

Security Work

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, Legal Compliance and Use of Powers	<ul style="list-style-type: none"> Unclear organisational governance for security operations leading to ad-hoc practices and inconsistent decision-making Inadequate understanding of WHS Act 2011 duties by officers, PCBUs, managers and supervisors Misinterpretation or misuse of search, detention and seizure powers creating legal, human rights and WHS exposure Absence of up-to-date policies for boarding, inspection, search and seizure aligned with Commonwealth, State and Territory security and privacy laws Failure to consult with workers on security procedures and associated WHS risks as required under WHS legislation Poor integration of WHS risk management with security operational planning (e.g. intelligence, rules of engagement, escalation procedures) Lack of clear accountability for authorising boarding, searches and seizures, especially in multi-agency operations Inadequate processes for reviewing critical incidents, near misses or complaints arising from security work 	High	<ul style="list-style-type: none"> Establish a formal security governance framework approved by the PCBUs' officers, clearly defining roles, responsibilities and authorities for boarding, inspection, search and seizure work Develop and maintain a comprehensive Security Operations Policy that explicitly references WHS Act 2011 duties (Sections 17–19, 27, 28) and relevant maritime, aviation, policing or protective security legislation Implement a documented procedure for lawful use of powers (search, detention, seizure, evidence handling) reviewed by both legal and WHS advisors, with practical guidance for workers and supervisors Ensure officers exercise due diligence by receiving periodic briefings on WHS and legal risks associated with security operations, including duty of care to persons being searched or detained Embed WHS risk management into operational planning processes, including threat and risk assessments, rules of engagement, escalation pathways and contingency planning for high-risk activities Introduce a formal consultation mechanism (e.g. WHS committee or security working group) involving health and safety representatives (HSRs) and frontline security personnel for development and review of procedures Establish a documented process for authorising operations, including WHS risk sign-off, resource adequacy check and legal compliance confirmation for boarding and search activities Create a critical incident and complaint review panel (security, WHS, legal, HR) to review serious events, identify systemic WHS risks and monitor the effectiveness of implemented controls Schedule annual independent audits of security governance and WHS integration, including record reviews, interviews and field verification of practices Maintain a current legal obligations register (covering WHS, privacy, evidence, use of force, maritime/aviation security) and assign responsibility for updating it when legislation or standards change 	Medium
2. Organisational Risk Management and Planning for Boarding Operations	<ul style="list-style-type: none"> Security operations initiated without formal, documented risk assessments for each class of boarding, inspection, search and seizure activity Inadequate pre-deployment planning for dynamic environments (e.g. hostile persons, unknown cargo, environmental conditions, remote locations) Failure to apply a structured risk matrix, leading to inconsistent or subjective risk ratings and poor prioritisation of controls 	High	<ul style="list-style-type: none"> Implement a formal WHS risk management procedure (consistent with WHS Regulation and ISO 31000) specifically addressing boarding, inspection, search and seizure operations Require documented task-specific risk assessments and operational plans for all planned security operations, including identification of credible worst-case scenarios and control strategies Adopt a standard corporate risk matrix, with training for supervisors and planners on consistent application to security-specific hazards (violence, weapons, confined spaces, biohazards) Define clear operational 'go / no-go' and escalation criteria (e.g. minimum staffing, competency profiles, weather thresholds, intel level, communications status) and embed them in procedures Mandate pre-deployment planning meetings or briefings that include WHS considerations, including emergency response, medical capability and extraction methods 	Medium

