Commercial Kitchen			
Business Name:		ABN:	
Business Address:			
Contact Person:	Phone:	Email:	

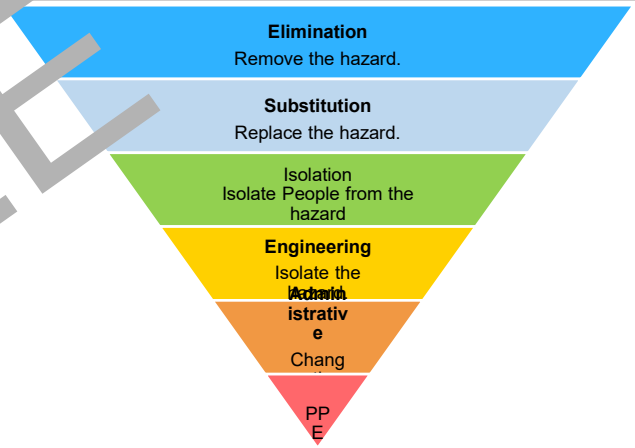
THIS RISK ASSESSMENT IS APPROVED BY THE PCBU OF THE PROJECT		
Under the Work Health and Safety Regulation (WHS Regulation), a person conducting a business or undertaking (PCBU) is required to ensure that a RISK ASSESSMENT is prepared before the proposed work starts.		
Full Name:		
Signature:	Title:	Date:

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

RISK MATRIX

LIKELIHOOD	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC	SCORE	ACTION
ALMOST CERTAIN	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4 ACUTE		
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED
POSSIBLE	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	4 ACUTE	3H HIGH	Rev before work
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACU	2M MO RATE	Ensure control measures in place.
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 H	1L LOW	Monitor and keep records.

HIERARCHY OF CONTROLS



Risk Rating & Required Action:

4A	Stop work. The risk is intolerable. E inate the hazar redesign the activity before proceeding. A Safe Work Method Statement (SWMS) or hi er-level authorisati is required.
3H	Review and approve additional c rols b ask arts. Senior supervisor sign-off needed.
2M	Ensure all nominated controls are in ace and effe ive. Proceed with caution; monitor conditions.
1L	Proceed, following standard operating procedures Monitor and keep records.

Consequence Scale:

Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
Catastrophic	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
Major	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
Moderate	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
Minor	First-aid only, no lost time	negligible delay	Isolated non-conformance
Insignificant	No injury	no schedule impact	Deviation caught and corrected on site

Notes on Hierarchy of Controls:
Remember to apply controls in the preferred order shown by the coloured pyramid:

1. **Eliminate**
2. Substitute
3. Isolate
4. Engineering
5. Administrative
6. PPE

Always document **why** a lower-order control is accepted if elimination or substitution is not reasonably practicable.

aligned with Safe Work Australia's Managing the risk of fatigue at work *(2023) and ISO 45001:2018 clauses 6–8.*

