

# WHS Risk Assessment

## City and Environment: Workforce Management - DRAFT FOR CONSULTATION

| Hazard and workplace details                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| This risk assessment applies to: (Branch/Work area)                                                       | City and Environment Directorate (CED) – workforce management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Risk assessment number                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Describe the hazard and/or work activity:                                                                 | <p>The Directorate has been undergoing machinery of government changes since 2025; this has involved largescale staffing movements and organisational change. Added to this are ongoing budget pressures which have impacted and reduced recruitment activities across the Directorate, with the Directorate having a relatively stable workforce level over the past six months.</p> <p>CED will now be implementing a workforce management approach that includes both voluntary redundancies and encouraging and utilising mobility, consistent with a Whole of Government approach.</p> <p>This risk assessment considers the reasonably foreseeable psychosocial hazards arising from organisational change, including voluntary redundancy, mobility, work redesign, changed staffing levels, altered reporting or support arrangements, critical knowledge loss, changed workloads and possible service delivery impacts.</p> <p>The purpose of this assessment is to identify, assess, control and review risks to workers' physical and psychological health and safety arising from the Workforce Management approach. Controls are to focus on eliminating psychosocial risks so far as is reasonably practicable, and where elimination is not reasonably practicable, minimise those risks through work design, systems of work, consultation, support, supervision, communication and monitoring.</p> |
| Description of the work area where the work is performed                                                  | CED brings together the people, services and systems that shape Canberra's future. The work spans natural and built environments, city and transport services, regulatory functions, customer service functions, planning, transport, environmental management and city services operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Is this a generic risk assessment?                                                                        | Yes - This is a Directorate-level assessment. Branch and team-level risk assessment reviews are required where staffing, workload, role design, public-facing work, safety-critical work or service delivery is materially affected.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Is this a review of an existing risk assessment?<br>If so, what was the date of the last risk assessment? | No - This is a draft risk assessment for consultation and approval.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Context of the work</b><br>When is the work undertaken                                                 | <p>All areas of the directorate. Workers that are identified as impacted include:</p> <ul style="list-style-type: none"> <li>- Staff who choose to voluntarily engage in mobility or redundancy process</li> <li>- Staff who lose support networks or access to critical knowledge</li> <li>- Managers and supervisors implementing the project</li> <li>- Remaining staff post process</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Is it part of a larger task                                                                               | This risk assessment considers the risk associated with the CED Workforce Management approach, which includes both running a voluntary redundancy process and encouraging and utilising mobility. The CED Psychosocial Hazards risk register is in place and considers broader psychosocial risk in the directorate. This risk assessment does not repeat controls currently in place. The controls listed below are in addition to those in the psychosocial hazards risk register.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| Are there any interdependencies that should be considered?                                                                                                                                 | Yes – psychosocial hazards interrelate and may amplify other hazards. For example In this process, risks associated with job insecurity, workload, low job control, poor organisational support, lack of role clarity, perceived unfairness, harmful behaviours, fatigue and occupational violence are interdependent and may compound to increase likelihood of psychological injury beyond individual risk ratings.                                          |
| Is the work undertaken in teams                                                                                                                                                            | Yes - The work and impacts occur across teams, branches and shared service arrangements.                                                                                                                                                                                                                                                                                                                                                                       |
| Are there distractions or other demands that occur during the work for example it occurs in a public place?                                                                                | Yes – some teams may experience increased negative public interactions as a result of process, for which controls have been identified below.                                                                                                                                                                                                                                                                                                                  |
| <b>Safety Portal review</b><br>Have there been any incidents reported in the last 5 years related to this risk assessment.<br>If so, indicate the number of hazards and incidents reported | Initial review conducted – no incidents reported<br>Updated 11/6/2026 – no incidents reported                                                                                                                                                                                                                                                                                                                                                                  |
| Supporting Documents                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Respect, Equity and Diversity framework.</li> <li>• TCCS (former)Psychosocial Hazards Work Health and Safety Risk Register</li> <li>• CMTEDD Directorate Psychosocial WHS Risk Register</li> <li>• Code of Practice – Managing Psychosocial Hazards at Work</li> <li>• <a href="#">WHS during organisational change</a></li> <li>• <a href="#">Recruitment and WHS</a></li> <li>• CED WHS Operational Plan</li> </ul> |
| Name or names of people undertaking the risk assessment and their roles in the workplace<br>For example, supervisor, operator, health and safety advisor                                   | Fiona Tandy – Assistant Director, Safety and Wellbeing<br>Alice Harvey – Senior Director, Safety and Wellbeing<br>Jaime Elton – Executive Branch Manager, People, Safety & Culture                                                                                                                                                                                                                                                                             |
| <b>Consultation</b><br>Additional stakeholder consulted                                                                                                                                    | Members of People, Safety and Culture Branch<br>Office of Industrial Relations and Workforce Strategy<br>Union Representatives                                                                                                                                                                                                                                                                                                                                 |
| Staff consulted                                                                                                                                                                            | <a href="#">Consultation Process Map is on page 14</a><br>First round consultation 28/5/2026 – 4/6/2026<br>Second round consultation 5/6/2026 – 11/6/2026<br>Third round consultation 12/6/2026 – 19/6/2026                                                                                                                                                                                                                                                    |
| Health and Safety Representatives (HSRs) consulted                                                                                                                                         | First round consultation 28/5/2026 – 4/6/2026<br>Second round consultation 5/6/2026 – 11/6/2026<br>Third round consultation 12/6/2026 – 19/6/2026                                                                                                                                                                                                                                                                                                              |

