



Full Risk Assessment and Treatment Plan

Activity/Section/Branch/Division name <i>Enter full name here</i>	Questacon – The National Science and Technology Centre
Purpose/ Objective(s) <i>What is the purpose of this risk assessment?</i> <i>What does your activity aim to achieve?</i> <i>What is in scope and out of scope?</i>	To identify the potential hazards associated with School Excursions at Questacon. To outline the controls that are in place to mitigate the risks involved.
Context/Comments <i>Any particular environmental context that should be highlighted for this assessment?</i> <i>Were there any key changes from the previous assessment (i.e. the division gained new or lost functions)?</i>	This risk assessment draws on input from business areas within Questacon that have experience in the Centre operations This risk assessment has been updated to provide assurance that current hazards have been identified and are being managed appropriately.
Key stakeholders and consultation <i>Who are the key stakeholders and who was consulted for this risk assessment?</i>	Tourism & School Experience Team Leader – Rebecca Kiddey Visitor Experience Team Leader – Kai Grubb Centres Business Manager – Megan Donaldson Senior Manager Centre Experience – Broderick Matthews WHS, Risk & Governance Manager – Karina Edwards Senior Manager WHS – Lisa Moore
Assessment completed by / date <i>Name and position</i>	Rebecca Kiddey – Tourism & Schools Experience Team Leader Completed on 30/03/2026
Clearance by / date <i>Name and position</i>	Broderick Matthews – Senior Manager Centre Experience Approved 31/03/2026



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For guidance refer to Steps 2 to 4 of the [Risk Management Process](#) found here on iCentral.

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Arrival and Departure of buses including parking. Slip and trip accidents walking to and from Ceremonial Entrance	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Environment	<ul style="list-style-type: none"> Outdoor space, weather may impact the environment. Debris and/or water could propose potential risk of personal injury. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. 	<ul style="list-style-type: none"> Regular patrolling cleaners, maintaining cleanliness of the space. Facilities management of the space. Regular maintenance of the surface area. Regular maintenance of surrounding green space. Security staff monitor Questacon Parkes 24 hours a day, 7 days a week. 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Minor	Yes	Yes
General Activities at Questacon Injury sustained on Questacon site requiring first aid or emergency response support	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Incorrect use of interactive exhibits. Failure to follow instructions. Poor conduct or behaviour in centre. Maintenance of exhibits not followed through. Faults not correctly reported when initially identified, resulting in potential risk of injury. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. 	<ul style="list-style-type: none"> In all areas of Questacon, Duty of Care lies with the teachers or responsible adult associated with the school. Students must be accompanied by a teacher or responsible adult associated with the group at all times. Staff and student induction on arrival where Centre rules are read out Staff to acknowledge and sign the entry T&Cs Trained staff are present throughout the centre and at specific exhibits where appropriate, to assist visitors and maintain a safe environment. All exhibits are designed to minimise risk and risk assessments are undertaken periodically 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Low	Yes	Yes



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General Activities – Child Safety Inappropriate conduct towards children or vulnerable people during a school excursion, including children becoming separated from their group, inappropriate interactions, or children with disability, neurodiversity or trauma experiencing harm or distress.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Large numbers of children moving through busy public spaces Inappropriate behaviour by peers, visitors or adults Group movement between galleries and exhibits Inadequate supervision ratios or momentary loss of line of sight. Children separating from their group unintentionally Individual vulnerabilities (disability, neurodiversity, anxiety or trauma) 	<ul style="list-style-type: none"> Emotional or psychological harm to a child or vulnerable person Increased risk of exposure to inappropriate conduct Distress requiring removal from activities or early departure Reputational impact to Questacon Escalation to child safety incident reporting and external authorities 	<ul style="list-style-type: none"> Teachers and supervising adults retain duty of care for students at all times during visits Clear expectations that children remain with their supervising adult or group Active supervision by Questacon staff across galleries and public spaces Established lost child / lost person procedures followed by all public facing staff CCTV monitoring of public areas and controlled access to non-public spaces All staff, volunteers and contractors working with children hold appropriate Working With Vulnerable People registrations Staff complete mandatory child safety training aligned to the Commonwealth Child Safe Framework Procedure 15.2 – Questacon Child Safety and Reporting Policy sets clear requirements for recognising, responding to and reporting child safety incidents Staff escalate concerns immediately to teachers, managers, security or emergency services as required 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Minor	Yes	Yes



