

**Car Park Management Valet and Event Traffic**

Business Name:		ABN:	
Business Address:			
Contact Person:	Phone:	Email:	

**THIS RISK ASSESSMENT IS APPROVED BY THE PCBU ON THIS PROJECT**

Under the Work Health and Safety Regulation (WHS Regulation), a person conducting a business or undertaking (PCBU) is required to ensure that a RISK ASSESSMENT is prepared before the proposed work starts.

Full Name:		
Signature:	Title:	Date:

**CLIENT OR PRINCIPAL CONTRACTOR DETAILS**

Client:	SCOPE OF WORKS
Project Name:	
Project Address:	
Project Manager:	
Contact Phone:	
Date Risk Assessment supplied to Project Manager:	

SAMPLE

RISK MATRIX									
LIKELIHOOD	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC	SCORE	ACTION	HIERARCHY OF CONTROLS	
ALMOST CERTAIN	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4 ACUTE			<b>Elimination</b> Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	<b>Substitution</b> Replace the hazard.	
POSSIBLE	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	4 ACUTE	3H HIGH	Review before work starts.	Isolation Isolate People from the hazard	
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	2M MODERATE	Ensure control measures in place.	<b>Engineering</b> Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	<b>Administrative</b> Change	
								<b>PPE</b>	

  

Risk Rating & Required Action:	
<b>4A</b>	Stop work. The risk is intolerable. Eliminate the hazard or redesign the activity before proceeding. A Safe Work Method Statement (SWMS) or higher-level authorisation is required.
<b>3H</b>	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
<b>2M</b>	Ensure all nominated controls are in place and effective. Proceed with caution; monitor conditions.
<b>1L</b>	Proceed, following standard operating procedures. Monitor and keep records.

  

Consequence Scale:			
Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
<b>Catastrophic</b>	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
<b>Major</b>	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
<b>Moderate</b>	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
<b>Minor</b>	First-aid only, no lost time	negligible delay	Isolated non-conformance
<b>Insignificant</b>	No injury	no schedule impact	Deviation caught and corrected on site

  

**Notes on Hierarchy of Controls:**  
Remember to apply controls in the preferred order shown by the coloured pyramid:

1. **Eliminate**
2. **Substitute**
3. **Isolate**
4. **Engineering**
5. **Administrative**
6. **PPE**

Always document **why** a lower-order control is accepted if elimination or substitution is not reasonably practicable.

*aligned with Safe Work Australia's Managing the risk of fatigue at work (2023) and ISO 45001:2018 clauses 6–8.*

JOB STEP	POTENTIAL HAZARDS	IR	CONTROL MEASURES	RR
SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
1. Governance, WHS Duties and Legal Compliance	<ul style="list-style-type: none"> <li>Lack of clear WHS governance structure for car park, traffic and valet operations</li> <li>Unclear allocation of PCBU, officer and worker duties under WHS Act 2011</li> <li>Failure to consult, cooperate and coordinate activities with contractors, traffic controllers and event organisers</li> <li>Inadequate due diligence by school leadership and management regarding traffic and parking risks</li> <li>No systematic review of compliance with relevant Australian Standards, Codes of Practice and local council conditions</li> <li>Failure to integrate car park and traffic risks into the organisation's overall WHS management system</li> </ul>	4A	<ul style="list-style-type: none"> <li>Establish a documented WHS governance framework that specifically covers car park management, traffic control, valet operations and school event traffic</li> <li>Define and document roles, responsibilities and accountabilities for officers, managers, teachers, ground staff, contractors and volunteers consistent with WHS Act 2011</li> <li>Implement a formal consultation, cooperation and coordination procedure with traffic management contractors, security, event coordinators, P&amp;F groups and local council</li> <li>Ensure officers exercise due diligence by requiring regular WHS reporting on parking and traffic risks, incident trends and control implementation status</li> <li>Integrate traffic and car park risks into the organisation's WHS risk register and annual WHS planning cycle</li> <li>Schedule periodic compliance audits against relevant WHS legislation, Road Rules, Australian Standards and development approval conditions relating to traffic and parking</li> <li>Include car park and traffic management as standing agenda items in WHS committee and leadership meetings</li> </ul>	3H
2. Traffic Management Planning and Design	<ul style="list-style-type: none"> <li>Absence of a formal traffic management plan for normal school days and major events</li> <li>Poor separation of pedestrians and vehicle movement in car parks and pick-up/drop-off zones</li> <li>Inadequate entry/exit design leading to congestion, queuing onto public roads and collision risk</li> <li>Insufficient wayfinding and signage causing confusion and unsafe driver decisions</li> <li>No designated safe routes for children and parents walking between vehicles and school buildings</li> <li>Lack of review of traffic arrangements following school growth, new buildings or changing enrolments</li> </ul>	4A	<ul style="list-style-type: none"> <li>Develop a documented traffic management plan for routine operations and a separate event-specific plan template for major school events and valet operations</li> <li>Engage suitably competent traffic engineers or WHS specialists to review and optimise car park layout, traffic flow, speed limits and control devices</li> <li>Design and maintain clear separation between vehicles and pedestrians using physical barriers, kerbs, line marking, bollards and dedicated footpaths</li> <li>Implement designated pick-up/drop-off zones with controlled one-way flow and short-term stopping rules</li> <li>Install standardised signage and line marking that aligns with Australian Road Rules and is visible in all weather and lighting conditions</li> <li>Map and communicate approved pedestrian routes, including child-friendly crossing points supervised during peak times</li> <li>Introduce periodic design reviews of traffic management arrangements following incidents, near misses, school expansion or changes in local road conditions</li> </ul>	2M
3. Car Park Layout, Capacity and Space Management	<ul style="list-style-type: none"> <li>Overcrowded car parks leading to aggressive driver behaviour and unsafe manoeuvring</li> </ul>	3H	<ul style="list-style-type: none"> <li>Develop and implement a car park space management policy covering staff, students, parents, visitors, contractors, buses and valet operations</li> </ul>	2M

