

This standard is approved by responsible Ministers on (dd mmm yyyy) in accordance with section 654(1)(b) of the Heavy Vehicle National Law. It is the standard with which an operator's safety management system (SMS) must comply under section 457A to be considered for accreditation granted under section 461.

Purpose

This document is the safety management system standard that must be complied with for Heavy Vehicle Accreditation under the Heavy Vehicle National Law (HVNL). An operator seeking accreditation must establish and implement an SMS that complies with this standard. An SMS for an operator of a heavy vehicle is the operator's group of policies, systems, and procedures relating to the safety of its transport activities and the driving of heavy vehicles. The SMS must identify public risks associated with those activities and driving, assess the identified public risks, and specify the controls to manage and mitigate the identified public risks. The SMS must comply with the safety management system standard, including by addressing any matters required to be addressed by the safety management system standard. Compliance with this Standard will be assessed using the PSOE methodology (Present, Suitable, Operating and Effective) as defined in the National Audit Standard. Existing NHVAS accreditations continue to be recognised until their expiry. Operators must align their systems with this Standard upon renewal, consistent with transitional arrangements issued by the Regulator.

Application and interpretation:

- Outcome focus: Compliance is assessed on evidence that the safety management system is effective in managing public risk and achieving safe operations, not merely on the existence of documents. Detailed, auditable evidentiary requirements are set out in Schedule 1 to this Standard.
- Terminology: Terms used in this Standard have the same meaning as in the HVNL, including alternative compliance accreditation and transport activities.

Standard 1: Leadership and Commitment

1.1 Responsibility and accountability

Demonstrate leadership commitment by taking responsibility and accountability for minimising public risk. This includes:

- Ensuring the organisation's SMS policies and procedures effectively manage public risks and that the organisation's operations are consistent with them.
- Creating processes to protect drivers and personnel from reprisal when reporting hazards, risks, incidents, or opportunities for improvement
- Ensuring people who hold safety responsibilities have the required skills, knowledge, accountability, and authority to take appropriate actions.

- Senior management must demonstrate that they have taken all reasonably practicable steps to ensure the safety of transport activities, in accordance with section 26 of the Heavy Vehicle National Law.

1.2 Development and implementation

Develop and implement practical policies and guidance procedures tailored to the size, type, nature and complexity of the operator's transport activities to manage and reduce public safety risks. This includes heavy vehicle standards, mass, dimension and loading requirements, fatigue and fitness to drive requirements, and accreditation requirements, including alternative compliance accreditation where applicable.

1.3 Resource allocation

Allocate and sustain resources to establish, implement, maintain and continually improve the SMS, having regard to the nature, scale and public risks of the operator's transport activities. Resources include employees and personnel under the operator's management or control with defined roles and authority. The operator must maintain arrangements to coordinate and share information with other relevant parties in the Chain of Responsibility. Evidence requirements for this clause are set out in Schedule 1.

1.4 Safety culture

Promote and sustain a positive safety culture through measures including, but not limited to:

- Actively involving relevant drivers, executives and parties in the Chain of Responsibility.
- Encouraging open communication of safety concerns without fear of reprisal.
- Supporting continuous safety improvement across the organisation.

Standard 2: Risk Management

2.1 Hazard identification

Implement processes to proactively identify hazards and assess and reduce public risks arising from the operator's transport activities and heavy vehicle driving.

2.2 Risk assessment

Assess identified risks by analysing their potential impact, severity and likelihood.

2.3 Risk controls

Develop and apply risk controls and plans to eliminate or minimise risks where reasonably practicable

2.4 Incident management

Incidents and near misses that cause or have the potential to cause injury or harm must be reported and documented. Organisations must have an incident management plan to guide

investigations, corrective actions and recovery. Corrective actions must be implemented and monitored.

2.5 Ongoing risk management

Regularly evaluate the effectiveness of risk controls and review and update them to ensure they remain effective.