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							<ul style="list-style-type: none"> Child safety incidents are reported through Questacon’s incident reporting system and managed in accordance with established escalation pathways Information is available to schools regarding supervision responsibilities and venue expectations 							
General Activities – Psychosocial Safety Bullying, harassment or intimidating behaviour between students during a school visit causes emotional distress or harm to individuals.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Group dynamics in unfamiliar environments Limited teacher line of sight in busy galleries Excitement, competition or crowding Demand for popular exhibits Pre-existing peer conflict	<ul style="list-style-type: none"> Emotional distress, anxiety or withdrawal Escalation into physical conflict Disruption to visit and learning outcomes Reputational impact if poorly managed 	<ul style="list-style-type: none"> Duty of care remains with teachers and supervising adults at all times Teachers remain responsible for behaviour management of their students Questacon staff monitor galleries and intervene where unsafe or inappropriate behaviour is observed Centre rules and expected behaviours are communicated in conditions of entry, sent prior to visit and agreed to on arrival. Staff can escalate concerns to teachers or security where required Incidents are recorded through Questacon’s incident management processes	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Minor	Yes	Yes
General Activities –	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Peer interactions in large mixed groups 	<ul style="list-style-type: none"> Emotional harm to affected students Conflict escalation 	<ul style="list-style-type: none"> Behaviour expectations communicated prior to visit, at entry and 	Centres Business Manager, Tourism &	Substantially effective	Possible	Minimal	Minor	Yes	Yes



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Psychosocial Safety Students experience racist, discriminatory or offensive comments or behaviour during a visit, resulting in emotional harm.					<ul style="list-style-type: none"> Lack of awareness or understanding among students Heightened emotion or excitement 	<ul style="list-style-type: none"> Distress requiring early departure or support Reputational risk to Qwestacon 	<ul style="list-style-type: none"> included in conditions of entry Teachers retain responsibility for student conduct and discipline Qwestacon staff trained to address inappropriate behaviour and escalate concerns Staff may remove or separate students from activities if required for safety Incidents are reported and managed through established processes 	School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager						
General Activities – Psychosocial Safety Students experience distress, fear or anxiety due to high stimulus environments, noise, crowds, or specific exhibits.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Loud noises, flashing lights, confined spaces High levels of activity and crowding Individual sensory sensitivities or anxiety 	<ul style="list-style-type: none"> Emotional distress or panic Withdrawal from activities Disruption to group supervision Need for first aid or early departure 	<ul style="list-style-type: none"> Information provided to schools on sensory sensitivities and exhibit considerations Teachers supervise and manage individual student needs Qwestacon staff available to assist and modify participation where possible Quiet withdrawal from exhibits supported where required First aid and support spaces available on site 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Minor	Yes	Yes
General Activities – Psychosocial Safety Students respond negatively to instructions or	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Misunderstanding of rules Frustration with participation limits Behavioural issues 	<ul style="list-style-type: none"> Emotional distress to students or staff Escalation requiring teacher or security intervention Disruption to programs or galleries 	<ul style="list-style-type: none"> Clear, age-appropriate instructions provided by trained staff Teachers remain primary authority for student behaviour 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor	Substantially effective	Possible	Minimal	Minor	Yes	Yes



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boundaries set by Questacon staff, leading to conflict or distress.							<ul style="list-style-type: none"> Staff escalate issues to teachers, team leaders or security where required Security presence during open hours Design of exhibits and exhibition spaces reinforces appropriate boundaries 	Experience Team Leader, Visitor Experience Manager, Design team						
Gallery 1 Visitors Injured (bumps and potential falls)	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Running in confined, indoor spaces. Climbing on displays in an unintended manner 	Personal injury to visitors and or staff. Emergency services called upon.	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required. Trained staff actively monitor gallery space. Identified climbing risks are within close proximity and line of sight of gallery staff. Clear visual instructions for visitors Frequent cleaning/tidying performed by staff. Exhibit design and maintenance to maximise safety. 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Minor	Yes	Yes
Gallery 1	Senior Manager Centre Experience	O2 Safety and wellbeing			Poor supervision of students in gallery space		<ul style="list-style-type: none"> Active teacher/carer supervision required. 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Low	Yes	Yes



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Gallery 2 (Fundamental) Risks of trips and bumps.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Incorrect use of interactive exhibits. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required. Trained staff actively monitor gallery and building spaces. Clear visual instructions for visitors. Intermittent staff presence in general area 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Low	Yes	Yes
Gallery 3 (Awesome Earth) Risks of trips and bumps.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Incorrect use of interactive exhibits. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required. Trained staff actively monitor gallery and building spaces. Clear visual instructions for visitors. 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Unlikely	Minimal	Minor	Yes	Yes
Gallery 3 (Earthquake House) Shaking floor and earthquake experience could lead to slips and falls	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Incorrect use of interactive exhibits. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required. Questacon staff provide safety briefing brief to the start of the experience. Clear instructions for visitors. Exhibit design and maintenance to maximise safety. 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Possible	Minimal	Minor	Yes	Yes