Rating and approval

\* once step 1 and 2 below are completed

|                                                                                   |                                              |
|-----------------------------------------------------------------------------------|----------------------------------------------|
| Date of the risk assessment                                                       | May 2026                                     |
| Recommended review date<br><i>based on risk rating</i>                            | July 2026                                    |
| <b>Uncontrolled</b> risk rating<br><i>prior to any controls being implemented</i> | High                                         |
| <b>Inherent</b> risk rating<br><i>after current controls are implemented</i>      | Medium                                       |
| <b>Residual</b> risk rating<br><i>after additional controls implemented</i>       | Medium                                       |
| Risk control effectiveness rating                                                 | Adequate / inadequate / room for improvement |
| Approved By                                                                       |                                              |
| Date                                                                              |                                              |
| Next review date                                                                  |                                              |

Risk ratings are based off the **highest** level of risk identified in the risk assessment below

Risk assessment

Minimum set controls for this workforce management risk assessment are as follows (these are considered as currently implemented and effective controls for all hazards identified below):

- A communication plan for the Voluntary Redundancy Program is established and communicated. Information is available as a single source of truth for workers in the Directorate. The information is accessible via the [intranet](#). Field based workers have access to information in printed form.
- The program is a voluntary, opt-in program. Each application will be assessed against:
  - Community and team safety
  - Service delivery
  - Government priorities.
- A set of [Frequent Asked Questions](#) has been published and is maintained by the Project Management Team as a single source of information. Frequently Asked Questions are printed and made available to field based workers when they are updated.
- The townhall meeting where information was shared has been made available to all staff via the [intranet](#).
- An email inbox has been established for workers to request additional information – [CEDVR@act.gov.au](mailto:CEDVR@act.gov.au)
- Executives will meet regularly to discuss the program, share knowledge and troubleshoot concerns.
- Executives actively lead the communication and messaging continually throughout the process, in line with communication plan.
- Clear, consistent messaging about the process being voluntary.

| Hazard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Uncontrolled risk rating |             |                | Current (implemented) controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Inherent control risk rating |             |                | Further Treatment Required?<br><br>Y/N<br><br>Y, proceed to step 2 | Additional controls                                                                                                                                                                                                                                                                                                                                                                                                                                  | Residual Risk Rating<br><br><i>Rating with controls in place</i> |             |                |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Likelihood               | Consequence | Level of Risk? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Likelihood                   | Consequence | Level of Risk? |                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Likelihood                                                       | Consequence | Level of Risk? |
| <b>Job Insecurity</b><br><br><b>Source 1:</b> Redundancy round across the directorate may lead to perceptions that any role may be at risk across the organisation.<br><br><b>Source 2:</b> Ineffective communication around workforce management may lead to rumours increasing perception of job insecurity.<br><br><b>Source 3:</b> Ineffective / inconsistent communication to all line areas on process.<br><br>Source 4: Uncertainty around process if the identified figure for voluntary redundancies is not realised. Uncertainty about the length of time the process will take to complete. | <b>Impact</b><br>1. Increase in feelings of stress/anxiety due to anticipation of job/role loss<br>2. Increase in inappropriate behaviours due to job instability<br>3. Perception of instability or decreased opportunity due to position contractions<br>4. Increased uncertainty around job security and impacts of process<br><br><b>Consequence</b><br><ul style="list-style-type: none"> <li>People</li> <li>Financial</li> <li>Service Delivery</li> <li>Reputational</li> </ul> | 3                        | 3           | M              | 1. The process is voluntary. Affected workers will have the opportunity to opt-in to the process.<br>2. In scope and out of scope roles clearly defined and published.<br>3. Assessment Panel to review positions that are identified in the process for potential redundancy, to ensure transparency.<br>4. <a href="#">Assessment matrix and framework</a> developed to ensure consistent approach to review applications. Process for assessment is communicated on the <a href="#">intranet</a> .<br>5. Mobility framework established, communicated and used for redesign/prioritisation approach.<br>6. Clear transition timeframes established to assist staff in understanding the steps in the process, when decisions will be made, communicated and when changes will be implemented.<br>7. Continually monitor questions and enhance FAQ's for consistency and clarity.<br>8. Published FAQ's in all field based offices. Provided to managers for discussions with workers.<br>9. People, Safety & Culture working with line areas to disseminate information in tool box talks, publications, to ensure clarity of messaging in the workforce management approach and how voluntary redundancy process will work.<br>10. Information provided at town hall clarified that process will be voluntary. If identified figure for voluntary redundancies not realised other cost savings processes will be considered by executives. | 2                            | 3           | M              | Y                                                                  | 1. Develop guidance for managers/supervisors on post transition responses for staff who stay within the organisation. Fact sheet to include what to expect from teams and provide some tips on managing behaviours/emotions through the transition.<br>2. Change management guide and executive workshops scheduled to enable program delivery.<br>3. Enhance communication and knowledge of the mobility framework to reduce workforce uncertainty. | 2                                                                | 2           | M              |
| <b>Change fatigue and poorly managed organisational change</b><br><br><b>Source 1:</b> Repeated change management processes including: MoG changes, restructures and workforce                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Impact</b><br><ul style="list-style-type: none"> <li>Ambivalence to communication about further changes leading to disconnected workforce</li> </ul>                                                                                                                                                                                                                                                                                                                                 | 4                        | 2           | H              | 1. The process is voluntary. Affected workers will have the opportunity to opt-in to the process.<br>2. Executive Talking points to cascade through the line areas on process.<br>3. Managers Talking Points to cascade through the line areas.<br>4. Executives to align in prioritisation work to ensure redesign is effective.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2                            | 2           | M              | Y                                                                  | 1. Develop guidance for managers/supervisors on post transition responses for staff who stay within the organisation. Fact sheet to include what to expect from teams and provide some tips on managing behaviours/emotions through the transition.<br>2. Change management guide and executive workshops scheduled to enable program delivery.                                                                                                      | 2                                                                | 2           | M              |

