

NOTE: EXAMPLE SWMS ONLY – Requires Project Specific review & modifications to align with every project.

COMPANY DETAILS – <i>Tick the applicable operational office location for the workplace</i>				
Name XXXX Address XXXX ABN# XXXX				
WORKPLACE NAME	XXXX		PROJECT NUMBER	XXXX
WORKPLACE ADDRESS	XXXX		SWMS # XX	REV XX
ACTIVITY OR TASK: <i>(provide sufficient details to clearly explain the specific activity or task to be performed).</i>		DINCEL WALL: Form, Reinforcing and Pouring Concrete – Includes the fabrication and installation of formwork, fabrication and installation of reinforcement, pouring concrete for all concrete elements including works completed within an excavation.		
SWMS PREPARED and REVIEWED BY (Names)	XXXX	SIGNATURE	DATE	XXXX
	XXXX	SIGNATURE	DATE	
SWMS APPROVED BY (Name)	XXXX	SIGNATURE	DATE	
PERSON SUPERVISING WORK (Name)	XXXX	POSITION OF PERSON SUPERVISING	XXXX	
MINIMUM NO. OF PERSONS INVOLVED IN TASK	XXXX	DURATION OF WORKS <i>(Start / Finish)</i>	XXXX	
PERSONNEL DETAILS - <i>All competencies identified as being required to perform activity shall be recorded.</i>		TRAINING REQUIREMENTS - <i>Identified gaps in skills and training required to perform activity</i>		
WHS General Construction Induction		All personnel to undertake site specific induction prior to commencement of any work on site		
Scaffolding Competency, Formwork				
EQUIPMENT DETAILS - <i>All plant and equipment identified as being required to perform activity shall be recorded.</i>		LEGAL REFERENCES –. <i>List Legislation, Codes of Practice or Standards that specifically apply to this activity</i>		
Plant and Equipment	Safety / Emergency Equipment	Minimum PPE	WHS Act 2011	Managing the Risk of Falls in the Workplace 2019
Generator, Leads	First Aid Kit	Hard hat	WHS Regulations 2017	Hazardous Manual Tasks CoP 2019
Grinder, Scaffold, Form Work,	Fire Extinguisher	Steel capped boots	Manage Health and Safety Risks CoP 2019	How to Manage Work Health and Safety Risk 2019
Concrete Boom Pump,		Approved eye protection	Construction Work CoP 2019	AS 1576.1 Scaffold General Requirements
		High vis long sleeve shirts	Managing Risk of Plant in the Workplace CoP 2019	Formwork CoP 2020
		Trousers	Work Near Overhead Powerlines 2006 NSW	
		Gloves	Managing Risks of Hazardous Chemicals CoP 2019	

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List SUBSTANCES in work area / to be used				Any Hazardous Substances listed here must be assessed for risk and appropriate controls applied in this SWMS		
Item #	Substance	SDS Classification (Tick)		PPE Requirements	Hazards	Control Measures
		Hazardous	Dangerous			
1		<input type="checkbox"/>	<input type="checkbox"/>			
2		<input type="checkbox"/>	<input type="checkbox"/>			
3		<input type="checkbox"/>	<input type="checkbox"/>			

HAZARD IDENTIFICATION - Below are examples of typical hazards that may be present. If any item is ticked, the step in the task that presents the hazard **MUST** be included in the following Task Breakdown section.

