

Hospitality Safety

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:	

SAMPLE

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

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 for the task parts. 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 Management, Leadership & Legal Compliance	<ul style="list-style-type: none"> Lack of a documented WHS management system aligned with WHS Act 2011 and WHS Regulation Inadequate WHS policy and objectives specific to hospitality operations (kitchens, bars, mobile food service, outdoor dining) Failure to consult with workers on WHS matters, including casual and seasonal staff No clear allocation of WHS roles, responsibilities and due diligence obligations for officers and managers Inadequate monitoring of compliance with liquor licensing, RSA and food safety legislation Insufficient integration of WHS requirements into business decisions (e.g. procurement of mobile wood-fired ovens, buffet equipment, dishwashers, cordial coolers) Poor safety culture and presence of unsafe shortcuts during busy service periods Lack of documented WHS objectives and performance indicators for hospitality safety 	4A	<ul style="list-style-type: none"> Develop and maintain a documented WHS management system consistent with WHS Act 2011, WHS Regulation and relevant Australian Standards, tailored to hospitality operations Establish a written WHS policy endorsed by senior management, communicated to all staff including casuals and contractors Define and document WHS roles, responsibilities and accountabilities for officers, managers, supervisors and workers, including FIFO responsibilities for alcohol service Implement a structured consultation framework (health and safety representatives, committees, toolbox talks) that covers all kitchens, room service, outdoor dining and mobile catering operations Integrate compliance with liquor licensing, Responsible Service of Alcohol (RSA), food safety and WHS requirements into business planning and rostering decisions Set measurable WHS objectives and KPIs (e.g. incident rates, completion of training, inspection check-out rates) and review them at management meetings Conduct regular management reviews of the WHS management system, focusing on high-risk hospitality activities such as hot food service, open flame grills, mobile wood-fired ovens and use of chemicals Ensure officers demonstrate due diligence by staying informed about hospitality WHS risks, allocating adequate resources and verifying the effectiveness of controls 	3H
2. Risk Management, Planning & Change Management	<ul style="list-style-type: none"> Absence of a systematic risk assessment process for hospitality activities, including new menu items, equipment or service models Failure to assess system risks associated with alcohol service, food and beverage mobile service and outdoor patio dining Poor change management when introducing new equipment such as commercial dishwashers, cordial coolers or buffet heating units Inadequate assessment of risks associated with mobile wood-fired pizza 	4A	<ul style="list-style-type: none"> Implement a formal risk management procedure (identify, assess, control, review) for all hospitality areas, consistent with WHS Regulation requirements Develop standard risk assessment templates that specifically address system hazards in kitchens, bars, dishwashing stations, mobile service and outdoor areas Introduce a documented change management process requiring pre-implementation risk assessments for new equipment (dishwashers, cordial coolers, grills, mobile ovens) and new service models (buffets, patio dining expansions) Require pre-event and seasonal risk reviews for high-demand periods, with focus on fatigue, crowding, alcohol-related aggression and hot surface exposures Ensure ergonomic and manual handling risks are assessed for tray carrying, room service trolleys, bussing tables, shovelling ice and setting up buffet or outdoor furniture 	2M