JOB STEP	POTENTIAL HAZARDS	IR	CONTROL MEASURES	RR
SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
1. WHS Governance, Leadership and PCBU Duties	• Lack of clear WHS governance structure for the kitchen, leading to unclear accountability for risk management and due diligence duties under WHS Act 2011 • Inadequate consultation with workers, health and safety representatives (HSRs) and contractors, resulting in unidentified hazards and poor uptake of controls • Absence of documented WHS policy specific to commercial kitchen operations, resulting in ad hoc decisions and inconsistent standards across shifts • Failure of officers (e.g. directors, senior managers) to exercise due diligence in providing resources, information, and verification of WHS systems • Poor integration of WHS requirements into business objectives (productivity and cost focus overriding safety and health considerations) • No formal process for reviewing WHS performance indicators (e.g. incident trends, near misses, non-conformances) specific to kitchen operations	High	• Develop and endorse a written WHS Policy that explicitly covers commercial kitchen operations and references duties under the Work Health and Safety Act 2011 and relevant WHS Regulations, Australian Standards, and Codes of Practice • Define and document WHS roles, responsibilities and accountabilities for PCBUs, officers, managers, supervisors, chefs, kitchen hands, contractors and labour-hire workers, and communicate these through induction and position descriptions • Establish a formal WHS governance framework (e.g. WHS committee or regular safety meetings) that includes kitchen representatives and HSRs, with scheduled meetings, agendas and actions • Implement officer due diligence processes, including scheduled WHS leadership walk-throughs of kitchen areas, periodic review of risk assessments, and sign-off on WHS action plans and resourcing • Integrate WHS objectives and targets into business planning for the kitchen (e.g. key performance indicators for incident reporting, completion of corrective actions, training completion rates) • Create a documented system for worker consultation, participation and issue resolution, including processes for raising safety concerns, responding to them, and feeding back outcomes • Ensure contractors and labour-hire providers are included in WHS governance processes via documented agreements, WHS requirements in contracts, and participation in relevant meetings • Schedule regular management reviews (e.g. quarterly) of WHS performance specific to the kitchen, including analysis of incident data, audit findings and worker feedback, and document decisions and actions	Medium
2. WHS Risk Management System	• Absence of a formal, documented risk management procedure tailored to commercial kitchen operations (heat, sharp instruments, chemicals, manual tasks, slips, psychosocial risks) • Risk assessments not conducted for key kitchen systems (e.g. menu changes, new equipment, new cleaning chemicals, new layout or refurbishment) • No systematic review of existing risk assessments after incidents, near misses, changes in workload, or changes in legislation or standards • Risk ratings assigned inconsistently due to lack of standardised risk matrix	High	• Implement a documented WHS risk management procedure aligned with WHS Act 2011 and WHS Regulation requirements, clearly outlining steps for hazard identification, risk assessment, control selection and review for commercial kitchen environments • Develop and maintain a kitchen-specific risk register that lists key systems and hazards (e.g. hot surfaces, gas appliances, knives, slicers, dishwashers, cool rooms/freezers, chemical stores, ventilation, manual handling, fatigue, bullying and harassment, noise, confined spaces if applicable) • Introduce a standardised risk matrix and guidance document for assessing likelihood and consequence, and provide training to supervisors and key staff on its use • Require formal risk assessments for new or significantly changed kitchen processes, equipment, fit-outs, supplier changes (e.g. heavier food packs) and roster structures (e.g. extended hours, split shifts) • Embed the hierarchy of control in procedures and forms (elimination, substitution, isolation, engineering, administrative controls, PPE), requiring justification if higher-order controls are not implemented • Set review triggers for risk assessments (e.g. annually, after notifiable incidents, after major changes, after introduction of new menu items that change workflow or manual handling), and diarise reviews	Medium

