On-demand booking services
Safety Management System
Case Studies

Case studies

The following case studies provide a comparison of how different hazards may have different risk assessments and responses based on the size and business model of the on-demand booking service (ODBS).

The case studies are designed to be read alongside *A guide to developing your Safety Management System*.

These case studies look at identifying the risk level associated with several hazards by completing a risk register. They are not exhaustive and do not consider every possible hazard that may affect a business – they aim to provide examples related to different types of ODBSs, for your consideration.

Please note: you do not need to provide a risk register to DoT Officers during an audit, however it may be a useful tool to help you assess the risk level of any hazards you identify.

How to complete a risk register

Step 1: Consequence

Give your hazard a score based on the potential impact if something bad did happen. Use either the **worst potential consequence** or the **most common consequence** of the hazard occurring. These case studies consider the **worst potential consequence.**

Consequence	Score
Catastrophic Multiple fatalities or severe permanent disablement (physical or psychological) to multiple people	**5**
Major Single fatality or substantial injuries, or severe permanent disablement (physical or psychological)	**4**
Moderate Medical treatment required, or injury (physical or psychological) requiring time off work or restricted work duties.	**3**
Minor First aid treatment or wellbeing check in required	**2**
Insignificant No treatment required	**1**

Step 2: Likelihood

Give your hazard a second score based on the likelihood of your identified consequence occurring.

Likelihood	Score
Almost certain • The event or consequence is expected to occur in most circumstances • More than once per month • Greater than 90% of times when performing a task / activity	**5**
Likely • The event or consequence will probably occur in most circumstances • More than once per year • Between 51% - 90% of times when performing a task / activity	**4**
Possible • The event or consequence might occur at some time • Once every 1 – 10 years • Between 11% - 50% of times when performing a task/ activity	**3**
Unlikely • The event or consequence could occur at some time • Once every 10 – 50 years • Between 1% - 10% of times when performing a task/ activity	**2**
Rare • The event or consequence may occur only in exceptional circumstances • Less than once every 50 years* • Less than 1% of times when performing a task/ activity	**1**

Step 3: Multiply your scores to get your risk rating

Multiply the consequence score and the likelihood score. Using that total, refer to the following table to get your risk rating for that hazard.

		Likelihood				
		Rare	**Unlikely**	**Possible**	**Likely**	**Almost certain**
Consequence		**1**	**2**	**3**	**4**	**5**
Catastrophic	**5**	**5** Medium	**10** High	**15** High	**20** Very high	**25** Very high
Major	**4**	**4** Medium	**8** Medium	**12** High	**16** Very high	**20** Very high
Moderate	**3**	**3** Low	**6** Medium	**9** Medium	**12** High	**15** High
Minor	**2**	**2** Low	**4** Medium	**6** Medium	**8** Medium	**10** High
Insignificant	**1**	**1** Low	**2** Low	**3** Low	**4** Medium	**5** Medium

Example risk rating: Driver distraction

In our example of vehicle crashes caused by driver distraction, we gave a consequence score of **5** and a likelihood score of **1**, which gives us a risk rating of **5** (5x1) = **Medium risk**.

Consequence score: 5 **+** Likelihood score: 1 **=** Medium risk: 5

Small – Regional on-demand rank or hail (taxi)

Bill owns an on-demand rank or hail (taxi) business in Margaret River, operating one wheelchair accessible vehicle (WAV) that only he and his wife Anne drive on rotation.

Their fares are often to or from venues in the surrounding wine region, in addition to jobs around town. Bill's vehicle can carry up to 9 passengers plus himself.

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Driver fatigue	5 Catastrophic	1 Rare	5 Medium	• Schedule shifts to manage their fatigue. • Turn off phones or mute notifications when resting. • Utilise an association arrangement with another taxi operator in town to off-load work when fatigued.	• Drivers (Anne and Bill) • Responsible Officer (Bill)
Animal collision	5 Catastrophic	1 Rare	5 Medium	• Equip vehicle with bull bar. • Reduce speed when driving early in the morning or late in the afternoon.	• Drivers (Anne and Bill) • Responsible Officer (Bill)
Driver assault on passenger	5 Catastrophic	1 Rare	5 Medium	• Conduct training on driver behaviour and managing challenging customers. • Ensure camera surveillance unit is functional prior to shift starting. • Debrief after difficult trip.	• Drivers (Anne and Bill) • Responsible Officer (Bill)
Driver injury due to lifting (luggage etc.)	3 Moderate	1 Rare	3 Low	• Keep luggage close to body when lifting. • Test weight of any luggage before lifting.	• Drivers (Anne and Bill) • Responsible Officer (Bill)

