Traffic Control			
Business Name:		ABN:	
Business Address:			
Contact Person:	Phone:	Email:	

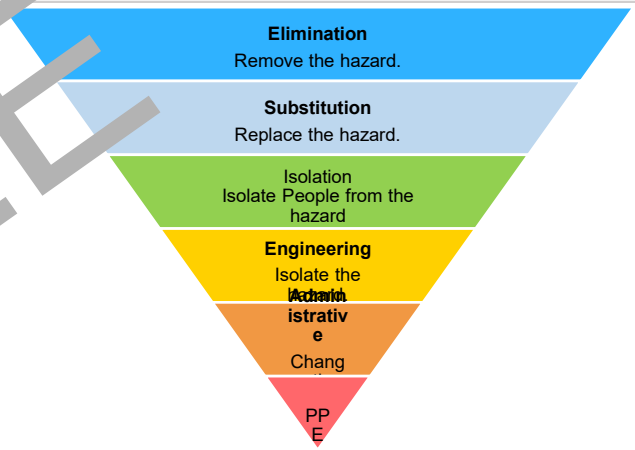
THIS RISK ASSESSMENT IS APPROVED BY THE PCBU OF THE PROJECT		
Under the Work Health and Safety Regulation (WHS Regulation), a person conducting a business or undertaking (PCBU) is required to ensure that a RISK ASSESSMENT is prepared before the proposed work starts.		
Full Name:		
Signature:	Title:	Date:

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
ALMOST CERTAIN	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4 ACUTE		
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED
POSSIBLE	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	4 ACUTE	3H HIGH	Rev before work
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACU	2M MO RATE	Ensure control measures in place.
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 H	1L LOW	Monitor and keep records.

HIERARCHY OF CONTROLS



Risk Rating & Required Action:

4A	Stop work. The risk is intolerable. E inate the hazar redesign the activity before proceeding. A Safe Work Method Statement (SWMS) or hi er-level authorisati is required.
3H	Review and approve additional c rols b ask arts. Senior supervisor sign-off needed.
2M	Ensure all nominated controls are in ace and effe ive. 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 WHS Duties	• Lack of clear allocation of WHS duties under WHS Act 2011 for traffic control operations (PCBU, officers, workers, subcontractors) • Inadequate understanding of duties to consult, cooperate and coordinate with other PCBUs (e.g. principal contractor, client, local council, utilities, police) • Absence of a documented WHS management plan specific to traffic control activities • Failure to integrate traffic control risks into the organisation's overarching risk management framework • Inadequate due diligence by officers in verifying that effective systems exist and are resourced • Poor change management processes for new legislation, standards or indust codes of practice • Insufficient documentation to demonstrate compliance event of an incident or regulat inspection	High	• Establish and maintain a documented WHS manag ent system aligned with WHS Act 2011, WHS Regulation and relevant Codes of Practice (e.g. ffic Management for Construction or Work on Roads where applicable) • Clearly define and document WHS roles, r onsibili and accountabilities for traffic control at PCBU, officer, manager, supervisor and worker levels • Implement a formal legal re ter identifying all plicable W , road safety and local council requirements with responsibili or periodic review d up es • Develop a traffic m ment g ernance procedu that specifies approval processes, authorities and escalation trigge or high k wo (e.g. works n high-speed roads, night works, complex intersections • Requ office to rece periodic du iligence briefings on traffic control risks, performance indicators and s cant in e • Embe a ocume d change management process to assess and control WHS impacts of regulatory change ne work m ods, new equipment or contract requirements • Undert e sc duled internal audits and independent WHS audits of the traffic control management sy m, w h corr tive actions tracked to closure • Ensure ntracts and service agreements include explicit WHS obligations, traffic control standards and p formance reporting requirements for subcontractors • M intain centralised, secure record keeping for policies, procedures, approvals, permits, consultation records, audits, inspections and incident investigations	Medium
2. Planning, Design and Traffic Management Planning	• Inadequate traffi anagement plans (TMPs) that do not flect al si conditions or current standards • Poor integration of traffic control considerations at early pr t nning and design stages • Failure to consider elimination or substitution of road-side work through design (e.g. off-site fabrication, remote monitoring) • TMPs not reviewed when work scope, traffic volumes, speed environment or site layout changes • Lack of engineering input into complex or high-risk traffic arrangements (e.g. multi-lane closures, high-speed roads, interfaces with rail or pedestrians)	High	• Implement a formal traffic management planning procedure requiring risk assessment and TMP development for all works impacting traffic, including standard templates and checklists • Require TMPs to be prepared or reviewed by competent and appropriately accredited traffic management designers in accordance with jurisdictional requirements • Embed a design-stage risk assessment process that explicitly considers options to eliminate or minimise exposure of workers to live traffic (e.g. lane diversions, off-peak works, remote systems) • Establish triggers for formal engineering review of high-risk TMPs (e.g. speed limit above 60 km/h, complex intersections, high traffic volumes, proximity to schools or major events) • Require written endorsement of TMPs by relevant stakeholders (e.g. road authority, council, principal contractor) before implementation, with records retained • Implement a controlled document system so that only current, approved TMPs and diagrams are available in the field and superseded versions are removed from use • Mandate structured pre-start briefings where TMPs are explained to supervisors and traffic controllers, including layout, staging, emergency arrangements and communication protocols	Medium

