

Passenger Transport

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 Leadership & Legal Compliance	<ul style="list-style-type: none"> Lack of clear WHS governance structure and accountability for passenger transport operations Board and senior management not adequately informed of WHS due diligence obligations under WHS Act 2011 Inadequate WHS policy framework specific to passenger transport and public interaction risks Failure to consult, cooperate and coordinate with PCBUs sharing duties (e.g. contractors, depot owners, disability support providers) Insufficient monitoring of compliance with road transport laws, passenger transport regulations and disability standards Inadequate resourcing for WHS (under-staffed safety function, insufficient budget for training and engineering controls) Poor integration of WHS risk management into business planning and performance KPIs Failure to maintain and review WHS management system documentation (policies, procedures, risk registers) in line with legislative or operational changes 	4A	<ul style="list-style-type: none"> Establish and document a WHS governance structure with defined roles, responsibilities and reporting lines for passenger transport activities Implement a due diligence program for officers including regular briefings on WHS Act 2011 duties, key risk indicators and industry trends Develop and maintain an enterprise WHS management system certified or aligned with ISO 45001, explicitly covering passenger and public interface risks Create a WHS legal register capturing relevant WHS, road safety, transport, disability access and anti-discrimination legislation and assign responsibilities for compliance monitoring Implement formal consultation, cooperation and coordination arrangements (MoUs, contracts, joint safety meetings) with other PCBUs sharing facilities, routes or passengers Embed WHS risk management in business planning, including measurable WHS objectives, leading indicators and inclusion of safety performance in management KPIs Allocate sufficient budget and resources for WHS roles, independent audits, safety technology (e.g. telematics, CCTV) and continuous improvement initiatives Undertake annual management system reviews and external audits to verify effectiveness and legal compliance, with corrective action tracking and close-out Ensure policies explicitly address respect and safe service for disabled passengers, vulnerable persons and diverse communities in line with Australian standards and codes 	3H
2. Vehicle Procurement, Design & Safety Standards	<ul style="list-style-type: none"> Procurement of vehicles that do not meet current Australian Design Rules or ANCAP safety recommendations Lack of standardised safety specification across the fleet (inconsistent braking, restraint and driver-assist systems) Inadequate consideration of accessibility requirements for disabled passengers during vehicle selection 	4A	<ul style="list-style-type: none"> Develop a formal fleet procurement policy specifying compliance with Australian Design Rules, state/territory passenger transport requirements and a minimum 5-star ANCAP rating where applicable Standardise critical safety features across the fleet, including ABS, ESC, advanced driver assistance systems (ADAS), seatbelt reminders and stability control Integrate disability access and inclusion requirements into procurement specifications in line with Disability Standards for Accessible Public Transport Require engineered and certified wheelchair restraint systems, ramps or lifts, tactile indicators and priority seating as standard on applicable vehicles Undertake ergonomic and human-factors reviews of cabin and passenger areas, including step heights, handrails, lighting and flooring to minimise slips, trips and falls 	2M