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	and guidance, leading to underestimation of some hazards • Control measures selected informally rather than following the hierarchy of control, resulting in over-reliance on PPE and administrative controls • Lack of documented risk registers for the kitchen, making it difficult to track hazards, controls, and outstanding actions		• Use a centralised digital system or register to track risk controls, assign responsible persons and due dates, and monitor the completion and effectiveness of actions • Include consultation with workers and HSRs as a mandatory step in the risk assessment process for kitchen systems to ensure practical insights are captured	
3. Procurement and Commissioning of Equipment, Plant and Substances	• Procurement decisions driven solely by cost or performance, without formal WHS input or assessment of inherent risks (e.g. lack of guards, complex cleaning requirements) • Purchase of kitchen equipment (e.g. deep fryers, combi ovens, slicers, mixers, dishwashers, gas appliances) that does not comply with relevant Australian Standards or manufacturer safety specifications • Introduction of hazardous chemicals (e.g. cleaners, sanitisers, degreasers, descalers) without Safety Data Sheets (SDS) or assessment of storage, use and disposal requirements • Inadequate commissioning process leading to equipment installed in unsafe locations (e.g. obstructing egress routes, causing congestion, poor ventilation around gas appliances) • Failure to ensure required safety features (e.g. emergency gas shut-offs, interlocks, guards, temperature controls, non-slip mats, splash guards) are included and functional at purchase and installation • Lack of compatibility checks with existing infrastructure (e.g. electrical load, gas supply, drainage, extraction/ventilation capacity) resulting in overloads or poor air quality	High	• Develop a documented procurement policy that requires WHS assessment for all new and replacement commercial kitchen plant, equipment and chemicals, including specification of safety requirements in purchase orders and contracts • Involve competent WHS and maintenance personnel in procurement decisions to review manufacturer information, Australian Standards compliance and any known reliability or safety issues • Require suppliers to provide up-to-date Safety Data Sheets (SDS) for all hazardous chemicals prior to purchase and ensure compatibility with existing chemical management systems and storage facilities • Specify design and safety features as mandatory criteria in tender and selection documents (e.g. interlocked guards, emergency stops, lockable isolation points, load ratings, ergonomically acceptable loading heights, cool-touch handles where feasible) • Implement a formal commissioning and acceptance process for new equipment, including verification of installation against manufacturer requirements, WHS legislation, ventilation and fire safety requirements, and safe access for cleaning and maintenance • Ensure layout and positioning of new plant avoids congestion, protects traffic and egress routes, and allows safe workflow and segregation of hot, cold, and raw/ready-to-eat zones • Maintain a central register of all kitchen plant and chemicals noting procurement date, specification, safety features, SDS review dates and any specific operating limitations • Require training and information from suppliers on safe use, cleaning, maintenance and emergency response for new plant and substances, and integrate this into internal procedures	Medium

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4. Kitchen Layout, Design and Infrastructure	• Inadequate spatial design leading to congestion, intersecting pedestrian and trolley routes, and increased potential for collisions, burns and cuts • Poor separation of raw and ready-to-eat food preparation areas, increasing risk of cross-contamination and food-borne illness • Insufficient ventilation and extraction over cooking equipment, causing heat stress, build-up of fumes, carbon monoxide or smoke, and slippery surfaces from grease deposits • Inadequate lighting in work zones, storage areas, dishwashing areas and cool rooms, contributing to slips, trips, cuts and incorrect cleaning • Substandard flooring materials or poor maintenance leading to slippery or uneven surfaces, ponding water, and trip hazards around drains and thresholds • Restricted or poorly signposted emergency exits, and lack of adequate space around fire extinguishers, fire blankets, emergency gas shut-offs and electrical isolation points	High	[redacted]	Medium
5. Safe Systems of Work and Procedures	• Lack of documented safe operating procedures (SOPs) for key kitchen systems (e.g. hot oil management, knife handling, slicers, mixers, ovens, dishwashers, cool room entry, cleaning routines) • Existing procedures not reflecting actual work practices, resulting in non-compliance and confusion among staff • Inadequate consideration of peak service periods, rush orders and large functions in system design, leading to shortcuts and unsafe improvisation • Failure to integrate food safety requirements with WHS requirements,	High	[redacted]	Medium

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	causing conflicting instructions or gaps in controls • No formal process to communicate updates to procedures across all shifts, including casuals and agency staff		[redacted]	
6. Worker Competency, Training and Supervision	• Inadequate induction and task-specific training for new or young workers, casuals, apprentices and agency staff entering the kitchen • Over-reliance on informal, on-the-job training without structured competency assessment for high-risk tasks (e.g. operating slicers, working with hot oil, using chemicals, working nights alone • Supervisors and chefs lacking training in WHS obligations, risk management and incident response [redacted] to inconsistent safety expectations • Limited training on psychosocial risk factors such as fatigue, work demands, aggression from customers, bullying and harassment • Insufficient literacy or language support, resulting in workers not understanding procedures, signage or training content	High	[redacted]	Medium
7. Emergency Preparedness and Response	• Lack of a kitchen-specific emergency plan addressing fires, gas leaks, burns, scalds, serious cuts, chemical exposures, electrical faults and cool room entrapment • Inadequate provision and maintenance of appropriate fire equipment (e.g. fire	High	[redacted]	Medium