HIGH RISK		HIGH RISK		HIGH RISK		WORK CONDITIONS		ENVIRONMENTAL		ADDITIONAL PPE		ADDITIONAL EQUIPMENT				
Work Location		Working at Heights		Live Equipment		Trip Hazards		<input type="checkbox"/>	Air Pollution (dust)		<input type="checkbox"/>	Gloves	<input type="checkbox"/>	Signage	<input type="checkbox"/>	
Difficult Entry/Exit	<input type="checkbox"/>	Scaffolding	<input type="checkbox"/>	Plant Room Hazards	<input type="checkbox"/>	Slippery Surfaces	<input type="checkbox"/>	Air Pollution (fumes)	<input type="checkbox"/>	Goggles	<input type="checkbox"/>	Barricades	<input type="checkbox"/>		<input type="checkbox"/>	
Oxygen Deficiency	<input type="checkbox"/>	Elevated Work Platforms	<input type="checkbox"/>	Live Rails	<input type="checkbox"/>	Poor Lighting	<input type="checkbox"/>	Soil Erosion	<input type="checkbox"/>	Face Shield	<input type="checkbox"/>	Ventilation	<input type="checkbox"/>		<input type="checkbox"/>	
Oxygen Excess	<input type="checkbox"/>	Ladders Being Used	<input type="checkbox"/>	Moving Machinery	<input type="checkbox"/>	High Noise Area	<input type="checkbox"/>	Removal of Vegetation	<input type="checkbox"/>	Dust Mask	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
Engulfment	<input type="checkbox"/>	Fall Restraint Needed	<input type="checkbox"/>	Pressurised Fluids	<input type="checkbox"/>	Housekeeping	<input type="checkbox"/>	Water Pollution (Sediment)	<input type="checkbox"/>	Hearing PPE	<input type="checkbox"/>	Personal Locks	<input type="checkbox"/>		<input type="checkbox"/>	
Toxic Gas Present	<input type="checkbox"/>	Fall Arrest Needed	<input type="checkbox"/>	Pneumatics	<input type="checkbox"/>	Moving Traffic / Rail	<input type="checkbox"/>	Chemical Spills to Land	<input type="checkbox"/>	Harnesses	<input type="checkbox"/>	Rescue Plans	<input type="checkbox"/>		<input type="checkbox"/>	
Explosive Gas Present	<input type="checkbox"/>	Falling Objects	<input type="checkbox"/>	Automated Controls	<input type="checkbox"/>	Extreme Temps	<input type="checkbox"/>	Pesticides / Chemicals	<input type="checkbox"/>	Hi-vis Clothing	<input type="checkbox"/>	Extra Lighting	<input type="checkbox"/>			
Potentially Difficult rescue	<input type="checkbox"/>	Work near excavations	<input type="checkbox"/>	Radiation	<input type="checkbox"/>	Remote Area	<input type="checkbox"/>	Community Impact	<input type="checkbox"/>	Lace up boots	<input type="checkbox"/>					
Confined space permit required Y/N? (If Y attach)	<input type="checkbox"/>	Work at heights permit required Y/N? (If Y attach)	<input type="checkbox"/>	Isolation plan required Y/N? (If Y attach)	<input type="checkbox"/>	Inhalation Dust / Fibres	<input type="checkbox"/>	Spills to Drains / Waterways	<input type="checkbox"/>	ENVIRONMENTAL PRECAUTIONS						
						On / Over Water	<input type="checkbox"/>	Potential to Start Fire	<input type="checkbox"/>	Dust Suppression						<input type="checkbox"/>
Hot Works		Concealed Services		Electrical Safety		UV Radiation	<input type="checkbox"/>	Transfer of Pest Animals	<input type="checkbox"/>	Clean Down Vehicles		<input type="checkbox"/>				
Flammable materials	<input type="checkbox"/>	Slab / Wall Penetrations	<input type="checkbox"/>	Electrical Hazards – LV	<input type="checkbox"/>	Standing Water	<input type="checkbox"/>	Transfer of Pest Weeds	<input type="checkbox"/>	Noise Screening		<input type="checkbox"/>				
Total fire ban	<input type="checkbox"/>	Underground Services	<input type="checkbox"/>	Electrical Hazards – HV	<input type="checkbox"/>	TASK HAZARDS	<input type="checkbox"/>	Animal Injury / Fatality	<input type="checkbox"/>	Hydrocarbon / Chemical Spill Kits		<input type="checkbox"/>				
Sparks produced	<input type="checkbox"/>	Earth Breakthrough	<input type="checkbox"/>	Wet areas	<input type="checkbox"/>	Tools & Equipment	<input type="checkbox"/>	Disturb Heritage Sites	<input type="checkbox"/>	Sediment Fences		<input type="checkbox"/>				
Hot off cuts	<input type="checkbox"/>	Concealed services permit required Y/N? (If Y attach)	<input type="checkbox"/>	Overhead Services	<input type="checkbox"/>	Manual Handling	<input type="checkbox"/>	Threatened Species	<input type="checkbox"/>	Reduced Driving Speeds		<input type="checkbox"/>				
Potential to start fire	<input type="checkbox"/>				<input type="checkbox"/>	Sharp Materials	<input type="checkbox"/>	Waste Generation	<input type="checkbox"/>	Rubbish Bins	<input type="checkbox"/>					
Explosive gas in area	<input type="checkbox"/>	Excavation Permit required Y/N? (If Y attach)	<input type="checkbox"/>		<input type="checkbox"/>	Working excavators	<input type="checkbox"/>		<input type="checkbox"/>	Barrier Tape		<input type="checkbox"/>				
	<input type="checkbox"/>				<input type="checkbox"/>	Work near cranes	<input type="checkbox"/>		<input type="checkbox"/>	Chemical bunds / storage		<input type="checkbox"/>				
Hot Work permit required Y/N? (If Y attach)	<input type="checkbox"/>	Demolition Permit required Y/N? (If Y attach)	<input type="checkbox"/>	Electrical permit required Y/N? (If Y attach)	<input type="checkbox"/>	Suspended loads	<input type="checkbox"/>	Bushfire Plan required? Y/N (If Y attach)	<input type="checkbox"/>	<input type="checkbox"/>						