Standard 3: People

3.1 Fitness to drive

Ensure mechanisms are in place to confirm a driver is appropriately licensed and fit to perform safety-related tasks. This includes physical and mental health, fatigue and impairment due to alcohol or drugs. Drivers must be supported to disclose conditions or circumstances without fear of reprisal.

3.2 Training and competency

Implement and maintain training, onboarding, refresher training, and ongoing programs to ensure all personnel are aware of their obligations and competent to discharge them safely.

3.3 Communication

Communicate safety expectations, requirements, and changes clearly and effectively across the organisation.

Standard 4: Assurance, Monitoring and Improvement

4.1 Performance targets and indicators

Set safety performance targets and establish indicators to track progress toward them.

4.2 Monitor and review

Monitor the effectiveness of safety measures and SMS implementation, ensuring that measures are functioning as intended.

4.3 Continuous Improvement

Use outcomes from monitoring, audits, and incident reviews to drive continuous improvement in safety outcomes. Regularly update SMS documentation based on performance monitoring and incidents. Implement a structured process for continuous safety improvements and adapt the SMS as new risks arise. Document system effectiveness and update practices as needed.

4.4 Evidence

Maintain auditable and verifiable evidence to demonstrate effective SMS operation and compliance with this standard, including by meeting the evidentiary requirements set out in Schedule 1 of this standard.

Standard 5: Safety Systems

5.1 System coordination

Ensure coordination of safety activities across the organisation, with clearly defined responsibilities and accountabilities.

5.2 Integration with operations

Integrate the SMS into day-to-day operations to ensure safety processes are embedded and effective.

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Part 1 Preliminary

Definitions

In these guidelines—

Assessing fitness to drive means the *Assessing Fitness To Drive For Commercial And Private Vehicle Drivers Medical Standards For Licensing And Clinical Management Guidelines*.

Competency means the demonstrated knowledge, skills, and experience required to perform a task to the required standard.

Continuous improvement means the ongoing effort to enhance safety systems, policies, and performance outcomes.

Corrective Action Plan (CAP) means a documented set of actions to address audit or review findings and bring the SMS back into compliance.

Hazard means things or situations with the potential to cause harm or loss.

Impairment means any condition (including fatigue, alcohol, drugs, or illness) that reduces a person's ability to work safely.

Incident means an unplanned event that results in, or could reasonably have resulted in, harm, damage, or loss.

Internal review means a process for monitoring, reviewing and assessing the effectiveness of business practices, to confirm they have been done and are being done in the manner intended.

notifiable occurrence means any accident or incident that has, or could have, caused:

- significant property damage;
- serious injury; or
- death.

Performance indicator means a business statistic which measures performance in critical areas.

Opportunity for improvement means a non-conformance, observation, or suggestion identified through monitoring, audit, or review that, if addressed, could improve safety performance.

Performance monitoring means the systematic collection and analysis of safety data to evaluate SMS effectiveness.

Risk means the effect of uncertainty on objectives, expressed in terms of likelihood and consequence.

Risk assessment means a systematic process for identifying potential hazards, analysing the likelihood and severity of harm they could cause, and evaluating the necessary controls to eliminate or minimize that harm

Risk control means an activity undertaken to eliminate or minimise risk.

Safety culture means the collective beliefs, perceptions, and values that a business and its workers share regarding safety.

Safety-critical role means a role where performance directly affects the safety of transport activities (e.g. a driver, scheduler, loader).

Senior management means any person, by whatever name called, who is concerned or takes part in the management of the operation.

