child.</p> <p>Visitors unable to access works of art due to overcrowding or poor exhibition layout.</p>	<p>a) Emergency Planning and Response Procedures Manual outlines NPGA response in the event of an emergency. Staff and contractors are highly trained to deliver all programs and manage emergency situations.</p> <p>b) Access and Learning staff meet groups at main entrance and remain with the group throughout the program. If students need to use the bathroom, a teacher/adult must accompany them. Schools contact details supplied on</p>	Low	Unlikely	Insignificant	Low	No	<p>Access and Learning</p> <p>Curatorial and Collection</p>

1	2	3	4	5	6	7	8	9	10	11	12
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					booking, contacted if a student is left behind. c) All bags, writing equipment and large electronic devices, including tablets, are left on the bus. Limited, secure cloaking facilities available. d) Bags containing first aid items can be carried by an accompanying teacher or adult if the kit is less than 30x30cm. e) Effective communication system in place for both NPG and school to advise of delays or cancellation of events. f) Exhibition layout designed to consider safe movement of all visitors. Access and egress for visitors with limited mobility is considered when designing gallery entry, exit and exhibition wayfinding. g) Restricted attendance is in place and ticketing system prevents oversubscription for events/programs.						

Risk type matrix

Type	Guidance
Enterprise	<p>Enterprise risks have probable consequences that impact across the NPGA and may also affect other organisations, the Minister and the Australian Government. Enterprise risks are categorised as Strategic or Reputation risks.</p> <ul style="list-style-type: none"> • Strategic risks are most consequential to the NPGA's ability to execute its strategies and achieve its business objectives. • Reputation risks arise from the negative perception of the NPGA from customers, counterparties, the public generally, the Government and other governmental agencies, or other relevant external parties. This can adversely affect the NPGA's operations and is often a consequence of another operational or project, exhibition or event risk.
Operational	<p>Operational risk is the risk of loss or failure due to breakdown of internal processes, people, systems or external events. Staff manage operational risks continually as part of day-to-day operations. Operational risks at the NPGA can be organised in the following categories:</p> <ul style="list-style-type: none"> • Visitor Experience; • Collection; • Work Health and Safety (WHS); • Security; • Compliance; • Building and facilities; • Business Continuity; • Fraud; • Information and Information Communication Technology (ICT); and • Financial.
Event, Exhibition and Project Risks	<p>Event, Exhibition and Project risks are specific to an event, exhibition or project which is held as a 'one-off' at a point in time. Risks may be categorised using the above operational risks categories but only exist for the duration of the event, exhibition or project.</p> <ul style="list-style-type: none"> • Event and Exhibition risks may impact on the objectives of the NPGA's non-routine activities such as temporary exhibitions, late night events and the National Photographic Portrait Prize. • Project risks specifically relating to a particular project or program of work such as a capital project or an IT program of work. Project risks can relate to project governance risks, risks to the project itself, and risks that the project may introduce to the NPGA (including its people and assets) during the project and after the project is completed.

Risk control rating matrix

Rating	Guidance
Weak	Controls are inadequate and require significant improvements to address identified issues.
Incomplete	Controls already established to address identified issues but not fully implemented and active monitoring is underway.
Adequate	Controls are reasonable and well balanced but there is a room for improvements.
Strong	Controls are reasonable, well balanced and effective.
Excellent	Controls are totally effective and efficient, totally implemented, user friendly and evidently 'best practice'.
Over-controlled	Controls are no longer needed or are excessive and incommensurate with the level of risk.

Likelihood normative

Level	Likelihood	Expected or actual frequency experienced
1	Almost Certain	Can be expected to occur in most circumstances; more than 75% chance of occurring; complex process with minimal checks and balances; impacting factors outside control of the NPG.
2	Likely	Will probably occur in most circumstances; 50-75% chance of occurring; complex process with some checks and balances; impacting factors outside control of the NPG.
3	Possible	Might occur at some time; 25 –50% chance of occurring; previous audits/reports indicate non-compliance; complex process with extensive checks and balances; impacting factors outside control of the NPG.
4	Unlikely	Could occur at some time; less than 25% chance of occurring; non-complex process and/or existence of checks and balances.
5	Rare	May only occur in exceptional circumstances; simple process; no previous incidence of non-compliance

Risk rating and actions required matrix

Risk Rating	Required action
Catastrophic	<p>Action required immediately: The NPGA's core business functions are halted indefinitely. Immediate action is required from senior management to reduce the risk level. Senior management must be advised immediately. The proposed project/activity must not proceed. Steps must be taken to lower the risk level so far as is reasonably practicable using the hierarchy of control.</p>
High	<p>Action required today: The NPGA's core business functions are significantly impacted. NPGA's operations are noticeably affected in the short to medium term. Management must put in place actions to address. The proposed project/activity can only proceed, provided that:</p> <ul style="list-style-type: none"> a) the risk level has been reduced so far as is reasonably practicable using the hierarchy of control; b) the risk controls must include those identified in legislation, regulations, Australian Standards, Codes of Practice etc; c) the risk assessment has been reviewed and approved by the relevant delegate; d) a Safe Working Procedure has been prepared; and e) the project leader must review and document the effectiveness of the implemented risk controls.
Medium	<p>Action required this week: The NPGA's core business functions are delayed, but these impacts are manageable. Prompt attention is required from management, and follow up actions recommended. The proposed project/activity can proceed, provided that:</p> <ul style="list-style-type: none"> a) the risk level has been reduced so far as is reasonably practicable using the hierarchy of control; b) the risk assessment has been reviewed and approved by the relevant delegate; and c) a Safe Working Procedure has been prepared and implemented.
Low	<p>Action required this month: The impact to the NPGA's core business functions are negligible. Investigation of mitigation strategies required if it becomes a recurring issue Managed locally by monitoring and implementing routine safe work procedures that must include application of the hierarchy of control.</p>