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Item #	Job Steps	Hazards	Risks	Initial Risk Score	Control Measures	HOC Code	Residual Risk Score	Responsible Person
<i>Logical sequence</i>	<i>Break down job into steps. Each step should accomplish a major task and be logical.</i>	<i>Identify the hazards associated with each step.</i>	<i>If exposed to the hazard, what harm could be reasonably expected?</i>	<i>Risks rating before controls are in place.</i>	<i>Determine necessary actions to eliminate or control risk. The risk must be reduced or controlled to a level as low as reasonably practicable before work commences.</i>	<i>Refer Sign on Sheet for Codes</i>	<i>Risk rating after controls are in place.</i>	<i>Indicate who is to ensure the control is put in place before work commences.</i>
1	Preparation and Assessment of work activity	Work environment / task specific hazards	Injury to workers / damage to infrastructure	B	<ul style="list-style-type: none"> Conduct a Take 5 Prestart in consultation with all workers participating in activity 	4	C	Supervisor / Workers
		Unsafe plant and Equipment Faulty plant Plant failure	Injury to workers Damage to plant	B	<ul style="list-style-type: none"> Prior to use complete the Daily Prestart Inspections (DPI) and maintenance checks in accordance with OEM Operators Instruction Manual. Identified faults are to be reported to the Site Supervisor. Guards and handles in place and operational Faulty plant that is not to be used must be tagged Out of Service Electrical Equipment T/Tagged Generator to have RCD 	4,5	B	Supervisor/ Operators/ Workers
		Poor Housekeeping	Slip, Trips & Falls	C	<ul style="list-style-type: none"> Work area to be barricaded / defined & Excavation to be fenced and signage installed whilst unsupervised. Spoil to be left outside of trafficable areas. Ensure work area is clean and tidy at the end of every shift Leads to be on lead stands or hooks. Ensure safe access/egress for personnel walking on site Bin provided for all construction waste 	5	D	Supervisor / Workers

