

General Logistics Delivery 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			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 for the task parts. 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 clearly defined WHS responsibilities for logistics managers, supervisors and schedulers Inadequate consultation with workers, HSRs and contractors about delivery and goods handling risks Failure to integrate WHS Act 2011 duties into logistics and supply chain contracts Poor oversight of third-party logistics providers leading to uncontrolled system risks Insufficient WHS resourcing (time, budget, personnel) for delivery and materials handling activities No structured process to review incidents, near misses and trends in delivery operations Inadequate involvement of PCBUs with shared duties at multi-storey and construction sites 	4A	<ul style="list-style-type: none"> Establish a WHS governance framework that assigns and documents specific due diligence duties for officers overseeing logistics and delivery operations in line with WHS Act 2011 Implement a formal consultation procedure with workers, Health and Safety Representatives (HSRs), contractors and host PCBU representatives for all significant changes to delivery and goods handling systems Embed WHS requirements, responsibilities and performance indicators into contracts and service level agreements with transport providers, freight forwarders and warehousing partners Create a joint WHS coordination process with client sites (including multi-storey buildings and construction sites) to clarify shared duties, site-specific rules and emergency arrangements Schedule regular senior leadership reviews of logistics performance, including audit outcomes, incident statistics and corrective actions for delivery and handling risks Maintain a WHS risk register specifically covering logistics, inbound/outbound shipments, on-site deliveries and internal transport between premises, with ownership and review dates assigned Provide WHS competency training for senior leaders and key logistics decision-makers to ensure informed allocation of resources and risk-based decision making 	3H
2. Logistics Planning, Scheduling and Workload Management	<ul style="list-style-type: none"> Unrealistic delivery windows leading to speeding, rushing and unsafe loading practices Inadequate planning for peak periods and commercial bulk orders causing excessive workload and fatigue Poor coordination of inbound and outbound shipments leading to congestion and conflict at loading areas Failure to plan for multi-storey building access constraints (lift capacity, loading dock hours, height restrictions) Lack of consideration for manual handling limits when planning bagged materials, plasterboard and heavy load movements Insufficient time allocated for safe unpacking of sensitive components, fragile items and awkward fixtures 	4A	<ul style="list-style-type: none"> Implement a logistics planning procedure that sets realistic delivery windows, incorporating loading, securing, travel and unloading times based on risk rather than purely commercial pressures Use capacity planning tools to match workforce, vehicles and equipment with forecast demand for inbound/outbound shipments and bulk orders, including additional resources for peak periods Introduce scheduling rules that avoid excessive run lengths and mandate maximum daily driving/handling hours with enforced rest periods Establish pre-delivery site assessment requirements for complex locations such as multi-storey buildings, inner-city sites and large construction projects to identify access constraints and special controls Integrate weight, size and handling characteristics of materials (e.g. bagged materials, plasterboard, large assembled fixtures) into planning systems to ensure appropriate mechanical aids and manpower are scheduled Define procedures for prioritising fragile items and sensitive components, including additional time allowances for careful packing, transport and unpacking Develop contingency and escalation protocols for delayed shipments, road closures and restricted site access, including communication expectations with clients and drivers 	2M

