

Definitions of Consequences

Descriptor	Operations/Services	Environmental	Financial	OH&S	Reputation	Content Quality	Legal Statutory	Stakeholders
Insignificant	Negligible impact on core business	No effect on the Collection or the Building	Negligible effect on costs. A net negative impact of less than \$100,000	No Medical treatment required and No First aid treatment required.	No external or media scrutiny. Negligible impact on reputation	Negligible impact on quality of service or business operations	No legal implications or action	Negligible impact on Gallery stakeholders and clients
Minor	Some impact on non-essential services and operations	Negligible environmental damage to the Collection or the Building	A net negative impact of less than \$250k	First Aid treatment No medical treatment required.	Possible external scrutiny. Possible minor impact on credibility	Minor impact on service delivery and/or quality of service. Minor disruption to operations	Litigation to \$100K. Delay in statutory requirements	Minor disruption to stakeholders but resolvable at Project level. Does not require senior staff intervention
Moderate	Medium impact on operations and services. Some delays and disruptions to be expected	Medium environmental damage impacting the Collection and Building	Significant financial impact on project or section budget (between \$250k and \$500k)	External medical treatment and lost time injury	Scrutiny required by external committees or auditors. Some impact on credibility can be handled at project level	Quality and content of services less than optimum	Litigation to \$0.5M. Moderate delays to statutory requirements	Medium disruptions to stakeholders. Medium delays to service completion. Increased project costs.
Major	Long-term delays in service delivery. Significant disruption to core business operations and functions	Substantial environmental damage impacting the Collection or Building	Major financial impact on project or section budget (between \$500k and \$1M)	External medical treatment & rehabilitation leading to recovery	High level scrutiny by external committees and media. High impact on credibility and public image. Senior Executive involvement required.	Quality and content of services is significantly deficient	Litigation to \$1M. Major delays to statutory requirements	Loss of credibility to stakeholders due to service delays and disruptions. Increased costs of 25-40%. Significant slippage in deliverables
Extreme	Core business functions halted indefinitely. Unacceptable extensive service delays. Unable to conduct whole of Gallery business operations	Long term environmental damage impacting the Collection or the Building	Extreme financial impact on project or section budget (more than \$1M)	One or more fatalities or Irreversible disability to one or more persons	Intense public, political and media scrutiny. May embarrass relevant Minister	Whole of gallery business functions cannot be achieved. Services facing indefinite delays	Litigation over \$1M. Unable to meet statutory requirements	Loss of service delivery to stakeholders and clients. Potential political embarrassment. Significant increase in costs >40%

Definitions of Likelihood

Rare	May occur only in exceptional circumstances
Unlikely	Could occur at some time
Possible	Might occur at some time
Likely	Will probably occur in most instances
Almost certain	Is expected to occur in most circumstances

Action Legend

H = High Risk	Immediate action required by Director
M = Major Risk	Immediate action required Involve Assistant Directors – I&E and Portfolio
S = Significant	Implemented action ASAP – involve Head of I&E and Head of Portfolio
MO = Moderate	Employee responsibility must be specified
L = Low	Manage by routine procedures

RISK SCORE

LIKELIHOOD		CONSEQUENCES				
		(1)Insignificant	(2)Minor	(3)Moderate	(4)Major	(5)Extreme
A	Almost certain	S	M	M	H	H
B	Likely	MO	S	M	M	H
C	Possible	L	MO	S	M	M
D	Unlikely	L	MO	MO	S	M
E	Rare	L	L	L	MO	S

Risk Assessment

Exhibition	Mike Hewson: The Key's Under the Mat
Location	Gallery 8 (TANK), Naala Badu
Opening date	4 October 2025

Risk Reference	The Risk What Can Happen?	Source How can this happen	Impact from event happening	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
ON DISPLAY - GENERAL								
	Display elements cause visitor trip hazard	Furniture/display/park elements located in thoroughfares Uneven surfaces	Incident report Damage to artworks	- Broad design plans - Trip hazards being sequentially actioned where possible - Reviewed in progress by Risk and Safety Manager, Security staff, Conservation, Registration prior to finalisation	D	3	MO	A
	Trips, slips, falls, injuries and scrapes	Due to the interactive nature of the work, and the inherent risks of some objects which haven't been fully controlled, and the inherent risks associated with the flooring and other build elements It is known that not all parents actively supervise their children It is known that schools bring their students in a teacher to student ratio of 1:15	Insurance claim Reputational damage Injury to the public	- Teachers and students have a minimum ratio of 1 teacher to every 15 students. - Any unsafe behaviour in the space is to be stopped as it is noticed by teachers and Gallery staff. - Some risks associated with the composite nature of the flooring and inherent risks of objects, e.g., protrusions, risks of burns, risks of struck by incidents, have been partially / are being sequentially risk managed risk managed but risks, e.g., rough, uneven flooring, partially exposed BBQ hot plate, rough timbers, and risks of striking your body when using monkey bars and slides, remain. - Some new risks have emerged now the exhibition has opened which need controls, e.g., children stacking heavy buckets and children playing with power points. These are being sequentially actioned. - GOs are trained in first aid and can respond to any incidents immediately, following gallery standard protocols in the event of an incident (M) - Additional first aid kits provided in the space (M) Signage indicating parents (and thus responsible adults for a school) are responsible for actively supervising children (M) - Signage indicating participants need to take care and read notices (M) - Signage indicates visitors should: 'Expect noise and physical activity, rough and uneven surfaces, water features, some hot	C	2	MO	A