<sup>1</sup> Electricity, noise, machinery and equipment, slip, trip or fall, hazardous chemicals/dangerous substances, biological, radiation, workplace violence, manual tasks, working alone, psychological, extreme temperatures.

| Hazard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Uncontrolled risk rating |             |                | Current (implemented) controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Inherent control risk rating |             |                | Further Treatment Required?     | Additional controls                                                                      | Residual Risk Rating |             |                |
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| management in a short period of time<br><br><b>Source 2:</b> Redesign or prioritisation changes implemented with limited clarity, consultation, or certainty.                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Presenteeism/absenteeism increases and productivity reduces.</li> <li>Potential for high job demands through the process, transition and future.</li> </ul> <b>Consequence</b> <ul style="list-style-type: none"> <li>People</li> <li>Financial</li> <li>Service Delivery</li> </ul>                                                                                                                                           |                          |             |                | 5. Executives/ Managers actively manage the consultation and consideration of redesign work with their local workforces. Staff participation and engagement in a solution focussed body of work provides personal control and security.<br>6. Conscious sequence changes to ensure no overlap in restructures/change processes.<br>7. Executives actively lead the communication and messaging continually throughout the VR process and redesign work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                              |             |                | Y/N<br><br>Y, proceed to step 2 |                                                                                          |                      |             |                |
| <b>Organisational justice</b><br><br><b>Source 1:</b> Perception of “unfair” or bias decisions around workforce management. These decisions could be where a manager would like to retain a position and cannot or where a person would like to leave a position and cannot.<br><br><b>Source 2:</b> Confidentiality of the process can create ‘unknowns’ in the decision making process for the workforce, resulting in a perception of ‘unfair’ or bias decisions.<br><br><b>Source 3:</b> Staff on leave not provided with an opportunity to express interest. | <b>Impact</b> <ol style="list-style-type: none"> <li>Uncertainty during change creates anxiety, confusion, and stress, particularly where roles, priorities, or reporting lines are unclear.</li> <li>Ongoing uncertainty negatively impacts psychological wellbeing, motivation, and engagement.</li> </ol> <b>Consequence</b> <ul style="list-style-type: none"> <li>People</li> <li>Financial</li> <li>Service Delivery</li> <li>Directorate Reputation</li> </ul> | 4                        | 2           | H              | 1. Communications Plan – clear communication around which parts of the workforce are included and why. Decisions post assessment will be provided to impacted individuals.<br>2. Voluntary Redundancy Assessment process that positions will be reviewed against is established and used by Assessment Panel and delegate.<br>3. Mobility framework established, communicated and used for redesign/prioritisation approach.<br>4. Reviews and decisions are documented for each assessed role.<br>5. Review mechanism established and communicated for staff who do not agree with or want more information on decisions.<br>6. Review of decision process clearly communicated.<br>7. Staff on leave contacted by People, Safety and Culture. Managers also to disseminate expression of interest process and where to get more information.<br>8. Union consultation post review built into <a href="#">process map</a> . | 2                            | 2           | M              | Y                               | 1. Change management guide and executive workshops scheduled to enable program delivery. | 2                    | 2           | M              |
| <b>Low job control</b><br><br><b>Source 1:</b> Limited influence over workload, staffing levels,                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Impact</b> <ol style="list-style-type: none"> <li>Perceived lack of control contributes to feelings of helplessness, frustration, and disengagement.</li> </ol>                                                                                                                                                                                                                                                                                                    | 3                        | 2           | M              | 1. Managers provided support/coaching through training in difficult conversations.<br>2. Employee Assistance Program promoted<br>3. Executives verify that workload prioritisation is undertaken following VR process to ensure sufficient FTE to deliver the identified functions and services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2                            | 2           | M              | Y                               | 1. Change management guide and executive workshops scheduled to enable program delivery  | 2                    | 2           | M              |



