



IPWEA FLEET

Heavy Vehicle Chain of Responsibility (CoR)
Training & Workshop for Executives & Managers

Anne-Maree Coyne
CoR Specialist, IPWEA Consultant, Modus Management

The NHVR has reviewed this material and it was accurate on 1 May 2025

Agenda

Kick-off &
Court Case

Understand
CoR Duties

Discharge CoR
Duties

Deep Dive into
Exec Duty

- Morning Tea - 10.45am
- Lunch - 12.30 pm
- Afternoon Tea - 2.30pm



Exercises



Landmark Case - Connect Logistics

4 Police Officers killed when Connect Logistics driver veered into emergency lane on Eastern Freeway, Vic

Court Outcomes

- Connect Logistics convicted & fined \$2.3 million
- Driver convicted & jailed 18.5 yrs
- National Operations Manager convicted in contested hearing
 - Sentenced to jail for 3 yrs
 - Overturned on Appeal
 - Matter still before Court at this time
- Two other Execs convicted with fines
- Driver's supervisor convicted with Community Correction Order of 200 hours



Understanding Duties

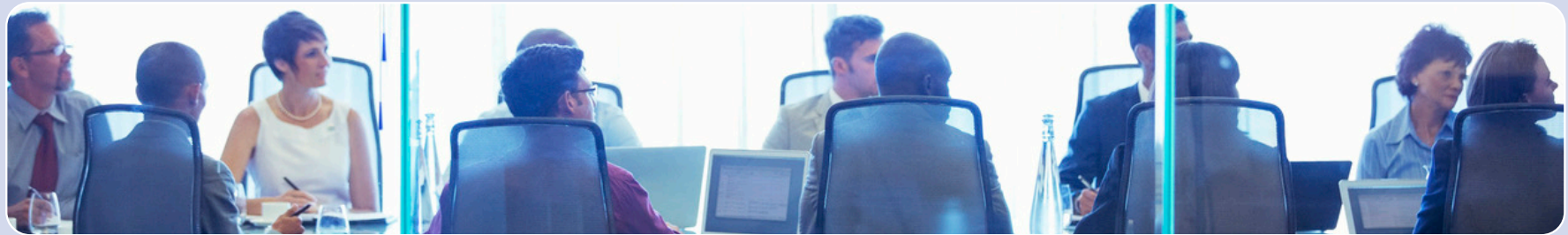
Fundamental Building Blocks
of Primary & Executive Duties



Why 'Chain of Responsibility' CoR



Duty of Executive



To exercise due diligence
to ensure organisation complies with its
safety duties





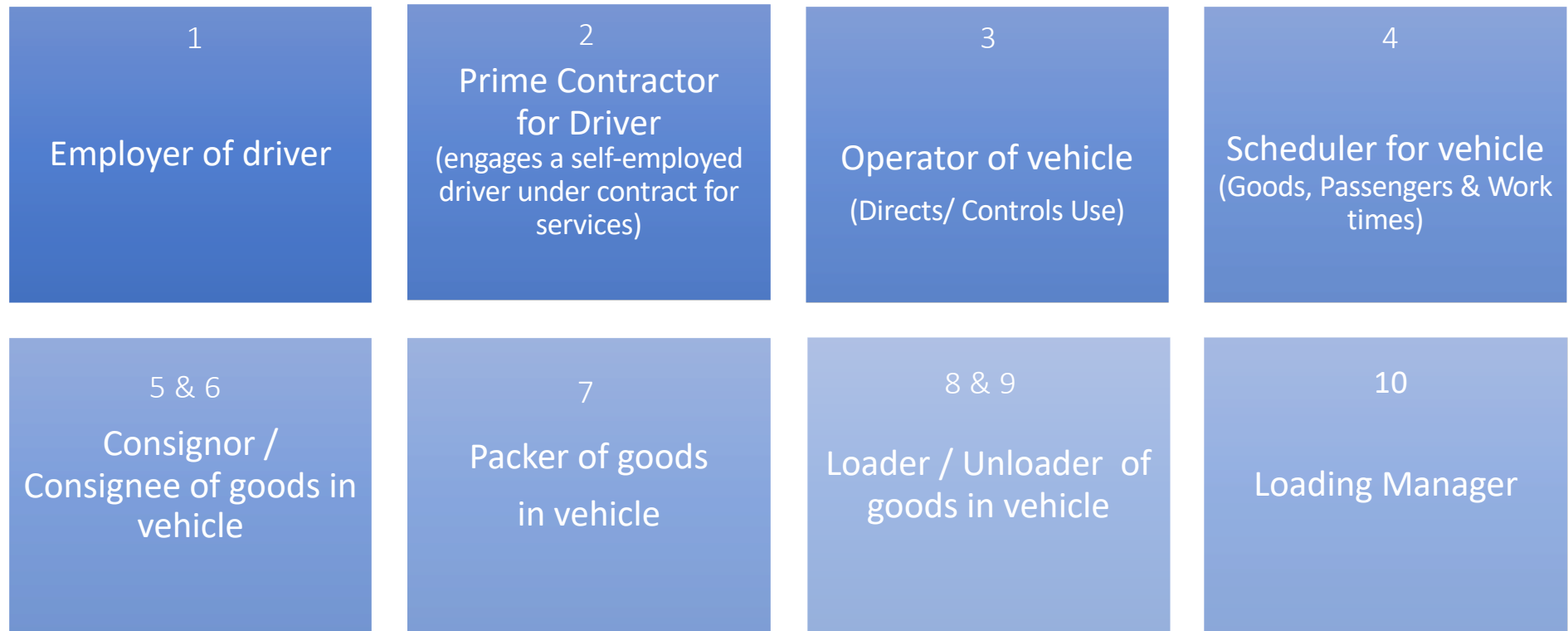
Primary Duty

(Heavy Vehicles >4.5t GVM)

Each party in chain must ensure, as far as reasonably practical, safety of the party's transport activities relating to the heavy vehicle



Parties in Chain of Responsibility



Other Examples of Safety Duties

Safety Requirement

A person must not use, or permit to be used, on a road a heavy vehicle that is unsafe.

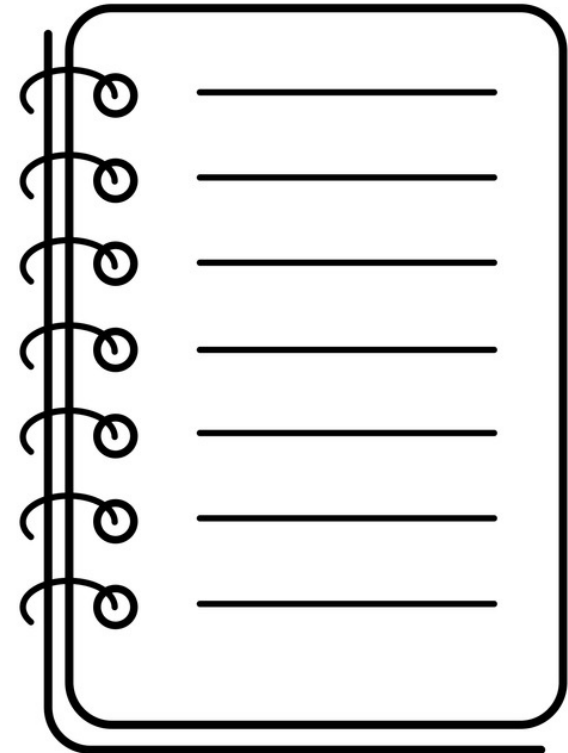
Contravening Condition of Mass or Dimension Exemption Generally

A person must not use, or permit to be used, on a road a heavy vehicle that contravenes a condition of a mass or dimension exemption applying to the vehicle.





