Traffic Management on Public Roads and Highways			
Business Name:		ABN:	
Business Address:			
Contact Person:	Phone:	Email:	

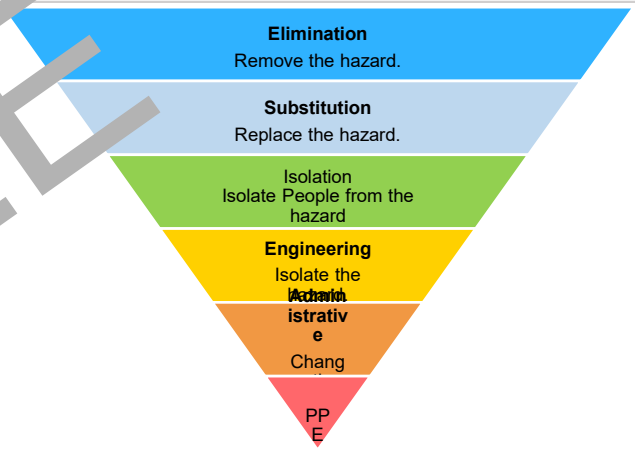
THIS RISK ASSESSMENT IS APPROVED BY THE PCBU OF THE PROJECT		
Under the Work Health and Safety Regulation (WHS Regulation), a person conducting a business or undertaking (PCBU) is required to ensure that a RISK ASSESSMENT is prepared before the proposed work starts.		
Full Name:		
Signature:	Title:	Date:

CLIENT OR PRINCIPAL CONTRACTOR DETAILS	SCOPE OF WORKS
Client:	
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 organisational WHS governance for traffic management on public roads and highways • Failure to identify and comply with WHS Act 2011, WHS Regulations, and road authority requirements (Austroads, state TTM manuals, local council permits) • Inadequate understanding of PCBU, Officer, Worker and Other Persons duties in live traffic environments • No documented traffic management policy or framework linking corporate risk appetite to field operations • Inconsistent application of WHS due diligence by senior management in relation to high-risk traffic activities • Poor integration of WHS obligations with contractual and procurement processes (e.g. subcontractor TTM requirements) • Failure to monitor legis standard and guideline chang or temporary traffic managemen • Insufficient alloca of (budget, time, compet people) to safely manage work on or near publ roads, rail corridors and high-traff areas	4A	• Establish and approve a corporate Traffic anagement d Live Traffic WHS Policy that explicitly references WHS Act 2011 primary duty of ca and r vant road authority requirements • Define and document WHS governance struct for traffic op tions, including roles, responsibilities, authority and reporting lines n Board/Officers t ite level • Embed WHS due diligence ob tions into Board a enior management charters, with specific KPIs relating to traffic m ge nt per mance • Maintain a slative and andards gist overing WHS, temporary traffic management, quick clearance ope ions, rail r idor acce d local permit conditions, with scheduled reviews • Inte WHS gal compliance checks into project initiation, tendering and contract award proces or all w s on or near roads and highways • Requ tha nly ro authority-accredited persons prepare, review and approve traffic management plans (T Ps) public oad works • I lem t an a ual WHS compliance audit program for traffic management activities, including indep t reviews of representative projects and contractors • nsure adequate resourcing (people, equipment, technology and time) is formally assessed and ap oved before commencing work on live roads or railways • Include specific WHS and traffic management obligations in all contracts with traffic control providers, recovery operators and transport subcontractors • Provide targeted WHS Act 2011 and due diligence training for executives and managers overseeing traffic management operations	3H
2. Traffic Management Planning and Design (Including Peak and Live Traffic)	• Inadequate or absent traffic management plans for work on or near roads and highways, including emergency and quick clearance activities • TMPs not tailored to site-specific risks such as high-speed roads, multilane highways, intersections, school zones, rail crossings or constrained corridors • Failure to adequately consider peak rush hour traffic volumes, special events and seasonal variations in traffic patterns	4A	• Implement a formal traffic management planning procedure requiring risk-based TMPs for all works on or near roads, highways, rail corridors and live traffic environments • Require all TMPs to be prepared, reviewed and endorsed by appropriately accredited traffic management designers in accordance with relevant state manuals and Austroads guidance • Integrate traffic modelling or traffic impact assessments into planning for works on high-volume or high-speed roads, including explicit consideration of peak rush hours and special events • Mandate site-specific TMPs for complex or high-risk environments (e.g. motorways, major intersections, school zones, live rail corridors, tunnels and bridges) • Ensure TMPs clearly define work zone boundaries, taper lengths, buffer zones, exclusion zones and safe access/egress points for workers and plant	2M

