

# ARiSO

AUSTRALIAN RAIL INDUSTRY  
STANDARDS ORGANISATION

## AS 7472

### Railway Operations – Management of Change

STANDARDS



Advancing safety and productivity

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Development of this Standard was prepared by an Australian Rail Industry Standards Organisation (ARISO) Development Group consisting of representatives from the following organisations:

Abbott Risk Consulting, Acmena Group, Atkins Realis, Aurizon, ARC Infrastructure, Jacobs, Metro Trains Melbourne, Pacific National, Queensland Rail, Rail Commissioner SA, Rio Tinto, Siemens, Sydney Trains, and TfNSW

The Safety & Operations Standing Committee verified that ARISO's accredited process was followed in developing the product, before the ARISO Board approved the document for publication.

ARISO wishes to acknowledge the positive contribution of subject matter experts in the development of this Standard. Their efforts ranged from membership of the Development Group through to individuals providing comments on a draft of the Standard during the open review.

I commend this Standard to the Australasian rail industry as it represents industry good practice and has been developed through a rigorous process.



**Alan Fedda**  
Chief Executive Officer  
Australian Rail Industry Standards Organisation

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## Document details

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## Document history

Publication Version	Effective Date	Reason for and Extent of Change(s)
2026	1 May 2026	This document has been reviewed to ensure it remains relevant and applicable. The latest review assessed the content, confirming that while updates were made to align with current industry practices, technologies, and regulatory requirements, the original authorship and copyright have been acknowledged as required.

## Approval

Name	Date
Australian Rail Industry Standards Organisation Board	1 May 2026

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## Preface

This Standard was prepared by the Railway Operations – Management of Change Development Group, overseen by the ARISO Safety & Operations Standing Committee.

The major changes in this edition are as follows:

- (a) The inclusion of the regulatory requirements for managing change under the rail safety national law and formal notification requirements.
- (b) Inclusion of methods for scaling change to ensure the right level of support is provided to manage risks to SFAIRP.
- (c) Guidelines for conducting a change impact assessment to determine the level of impact to people, systems and the organizational structure.

## Objective

The objective of this Standard is to describe the requirements for rail organizations to determine the level of impact associated with changes to their railway operations and manage any identified risks so far as is reasonably practicable (SFAIRP).

This document supersedes AS 7472:2018. The review aligns it with current regulatory and industry practice, with only minor changes. It includes RSNL requirements, adds guidance to scale change activities to risk, and improves guidance on assessing impacts to people, systems and organisations.

## Compliance

There are four types of provisions contained within Australian Standards developed by ARISO:

- (d) Requirements.
- (e) Recommendations.
- (f) Permissions.
- (g) Constraints.

**Requirements** – it is mandatory to follow all requirements to claim full compliance with the Standard. Requirements are identified within the text by the term ‘shall’.

**Recommendations** – do not mention or exclude other possibilities but do offer the one that is preferred. Recommendations are identified within the text by the term ‘should’.

Recommendations recognize that there could be limitations to the universal application of the control, i.e. the identified control is not able to be applied, or other controls are more appropriate or better.

For compliance purposes, where a recommended control is not applied as written in the standard it could be incumbent on the adopter of the standard to demonstrate their actual method of controlling the risk as part of their WHS or Rail Safety National Law obligations. Similarly, it could also be incumbent on an adopter of the standard to demonstrate their method of controlling the risk to contracting entities or interfacing organizations where the risk may be shared.

**Permissions** – conveys consent by providing an allowable option. Permissions are identified within the text by the term ‘may’.

**Constraints** – provided by an external source such as legislation. Constraints are identified within the text by the term ‘must’.

ARISO Standards address known hazards within the railway industry. Hazards, and clauses within this Standard that address those hazards, are listed in Appendix A.

**Appendices** in ARISO Standards may be designated either “normative” or “informative”. A “normative” appendix is an integral part of a Standard and compliance with it is a requirement, whereas an “informative” appendix is only for information and guidance.

## Commentary

### *Commentary C Preface*

This Standard includes a commentary on some of the clauses. The commentary directly follows the relevant clause, is designated by ‘C’ preceding the clause number and is printed in italics in a box. The commentary is for information and guidance and does not form part of the Standard.

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## Section 1 Scope and general

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### 1.1 Scope

This document provides a structured approach for managing, evaluating and implementing change within a railway operating environment in accordance with the requirements of the Rail Safety National Law (RSNL). Management of change is a formal process used to ensure that any proposed change is evaluated for its impact to safety and legislative compliance prior to being implemented. This approach includes the identification of risks associated with the change, the impact levels of the change, stakeholder consultation, the allocation of responsibilities and the provision of training and instruction for those who could be affected by the change.

This document is applicable to rail transport operators (RTOs), contractors and other organizations that implement any change that is likely to impact on the safety of the railway operations.

### 1.2 Normative references

The following documents are referred to in the text in such a way that *some* or all of their content constitutes requirements of this document:

- *Rail Safety National Law (South Australia) Act 2012*
- *Rail Safety National Law National Regulations 2012*

**NOTE:**

Documents for informative purposes are listed in a Bibliography at the back of the Standard.

### 1.3 Defined terms and abbreviations

For the purposes of this document, the following terms and definitions apply:

#### 1.3.1 change

alter, vary, modify, substitute, mean to make or become different

#### 1.3.2 change management

structured process of transitioning an organization, its teams and individuals from a current state to a desired future state, with a focus on minimizing disruption and maximizing adoption of the change

#### 1.3.3 consultation

two-way process of formal communication between an organization and its stakeholders on an issue prior to making a decision or determining a direction on that issue

#### 1.3.4 management of change (MoC)

structured process used to identify, assess and manage the impacts of changes within an organization, such as a railway operating environment

#### 1.3.5 management of change lifecycle

systematic approach to the planning and preparation, implementation and review of a proposed change

#### 1.3.6 change agent

individual or group that facilitates, supports and promotes organizational change