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		Handling of sharp objects	Cuts, abrasions, splinters	B	<ul style="list-style-type: none"> All personnel are to wear mandatory as well as task specific PPE. i.e. gloves. Bar caps to be placed on exposed end of bar tie (i.e. z bar) that may pose as hazard. Handle timber and steel with care. Avoid awkward positioning when carrying. Gloves to be worn when handling all material 	5,6	C	Supervisor / Workers
2	Assemble and Erect DINCEL WALLS using power tools	Manual Handling	Body strain injuries	B	<ul style="list-style-type: none"> Mechanical or team lifting where possible. Do not lift any object that you think is too heavy. Avoid prolonged lifting of loads to avoid strain. Avoid overreaching to pick up loads. 	2	C	Supervisor Workers
		Sharps	Cuts, abrasions, splinters	B	<ul style="list-style-type: none"> Gloves. Handle Dincel wall and steel with care. Avoid awkward positioning when carrying. 	5,6	C	Supervisor / Workers
		Flying Debris	Eye Injury Excessive Noise	B	<ul style="list-style-type: none"> Safety Glasses Face Shield Ear Plugs 	5,6	C	Supervisor / Workers
		Excessive Noise	Hearing Loss		<ul style="list-style-type: none"> Ear Plugs must be worn 			Supervisor Workers
3	Bracing Dincel walls	Collapse of Structure	Injury to workers		<ul style="list-style-type: none"> Bracing to be installed as per the OEM / Engineer design 			Supervisor / Workers
		Manual Handling	Body strain injuries	B	<ul style="list-style-type: none"> Mechanical or team lifting where possible. Do not lift any object that you think is too heavy. Avoid prolonged lifting of loads to avoid strain. Avoid overreaching to pick up loads. 	2	C	Supervisor Workers

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		Poor Housekeeping	Slip, Trips & Falls	B	<ul style="list-style-type: none"> Ensure work area is clean and tidy at the end of every shift Leads to be on lead stands or hooks. Ensure safe access/egress for personnel walking on site Work area to be barricaded / defined & Excavation to be fenced and signage installed whilst unsupervised. 	5,6	C	Supervisor Workers
		Sharp Edges	Cuts / Abrasions	B	<ul style="list-style-type: none"> Gloves 	5	C	Supervisor Workers
		Flying Debris	Eye Injury	B	<ul style="list-style-type: none"> Safety Glasses Face Shield 	5	C	Supervisor Workers
		Excessive Noise	Hearing Loss	xx	<ul style="list-style-type: none"> Ear Plugs must be worn 	xx	xx	xx
4	Scaffolding, Ladders, working and loading platforms	Access and Egress	Falls from Height	xx	<ul style="list-style-type: none"> Scaffolding to be erected by Competent workers 	xx	xx	xx
		Collapse of Working / Loading Platforms	Injury to workers Damage to plant and equipment	xx	<ul style="list-style-type: none"> Temporary Work platform to be constructed to Engineers Certified Design by Competent workers Installed / Completed Temporary Work Inspection Checklist Work Decks must not exceed the design load rating of 500Kg per square metre – refer to Engineers design 	xx	xx	xx
		Manual Handling	Body strain injuries	xx	<ul style="list-style-type: none"> Crane lift materials onto work deck Mechanical or team lifting where possible. Do not lift any object that you think is too heavy. Avoid prolonged lifting of loads to avoid strain. Avoid overreaching to pick up loads. 	xx	xx	xx
		Flying Debris	Eye Injury	xx	<ul style="list-style-type: none"> Safety Glasses 	xx	xx	xx

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		Housekeeping	Slip, Trips & Falls	xx	<ul style="list-style-type: none"> Platform decks must be free of clutter and unnecessary equipment. Ensure work area is clean and tidy at the end of every shift Leads to be on lead stands or hooks. Ensure safe access/egress for personnel walking on site Work area to be barricaded / defined 	xx	xx	xx
		Working at heights	Falls, objects falling.	xx	<ul style="list-style-type: none"> Catch deck Hand rails Kick Boards 	xx	xx	xx
5	Dintel wall Openings / Penetrations	Manual Handling	Body strain injuries	xx	<ul style="list-style-type: none"> Mechanical or team lifting where possible. Do not lift any object that you think is too heavy. Avoid prolonged lifting of loads to avoid strain. Avoid overreaching to pick up loads. 	xx	xx	xx
		Sharp Edges	Cuts / Abrasions	xx	<ul style="list-style-type: none"> Gloves Long sleeve shirt & full leg pants 	xx	xx	xx
		Flying Debris	Eye Injury	xx	<ul style="list-style-type: none"> Safety Glasses Face Shield 	xx	xx	xx
		Poor Housekeeping	Slip, Trips & Falls	xx	<ul style="list-style-type: none"> Keep area tidy, remove unnecessary obstacles. Bin provided for all construction waste Ensure work area is clean and tidy at the end of every shift Leads to be on lead stands or hooks. Ensure safe access/egress for personnel walking on site 	xx	xx	xx