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
	• Insufficient planning for vulnerable road users such as pedestrians, cyclists, public transport users and school zones • Inadequate assessment of cumulative impacts where multiple contractors or worksites operate in proximity • Poor communication of approved TMPs to supervisors, controllers and other PCBUs		• Set clear requirements for TMP review and re-approval following incidents, near misses, significant traffic complaints or changes to road layout, work staging or traffic conditions • Coordinate TMPs with other PCBUs operating in the same corridor to avoid conflicting signage, overlapping work zones or unsafe driver expectations	
3. Contractor and Subcontractor Management	• Use of traffic control subcontractors without adequate WHS systems or accreditation • Commercial pressures leading to inadequate staffing levels or shortcuts in traffic management set-up, monitoring and removal • Inconsistent WHS standards between principal contractor and subcontractors • Poor communication of site-specific risks, TMP requirements and performance expectations to subcontractors • Lack of monitoring of subcontractor compliance with TMPs, PPE, fatigue, training and incident reporting • Subcontractor selection based on price rather than competency and safety performance • Fragmented responsibility where multiple subcontractors are involved (e.g. sign hire, traffic design, field controllers)		• Implement pre-qualification process for all traffic control providers requiring evidence of accreditation, WHS management systems, training plans, insurance and incident history • Include clear WHS and traffic management performance requirements in contracts (e.g. competency, fatigue management, adherence to TMPs, reporting obligations, audit rights) • Require subcontractors to submit their own WHS plans and procedures demonstrating how they will meet or exceed the principal contractor's standards • Establish a mobilisaton process for new contractors including induction, review of TMPs, clarification of interfaces and confirmation of communication protocols • Carry out scheduled and random field audits of subcontractor traffic control operations against approved TMPs, legislative requirements and internal procedures • Develop a contractor performance review framework including safety leading and lagging indicators (e.g. near misses, non-conformances, audit scores) that influences future work allocation • Specify minimum staffing ratios and competency requirements for various risk levels and ensure these are built into contracts and work orders • Require subcontractors to participate in incident investigations, WHS committee meetings and joint toolbox talks relating to traffic control risks • Implement an escalation process for poor contractor performance, including corrective actions, retraining, suspension of work or contract termination where necessary	Medium
4. Traffic Control Personnel Competency and Training	• Traffic controllers and supervisors lacking mandatory licences, tickets or accreditations required in the relevant state or territory • Inadequate site-specific training on project hazards, TMPs, emergency procedures and communication systems • Lack of refresher training or assessment leading to skills decay, especially for rare or complex scenarios	High	[redacted]	Medium