Part 2 Standards

Standard 1: Leadership and Commitment

1.1 Responsibility and Accountability

Evidence Expectations

The operator must provide documented SMS policies and procedures that—

- allocate and communicate safety responsibilities across all organisational levels (senior managers, schedulers, drivers, contractors).
- define accountability, authority, and reporting lines for persons with safety responsibilities.
- establish processes protecting staff and contractors from reprisal when reporting hazards, risks, incidents, or opportunities for improvement.
- verify that persons with safety responsibilities possess the required skills, knowledge, and governance oversight of competence (see Standard 3.2 for competency records).
- demonstrate active oversight by senior management, including regular review and update of responsibilities to reflect operational practice.
- document organisational and governance arrangements (e.g. committees, reporting lines) providing oversight of SMS responsibilities and accountabilities.
- Processes ensuring that governance reporting to senior management is structured to provide assurance that the five elements of executive due diligence under the HVNL are being met.

Note—

The form and detail of evidence required to demonstrate compliance will vary. For example, a 'documented procedure' for a small operator may be a simple checklist, whereas a large, complex operator may require a formal manual. The 'Examples of Evidence' provided are illustrative and not a mandatory checklist; operators may provide alternative evidence that is appropriate to their specific operations and risks

Examples of Evidence

- Organisational charts and position descriptions.
- SMS policies setting out safety responsibilities and reprisal protections.
- Governance records showing senior management oversight (e.g. board minutes, safety committee agendas).
- Records evidencing management review and closure of corrective actions (registers are referenced under Standard 4.3 – Continuous Improvement).
- Communication artefacts demonstrating reprisal protections in practice (e.g. toolbox talks, bulletins, whistleblower reports).

Decision Rule

The Regulator must be satisfied that—

- safety responsibilities are clearly documented and allocated.
- persons with responsibilities are demonstrably competent and empowered.
- reprisal protections are effective, used in practice, and periodically tested.
- Senior management oversight is evident and operational.

1.2 Development and Implementation

Evidence Expectations

The operator must provide evidence of—

- processes used to define the size, type, nature, and complexity of the operator's transport activities.
- processes for identifying material changes (e.g. new rostering arrangements, operating regions, permit-based operations) and their associated risks.
- documented SMS policies and procedures addressing:
 - heavy vehicle standards
 - mass, dimension, and loading requirements
 - driver fatigue and fitness-for-duty requirements
 - accreditation requirements (including alternative compliance where applicable)
 - activities performed under authorisation or exemption
 - speed compliance and management
- policies and procedures addressing any additional conditions imposed by the Regulator under an alternative compliance accreditation.
- arrangements for identifying and communicating information about the public risk arising from their operations with other parties in the chain of responsibility.
- documented processes to identify and refuse any request, direction, or contractual term from another party that the operator knows, or ought reasonably to know, would require transport activities to be conducted in a way that creates an unmanaged or unacceptable public risk.
- records of regular review and update of policies to reflect "work as done" and operational practice.

Examples of Evidence

- SMS manuals integrating HVNL obligations for fatigue, mass/dimension/loading, and vehicle standards
- Operating procedures for rostering, load restraint, vehicle maintenance, and fatigue management
- Change management logs showing identification and treatment of new risks
- Records of consultation and approval for new or updated procedures
- Records of communication where an operator has challenged or refused a customer's unrealistic delivery schedule or unsafe loading request due to safety concerns.

Decision Rule

The Regulator must be satisfied that—

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- SMS documentation is practical, proportionate, and tailored to the operator's transport activities.
 - risks arising from operational changes are identified, documented, and managed.
 - policies and procedures address all public risks associated with statutory obligations (HVNL, accreditation conditions).
 - alternative compliance procedures (if sought) are tailored to the operator's profile

1.3 Resource Allocation

Evidence Expectations

The operator must provide evidence of—

- financial resources specifically allocated to training, auditing, monitoring, and corrective actions.
- human resources sufficient and competent to safely perform the operator's transport activities, including appointment of competent persons to safety-critical roles.
- technical resources, including provision and maintenance of monitoring systems (e.g. telematics, fatigue detection technology, GPS-based monitoring).
- documented procedures showing resources are deployed and used for SMS purposes.
- periodic reviews of resource adequacy as part of annual SMS governance.
- systems and processes to support the collection, analysis, and reporting of SMS performance (e.g. audits, incidents, KPIs) to senior management for decision-making

Examples of Evidence

- Budget allocations for SMS activities and training programs.
- Appointment letters, contracts, or role descriptions for safety-critical positions
- Records of technical systems (e.g. calibration logs, software licences, hardware maintenance)
- Reports to management on resource adequacy reviews.

