

Delivery Driver Operations

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			Elimination Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	Substitution 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.	Engineering Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	Administrative Change	
								PPE	

Risk Rating & Required Action:	
4A	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.
3H	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
2M	Ensure all nominated controls are in place and effective. Proceed with caution; monitor conditions.
1L	Proceed, following standard operating procedures. Monitor and keep records.

Consequence Scale:			
Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
Catastrophic	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
Major	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
Moderate	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
Minor	First-aid only, no lost time	negligible delay	Isolated non-conformance
Insignificant	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 Consultation	<ul style="list-style-type: none"> Lack of clear allocation of WHS duties for officers, PCBUs and workers leading to non-compliance with WHS Act 2011 Insufficient officer due diligence in monitoring health and safety performance for delivery driver operations Inadequate consultation mechanisms with delivery drivers, including contractors, on WHS matters that affect them No formal process for identifying, assessing and controlling WHS risks specific to delivery driving as a business activity Poor integration of WHS requirements into business planning, KPIs and commercial decision-making Failure to consider WHS implications when tendering, subcontracting or outsourcing delivery work Lack of documented WHS policy and risk appetite specific to mobile and remote work environments 	High	<ul style="list-style-type: none"> Establish and maintain a WHS governance framework that clearly defines roles, responsibilities and reporting lines for delivery driver operations in accordance with WHS Act 2011 and WHS Regulations Document and communicate a WHS policy endorsed by the senior leadership team that explicitly covers mobile and remote work, driving for work and contractor management Implement a formal WHS risk management procedure (identify, assess, control, review) that is applied specifically to delivery driver operations and reviewed at least annually or after significant change Ensure officers ensure due diligence by regularly receiving and reviewing reports on WHS performance for delivery activities, including incidents, near misses, fatigue, vehicle defects and enforcement actions Establish consultation arrangements with workers and health and safety representatives that include delivery drivers and labour-hire workers, ensuring they can raise issues and participate in decision-making about controls Embed WHS requirements into contracts, service level agreements and procurement documents for any third-party or subcontracted delivery providers, including explicit duties and performance expectations Integrate leading and lagging WHS indicators for delivery operations into executive and operational scorecards (for example, journey risk ratings, fatigue breaches, speeding alerts, incident trends) Schedule periodic WHS audits and management reviews focusing on delivery driver operations, with corrective actions tracked through a centralised action management system Provide targeted WHS governance training to managers and supervisors overseeing delivery drivers, emphasising legal duties, due diligence and consultation obligations 	Medium
2. Contractor and Labour-Hire Management	<ul style="list-style-type: none"> Ambiguity over PCBU responsibility when using contractors or labour-hire drivers for deliveries Inadequate verification that contractor organisations comply with WHS legislation and have effective safety systems Contract arrangements that incentivise unsafe behaviours such as speeding, excessive hours or skipping rest breaks Lack of alignment between host PCBU policies and contractor procedures for incident reporting, fatigue, drugs and alcohol, and fitness for work Insufficient induction and onboarding for contracted or gig-economy delivery 	High	<ul style="list-style-type: none"> Develop and implement a contractor management procedure that clearly addresses WHS due diligence, pre-qualification, mobilisation, monitoring and review for all delivery providers Use a structured pre-qualification process to assess contractor WHS capability, including policies, risk assessments, fatigue management, incident management and training records for delivery operations Include explicit WHS clauses in contracts requiring compliance with WHS Act 2011, alignment with key host-PCBU policies, and cooperation and coordination duties under the legislation Prohibit payment models that encourage unsafe behaviours, such as per-drop-only arrangements without reasonable time allowances, and ensure contractual KPIs do not reward excessive productivity at the expense of safety Require contractor organisations to provide evidence of drivers' current licences, relevant competencies, induction completion and medical fitness, with periodic re-verification Establish shared WHS communication channels and consultation forums with contractor PCBUs to address risks, incidents and changes affecting delivery routes or schedules Mandate that contractor drivers follow host-PCBU incident notification and investigation procedures, including the prompt reporting of vehicle incidents, near misses, infringements and fatigue-related events 	Medium

