Crisis Communication | SAFE WORK METHOD STATEMENT (SWMS)

TASK OR ACTIVITY: Crisis Communication

Business Name:		ABN:	SWMS#
Business Address:			
Contact Person:	Phone:	Email:	

THIS SAFE WORK METHOD STATEMENT 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 safe work method statement (SWMS) is prepared before the proposed work starts.

Full Name:			
Signature:		Title:	Date:

Details of the person(s) responsible for ensuring implementation, monitoring and compliance of the SWMS as well as reviews and modifications of the SWMS.

Full Name:		Title:	Phone:

ALL PERSONNEL PARTICIPATING IN ANY ACTIVITY ON THIS SWMS MUST HAVE THE FOLLOWING COMMUNICATED	NAME OF ALL RELEVANT PERSONNEL WHO HAVE BEEN CONSULTED AND COMMUNICATED TO IN THE DEVELOPMENT AND APPROVAL OF THIS SWMS
Safety meetings or toolbox talks will be scheduled in accordance with legislative requirements to first identify any site hazards, second to communicate those hazards and then to further take steps to either eliminate or control each hazard.	
If an incident or a near miss occurs, all work must stop immediately. Depending on the severity of the incident, a meeting will be called with all workers to amend the SWMS if required. The meeting may also be an educational opportunity.	
Any changes made to the SWMS after an incident or a near miss must be approved by the Person Conducting Business or Undertaking and communicated to all relevant personnel.	
The SWMS must be kept and be available for inspection at least until the work is completed. Where a SWMS is revised, all versions should be kept. If a notifiable incident occurs in relation to which the SWMS relates, then the SWMS must be kept for at least two years from the occurrence of the notifiable incident.	

CLIENT OR PRINCIPAL CONTRACTOR DETAILS	
Client:	SCOPE OF WORKS
Project Name:	
Project Address:	
Project Manager:	
Contact Phone:	
Date SWMS supplied to Project Manager:	

SAMPLE

ANY HIGH-RISK CONSTRUCTION WORK BEING CARRIED OUT	
☐ involves a risk of a person falling more than 2 meters	☐ is carried out on or near pressurised gas mains or piping
☐ is carried out on a telecommunication tower	☐ is carried out on or near chemical, fuel or refrigerant lines
☐ involves demolition of an element of a structure that is load-bearing	☐ is carried out on or near energised electrical installations or services
☐ involves demolition of an element related to the physical integrity of a structure	☐ is carried out in an area that may have a contaminated or flammable atmosphere
☐ involves, or is likely to involve, disturbing asbestos	☐ involves tilt-up or precast concrete
☐ involves structural alteration or repair that requires temporary support to prevent collapse	☐ is carried out on, in or adjacent to a road, railway, shipping lane or other traffic corridor
☐ is carried out in or near a confined space	☐ is carried out in an area of a workplace where there is any movement of powered mobile plant
☐ is carried out in/near a shaft or trench deeper than or tunnel involving use of explosives	☐ is carried out in areas with artificial extremes of temperature.
☐ is carried out in or near water or other liquid that involves a risk of drowning.	☐ involves diving work.

ANY HIGH-RISK MACHINERY OR EQUIPMENT NEARBY

RISK MATRIX

LIKELIHOOD	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC	SCORE	ACTION	HEIRARCHY OF CONTROLS
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	Review before work starts.	
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	2M MODERATE	Ensure control measures in place.	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records	

Hierarchy of Controls funnel:
- **Elimination** — Remove the hazard.
- **Substitution** — Replace the hazard.
- **Isolation** — Isolate People from the hazard.
- **Engineering** — Isolate the hazard.
- **Administrative** — Change the work.
- **PPE**

Notes on Hierarchy of Controls: Elimination methods are the most effective and preferred when controlling a hazard. Substitution is the second most effective method of controlling a hazard. Engineering by isolation is the third most effective, while Administrative Controls by changing the work is the fourth most effective method. PPE (Personal Protective Equipment) is the least effective method.

PERSONAL PROTECTIVE EQUIPMENT (PPE)
Select the appropriate PPE above suitable for the equipment used or the job task being performed (if applicable).

