



NATIONAL HEAVY VEHICLE REGULATOR

# REFLECT RECONCILIATION ACTION PLAN

JUL 2023 — DEC 2024



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## ACKNOWLEDGEMENT OF COUNTRY

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The National Heavy Vehicle Regulator (NHVR) acknowledges the Traditional Custodians of the lands across the nation. We recognise the deep and lasting connection that Aboriginal and Torres Strait Islander peoples have to the lands and waters across the country and thank Aboriginal and Torres Strait Islander people for caring for the lands for over 60,000 years. We also pay our respects to Elders past and present and to emerging community leaders. We acknowledge that many of Australia's major road networks are attributed to First Nations peoples having used star maps as way points on their journey through Australia's harsh terrain to reach landmarks such as watering holes.







DYLAN SARRA — IN THE BEGINNING (2023)

[www.sarraart.com.au](http://www.sarraart.com.au)

## ABOUT THE ARTWORK

This work of art is the result of an exchange of cultures from two worlds of the past and present. In the beginning is a work that draws from our First Nations views reflective of the past while the NHVR's journey of reconciliation commences now and into the future.

First Nations artwork is culture tied up in layered art, with symbols and icons to reflect historic journeys and places. Each icon can be placed with others to hold together a significant story of people and their beliefs to ensure the balance and order of their own survival.

In time this artwork will continue to grow as relationships are maintained with authenticity and integrity. Layers of interesting stories reflected in icons and motifs will ensure the cultural journey of the NHVR is an exciting path that lays ahead and will set a precedent for other enterprises to follow.



Dylan Sarra  
Artist



### SAFETY

In First Nation culture a circle can represent a place. In this instance it's reflective of home. The NHVR believes that everyone's safety is a priority.

Being alert, correct clothing in the workplace environment, the right equipment for any task, implementing procedures, systems and frameworks to promote safety are represented by the five pointers. When these points are adhered to it ensures that everyone returns home safely to loved ones.



### PRODUCTIVITY

Staying productive within the work environment requires consistency in decisions being made around strategic planning. With effective communication and focus goals are attainable. The icon reflects this by picturing four people sitting around a table to discuss the plan in the middle.



### SUSTAINABILITY

To ensure the journey is one that endures it must be sustainable. This icon is reflective of a life force that ensures a balance between considerations and the importance of human social, economic and environmental impacts.



### REGULATORY COMPLIANCE

Regulatory compliance through teaching, education and maintaining discipline promotes effective growth. Bands of one to three were symbolic of a person's position within a totemic system. In this case it represents the growth of the NHVR. Knowledge in action over time becomes wisdom and ensures the journey is worthwhile.



## MESSAGE FROM THE CHAIR OF THE BOARD, THE HON DUNCAN GAY

In the spirit of reconciliation, the NHVR acknowledges the Traditional Custodians of Country and pay our respects to their Elders past, present and emerging. This is the NHVR's first Reconciliation Action Plan – Reflect. In this plan, the NHVR begins our own journey in demonstrating awareness of, and respect for our First Nations People.

The NHVR's Reflect Reconciliation Action Plan is aligned to our vision, our values and our cultural objective to become an employer of choice where we can attract and retain staff from a diversity of backgrounds and with a diversity of thought. It reflects the Board's commitment to diversity and inclusion, and our organisational value 'People Matter.'

For the NHVR, our connections are strong to First Nation history and culture. The highways and travel routes that our Industry and employees use each day originate from the pathways that Australia's First Nations peoples used for thousands of years as their pathways. The implementation of the NHVR's Reflect Reconciliation Action Plan is an important step in the right direction towards reconciliation, and one I know the NHVR will continue to build on and improve into the future.



