| Activity | Controls | Notes |
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| **1 – Developing organisational safety capability** | 1.1 - Demonstrate a commitment to safety throughout the business. |  |
| 1.2 - Establish clear expectations of acceptable and unacceptable behaviour for all employees, including managers and executives, to promote accountability and support high safety capability. |  |
| 1.3 - Encourage employees to take personal responsibility for their own safety and that of their co-workers and the public. |  |
| 1.4 - Keep employees informed and focused on risks associated with heavy vehicles, and the principles of safety management. |  |
| 1.5 - Identify and manage psychosocial hazards that affect heavy vehicle safety |  |
| 1.6 - Promote open discussions about safety amongst all employees and executives of the business and create opportunities for communication from top-down, bottom-up and between employees. |  |
| 1.7 - Train and empower workers to identify and promptly report safety issues. |  |
| 1.8 - Establish effective channels for directly reporting safety issues to the business, by any person. Instruct all employees, executives, and others how to use them. |  |
| 1.9 - Respond positively to all reports in a timely manner regardless of their seriousness or appropriateness. |  |
| 1.10 - Assess and investigate reported incidents, issues and hazards promptly and thoroughly, seeking input from relevant people or parts of the business. |  |
| 1.11 - Inform employees about reported issues which represent a genuine risk or need additional controls. Provide information about proposed solutions, interim measures and timelines for implementation. |  |
| 1.12 - Monitor, measure and report on how well the business identifies and rectifies safety issues. |  |
| 1.13 - Train and empower all workers to respond immediately when they become aware of a serious safety risk. |  |
| 1.14 - Involve employees with community programs or initiatives to promote public safety and a sense of belonging. |  |
| 1.15 - Demonstrate and explain your business’ approach to safety to your business partners and clients and encourage them to provide input and feedback. |  |
| 1.16 - Incorporate procedures and safety performance indicators into agreements with other businesses to identify and resolve safety issues together. |  |
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| **2 – Ensuring executives understand the business**  **Premises** | 2.1 - Ensure executives are provided information to enable them to understand the Executive Duty and how to carry out due diligence specifically in relation to heavy vehicle safety. |  |
| 2.2 - Ensure executives have training in risk identification and safety management. |  |
| 2.3 - Ensure executives have, or have access to, comprehensive, detailed knowledge of the business’ activities, how it works with other businesses, and the operational environment. |  |
| 2.4 - Ensure executives and managers have oversight of employee training sessions so they learn what their employees know and do. |  |
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| **3 – Establishing policies and procedures** | 3.1 - Develop a CoR Policy for the business. |  |
| 3.2 - Develop other policies and procedures to guide how transport activities are to be performed. |  |
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| **4 – Recruiting and employing (all employees)** | 4.1 - Recruit for attitude and behaviour as well as skills. |  |
| 4.2 - Ensure referee checks ask specific questions about the applicant’s commitment to safety and adherence to safety policies. |  |
| 4.3 - Require referees to disclose any non-work connection with the applicant and ensure that they directly supervised or worked with the applicant. |  |
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| **5 – Training employees** | 5.1 - Allocate appropriate time and resources for training. |  |
| 5.2 - Set aside time in individual employees’ rosters, and in the whole-of-business calendar, for employees to participate in training – whether as trainer or trainee. |  |
| 5.3 - Assess competency requirements, training needs and training resources. |  |
| 5.4 - Identify the best external resources for delivering formal training, and the most effective way to train within the business. |  |
| 5.5 - Put training into practice. |  |
| 5.6 - Cater to the learning needs of employees. |  |
| 5.7 - Ensure all employees undergo induction and recurrent training that is specific to their safety responsibilities. |  |
| 5.8 - Provide training to all employees about policies and procedures in place in the business and how they should be followed when performing work. |  |
| 5.9 - Provide training to all employees about how the business manages safety in its transport activities and is doing what is required as a party in the CoR. |  |
| 5.10 - Conduct on-the-job supervised training and assessment of competency. |  |
| 5.11 - Supervise inexperienced workers. |  |
| 5.12 - Ensure all employee qualifications or certifications remain current in undertaking their responsibilities. |  |
| 5.13 - Provide ongoing training. |  |
| 5.14 - Maintain training records. |  |
| 5.15 - Involve business partners in training your employees and vice versa. |  |
| 5.16 - Provide training to all employees about the impact of delay or time pressure on drivers’ fitness to drive, and the effect of fatigue upon driver competence. |  |
| 5.17 - Provide training or information to other CoR Parties about how their actions and inactions can affect the safe operation of heavy vehicles. |  |
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| **6 – Managing fitness to work** | 6.1 - Implement a plan to manage employees experiencing conditions which may cause them to be unfit for work. |  |