FOOT PROTECTION	HAND PROTECTION	HEAD PROTECTION	HEARING PROTECTION	EYE PROTECTION	RESPIRATORY PROTECTION	FACE PROTECTION	HIGH-VIS CLOTHING	PROTECTIVE CLOTHING	FALL PROTECTION	SUN PROTECTION	HAIR/JEWELLERY SECURED
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Other PPE Required:

Permit or Licenses Requirements	Mandatory Qualifications and Training

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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. Preparation	Unclear communication, Information leakage	2M	- Establish a centralised communication team responsible for managing crisis information and dissemination. - Develop a clear communication strategy that address objectives, key messages, target audiences, and preferred channels of communication. - Create pre-approved templates and scripts for common scenarios to ensure consistent messaging during a crisis. - Conduct regular training sessions for spokespersons and staff on effective communication techniques and crisis management protocols. - Implement a secure platform or tool for internal communication to prevent information leaks and manage sensitive data. - Define roles and responsibilities for all team members involved in crisis communication to minimise confusion and errors. - Test the crisis communication plan regularly through drills and simulations to identify potential gaps and areas for improvement. - Set up a process for monitoring and evaluating media coverage and social media platforms to quickly address misinformation and rumours. - Ensure that all communications are clear, concise, and free of jargon to maximise understanding amongst diverse audiences. - Establish a protocol for obtaining rapid approvals from senior leadership for all outgoing communications during a crisis. - Collect feedback post-crisis to assess the effectiveness of communication efforts and update the plans accordingly.	1L
2. Initial Communication	Incorrect messaging, Stress and confusion	3H	- Develop a clear crisis communication plan in advance, outlining specific messaging guidelines. - Conduct regular training sessions for the crisis communication team to ensure they are well-prepared. - Designate a centralised communication leader to manage messages and ensure consistency. - Provide up-to-date and accurate information to all involved personnel to reduce misinformation. - Implement a review process for messaging to identify and correct inaccuracies before distribution. - Create pre-approved templates for various crisis scenarios to streamline message creation. - Utilize simple and clear language to minimize misunderstandings and confusion among recipients. - Encourage open lines of communication for feedback to quickly address any inconsistencies in messaging. - Introduce stress management resources for communication team members to alleviate potential stress.	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
			- Maintain a frequently updated Q&A resource to address common concerns that may arise during the crisis. - Schedule regular briefings and updates to keep all stakeholders informed and reassured as new information becomes available.	
3. Fact Gathering	Misinterpretation, Incomplete Data	2M	- Ensure all data is sourced from reliable and verified sources to minimise the risk of misinformation. - Implement a cross-checking process where data is reviewed by multiple team members to verify accuracy. - Provide training for staff on how to interpret data correctly and avoid assumptions or biases. - Establish clear guidelines on data collection methods to standardise processes and reduce errors. - Use technology tools that assist in data analysis to ensure comprehensive fact gathering. - Encourage open communication within the team to facilitate clarification and question any doubtful information. - Develop a checklist of critical information that must be collected and verified during crisis situations. - Allocate sufficient time for thorough data collection to prevent hurried or incomplete information gathering. - Designate a specific team member responsible for verifying the completeness of the data collected. - Regularly update crisis communication protocols to reflect new learnings from past experiences and data interpretation challenges. - Conduct regular drills to test the team's ability to gather and interpret data accurately under pressure. - Create a feedback loop where team members can report potential issues or improvements related to data handling. - Incorporate external experts or consultants when necessary to provide additional insights or validate complex datasets.	1L
4. Strategy Planning	Unclear responsibilities, Ineffective strategy	3H		2M

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5. Message Development	Incorrect or incomplete information, Conflicting messages	3H			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
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			▮▮▮▮▮▮▮▮▮▮		
6. Delivery of the message	Message misinterpretation, Technological issues	2M	▮▮▮▮▮▮▮▮▮▮▮▮		1L
7. Monitoring Responses	Missed feedback, Misinterpretation of responses	3H	▮▮▮▮▮▮▮▮▮▮▮▮		2M

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8. Updating Messages	Incorrect updates, Delay in updating information	3H		2M

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9. Stakeholder Management	Missed stakeholders, Miscommunication	3H			2M
10. Risk Assessment	Poor risk evaluation, Ignored potential risks	4A			2M

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11. Crisis Response	Delayed response, Insufficient resources	3H		2M
12. Post-Crisis Review	Incomplete review, Overlooked factors	2M		1L

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13. Debriefing	Inadequate reflection, Lack of learning	2M			1L

JOB STEP	POTENTIAL HAZARDS	IR	CONTROL MEASURES		RR
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14. Action Plan Revision	Insufficient revisions, Lack of feedback	3H			2M
15. Training	Inadequate training, Lack of re-training	3H			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
16. Documentation	Errors in documentation, Incomplete records	2M		1L

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
17. Review & Improvement	Lack of continuity, inadequate improvement plans	2M			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
18. Recovery Activity Management	Poor recovery planning, Inadequate resources	4A			3H
19. Public Relation Management	Mismanagement of public sentiment, Media miscommunication	4A			3H