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Assault on driver	4 Major	2 Unlikely	8 Medium	• Ensure two-way radio and mobile phones are functional, to contact for help if needed. • Do not service known dangerous locations. • Require upfront payment for higher risk trips. • Refuse passengers that are too intoxicated. • Ensure camera surveillance unit is functional prior to shift starting.	• Drivers (Anne and Bill) • Responsible Officer (Bill)
Safe carriage of wheelchair users	5 Catastrophic	1 Rare	5 Medium	• Attend training on loading wheelchair hoists, using restraints and ramps, loading and unloading procedures. • Check that all restraints, ramps and straps are in working order and not ripped before a trip.	• Drivers (Anne and Bill) • Training Officer (Anne) • Responsible Officer (Bill)
Vehicle mechanical failure	5 Catastrophic	1 Rare	5 Medium	• Complete daily vehicle inspection. • Complete regular vehicle maintenance with qualified mechanics. • Utilise a fleet renewal plan to replace vehicle every 5 years.	• Drivers (Anne and Bill) • Responsible Officer (Bill)
Remote or isolated operations	5 Catastrophic	1 Rare	5 Medium	• Ensure two-way radio and mobile phones are functional, to contact help if needed.	• Drivers (Anne and Bill) • Training Officer (Anne) • Responsible Officer (Bill)

Small – Metropolitan limousine (charter)

Maria runs a limousine company called Renowned Limousines. She is a sole operator and therefore the business's only driver and Responsible Officer. She takes bookings via her website, for her vehicle that seats up to 12 passengers.

Most of Maria's bookings are school balls and weddings, however she also offers custom corporate trips and airport transfers. As part of her wedding package, she provides a bottle of champagne for passengers that hire the limousine for at least one continuous hour.

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Driver fatigue	5 Catastrophic	1 Rare	5 Medium	• Plan shifts to manage fatigue. • Turn off phones or mute notifications when resting. • Utilise an association arrangement with another limousine operator to off-load work when fatigued.	• Driver • Responsible Officer (Maria)
Unsafe pick-up/drop-off area	5 Catastrophic	2 Unlikely	10 High	• Driver to assess pick-up/drop-off area prior to loading or unloading passengers.	• Driver • Responsible Officer (Maria)
Driver assault on passenger	5 Catastrophic	1 Rare	5 Medium	• Complete training on driver behaviour and managing challenging customers. • Engage support system to debrief after challenging trip.	• Driver • Responsible Officer • (Maria)

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Assault on driver	4 Major	2 Unlikely	8 Medium	• Ensure functional mobile phone is carried each trip, to contact for help if needed. • Require payment at time of booking. • Refuse passengers that are too intoxicated.	• Driver • Responsible Officer (Maria)
Intoxicated passenger	5 Catastrophic	1 Rare	5 Medium	• Ensure consumption of alcohol only allowed on bookings for one continuous hour or longer. • Have water available for passengers. • Refuse passengers that are too intoxicated.	• Driver • Responsible Officer (Maria)
Vehicle mechanical failure	5 Catastrophic	1 Rare	5 Medium	• Complete daily vehicle inspection. • Complete regular vehicle maintenance with qualified mechanics. • Utilise a fleet renewal plan to replace vehicle every 10 years	• Driver • Responsible Officer (Maria)
Remote or isolated operations	5 Catastrophic	1 Rare	5 Medium	• Ensure two-way radio and mobile phones are functional, to contact help if needed.	• Driver • Responsible Officer (Maria)

Medium – School bus (charter)

RoadFare is an independent charter bus company, servicing schools for excursions/camps during the week and parties/events/functions on weekends. The business, which has been operating in Western Australia for more than 10 years, is run by a brother and sister duo Alfred and Joy.

The business employs 50 casual drivers. There are currently 30 vehicles in service and each bus can transport up to 40 passengers. They operate in the Perth metropolitan area, Mandurah and Bunbury.