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
	(e.g. high-speed highways, contraflow arrangements) • Supervisors not competent to oversee high-risk traffic control or to modify TMPs within their authority • Training that focuses only on technical tasks rather than risk awareness, decision-making and communication with other PCBUs and road users • Inconsistent verification of worker competency for labour-hire personnel and subcontractors • Language, literacy or cultural barriers affecting understanding of critical safety information		[redacted]	
5. Fatigue Management, Rostering and Work Scheduling	• Extended shifts, night works and rotating rosters causing fatigue and reduced alertness in traffic controllers and supervisors • Inadequate rest breaks, especially during hot weather, high traffic volumes or complex traffic arrangements • Last-minute schedule changes leading to insufficient recovery periods between shifts • Reliance on overtime and double-shifts during peak periods, events or emergencies • Inconsistent fatigue rules between different PCBUs and subcontractors on the same project • Long travel times to and from remote worksites contributing to overall fatigue load • Lack of management awareness of fatigue indicators and reporting processes	High	[redacted]	Medium

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
			[redacted]	
6. Plant, Vehicles and Equipment Management	• Use of unroadworthy or poorly maintained vehicles, attenuators, variable message signs (VMS) and traffic control devices • Lack of a systematic inspection and maintenance program for traffic management plant and equipment • Modifications to vehicles or equipment (e.g. mounting of arrow boards, beacons, sign racks) without engineering approval • Insufficient controls to ensure that only suitable vehicles are used as protective vehicles or crash attenuator trucks • Inadequate management of hire equipment, including unclear responsibilities for maintenance, inspection and defect rectification • Failure of critical safety systems such as lights, radios or braking systems due to missed servicing or ignored defects • Use of non-compliant signage, delineation devices or safety [redacted] that do not meet relevant standards or guidelines	High	[redacted]	Medium
7. Communication, Coordination and Consultation	• Breakdown in communication between traffic controllers, plant operators, supervisors and other PCBUs on site • Inadequate consultation with workers when planning traffic management changes or responding to emerging hazards • Lack of shared understanding of TMPs, hand signals, radio protocols and emergency procedures • Inconsistent or unreliable communication equipment (e.g. radios with dead zones, flat batteries, incompatible channels)	High	[redacted]	Medium

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
	• Poor coordination with external stakeholders such as emergency services, public transport operators, schools or event organisers • Failure to communicate changes in road conditions or closures to the public, leading to driver confusion and risky behaviours		[redacted]	
8. Emergency Preparedness and Incident Management	• Lack of a coordinated emergency response plan for traffic control incide (e.g. vehicle impact, worker struck by vehicle, equipment failure) • Unclear roles and resp ities between PCBUs an mergency services during an cident • Inadequate plann for rem l or modification of traffic control to all emergency vehicle access • Insufficient first aid resc d trained personnel on or near traffic control sites • Failure to capture, investigate and learn from incidents, near misses and public complaints related to traffic management • Poor business continuity planning for major incidents affecting critical road corridors or key projects	High	[redacted]	Medium

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
			[redacted]	
9. Environmental and Weather Risk Management	• Adverse weather (rain, fog, glare, high winds, heat, dust, smoke) reducing visibility of traffic controls and workers • Flooding, surface water or debris altering driver behaviour or rendering TMPs ineffective • Poor lighting during dawn, dusk or night works contributing to misjudgement by drivers and workers • Environmental constraints (e.g. vegetation, structures, topography) limiting sight distance to signage and work areas • Inadequate planning for seasonal variations, major events or known high-risk conditions (e.g. bushfire smoke, storm season)	Medium	[redacted]	Low
10. Monitoring, Review and Continuous Improvement	• Static WHS system that does not adapt to emerging traffic risks, new technology or regulatory changes • Lack of effective field verification that approved TMPs and procedures are actually implemented as designed • Insufficient performance measurement, preventing identification of deteriorating trends or hotspots • Failure to involve workers in reviewing the effectiveness of traffic control measures and TMP designs	Medium	[redacted]	Low

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
	• Corrective actions from audits, inspections or incident investigations not implemented or not verified • Over-reliance on lag indicators (e.g. injury statistics) without monitoring leading indicators (e.g. near misses, non-conformances, training gaps)		[redacted]	

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

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-of-codes-of-practice

Northern Territory
Work Health and Safety (National Uniform Legislation) Act 2011
Work Health and Safety (National Uniform Legislation) Regulations 2011
Legislation NT: https://worksafe.nt.gov.au/laws-and-compliance/workplace-safety-laws
Codes of Practice NT: https://worksafe.nt.gov.au/forms-and-resources/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

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.

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

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

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

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