Risk Reference	The Risk <i>What Can Happen?</i>	Source <i>How can this happen</i>	Impact <i>from event happening</i>	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
				surfaces, and enclosed spaces with high temperatures and low visibility' (M) Incidents reported in the usual way – including near misses and hazards. The artist is willing to make necessary design changes in the event of incidents requiring creative / construction solutions, in consultation with relevant Gallery staff.				
	Lost or unsupervised children	Due to the interactive nature of the work and size of the space. Due to lack of parental supervision	Reputational damage Injury Distress	- Teachers and students have a minimum ratio of 1 teacher to every 15 students. - Caretakers and hosts follow standard lost children procedures (M) - Signage indicating parents and teachers are responsible for properly supervising children and this is a condition of entry (M). Failure to do so results in appropriate action being taken with the responsible adult. - Signage indicating participants must take care (M) - VX staff comment politely when they notice teachers NOT supervising students or parents NOT supervising their own children, e.g., playing on their phones.	C	2	MO	A
	Fire	Increase risk of fire due to nature of sculptures – BBQ, Sauna and Steam Room	Insurance claim in jeopardy Additional cost to the gallery Reputational damage	- IFSS in place from ARUP to cover any variations to the FER (M) - Additional extinguishers for enclosed sculptures (M) - BCA review of IFSS	E	4	MO	A
	Injury due to electrocution	Faulty equipment, hidden live cables in gallery fabric	Injury to staff Workers' compensation claim	- Experienced electricians work on agreed plan (M) - Peer review by gallery electricians – ICT - Only experienced AV/Building Services staff to install / amend electrical equipment (M) - Accessible power points to have covers or be isolated.	D	3	MO	A
	Injury to visitors due to exposed pipes, protrusions or trip hazards	Protection not in place, or not obvious to elderly visitors and children not looking where they are going / running in the space.	Insurance claim Reputational damage Causing injury to the public or staff	- Protrusions are inherent parts of some objects e.g. steam room and are still in situ / Hot water pipes will be boxed in so they are inaccessible. They have been made as obvious / visible as possible (M) - Trip hazards made high contrast or built in (M)	D	3	MO	A
	Plants cause scratches to young children or adults climbing on the seating	Artist has not placed the plants out of reach	Reputational damage Causing injury to the public or staff	- Brief the artist to place as many plants as possible out of reach (I) - Children to be asked not to climb palm trees	B	1	MO	A

Risk Reference	The Risk <i>What Can Happen?</i>	Source <i>How can this happen</i>	Impact <i>from event happening</i>	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
	Children climb plants, e.g. sloping palm trees	Artist has selected very spiky plants	Complaints from public	- Check plants regularly as they grow as they can develop spikes (M) - Build up edge with other materials or reassess the location of the plants in case of incidents (M)				
	Splintering cuts and abrasions from surfaces	Range of old materials that have sharp edges and uneven surfaces used	Incident report Causing injury to the public Reputational damage	Risk walkthroughs constantly identify sharp edges and any material that is deteriorating and requires sanding, barrier layer protection or rectification	B	1	MO	A
	Heavy buckets cause injury	Buckets are stacked or thrown by visitors	Incident report Causing injury to the public Reputational damage Insurance claim	- Hosts and GOs briefed to discourage any stacking of buckets (M) - Signage will be added to the space to indicate buckets are for seating and should not be stacked (M) - Some buckets removed from the space - Buckets now have an agreed location	C	2	MO	A
ON DISPLAY - ROAD-PLATE PUBLIC BARBECUE, FOOD IN TANK								
	BBQ elements cause burns	Inappropriate interaction with hot plate, e.g., touching, walking underneath etc.	Incident report Causing injury to the public Reputational damage Financial impact – display issue needs to be rectified	- General warning signage (M) - Supervision of children under 12 is a condition of entry (M) - Visitors should remain at the hot plate whilst it is in operation (M) - Caretaker to be position in proximity to the BBQ whilst in operation (M) - BBQ plates include warning signage noting that: - BBQ plates are electric and park-style, so no open flame and easy to operate, lower heat (M) - Underside of BBQ hot plate is protected to prevent burns to young children (M) - Grease trap centralised to one collection point away from the outer edge of the BBQ structure. (M)	D	2	MO	A
	Food poisoning	BBQ plate is not cleaned appropriately	Reputational damage Causing injury to the public	- Manage risks of spillage and resultant slip - Ensure VX staff (Caretakers) have been trained in food hygiene standards.	C	2	MO	A