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	• Poor integration of temporary traffic management with broader road network operations, emergency services and public transport • Inadequate consideration of vulnerable road users (pedestrians, cyclists, motorcyclists, mobility-impaired persons) when establishing work zones • Insufficient planning for complex operations such as incident recovery, heavy vehicle movements, and equipment transport in live traffic environments • TMPs not incorporating safe working under vehicular traffic (e.g. elevated structures, underbridges, tunnels) and around rail interfaces • Failure to review and update TMPs in response to changing site conditions, near misses, or public complaints • Use of generic or outdated TMP templates that do not address contemporary standards or specific hazards • Lack of coordinati[illegible] between multiple contractors workin[illegible] within the traffic corridor or pr[illegible]		• Include explicit design controls for vulnerable road users within TMPs, such as protected pedestrian detours, cyclist routes and accessible crossings • Require pre-start validation of TMPs on site by a c[illegible]petent person to confirm signage, delineation and staging match the approved design • Establish a formal TMP review and amen[illegible]ent process[illegible] address changes in scope, staging, traffic volumes, incidents or community feedback • Coordinate TMPs with road authorities, public[illegible]sport operato[illegible], emergency services and adjacent projects to manage cumulati[illegible]network impacts • Implement governance checks[illegible] TMPs for high-ri[illegible]rations (e.g. contraflow, lane reversals, night operations, quick cl[illegible] work[illegible]eceive higher-level approval • Maintain a v[illegible]ion-control[illegible]l TMP[illegible]ary an[illegible]essons-learned register to drive continuous improvement in design qua[illegible]	
3. Establishing and Maintaining Safe Work Zones and Corridors	• Work zones established without adequate separation from live traf[illegible] (insufficient buffer or late[illegible]rance) • Inconsistent or incorrect placement of signs, cones, barriers and devices compared with TMPs • Uncontrolled access points allowing unauthorised vehicles or public to enter work areas • Work being carried out under live vehicular traffic or on live roads/railways without effective controls • Inadequate systems for establishing safe corridors for moving plant, recovery vehicles or equipment through traffic	4A	• Develop and implement a Safe Work Zone Establishment Procedure aligned with state temporary traffic management manuals and organisational risk appetite • Standardise use of physical separation (e.g. barriers, crash cushions, vehicle-mounted attenuators) for high-speed, high-volume and high-risk locations based on risk assessment • Require a documented pre-opening checklist to verify all devices are installed in accordance with the approved TMP before work commences • Define and control authorised entry/exit points for work zones, incorporating access permits or electronic access logging where feasible • Implement engineering-based work zone designs that minimise worker exposure during installation, modification and removal of traffic devices • Mandate additional controls (e.g. shadow vehicles, reduced speed zones, extended tapers) for activities under or adjacent to live traffic streams	2M