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	blankets, wet chemical extinguishers, automatic suppression systems) and poorly understood use by staff • No clear procedures for evacuation from congested kitchen areas during service periods, especially when carrying hot items or moving through narrow passages • Insufficient arrangements for first aid coverage on all shifts, especially late-night or early-morning operations • Failure to conduct regular emergency drills that include kitchen scenarios and coordination with front-of-house and other areas		[redacted]	
8. Incident Reporting, Investigation and Corrective Actions	• Under-reporting of incidents, near misses and hazards due to time pressure, cultural barriers, or fear of blame, leading to missed opportunities for prevention • Lack of a simple, accessible system for reporting kitchen incidents across shifts, including those involving contractors and agency staff • Superficial or delayed incident investigations that focus on individual error rather than system failures, resulting in ineffective corrective actions • Failure to identify notifiable incidents and notify the regulator as required under the WHS Act 2011 • Poor follow-through on corrective actions, with no tracking of completion or verification of effectiveness	High	[redacted]	Low

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			[redacted]	
9. Preventive Maintenance and Inspection Systems	• Lack of a scheduled preventive maintenance program for kitchen plant and infrastructure (e.g. gas appliances, exhaust systems, fire suppression, refrigeration, slicers, mixers, dishwashers) • Reactive maintenance culture where defects are only addressed after breakdown or incident, increasing the likelihood of equipment failure and injury • Poor communication between kitchen staff and maintenance regarding hazards and defects (e.g. faulty guards, damaged cords, leaking equipment, degraded flooring) • Failure to maintain ventilation and fi protection systems, leading to grease accumulation, reduced extraction efficiency and uncontrolled fire spread • Use of unqualified unlicensed personnel for maint nance on gas electrical or refrige tion sys creating compliance safety risks	High	[redacted]	Medium
10. Contractor and Labour-Hire Management	• Contractors (e.g. cleaners, equipment technicians, pest control) working in or around the kitchen without adequate induction to site-specific hazards and controls • Labour-hire workers and agency staff not receiving equivalent WHS information, training and supervision as directly employed staff • Poor coordination of work where contractors are present during service or cleaning, creating congested workspaces and conflicting activities	Medium	[redacted]	Low

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	• Unclear allocation of WHS responsibilities between PCBUs involved (host employer, labour-hire agencies, contractors), leading to gaps in control implementation		[redacted]	
11. Manual Tasks and Ergonomic Risk Management (System Level)	• Lack of a structured manual tasks risk management program covering lifting, carrying, pushing, pulling, repetitive tasks and sustained awkward postures in the kitchen • Procurement and menu design decisions that do not consider manual handling impacts (e.g. heavy containers, bulk packaging, awkward storage heights) • Inadequate equipment and [illegible] trolleys, adjustable [illegible], racks) to support safe manual tasks, leading to overexertion and musculoskeletal disorders • Rosters and work allocation systems that result in inadequate task rotation and rest breaks, contributing to fatigue and cumulative strain	High	[redacted]	Medium
12. Psychosocial Risk and Workload Management	• Sustained high work demands during service periods, combined with long or irregular hours, leading to stress, fatigue and increased error rates • Exposure to aggression, harassment or unreasonable behaviour from	High	[redacted]	Medium

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	customers, supervisors or co-workers in a high-pressure environment • Limited worker control over pace and scheduling, with last-minute changes and insufficient notice of rosters • Lack of clear expectations, feedback and recognition, contributing to low morale and turnover • Inadequate systems for managing and supporting workers who experience psychological injury or distress		[redacted]	

EMERGENCY RESPONSE – CALL 000 FOR EMERGENCIES

Ensure to have an Emergency Management Plan in place as well as adequate numbers of trained first aid staff with easy access to fully stocked first aid kits, rescue equipment, material safety data sheets, adequate access to emergency communication equipment and fire-fighting equipment suitable for all classes of fire and ignition sources.