Exercise 1 in Workbook



What does 'Safety' mean for Heavy Vehicle National Law?

Public Risk = *safety risk or risk of damage to road infrastructure*

Safety Risk = *Risk to public safety or harm to environment*

Public Safety = *Risk to safety of persons or property, including safety of*

- *drivers, passengers & others in vehicles;*
- *persons or property likely to be in vicinity of road infrastructure & public places;*
- *vehicles, combos & their loads*



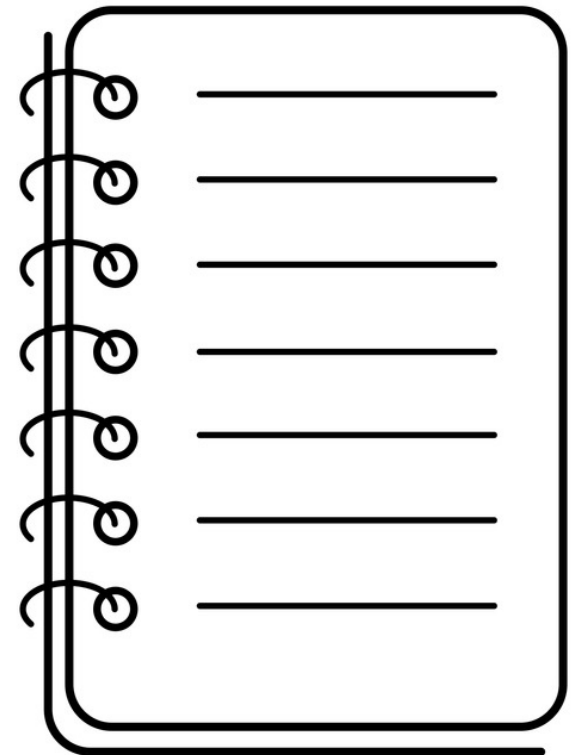
What is 'Reasonably Practical' for a Duty?



Being 'Reasonably
Practical'...

EXAMPLES

Exercise 2 in Workbook



Transport Activities

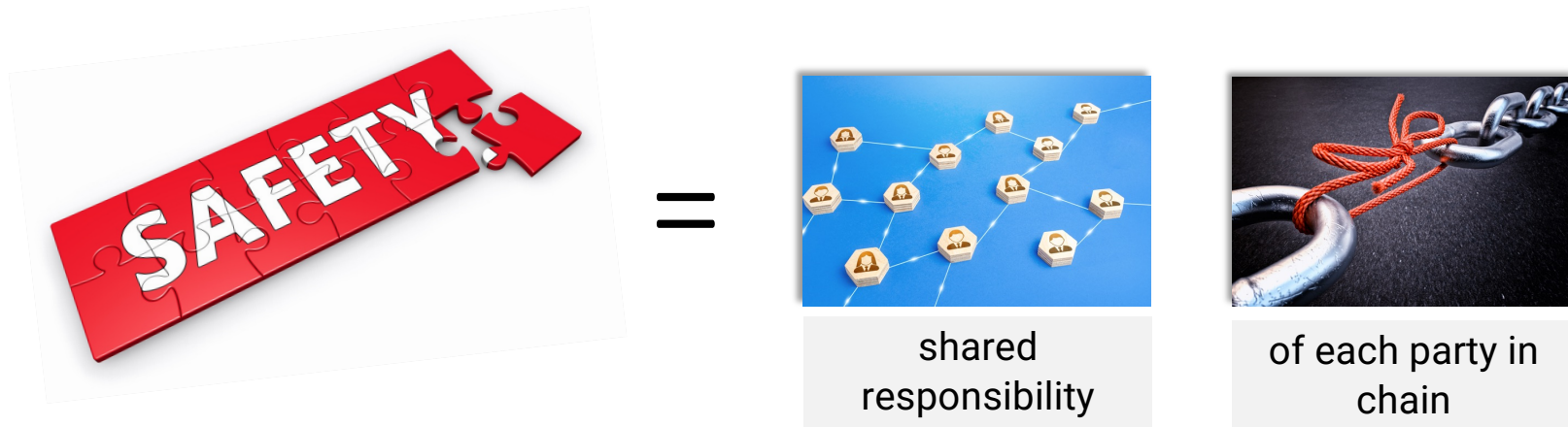


Activities, including business practices and decision making, associated with the use of a heavy vehicle on a road

What are some examples?



Principle of Shared Responsibility



depends on

Person's
Function

Public Risk

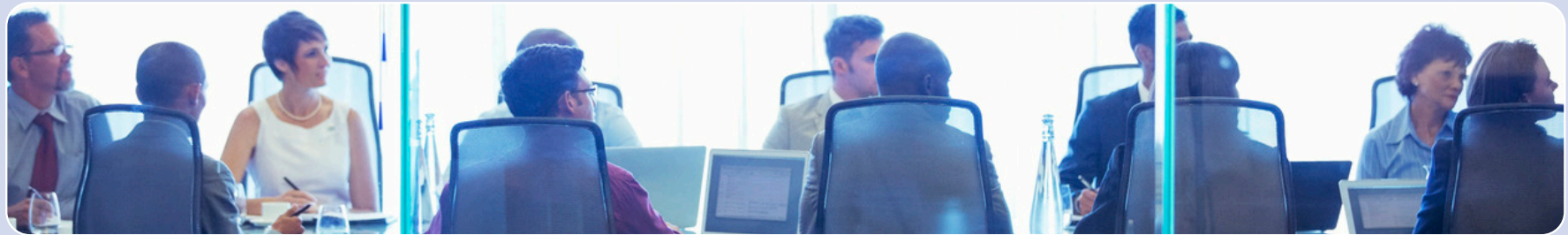
Capacity to
Control Risk





More than one
person can share a
duty but what's
required to
discharge it can
differ

Duty of Executive



To exercise due diligence
to ensure organisation complies with its
safety duties



Who is an Executive of a CoR Party?



