

General Work Site Practices

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. WHS Governance, Leadership and Due Diligence	<ul style="list-style-type: none"> Board and senior management not exercising due diligence under WHS Act 2011, leading to inadequate resourcing and oversight of WHS No clear WHS policy or objectives, resulting in inconsistent expectations across the organisation and work sites Lack of defined safety leadership roles, responsibilities and accountabilities for officers, managers, supervisors and workers Failure to consult, cooperate and coordinate with PCBUs sharing the workplace, creating gaps or overlap in WHS responsibilities Inadequate review of WHS performance and incident trends by senior leadership, leading to systemic issues not being identified or addressed Conflicts between production and safety priorities, with no governance mechanism to resolve these in favour of health and safety 	High	<ul style="list-style-type: none"> Develop, approve and communicate a WHS policy endorsed by the PCBU's officers, clearly stating commitment to eliminating or minimising risks so far as is reasonably practicable, in line with the WHS Act 2011 Establish a WHS governance framework that defines senior due diligence duties, including processes for acquiring WHS knowledge, understanding operations, and ensuring appropriate resources and processes are in place Define and document WHS roles, responsibilities and accountabilities for all levels of the organisation, including contractors and members, these into position descriptions and performance reviews Implement formal consultation, cooperation and coordination arrangements with other PCBUs at shared sites, including written agreements that outline WHS responsibilities, information sharing and escalation pathways Schedule regular WHS governance meetings (e.g. board WHS sub-committee, executive WHS committee) with standing agendas covering incident trends, audit results, risk register status and legal compliance updates Create a documented process to resolve conflicts between safety and production, including authority for senior managers to stop or delay work where WHS risks are not controlled Set measurable WHS objectives and key performance indicators (leading and lagging) and integrate these into organisational business planning and reporting cycles Ensure officers receive periodic briefings and training on WHS Act 2011 duties, contemporary WHS risk management practices and emerging hazards relevant to the organisation's operations 	Medium
2. WHS Risk Management System	<ul style="list-style-type: none"> Absence of a formal, organisation-wide risk management procedure consistent with WHS legislation and recognised standards Risk assessments completed only at the task level, with no overarching assessment of system, organisational and management risks Inconsistent quality of risk assessments across sites and projects due to lack of guidance and competency in risk methodologies No centralised WHS risk register capturing critical organisational risks, controls and risk owners Risk controls not linked to responsible persons, timeframes or verification processes, resulting in unimplemented or ineffective controls 	High	<ul style="list-style-type: none"> Implement a documented WHS risk management procedure consistent with the WHS Act 2011, WHS Regulations and ISO 31000, covering identification, assessment, control and review of risks Develop and maintain a central WHS risk register capturing strategic, organisational and system-level risks, with clear risk owners, control measures and review dates Provide training and guidance material for managers and supervisors on risk assessment techniques, including how to identify root causes and system failings Standardise risk rating criteria and consequence/likelihood matrices across the organisation to ensure comparability of risk levels between sites Require that all significant changes (e.g. new projects, new plant, change in layout, introduction of new technology or chemicals) trigger a formal WHS risk assessment and management of change process Establish a review cycle for risk assessments and the WHS risk register (e.g. annually or after notifiable incidents, significant near misses or regulatory changes) Integrate WHS risk information into planning and approval processes for projects, procurement, resourcing and scheduling decisions Introduce verification activities (e.g. internal audits, field leadership walks) to confirm that documented controls are implemented and effective, and feed findings back into the risk register 	Medium

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	<ul style="list-style-type: none"> Failure to review and update risk assessments following incidents, changes to work processes, or introduction of new plant, substances or technologies 			
3. Contractor and Supplier Management	<ul style="list-style-type: none"> Inadequate prequalification and selection of contractors, resulting in engagement of parties with poor WHS capability or non-compliant systems Roles and responsibilities between the PCBU and contractors not clearly defined, leading to unmanaged interface risks on shared worksites Lack of contractor induction into site-specific WHS requirements, emergency arrangements and consultation mechanisms Insufficient monitoring of contractor WHS performance, with unsafe practices not identified or corrected Subcontracting chains and labour hire arrangements obscuring lines of WHS responsibility and communication Procurement decisions driven solely by cost or time with no systematic consideration of WHS performance and risk 	High	<ul style="list-style-type: none"> Implement a contractor management procedure that includes WHS prequalification criteria, such as verification of licences, insurances, WHS policies, procedures and past performance Use documented contracts and scopes of work that clearly define WHS responsibilities, consultation arrangements, incident reporting obligations and authority to stop work Require contractors to provide project-specific WHS management plans that align with the principal PCBUs WHS systems and site rules, and review these prior to mobilisation Implement a structured contractor induction process covering site hazards, controls, emergency procedures, reporting requirements and consultation mechanisms Include WHS performance indicators, reporting requirements and review meetings in contractor contracts and service level agreements Conduct regular WHS inspections, observations and audits of contractor activities, documenting findings and requiring corrective actions with defined timeframes Manage subcontracting and labour hire arrangements through clear contract clauses that preserve WHS standards down the supply chain and require visibility of subcontractor details Incorporate WHS performance history and current WHS management capability as key selection criteria in all procurement decisions related to contractors and high-risk services 	Medium
4. Training, Competency and Supervision	<ul style="list-style-type: none"> Workers and supervisors not adequately trained in WHS responsibilities, risk management and site procedures No systematic assessment of competency for critical roles, including high-risk work, leading hands and supervisors Inconsistent or ad hoc induction processes across sites, resulting in gaps in workers' understanding of general and site-specific hazards Inadequate supervision structure, particularly for new, young, or inexperienced workers and those with limited English proficiency 	High	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Medium