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	<ul style="list-style-type: none"> Absence of engineered solutions for wheelchair securement, ramps, lifts and priority seating Poor internal layout leading to slip, trip and fall risks during passenger embarkation and disembarkation Insufficient safety features for fare collection areas, including driver protection from assault or robbery Inadequate cabin climate control and ergonomics contributing to driver fatigue and discomfort Failure to specify telematics, CCTV and emergency communication systems at procurement stage 		<ul style="list-style-type: none"> Specify secure and ergonomically designed fare collection areas (cash handling safes, barriers, screens, camera coverage) to reduce robbery and assault risk Include specifications for driver seat ergonomics, adjustable controls, climate control and noise reduction to support safe, sustained driving Require installation of telematics, GPS tracking, duress alarms and CCTV as part of base vehicle or fit-out specification Implement a pre-acceptance inspection and commissioning checklist to verify that procured vehicles meet all safety and accessibility requirements before entering service 	
3. Fleet Maintenance, Inspection & Defect Management Systems	<ul style="list-style-type: none"> Inadequate preventive maintenance program leading to mechanical failures in service Unclear responsibilities between in-house and external workshops for safety-critical maintenance Failure to identify and rectify recurring defects or manufacturer recalls Insufficient daily and pre-shift inspection systems for drivers Poor recordkeeping for maintenance repairs and inspections Inadequate process for removing unsafe vehicles from service pending repair Limited oversight of subcontractor or leased fleet maintenance standards Lack of structured program for inspection and maintenance of wheelchair lifts, ramps and securement devices 	4A	<ul style="list-style-type: none"> Implement a documented fleet maintenance system aligned with OEM recommendations, road transport regulations and heavy vehicle national law where applicable Develop planned preventive maintenance schedules for all vehicles with automatic reminders and tracking through a fleet management system Introduce mandatory daily pre-start and post-trip inspection checklists completed by drivers via paper or mobile app, including safety and accessibility equipment checks Establish a clear defect reporting and escalation procedure with timeframes, responsibilities and authority to remove vehicles from service when safety is compromised Maintain comprehensive maintenance, inspection and repair records in an electronic system, accessible for audit and regulatory inspection Review OEM safety bulletins and recall notices regularly and ensure timely rectification across the fleet Include maintenance standards and reporting requirements in contracts with external workshops and leasing providers, with periodic audits for compliance Develop a specific maintenance and inspection program for wheelchair lifts, ramps, hoists, tie-downs and other disability access equipment in line with manufacturer instructions Use trend analysis of faults and incident data to identify systemic maintenance issues and drive design or schedule changes 	2M
4. Driver Recruitment, Competency & Training Systems	<ul style="list-style-type: none"> Inadequate vetting of driver qualifications, licences and right to work 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> • Failure to assess practical driving competence under realistic operating conditions • Insufficient induction on WHS responsibilities, company procedures and local route hazards • Lack of structured ongoing training in fatigue management, defensive driving and emergency response • No formal training in assisting disabled passengers and managing mobility aids • Limited education on dealing with aggressive, intoxicated or vulnerable passengers • Inconsistent assessment and management of language, literacy and numeracy affecting safe work practices • Absence of competency reassessment following incidents, complaints or health changes 		<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>	
5. Fatigue, Scheduling & Workload Management	<ul style="list-style-type: none"> • Excessive driving hours or split shifts leading to driver fatigue • Unrealistic timetables that encourage speeding or risky driving behaviours • Inadequate breaks, rest opportunities and access to amenities on routes • Insufficient monitoring of secondary employment or overtime that increases fatigue risk • Rosters that do not adequately consider circadian rhythm and night work impacts • Poor management of unexpected delays, traffic congestion and service disruptions • No formal fatigue reporting or self-disclosure process for drivers 	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

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			[REDACTED]	
6. Journey Management, Route Risk Assessment & Traffic Interface	<ul style="list-style-type: none"> • Operation on high-risk routes (congested CBD, school zones, level crossings, rural roads) without formal risk assessment • Inadequate planning for adverse weather, bushfire, flood or road closure contingencies • Unsafe locations for passenger embarkation and disembarkation (poor lighting, narrow shoulders, lack of kerb ramps) • Insufficient controls for reversing, depot movements and interactions with other vehicles and pedestrians • Lack of clear procedures for route deviations, breakdowns or emergencies while carrying passengers • Poor coordination with road authorities, event organisers and schools regarding traffic management 	4A	[REDACTED]	2M
7. Passenger Embarkation, Disembarkation & Onboard Movement Management	<ul style="list-style-type: none"> • Slips, trips and falls when boarding or alighting due to step height, wet surfaces or crowding • Passengers moving while vehicle in motion, leading to falls and injuries • Insufficient supervision of children, elderly or disabled passengers during boarding and alighting • Inadequate procedures for managing prams, luggage and mobility aids in aisles and access ways • Poorly designed or managed queues at busy stops leading to pushing, falls or near misses with traffic • Lack of clear communication to passengers about safe boarding and seating practices 	4A	[REDACTED]	2M