- Management member - unincorporated body
- Executive officer - corporation
- Partner - partnership

Management member – member of management committee or each member concerned with, or takes part in, the body's management (irrespective of name of member's position)

Executive officer – director or any person concerned or takes part in management of corporation



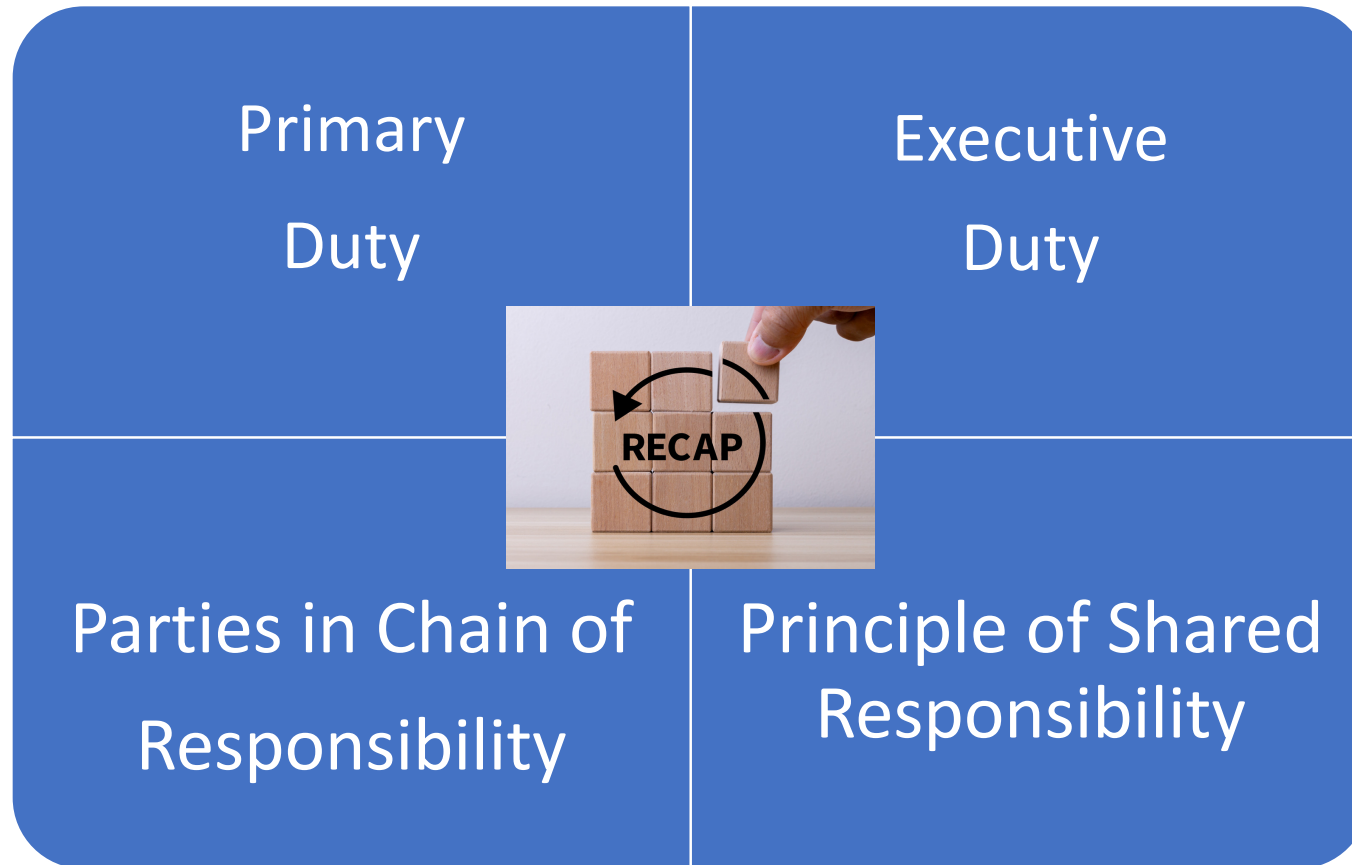
Due Diligence Cycle



Due Diligence Cycle – Master Code RICP under HVNL



Understanding Duties



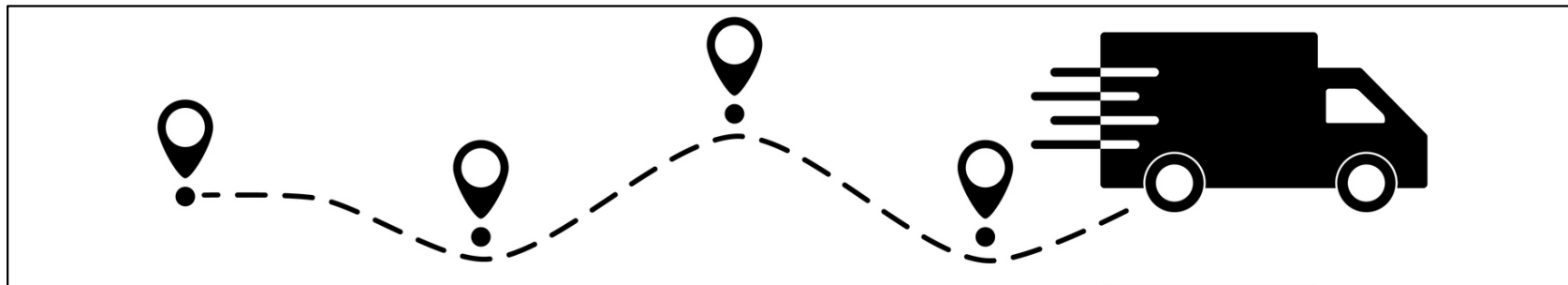
Discharging Duties



Mapping Transport Activities



Mapping a Party's Transport Activities

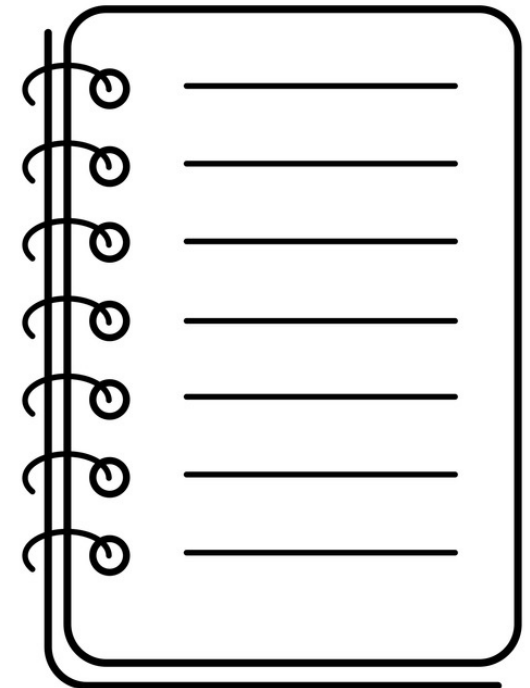
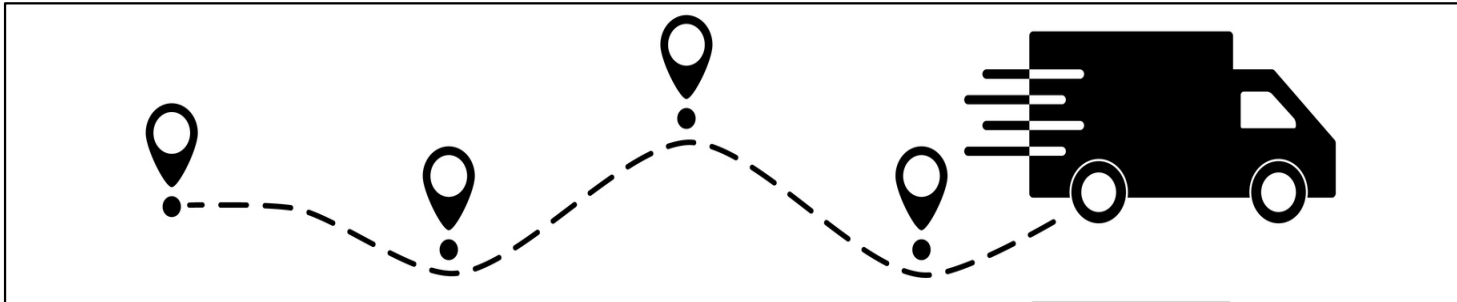