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6	Cutting / Placing/Fixing Reinforcing Steel	Fire	Injury to worker Damage to infrastructure	xx	<ul style="list-style-type: none"> Obtain and implement conditions of hot work permit Keep work area free of combustible materials 	xx	xx	xx
		Poor Housekeeping	Slip, Trips & Falls	xx	<ul style="list-style-type: none"> Keep area tidy, remove unnecessary obstacles. Bin provided for all construction waste 	xx	xx	xx
		Manual Handling	Body strain injuries	xx	<ul style="list-style-type: none"> Mechanical or team lifting where possible. Do not lift any object that you think is too heavy. Avoid prolonged lifting of loads to avoid strain. Avoid overreaching to pick up loads. 	xx	xx	xx
		Sharp Edges	Cuts / Abrasions	xx	<ul style="list-style-type: none"> Gloves Long sleeve shirt & full leg pants 	xx	xx	xx
		Flying Debris	Eye Injury Excessive Noise	xx	<ul style="list-style-type: none"> Safety Glasses Face Shield Ear Plugs 	xx	xx	xx
7	Concrete Pour using Boom Pump	Hazards with using pump	Risks of Using Pump	xx	<ul style="list-style-type: none"> Concrete Pump SWMS 	xx	xx	xx
		Chemical Substance	Eye and skin irritation	xx	<ul style="list-style-type: none"> All personnel are to wear appropriate Safety glasses and gloves. Minimise the concrete drop height to reduce splatter. Wash skin areas that come into contact with concrete as soon as possible. Remove contaminated clothing Ensure SDS is in place for hazardous substances 	xx	xx	xx

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8	Concrete placement to Dintel walls	Manual Handling	Body strain injuries	xx	<ul style="list-style-type: none"> Use crane where ever possible to lift equipment into place. Three man lift to reposition equipment Maintain a hold of the plant at all times Steady posture and use arm for motion. 	xx	xx	xx
		Concrete splatter	Eye, face, hand,	xx	<ul style="list-style-type: none"> Ensure all Mandatory and Site-specific PPE is work at all times Maintain a safe working distance from other personnel working in area such as concrete pump operator. 	xx	xx	xx
		Poor Housekeeping	Slips, trips and falls	xx	<ul style="list-style-type: none"> Ensure work area is clean and tidy. Ensure safe access/egress for personnel walking on site 	xx	xx	xx
9	Stripping Formwork bracing	Manual Handling	Body strain injuries	xx	<ul style="list-style-type: none"> Mechanical or team lifting where possible. Do not lift any object that you think is too heavy. Avoid prolonged lifting of loads to avoid strain. Avoid overreaching to pick up loads. 	xx	xx	xx
		Sharps	Cuts, abrasions, splinters	xx	<ul style="list-style-type: none"> Gloves Long sleeve shirt & full leg pants Handle timber and steel with care. Avoid carrying in awkward positioning. 	xx	xx	xx
		Flying Debris	Eye Injury Excessive Noise	xx	<ul style="list-style-type: none"> Safety Glasses Face Shield Ear Plugs 	xx	xx	xx

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10	Clean up and restore area	Poor Housekeeping	Slips, trips and falls	xx	<ul style="list-style-type: none"> Use ladders for access if required Ladders must be secured top and bottom before use Ensure work area is clean and tidy. Stripped formwork and materials to be stacked and barricaded. Maintain proper housekeeping – all formwork timber, concrete rubble is to be removed and placed in the bins 	xx	xx	xx
		Sharp Objects	Cuts/Lacerations Abrasions	xx	<ul style="list-style-type: none"> Ensure all Mandatory and task specific PPE is worn at all times All timber formwork should have nails removed when stripping and prior to stacking. 	xx	xx	xx
Area Below to be filled out for any additional hazards identified onsite & any additional risks / steps identified during development of the SWMS by onsite personnel								

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This section is to be used for any sketches of the works, comments, drawings, notes or emergency evacuation route.

