

**Delivery Driver Courier and Goods Handling**

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:	



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 for the task parts. 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. WHS Governance, Duties and Consultation	<ul style="list-style-type: none"> <li>Lack of clearly defined WHS responsibilities for senior management, schedulers, and supervisors overseeing delivery drivers</li> <li>Inadequate consultation with delivery drivers and offsideers about hazards encountered during deliveries, including narrow alleys, ramps and residential streets</li> <li>Failure to integrate delivery-driver WHS risks into the broader corporate WHS management system</li> <li>Inadequate incident reporting, investigation and corrective action processes for road incidents, vehicle damage, near misses and manual handling injuries</li> <li>Poor contractor management where third-party labour or transport providers are used without aligning WHS standards</li> <li>Insufficient resourcing (time, budget, staffing) allocated to manage delivery-driver and goods handling risks</li> </ul>	4A	<ul style="list-style-type: none"> <li>Establish a documented WHS governance framework that allocates PCBU, officer, manager, supervisor and worker duties consistent with WHS Act 2011</li> <li>Implement a formal WHS consultation procedure with regular toolbox meetings, safety committees and feedback channels specific to delivery operations</li> <li>Integrate delivery-driver and goods handling risks into the organisation's WHS management system, including risk registers and audit schedules</li> <li>Develop a standardised incident and near miss reporting, investigation and corrective action process that specifically captures driving, parking, reversing and manual handling events</li> <li>Implement a contractor management procedure requiring contractors and labour-hire providers to demonstrate equivalent WHS systems and competencies for delivery work</li> <li>Allocate sufficient budget and time for safety training, vehicle safety upgrades, route planning, and supervision of delivery activities</li> <li>Schedule periodic WHS management system reviews for delivery operations, with measurable objectives and performance indicators (e.g. crash rates, manual handling injuries)</li> </ul>	3H
2. Vehicle Procurement and Fleet Safety Standards	<ul style="list-style-type: none"> <li>Selection of vehicles not suited to narrow delivery routes involving narrow passages, alleys, ramps and dense residential areas</li> <li>Procurement of vehicles without adequate safety features (e.g. low ANCAP rating, no reversing cameras, no stability control)</li> <li>Inadequate specification of load capacity leading to overloading with large appliances and fridges</li> <li>Lack of engineered load restraint points to secure large goods during transport</li> <li>Inconsistent fit-out of delivery vans, causing poor ergonomics and higher manual handling risks</li> </ul>	4A	<ul style="list-style-type: none"> <li>Implement a fleet procurement standard requiring ANCAP 5-star (or highest practicable) rating for all new delivery vehicles and vans</li> <li>Specify mandatory safety features for all vehicles, including reversing cameras or sensors, side mirrors with blind-spot reduction, electronic stability control and ABS</li> <li>Set procurement criteria that require vehicles to be compatible with intended delivery environments, including low-clearance carparks, narrow laneways and steep driveways</li> <li>Ensure all vehicles are fitted with compliant load restraint systems (anchor points, rails, barriers) designed for large appliances and fridges in accordance with Load Restraint Guide</li> <li>Standardise internal van fit-out (racking, barriers, tie-down points) to optimise manual handling and reduce need for awkward lifting in confined spaces</li> <li>Document maximum load capacities and ensure they are clearly displayed in each vehicle as part of the fleet specification</li> <li>Periodically review fleet suitability against incident data and feedback from drivers, adjusting vehicle specifications as required</li> </ul>	2M