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	<ul style="list-style-type: none"> No clear criteria for when operations should be postponed, cancelled or escalated due to WHS risk (e.g. weather, staffing, intelligence alerts) Insufficient integration of intel/threat information into WHS risk assessments, resulting in underestimated risks of violence or weapons Lack of contingency and emergency response planning specific to security operations (e.g. armed resistance, medical emergencies, person overboard) Poor coordination and planning in multi-agency operations, causing role confusion and conflict of procedures 		<ul style="list-style-type: none"> Ensure intelligence, threat reports and previous incident learnings are systematically incorporated into planning documentation and risk assessments Develop joint operational planning templates and memoranda of understanding (MOUs) with partner agencies, clarifying WHS responsibilities, lead agency, and conflict-of-procedures resolution Create standard contingency plans for foreseeable critical events (e.g. aggressive resistance, discovery of weapons, hazardous substances, or suspected trafficking victims) including worker safety priorities Introduce a requirement to review and sign off on assessments at an appropriate management level prior to high-risk or novel operations Schedule periodic scenario-based tabletop exercises to test planning assumptions, risk controls and inter-agency coordination for boarding and search operations 	
3. Worker Competency, Licensing and Training Systems	<ul style="list-style-type: none"> Security officers deployed without appropriate licensing, clearances or competencies for boarding, inspection, search and seizure roles Inadequate training on WHS responsibilities, risk management and duty of care towards detainees, crew and third parties Insufficient skills in dynamic risk assessment, de-escalation, communication, cultural competency and trauma-informed approaches Lack of structured training in legal search techniques, evidence handling, PPE use, and management of persons under stress or in crisis No formal verification of currency of skills, leading to skill fade in rarely used but critical competencies (e.g. restraint methods, emergency procedures) Ad-hoc on-the-job coaching without documented training plans, assessment or sign-off Inconsistent induction for contractors or partner-agency personnel working under the PCBU's operational control 	High	<ul style="list-style-type: none"> Establish a competency framework for all security roles involved in boarding, inspection, search and seizure, specifying mandatory licences, qualifications and competencies Implement a formal training and assessment program covering WHS duties, dynamic risk assessment, de-escalation, conflict management, lawful search and seizure procedures and evidence integrity Require verification and recording of current licences, clearances and qualifications before deployment, with alerts for impending expiries Provide structured training in cultural awareness, communication with vulnerable persons, and human rights obligations to minimise escalation and psychosocial harm Introduce a formal practical assessment and sign-off process for high-risk competencies (e.g. restraint techniques, handcuffing where applicable, use of specialised equipment) before independent deployment Develop an annual training and refresher schedule for security staff, including scenario-based exercises involving boarding and search situations, with WHS learning objectives Ensure all new staff, contractors and partner-agency personnel operating under the PCBU receive a site-specific WHS and security induction prior to engagement Maintain an electronic training and competency register, regularly audited by management, to demonstrate due diligence and identify gaps Provide targeted leadership training for supervisors on balancing operational imperatives with WHS risk controls and worker welfare Review training programs annually based on incident trends, worker feedback and changes to legislation or operational methods 	Medium

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4. Fatigue, Rostering and Workforce Management	<ul style="list-style-type: none"> Excessive working hours, long transits and irregular shifts leading to fatigue and impaired decision-making during security operations Insufficient rest periods between shifts, particularly during multi-day boarding or surveillance operations Poor rostering practices causing inadequate staffing levels, skill mix or supervision on high-risk operations Lack of a formal fatigue risk management system considering travel time, environmental conditions and night operations Pressure to continue operations despite fatigue, due to operational or commercial drivers Inadequate consideration of individual factors (e.g. health conditions, commuting distance) in roster design 	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> <p>[REDACTED]</p>	Medium
5. Equipment, Personal Protective Equipment and Use-of-Force Systems	<ul style="list-style-type: none"> Inadequate specification, procurement or maintenance of security equipment (e.g. restraints, detection devices, radios, body-worn cameras) leading to failure in critical situations Absence of a structured PPE program for security operations (e.g. ballistic vests where relevant, cut-resistant gloves, buoyancy aids, helmets) based on risk assessment Inconsistent or unsafe use of restraints and use-of-force options due to lack of standardised equipment or procedures Poorly controlled storage, issue and tracking of security equipment 	High	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Medium

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	<p>increasing the risk of loss, misuse or unavailability during operations</p> <ul style="list-style-type: none"> Lack of pre-deployment equipment readiness checks at a systems level (not just individual checks) resulting in communication or safety system failures No formal evaluation of new equipment impact on WHS (e.g. musculoskeletal load, entanglement risk on vessels, slip/trip implications) Insufficient maintenance and calibration of detection or screening devices used during inspections 		[REDACTED]	
6. Communication, Command and Coordination Systems	<ul style="list-style-type: none"> Unclear command structure during boarding, inspection, search and seizure operations leading to conflicting instructions and unsafe decisions Inadequate or unreliable communications systems (e.g. radio black spots, incompatible equipment between agencies, uncoordinated signs and terminology) Failure to brief workers and partner agencies on operational procedures, rules of engagement and emergency procedures prior to deployment No established communication protocols for escalation, emergency activation or medical assistance requests Information silos between operations management, WHS, intelligence and frontline workers resulting in incomplete situational awareness Lack of redundancy in communication methods for maritime or remote operations 	High	[REDACTED]	Medium