Decision Rule

The Regulator must be satisfied that—

- resources are demonstrably available and sufficient to support SMS implementation and continuous improvement.
- resourcing decisions are budgeted, documented, and proportionate to operational risks.
- technical, human, and financial resources are integrated into SMS functions.

1.4 Safety Culture

Evidence Expectations

The operator must provide evidence of—

- leadership actions and communications that reinforce safety as a business priority.
- engagement and involvement of drivers, senior managers, and other parties in the Chain of Responsibility.

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- open communication channels for reporting safety issues without fear of reprisal.
 - recognition and reinforcement of safe behaviours (systemic improvements are addressed in Standard 4.3).
 - corrective accountability for unsafe behaviours (corrective action registers are addressed in Standard 4.3)..
 - feedback from staff and CoR parties being acted upon and communicated back to stakeholders.

Examples of Evidence

- Records of safety meetings, consultations, and toolbox talks
- Newsletters, safety alerts, or bulletins showing two-way communication
- Records of recognition (awards, commendations) for safe behaviours
- Disciplinary records or corrective action logs for unsafe behaviours
- Survey results, consultation minutes, or other feedback mechanisms

Decision Rule

The Regulator must be satisfied that—

- the operator demonstrates a safety culture in practice, not only on paper.
- open communication and reprisal protections are functional and relied upon by staff and contractors.
- leadership visibly prioritises safety in operational and strategic decisions.
- Leadership actions and communications are sufficient to demonstrate active and visible commitment by the executive, forming part of the evidence of due diligence

Standard 2: Risk Management

2.1 Hazard Identification

Evidence Expectations

The operator must provide evidence of—

- proactive processes for identifying hazards across transport activities and business practices (e.g. scheduling, loading, vehicle maintenance, driver rostering).
- coverage of all material hazard categories: operational, technical, environmental, human factors, and organisational.
- integration of hazard identification into daily operations (e.g. pre-start checks, load planning, route risk assessments).
- mechanisms for staff and contractors to report hazards, with protections against reprisal.
- procedures for prioritising hazards that have potential to create significant public risks.

Examples of Evidence

- Documented hazard identification procedures
- Hazard registers and risk logs

- Pre-start and pre-dispatch checklists
- Records of reported hazards, with dates and actions taken
- Consultation records showing staff involvement in hazard reporting

Decision Rule

The Regulator must be satisfied that—

- hazard identification processes are systematic, proactive, and applied across all transport activities.
- staff are encouraged and protected when reporting hazards.
- hazard identification outputs are maintained in a register or equivalent tool and reviewed periodically.

2.2 Risk Assessment

Evidence Expectations

The operator must provide evidence of—

- processes for analysing the likelihood and consequence of identified hazards.
- use of a consistent risk assessment methodology (aligned to a recognised system such as ISO 31000 or NHVR guidance).
- documented criteria for determining risk levels and escalation thresholds.
- assessment of risks specific to HVNL obligations (e.g. fatigue breaches, mass overloads, vehicle non-compliance).
- inclusion of both safety and health consequences in assessments.

Examples of Evidence

- Documented risk assessment procedures, risk matrices, or scoring systems
- Completed risk assessments showing likelihood, consequence, and control ratings
- Training materials for staff on conducting risk assessments
- Records of workshops or safety committee reviews.