Risk Reference	The Risk <i>What Can Happen?</i>	Source <i>How can this happen</i>	Impact <i>from event happening</i>	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
		People don't store food appropriately		- Deep cleaning of BBQ scheduled regularly. - FAQs and signage advising types of appropriate food to bring and cook (no marinades, quick cooking time). (A)				
	Injury to the public	Design, playground standards	Insurance claim Reputational damage Causing injury to the public	Interaction, signage, design and management can be amended in consultation with the artist in the case of serious or repeated issues (A) The BBQ is supervised and children are discouraged from getting near or walking under the plate by caretakers - GOs are trained in first aid and can respond to any incidents immediately, following gallery standard protocols in the event of an incident (M) - Additional first aid kits provided in the space (M) - Signage indicating parents and teachers are responsible for supervising children (M) - Signage indicating participants (M)	D	3	MO	A
	Cuts and abrasions	Injury from broken glass Injury from falls and trips onto rough surfaces	Insurance claim Reputational damage Causing injury to the public	- Glass is forbidden in the park and GOs will enforce this (M) - Risks are communicated to visitors on arrival – including rough surfaces (M) - Children must be supervised (M) - GOs are first aid trained and first aid kits available including additional band-aids and antiseptics provided in the case of incidents (M) - Constant review of visitor experience both internally (AGNSW) and providing feedback to the artist (MH studio), making revisions and mitigating further risk where possible, in the case of visitor injury (M)	C	2	MO	A
	Risk of assault / child protection issues due to enclosed spaces and the need for some guests to be partially clad	Enclosed spaces Changing rooms Mix of age groups, including children Lack of parental supervision	Insurance claim Reputational damage Causing injury to the public	- Rules developed for safe use of each element, e.g. age limits. - Gallery staff – GOs and caretakers in the space - Adult supervision (combination of teachers and Gallery staff) required for all children (M) - Caretakers hold WWCC (M) - Age limits prevent children from exposure to certain higher CP risk activities, e.g., use of sauna	D	3	MO	A

Risk Reference	The Risk <i>What Can Happen?</i>	Source <i>How can this happen</i>	Impact <i>from event happening</i>	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
	Laws around Child Protection and Privacy not upheld and photography taken without consent	People changing in the space Mix of age groups, including children Lack of parental supervision	Insurance claim Reputational damage	- No photography graphic in key areas (including wet area) (M) - Shorts and T-shirt or full swimsuit compulsory (M) - Visitors asked to change in changing sheds (M) - Caretakers hold WWCC (M) - Breaches to be actioned by Caretakers in conjunction with managers	D	3	MO	A
ON DISPLAY – MILK-VAT STEAM TANK								
	Visitors pass out or have a health episode	Lack of medical advice Dehydration Length of use Enclosed space Children have less tolerance	Insurance claim Reputational damage Causing injury to the public	- Minimum age limit 16 (M) so not suitable for most school groups - Maximum occupancy: 10 people each space (M) - Recommended session lengths communicated: 15 mins max, and 30 mins max per day (M) - Water provided in the gallery (M) - Signage and advice that people who are pregnant, have high blood pressure, heart conditions, or other medical concerns, should consult a medical professional before use (M) - Emergency stop available and caretakers supervise use	D	3	MO	A
	Hygiene concerns	Lack of adequate cleaning or inappropriate use	Insurance claim Reputational damage Causing injury to the public	- Rules communicated to the public (M) - No bare feet (M) - Slides/thongs wiped by visitors (M) - Shower before using the sauna or steam room (M) - Visitors asked to sit on a towel (M) - Visitors asked to take used clothing and footwear to the Laundromat (M) - Signage indicates that the Art Gallery reserves the right to ask users to exit this area and regular checks to ensure house rules are followed (M) - facilities cleaned daily and signage advises this (M)	D	2	MO	A
	Risk of assault, due to enclosed space	Enclosed space Limited visibility Changing rooms Mix of age groups, including children	Insurance claim Reputational damage Causing injury to the public	- Gallery staff – GOs and caretakers in the space to supervise use of design elements - Adult supervision required for all children (M) - Caretakers hold WWCC (M)	D	3	MO	A