SAMPLE

My signature below confirms that I have participated in the development and briefing on the requirements of the attached SWMS. I have reviewed copies of Permits, SDS's and other attachments as applicable. My signature also indicates that I shall perform the work in the manner detailed.

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1. Discuss with relevant employees what work will be high-risk, the tasks, and associated hazards, risks and controls.
2. In the 'Job Steps?' column, list the work tasks in sequence of how they will be carried out.
3. In the 'Hazards risks?' column, list the hazards for each work task.
4. In the 'Risk?' column, list the risks for each hazard.
5. In the 'Control Measures' column, nominate a control measure (and how it is to be used) that is as close to level 1 in the Hierarchy of Control. (as per table below)
6. Record the HOC option taken for each control by placing corresponding number 1 – 6 against the control
7. Brief each team member on this SWMS before commencing work. Ensure team knows that work is to immediately stop if the SWMS is not being followed.
8. Observe work being carried out. If controls are not adequate or scope changes stop the work, review the SWMS, adjust as required and re-brief the team.
9. Retain this SWMS for the duration of the high-risk construction work.

Hierarchy of Control (HOC) levels – Corresponding number 1 – 6 to be listed against each control nominated in task breakdown

Most Preferred



Least Preferred

1. **Eliminate** any risk to health or safety associated with construction work.
2. **Substitute** a new activity, procedure, plant, process or substance
3. **Isolating** persons from the hazard, such as barricading, fencing or guard railing, or
4. **Using engineering controls**, such as mechanical or electrical devices.
5. **Use administrative controls**, such as changing the way the work is done.
6. **Provide appropriate personal protective equipment.**

Risk Rating A – Very High B – High C – Medium D – Low			Consequence					
			Insignificant	Minor	Moderate	Major	Severe	Catastrophic
			C6	C5	C4	C3	C2	C1
Likelihood	Almost certain	L1	C	B	B	A	A	A
	Likely	L2	C	C	B	B	A	A
	Possible	L3	D	C	C	B	B	A
	Unlikely	L4	D	D	C	C	B	B
	Rare	L5	D	D	D	C	C	B
	Almost unprecedented	L6	D	D	D	D	C	C

Risk Acceptability Criteria

Class A – Very High	Risks that significantly exceed the risk acceptance threshold and need urgent and immediate attention.
Class B – High	Risks that exceed the risk acceptance threshold and require proactive management.
Class C – Medium	Risks that lie on the risk acceptance threshold and require active monitoring.
Class D – Low	Risks that are below the risk acceptance threshold and do not require active management.

Likelihood Table								
Qualitative Expectation	Expected to occur frequently during time or activity of project	Quantitative Frequency	10 times or more every year	SM Probability Analysis	>90%	LIKELIHOOD	Almost Certain	L1
	Expect to occur occasionally during time or activity of project		1-10 times every year		75-90%		Likely	L2
	More likely to occur than not during time of activity occur or project		Once each year		50-75%		Possible	L3
	More likely not to occur than occur during time of activity of project		Once every 1 to 10 years		25-50%		Unlikely	L4
	Not expected to occur during the time of activity or project		Once every 10 to 100 years		10-25%		Rare	L5
	Not expected to ever occur during time of activity or project		Less than once every 100 years		<10%		Almost Unprecedented	L6