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	<ul style="list-style-type: none"> ovens and open flame grills (fire, burns, smoke inhalation) No structured consideration of ergonomic and manual handling risks for carrying heavy food trays, bussing tables or shovelling ice Failure to reassess risks following incidents, near misses or complaints about food quality and service processes 		<ul style="list-style-type: none"> Mandate incident and complaint reviews (including food quality complaints) to identify systemic contributing factors and update risk controls Maintain a central risk register capturing key hospitality risks, existing controls, risk ratings and scheduled review dates 	
3. Alcohol Service Governance & RSA Systems	<ul style="list-style-type: none"> Inadequate Responsible Service of Alcohol (RSA) policies and procedures Lack of verification systems for RSA currency and competency of staff who serve alcohol or dispense soft drinks mixed with spirits Poor management of alcohol serving responsibilities leading to overservice and alcohol-related aggression No clear escalation process for refusing service or managing intoxicated or aggressive patrons in bars and outdoor patio dining areas Insufficient supervision during peak periods of alcohol service (event mobile food and beverage service) Failure to integrate alcohol service risks with staffing, security and emergency procedures 	4A	<ul style="list-style-type: none"> Develop a comprehensive Alcohol Management Plan covering serve alcohol duties, alcohol service at buffet, outdoor dining and mobile food and beverage service Implement a system to verify and record current RSA qualifications for all staff involved in alcohol service with automatic reminders for renewal Introduce standard operating procedures for assessing intoxication, refusing service, monitoring consumption and managing alcohol-affected patrons Provide clear written protocols and training on when and how to escalate issues to supervisors or security, particularly in outdoor patios and function spaces Ensure adequate staffing and supervisory coverage for all alcohol service periods, including mobile bars and room service alcohol delivery Integrate RSA controls with CCTV, incident reporting and emergency response arrangements to manage violence, aggression or health emergencies Regularly audit compliance with RSA procedures through spot checks, mystery shopper programs and review of incident data 	2M
4. Training, Competency & Supervision	<ul style="list-style-type: none"> Insufficient induction and job-specific training for kitchen service, hot food service and dishwashing station operations Lack of competency-based training for operating commercial dishwashers, detergent dispensers, cordial coolers and buffet heating equipment Inadequate instruction in safe use of grills, barbecues, open flame grills and mobile wood-fired pizza ovens No structured training on manual handling for carrying heavy food trays, 	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> bussing tables, handling room service trolleys or shovelling ice into displays Poor supervision of inexperienced, casual or young workers during peak service periods Limited training in hazard identification, incident reporting and complaint handling related to food quality Failure to provide refresher training following incidents, plant upgrades or menu changes that alter work demands 		[REDACTED]	
5. Plant, Equipment & Maintenance Systems	<ul style="list-style-type: none"> Lack of systematic maintenance for commercial dishwashers, detergent dispensers and dishwashing station equipment Failure of temperature controls or safety interlocks on buffet heating equipment, grills, barbecues and open flame appliances Inadequate inspection and servicing cordial coolers, soft drink dispense systems and ice machines Poorly maintained room service trolleys leading to instability, wheel failure or difficulty manoeuvring Unmanaged risks from mobile wood-fired pizza ovens, including structural integrity, ventilation and transport safety Use of non-compliant electrical equipment in wet kitchen and bar areas No plant registration or documentation where required under WHS Regulation 	3A	[REDACTED]	2M
6. Chemical & Detergent Management	<ul style="list-style-type: none"> Uncontrolled exposure to concentrated detergents, sanitisers and rinse aids from commercial dishwasher detergent dispensers Inadequate labelling, storage and segregation of cleaning chemicals in 	3H	[REDACTED]	1L