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Driver fatigue	5 Catastrophic	1 Rare	5 Medium	• Procedure established to ensure drivers are not scheduled to be driving for long periods without breaks. • Policy implemented so RoadFare drivers are required to declare any secondary employment to ensure they are not getting fatigued from other work. • All RoadFare drivers are required to undertake the online WorkSafe commercial driver fatigue training. • Schedule shifts to manage their fatigue.	• Drivers • Booking officer • Responsible Officer (Alfred and Joy)
Unsafe pick-up/drop-off area	5 Catastrophic	2 Unlikely	10 High	• Driver to assess pick-up/drop-off area prior to loading or unloading passengers.	• Drivers • Responsible Officer (Alfred and Joy)
Assault on driver	4 Major	2 Unlikely	8 Medium	• Ensure mobile phones are functional, to contact for help if needed. • Require payment at time of booking.	• Drivers • Responsible Officer (Alfred and Joy)

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Driver assault on passenger	5 Catastrophic	1 Rare	5 Medium	• Use Driver and Vehicle Industry Dashboard (DVID) to check driver authorisation status, and suspend any unauthorised drivers. • Check complaint records to identify potential issues with driver behaviour. • Conduct training on driver behaviour and managing chal-lenging customers. • Ensure camera surveillance unit is functional prior to shift starting. • Working With Children Check for all drivers. • Debrief after difficult trip.	• Drivers • Training officer • Responsible Officer (Alfred and Joy)
Vehicle mechanical failure	5 Catastrophic	1 Rare	5 Medium	• Drivers to complete daily vehicle inspection prior to shift. • Complete regular vehicle maintenance with qualified mechanics. • Use DVID to check vehicle authorisation status, and suspend any unauthorised vehicles. • Utilise a fleet renewal plan to replace vehicles every 10 years.	• Drivers • Fleet manager • Responsible Officer (Alfred and Joy)
Remote or isolated operations	5 Catastrophic	1 Rare	5 Medium	• Ensure drivers have functional mobile phones. • Ensure each vehicle has a satellite or ultra high frequency (UHF) radio for emergencies. • Fully equipped first aid kit is located in vehicle. • Install and maintain fire extinguishers according to national standards.	• Drivers • First aid officer • Safety officer • Responsible Officer (Al-fred and Joy)

Large – Metropolitan rideshare (charter)

Ridee is a ridesharing company that provides on-demand charter services. Ridee offers transport services in large metropolitan centres and tourism hotspots including Perth, Mandurah, Bunbury, Broome and Margaret River.

With a fleet of over 500 vehicles, it dispatches work to more than 5,000 drivers. There is a diverse cross section of drivers and many drivers casually pick up shifts. Many drivers lease their vehicles through the management company associated with Ridee.

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Driver fatigue	5 Catastrophic	1 Rare	5 Medium	• Driver app automatically logs out drivers after long periods without a break. • Drivers must declare fitness to drive at the beginning of their shift, via the driver app. • Telematics set up to monitor erratic driving, with associated policies to investigate patterns. • Check complaint records to identify potential issues with driver competence.	• Drivers • Responsible Officer
Animal collision	5 Catastrophic	1 Rare	5 Medium	• Reduce speed when driving early in the morning or late in the afternoon.	• Drivers • Responsible Officer
Assault on driver	4 Catastrophic	3 Possible	12 High	• Conduct training on driver behaviour and managing challenging customers. • Require electronic payments. • Block abusive passengers from the booking app. • Utilise in-built safety features in the driver app (e.g. button to call 000). • Payment required at time of booking.	• Drivers • Training officer • Responsible Officer

Hazard description	Consequence	Likelihood	Risk rating	Policies/procedures to address risk	Responsibility
Driver assault on passenger	5 Catastrophic	2 Unlikely	10 High	• Use Driver and Vehicle Industry Dashboard (DVID) to check driver authorisation status, and suspend any unauthorised drivers. • Check complaint records to identify potential issues with driver behaviour. • Conduct training on driver behaviour and managing challenging customers. • Have mental health / psychological services available for drivers to access. • Ensure Alleged Driver Conduct report completed for any instance of unfit driver behaviour that is reported by passengers.	• Drivers • Training officer • Responsible Officer
Vehicle mechanical failure	5 Catastrophic	1 Rare	5 Medium	• Drivers complete vehicle inspection prior to shift. • Use DVID to check vehicle authorisation status, and suspend any unauthorised vehicles. • Complete regular vehicle maintenance with qualified mechanics. • Do not allow vehicles older than 10 years onto the Ridee platform. • Procedure to immediately dispatch a new vehicle if a breakdown occurs.	• Drivers • Vehicle owner / provider (i.e. fleet management company) • Responsible Officer
Remote or isolated operations	5 Catastrophic	1 Rare	5 Medium	• Drivers must carry mobile phones. • Utilise in-built safety features in the driver app (e.g. but-ton to call 000). • Fully equipped first aid kit is located in vehicle. • Procedure to immediately dispatch a new vehicle if a breakdown occurs.	• Drivers • First aid officer • Vehicle owner / provider • Responsible Officer