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Gallery 4 (Q Lab) Risks of trips and bumps. Skin irritation, eye contamination. Various science experiments and demonstrations	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Not using appropriate personal protective equipment where applicable or instructed to do so. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. Emergency services called upon. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required Trained staff actively monitor gallery space Presenters avoid known hazards and forewarn staff and students of potential hazards Constant supervision of experiment space by trained and accredited staff Staff follow strict risk management guidelines for each experiment Secure storage of chemicals and materials 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Rare	Minimal	Minor	Yes	Yes
Gallery 5 (The Shed) Risks of trips and bumps. Skin irritation, eye contamination. Various science experiments and demonstrations	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Not using appropriate personal protective equipment where applicable or instructed to do so. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. Emergency services called upon. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required Presenters avoid known hazards and forewarn staff and students of potential hazard Constant supervision of tinkering space by trained and accredited staff Staff follow strict risk management guidelines for each experiment Secure storage of chemicals and materials 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Unlikely	Minimal	Minor	Yes	Yes



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Gallery 6 (Mini Q Ages 0 – 6) Risks of trips, bumps and falls Submersion risk in waterplay	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Incorrect use of interactive exhibits. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. Emergency services called upon. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required Trained staff actively monitor specific exhibit Clear visual instructions for participants Intermittent staff presence in general area 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Unlikely	Minimal	Minor	Yes	Yes
Gallery 7 (excite) Active area with excited participants. Risks of trips and bumps.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Incorrect use of interactive exhibits. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required Trained staff actively monitor specific exhibit (Freefall) Intermittent staff presence in general area 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Fully effective	Rare	Insignificant	Low	Yes	Yes
Freefall (Gallery 7) Risks of trips and bumps. Personal injuries.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Failure to follow instructions. Poor conduct or behaviour in centre. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. Emergency services called upon. 	<ul style="list-style-type: none"> Must meet requirements: 5 years to adult. 110cm minimum height requirement. Can support own weight. Exclusions for numerous conditions including recent surgeries, recent broken bones, heart conditions, back or neck problems, and motion sickness. 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Unlikely	Insignificant	Minor	Yes	Yes



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						<ul style="list-style-type: none"> Active teacher/carer/parent supervision required Trained staff actively monitor this exhibit Certain requirements need to be met to participate Clear visual instructions for participants Procedures are in place enabling staff to refuse individuals or groups partaking in freefall to ensure safety of participant/s and staff 								
Gallery 8 Risks of trips and bumps.	Senior Manager Centre Experience	O2 Safety and wellbeing	Yes	Work Health and Safety	<ul style="list-style-type: none"> Inadequate teacher/carer/parent/guardian supervision. Failure to follow instructions. Poor conduct or behaviour in centre. Running in confined, indoor spaces. 	<ul style="list-style-type: none"> Personal injury to visitors and or staff. 	<ul style="list-style-type: none"> Active teacher/carer/parent supervision required Intermittent staff presence in general area Clear visual instructions for participants 	Centres Business Manager, Tourism & School Experience Team Leader, Visitor Experience Team Leader, Visitor Experience Manager	Substantially effective	Rare	Insignificant	Low	Yes	Yes

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APPENDIX

Table 1. Enterprise strategic and operational risks

Risk #	Risk Description
Enterprise Risks - Strategic	
S1	We maintain the confidence and trust of government, industry and the public.
S2	We deliver key activities to achieve the department's strategic priorities.
S3	We are influential , including with our complex and extensive stakeholder networks.
S4	We attract, develop and retain the people capability we need.
Enterprise Risks - Operational	
O1	We protect our information and information systems.
O2	We maintain a work environment that is safe and promotes wellbeing .
O3	We maintain good governance and ethical standards and adhere to our legal obligations .
O4	We maintain our financial sustainability .

Table 3. Risk Tolerance Levels

Characteristics of the different levels of risk tolerance

Risk Tolerance	Averse	Low	Moderate	Modest	High
Our Attitude	Avoidance of risk is the key objective.	Prefer options with little risk of negative impact.	Willing to take strongly justified risks.	We are willing to take higher than normal risks.	Eager to engage with risks and opportunity when the potential for benefit is great.
What Uncertainty do we accept	Next to None	Limited Level of uncertainty acceptable	Some Level of uncertainty acceptable.	Increased Level of uncertainty	High Level of uncertainty.
Is there Opportunity	Next to None	Limited	Some	Enhanced	High
Approach to Risk	Risks that cannot be effectively treated or transferred need to be avoided.	Only accept risks where benefits heavily out-weight any potential harm. Prefer to avoid risks.	Potential negative impact and positive consequences given equal consideration.	We are willing to take some risk under the right conditions. Some failure is acceptable.	We invite innovative and new ways, accept possible failure
What Controls are advised	If risk not avoidable, many controls; costs are greater than expected losses.	High number of controls, cost can exceed expected losses.	Cost effective, based on management priorities.	Few, high-level controls.	Minimum.

Table 2. Risk assessment matrix

Likelihood Ratings	Consequence Ratings				
	Insignificant	Minimal	Moderate	Substantial	Severe
Almost Certain	Minor	Medium	High	Very High	Very High
Likely	Minor	Medium	Medium	High	Very High
Possible	Low	Minor	Medium	High	Very High
Unlikely	Low	Minor	Minor	Medium	High
Rare	Low	Low	Minor	Medium	High