Identifying points of contact or influence between your business's activities and your heavy vehicle transport



Mapping Transport Activities

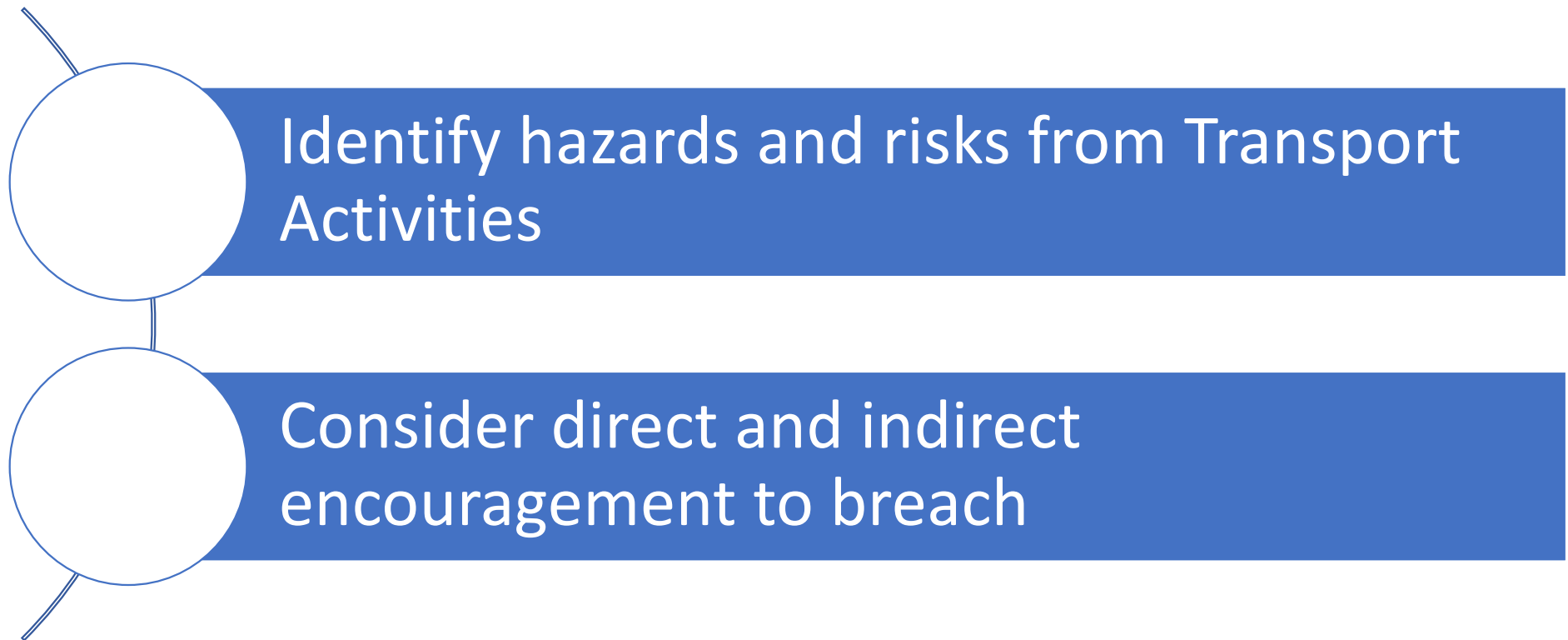
Exercise 3
in Workbook



Assessing and Managing Risks



Assessing Risks



Indirect Encouragement to Breach HVNL

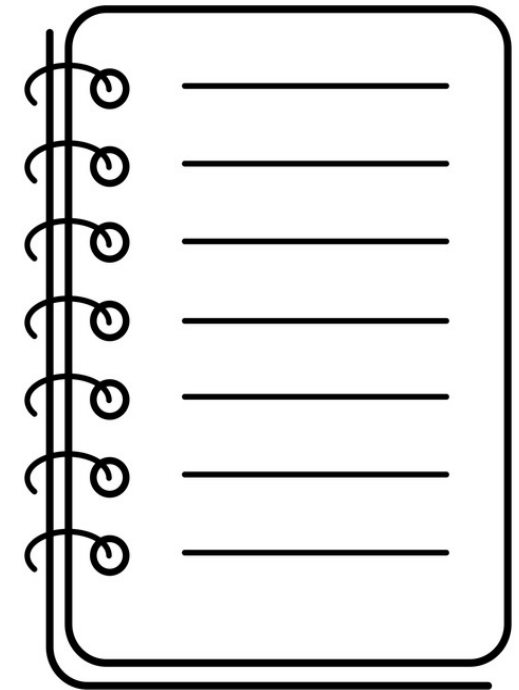


Exercise 4 in Workbook

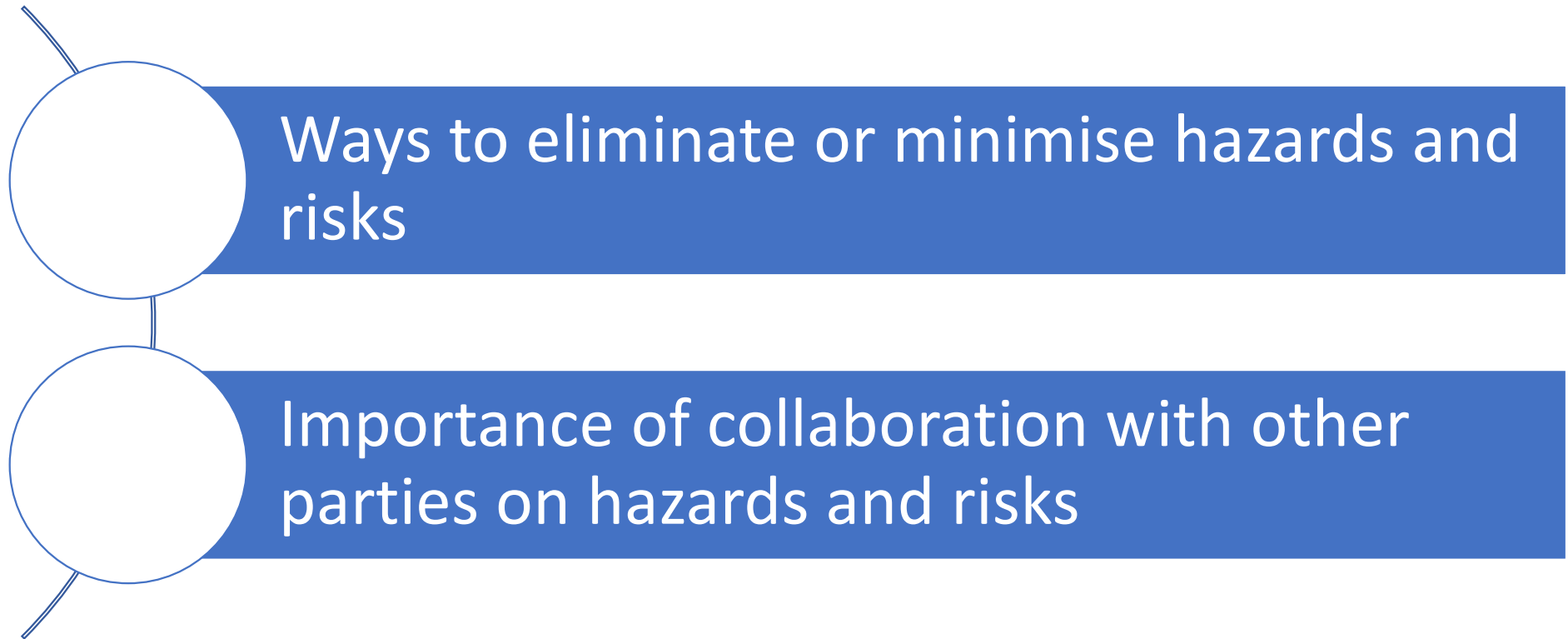
A graphic of a spiral-bound notebook. The notebook has a black cover and a white page. The page has a black border and a spiral binding on the left side. The text "Provide Examples" is written on the page, with four horizontal lines below it for writing.