| Hazard                                                                                                                                                                                                                   | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Uncontrolled risk rating |             |                | Current (implemented) controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Inherent control risk rating |             |                | Further Treatment Required?     | Additional controls                                                                                                                                                                                                                                                                                                                                                                     | Residual Risk Rating |             |                |
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|                                                                                                                                                                                                                          | <p>3. Physical health problems like headaches, muscle tension, insomnia, and stomach issues.</p> <p>4. Social effects, impacting relationships and possibly leading to isolation.</p> <p><b>Consequence:</b></p> <ul style="list-style-type: none"> <li>• People</li> <li>• Financial</li> <li>• Service Delivery</li> <li>• Reputational</li> </ul>                                                                                                                                                                                                                                             |                          |             |                | teams and branches. Managers escalate issues with workload and/or capacity to Executives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                              |             |                | Y/N<br><br>Y, proceed to step 2 |                                                                                                                                                                                                                                                                                                                                                                                         |                      |             |                |
| <p><b>Lack of role clarity</b></p> <p><b>Source 1:</b></p> <p>Conflicting expectations between operational delivery and wellbeing responsibilities</p> <p><b>Source 2:</b></p> <p>Unclear decision-making authority.</p> | <p><b>Impact</b></p> <p>1. Staff experience prolonged stress and fatigue due to high workloads, increasing the risk of burnout, psychological injury, and reduced performance.</p> <p>2. Lack of clarity increases stress, frustration, and the likelihood of conflict or duplicated effort.</p> <p>3. Individuals may feel they are failing regardless of which expectation they prioritise.</p> <p>4. Managers feel unable to meet wellbeing obligations due to workload and resourcing constraints.</p> <p>5. Burnout and compassion fatigue.</p> <p>6. Time and energy is spent managing</p> | 4                        | 3           | H              | <p>1. Delegations for decision making documented and communicated.</p> <p>2. Executives verify that workload prioritisation undertaken following VR process to ensure sufficient FTE to deliver the identified functions and services.</p> <p>3. Executives verify that risk assessments in branches are reviewed to ensure reduction in FTE and redesign will not increase WHS risk including psychosocial risk.</p> <p>4. Executives to align in prioritisation work and in briefing Ministers to ensure redesign is effective.</p> <p>5. Executives/ Managers actively manage the consultation and consideration of redesign work with their local workforces. Staff participation and engagement in a solution focussed body of work provides personal control and security</p> <p>6. Managers establish team check ins post transition to ensure workload and capacity are actively managed in teams and branches.</p> <p>7. Managers establish post change check-in for staff who have changed responsibilities or new role scope to ensure sufficient support. These check ins will capture updates to roles including if there are reporting line changes, delegation changes, escalation points and scope of duties.</p> <p>8. Position descriptions are updated by the manager where required to reduce ambiguity around responsibility and accountability.</p> | 3                            | 3           | M              | Y                               | <p>1. Processes are established to ensure knowledge from staff who may leave the Directorate or redeployed to another team is captured for knowledge management.</p> <p>2. Change management guide and executive workshops scheduled to enable program delivery</p> <p>3. Develop guidance and Executive workshops on functional design strategies to assist with redesign process.</p> | 3                    | 3           | M              |

| Hazard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Uncontrolled risk rating |             |                | Current (implemented) controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Inherent control risk rating |             |                | Further Treatment Required?<br><br>Y/N<br><br>Y, proceed to step 2 | Additional controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Residual Risk Rating<br><br><i>Rating with controls in place</i> |             |                |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>competing demands rather than leading.</p> <p>7. Inconsistent decision making which may create the perception of unfairness among staff.</p> <p><b>Consequence</b></p> <ul style="list-style-type: none"> <li>• People</li> <li>• Financial</li> <li>• Service Delivery</li> <li>• Reputational</li> </ul>                                                                                                                                                                                                                                                                             |                          |             |                | 9. Executives provide clear prioritisation of work within affected branches for staff to remove ambiguity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |             |                |                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                  |             |                |
| <p><b>Harmful workplace behaviours including bullying and harassment</b></p> <p><b>Source 1:</b></p> <p>Concern about job security may manifest in inappropriate workplace interactions between teams or colleagues</p> <p><b>Source 2:</b></p> <p>Feelings of job insecurity may decrease tolerance for idiosyncrasies within teams leading to increased interpersonal conflict.</p> <p><b>Source 3:</b></p> <p>Resentment from workers towards management when EOI's are not accepted.</p> | <p><b>Impact</b></p> <ol style="list-style-type: none"> <li>1. A breakdown of trust occurs, staff less likely to speak up, errors may go unreported. Collaboration and innovation decline.</li> <li>2. Increased conflict can create an us and them dynamic, conflict may spread beyond the original parties.</li> <li>3. Reduced team performance and productivity.</li> <li>4. Increased absenteeism, presenteeism and staff turnover.</li> </ol> <p><b>Consequence</b></p> <ul style="list-style-type: none"> <li>- People</li> <li>- Financial</li> <li>- Service Delivery</li> </ul> | 4                        | 2           | H              | <ol style="list-style-type: none"> <li>1. Communications Plan – clear communication around which parts of the workforce are included and why. Decisions post assessment provided to impacted individuals.</li> <li>2. Reinforce ACTPS values and behaviours and code of conduct obligations.</li> <li>3. Executives and managers actively engaged in redesign and setting behavioural expectations.</li> <li>4. Behavioural de-escalation training.</li> <li>5. Managers provided support/coaching through training in difficult conversations.</li> <li>6. Utilise Before Blue for individual coaching for potentially affected team members.</li> <li>7. Utilise EAP for staff currently experiencing distress or other symptoms.</li> <li>8. Communications Plan – clear communication around decisions and which parts of the workforce are included.</li> <li>9. In scope and out of scope roles clearly defined and published.</li> <li>10. Facilitated discussions service available for early access to mediation services.</li> <li>11. <a href="#">Resources available for managers to access around resolving workplace issues.</a></li> </ol> | 2                            | 2           | M              | Y                                                                  | <ol style="list-style-type: none"> <li>1. Develop guidance for managers/supervisors on post transition responses for staff who stay within the organisation. Fact sheet to include what to expect from teams and provide some tips on managing behaviours/emotions through the transition.</li> <li>2. Change management guide and executive workshops scheduled to enable program delivery</li> <li>3. Mobility framework implemented to assist with engagement, development and redesign.</li> </ol> | 2                                                                | 2           | M              |
| <p><b>Poor organisational support</b></p> <p><b>Source 1:</b></p> <p>Managers are managing larger teams, and additional</p>                                                                                                                                                                                                                                                                                                                                                                  | <p><b>Impacting:</b></p> <ol style="list-style-type: none"> <li>1. Conflicting demands cause stress, emotional strain, and reduced</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3                        | 2           | M              | <ol style="list-style-type: none"> <li>1. Communication plan accompanies the process with strategies that include timely, regular updates and opportunities to recognise team members prior to their redeployment or cessation. Support mechanisms</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2                            | 2           | M              |                                                                    | <ol style="list-style-type: none"> <li>1. Develop guidance for managers/supervisors on post transition responses for staff who stay within the organisation. Fact sheet to include what to expect from teams and provide some tips on managing behaviours/emotions through the transition.</li> </ol>                                                                                                                                                                                                  | 2                                                                | 2           | M              |