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3. Vehicle Maintenance, Inspection and Pre-Start Systems	<ul style="list-style-type: none"> <li>Inadequate preventive maintenance leading to brake, steering or tyre failure during deliveries</li> <li>Absence of a systematic daily pre-start check process for vans and trucks</li> <li>Failure to detect defects that increase risk when parking on non-stable surfaces, ramps or steep gradients</li> <li>Poor record keeping of maintenance, inspections and defect rectification</li> <li>Delayed repair of critical safety systems such as lights, indicators, reversing alarms and cameras</li> </ul>	4A	<ul style="list-style-type: none"> <li>Implement a scheduled fleet maintenance program with competent mechanics, aligned to manufacturer guidelines and higher-risk delivery conditions</li> <li>Introduce a mandatory daily pre-start inspection checklist (paper or app-based) for all delivery vehicles, covering tyres, brakes, lights, steering, mirrors and safety devices</li> <li>Define clear criteria for vehicle defect reporting and immediate removal from service for serious safety faults (e.g. brake issues, steering concerns, significant tyre damage)</li> <li>Maintain centralised maintenance records, including inspection dates, defect reports, repair actions and verification of completion</li> <li>Include checks for reversing cameras, sensors and warning devices in the pre-start and scheduled service checklists</li> <li>Audit pre-start completion rates and maintenance compliance, with non-conformance actions for repeated failures</li> <li>Provide drivers with training on recognising critical defects and escalation pathways for urgent repairs</li> </ul>	2M
4. Driver Competency, Licensing and Training	<ul style="list-style-type: none"> <li>Drivers operating vehicles without appropriate class of licence or insufficient experience for larger vans</li> <li>Lack of competency in manoeuvring narrow passages, alleys, congested carparks and ramps</li> <li>Insufficient training in reversing, blind-spot management and use of spotters</li> <li>Poor understanding of speed limits in residential areas, school zones and shared traffic-pedestrian environments</li> <li>Inadequate training in the use of manual handling equipment such as trolleys and dollies for fridges and large appliances</li> <li>Limited training in hazard recognition at delivery sites, including unstable surfaces and unclear signage</li> </ul>	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M
5. Fatigue, Working Hours and Scheduling Management	<ul style="list-style-type: none"> <li>Excessive driving hours between multiple sites without adequate breaks</li> <li>Unrealistic delivery schedules that encourage speeding, risky manoeuvres and skipping rest breaks</li> </ul>	4A	<p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> <li>Extended duty days involving both driving and heavy manual handling of appliances</li> <li>Poor management of early starts, late finishes and shift rotations</li> <li>Inadequate monitoring of fatigue risks for drivers working across multiple employers or contracts</li> </ul>		[REDACTED]	
6. Journey Management and Route Planning	<ul style="list-style-type: none"> <li>Absence of formal journey plans for routes involving multiple sites and long travel distances</li> <li>Inadequate planning for known high-risk areas such as narrow alleys, one-way streets and low-clearance carparks</li> <li>Insufficient consideration of school zones, peak traffic, and residential speed limits when scheduling deliveries</li> <li>Drivers relying on ad-hoc investigation, increasing risk of last-minute manoeuvres due to unclear signage or directions at delivery sites</li> <li>Lack of contingency planning for roadworks, weather events or traffic incidents</li> </ul>	4	[REDACTED]	2M
7. Parking, Loading Zones and Site Access Management	<ul style="list-style-type: none"> <li>Lack of formal procedures for assessing safe parking options in already full carparks and on-street environments</li> <li>Parking on non-stable or uneven surfaces (verges, gravel, sloping driveways) increasing risk of vehicle movement or roll-away</li> <li>Inadequate control of loading and unloading in shared-traffic areas such as residential streets and shopping centre access roads</li> </ul>	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Poor planning for access to loading bays, ramps and docks at retail stores and customer premises</li> <li>Insufficient coordination with clients regarding designated delivery points and traffic controls</li> </ul>		[REDACTED]	
8. Reversing, Manoeuvring and Low-Speed Vehicle Control	<ul style="list-style-type: none"> <li>Frequent reversing in tight spaces, ramps and narrow alleys without structured controls</li> <li>Limited visibility when backing towards loading docks, residential driveways or store entrances</li> <li>Reliance solely on technology (cameras, sensors) without defined procedures for manual checks or use of spotters where available</li> <li>Inadequate controls to separate pedestrians and other vehicles from reversing areas</li> <li>Pressure to complete deliveries quickly leading to unsafe manoeuvres</li> </ul>	4A	[REDACTED]	2M
9. Road Safety, Speed Management and Residential Area Controls	<ul style="list-style-type: none"> <li>Speeding or inappropriate speed selection, especially in residential streets and shared zones</li> <li>Failure to adequately adjust driving for weather, traffic and road conditions during deliveries</li> <li>Distraction from navigation devices, mobile phones or in-cab systems while travelling between multiple sites</li> <li>Inconsistent application of slow-down measures around schools, parks and high pedestrian areas</li> <li>Lack of systemic monitoring of driver behaviour on the road</li> </ul>	4A	[REDACTED]	2M