Identifying CoR Hazards and Risks

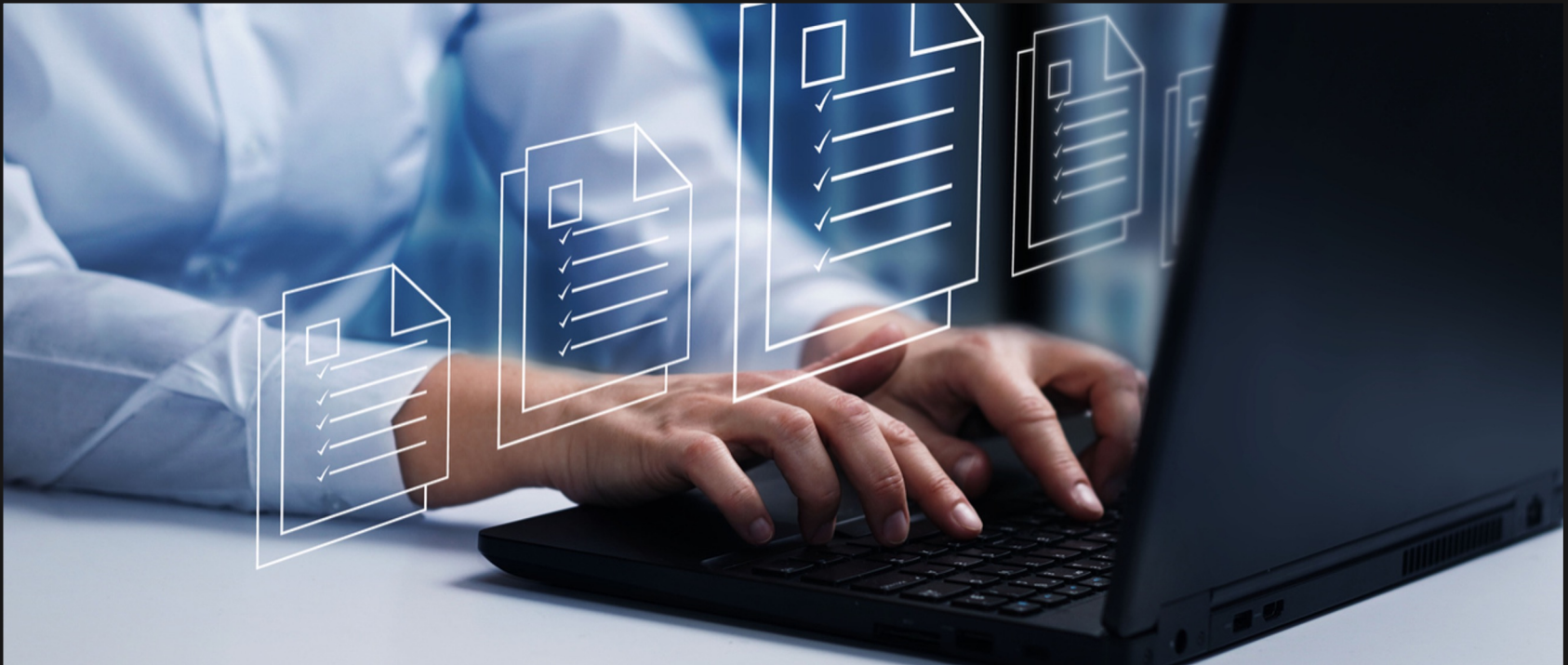
Exercise 5 in Workbook



Managing Risks



Implementing Risk Controls Policies & Procedures



Focus on Training



- Types of CoR training usually include
 - Induction
 - Task specific
 - General CoR training to increase awareness
- Task specific and general CoR training should be recurring
- Recurring Training Needs Analyses
- Training records
- Regular review of training policies & procedures



Monitoring, Reporting & Continuous Improvement



Q's to Ask & Answer

- 1 What information is relevant?
- 2 How to collect it?
- 3 Who should receive it?
- 4 How to interpret it?
- 5 What actions to take?



Safety Management Systems



NHVR SMS Fact Sheet



Building a Safety Culture



NHVR - SMS Positive Safety Culture – Quick Guide



Working with Other Businesses

Contracts cannot be used to
avoid or alter responsibility

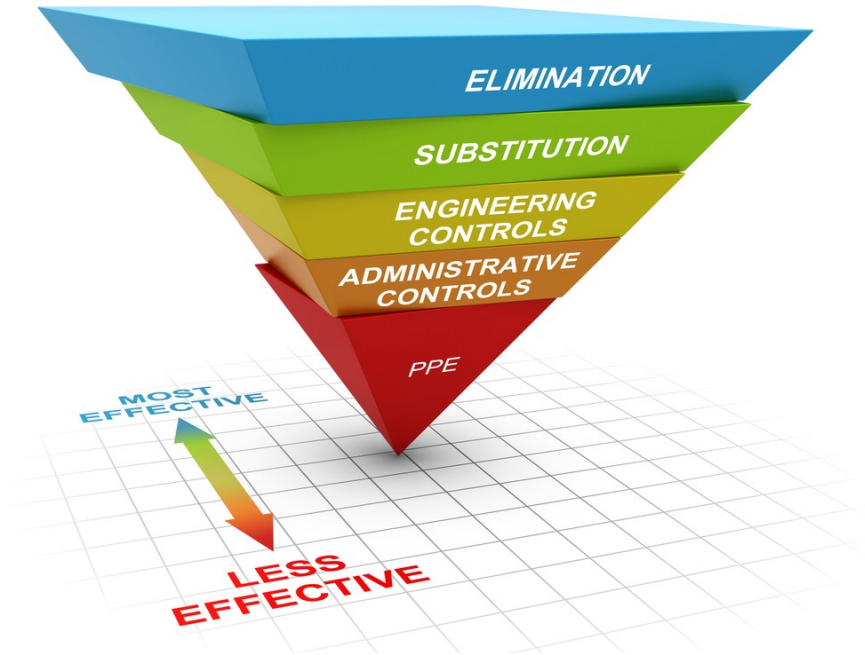
Regular
communication &
collaboration is
crucial