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	<ul style="list-style-type: none"> dishwashing stations and back of house areas • Lack of formal systems for Safety Data Sheet (SDS) management and access • Inappropriate decanting of chemicals into unlabelled containers used in kitchen and bar areas • Insufficient training on safe handling, spill response and first aid for chemicals used in dishwashing and food preparation • Corrosive chemical damage to equipment compromising safe operation 		[REDACTED]	
7. Heat, Burn & Fire Risk Management	<ul style="list-style-type: none"> • Uncontrolled exposure to hot surfaces, hot liquids and steam during hot food service and kitchen service • Inadequate controls for hot beverage spill prevention in dining rooms, outdoor patio areas and room service • Lack of system-level controls on buffet heating equipment leading to overheating, burns or fire • Poorly managed use of barbecues, open flame grills and wood-fired pizza ovens (including mobile units) • Insufficient fire detection and suppression systems in kitchens and food preparation areas • Inadequate procedures for hot oil, hot water and oven cleaning while equipment is still hot 	4A	[REDACTED]	2M
8. Manual Handling & Ergonomic Risk Management	<ul style="list-style-type: none"> • Repetitive or sustained carrying of heavy food trays during restaurant and function service • High-frequency bussing of tables and transporting dirty crockery to 	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> dishwashing stations without ergonomic aids • Pushing and pulling room service trolleys on uneven surfaces, inclines or through congested corridors • Awkward postures when shovelling ice into displays, loading dishwashers or polishing cutlery • Design of back of house processes that requires excessive reaching, twisting or carrying over long distances • Lack of mechanical aids or poor layout contributing to cumulative musculoskeletal disorders 		[REDACTED]	
9. Work Environment, Outdoor & Public Interface Safety	<ul style="list-style-type: none"> • Uncontrolled environmental conditions in outdoor patio dining areas (heat, UV exposure, wind, rain, trip hazards) • Slips, trips and falls due to inadequate housekeeping, wet floors from drink and food spills or poorly routed hoses and cables • Restricted access and egress routes in crowded dining room, bars and buffets, impeding emergency evacuation • Poorly managed interactions between staff and patrons in tight spaces, increasing collision and hot spill risks • Inadequate control of mobile food and beverage service equipment in public or shared areas • Insufficient shade, hydration and rest opportunities for staff working prolonged periods outdoors 	3H	[REDACTED]	2M
10. Work Organisation, Fatigue & Staffing	<ul style="list-style-type: none"> • Fatigue and reduced alertness during long shifts, split shifts and late-night service in restaurants and bars • Insufficient staffing levels during peak service periods leading to rushing, shortcuts and errors • Poorly managed breaks and task rotation for staff engaged in physically 	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> demanding activities (tray carrying, bussing, dishwashing) Inadequate planning for events, mobile catering or outdoor dining surges, resulting in overload of existing staff High reliance on inexperienced or casual staff without appropriate supervision Psychosocial strain due to sustained high workload, customer demands and complaint handling 		[REDACTED]	
11. Incident Reporting, Complaints & Continuous Improvement	<ul style="list-style-type: none"> Under-reporting of incidents, near misses and hazards in hospitality areas due to fear of blame or time pressure Lack of structured systems for fielding and investigating complaints about food quality and service processes Failure to identify systemic causes from repeated minor incidents such as hot beverage spills or dishwashing station strains No formal mechanism to ensure learnings from external incidents or industry alerts (e.g. fires in mobile wood-fired ovens) Inadequate feedback loops to workers on actions taken after reporting hazards or complaints 		[REDACTED]	1L
12. Contractor, Supplier & Mobile Operations Management	<ul style="list-style-type: none"> Poor integration of contractors (e.g. equipment technicians, mobile wood-fired oven operators) into site WHS systems Inadequate WHS criteria in procurement for food and drink machinery, dishwashers, cordial coolers and buffet equipment Lack of control over mobile food and beverage service operations at off-site or event locations Unclear responsibilities between venue and contractors for emergency 	3H	[REDACTED]	2M

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	<p>response, fire safety and crowd management</p> <ul style="list-style-type: none"> Inconsistent standards for hired equipment such as barbecues, grills, mobile bars or outdoor furniture 		[REDACTED]	
13. Emergency Preparedness & Response for Hospitality Areas	<ul style="list-style-type: none"> Inadequate emergency planning specific to kitchens, bars, dishwashing stations and outdoor dining areas Lack of preparedness for fires involving grills, barbecues, buffet heaters or wood-fired pizza ovens Poor coordination between kitchen, floor and bar staff during evacuations, leading to delays or leaving patrons behind Insufficient planning for medical emergencies arising from burns, slips, scalds or alcohol-related incidents Emergency equipment obstructed by furniture, mobile trolleys or buffet setups 	4A	[REDACTED]	2M
14. Food Safety, Quality & Customer Health Interface	<ul style="list-style-type: none"> System failures in food temperature control during hot food service, buffet operations and mobile food service Cross-contamination risks associated with dishwashing station operations, cutlery polishing and bussing tables Inadequate integration of food safety and WHS requirements leading to conflicting practices Poor systems for monitoring and responding to patterns in complaints about food quality or suspected food-borne illness Inconsistent cleaning and sanitising regimes for food and drink machinery, 	4A	[REDACTED]	2M

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	ice displays and beverage dispensing equipment		[REDACTED]	

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.