| Hazard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Uncontrolled risk rating |             |                | Current (implemented) controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Inherent control risk rating |             |                | Further Treatment Required? | Additional controls                                                                                                                                                                                                                                        | Residual Risk Rating |             |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|----------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Likelihood               | Consequence | Level of Risk? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Likelihood                   | Consequence | Level of Risk? |                             |                                                                                                                                                                                                                                                            | Likelihood           | Consequence | Level of Risk? |
| <p>portfolios, time is prioritised towards operational delivery over people support.</p> <p><b>Source 2:</b></p> <p>Inconsistent or delayed communication, limited consultation, and delayed or unclear information sharing.</p> <p><b>Source 3:</b></p> <p>Erosion of informal support structures from team restructures and staff movement.</p> <p><b>Source 4:</b></p> <p>Staff who remain within the directorate feel a sense of guilt around ongoing employment</p> <p><b>Source 5:</b></p> <p>Inadequate recognition of staff who voluntarily move or take redeployment/mobility opportunities prior to leaving the organisation</p> <p><b>Source 6:</b></p> <p>Corporate level support to assist executives and managers is not sustainable with concurrent BAU requirements</p> | <p>ability to perform effectively.</p> <p>2. Workers develop diagnosable condition leading to increase in workers compensation claims, reduced productivity and presenteeism and absenteeism.</p> <p>3. Staff are required to perform additional tasks without adequate time, support, or resources, leading to chronic stress and feelings of being unsupported.</p> <p>4. Ongoing mental stress and fatigue that leads to a loss of productivity. Mental stress &amp; physical reactions (anxiety, depression, low self-esteem).</p> <p><b>Consequence</b></p> <ul style="list-style-type: none"> <li>- People</li> <li>- Financial</li> <li>- Service Delivery</li> <li>- Reputation and image</li> </ul> |                          |             |                | <p>including People, Safety and Culture identified in communication plan.</p> <p>2. Managers are supported and receive coaching if required.</p> <p>3. Managers establish post transition de-brief to ensure staff who remain with organisation are supported through the redesign period.</p> <p>4. Executives to align, in prioritisation work to ensure redesign is effective.</p> <p>5. Executives/ Managers actively manage the consultation and consideration of redesign work with their local workforces. Staff participation and engagement in a solution focussed body of work provides personal control and security.</p> <p>6. Risk of Corporate support being unsustainable managed through project team, review of BAU tasks undertaken for teams providing high impact, high tempo support with timelines for BAU pushed out.</p> <p>7. Recognition and Award Framework.</p> |                              |             |                | Y/N<br>Y, proceed to step 2 | <p>2. Develop guidance and or Executive workshops on functional design strategies to assist with redesign process.</p> <p>3. Change management guide and executive workshops scheduled to enable program delivery.</p>                                     |                      |             |                |
| <p><b>Compassion fatigue</b></p> <p><b>Source 1:</b></p> <p>Managers/supervisors/HR staff experience compassion</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p><b>Impact</b></p> <p>1. Distress from working through processes that remove positions from the organisation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 3                        | 2           | M              | <p>1. Support networks established within the directorate for staff involved in the Workforce Management program.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2                            | 2           | M              | Y                           | <p>1. Develop guidance for managers/supervisors on post transition responses for staff who stay within the organisation. Fact sheet to include what to expect from teams and provide some tips on managing behaviours/emotions through the transition.</p> | 2                    | 2           | M              |