The Hon Duncan Gay  
Chair of the Board





## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER, SAL PETROCCHITTO

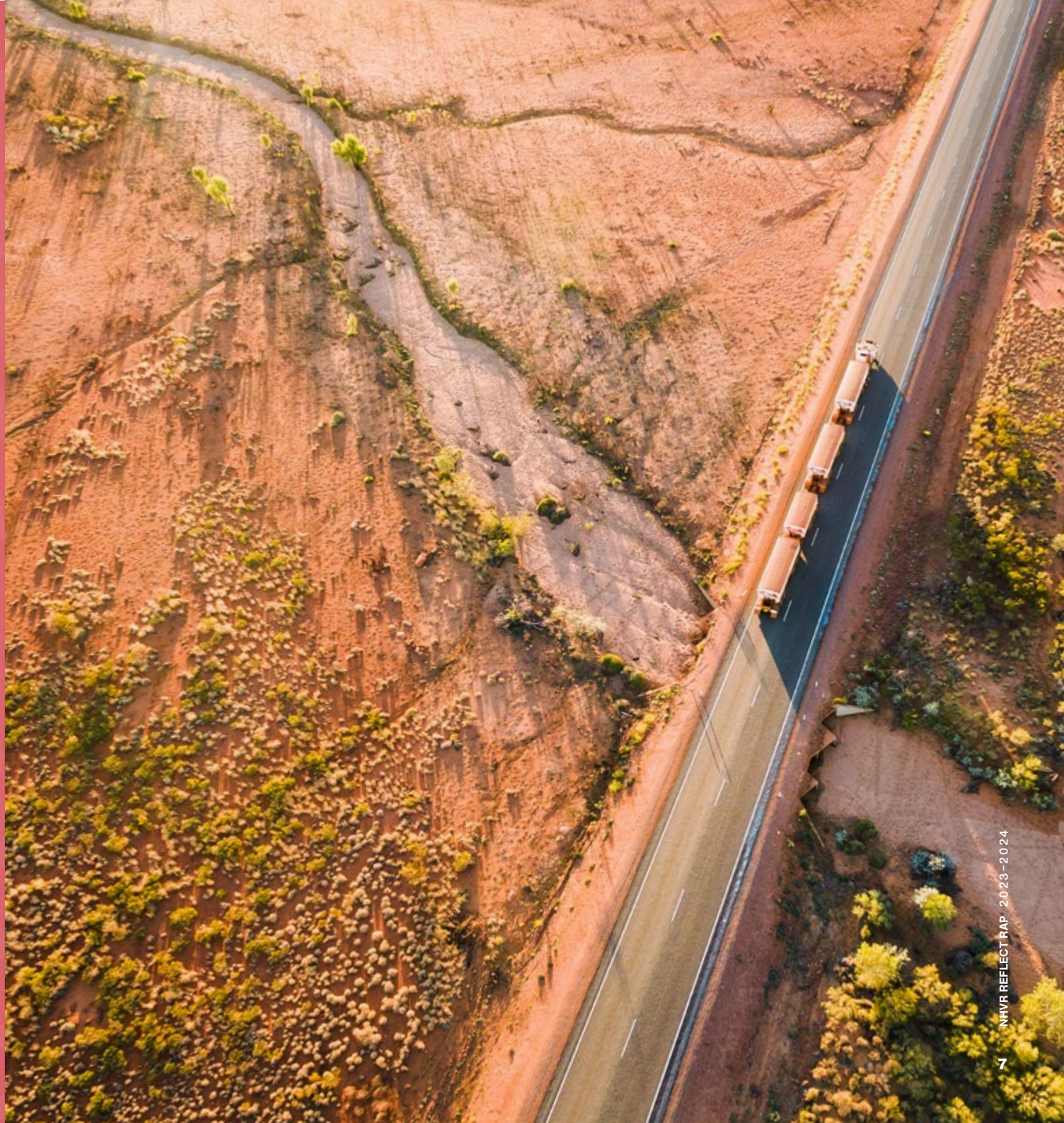
On behalf of the NHVR, we are proud to launch our inaugural Reflect Reconciliation Action Plan. It is important for us to increase awareness of Australia's First Nations cultures, histories, knowledge, and leadership across our organisation. NHVR's Reflect Reconciliation Action Plan is an important step forward for our culture and one which our employees will have an opportunity to be part of.

This plan has a range of initiatives to build a deeper understanding of First Nations people, why reconciliation is important and how the NHVR can contribute towards this objective. I, and the Executive Leadership Team, see significant alignment in our four strategic objectives and our organisational values with First Nations People and their reconciliation journey.

Dylan Sarra, an Indigenous artist from the Gooreng Gooreng people of Bundaberg, has painted an original artwork that interprets the NHVR's strategic objectives through the First Nations culture. I encourage you to read more about the vision and story that Dylan has created as we continue our journey of reflection and connection with our First Nations People.



Sal Petrocchio  
Chief Executive Officer







## MESSAGE FROM KAREN MUNDINE, CEO (RECONCILIATION AUSTRALIA)

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Reconciliation Australia welcomes the National Heavy Vehicle Regulator to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The National Heavy Vehicle Regulator joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types: Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with

its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the National Heavy Vehicle Regulator to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations National Heavy Vehicle Regulator, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



## OUR BUSINESS

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The National Heavy Vehicle Regulator (NHVR) administers a statutory national system that delivers consistent and streamlined regulatory services and administration to the Australian heavy vehicle road transport sector, fostering greater safety and productivity while minimising regulatory burden.

We do this by:

1. Providing leadership and driving sustainable improvement to safety, productivity and efficiency outcomes across the heavy vehicle road transport sector and the Australian economy.
2. Minimising the compliance burden.
3. Reducing duplication and inconsistencies in heavy vehicle regulation across State and Territory borders.

The NHVR is a national organisation with employees based in all Australian States and Territories (except for Western Australia and Northern Territory). As of March 2023, the NHVR employed 800 people of whom 19 have identified as Aboriginal and/or Torres Strait Islander peoples.

The NHVR has six National Offices based in Queensland (Brisbane), ACT (Hume), South Australia (Adelaide), Tasmania (Launceston), Victoria (Port Melbourne) and New South Wales (Parramatta). The NHVR also has 23 regional offices within these six States and Territories.