Decision Rule

The Regulator must be satisfied that—

- risk assessments are consistent, documented, and proportionate to the scale of the operator's activities.
- HVNL-related risks are explicitly addressed.
- assessments support prioritisation of controls and inform decision-making.

2.3 Risk Controls

Evidence Expectations

The operator must provide evidence of—

- Identification and assessment of risk control measures designed to eliminate, or if not reasonably practicable, minimise risks.

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- control plans that identify responsible persons, timeframes, and monitoring requirements
 - integration of controls into operational procedures (e.g. rostering limits, driver autonomy to maximise rest and minimise fatigue risk, load restraint systems, maintenance programs).
 - ongoing evaluation of the effectiveness of controls.

Examples of Evidence

- Documented risk control plans and safe operating procedures
- Records of control implementation (e.g. vehicle weighing, fatigue monitoring, route planning)
- Corrective action logs showing assignment, follow-up, and closure
- Contractor agreements incorporating risk controls

Decision Rule

The Regulator must be satisfied that—

- control measures are appropriate to the assessed risk level.
- controls are actually implemented and maintained.
- controls are reviewed and revised where ineffective or outdated.

2.4 Incident Management

Evidence Expectations

The operator must provide evidence of—

- incident management arrangements covering reporting, investigation, corrective action, and recovery.
- processes for capturing incidents.
- investigation procedures that identify root causes, contributing factors, and preventive measures.
- systems for monitoring the closure of corrective and preventive actions (effectiveness of actions is reviewed under Standard 4.2).
- regular review of incident trends to inform risk management and continuous improvement (continuous improvement addressed under Standard 4.3).

Examples of Evidence

- Documented incident management and investigation procedures
- Incident registers with details of occurrence, investigation, and closure
- Reports of root cause analyses
- Corrective action plans and follow-up reports
- Communications to staff on incident learnings (e.g. safety alerts)

Decision Rule

The Regulator must be satisfied that—

- incidents are reported, recorded, and investigated.
- corrective actions are implemented, monitored, and closed.
- lessons learned are communicated to staff and CoR parties and integrated into the SMS.

2.5 Ongoing Risk Management

Evidence Expectations

The operator must provide evidence of—

- periodic review of risk controls to confirm continuing effectiveness.
- processes for updating controls when operational conditions or risks change.
- integration of monitoring results (audits, inspections, incidents) into risk reviews.
- escalation of significant or systemic risks to senior management for action.
documented reporting of risk review outcomes to governance forums.
- Risk review schedules and governance minutes
- Records of updated policies or procedures following reviews
- Audit reports showing assessment of control effectiveness
- Evidence of changes implemented in response to incidents or new risks

Decision Rule

The Regulator must be satisfied that—

- Risk controls remain effective over time.
- Risk management is continuous, adaptive, and integrated into decision-making.
- systemic risks are identified and addressed at senior management level.

Standard 3: People

3.1 Fitness to drive

Evidence Expectations

The operator must provide evidence of—

- processes to ensure drivers are fit to perform driving and other safety-related transport activities at the time they are required to undertake them.
- compliance with medical requirements under Austroads Assessing Fitness to Drive and HVNL fatigue provisions.3.1
- regular medical assessments for drivers consistent with accreditation requirements.
- procedures for identifying and managing impairment from fatigue, alcohol, drugs, or illness.
- mechanisms for staff to self-report fitness concerns without reprisal.

Examples of Evidence

- Documented fitness-for-duty policies and impairment management procedures
- Medical certificates and fitness to drive reports
- Records of drug and alcohol testing programs
- Fatigue risk assessments and monitoring data
- Incident reports where impairment was a factor and corrective actions taken

Decision Rule

The Regulator must be satisfied that—

- medical and fitness requirements are implemented and maintained.
- impairment risks (fatigue, substance, health-related) are actively monitored and controlled.
- drivers and staff are removed from duty where unfit, and systems prevent reprisal for self-reporting.

