

Facilities Maintenance

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

THIS RISK ASSESSMENT IS APPROVED BY THE PCBU ON THIS 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	HIERARCHY OF CONTROLS	
ALMOST CERTAIN	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4 ACUTE			Elimination Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	Substitution Replace the hazard.	
POSSIBLE	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	4 ACUTE	3H HIGH	Review before work starts.	Isolation Isolate People from the hazard	
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	2M MODERATE	Ensure control measures in place.	Engineering Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	Administrative Change	
								PPE	

Risk Rating & Required Action:	
4A	Stop work. The risk is intolerable. Eliminate the hazard or redesign the activity before proceeding. A Safe Work Method Statement (SWMS) or higher-level authorisation is required.
3H	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
2M	Ensure all nominated controls are in place and effective. 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 Resourcing	<ul style="list-style-type: none"> Absence of a documented WHS Management System for facilities maintenance activities across all sites Inadequate WHS leadership commitment from senior management and line managers Confusing or fragmented responsibilities between property, facilities, and tenant management (e.g. clubs, locker rooms, office tenants) Insufficient resourcing for WHS (budget, time, competent persons) to oversee weekend and after-hours maintenance work No formal process to integrate WHS requirements into contracts for external maintenance providers Poor consultation and communication with Health and Safety Representatives (HSRs) and workers regarding maintenance risks Lack of monitoring and review of WHS objectives, targets and key performance indicators for facilities maintenance 	4A	<ul style="list-style-type: none"> Implement a certified or aligned WHS Management System (e.g. ISO 45001 based) covering all facilities maintenance activities in line with WHS Act 2011 and WHS Regulations Define and document WHS roles, responsibilities and accountabilities for officers, managers, supervisors, and workers involved in facilities maintenance across all properties Establish a WHS Policy endorsed by senior leadership that explicitly addresses facilities and building maintenance, including clubs, locker rooms, and office buildings Develop an annual WHS plan and budget for facilities maintenance, including governance, training, inspections and system improvements Integrate WHS emergency duties for officers, ensuring regular review of maintenance risk reports, incident trends and audit outcomes Implement a formal WHS consultation procedure with workers, contractors and HSRs including regular toolbox meetings focused on maintenance risks Establish a governance framework for contractor WHS oversight, including scheduled performance reviews and compliance checks Undertake periodic management reviews of the WHS Management System effectiveness, with documented outcomes and action plans 	3H
2. Contractor and Supplier Management	<ul style="list-style-type: none"> Engagement of contractors for club repairs, laundry chute maintenance and locker room refurbishments without adequate WHS pre-qualification No system to verify licences, trade qualifications, High Risk Work Licences, or insurances of maintenance contractors Inconsistent WHS expectations across different sites and property managers for weekend and after-hours work Inadequate induction of contractors in emergency procedures, site-specific hazards (e.g. car park traffic flows, confined chutes, plant rooms) 	4A	<ul style="list-style-type: none"> Implement a contractor WHS management procedure with mandatory pre-qualification criteria (WHS policies, systems, incident history, training records) Use a centralised contractor management platform to store and verify licences, qualifications, competencies, insurances and SWMS for all maintenance contractors Standardise WHS requirements and specifications within all facilities maintenance contracts (including clubs, office buildings and car parks) Develop and enforce a site-specific WHS induction for all contractors covering emergency response, restricted areas, PPE expectations and reporting requirements Require contractors to submit and have approved WHS documentation (risk assessments, SWMS for high-risk construction work) prior to commencing work Establish clear communication protocols between contractors, facilities management, security and cleaning services (including out-of-hours contacts) Conduct periodic WHS audits and performance reviews of contractors, with non-conformance processes and escalation pathways 	2M