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			[REDACTED]	
10. Manual Handling and Use of Handling Equipment for Large Appliances	<ul style="list-style-type: none"> <li>• Systemic reliance on manual lifting rather than mechanical aids for large fridges and appliances</li> <li>• Lack of standardised equipment (trolleys, dollies, stair-climbers) appropriate to the size and weight of goods</li> <li>• Insufficient planning for access constraints such as stairs, narrow doorways and uneven paths from truck to store or residence</li> <li>• Inadequate procedures for team lifts and coordination between driver and offsider</li> <li>• Poor maintenance and inspection systems for trolleys and manual handling equipment</li> </ul>	4A	[REDACTED]	2M
11. Load Securing, Unloading and Large Item Handling Systems	<ul style="list-style-type: none"> <li>• Inadequate load restraint systems resulting in movement of fridges and large appliances during travel</li> <li>• No standardised unloading procedures for large items at client sites or stores</li> <li>• Lack of planning for unloading on sloped driveways, ramps or uneven surfaces</li> <li>• Unclear responsibilities between driver and client staff during loading and unloading activities</li> <li>• Insufficient controls for public and customer access near unloading zones</li> </ul>	4A	[REDACTED]	2M

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12. Site Access, Signage and Client Interface Management	<ul style="list-style-type: none"> <li>Unclear or inadequate signage at delivery sites leading to confusion, last-minute manoeuvres or unsafe parking</li> <li>Inconsistent information provided by clients about access routes, loading bays and restrictions</li> <li>Delivery to residential or commercial premises where access hazards (ramps, tight corners, low clearances) are not communicated in advance</li> <li>Lack of formal arrangements with regular client sites regarding traffic management during deliveries</li> <li>Miscommunication with store staff about timing and location of deliveries</li> </ul>	3H	[REDACTED]	2M
13. Remote, Isolated and After-Hours Work Management	<ul style="list-style-type: none"> <li>Drivers working alone in remote areas or at night without adequate communication systems</li> <li>Limited assistance available during incidents, breakdowns or delays while travelling between sites</li> <li>Poor visibility and additional safety risks at after-hours deliveries in back-store alleys and loading docks</li> <li>Inadequate monitoring of driver locations and welfare during long or remote delivery runs</li> </ul>	3H	[REDACTED]	2M
14. Contractor, Labour-Hire and Third-Party Delivery Management	<ul style="list-style-type: none"> <li>Contractors performing delivery tasks without meeting organisational WHS standards</li> <li>Inconsistent training and competency verification for agency or labour-hire drivers and offsideers</li> <li>Gaps in communication regarding routes, site hazards and manual handling requirements for third-party operators</li> </ul>	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Lack of oversight of contractor fatigue, vehicle condition and load restraint practices</li> </ul>		[REDACTED]	
15. Incident Management, Reporting and Continuous Improvement	<ul style="list-style-type: none"> <li>Under-reporting of road incidents, property damage, near misses and manual handling injuries</li> <li>Inconsistent incident investigation practices that fail to identify systemic causes such as poor scheduling or inadequate training</li> <li>Lack of feedback loops to drivers on lessons learned from incidents and corrective actions taken</li> <li>Failure to monitor WHS performance indicators specific to delivery and goods handling activities</li> </ul>	3H	[REDACTED]	2M

SAMPLE

**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.