Contracts can help both parties manage safety by

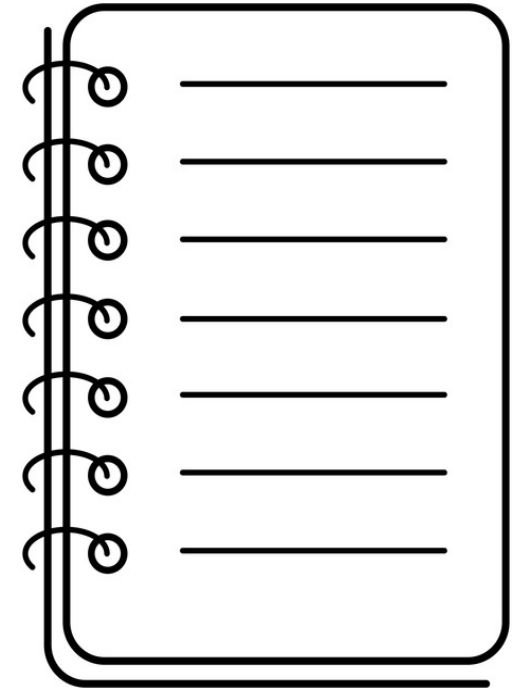
- clarifying how things are done
- aiding use of common equipment, processes, & terminology
- stating what information should be shared, when & how
- setting monitoring & reporting expectations
- planning for incidents
- identifying points of contact & escalation procedures



CoR Risk Controls



Exercise 6 in Workbook



Discharging Duties

Mapping Transport
Activities

Identifying &
Assessing CoR
Hazards & Risks



Building a
Safety Culture

Applying CoR
Risk Controls



Deep Dive

Executive CoR Due Diligence & Creating an Implementation Plan



Due Diligence Cycle



Due Diligence Cycle – Master Code RICP under HVNL



Executive Duty to Exercise Due Diligence - HVNL

Due diligence includes **taking reasonable steps—**

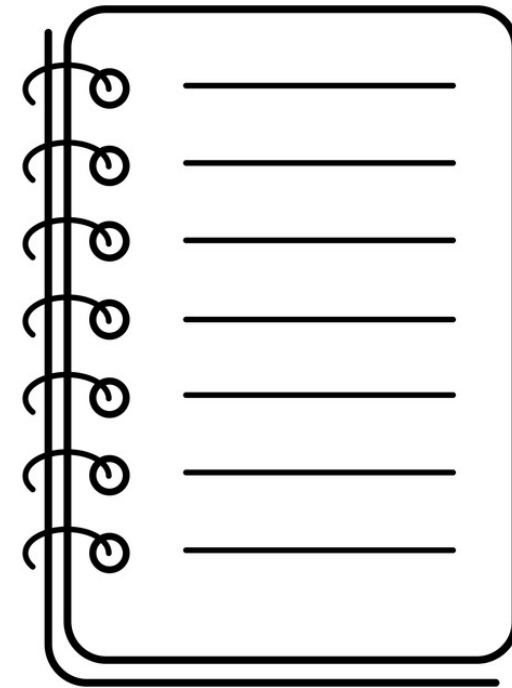
- (a) to **acquire**, and **keep up to date**, **knowledge** about the **safe conduct** of **transport activities**; and
- (b) to gain an **understanding** of—
 - (i) the nature of the legal entity's **transport activities**; and
 - (ii) the **hazards and risks**, including the **public risk**, associated with those activities; and
- (c) to ensure the legal entity **has, and uses**, appropriate **resources** to **eliminate or minimise** those **hazards and risks**; and
- (d) to ensure the legal entity **has, and implements**, **processes -**
 - (i) to **eliminate or minimise** those **hazards and risks**; and
 - (ii) for **receiving, considering, and responding** in a **timely** way to, **information** about those hazards and risks and any incidents; and
 - (iii) for **complying** with the legal entity's **safety duties**; and
- (e) to **verify** the **resources and processes** mentioned in paragraphs (c) and (d) are being **provided, used** and **implemented**.



Brainstorm on Due Diligence Methodology



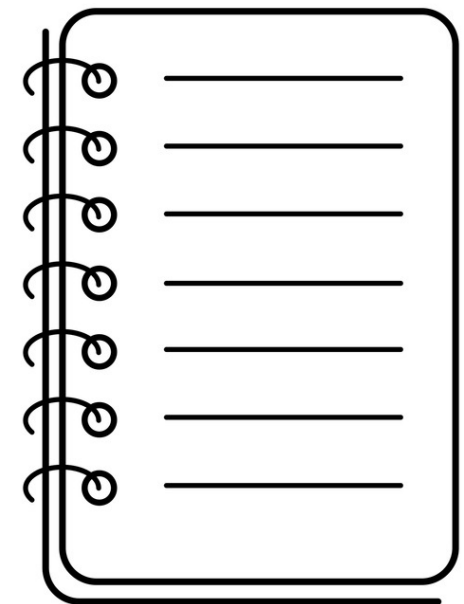
Exercise 7 in Workbook



Create your own Executive CoR Due Diligence Implementation Plan



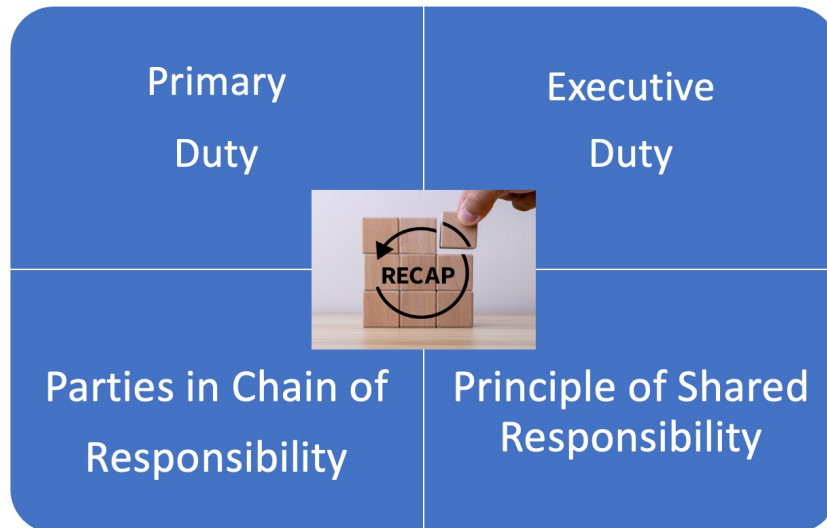
Exercise 8 in Workbook



Final Recap

Connect Logistics Case

Understanding Duties



Discharging Duties



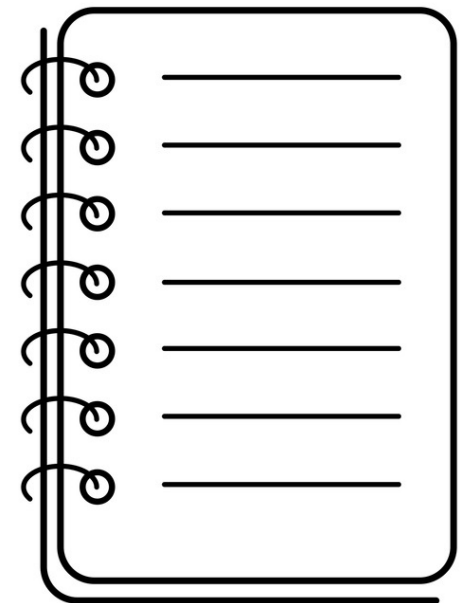
Due Diligence Deep Dive >
Your Implementation Plan