| 6.2 - If the employee is driving a heavy vehicle and there is concern about their condition and ability to operate safely, they should not drive or should cease driving immediately. |  |
| 6.3 - If the employee is also a heavy vehicle driver, ensure their reporting obligations to the relevant driver licensing authority are understood. |  |
| 6.4 - Train employees about fitness for work. |  |
| 6.5 - Empower employees to assess their fitness for work before and during shifts and to speak up about issues which may affect their performance over the length of a scheduled shift. |  |
| 6.6 - Implement measures which support employee mental health. |  |
| 6.7 - Promote a healthy lifestyle. |  |
| 6.8 - Require medical clearance after an incident. |  |
| 6.9 - Include terms in employment contracts requiring employees in safety critical roles to submit to drug and alcohol testing throughout the employment period. |  |
| 6.10 - Implement drug and alcohol testing to manage fitness to work for employees in safety critical roles. |  |
| 6.11 - Empower a driver to stop driving when unfit to drive. |  |
| 6.12 - If a driver identifies that they are unfit to drive, or will become unfit, substitute another driver. |  |
| 6.13 - Enlist business partners to monitor and immediately report a driver who is unfit to drive. |  |
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| **7 – Working with other businesses** | 7.1 - Consider whether your business partner demonstrates a commitment to safety, collaboration and communication. |  |
| 7.2 - Consider whether your business partner monitors its own operations and the effectiveness of its procedures. |  |
| 7.3 - Consider whether your business partner offers employment terms conducive to safety. |  |
| 7.4 - For ongoing or longer-term relationships, take sufficient time to find out more detail about your business partners’ operations. |  |
| 7.5 - Determine the resources or services your business needs and choose business partners with the capacity to provide them safely. |  |
| 7.6 - Work with your business partners to assess the risks arising from the transport activities you are undertaking together. |  |
| 7.7 - Work with your business partners to identify what tasks you will each be performing, and what controls each of you already have in place to eliminate or minimise each risk. |  |
| 7.8 - Work with your business partners to decide whether new controls will be required, which business will implement which controls, and what monitoring and assurance will be required to understand if controls are operating effectively. |  |
| 7.9 - Consider safety and other factors, not just price, when deciding which other businesses to work with. |  |
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| **8 – Monitoring and Assurance** | 8.1 - Include provisions in agreements that facilitate assurance. |  |
| 8.2 - Use a combination of methods to obtain assurance. |  |
| 8.3 - Use audits or internal reviews as part of the assurance process. |  |
| 8.4 - Adapt assurance requirements as circumstances change. |  |
| 8.5 - For each control implemented to manage a hazard, decide what “success” looks like. |  |
| 8.6 - Decide what can be measured, assessed, or analysed from the information gathered about controls. |  |
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| **9 - Sharing information** | 9.1 - Determine the information you need to carry out your transport activities safely. |  |
| 9.2 - Consult with other businesses to work out what information they require from you, so that both businesses can carry out their transport activities safely. |  |
| 9.3 - Develop resources and processes for sharing useful information. |  |
| 9.4 - Provide dynamic information to other parties as soon as possible. |  |
| 9.5 - Ensure that information which is time critical for safe operations has been received by the relevant party. |  |
| 9.6 - Find a way that multiple parties can share information in real time. |  |
| 9.7 - Share information about trips and loads with multiple parties. |  |
| 9.8 - Review and analyse information, in consultation with other parties, and find ways to improve planning and address safety breaches. |  |
| 9.9 - Store information in ways that allow it to be readily accessed for monitoring and review. |  |
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| **10 – Making agreements** | 10.1 - Ensure agreements do not contribute to safety risks. |  |
| 10.2 - Ensure the terms of an agreement will enable your business to operate safely and productively. |  |
| 10.3 - Ensure payment amounts reflect the cost of undertaking the transport task safely. |  |
| 10.4 - Afford rights or obligations necessary for safe operations. |  |
| 10.5 - Create obligations to share or report information. |  |
| 10.6 - Afford rights to be provided with information and documentation, to visit sites, to speak to workers, to inspect vehicles or loads, and obligations to meet reasonable requests. |  |
| 10.7 - Establish clear expectations of how work will be done and what functions employees of each business will perform. |  |
| 10.8 - Agree on common terminology, communication channels and contingency plans. |  |
| 10.9 - Include terms that will improve the safety of operations. |  |
| 10.10 - Include scheduled contract review dates, or state conditions, such as changes in the economic, regulatory, or operating environment, in which performance of the contract may be reviewed or varied. |  |
| 10.11 - Include terms ensuring sub-contractors meet the same safety standards and information sharing obligations as contractors. |  |
| 10.12 - Establish common standards, information sharing mechanisms and access to information for each business in a multi-layered contract arrangement. |  |

**For more information:**

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Email: [info@nhvr.gov.au](mailto:info@nhvr.gov.au)  
Phone: 13 NHVR (13 64 87)\*

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