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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
20. Evaluation & Control	Inadequate post-change evaluation, poor control measures implementation	3H			2M

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

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 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 2017
Legislation NSW: https://www.safework.nsw.gov.au/legal-obligations/legislati
Codes of Practice NSW: https://www.safework.nsw.gov.au/resource-library/list-codes-of-practi

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/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

SIGNATORIES OF THE SAFE WORK METHOD STATEMENT

The signed and dated personnel listed below have cooperated in the consultation and development of this Safe Work Method Statement which has been approved by the Person/s Conducting a Business or Undertaking (PCBU). In signing this Safe Work Method Statement each individual acknowledges and confirms that they have read this SWMS in full, having raised any questions for items on this Safe Work Method Statement that require clarification, and confirms that they are competent, skilled and knowledgeable for the task assigned to them. Every person acknowledges that they have received the relevant training and qualifications where required, before carrying out any work contained in this Safe Work Method Statement. By signing this Safe Work Method Statement each individual agrees to work safely, to follow any safe work instructions which are provided, and agrees to use all Personal Protective Equipment where appropriate.

Worker Name	Signature	Date

SAFE WORK METHOD STATEMENT MONITORING AND REVIEW

The SWMS must be reviewed regularly to make sure it remains effective and must be reviewed (and revised if necessary) if relevant control measures are revised. The review process should be carried out in consultation with workers (including contractors and sub-contractors) who may be affected by the operation of the SWMS and their health and safety representatives who represented that work group at the workplace.

When the SWMS has been revised the PCBU must ensure that all persons involved with the work are advised that a revision has been made and how they can access the revised SWMS, including all persons who will need to change a work procedure or system as a result of the review are advised of the changes in a way that will enable them to implement their duties consistently with the revised SWMS. All workers that will be involved in the work must be provided with the relevant information and instruction that will assist them to understand and implement the revised SWMS.

The SWMS must be monitored regularly for the effectiveness of ensuring hazard controls are effective in reducing the risk of incidents, keeping the workplace safe for all personnel. The person responsible for monitoring the effectiveness of the Safe Work Method Statement should employ a multi-faceted approach which includes but is not limited to:

1. Spot Checks.
2. Consultation with workers, contractors and sub-contractors.
3. Internal audits on a continual basis.

An approach of continuous improvement, promptly recording inconsistencies or deficiencies, followed up by immediate corrective action and consultation with all relevant personnel ensures that the PCBU is consistently developing ever-improving systems of safe work principles.

REVIEW NUMBER	1	2	3	4	5	6	7
NAME							
INITIALS							
DATE							

SAFE WORK METHOD STATEMENT REVIEW CHECKLIST

This Safe Work Method Statement Review Checklist is to be followed and used upon initial development of the SWMS to help ensure that all steps have been adequately taken before work commences. Think of this document as an internal audit review checklist before commencing work, and may form part of a Toolbox Talk (safety meeting) and may be used as an opportunity for education and training.

ITEMS WHICH MUST BE INCLUDED IN THE SWMS	COMPLETED	COMMENTS
The company details have been entered, including the project name and address.	☒	
All relevant personnel consulted during the development of the SWMS.	☒	
Name, signature, position and date signed of the person approving the SWMS.	☐	
Specific personnel and qualifications, experience is noted in the SWMS.	☒	
Provides a step-by-step process of tasks required to carry out the activity or task.	☒	
Adequate risk assessment of any identified hazards has been completed.	☒	
Foreseeable hazards are identified and documented for each step.	☒	
Any hazards listed in any site risk assessments have been added to the SWMS.	☒	
SWMS initial risk (IR) column as well as residual risk (RR) column completed.	☒	
Check control measures added to the SWMS are the most effective selected.	☒	
Responsible person is assigned and listed on the SWMS for the implementation of control measures.	☒	
Permit or licenses requirements specified, such as Hot Work, Electrical Work, Work at Heights etc.	☒	
SWMS identifies plant and equipment to be used.	☒	
Details of inspection checks required for any equipment listed are noted on the SWMS.	☒	
Describes any mandatory qualifications, experience, training or skills required to perform the work.	☒	
Applicable personal protective equipment is selected on the SWMS.	☒	
Reflects and documents any legislative references and/or Australian Standards.	☒	
Identifies any hazardous substances used with specific control measures in line with any SDS.	☒	

REVIEWED BY		DATE REVIEWED	
SIGNATURE		**DATE COMPLETED**	