

Shop Fitting

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, Legal Compliance & PCBU Duties	<ul style="list-style-type: none"> Lack of understanding of WHS Act 2011 and WHS Regulations by officers and managers Absence of clear WHS roles, responsibilities and delegations for shop fitting activities No documented WHS management system covering retail fit-out work (policies, procedures, standards) Failure to consult, cooperate and coordinate with other PCBUs (landlord, centre management, other contractors) Inadequate due diligence by officers (no WHS reporting, no review of incident trends, no verification of controls) Insufficient budgeting for WHS resources (supervision, training, equipment, engineering controls) Failure to monitor legislative and code of practice changes relevant to construction and shop fitting 	4A	<ul style="list-style-type: none"> Establish and implement a documented WHS Management System aligned to the WHS Act 2011, WHS Regulations and applicable Codes of Practice (e.g. Managing Risks of Construction Work, Manual Tasks, Managing the Risk of Falls) Define and document WHS responsibilities, accountabilities and authorities for officers, project managers, site supervisors and workers specific to shop fitting projects Implement a formal WHS due diligence framework for company officers, including scheduled WHS performance reviews, audits and verification of control implementation on fit-out sites Develop and maintain a legal register capturing relevant WHS legislation, Australian Standards and codes of practice that apply to construction and shop fitting activities Establish processes to consult, cooperate and coordinate WHS arrangements with landlord, building owner/centre management and other PCBUs working in or adjacent to the tenancy Integrate WHS requirements into contracts, purchase orders and subcontractor agreements for all shop fitting projects Implement periodic external or internal WHS compliance audits for representative fit-out projects and ensure corrective actions are tracked to completion 	3H
2. Project WHS Planning & Design Risk Management	<ul style="list-style-type: none"> Inadequate pre-construction WHS planning for shop fit-out stages and interfaces with base building works Failure to apply Safe Design principles to joinery, fixtures, services layout and construction methods Lack of documented Construction WHS Management Plan (WHMP/CMP) for fit-out works No structured risk assessment for high-risk construction activities (e.g. work at height, energised electrical, structural alterations) Insufficient review of base-building information (as-built drawings, hazardous materials registers, structural plans) Late design changes that introduce unassessed WHS risks (e.g. heavier 	4A	<ul style="list-style-type: none"> Develop a project-specific WHS Management Plan for each shop fit-out, addressing scope, staging, responsibilities, communication, consultation, emergency procedures and high-risk work approvals Implement a formal design risk management process for shop layouts, joinery, fixtures, services and signage, including designer risk registers and documented risk elimination or minimisation decisions Require designers and engineers to provide Safe Design Reports and certifications that identify and address construction, operational and maintenance risks associated with the fit-out Establish a change management procedure for design or scope variations, including mandatory WHS impact assessment and updated risk controls prior to implementation Ensure pre-start design coordination meetings review structural loading, penetrations, fire services, access/egress, and ceiling plant access for installation and maintenance Integrate manufacturer's installation manuals, engineering details and load ratings into planning and verification checklists Plan construction sequencing to minimise concurrent high-risk activities and to separate incompatible works (e.g. hot works and painting, elevated work and public access) 	2M