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	<ul style="list-style-type: none"> Poor communication pathways between contractors, building management, security and cleaning staff Contractual arrangements that incentivise speed over safety (compressed timeframes, penalty clauses) No systematic performance monitoring or auditing of contractor WHS compliance 		<ul style="list-style-type: none"> Include WHS performance metrics and incident reporting requirements within contracts and service level agreements 	
3. Risk Management and Planning for Maintenance Activities	<ul style="list-style-type: none"> Absence of a formal, documented risk management process for planned and reactive facilities maintenance Failure to identify and assess specific risks related to car parks, clubs, laundry chutes, locker rooms and office buildings before work is scheduled Reactive maintenance being carried out without adequate planning, risk assessment or isolation procedures Inadequate consideration of interaction between multiple work parties (e.g. cleaners, security, tenancy and contractors) Poor differentiation between maintenance and high-risk construction work requiring SWMS and permits Inconsistent use or understanding of risk rating tools, leading to underestimation of system-level risks 	4A	<ul style="list-style-type: none"> Implement a documented risk management procedure aligned to WHS Act 2011 and WHS Regulations for all maintenance activities Require formal risk assessments for all planned maintenance programs, including weekend maintenance of offices and refurbishment works Establish criteria to classify tasks as high-risk construction work and mandate SWMS, permits and additional controls where applicable Use a standardised risk matrix and assessment template across all sites, with guidance on typical facilities maintenance hazards Integrate WHS risk assessment steps into maintenance planning, work-order approval, and procurement processes Ensure consultation with affected workers, contractors and HSRs when identifying hazards and developing controls for significant maintenance tasks Maintain a register of recurring maintenance risks and lessons learned to inform future planning and design decisions Review and update risk assessments following incidents, near misses, or significant changes to plant, layout or operating arrangements 	2M
4. Asset, Plant and Equipment Management	<ul style="list-style-type: none"> Inadequate preventive maintenance program for building plant (HVAC, lifts, laundry chutes, fire services) and tools used by maintenance personnel Use of unsafe or poorly maintained tools, access equipment and machinery by in-house staff or contractors Lack of asset registers and maintenance histories for critical equipment in car parks, club areas and office buildings 	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> Uncontrolled modification of plant or building services during refurbishments (e.g. locker rooms, laundry chutes) leading to latent hazards Failure to comply with manufacturer instructions, Australian Standards or statutory inspection requirements No system to tag-out or remove defective equipment from service 		[REDACTED]	
5. Building Access, Security and After-Hours / Weekend Work	<ul style="list-style-type: none"> Uncontrolled access to work areas during weekend and after-hours maintenance in office buildings and clubs Lone or isolated work by maintenance staff without effective communication or monitoring systems Unauthorised entry by tenants, members of the public or club patrons into active maintenance zones (e.g. car parks, locker rooms under refurbishment) Inadequate integration between WHS and security systems, key control, access cards and emergency response Failure to properly lock-off or secure high-risk areas such as storerooms, plant rooms, laundry chutes and pits during maintenance Limited availability of first aiders and emergency response capability during weekend work 		[REDACTED]	2M
6. Traffic, Car Park and Public Interface Management	<ul style="list-style-type: none"> Inadequate segregation of vehicles, mobile plant and pedestrians in car parks during maintenance tasks Poor visibility, lighting and signage in car parks and access roads, especially during night and weekend works Unmanaged interaction between maintenance vehicles, delivery trucks, club patrons and office workers 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> No formal traffic management planning for car park repair and maintenance works Uncontrolled closure or partial closure of car park areas leading to confusion and unsafe behaviours by drivers and pedestrians Lack of coordination with local road authorities when works impact public roads or footpaths 		[REDACTED]	
7. Hazardous Substances and Materials Management	<ul style="list-style-type: none"> Inadequate identification and control of hazardous chemicals used in facilities maintenance (e.g. paints, solvents, cleaning chemicals, adhesives) Possible exposure to asbestos-containing materials, lead-based paints or silica during club refurbishments and locker room works Lack of up-to-date Safety Data Sheets and chemical registers at each site Improper storage, handling or disposal of chemicals leading to fires or environmental contamination Poor management of contractor use of hazardous substances on site oversight by building management Insufficient training of maintenance staff and contractors on hazardous substance risk management 		[REDACTED]	2M
8. Work at Height, Falls and Access Systems	<ul style="list-style-type: none"> Inadequate system for managing work at height during building and car park maintenance (e.g. lighting, gutters, signage, external façades) Uncertified or poorly maintained fixed ladders, guardrails, roof anchor points and platforms No formal process for selecting appropriate access methods (ladders, EWP, scaffolds) based on risk assessment 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> • Insufficient oversight of contractor work at height practices during locker room refurbishments or laundry chute access • Failure to control access to fall hazards such as roof edges, lift shafts, stair voids and laundry chute openings • Lack of periodic inspection and recertification of fall protection systems 		[REDACTED]	
9. Confined Spaces, Restricted Areas and Laundry Chute Systems	<ul style="list-style-type: none"> • Failure to identify confined spaces or restricted areas within plant rooms, pits, ducts and laundry chute systems • Uncontrolled access to laundry chutes and internal service shafts during inspection and maintenance • Inadequate confined space entry procedures for contractors and in-house teams • Poor atmospheric testing, ventilation and rescue planning when accessing enclosed or poorly ventilated spaces • Lack of coordination between building management and contractors regarding isolation of associated services (fans, conveyors, lifts) • Insufficient training and competence verification for workers involved in confined space-related tasks 	4A	[REDACTED]	2M
10. Electrical Safety and Building Services Isolation	<ul style="list-style-type: none"> • Absence of a robust lock-out/tag-out system for electrical and mechanical isolations during maintenance • Unclear responsibilities between building management, electricians and other contractors for isolating and re-energising services • Unauthorised or ad-hoc access to electrical switchboards, plant rooms and risers by non-electrical personnel • Incomplete or inaccurate electrical schematics and labelling of circuits within clubs, car parks and offices 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> • Use of untested portable electrical equipment and extension leads during refurbishment works • Inadequate testing and verification before returning plant and services to operation after maintenance 		[REDACTED]	
11. Environmental Conditions, Housekeeping and Structural Integrity	<ul style="list-style-type: none"> • Poor housekeeping in plant rooms, car parks, club back-of-house areas and maintenance workshops leading to slips, trips and falls • Accumulation of waste materials and debris during locker room refurbishments and weekend maintenance, obstructing access and egress • Unmanaged water ingress, damp or mould in locker rooms and service areas affecting health and structural elements • Inadequate structural assessment before altering walls, penetrations, or fixtures in clubs and office buildings • Poor control of noise and fumes from maintenance activities impacting occupants and neighbouring properties • Temperature extremes and inadequate ventilation in plant rooms and confined work areas 	3H	[REDACTED]	1L
12. Worker Competency, Training and Supervision	<ul style="list-style-type: none"> • Inadequate verification of competencies, licences and trade qualifications for maintenance staff and contractors • Lack of WHS training specific to facilities maintenance risks (e.g. laundry chutes, car parks, club environments, office tenancy interfaces) • Insufficient supervision of new workers, apprentices or subcontractors during high-risk maintenance activities 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> No structured program for refresher training or updates following legislative or procedural changes Limited understanding by supervisors of WHS duties under the WHS Act 2011 Language, literacy or cultural barriers affecting comprehension of WHS procedures and site rules 		[REDACTED]	
13. Fatigue, Scheduling and Workload Management	<ul style="list-style-type: none"> Excessive hours and inadequate rest breaks for maintenance staff undertaking weekend and after-hours work Compressed timeframes for refurbishments and repairs leading to rushed work and short-cuts Inadequate planning of workloads across multiple sites (clubs, offices, car parks) causing chronic fatigue Lack of consideration of fatigue risks for contractors working multiple jobs or night shifts Poor communication of schedule changes and overtime requirements to workers and supervisors 	3H	[REDACTED]	1L
14. Emergency Preparedness and Incident Management	<ul style="list-style-type: none"> Inadequate integration of maintenance activities into site emergency plans and procedures Poor awareness by contractors and weekend maintenance teams of emergency exits, assembly areas and alarm systems Delayed or ineffective emergency response due to incomplete information about work locations and hazards (e.g. confined space, electrical isolation, laundry chute access) 	3H	[REDACTED]	1L