Create your own Synopsis & 3-5 Key Takeaways



Exercise 9 in Workbook



A Wealth of Free
NHVR Resources



Registered Industry Codes of Practice

TITLE	SPONSOR ORGANISATION	DATE REGISTERED	REVIEW DATE
 Master Code (PDF, 876KB)	Safe Trucking and Supply Chains Ltd	23 November 2018	November 2023
 Tasmanian Agricultural and Horticultural RICP (PDF, 1.4MB)	Tasmanian Farmers & Graziers Association	30 June 2022	June 2025
 Managing Effluent in the Livestock Supply Chain RICP (PDF, 4MB) For an overview of the Effluent Code and answers to frequently asked questions, please see Brochure - The Effluent Code (PDF, 1.5MB) and Effluent Code FAQs (PDF, 205KB).	Australian Livestock and Rural Transporters Association	23 December 2022	December 2027
 Waste and Recycling Industry Code of Practice (PDF, 11.3MB)	Waste and Recycling Industry Association of Queensland (WRIQ)	12 June 2024	12 June 2029
 Mobile Crane Industry Code of Practice (PDF, 3.2MB)	Crane Industry Council of Australia (CICA)	12 August 2024	August 2029



NHVR Regulatory Advice

Title	Published
Loading and load restraint	Feb 2024
The Primary Duty	Dec 2023
Local Government as a CoR Party	Oct 2023
Managing the risks associated with heavy vehicles travelling down steep descents	April 2023
Heavy vehicle safety technology and telematics	Mar 2023
Managing the risk of a light or empty lead trailer in a laden B-double	Dec 2022
Maintenance of heavy vehicles used in agricultural or seasonal work	Dec 2022
Operating in the agricultural sector	Dec 2022
Reasonably practicable	Nov 2022
Managing the risks associated with noncompliant heavy vehicles arriving at premises	Nov 2022



NHVR Regulatory Advice

Title	Published
Fitness to drive: Mental health	Oct 2022
Fitness to drive: Physical health	Sep 2022
Fitness to drive: Fatigue	Aug 2022
Discrimination against or victimisation of employees	Aug 2022
Seatbelt use compliance in the heavy vehicle industry	Aug 2022
Driver distraction	Aug 2022
Obligations for Restricted Access Vehicles	Jul 2022
Prohibited requests and contracts under the HVNL	Jun 2022
Providing false or misleading information to the NHVR	Jun 2022
Managing the risks of undertrained workers	May 2022
Managing the risks of time slot bookings	May 2022



NHVR Regulatory Advice

Title	Published
Managing the risks of heavy vehicle transport activities in the construction industry (Principal Contractor)	Apr 2022
Managing the risks of heavy vehicle transport activities in the construction industry (Operator)	Apr 2022
Managing the risks of employees impaired by alcohol and other drugs Managing the risks of light to medium heavy vehicles	Mar 2022
Managing the risks of light to medium heavy vehicles	Jan 2022
Managing the risks of transporting freight in shipping containers	Nov 2022



Other NHVR Resources

National Heavy Vehicle Regulator



Safety, Accreditation & Compliance Road Access Law & Policies

Safety, accreditation & compliance



Chain of Responsibility (CoR)

CoR laws make parties other than drivers responsible for the safety of heavy vehicles on the road.



Fatigue management

Fatigue laws apply to fatigue-regulated heavy vehicles.



Heavy Vehicle Confidential Reporting Line

The HVCRL is a confidential telephone service for participants in



Industry Codes of Practice

A Registered Industry Code of Practice (RICP) is a resource that helps parties in the chain of



National Heavy Vehicle Accreditation

The NHVAS is a formal process for recognising operators who have



On-road compliance and enforcement

Heavy vehicle drivers and operators benefit from a greater level of consistency in on-road compliance



Road Monitoring

The NHVR uses a range of tools and data to monitor the road network and heavy vehicles.



Safety alerts and bulletins

Series of alerts and bulletins addressing a wide range of matters for industry to consider.



Safety Management Systems (SMS)

Having an effective SMS can be one of the best ways of ensuring you have a safety-focused business.



Vehicle Standards Guides

Our Vehicle Standards Guides (VSG) provide advice on a range of issues about heavy vehicle standards and modifications.

We create these guides based on frequently asked questions and hot topics that arise from time to time.

TITLE	TOPIC
VSG34 - Installation of alternative fuel systems (PDF, 222KB)	Provides advice to operators and modifiers about the requirements for modifying or installing alternative fuel systems.
VSG33 - Implementation of the Road Vehicle Standards Act (PDF, 179KB) - updated 29 April 2022	Provides information for operators, manufacturers, importers, and modifiers of heavy vehicles about the introduction of the Road Vehicle Standards Act 2018 (Cth) (RVSA) .
VSG32 - Enhanced Braking Visibility (PDF, 329KB)	Provides information for operators and owners of heavy vehicles about ways to improve braking visibility. It describes three methods that may increase the visibility of a heavy vehicle during braking events.
VSG31 - Road trains - Trailer coupling requirements (PDF, 531KB)	Provides information for vehicle inspectors, Approved Vehicle Examiners and owners of heavy vehicles about road train rated trailers.
VSG30 - Vehicle Mounted Lifting Systems - Width Requirements (PDF, 208KB)	Provides information for Approved Vehicle Examiners (AVEs) and owners modifying heavy vehicles by the addition of lifting equipment.
VSG29 - Rear Marking Plates and Do Not Overtake Turning Vehicle signs (PDF, 171KB)	Rear marking plates that are faded, damaged, incorrectly fitted or no longer clearly marked with all required information must be replaced with Class 1A, 400 or UNR70 plates.



Road Access



Access management

The NHVR manages the access of heavy vehicles to ensure a safe, efficient and sustainable road



Route Planner

The NHVR Route Planner (also known as Journey Planner) is an interactive online mapping service. It



Licensing

Heavy vehicle licensing and procedures (e.g. training, tests and endorsements) are still administered



Local government road managers

Road managers are responsible for consenting to access for heavy vehicles on their roads.



Mass, dimension and loading

The Heavy Vehicle (Mass, Dimension and Loading) National Regulation prescribes the size, shape



Performance Based Standards (PBS)

The Performance Based Standards (PBS) Scheme offers the heavy vehicle industry the potential to



Registration

State and territory transport authorities manage and administer transactional heavy vehicle



Local government road managers

The Heavy Vehicle National Law (HVNL) recognises the importance of local governments being accountable for the roads they manage and sustain, as this enables local government to efficiently fund and invest in infrastructure and road transport to support and grow local economies.

As a road manager, you are responsible for consenting to access for restricted access vehicles on your roads and the conditions under which they will operate. It is important that you understand your role under the HVNL, as well as how to approve access to your road network through the NHVR Portal.

The National Heavy Vehicle Regulator (NHVR) has launched an interactive tool - [Freight PASS \(Productivity and Safety/Sustainability\)](#) - to help industry and road managers make more informed safety, productivity and sustainability decisions about the benefits of heavy vehicle combinations on the road network.



Getting started

Understanding the roles and responsibilities of a road manager under the HVNL.



Access permits

The policies and rules that apply to road managers in relation to Access permits.



Benefits of heavy vehicle access

It makes local industries more productive and keeps local economies strong.