Risk Reference	The Risk <i>What Can Happen?</i>	Source <i>How can this happen</i>	Impact <i>from event happening</i>	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
		Lack of parental supervision		Minimum age limit 16 to use steam tank (M)				
	Injuries	Limited head room Low visibility Protruding internal elements Hot surfaces	Insurance claim Reputational damage Causing injury to the public	- Design encourages use of handholds - Signage and advice about using handholds and low visibility - Caretakers assigned to this zone to reinforce messaging - Use of rubber on internal protrusions and sufficient light levels to distinguish internal columns - Design has been amended to disperse steam (therefore heat) away from one concentrated space	B	2	S	A
ON DISPLAY – SITE-SHED SAUNA								
	Hygiene concerns	Lack of adequate cleaning or inappropriate use	Insurance claim Reputational damage Causing injury to the public	- No bare feet (M) - Slides wiped by visitors (M) - Shower before using the sauna or steam room - Visitors asked to sit on a towel - Visitors asked to take used clothing and footwear to the Laundromat (M)	D	2	MO	A
	Visitors pass out or have a health episode	Lack of medical advice Dehydration Length of use Children have less tolerance	Insurance claim Reputational damage Causing injury to the public	- Minimum age limit 16, so not suitable for most school groups (M) - Maximum occupancy: 10 people each space (M) - Isolation switch installed - Recommended session lengths communicated: 15 mins max, and 30 mins max per day (M) - Water provided in the gallery (via bubblers and bottled water) (M)	D	3	MO	A
	Risk of assault, due to enclosed space	Enclosed space Limited visibility Changing rooms Mix of age groups, including children Lack of teacher supervision	Insurance claim Reputational damage Causing injury to the public	- Gallery staff – GOs and caretakers in the space - Adult supervision required for all children over 16 (M) - Caretakers hold WWCC (M) - Minimum age limit 16 to use sauna (M)	D	3	MO	A

Risk Reference	The Risk <i>What Can Happen?</i>	Source <i>How can this happen</i>	Impact <i>from event happening</i>	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
ON DISPLAY – BIKES AND TRIKES								
	Small bikes and trikes cause injury	Bikes are old and not designed to current safety standards or key elements are perishing They cause a trip hazard in the space Helmets are not provided Kids ride at speed down the entry and exit ramps and fall off bikes or cause injury to visitors	Insurance claim Reputational damage Causing injury to the public	- Assess use and monitor issues and amend if required (M) - Consider providing kids helmets which are wiped down in between uses - GOs and Caretakers group bikes together - Very stable models of bikes and cars selected and more current designs also selected (M)	C	2	MO	A
ON DISPLAY – SANDPIT								
	Hygiene concerns and injury risk	Sandpit not checked for obstacles or contamination		- Regular raking of the sandpit by Caretakers (M) - Caretakers report any operational issues - Caretakers/Cleaners have a process in place for any contamination (blood, urine and fecal waste etc.)	D	1	MO	A
ON DISPLAY – LAUNDROMAT								
	Dryer catches fire	Lint not removed regularly Dryers mechanical failure due to lack of regular servicing	Insurance claim Reputational damage Causing injury to the public	- Regular servicing - Caretakers report any operational issues - Caretakers clean lint traps regularly, after each use - Faults are reported for repair	E	3	MO	A
	Injury to visitors	Inappropriate use or rotation of weighted object in crowded area	Insurance claim Reputational damage Causing injury to the public	- Adequate signage regarding use. (A) - Caretaker supervision during busy periods (monitor, if required) (A)	D	3	MO	A
ON DISPLAY – PLAY EQUIPMENT								
	Injuries	Sculptures not to code	Visitor injury	Playground consultant has reviewed risks and recommended any additional controls required.	D	3	MO	A

Risk Reference	The Risk <i>What Can Happen?</i>	Source <i>How can this happen</i>	Impact <i>from event happening</i>	Current controls and their effectiveness (I) Ineffective (M) Moderate (A) Adequate	Current Risk Score			Acceptability A/U
					Likelihood	Consequence	Current Risk Level	
		Equipment not reviewed in situ Fall surfaces not tested		- Edges rounded and gaps plugged in some cases - Investigations of injuries and near misses are informing additional controls				
ON DISPLAY – SEATING								
	Injuries	Old style seating – finger entrapment Weight of visitor exceeds chair's capacity		- Access consultant reviewing seating (M) - Old-style chairs welded open (A) - Chairs tested for weight loads where in doubt (M) - Damaged chair seats to be replaced (A)	C	2	MO	A