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	<ul style="list-style-type: none"> fixtures, more ceiling services, complex lighting layouts) Poor integration of supplier installation instructions and engineering certifications into planning 			
3. Site Establishment, Access Control & Public Interface	<ul style="list-style-type: none"> Uncontrolled access of public, centre tenants or unauthorised persons into construction zones Inadequate segregation from live shopping centre traffic, pedestrians and adjacent tenancies Poorly designed hoarding, barriers or temporary protection leading to falls, impact or collapse Inadequate site signage and information for public and other PCBUs Failure to manage noise, dust and odours impacting surrounding businesses and public areas Inadequate control of deliveries, waste removal and material handling through public spaces Insufficient lighting, slip resistance or housekeeping in access routes to and from the fit-out area 	4A	<ul style="list-style-type: none"> Develop a documented site establishment plan for each fit-out, addressing hoarding layout, access/egress points, loading areas, emergency exits and public interface controls Install compliant hoarding, barriers and lockable access points in accordance with centre management requirements, building codes and structural engineering where required Implement a site access control procedure including sign-in system, induction prerequisite, identification requirements and escorted visitor protocols Provide clear, multilingual where needed, WHS and directional signage (e.g. construction zone, PPE requirements, no public access, alternate routes) at all potential entry points Agree and document delivery and waste removal routes and time windows with centre management to minimise interaction with peak public traffic Implement dust, noise and odour control measures at a system level (e.g. negative pressure units, noise scheduling, use of low-VOC products, enclosed cutting stations) Ensure lighting, slip-resistant walkways, cable management and housekeeping standards are specified and monitored for all established access routes within and around the site 	2M
4. Contractor, Subcontractor & Supplier Management	<ul style="list-style-type: none"> Engagement of subcontractors without adequate WHS competence or licences Lack of prequalification and verification of insurance, training, high-risk work licences and trade certifications Absence of consistent WHS expectations and standards across different subcontractors on the same site Inadequate review of subcontractor SWMS, risk assessments and safe systems of work Poor coordination of multiple trades leading to congestion, interface conflicts and unsafe work sequencing 	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> Failure to manage performance of suppliers delivering large or awkward items into constrained areas Commercial pressures incentivising non-compliance with WHS controls 		[REDACTED]	
5. Induction, Training, Competency & Supervision	<ul style="list-style-type: none"> Workers and subcontractors not inducted into project-specific hazards and rules Insufficient competency for use of power tools, elevated work platforms, scaffolds or specialised equipment Lack of trained and appointed supervisors on site during critical activities or night works Inadequate understanding of emergency procedures, site access routes and working in occupied centres Failure to verify and record high-risk work licences, trade qualifications and plant operator competencies Insufficient training in manual handling hazardous chemicals and working in restricted spaces (e.g. risers, ceiling cavities) 	4A	[REDACTED]	2M
6. WHS Consultation, Communication & Worker Engagement	<ul style="list-style-type: none"> Poor communication of WHS expectations, changes to work scope or new hazards Lack of structured consultation with workers, HSRs and subcontractors on WHS issues Language, literacy or cultural barriers leading to misunderstandings of safety requirements Failure to capture and act on worker feedback or hazard reports Inconsistent WHS communication between day, night and weekend crews 	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> No formal mechanism to coordinate WHS communication with centre management and other PCBUs 		[REDACTED]	
7. Plant, Tools, Equipment & Maintenance Systems	<ul style="list-style-type: none"> Use of non-compliant, defective or poorly maintained plant and tools (e.g. saws, drills, EWP, generators) Lack of pre-use inspection regimes and tagging for electrical equipment and leads No formal system for selection of suitable plant for confined or public-adjacent spaces Inadequate management of hire equipment including unfamiliar controls and missing manuals Uncontrolled storage, charging and maintenance of battery-powered tools and equipment Failure to manage dust, dust extraction and noise controls at a system level 	4A	[REDACTED]	2M
8. Hazardous Chemicals, Dusts, Fumes & VOC Management	<ul style="list-style-type: none"> Inadequate chemical management system for adhesives, paints, sealants, cleaners and solvents used in fit-outs Lack of Safety Data Sheets (SDS) availability and understanding among workers Poor control of airborne dust from cutting, sanding or drilling in enclosed retail spaces Insufficient ventilation and fume extraction when using VOC-emitting products Improper storage, labelling or segregation of incompatible chemicals 	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> Inadequate planning for spill response, waste disposal and environmental impact 		[REDACTED]	
9. Traffic Management, Deliveries & Material Handling Systems	<ul style="list-style-type: none"> Uncontrolled interaction between delivery vehicles, forklifts, trolleys and pedestrians within shopping centres or loading docks Lack of documented traffic management plan for deliveries and waste removal Manual handling of heavy or awkward joinery, glass, counters and fixtures without mechanical aids Poor planning for off-site prefabrication versus on-site assembly leading to excessive manual handling Inadequate control of mobile plant (e.g. pallet jacks, scissor lifts) in shared corridors and back-of-house areas Failure to coordinate loading dock times and routes with centre management and other tenants 	4A	[REDACTED]	2M
10. Work at Height, Falls Prevention & Temporary Access Systems	<ul style="list-style-type: none"> Systemic failure to plan for safe access to ceilings, services and voids within shops Use of inappropriate or uncertified ladders, trestles, temporary platforms or EWP's No engineering review of suspended ceilings, fixings or structures used to support workers or loads Inadequate management of penetrations, voids and open edges during fit-out changes Insufficient control of dropped objects risk above workers or public areas 	4A	[REDACTED]	2M