| Hazard                                                                                                        | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Uncontrolled risk rating |             |                | Current (implemented) controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Inherent control risk rating |             |                | Further Treatment Required?<br><br>Y/N<br><br>Y, proceed to step 2 | Additional controls                                                                                                                                                                                                                                        | Residual Risk Rating<br><br><i>Rating with controls in place</i> |             |                |
|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|----------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------|----------------|
|                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Likelihood               | Consequence | Level of Risk? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Likelihood                   | Consequence | Level of Risk? |                                                                    |                                                                                                                                                                                                                                                            | Likelihood                                                       | Consequence | Level of Risk? |
| fatigue when supporting affected staff through cycles of change                                               | <p>2. Feelings of stress/burn out or ambivalence towards coworkers.</p> <p>3. Conflicting demands cause stress, emotional strain, and reduced ability to perform effectively.</p> <p>4. Workers develop diagnosable condition leading to increase in workers compensation claims, reduced productivity and presenteeism and absenteeism.</p> <p>5. Staff are required to perform additional tasks without adequate time, support, or resources, leading to chronic stress and feelings of being unsupported.</p> <p>6. Ongoing mental stress and fatigue that leads to a loss of productivity. Mental stress &amp; physical reactions (anxiety, depression, low self-esteem).</p> <p><b>Consequence</b></p> <p>7. People</p> <p>8. Service Delivery</p> |                          |             |                | <p>2. Unified, transparent and collaborative work practices instilled within the corporate functions administering the program.</p> <p>3. Critical incident support available if required for managers, executives, and members of People, Safety and Culture involved in high impact conversations.</p> <p>4. Actively monitor flex and annual leave levels for staff involved in conversations about mobility or voluntary redundancy.</p> <p>5. Utilise Before Blue for individual coaching for potentially affected team members.</p> <p>6. Utilise EAP for staff currently experiencing distress or other symptoms. Manager assist program available through EAP provider for managers to access. Manager assist is promoted by executives.</p> <p>7. HR Business Partners to support line areas.</p> <p>8. Established, clear processes for managing the redundancy process with timelines and expectations outlined to reduce the opportunity for apathy.</p> <p>9. Managers, Executives and People, Safety and Culture Staff manage high impact staff discussions over a wider timespan with adequate recovery time allocated between discussions. Where practical and working within the privacy requirements consider rotation through discussions.</p> |                              |             |                |                                                                    | <p>2. Change management guide and executive workshops scheduled to enable program delivery</p> <p>3. Develop guidance and or Executive workshops on functional design strategies to assist with redesign process.</p>                                      |                                                                  |             |                |
| <p><b>Occupational Violence</b></p> <p><b>Source 1:</b></p> <p>Community enhanced criticism of government</p> | <p><b>Impact</b></p> <p>1. Staff moral and engagement declines, creating an environment</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 4                        | 3           | H              | <p>1. Executives and managers actively engaged in redesign and setting behavioural expectations.</p> <p>2. Executives verify that risk assessments in branches are reviewed to ensure reduction in FTE and redesign will not increase WHS risk including psychosocial risk and increased likelihood of Occupational Violence.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3                            | 3           | M              |                                                                    | <p>1. Develop guidance for managers/supervisors on post transition responses for staff who stay within the organisation. Fact sheet to include what to expect from teams and provide some tips on managing behaviours/emotions through the transition.</p> | 3                                                                | 3           | M              |

| Hazard                                                                                                                                                                                                                      | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Uncontrolled risk rating |             |                | Current (implemented) controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Inherent control risk rating |             |                | Further Treatment Required?            | Additional controls                                                                                                                                                                                                                                                                                                                                                                                                                               | Residual Risk Rating |             |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|----------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------|----------------|
|                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Likelihood               | Consequence | Level of Risk? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Likelihood                   | Consequence | Level of Risk? |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Likelihood           | Consequence | Level of Risk? |
| <p>services to front line staff, due to FTE reduction.</p> <p><b>Source 2:</b> Increased negative media reports with information from external sources that leads to increased community criticism of frontline workers</p> | <p>of ambivalence towards coworkers.</p> <p>2. 2. Conflicting demands cause stress, emotional strain, and reduced ability to perform effectively.</p> <p>3. Workers develop diagnosable condition leading to increase in workers compensation claims, reduced productivity and presenteeism and absenteeism.</p> <p>4. Ongoing mental stress and fatigue that leads to a loss of productivity. Mental stress &amp; physical reactions (anxiety, depression, low self-esteem).</p> <p><b>Consequence</b></p> <ul style="list-style-type: none"> <li>- People</li> <li>- Financial</li> <li>- Service Delivery</li> <li>- Reputation and image</li> </ul> |                          |             |                | <p>3. Behavioural de-escalation training</p> <p>4. Managers provided support/coaching through training in difficult conversations.</p> <p>5. Occupational Violence Plan</p> <p>6. Utilise Before Blue for individual coaching for potentially affected team members.</p> <p>7. Utilise EAP for staff currently experiencing distress or other symptoms.</p> <p>8. Critical incident support available through EAP for high impact situations.</p> <p>9. Duress alarms, communication plans and incident response mechanisms in place for operational areas.</p> <p>10. Complaints management process.</p> <p>11. Process for withdrawing services if required.</p> <p>12. HR Business Partners to support line areas.</p> <p>13. WhoG Occupational Violence Working Group.</p> <p>14. WHS Committee Structure, WHSMS's and WHS Operational Plan.</p> |                              |             |                | <p>Y/N</p> <p>Y, proceed to step 2</p> | <p>2. External Communication plan includes information about service delivery changes for the ACT community and provides avenues for feedback outside of frontline services.</p> <p>3. Executives actively engaging in stakeholder management.</p> <p>4. Change management guide and training program made available.</p> <p>5. Actively work with external stakeholders to ensure consistent and respectful messaging for reporting outlets.</p> |                      |             |                |