LEGISLATIVE REFERENCES

RELEVANT LEGISLATION AND CODES OF PRACTICE. DELETE THE LEGISLATIVE REFERENCES FOR ANY STATE THAT ARE NOT APPLICABLE

Queensland & Australian Capital Territory
Work Health and Safety Act 2011
Work Health and Safety Regulations 2011
Legislation QLD: https://www.worksafe.qld.gov.au/laws-and-compliance/work-health-and-safety-laws
Codes of Practice QLD: https://www.worksafe.qld.gov.au/laws-and-compliance/codes-of-practice
Legislation ACT: https://www.worksafe.act.gov.au/laws-and-compliance/acts-and-regulations
Codes of Practice ACT: https://www.worksafe.act.gov.au/laws-and-compliance/codes-of-practice

New South Wales
Work Health and Safety Act 2011
Work Health and Safety Regulations 2025
Legislation NSW: https://www.safework.nsw.gov.au/legal-obligations/legislation
Codes of Practice NSW: https://www.safework.nsw.gov.au/resource-library/list-of-codes-of-practice

Northern Territory
Work Health and Safety (National Uniform Legislation) Act 2011
Work Health and Safety (National Uniform Legislation) Regulations 2011
Legislation NT: https://worksafe.nt.gov.au/laws-and-compliance/workplace-safety-laws
Codes of Practice NT: https://worksafe.nt.gov.au/forms-and-resources/codes-of-practice

South Australia
Work Health and Safety Act 2012 (SA)
Work Health and Safety Regulations 2012 (SA)
Legislation for SA: https://www.safework.sa.gov.au/resources/legislation
Codes of Practice for SA: https://www.safework.sa.gov.au/workplaces/codes-of-practice#COPs

Tasmania
Work Health and Safety Act 2012
Work Health and Safety (Transitional and Consequential Provisions) Act 2012
Work Health and Safety Regulations 2012
Work Health and Safety (Transitional) Regulations 2012
Legislation for TAS: https://worksafe.tas.gov.au/topics/laws-and-compliance/acts-and-regulations
Codes of Practice for TAS: https://worksafe.tas.gov.au/topics/laws-and-compliance/codes-of-practice

Details of permits, licenses or access required by regulatory bodies (add or delete as required):

- Permits from local council
- Authorisation to commence work
- Any required documents.

Victoria
Occupational Health and Safety Act 2004
Occupational Health and Safety Regulations 2017
Legislation VIC: https://www.worksafe.vic.gov.au/occupational-health-and-safety-act-and-regulations
Codes of Practice VIC: https://www.worksafe.vic.gov.au/compliance-codes-and-codes-practice

Western Australia
Work Health and Safety Act 2020
Work Health and Safety Regulations 2022
Legislation Western Australia: https://www.commerce.wa.gov.au/worksafe/legislation
Codes of Practice WA: https://www.commerce.wa.gov.au/worksafe/codes-practice

Safe Work Australia Links
Law and Regulation (All States): https://www.safeworkaustralia.gov.au/law-and-regulation
Model Codes of Practice: https://www.safeworkaustralia.gov.au/resources-publications/model-codes-of-practice

Model Codes of Practice

- Managing noise and preventing hearing loss at work
- Confined spaces
- Labelling of workplace hazardous chemicals
- Managing risks of hazardous chemicals in the workplace
- Welding processes
- First aid in the workplace
- Managing the risk of falls at workplaces
- Hazardous manual tasks
- Managing the risk of falls in housing construction
- Managing electrical risks in the workplace
- Demolition work
- Excavation work
- Work health and safety consultation, cooperation and coordination
- Managing the work environment and facilities
- How to manage work health and safety risks
- Managing risks of plant in the workplace
- Construction work