## OUR VALUES AND CODE OF CONDUCT

Our Values and Code of Conduct seek to guide our behaviour and decision-making at work, and we will continue to refer to them as we implement our Reflect RAP:



### PEOPLE MATTER

We seek to understand, are respectful, set high standards, listen to others and do what we say we will. We will behave in a way that is inclusive and free from violence, bullying, discrimination, sexual harassment, victimisation and racial hatred.



### CUSTOMER FIRST

We work to understand our customers, are dynamic and responsive, strive for customer excellence and accuracy, and act professionally in everything we do. We will act with integrity when representing the NHVR.



### STRONG PARTNERSHIPS

From start to finish, we undertake work that matters, challenge ourselves and develop innovative ideas and solutions.



### WE ADD VALUE

We build relationships, work collaboratively, set directions together and understand each others' needs. We commit to behaving and making decisions consistent with NHVR's Code of Conduct and business rules.





## OUR RECONCILIATION JOURNEY

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Although this is the NHVR's inaugural RAP, we have made commitments and undertaken actions to improving our approach to Aboriginal and Torres Strait Islander peoples over recent years.

The NHVR introduced its Diversity and Inclusion Policy and Strategy in 2021. Within this policy we made a clear commitment to improving our talent pipeline for Aboriginal and Torres Strait Islander peoples through partnering with national apprentice employer networks and First Nations work experience agencies.

This Diversity and Inclusion Policy and Strategy was, therefore, a first step towards providing meaningful employment for First Nations peoples and assisting the NHVR in building working relationships with First Nations customers and clients.

This RAP will enable the NHVR to take the next step in building a broader foundation towards reconciliation by providing a clear framework to work with.

The NHVR, through the implementation of this RAP, is also connecting with First Nations employees and customers to ensure that the development and implementation of the NHVR's RAP is relevant and meaningful to the industry and people in which we serve.

Consultation and communication is key in building a collaborative partnership between Aboriginal and Torres Strait Islander people and Non-Indigenous stakeholders to emphasise that this is 'our' RAP. This is essential for the NHVR as our employees regularly liaise with First Nations local government areas in Queensland as road managers to assist with consent notices for our customers to travel on their roads and land.

The NHVR liaises with various First Nations local government areas such as Aurukun, Doomadgee, Cherbourg, Hope Vale, Kowanyama, Lockhart River, Mapoon, Mornington Island, Napranum, Northern Peninsula Area, Palm Island, Pormpuraaw, Torres Straits and Woorabinda.

The NHVR assists First Nations local government areas by connecting them with Commonwealth grants via the Heavy Vehicle Safety Initiative Program which aims to support projects that deliver tangible improvements in road user, road and heavy vehicle safety.

The NHVR will consult with First Nations employees and customers over the next 18 months to develop our longer-term vision for reconciliation.



## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

### FIRST NATIONS RECRUITMENT

The NHVR has piloted working with an Indigenous recruitment agency based in Brisbane since 2021 in hiring First Nations employees for our Service Delivery Unit. Through this partnership, the NHVR placed two First Nations candidates into meaningful employment.

### NAIDOC CELEBRATIONS

The NHVR has also previously engaged a local Indigenous organisation, Nunukul Yuggera Aboriginal Dance Company, as part of its NAIDOC Week celebrations to help our employees understand the significance of NAIDOC Week, and local Indigenous customs, practices and stories.

We anticipate that we will continue doing this as we deliver on our commitments in this Reflect RAP.







# OUR RAP - RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2023	Organisational Development Specialist
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Organisational Development Specialist
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 & 2024	Organisational Development Specialist
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024	Organisational Development Specialist
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024	People and Culture Business Partners
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2023	Chief Executive Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2023	Executive Director Corporate Affairs
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2023	Executive Director Corporate Affairs
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2023	Director Legal Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	Manager People and Culture





# OUR RAP - RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August 2023	Organisational Development Specialist
	Conduct a review of cultural learning needs within our organisation.	August 2023	Learning and Development Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2023	Executive Director Corporate Affairs
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2023	Chief Executive Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	July 2023	Executive Director Corporate Affairs
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Executive Director Corporate Affairs
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Executive Director Corporate Affairs





## OUR RAP - OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case to understand opportunities and pipelines for Aboriginal and Torres Strait Islander employment within our organisation.	October 2023	Recruitment Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2023	Recruitment Lead
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2024	Director Procurement and Commercial Services
	Investigate Supply Nation membership.	June 2024	Director Procurement and Commercial Services





# OUR RAP - GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	August 2023	Organisational Development Specialist
	Draft a Terms of Reference for the RWG.	September 2023	Organisational Development Specialist
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2023	Organisational Development Specialist
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2023	Organisational Development Specialist
	Engage senior leaders in the delivery of RAP commitments.	August 2023	Executive Director Corporate Affairs
	Appoint a senior leader to champion our RAP internally.	July 2023	Executive Director Corporate Affairs
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2023	Organisational Development Specialist
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July 2023 & July 2024	Organisational Development Specialist
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	Organisational Development Specialist
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Organisational Development Specialist
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	Organisational Development Specialist





## Contact us

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