3.2 Training and Competency

Evidence Expectations

The operator must provide evidence of—

- training needs analysis covering all safety-critical roles.
- access to and use of Registered Training Organisation (RTO) programs for the relevant public risks.
- initial, refresher, and corrective training aligned to role requirements.
- competency assessment methods (theory, practical, observation).
- records verifying currency of qualifications and statements of attainment.

Examples of Evidence

- Documented training and competency management procedure
- Training needs analysis reports
- Records of completed training: attendance sheets, RTO certificates, statements of attainment
- Assessment tools (knowledge tests, checklists, observation forms)
- Refresher training schedules and logs

Decision Rule

The Regulator must be satisfied that—

- staff in safety-critical roles are trained to the appropriate level.
- competency is demonstrated by current records.
- refresher and corrective training occurs as required.

3.3 Communication

Evidence Expectations

The operator must provide evidence of—

- processes for consulting staff and contractors on safety matters, including hazard and risk management, and responsive activity.
- communication channels for safety information, policies, and procedures.
- mechanisms for two-way communication: staff feedback informs decision-making and risk control.
- procedures ensuring that contractors and Chain of Responsibility parties receive relevant safety information.

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- periodic review of communication effectiveness.

Examples of Evidence

- Documented consultation procedures and communication policies
- Records of toolbox talks, safety meetings, newsletters, bulletins, or intranet postings
- Evidence of staff feedback being recorded and actioned
- Records of information provided to contractors (e.g. induction packs, safety alerts)
- Surveys or feedback forms assessing communication effectiveness

Decision Rule

The Regulator must be satisfied that—

- safety-critical information is communicated clearly, promptly, and effectively.
- staff and contractors are consulted and can provide feedback.
- safety communication supports proactive identification and control of risks (cultural engagement and reprisal protections are addressed under Standard 1.4).

Standard 4: Assurance, Monitoring and Improvement

4.1 Performance targets and indicators

Evidence Expectations

The operator must provide evidence of—

- defined key safety performance indicators (KPIs) linked to SMS outcomes (e.g. fatigue breaches, speeding incidents, maintenance defects, incident frequency rates).
- procedures for regularly measuring, reviewing, and updating KPIs.
- systems for recording performance data in an auditable and verifiable form.
- periodic reports summarising safety performance, corrective actions, and outcomes.
- management review of performance reports and responses.

Examples of Evidence

- Defined performance targets and indicators linked to SMS objectives
- Baseline and measurement methodology including the source of data, and the reporting frequency.
- Performance monitoring records summarising KPI performance against targets

Decision Rule

The Regulator must be satisfied that—

- the operator has set clear, measurable and relevant safety performance targets and indicators aligned with the objectives of its SMS and HVNL safety duties;

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- the indicators cover the key public-risk domains of the operator's transport activities (for example, fatigue, speed, vehicle condition, loading and incident frequency);
 - the operator collects and records data using defined methods that enable independent verification and trend analysis over time;
 - performance against targets is regularly reviewed and reported to management and forms the basis for corrective and preventive action planning; and

4.2 Monitor and review

Evidence Expectations

The operator must provide evidence of—

- documented processes for systematically monitoring the effectiveness of safety controls and SMS implementation.
- records of regular reviews of SMS performance, including checks that controls are operating as intended.
- periodic evaluation of risk controls following incidents, operational changes, or audit findings.
- arrangements for reporting the results of monitoring and reviews to senior management or the governing body.
- processes for ensuring monitoring activities are proportionate to the scale, nature, and risk profile of the operator's transport activities.

Examples of Evidence

- Monitoring schedules and review reports addressing key SMS elements (e.g. risk controls, fatigue management, vehicle safety)
- Internal assurance reports or compliance dashboards provided to senior managers or boards
- Records of corrective actions arising from reviews, with evidence of closure
- Evidence of stakeholder consultation or feedback incorporated into monitoring outcomes
- Audit sampling records demonstrating testing of SMS controls

Decision Rule

The Regulator must be satisfied that—

- the operator conducts regular and structured monitoring of SMS performance.
- monitoring identifies whether safety measures and controls are effective in practice.
- review findings are acted upon, with corrective actions documented and closed out.
- oversight by senior management or governance bodies is evident, showing accountability for system effectiveness.