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			[REDACTED]	
7. Management of Aggression, Violence and Psychosocial Risks	<ul style="list-style-type: none"> • Exposure of workers to aggressive, violent or armed persons during boarding, inspection, search and seizure activities • Insufficient organisational systems for early identification of behavioural risk factors (e.g. intoxication, agitation, mental health issues, trafficking indicators) • Lack of a structured approach to de-escalation, negotiation and withdrawal options, creating pressure 'push through' unsafe situations • Psychosocial harm to workers arising from repeated exposure to conflict, threats, traumatic incidents or challenging material (e.g. child exploitation evidence) • Inadequate post-incident support, debriefing and access to psychological services following critical incidents • Normalisation of abusive behaviour towards staff and under-reporting of threats or incidents • Insufficient organisational policies to manage bullying, harassment or inappropriate conduct within security teams 	High	[REDACTED]	Medium
8. Health Monitoring, Fitness for Duty and Medical Support	<ul style="list-style-type: none"> • Deployment of workers who are medically unfit or physically incapable of meeting the demands of boarding and search work 	High	[REDACTED]	Medium

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	<ul style="list-style-type: none"> • Pre-existing medical or psychological conditions not considered in task allocation, increasing risk of harm to the worker and others • Absence of health monitoring for workers exposed to particular hazards (e.g. noise, vibration, hazardous substances, traumatic events) • Inadequate systems for declaration and management of temporary impairment (e.g. medication, injury, illness, substance use) • Lack of access to timely first aid and medical support during operations, particularly in remote or maritime contexts • No structured process for return-to-work or suitable duties following injury or psychological harm 		<p>[REDACTED]</p>	
9. Information Management, Intelligence and Data Security	<ul style="list-style-type: none"> • Incomplete or inadequate information provided to boarding and search teams, leading to underestimation of WHS risks (e.g. weapons, hazardous cargo, criminal affiliations) • Failure to share relevant WHS-critical intelligence across units or agencies in a timely manner • Inadequate systems for secure handling, storage and access control of sensitive operational information and evidence • Loss or corruption of records related to risk assessments, operational plans, use-of-force reports or incident investigations • No central repository for lessons learned, leading to repeated systemic 	High	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Medium

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	<p>failures and missed opportunities to improve WHS controls</p> <ul style="list-style-type: none"> Poor data governance leading to breaches of privacy or confidentiality obligations when handling personal or sensitive information during searches and seizures 		[REDACTED]	
10. Contractor, Third-Party and Multi-Agency Interface Management	<ul style="list-style-type: none"> Unclear allocation of WHS duties between PCBUs when contractors, vessel operators or partner agencies are involved in boarding and search operations Contractors engaged without robust prequalification regarding systems training and security competencies Conflicting procedures and standards between agencies and contractors creating confusion and unsafe work practices Lack of joint planning, information and briefing for multi-agency operations Inadequate oversight of contractor compliance with agreed WHS and security requirements during operations Poor communication with vessel owners, masters or facility operators regarding WHS expectations and operational impacts 	High	[REDACTED]	Medium

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11. Incident Reporting, Investigation and Continuous Improvement	<ul style="list-style-type: none"> • Under-reporting of WHS incidents, near misses, threats and use-of-force events in security operations • Ineffective or superficial incident investigations that focus on individual blame rather than systemic causes • Lack of formal mechanisms to track corrective actions and verify their implementation and effectiveness • Failure to notify regulators when required under notifiable incident provisions of WHS legislation • No systematic review of incident trends to inform strategic WHS improvements in security operations • Worker perception that raising WHS concerns will lead to negative consequences or be ignored 	High	<p>[REDACTED]</p>	Low

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.