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	<ul style="list-style-type: none"> No contingency planning for delays, vehicle breakdowns or restricted access on sites 			
3. Vehicle and Equipment Procurement and Fleet Standards	<ul style="list-style-type: none"> Procurement of vehicles not suited to load types (e.g. inadequate restraint points for plasterboard, carry wheels or large fixtures) Lack of standard safety features across fleet (e.g. no ANCAP 5-star rating, absence of reversing cameras or sensors) Inadequate selection of mechanical handling equipment for heavy and awkward loads Failure to specify safety performance requirements for contractor vehicles and hired equipment Use of vehicles not appropriate for multi-storey building loading docks, height restrictions or weight limits Insufficient consideration of internal materials handling needs between premises (e.g. pallet in powered tugs) 	3H	<ul style="list-style-type: none"> Implement a fleet and equipment procurement standard that mandates ANCAP 5-star rated vehicles (where available), modern stability and braking systems, and appropriate cargo restraint features for logistics operations Define minimum safety specifications for tail lifts, vehicle loading cranes, forklifts, pallet movers and specialised one wheel handling equipment, including overload protection and guarding Develop a pre-qualification process for contractors that requires evidence of compliant vehicles, maintenance programs and safety features aligned with company standards Specify vehicle configuration and dimension requirements for access to multi-storey loading docks, underground parking and tight urban delivery zones, and verify compatibility before deployment Standardise internal transport equipment (trolleys, dollies, pallet jacks, stair-climbing aids) based on risk assessment of typical loads such as bagged materials, fragile items and large fixtures Review procurement decisions with WHS and operations representatives to ensure ergonomics, visibility, noise and vibration risks are considered for drivers and handlers 	2M
4. Preventive Maintenance, Inspection and Pre-Start Systems	<ul style="list-style-type: none"> Inadequate maintenance of vehicles and handling equipment leading to mechanical failure or loss of load control No systematic pre-start inspection process for delivery vehicles, hoists, tail lifts and cranes Delayed repair of identified defects due to poor reporting or lack of authority to remove equipment from service Unmanaged deterioration of packaging equipment and load restraint devices (straps, chains, pallets, crates) Failure to inspect delivery aids used within multi-storey buildings (e.g. building hoists, shared dock equipment) Poor record keeping of inspection, maintenance and defect rectification 	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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			[REDACTED]	
5. Driver, Storeperson and Operator Competency and Training	<ul style="list-style-type: none"> • Drivers and handlers not competent in securing mixed loads, including fragile and irregular items • Inadequate training in safe use of forklifts, tail lifts, cranes and specialist handling equipment for corry wheels and heavy fixtures • Limited understanding of site-specific requirements at construction sites and multi-storey buildings • Poor knowledge of fatigue risks, journey planning and legal driving hour limits • Insufficient training in handling hazardous or dust-producing bagged materials and plasterboard • Lack of competency in unpacking sensitive components and high-value goods without damage 	4A	[REDACTED]	2M
6. Traffic and Site Access Management (Including Multi-Storey Buildings)	<ul style="list-style-type: none"> • Poorly controlled interaction between delivery vehicles, pedestrians and mobile plant at depots and client sites • Lack of clear access routes, loading zones and exclusion areas at multi-storey or congested sites • Uncoordinated arrival of multiple deliveries, causing queuing on public roads and unsafe manoeuvring • Inadequate control of reversing, blind spots and loading dock approaches • Failure to manage internal vehicle movements between premises and within large sites • Insufficient planning for height, weight and turning limitations for access to certain buildings 	4A	[REDACTED]	2M

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7. Load Planning, Packaging and Restraint Systems	<ul style="list-style-type: none"> • Inadequate load planning resulting in unstable or shifting loads during transport • Poor packaging design for fragile items, sensitive components and finished goods • Inappropriate restraint methods for plasterboard, bagged materials, corry wheels and large fixtures • Failure to segregate incompatible goods or balance weight distribution • Use of damaged pallets, crates or packaging materials • No standard system for labelling heavy, awkward or high-centre-of-gravity items 	4A	[REDACTED]	2M
8. Manual Handling and Ergonomic Risk Management	<ul style="list-style-type: none"> • Excessive manual handling of bagged materials, plasterboard and heavy loads due to inadequate mechanical aids • Awkward postures and reach when handling goods in multi-storey buildings, stairs and confined spaces • Repetitive handling of heavy packages during packaging, unloading and internal transfers • Poor design of workstation, packing benches leading to musculoskeletal strain • Lack of planning for team lifts or mechanical assistance for long or bulky items such as assembled fixtures and corry wheels • Inadequate consideration of handling risks for unpacking shipment cargo at client premises with limited infrastructure 	4A	[REDACTED]	2M
9. High-Risk Load Types and Special Handling (Fragile,	<ul style="list-style-type: none"> • Damage to fragile items and sensitive components during handling and transport leading to financial loss and potential exposure to sharp fragments 	4A	[REDACTED]	2M