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	<ul style="list-style-type: none"> drivers into site-specific and system-level WHS controls Poor visibility of hours of work, training, licence status and vehicle condition for contractor drivers Failure to consult, cooperate and coordinate activities with other PCBUs involved in the delivery chain 		<ul style="list-style-type: none"> Implement periodic field verification (for example, ride-alongs, spot checks, system audits) to check that contractor WHS systems are operating as described Maintain a central register of approved delivery contractors with WHS performance metrics and a structured review and renewal schedule 	
3. Vehicle Procurement and Fleet Selection	<ul style="list-style-type: none"> Procurement of vehicles without adequate safety features suitable for delivery operations and environments Selection of vehicles with poor ANCAP safety ratings or inadequate crash protection for drivers Incompatibility between vehicle type and delivery tasks, such as insufficient cargo restraint systems or inappropriate load capacities Failure to specify requirements for telematics, GPS, in-vehicle monitoring or emergency communication systems at the procurement stage Inadequate consideration of ergonomic risks for repeated entry/exit, lifting and loading associated with vehicle design Cost-driven procurement decisions that deprioritise WHS and whole-of-life safety costs Lack of standardisation across the fleet leading to inconsistent safety features, training requirements and maintenance demands 	High	<ul style="list-style-type: none"> Establish a formal vehicle procurement standard that mandates minimum safety specifications, including ANCAP ratings, active safety technologies and passive protection appropriate to delivery operations Include WHS professional input into vehicle selection processes, including risk assessments that consider vehicle roles, load types, climate, terrain and urban versus regional driving profiles Specify requirements for cargo restraint systems, internal layout, load securing points and barriers in all delivery vehicles ensuring they align with the load types and manual handling controls Require procurement of vehicles compatible with telematics, GPS tracking, in-vehicle monitoring and hands-free communication in line with organisational journey management and fatigue systems Include ergonomic criteria in vehicle selection, such as step height, door configuration, seat adjustment, visibility and cabin layout to reduce musculoskeletal and slips, trips and falls risks Adopt a standardised fleet configuration where practicable to simplify training, maintenance, spare parts and safety-related retrofits Evaluate whole-of-life safety costs (for example, crash reduction, reduced downtime, lower insurance premiums) as part of procurement decisions rather than purchase price alone Include consultation with delivery drivers and HSRs in the evaluation of vehicle options to identify practical safety concerns before purchase Maintain documented records of the risk-based justification for selected vehicle types and configurations for audit and review purposes 	Low
4. Fleet Maintenance and Safety Assurance Systems	<ul style="list-style-type: none"> Inadequate preventive maintenance program leading to mechanical failures during delivery operations Reliance on drivers alone to identify critical vehicle defects without clear reporting and escalation procedures Poor record-keeping of maintenance, inspections and repairs, making it difficult to demonstrate compliance or identify systemic issues 	High	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Medium

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	<ul style="list-style-type: none"> • Use of non-approved repairers or substandard parts compromising vehicle safety systems • Vehicles remaining in service despite known safety defects due to production pressure or lack of replacement vehicles • No formal process for suspending or decommissioning unsafe vehicles • Limited analysis of defect, breakdown and incident data to proactively improve fleet reliability and safety 		[REDACTED]	
5. Driver Competency, Training and Fitness for Work	<ul style="list-style-type: none"> • Insufficient verification of drivers' licences, endorsements and experience for the vehicle type and delivery environment • Lack of structured induction, and ongoing training on defensive driving, fatigue management and WHS procedures • Inadequate systems to manage fitness for work, including fatigue, medical conditions, drugs and alcohol, and psychological stressors • No formal competence assessment for high-risk conditions such as night driving, heavy traffic, regional or remote routes • Reliance on informal on-the-job learning without documented competency standards for delivery driving roles • Limited awareness among drivers of their WHS duties and right to cease unsafe work 	High	[REDACTED]	Medium