Risk rating matrix

CONSEQUENCE						
Visitor Experience		A visitor’s experience is negative due to preventable circumstances i.e. they experience unnecessary or unintended inconvenience, offence or provocation. A visitor does not feel engaged or feels excluded or disappointed by the quality of their experience.	A number of visitors have their visit negatively impacted in an unintended and prmerieventable way. Visitors are not engaged, unable to access or feel they are excluded. Quality of the collection, exhibition or experience does not meet expectations	>5% of visitors have a negative experience, with many of those unlikely to return or expressing negative views e.g. in complaints or social media.	>25% of visitors have a negative experience, with many of those unlikely to return or expressing negative views. The Quality of the collection or exhibition does not resonate with a large portion of visitors.	>50% of visitors have an overwhelmingly negative experience and express negative views in complaints or social media.
Work Health and Safety		Minor injury or ailment not requiring medical treatment.	Injury requiring First Aid Treatment on site. No material impact on staffing.	Injury requiring medical treatment at a hospital, or multiple medical treatment cases on site.	Serious injury which may require some rehabilitation, or multiple serious injuries causing hospitalisation.	Death or major injury with significant irreversible effects.
Reputation		Internal impact only. The consequences are dealt with by routine operations.	Adverse media comment. Scrutiny by the board or board committees to prevent escalation.	Adverse media coverage/reputational impact. Scrutiny by external committees or ANAO etc. Diminished reputation for care of WoA on loan from other collecting institutions.	Ministerial question in Parliament / Sustained national press coverage. Significantly adverse finding by ANAO. Significant damage of a WoA on loan to the NPG.	Parliamentary inquiry / Royal Commission. Significant external consequences that seriously threaten credibility / reputation. Loss or destruction of a WoA on loan to the NPG.
Compliance		Deviation from guidelines.	Failure to comply with direction or instruction.	Failure to comply with internal policy or employment agreements	Breach of legislation (including the NPGA Act and Regulation but not including criminal law).	Breach of the Constitution or criminal law.
Physical and Information Assets		Minor damage to assets, but can be easily fixed. Planned disruption to information assets.	Damage to physical assets requiring a specialist external contractor to be engaged. Minor disruption to availability of information assets.	Damage to key physical assets, requiring multiple external contractors to be engaged. Critical infrastructure exceeds its serviceable life. Moderate disruption to availability of information assets.	Destruction of or serious damage to a key physical asset. Breach of information confidentiality, integrity or non-repudiation.	Destruction of or serious damage to multiple key physical assets. Sustained breach of information confidentiality, availability, integrity or non-repudiation involving critical systems or data.
Portrait Collection		Minor contact resulting in minor damage that can be repaired to original condition. Limited, short term exposure to unfavourable environmental conditions (light, vibration, temperature, humidity)	Contact or insect activity with visible signs of damage that can be repaired to almost original condition. Moderate exposure to unfavourable environmental conditions (light, vibration, temperature, humidity).	Contact or insect activity causing permanent irreparable damage. Extended exposure to damaging environmental conditions (light, vibration, temperature, humidity).	Permanent irreparable damage to multiple WoA or total loss of a WoA. Heavy exposure to damaging environmental conditions for a sustained period of time with very high likelihood of significant irreparable damage.	Total loss of multiple WoA.
Financial		<\$10k	<\$100k	<\$500k	<\$2m	>\$2m
Business Continuity		Minimal impact on non-core business operations. The impact can be dealt with by routine operations.	Some impact on business areas in terms of delays, efficiencies, effectiveness or quality but able to be dealt with at operational level.	An impact on operations resulting in reduced performance such that targets are not met.	Breakdown of key program / project leading to reduction in operational performance e.g. delayed opening, legislative breaches.	Critical failure, preventing core program / project from being performed.
		Insignificant	Minor	Moderate	Major	Severe
Expected to occur in most circumstances. There is a history of regular occurrence at the Gallery or in our sector	Almost Certain	Medium	Medium	High	Catastrophic	Catastrophic
A strong possibility the event will occur. There is a history of frequent occurrences at the Gallery or in our sector	Likely	Medium	Medium	High	Catastrophic	Catastrophic
Might occur at some time. There is a history of casual occurrence at the Gallery or in our sector.	Possible	Low	Medium	Medium	High	Catastrophic
Not expected, but there's a slight possibility it may occur at some time.	Unlikely	Low	Low	Medium	Medium	High
Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will.	Rare	Low	Low	Low	Medium	Medium