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Sensitive and Oversized Goods)	<ul style="list-style-type: none"> Instability of large assembled fixtures, plasterboard stacks or carry wheels during movement and transport Inadequate special handling instructions for temperature- or moisture-sensitive products Improvised handling methods for oversized or irregular loads due to lack of documented procedures High centre-of-gravity loads tipping during loading, unloading or internal movement Uncontrolled unpacking of tightly packed or tensioned goods causing sudden release of energy 		[REDACTED]	
10. Fatigue, Health and Fitness for Work Management	<ul style="list-style-type: none"> Driver fatigue due to long shifts, inadequate rest and demanding schedules Cumulative physical fatigue in workers repeatedly handling heavy or awkward loads Lack of systems to manage fitness for work, including impact of heat, illness, medication or substance use Insufficient monitoring of fatigue, irregular early starts and irregular rosters for delivery personnel Pressure to work excessive overtime during peak delivery periods No structured system for reporting and managing fatigue-related concerns 	4A	[REDACTED]	2M
11. Contractor, Subcontractor and Third-Party Interface Management	<ul style="list-style-type: none"> Inconsistent safety standards across contracted transport providers and owner-drivers Poor communication of site rules, delivery procedures and hazards to external drivers Lack of clarity over responsibilities for loading, unloading and unpacking at customer sites 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> Inadequate verification of licences, insurances and competencies for subcontractors Failure to manage interfaces between multiple PCBUs at complex sites (e.g. large construction or multi-storey commercial buildings) Under-reporting of incidents and near misses involving contractors 		[REDACTED]	
12. On-Site Delivery, Distribution and Internal Transport Systems	<ul style="list-style-type: none"> Uncontrolled handover of loads at customer sites without agreed processes Unsafe internal transport routes between premises, floors or buildings (including goods lifts and stairwells) Poor coordination of on-site distribution of materials leading to congestion and stacking hazards Inadequate arrangements for storing delivered materials (e.g. plasterboard, bagged materials, finished goods) at point of use No system for controlling who operates on-site equipment such as forklifts or pallet movers Inconsistent unpacking practices at client sites and project locations 	3H	[REDACTED]	2M
13. Dangerous Goods, Dusts and Hazardous Materials in Logistics	<ul style="list-style-type: none"> Unidentified or poorly segregated hazardous materials within shipments Dust exposure from bagged materials, plasterboard and certain bulk products during loading, transport and unpacking Inadequate segregation and labelling of dangerous goods during storage and transport Lack of emergency response information and equipment for spills or releases in transit Insufficient training in handling requirements for hazardous products and residues on returned goods 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> • Non-compliance with relevant dangerous goods and chain of responsibility legislation 		[REDACTED]	
14. Communication, Technology and Documentation Systems	<ul style="list-style-type: none"> • Breakdowns in communication between schedulers, drivers, warehouses and clients leading to confusion and unsafe last-minute changes • Lack of reliable communication for remote or after-hours deliveries • Inadequate documentation of delivery instructions, load requirements and site hazards • Over-reliance on informal messaging systems without record keeping • Complex or inaccessible procedures that workers do not consult or understand • Failure of electronic systems used for pre-starts, journey management or fatigue monitoring 	3H	[REDACTED]	2M
15. Emergency Preparedness, Incident Management and Continuous Improvement	<ul style="list-style-type: none"> • Inadequate preparation for vehicle accidents, load losses or serious injuries during delivery and handling • Lack of coordination and incident site for emergency response at multi-storey buildings and construction projects • Poor incident reporting and investigation processes leading to repeat events • No structured review of near misses relating to goods damage, dropped loads or equipment failures • Insufficient drills or testing of emergency procedures involving logistics scenarios • Failure to integrate learnings from incidents into system and management improvements 	3H	[REDACTED]	2M

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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.