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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 visibility of work zones at night or during adverse weather, increasing risk of vehicle intrusion • Failure to maintain work zone integrity throughout the shift (devices moved, missing or damaged) • Insufficient protection for workers working near roads or busy areas, particularly during set-up and removal of traffic devices • Work carried out on or near roads without traffic controls due to planning or resourcing failures		• Implement scheduled inspection rounds by a competent person to verify that the work zone remains compliant and effective throughout the shift • Use enhanced visibility measures (lighting, retroref[illegible]tive devices, high-conspicuity barriers, smart warning signs) for night works and poor weather conditions • Require the use of protective systems su[illegible]as positive p[illegible]tection barriers where practicable on high-speed or high-risk corridors • Prohibit unsanctioned work on or near roads w[illegible]ut traffic cont[illegible]ls through clear policy, training and disciplinary procedures • Maintain a defect and non-co[illegible]mance reporting s[illegible]m for work zone set-up, with corrective actions tracked to completi[illegible]	
4. Organising Traffic Control Operations and Personnel	• Inadequate organisational structure and supervision for traffic controllers and spotters • Traffic controllers allocated without verifying accreditation, competency or currency of licences • Insufficient staffing levels to safely manage complex or multi-point control (intersections, ramps, si[illegible]ds) • Poor communicati[illegible] channels between traffic controllers, [illegible]e supervisor[illegible] recovery crews and [illegible]ant [illegible]ators • Lack of clear authority and escalati[illegible] pathways for stopping work due to [illegible]affic safety concerns • Failure to manage third-party traffic control companies under the organisation's WHS management system • Traffic controllers placed in unsafe positions due to poor planning or supervisory oversight • Inconsistent handover and shift-change processes leading to gaps in traffic control coverage	4A	[redacted]	2M

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5. Manual Traffic Control and Direction of Traffic	• Reliance on manual directing of traffic where engineering or automated controls would be safer • Traffic controllers exposed to live traffic without adequate physical protection or escape paths • Miscommunication or unclear signalling leading to vehicle collisions or near misses • Cognitive overload for controllers during busy hours, complex lane configurations or incident recovery operations • Inadequate procedures for directing heavy vehicles, oversized loads or public transport vehicles • Failure to adjust manual control arrangements for changing conditions (congestion, light, weather, incident escalation) • Traffic controllers working alone in high-risk locations without effective monitoring	4A	[redacted]	2M
6. Journey Management and Equipment Transport in Live Traffic	• Lack of journey management planning for transporting equipment and materials to and from roadside or highway works • Inadequate route selection, leading to unnecessary exposure to high-risk roads, peak congestion or level crossings • Vehicles stopping or reversing in unsafe locations to access worksites • Insufficient coordination between transport operations and on-site traffic management arrangements • Fatigue and time-pressure risk for drivers during long shifts, night works or compressed programs • Inadequate planning for quick clearance and incident response requiring rapid deployment on busy roads	3H	[redacted]	2M

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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 control of subcontracted transport providers operating outside organisational WHS systems		[redacted]	
7. Competency, Training and Behavioural Safety for Live Traffic Environments	• Workers operating in live traffic environments without appropriate competency, accreditation or experience • Insufficient understanding of temporary traffic management principles by supervisors and planners • Complacency or risk-normalisation among workers regularly working beside busy roads and highways • Inadequate training on working under vehicular traffic, near rail corridors or in complex interchanges • Poor hazard perception and situational awareness when directing traffic during busy hours or quick clearance operations • Failure to train workers on specific organisational procedures, not just generic traffic control [redacted] • Limited capability to manage aggressive or non-[redacted]rs from a behavioural [redacted]int	4A	[redacted]	2M
8. Fatigue, Rostering and Work Scheduling (Including Peak Rush Hours)	• Inadequate control of fatigue for workers performing long [redacted]ght works, early starts or quick-turnaround rosters • Schedules that require work during peak rush hours without additional planning or support • Insufficient staffing levels resulting in extended periods of high concentration for traffic controllers and supervisors • Lack of formal review of cumulative fatigue for personnel working across multiple sites or employers	3H	[redacted]	2M

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SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
	• Pressure to keep traffic moving leading to workers skipping breaks or extending shifts • Inadequate provisions for rest areas, amenities and breaks in remote or constrained roadside locations		[redacted]	
9. Plant, Vehicles and Equipment Management for Traffic Operations	• Inadequate specification or procurement of vehicles and plant for use in high-risk traffic environments • Lack of crash-protection features or attenuators on vehicles operating as shadow or protection vehicles • Poor maintenance systems leading to unreliability of critical traffic devices (portable signals, VMS boards, lighting, barriers) • Failure of warning lights, beacons or communications equipment during operations on live roads • Inadequate control over modifications or fit-outs that affect vehicle safety in traffic management applications • Inconsistent use or availability of approved traffic control devices meeting Australian Standards • No system for pre-deployment checks of plant and devices used to manage or protect live traffic works	3H	[redacted]	2M
10. Remote Area, Communications and Incident Response Systems	• Inadequate communication coverage for works in remote corridors, rural highways or rail interfaces • Lack of clear incident and emergency response procedures for work on live roads and railways • Delayed response to vehicle intrusions, crashes or worker injuries due to poor communications • No formal coordination protocols with emergency services and road network control centres	3H	[redacted]	2M