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	<ul style="list-style-type: none"> <li>Inadequate number and size of bays for peak periods and major school events</li> <li>Poor allocation and control of accessible, staff, visitor, bus and valet spaces</li> <li>Inconsistent or faded bay markings leading to double parking, blocked aisles and restricted emergency access</li> <li>Lack of system to manage overflow parking during events, causing unsafe parking on verges or nearby streets</li> <li>No process to review capacity against changing school population and event profiles</li> </ul>		<ul style="list-style-type: none"> <li>Ensure parking layouts meet relevant Australian Standards for bay dimensions, aisle widths, turning circles and accessible parking</li> <li>Allocate dedicated zones for staff, visitors, school buses, delivery vehicles and valet staging, and control these through signage, permits or boom gates where appropriate</li> <li>Implement a scheduled inspection and maintenance program for line marking, signage, wheel stops and bay numbering</li> <li>Develop pre-planned overflow parking arrangements for events including use of adjacent ovals, off-site locations and shuttle services where feasible</li> <li>Use pre-booking or permit systems for large events to control numbers and direct drivers to designated parking areas</li> <li>Review car park capacity and utilisation at least annually and after significant enrolment or program changes</li> </ul>	
4. Pedestrian Safety and Child Movement Systems	<ul style="list-style-type: none"> <li>Children walking or running unpredictably between vehicles during pick-up and drop-off</li> <li>Lack of supervised crossing points during peak school times</li> <li>Insufficient physical protection for pedestrians near pick-up zones and valet areas</li> <li>Inadequate control of student movement leading to crossing near lanes and bus zones</li> <li>Poor visibility of small children due to parked vehicles, landscaping or fixed structures</li> <li>No system to manage vulnerable pedestrians (younger students, students with disability) in high traffic areas</li> </ul>	4A	[REDACTED]	2M
5. Driver Behaviour, Supervision and Student Conduct	<ul style="list-style-type: none"> <li>Unsafe driver behaviour such as speeding, illegal U-turns, double parking and using mobile phones</li> <li>Parents refusing to follow pick-up/drop-off rules or queue management directions</li> </ul>	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Poorly supervised student behaviour around vehicles, including running, ball games and horseplay</li> <li>Lack of consequences for repeated non-compliance with traffic and student behaviour rules</li> <li>Inadequate communication of expectations to casual carers, grandparents and occasional drivers</li> </ul>		[REDACTED]	
6. Valet Parking and Key Control Systems	<ul style="list-style-type: none"> <li>Uncontrolled issue, storage and tracking of vehicle keys for valet operations</li> <li>Unverified driver competency of staff or contractors who move vehicles</li> <li>Lack of documented procedures for vehicle acceptance, inspection and handover</li> <li>Mixing of private vehicles, school vehicles and contractor vehicles without traceability</li> <li>Inadequate record keeping of who moved a vehicle, when and where</li> <li>Potential for theft, property damage or disputes due to poor valet practice</li> </ul>	3H	[REDACTED]	1L
7. Contractor and Traffic Controller Management	<ul style="list-style-type: none"> <li>Use of unqualified traffic controllers or marshals during events or construction activities</li> <li>Poor coordination between school procedures and contractor traffic management plans</li> <li>Inconsistent communication of school-specific risks (children, behaviour patterns, bell times) to contractors</li> <li>Lack of verification of licences, insurances and training for valet, security and traffic control providers</li> <li>Contractors using ad hoc traffic arrangements that conflict with school systems and local road rules</li> </ul>	3H	[REDACTED]	2M