Consequence Table						
Rating	C6	C5	C4	C3	C2	C1
Descriptor/Impact Area	Insignificant	Minor	Moderate	Major	Severe	Catastrophic
Health and Safety (Injury and Disease)	Illness, first aid or injury not requiring medical treatment.	Illness or minor injuries requiring medical treatment.	Single recoverable lost time injury or illness, alternate/restricted duties injury, or short-term occupational illness.	1-10 major injuries requiring hospitalisation and numerous days' lost, or medium-term occupational illness.	Single fatality and/or 10-20 major injuries/permanent disabilities/chronic diseases.	Multiple fatalities and/or >20 major injuries/permanent disabilities/chronic diseases.
Environment	No appreciable changes to environment and/or highly localised event.	Change from normal conditions within environmental regulatory limits and environmental effects are within site boundaries.	Short-term and/or well-contained environmental effects. Minor remedial actions probably required.	Impacts external ecosystem and considerable remediation is required.	Long-term environmental impairment in neighbouring or valued ecosystems. Extensive remediation required.	Irreversible large-scale environmental impact with loss of valued ecosystems.
Customer Experience/Operational Reliability	Short duration disruptions affecting part of one transport mode.	Minor disruptions affecting several parts of one transport mode.	Serious disruptions affecting operation of one complete transport mode.	Major disruptions affecting operations of one transport mode with network-wide effects on one or more other modes of transport.	Short duration shutdowns or substantial disruptions affecting multiple transport modes with sector-wide cascading effects.	Extensive shutdowns or extended disruptions with economy-wide effects.
Government/Stakeholder/Public Trust/Confidence	Negative article in local media. No discernible reaction/apprehension. Goodwill, confidence and trust retained.	Unease – Series of negative articles in local/state media. Confidence remains with some minor loss of goodwill or trust. Recoverable with little effort or cost. Some continuing scrutiny/attention.	Disappointment – Extended negative local/state media coverage. Confidence and trust dented but are quickly recoverable at modest cost within existing budget and resources.	Concern – Short-term negative state/national media coverage. Confidence and trust are diminished but are recoverable with time, staff effort and additional funding.	Displeasure – Extended negative state/national media coverage. Confidence and trust are damaged but recoverable at considerable cost, time and staff effort.	Outrage – Material change in the public perception of the organisation. Confidence and trust are severely damaged, possibly irreparably, and full recovery both questionable and costly.
Regulatory or Legal Breach	Low-level non-compliance with legal and/or regulatory requirement or duty by individuals or organisation.	Minor non-compliance with legal and/or regulatory requirement or duty. Investigation and/or report to authority.	Moderate non-compliance. Subject to comment and monitoring from applicable regulator. Small fine and no disruption to services.	Major breach resulting in enforcement action and/or prohibition notices. Substantial fine and no disruption to services.	Substantial breach resulting in prosecution, fines and/or litigation. Licence or accreditation restricted or conditional affecting ability to operate.	Prosecution leading to imprisonment. Loss of operating licence.
Management Effort/Organisational Fatigue	An event, the impact of which can be absorbed as part of normal activity.	An event, the impact of which can be absorbed but some additional management effort is required.	An event, the impact of which can be absorbed but much broader management effort is required.	Major event which can be absorbed, but substantial management effort is required.	Severe event which requires extensive management effort but can be survived.	Catastrophic event with the clear potential to lead to the collapse of the organisation.
Benefit Realisation of Initiative, Program or Project	No time delay with initiative or project but it will incur a slight decrease in the benefits realised.	Minor delay with the initiative and/or a minor decrease in the benefits realised; or minor delay on the project or another project, with no public implications.	Several delays with the initiative and/or moderate decrease in benefits realised; or completion date missed for non-critical path project.	Major delays with the initiative and/or major decrease in benefits realised; or publicly announced portion/milestone missed or final completion date missed with demonstrable mitigating external circumstances.	Severe delays with initiative, which impacts across divisions and/or significant decrease in benefits realised; or publicly announced portion/milestone missed or final completion date missed on critical path project.	Failure to realise benefits of the initiative which adversely affects the enterprise-wide operations of organisation; or publicly announced portion/milestone significantly missed or final completion date significantly missed on critical path project.
Budget, Costs or Revenue	< \$100k	\$100k – \$1m	\$1m – \$10m	\$10m – \$50m	\$50m – \$100m	> \$100m