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	<ul style="list-style-type: none"> Failure to report, investigate and learn from incidents and near misses in maintenance operations Insufficient first aid resources and trained personnel during weekend or after-hours maintenance 		[REDACTED]	
15. Documentation, Records and Information Management	<ul style="list-style-type: none"> Critical WHS documents (e.g. asbestos registers, risk assessments, permits, service records) not readily accessible to maintenance staff and contractors Outdated or inconsistent procedures and drawings across different buildings and facilities Poor record-keeping of inspections, maintenance activities, training and contractor performance Inadequate control of versions and approvals for WHS documents used in maintenance planning and execution Lack of documented handover information following maintenance, plant upgrades or layout changes 	3H	[REDACTED]	1L

SAMPLE

EMERGENCY RESPONSE – CALL 000 FOR EMERGENCIES

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

LEGISLATIVE REFERENCES

RELEVANT LEGISLATION AND CODES OF PRACTICE. DELETE THE LEGISLATIVE REFERENCES 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>

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>

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-codes-of-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>

Northern Territory

Work Health and Safety (National Uniform Legislation) Act 2011
 Work Health and Safety (National Uniform Legislation) Regulation 2011
 Legislation NT: <https://worksafe.nt.gov.au/laws-and-compliance/workplace-safety-laws>
 Codes of Practice NT: <https://worksafe.nt.gov.au/laws-and-compliance/codes-of-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>

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>

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

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.