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			[REDACTED]	
8. School Event Traffic and Crowd Management	<ul style="list-style-type: none"> <li>Sudden spikes in vehicle and pedestrian volumes during fetes, concerts, sporting carnivals and evening events</li> <li>Inadequate planning for visitors unfamiliar with site layout and traffic rules</li> <li>Overflow parking encroaching on neighbouring properties or obstructing emergency access</li> <li>Insufficient lighting, signage and supervision for after-hours or night-time events</li> <li>No formal process for event risk assessment focusing on traffic and parking hazards</li> </ul>	4A	[REDACTED]	2M
9. Vehicle Standards, Inspection and Maintenance Systems	<ul style="list-style-type: none"> <li>Use of vehicles for valet or staff transport that do not meet safety standards</li> <li>Inadequate system for checking roadworthiness of bus, school fleet and frequently used contractor vehicles</li> <li>No defined pre-use inspection checks for vehicles used to move assets or operate within car parks</li> <li>Failure to address known defects such as faulty lights, brakes, reversing alarms or parking brakes</li> <li>Lack of documentation and tracking of maintenance, leading to missed services</li> </ul>	3H	[REDACTED]	2M
10. Training, Competency and Induction (Staff and Volunteers)	<ul style="list-style-type: none"> <li>Staff and volunteers supervising traffic or valet operations without formal training</li> </ul>	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Lack of induction for new staff on car park rules, student supervision expectations and emergency procedures</li> <li>No verification of driver licences and competence for persons authorised to move vehicles</li> <li>Inconsistent understanding of roles and limits of authority (e.g. who can direct traffic onto public roads)</li> <li>Informal, word-of-mouth instructions leading to variation in practice between supervisors</li> </ul>		[REDACTED]	
11. Communication, Signage and Information Management	<ul style="list-style-type: none"> <li>Confusing or outdated information given to parents, contractors and visitors about parking and traffic arrangements</li> <li>Insufficient signage to guide users safely around the site, particularly temporary changes during works or events</li> <li>Lack of communication about changes to routines (e.g. new bus locations, changed bus bays)</li> <li>Poor visibility or readability of signs, line markings and instructions in low light or bad weather</li> <li>No central point of truth for current traffic and parking rules</li> </ul>	3H	[REDACTED]	1L
12. Supervision, Monitoring and Enforcement Systems	<ul style="list-style-type: none"> <li>Inconsistent presence of supervisors in high-risk areas during peak times</li> <li>Supervisors lacking authority or support to intervene when unsafe behaviour occurs</li> <li>No systematic monitoring of traffic flows, queuing times and near misses</li> </ul>	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Reliance on complaints rather than proactive observation to identify issues</li> <li>Limited follow-up on reported issues leading to recurrence of unsafe conditions</li> </ul>		[REDACTED]	
13. Fatigue, Scheduling and Workload Management	<ul style="list-style-type: none"> <li>Staff supervising traffic or valet operations while fatigued due to extended hours or evening events</li> <li>Teaching and support staff required to manage traffic duties in addition to core workload without adequate breaks</li> <li>Event schedules creating long, continuous periods of high-intensity traffic management</li> <li>Drivers (staff or contractors) operating vehicles after long workdays or late-night events</li> </ul>	3H	[REDACTED]	2M
14. Physical Environment, Lighting and Weather Conditions	<ul style="list-style-type: none"> <li>Poor lighting in car parks, pathways and pick-up zones, particularly in winter months and evening events</li> <li>Slips, trips and falls due to uneven surfaces, potholes, wet leaves or inadequate drainage in car park areas</li> <li>Reduced visibility and longer stopping distances during heavy rain, fog or glare conditions</li> <li>Inadequate shelter leading to crowding under awnings or in driveways during storms</li> <li>Landscaping or signage obstructing sight lines for drivers and pedestrians</li> </ul>	3H	[REDACTED]	2M