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8. Disability Access, Mobility Aids & Assisted Passenger Services	<ul style="list-style-type: none"> Inadequate systems to ensure accessibility features are operational before service Incorrect use or failure of wheelchair lifts, ramps or restraints leading to passenger injury Lack of procedures for assessing safe carriage of different mobility aids and scooters Insufficient time allowed in schedules for drivers to safely assist disabled passengers Poor communication methods for passengers with sensory, cognitive or communication impairments Discriminatory practices or unintentional exclusion of disabled passengers due to staff behaviour or system design No clear process for seeking assistance from additional staff or emergency services when assisting disabled passengers 	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
9. Fare Collection, Cash Handling & Revenue Protection	<ul style="list-style-type: none"> Risk of robbery or assault while handling cash Manual handling and repetitive strain from handling fare media or ticketing equipment Distraction of drivers while operating ticket machines, validating cards or handling cash while driving Fraud, theft or revenue leakage due to poor segregation of duties and weak reconciliation processes Conflict with passengers over fares, concessions or payment methods escalating to aggression or violence 	3H	<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

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10. Violence, Aggression, Security & Public Behaviour Management	<ul style="list-style-type: none"> Physical and verbal assault on drivers or passengers by aggressive individuals Anti-social behaviour including harassment, bullying or discrimination on services Intoxicated or drug-affected passengers creating unpredictable safety risks Lack of rapid response to security incidents, particularly at night or in remote areas Poor coordination with police, transit officers and security providers Under-reporting of threats, near misses and low-level security incidents 	4A	[REDACTED]	2M
11. Communication, Navigation & Remote Area Operations	<ul style="list-style-type: none"> Loss of communication with vehicles operating in remote or low-coverage areas Driver distraction due to improper use of mobile phones, tablets or navigation devices Inadequate location tracking for rapid emergency response Insufficient escalation process for overdue vehicles or missed check-ins Lack of clear procedures for operations in extreme heat, bushfire smoke, storms or floods Limited language support or communication channels for passengers with low English proficiency 	3H	[REDACTED]	2M
12. Health, Wellbeing, Fitness for Work & Impairment Management	<ul style="list-style-type: none"> Drivers operating while impaired by alcohol, drugs (including prescribed medication) or illness 	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> Undiagnosed medical conditions affecting driving performance (e.g. sleep apnoea, vision issues) Psychosocial hazards such as work-related stress, exposure to trauma, bullying or fatigue Sedentary work contributing to musculoskeletal disorders and chronic health conditions Stigma or job security concerns discouraging disclosure of health or mental health issues 		[REDACTED]	
13. Incident Management, Emergency Preparedness & Response	<ul style="list-style-type: none"> Delayed or ineffective response to crashes, medical emergencies, fires or security incidents on vehicles or at stops Unclear roles and responsibilities during emergencies involving multiple agencies Inadequate passenger communication and evacuation procedures, including for disabled passengers Lack of post-incident investigation processes to identify root causes and systemic failures Insufficient drills or training leading to poor staff confidence and performance in emergencies 	4A	[REDACTED]	2M
14. Information, Consultation, Reporting & Continuous Improvement	<ul style="list-style-type: none"> Workers not informed of changes to procedures, routes or safety controls Limited worker participation in WHS decision-making leading to impractical controls 	3H	[REDACTED]	1L

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	<ul style="list-style-type: none"> • Under-reporting of hazards, near misses and minor incidents • Failure to analyse data to identify trends and systemic issues • Inadequate feedback loops so that reported issues are not visibly addressed 		<div style="background-color: black; height: 15px; width: 100%;"></div>	

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/factsheets-and-resources/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.