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	<ul style="list-style-type: none"> Poor inspection and maintenance regime for temporary access equipment 		[REDACTED]	
11. Electrical Safety, Isolation & Building Services Interfaces	<ul style="list-style-type: none"> Inadequate systems for electrical isolation, lock-out/tag-out and verification before shop fit-out works Unauthorised alterations to existing circuits, lighting or data by unlicensed persons Poor coordination with base-building electrical, fire and mechanical services leading to energised work or unintended shutdowns Temporary electrical installations not designed or installed to standard (e.g. boards, leads, lighting) Failure to identify and manage live services (electrical, gas, fire, sprinkler, data) behind walls, ceilings and floors before cutting or fixing Lack of systematic testing, commissioning and certification of new or modified electrical installations 	4A	[REDACTED]	2M
12. Emergency Preparedness, First Aid & Incident Response	<ul style="list-style-type: none"> Lack of project-specific emergency procedures aligned with shopping centre and base-building plans Insufficient first aid resources and trained first aiders on site during all shifts Poor communication arrangements for emergencies in basements, back-of-house corridors or noisy environments No formal process for incident notification, investigation and corrective action tracking 	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> Unclear responsibilities for evacuation, wardens and liaison with centre management and emergency services Failure to consider fire risks from hot works, electrical work and combustible storage in confined fit-out spaces 		[REDACTED]	
13. Psychosocial Risks, Fatigue & Work Scheduling	<ul style="list-style-type: none"> Long or irregular hours due to compressed fit-out programs and after-hours work in shopping centres High work pace, changeable deadlines and last-minute design variations causing stress Poor management of remote supervision for night shifts or weekend work Inadequate systems for identifying and managing fatigue risks for workers and supervisors Bullying, harassment and conflict between trades in high-pressure environments Limited worker input into scheduling decisions impacting work-life balance and mental health 	3H	[REDACTED]	2M
14. Housekeeping, Waste Management & Site Hygiene	<ul style="list-style-type: none"> Chronic poor housekeeping leading to slips, trips, falls and fire loads in constrained shop spaces Uncontrolled accumulation of offcuts, packaging, dust and waste obstructing exits or access routes Inadequate waste segregation and removal systems for timber, plasterboard, metals and general waste Limited cleaning arrangements for shared back-of-house corridors and loading docks used by multiple PCBUs Poor hygiene facilities for workers (e.g. lack of toilets, handwashing, eating) 	3H	[REDACTED]	2M

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	<p>areas) particularly during short-duration fit-outs</p> <ul style="list-style-type: none"> • Rodent or pest attraction due to food waste and general rubbish in enclosed tenancy areas 		[REDACTED]	
15. Quality Assurance, Inspections, Audits & Continuous Improvement	<ul style="list-style-type: none"> • Failure to verify that critical WHS controls are implemented and effective across multiple sites • Inconsistent inspection regimes leading to undetected deterioration of controls over project duration • Lack of integration between quality and WHS systems, resulting in rework and unsafe improvisations • Poor capture and analysis of incident, near-miss and non-conformance data to drive improvements • No systematic lessons-learned process between successive fit-out projects • Over-reliance on informal checks rather than structured audits and documented evidence 	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.