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15. Emergency Preparedness, Incident Response and Reporting	<ul style="list-style-type: none"> <li>Lack of clear procedures for responding to vehicle collisions, pedestrian strikes or medical emergencies in car park areas</li> <li>Emergency vehicles unable to access school grounds due to congestion or blocked access routes</li> <li>Under-reporting of near misses and minor incidents that could signal systemic traffic issues</li> <li>Staff uncertainty about who to notify and how to preserve evidence following serious incidents</li> <li>No structured process to investigate incidents and implement corrective actions</li> </ul>	4A	[REDACTED]	2M
16. Security, Access Control and Community Interface	<ul style="list-style-type: none"> <li>Unauthorised access to car parks and pick-up zones by members of the public or non-custodial persons</li> <li>Conflicts with neighbours due to parking overflow, blocked driveways or unsafe behaviours in surrounding streets</li> <li>After-hours use of school car parks by external groups without appropriate controls</li> <li>Inadequate surveillance leading to theft, vandalism or assaults in car park areas</li> <li>No coordinated approach with local council and community regarding traffic impacts</li> </ul>	3H	[REDACTED]	2M

**EMERGENCY RESPONSE – CALL 000 FOR EMERGENCIES**

Ensure to have an Emergency Management Plan in place as well as adequate numbers of trained first aid staff with easy access to fully stocked first aid kits, rescue equipment, material safety data sheets, adequate access to emergency communication equipment and fire-fighting equipment suitable for all classes of fire and ignition sources.

**LEGISLATIVE REFERENCES**

RELEVANT LEGISLATION AND CODES OF PRACTICE. DELETE THE LEGISLATIVE REFERENCES FOR ANY STATE THAT ARE NOT APPLICABLE

**Queensland & Australian Capital Territory**

Work Health and Safety Act 2011  
 Work Health and Safety Regulations 2011  
 Legislation QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/work-health-and-safety-laws>  
 Codes of Practice QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/codes-of-practice>  
 Legislation ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/acts-and-regulations>  
 Codes of Practice ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/codes-of-practice>

**Victoria**

Occupational Health and Safety Act 2004  
 Occupational Health and Safety Regulations 2017  
 Legislation VIC: <https://www.worksafe.vic.gov.au/occupational-health-and-safety-act-and-regulations>  
 Codes of Practice VIC: <https://www.worksafe.vic.gov.au/compliance-codes-and-codes-practice>

**New South Wales**

Work Health and Safety Act 2011  
 Work Health and Safety Regulations 2025  
 Legislation NSW: <https://www.safework.nsw.gov.au/legal-obligations/legislation>  
 Codes of Practice NSW: <https://www.safework.nsw.gov.au/resource-library/list-codes-of-practice>

**Western Australia**

Work Health and Safety Act 2020  
 Work Health and Safety Regulations 2022  
 Legislation Western Australia: <https://www.commerce.wa.gov.au/worksafe/legislation>  
 Codes of Practice WA: <https://www.commerce.wa.gov.au/worksafe/codes-practice>

**Northern Territory**

Work Health and Safety (National Uniform Legislation) Act 2011  
 Work Health and Safety (National Uniform Legislation) Regulation 2011  
 Legislation NT: <https://worksafe.nt.gov.au/laws-and-compliance/workplace-safety-laws>  
 Codes of Practice NT: <https://worksafe.nt.gov.au/laws-and-compliance/codes-of-practice>

**Safe Work Australia Links**

Law and Regulation (All States): <https://www.safeworkaustralia.gov.au/law-and-regulation>  
 Model Codes of Practice: <https://www.safeworkaustralia.gov.au/resources-publications/model-codes-of-practice>

**South Australia**

Work Health and Safety Act 2012 (SA)  
 Work Health and Safety Regulations 2012 (SA)  
 Legislation for SA: <https://www.safework.sa.gov.au/resources/legislation>  
 Codes of Practice for SA: <https://www.safework.sa.gov.au/workplaces/codes-of-practice#COPs>

**Model Codes of Practice**

- Managing noise and preventing hearing loss at work
- Confined spaces
- Labelling of workplace hazardous chemicals
- Managing risks of hazardous chemicals in the workplace
- Welding processes
- First aid in the workplace
- Managing the risk of falls at workplaces
- Hazardous manual tasks
- Managing the risk of falls in housing construction
- Managing electrical risks in the workplace
- Demolition work
- Excavation work
- Work health and safety consultation, cooperation and coordination
- Managing the work environment and facilities
- How to manage work health and safety risks
- Managing risks of plant in the workplace
- Construction work

**Tasmania**

Work Health and Safety Act 2012  
 Work Health and Safety (Transitional and Consequential Provisions) Act 2012  
 Work Health and Safety Regulations 2012  
 Work Health and Safety (Transitional) Regulations 2012  
 Legislation for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/acts-and-regulations>  
 Codes of Practice for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/codes-of-practice>

Details of permits, licenses or access required by regulatory bodies (add or delete as required):

- Permits from local council
- Authorisation to commence work
- Any required documents.