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	<ul style="list-style-type: none"> • Training records not maintained or verified, making it difficult to ensure workers are competent and licences are current • Overreliance on informal, on-the-job instruction without standardised training materials or assessment of learning 		[REDACTED]	
5. Site Planning, Layout and Traffic Management	<ul style="list-style-type: none"> • Poorly planned site layout causing interaction between mobile plant, vehicles and pedestrians • Insufficient planning for delivery, loading, unloading and storage areas, leading to congestion and unsafe material handling practices • Inadequate separation and delineation of pedestrian routes, work zones, exclusion zones and public areas • Unclear responsibility for establishing and maintaining traffic management plans across changing site • Lack of systematic process to review and update site layout as work progresses or new contractors or equipment arrive • Insufficient consideration of emergency access/egress routes and staging areas in site planning 	High	[REDACTED]	Medium
6. Plant, Equipment and Asset Management Systems	<ul style="list-style-type: none"> • No structured system for selection, procurement and introduction of plant and equipment, leading to non-compliant or unsafe assets on site • Inadequate preventative maintenance program resulting in equipment failure, uncontrolled release of energy or other hazardous events 	High	[REDACTED]	Medium

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	<ul style="list-style-type: none"> Lack of formal pre-use inspection systems and defect reporting processes for critical plant and tools Incomplete or inaccessible plant risk assessments, operating manuals and safe operating procedures Modifications to plant or use outside design parameters without engineering review and authorisation Poor management of hire equipment, including uncertainty about inspection, testing and maintenance responsibilities between the PCBU and hire company 		[REDACTED]	
7. Hazardous Substances, Dangerous Goods and Environmental Conditions	<ul style="list-style-type: none"> Lack of systematic identification and assessment of hazardous chemicals and substances used on work sites Safety Data Sheets (SDS) not current, available or understood by workers and supervisors Inadequate storage, segregation and labelling of hazardous substances and dangerous goods Poor controls for dust, noise, vibration, heat, cold and other environmental or occupational hygiene hazards Insufficient planning for management of airborne contaminants, including ventilation and respiratory protection programs No structured process for monitoring worker exposure to hazardous agents or for health surveillance where required by legislation 	High	[REDACTED]	Medium

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8. Consultation, Communication and Worker Engagement	<ul style="list-style-type: none"> Workers and health and safety representatives (HSRs) not adequately consulted on WHS matters affecting them, contrary to WHS Act requirements Information about site hazards, changes, incidents and controls not flowing effectively between management, workers and contractors Lack of structured mechanisms for workers to raise safety concerns, suggestions or reports without fear of reprisal Inconsistent use or absence of toolbox talks, pre-start meetings and WHS committee meetings across sites Language, literacy and cultural barriers reducing workers' ability to understand safety information and participate in consultation processes 	Medium	<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>	Low
9. Incident Management, Reporting and Investigation	<ul style="list-style-type: none"> Under-reporting of incidents, hazards and near misses due to complex processes, fear of blame or lack of feedback Failure to identify notifiable incidents and report them to the regulator as required by WHS legislation Ineffective incident investigations that focus on individual behaviour rather than systemic and organisational factors Corrective actions not clearly defined, prioritised, assigned or tracked to completion Lack of analysis of incident data to identify trends and recurring issues across sites or work types No structured process to share incident learnings and updated controls with the wider workforce and contractors 	High	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Medium

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			[REDACTED]	
10. Emergency Preparedness and Response	<ul style="list-style-type: none"> No coordinated emergency management system addressing site-specific risks such as fire, medical events, spills, structural collapse or security incidents Outdated or incomplete emergency plans that do not reflect current site layout, workforce profile or neighbouring activities Insufficient emergency equipment, signage and communication systems, or lack of maintenance and testing Workers, contractors and visitors not adequately trained in emergency procedures, roles and responsibilities Inadequate liaison with emergency services and neighbouring businesses or PCBUs in shared premises No structured debrief and improvement process following emergency drills or real incidents 	Medium	[REDACTED]	Low
11. Document, Record and Change Management	<ul style="list-style-type: none"> Policies, procedures and work instructions not controlled, leading to use of outdated or inconsistent documents across sites Workers and contractors unable to easily access current WHS documents, forms and records when required Poor version control and approval processes undermining confidence in the WHS management system Inadequate retention, protection and retrieval of WHS records such as training, maintenance, risk assessments and incident investigations 	Medium	[REDACTED]	Low

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	<ul style="list-style-type: none"> Lack of formal management of change processes for organisational, operational or technological changes that affect WHS Changes implemented without assessing WHS impacts or consulting workers, leading to unintended new hazards 		[REDACTED]	
12. Health, Wellbeing and Psychosocial Risk Management	<ul style="list-style-type: none"> Organisational factors such as workload, time pressure, role ambiguity and poor change management leading to psychosocial risks Bullying, harassment, discrimination and inappropriate workplace behaviours not effectively prevented, reported or managed Inadequate systems for managing fatigue, particularly where long hours, shift work, travel or overtime management are present Lack of processes to support workers experiencing mental health issues, critical incidents or personal crises Limited monitoring of absenteeism, turnover or other indicators that may signal psychosocial hazards on work sites Managers and supervisors not trained to identify and respond to psychosocial risks and mental health concerns 	High	[REDACTED]	Medium

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.