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	<ul style="list-style-type: none"> Failure to tailor training for culturally and linguistically diverse workers or younger and inexperienced drivers 		[REDACTED]	
6. Journey Management and Scheduling	<ul style="list-style-type: none"> Unrealistic delivery schedules that encourage speeding, skipping breaks or taking unsafe routes Lack of systematic journey planning that considers distance, traffic, weather, road conditions and high-risk locations Insufficient controls for long-distance, night-time or remote area deliveries Poor communication and escalation processes when conditions change, such as extreme weather, road closures or major incidents No formal process to approve or monitor high-risk journeys Use of productivity targets and incentives that do not adequately factor in safe driving practices Inadequate integration of navigation, routing and telematics data into management decisions and scheduling 	High	[REDACTED]	Medium
7. Fatigue, Workload and Rostering Systems	<ul style="list-style-type: none"> Work patterns that lead to cumulative fatigue, such as long shifts, split shifts or insufficient rest between shifts Lack of formal rostering rules for maximum driving hours and minimum breaks for delivery drivers Insufficient monitoring of actual hours worked, including overtime, secondary employment and on-call work Pressure to accept additional runs or overtime that exceed safe workload limits 	High	[REDACTED]	Medium

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	<ul style="list-style-type: none"> Limited organisational awareness of fatigue indicators and their impact on driving performance Absence of a formal process for drivers to report fatigue and be removed from duty without negative consequences 		[REDACTED]	
8. Technology, Telematics and Mobile Device Management	<ul style="list-style-type: none"> Use of mobile phones or handheld devices while driving leading to distraction Telematics and in-vehicle monitoring systems being implemented without clear rules, training or privacy safeguards Alert fatigue or poorly calibrated driver feedback systems leading to loss of critical warnings Inadequate management of software updates, map data and device security for navigation and routing tools Misinterpretation or underutilisation of telematics data for WHS risk management Reliance on technology without appropriate backup procedures for equipment failure or loss of connectivity 	High	[REDACTED]	Medium
9. Incident, Near Miss and Infringement Management	<ul style="list-style-type: none"> Under-reporting of vehicle incidents, near misses, traffic infringements and customer-site safety issues 	High	[REDACTED]	Medium

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	<ul style="list-style-type: none"> Lack of consistent investigation and root cause analysis for delivery-related incidents Failure to share lessons learned and implement corrective actions across the delivery fleet No systematic process for managing repeated infringements or high-risk driving behaviours by individuals Inadequate integration of insurer, regulator and police information into internal WHS learning systems Focus on blame rather than systems improvement discouraging open reporting 		[REDACTED]	
10. Customer-Site Interface and Third-Party Premises	<ul style="list-style-type: none"> Limited control over WHS conditions customer or receiver sites where deliveries are made Lack of information on site-specific hazards such as traffic flows, loading docks, pedestrian movements or restricted access areas Conflicting or unclear site rules between host PCBU and driver, creating confusion for drivers Insufficient consultation and coordination with other PCBUs operating at shared delivery locations Drivers pressured by customers to breach organisational WHS policies, for example, parking illegally or rushing unloading Poor feedback mechanisms for drivers to report hazardous conditions at customer sites 	High	[REDACTED]	Medium

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			[REDACTED]	
11. Psychological Health, Violence and Aggression Risk Management	<ul style="list-style-type: none"> Exposure of drivers to work-related violence, aggression or robbery during deliveries or at roadside stops Psychological strain from time pressure, GPS monitoring, customer expectations and isolation while working alone Stigma or lack of support for reporting psychological health concerns, stress or bullying Inadequate procedures for managing traumatic incidents such as serious crashes, assaults or near misses Poor design of performance management systems that focus solely on quantitative targets without regard to psychosocial risks Insufficient training for managers to identify and respond to psychosocial hazards in mobile workforces 	High	[REDACTED]	Medium
12. Documentation, Communication and Continuous Improvement	<ul style="list-style-type: none"> Policies and procedures that are overly complex, outdated or not accessible to delivery drivers Inconsistent communication of safety expectations and changes to WHS controls across different depots or regions Failure to systematically review and update WHS documentation following incidents, audits or legislative changes Limited measurement of WHS performance for delivery operations 	Medium	[REDACTED]	Low

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	beyond lag indicators such as injury counts • Lack of worker input into the development and review of WHS systems, reducing relevance and uptake • Inadequate handover and knowledge transfer when staff in key WHS or operational roles change		[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	

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.