## Step 2: Further treatment and implementation tracking

| What further controls are required?                                                                                                                                                                                                                                               | Implementation tracking           |                         |                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------|-----------------------------------------------|
|                                                                                                                                                                                                                                                                                   | Action by (Name)                  | Due date                | Date completed, may be a handwritten notation |
| The person or people undertaking the risk assessment should recommend the risk controls to be implemented and obtain the approval of the responsible manager/s                                                                                                                    |                                   |                         |                                               |
| Develop guidance for managers/supervisors on post transition responses for staff who stay within the organisation. Fact sheet to include what to expect from teams and provide some tips on managing behaviours/emotions through the transition.                                  | People, Safety and Culture branch | 30 June 2026            |                                               |
| Change management guide and executive workshops scheduled to enable program delivery                                                                                                                                                                                              | People, Safety and Culture branch | 30 June 2026            |                                               |
| Processes are established to ensure knowledge from staff who may leave the Directorate or redeployed to another team is captured for knowledge management.                                                                                                                        | Executive Branch Managers         | 30 June 2026            |                                               |
| Develop guidance and/or Executive workshops on functional design strategies to assist with redesign process. CED People, Safety and Culture to support teams with workforce planning and redesign. A fund will be established to invest in this work and support remaining teams. | People, Safety and Culture branch | 30 June 2026            |                                               |
| Communications plan includes information about service delivery changes for the ACT community. Ministers regularly briefed and included in decisions about service impacts.                                                                                                       | Executive Leadership Group        | 30 June 2026            |                                               |
| Internal comms plan – focus on transparency with the workforce, and being clear this isn't about more with less but redesigning our work to align to priorities.                                                                                                                  | Project Management Team           | Ongoing through project |                                               |
|                                                                                                                                                                                                                                                                                   |                                   |                         |                                               |
|                                                                                                                                                                                                                                                                                   |                                   |                         |                                               |
|                                                                                                                                                                                                                                                                                   |                                   |                         |                                               |
|                                                                                                                                                                                                                                                                                   |                                   |                         |                                               |

## Step 3: Control monitoring mechanisms

The effectiveness of controls will be monitored throughout the process by reviewing for:

- An increase in referrals to the Employee Relations team around inappropriate behaviours
- An increase in Safety Portal reports about inappropriate behaviour
- An increase in Safety Portal incident reports related to fatigue or workload
- An increase in non-compensation and compensation cases.
- An increase in absenteeism across the Directorate
- Discussion of control effectiveness in HSR catch up Q4 2025.26 (week commencing 7 July 2026).

## Risk assessment matrix<sup>2</sup>

Direct physical and psychological injuries to people (staff, contractors, customers) arising from the risk occurring.

|                                                                                                                       |                                 |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                       |        |        |         |         |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---------|---------|
| Direct physical and psychological injuries to people (staff, contractors, customers) arising from the risk occurring. | Consequence                     |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                       |        |        |         |         |
|                                                                                                                       | No Injury or treatment required | Injury which:<br>• requires treatment (not hospitalisation); and/or<br><br>• impacts capacity to work for a period of one week or less; and/or<br><br>multiple people sustain injury/ies not requiring treatment | Injury which:<br>• requires hospitalisation; and/or<br><br>• impacts on capacity to work for a period of greater than one week; and/or<br><br>multiple people sustain injury/ies which:<br>• require treatment<br>• Impact their capacity to work for a period of one week or less | Single injury which:<br>• is life-threatening (including loss of limbs); and/or<br><br>• results in permanent disability; and /or<br>• results in permanent (partial or total) impact on capacity to work; and /or<br><br>multiple people sustain injury/ies which:<br>• require hospitalisation<br>• Impact their capacity to work for greater than one week | Death and/or<br><br>multiple injury/ies which result in:<br>• permanent impact on capacity to work; and/or<br>• permanent disability. |        |        |         |         |
| Likelihood of Consequence                                                                                             | Description                     | Historical Frequency                                                                                                                                                                                             | Expectation                                                                                                                                                                                                                                                                        | Matrix                                                                                                                                                                                                                                                                                                                                                        | 1                                                                                                                                     | 2      | 3      | 4       | 5       |
|                                                                                                                       | Almost Certain                  | Occurs on most occurrences of the activity                                                                                                                                                                       | Expected to happen this time                                                                                                                                                                                                                                                       | 5                                                                                                                                                                                                                                                                                                                                                             | Medium                                                                                                                                | High   | High   | Extreme | Extreme |
|                                                                                                                       | Likely                          | Occurs on some occurrences of the activity                                                                                                                                                                       | Expected to occur on one of the next few occasions                                                                                                                                                                                                                                 | 4                                                                                                                                                                                                                                                                                                                                                             | Medium                                                                                                                                | Medium | High   | High    | Extreme |
|                                                                                                                       | Possible                        | Infrequently occurs here                                                                                                                                                                                         | Could occur at some time in the future. Would not be a surprised if it occurred                                                                                                                                                                                                    | 3                                                                                                                                                                                                                                                                                                                                                             | Low                                                                                                                                   | Medium | Medium | High    | Extreme |
|                                                                                                                       | Unlikely                        | Has never occurred here                                                                                                                                                                                          | Might occur but unlikely. Would be surprised if it occurred                                                                                                                                                                                                                        | 2                                                                                                                                                                                                                                                                                                                                                             | Low                                                                                                                                   | Medium | Medium | High    | High*   |
|                                                                                                                       | Rare                            | Has never occurred here, but may have / has occurred somewhere                                                                                                                                                   | Might occur, but only in exceptional circumstances. Would be very surprised if occurred                                                                                                                                                                                            | 1                                                                                                                                                                                                                                                                                                                                                             | Low                                                                                                                                   | Low    | Medium | Medium  | High*   |

### Priority for Attention/Action

Every care should be taken to act as soon as possible to implement risk control measures when possible or to take action to fix the problem. 'Extreme' and 'High' risks, especially where the risk relates to people and personal injury require **immediate** action to fix the problem.

The suggested timing of treatment does **not** mean that immediate action ought **not** be taken or that the timing cannot be completed sooner than suggested.

Hints to assess the consequence and likelihood of a risk:

**Consequence:** what will be the outcome or impact should the risk eventuate in the most normal form? Where there are many consequences, choose the one that has the highest outcome or impact

What is the **likelihood** of that outcome or impact? When identifying, analysing and rating risk consideration should be given but not limited to the above categories of risk and the suggested examples of frequency and consequence.