Conditions

The conditions that can be applied to permits, pre-approvals, and notices.



Guidelines for access

The legal requirements and guidelines around granting access.



Network access

Providing access to a road network under a notice, pre-approval or permit



Law & Policies



Fee schedule

The NHVR operates under a single fee structure for access permits, NHVAS accreditation and the



Heavy Vehicle National Law and Regulations

The NHVR administers one set of laws for heavy vehicles over 4.5



Internal Review

In certain circumstances, a person affected by a decision of the National Heavy Vehicle Regulator



Investigations

The NHVR Investigations team undertakes investigations into serious contraventions of the HVNL,



Notices and permit-based schemes

A complete list of the notices and permit-based schemes published by the NHVR.



Penalties and infringements

A summary of the penalties and infringements outlined in the Heavy Vehicle National Law (HVNL).



Privacy policy

The NHVR is committed to protecting your personal information and complying with all applicable



Prosecutions

Our Prosecutions team enforces the Heavy Vehicle National Law (HVNL) in all participating jurisdictions in



Public interest disclosures

The NHVR is committed to upholding the principles of the Public Interest Disclosure Act 2010



Right to Information

The NHVR is committed to providing open and transparent access to information about our services and





About Us

[Careers](#)[Consultation](#)[Coronavirus \(COVID-19\) response](#)[Corporate documents](#)[Corporate governance](#)[Engaging with industry](#)[FAQs](#)[Heavy Vehicle Safety Initiative](#) Save as PDF  Print

Useful links

There are a large number of other organisations that can help and support you, depending on your need. This section contains a list of useful links to organisations and/or websites that can provide more information or specific detail on a topic.

Please note that while care has been taken in providing these links they do not constitute endorsement or approval of the websites or their content. The NHVR does not accept any responsibility for the information or services which may appear on any linked websites. It is the responsibility of the web user to make their own decisions about the accuracy, reliability, relevance and correctness of information viewed or found.

State and territory road transport authorities

- [Commonwealth - Department of Infrastructure, Transport, Regional Development and Communications](#)
- [Australian Capital Territory](#)
- [New South Wales](#)
- [Northern Territory](#)
- [Queensland](#)
- [South Australia](#)
- [Tasmania](#)
- [Victoria](#)
- [Western Australia](#)



NHVR Useful Links (cont.)

NHVR Portal	
NHVR submissions	
Procurement	
Publications	
Safety campaigns	▼
Useful links	
Who we are	▼

State road transport authority mapping sites

- [New South Wales](#)
- [Queensland](#)
- [South Australia](#)
- [Tasmania](#)
- [Victoria](#)
- [Western Australia](#)

Government

- [Council of Australian Governments](#)
- [National Transport Commission](#)
- [Roadside policing contacts](#)
- [Infrastructure and Transport Ministers' Meetings \(ITMM\)](#) (formerly Transport Infrastructure Council (TIC))

Industry

- [ARRB \(Australian Road Research Board\) Group](#)
- [Assessing Fitness to Drive](#)
- [Australian Logistics Council](#)
- [Australian Trucking Association](#)
- [Austroads](#)
- [National Road Safety Partnership Program](#)

Service providers

- [NHVAS auditors](#)
- [PBS approved certifiers and vehicle assessors](#)
- [Transport Certification Australia](#)

Training

- [Industry Skills Australia](#)



Other Resources &
Useful Information



IPWEA Fleet Resources





IPWEA AUSTRALASIAN
FLEET CONFERENCE
23-25 MARCH 2026

[Home](#)[Location](#)[2025 Speakers](#)[Sponsors & Exhibitors](#)[IPWEA App](#)[Photos](#)

2026 IPWEA AUSTRALASIAN FLEET CONFERENCE

23-25 MARCH | MELBOURNE

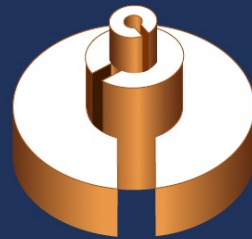


Construction Logistics and Community Safety – Australia



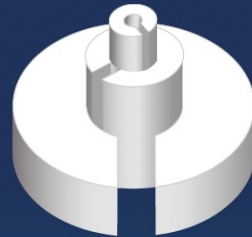
CLOCS-A or Construction Logistics and Community Safety Australia, is a national good practice approach for managing the risks and impacts associated with a construction project's on road transport and logistics activities to improve community road safety. It was developed to provide a consistent framework for industry to achieve and has been inspired by the success of the CLOCS Program established in the United Kingdom in reducing road trauma associated with construction logistics. The primary goal of CLOCS-A is that a similar reduction in lives lost and serious injuries can be achieved locally on our roads in Australia.





Bronze Standard

The Minimum Mandatory Standard for all heavy vehicles complying with CLOCS-A technical requirements. Measures and technologies that are relatively low cost and easy to implement.



Silver Standard

A higher standard of equipment that is preferred for heavy vehicles complying with CLOCS-A technical requirements. Similar to UK CLOCS and broadly aligned to current NSW/Vic government major projects. Accreditation to Silver also requires prior accreditation to Bronze.



Gold Standard

The highest standard of equipment that is being sought for heavy vehicles complying with CLOCS-A technical requirements. Encourages leading safety technologies and to future-proof vehicles. Accreditation to Gold also requires prior accreditation to Silver.





Final Recap

Connect Logistics Case

Understanding Duties



Discharging Duties

Mapping Transport Activities

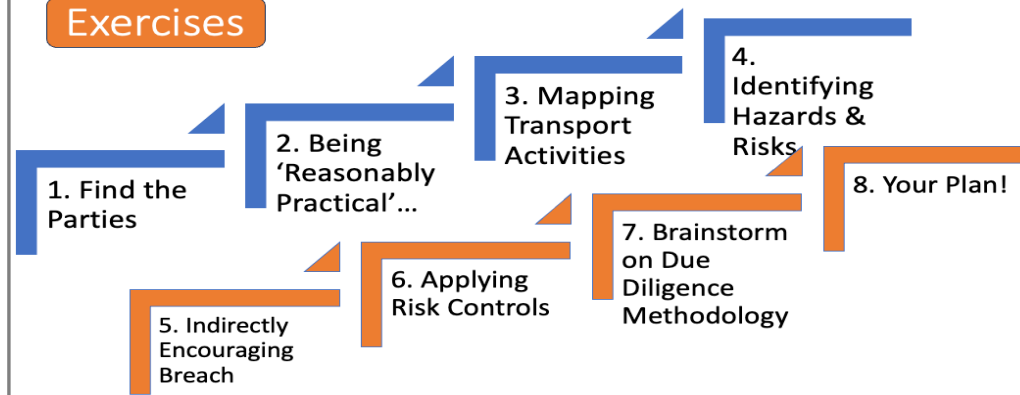
Identifying & Assessing CoR Hazards & Risks

CoR Risk Controls

Building a Safety Culture

Due Diligence Deep Dive > Your Implementation Plan

Exercises



Anne-Maree Coyne

Chain of Responsibility Specialist
Principal Modus Management
IPWEA Fleet Consultant
BA LLB, CMC, MIMC



Mob 0418 218 876

Email annemaree.coyne@ipwea.org

LinkedIn www.linkedin.com/in/anne-maree-coyne