4.3 Continuous Improvement

Evidence Expectations

The operator must provide evidence of—

- systems for capturing learnings from audits, incidents, risk reviews, and staff feedback.

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- structured processes for evaluating opportunities for improvement and integrating them into the SMS.
 - periodic review of SMS policies, procedures, and systems to ensure they remain current.
 - senior management oversight of improvement initiatives and resourcing for their implementation.

Examples of Evidence

- Documented continuous improvement procedure or plan
- Registers of opportunities for improvement
- Records of change management actions (policy updates, revised procedures)
- Evidence of management approval for improvement initiatives
- Trend reports showing monitoring of safety performance indicators

Decision Rule

The Regulator must be satisfied that—

- the operator has a working system for identifying and acting on opportunities for improvement.
- improvements are documented, resourced, and implemented.
- The SMS is subject to continuous refinement.

4.4 Evidence

Evidence Expectations

The operator must provide evidence of—

- collection and analysis of safety data (e.g. fatigue breaches, load restraint failures, vehicle defects, incident trends).
- mechanisms to establish safety performance targets
- use of performance indicators to measure safety performance.
- reporting of monitoring results to senior management, and staff.
- data-driven decision-making to direct resources and improvements.

Examples of Evidence

- Performance dashboards or monitoring reports
- Safety performance trend analyses
- Management reports considering data outputs
- Records of corrective actions taken based on monitoring results

Decision Rule

The Regulator must be satisfied that—

- the operator collects, analyses, and uses safety performance data.
- data is reported to decision-makers and acted upon.
- monitoring results demonstrate that the SMS is functioning effectively.

Standard 5: Safety Systems

5.1 System Coordination

Evidence Expectations

The operator must provide evidence of—

- clearly defined responsibilities and accountabilities for SMS implementation across all business functions.
- arrangements to coordinate safety activities between departments and with contractors/Chain of Responsibility (CoR) parties.
- processes ensuring consistent communication and escalation of safety issues across the organisation.
- periodic reviews confirming coordination arrangements remain effective.

Examples of Evidence

- Documented governance arrangements (e.g. organisation charts, committee structures, reporting lines)
- Records of cross-functional safety meetings or coordination forums
- Contract management records showing alignment of CoR parties with SMS requirements
- Reports demonstrating that responsibilities and accountabilities are applied in practice

Decision Rule

The Regulator must be satisfied that—

- responsibilities and accountabilities are documented and coordinated across the organisation.
- safety activities are effectively aligned between functions and with external parties.
- coordination processes are current and operating as intended.

5.2 Integration with Operations

Evidence Expectations

The operator must provide evidence of—

- processes embedding SMS requirements into day-to-day operational practices (scheduling, rostering, loading, vehicle maintenance, fatigue management).
- evidence that frontline staff and contractors apply SMS procedures consistently in their work.
- mechanisms to identify and correct operational non-conformances.
- arrangements demonstrating that SMS processes are practical, efficient, and proportionate to operational risk.

Examples of Evidence

- Documented operating procedures linked to frontline tasks (rosters, loading checklists, maintenance instructions)
- Audit or inspection records verifying implementation of SMS processes

- Corrective action records addressing operational deviations
- Consultation records with drivers, schedulers, loaders, and contractors to ensure “work as done” aligns with “work as planned”

Decision Rule

The Regulator must be satisfied that—

- SMS requirements are embedded and applied in daily operations.
- frontline staff and contractors consistently follow SMS procedures.
- operational deviations are corrected and used to strengthen SMS effectiveness.