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SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
	• Inadequate systems to support quick clearance operations while maintaining worker safety • Failure to manage dynamic risks such as weather events, visibility reduction or sudden congestion • Workers operating alone or in small teams without appropriate monitoring in high-risk or isolated locations		[redacted]	
11. Public and Third-Party Interface, Community and Stakeholder Management	• Inadequate systems to protect members of the public moving through or adjacent to work zones • Poor communication with local communities, businesses and road users about changed traffic conditions • Unmanaged interactions with pedestrians, cyclists and other vulnerable road users near work areas • Conflict with road users due to perceived delays, confusion or inadequate signage during busy hours • Lack of mechanisms to capture and address public complaints or incident reports • Disruption to emergency service routes, public transport or school zones without prior coordination • Failure to address accessibility requirements for persons with disability during temporary traffic management	3H	[redacted]	2M
12. Monitoring, Inspection, Auditing and Assurance of Traffic Management	• Infrequent or ineffective inspections of traffic management setups and live work zones • Lack of objective verification that TMPs are implemented as designed • Inadequate auditing of contractors and third parties providing traffic management services • Failure to detect systemic non-compliance or drift from approved standards over time	3H	[redacted]	1L

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SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
	• Over-reliance on self-reporting without independent field verification • Inconsistent documentation of inspections, findings and corrective actions		[redacted]	
13. Incident, Near-Miss and Hazard Reporting, Investigation and Learning	• Under-reporting of near misses, unsafe conditions and public complaints related to traffic management • Superficial incident investigations that do not address systemic or organisational contributors • Lack of structured learning processes following serious incidents or regulatory interventions • Failure to share lessons learnt acros projects, regions and contractors • Inadequate interface wit gulator notifications and roa thority reporting obligations • Perception of bla cultu discouraging open re ng about tr ic risks and mistakes	3H	[redacted]	2M
14. Contractor, Subcontractor and Interface Management for Traffic Operations	• Use of traffic control and recovery contractors without adequate WHS capability assessment • Inconsistent safety standards and procedures between principal contractor and traffic management providers • Gaps in responsibility at interfaces between multiple PCBUs sharing a live traffic worksite • Contractual arrangements that unintentionally incentivise unsafe practices (e.g. penalties solely based on delay times)	3H	[redacted]	2M

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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 oversight of subcontractors involved in quick clearance, incident recovery or after-hours works • Lack of clarity on who controls specific traffic risks at complex multi-party worksites		[redacted]	
15. Change Management, Seasonal, Event and Peak-Demand Adjustments	• Uncontrolled changes to scope, staging or timing of works affecting traffic conditions • Failure to reassess risks for works during seasonal peaks (holidays, tourist seasons) or major events • Introduction of new technology, devices or methods without appropriate risk assessment and training • TMP changes made in the field without formal review or approval, leading to unsafe layouts • Insufficient planning for escalations i traffic volume due to network incidents detours or road closures elsewhere • Overlapping works fr ple projects resulting in mulative traffic risk not being ass sed	3H	[redacted]	2M
16. Environmental and Weather-Related Traffic Safety Management	• Adverse weather conditions (rain, f , heat, wind) reducing visibility of traf control devices and work • Water, debris or spills encroaching into traffic or work zones, especially around recovery operations • Glare or poor lighting making signage and delineation difficult to interpret for drivers • Bushfire, flood or storm events impacting the safety of roadside work and evacuation routes • Inadequate planning for dust, noise or other environmental impacts that distract or disorient road users near work areas	3H	[redacted]	2M

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SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
	• Failure to adjust traffic management for reduced braking distances and surface friction in wet or contaminated conditions		[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