<sup>2</sup> This matrix is based on the ACTIA Risk Register and lists the people impact. Where risk assessments wish to consider other impacts the [ACTIA risk matrix](#) should be consulted.

| Priority for Attention/Action – table 1                                                                                                                                                                                                                                                                                |                                         |                                             |                                      |                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------|--------------------------------------|----------------------------------------------------|
| Priority                                                                                                                                                                                                                                                                                                               | Indicative Escalation*                  | Indicative Action Plan*                     | Authority for Action                 | Optional Considerations                            |
| Extreme                                                                                                                                                                                                                                                                                                                | Within 24 hours                         | Short term, normally within one month       | Director General                     | Chair ARMC<br>Senior Director Safety and Wellbeing |
| High                                                                                                                                                                                                                                                                                                                   | Within 7-14 days                        | Medium term – normally within three months. | Senior Executive                     | Senior Director Safety and Wellbeing               |
| Medium                                                                                                                                                                                                                                                                                                                 | Within 1-3 months                       | Normally within one year                    | Executive/Business Unit Head/Manager | Safety and Wellbeing team                          |
| Low                                                                                                                                                                                                                                                                                                                    | 1-3 months in course of normal business | Ongoing control within a management system  | Manager/Supervisor                   | Safety and Wellbeing team                          |
| Note: Every care should be taken to act as soon as possible to implement risk control measures wherever possible or to take action to fix the problem. Extreme and High risks, especially where the risk relates to people and personal injury, require us to act <b>immediately</b> to take steps to fix the problem. |                                         |                                             |                                      |                                                    |

| Hazard Categories and examples – table 3 |                                                                                                                                                                                                                               |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hazard                                   | Potential harm                                                                                                                                                                                                                |
| Manual tasks                             | Overexertion or repetitive movement can cause muscular strain.                                                                                                                                                                |
| Slips, trips, and falls                  | Falls, slips and trips of people can cause fractures, bruises, lacerations, dislocations, concussion, permanent injuries, or death.                                                                                           |
| Gravity                                  | Falling objects can cause fractures, bruises, lacerations, dislocations, concussion, permanent injuries, or death.                                                                                                            |
| Electricity                              | Exposure to live electrical wires can cause shock, burns or death from electrocution.                                                                                                                                         |
| Plant and equipment                      | Being hit by moving vehicles or being caught by moving parts of machinery can cause fractures, bruises, lacerations, dislocations, permanent injuries, or death.                                                              |
| Hazardous substances                     | Chemicals (such as acids, hydrocarbons, heavy metals) and dusts (such as asbestos and silica) can cause respiratory illnesses, cancers or dermatitis and allergic responses.                                                  |
| Extreme temperatures                     | Heat can cause burns, heat stroke, or fatigue.<br>Cold can cause hypothermia or frost bite.                                                                                                                                   |
| Noise                                    | Exposure to noise (above the specified exposure threshold for sudden or constant noise) can cause permanent hearing damage.                                                                                                   |
| Radiation                                | Ultraviolet, welding arc flashes, microwaves and lasers can cause burns, cancer, or blindness.                                                                                                                                |
| Biological                               | Micro-organisms can cause blood borne diseases (such as hepatitis and HIV/AIDS) or be transmitted through the respiratory system (such as legionnaires' disease and influenza). Some pathogens also cause allergic responses. |
| Psychosocial hazards                     | Effects of work-related stress, bullying, violence, and work-related fatigue.                                                                                                                                                 |
| Remote and isolated work (working alone) | Working at locations away from emergency assistance.                                                                                                                                                                          |
| Occupational violence                    | Violence to staff in service industries and between staff.                                                                                                                                                                    |
| Animal                                   | Being bitten or hit by an animal.                                                                                                                                                                                             |

| Risk Control Effectiveness – table 2 |                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Control Effectiveness                | Guide                                                                                                                                                                                                                                                                                                                                                  |
| Adequate                             | Controls are well designed and operating effectively in treating the root cause of the risk. Additional controls exist to appropriately manage consequence. Controls are largely preventative, and management believes that they are always effective and reliable. Nothing further to be done except review and monitor the existing controls.        |
| Room for Improvement                 | Some deficiencies in controls have been identified however most controls are designed and implemented effectively in treating some root causes of the risk. While some preventative controls exist, controls are largely reactive. There are opportunities to improve the design/implementation of some controls to improve operational effectiveness. |
| Inadequate                           | Significant control deficiencies identified. Either controls do not treat root cause, or they do not operate effectively. Controls, if they exist are just reactive. Management has little confidence on the effectiveness of the controls due to poor control design and/or extremely limited operational effectiveness.                              |

## CED Consultation process map

OFFICIAL

# Work Health and Safety Consultation Process

## First round consultation

**Focus:** Capture all relevant hazards.

**Consulted with:**

HSRs  
WHS advisors

## Second round consultation

**Focus:** Review all controls to ensure they address the hazard.

**Consulted with:**

HSRs  
WHS Advisors  
Work Health and Safety Steering Committee

## Third round consultation

**Focus:** Review controls to ensure they can be implemented at a branch level.

**Consulted with:**

Branch level WHS committees  
All staff through VR portal

## Ongoing review

**Focus:** Continual monitoring of controls for effectiveness

**Process:** Feedback accepted throughout VR Project.

Risk assessment updated and sent for consultation when feedback received and changes made.