



IPWEA FLEET

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

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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

1. Find the Parties

2. Being 'Reasonably Practical'...

3. Mapping Transport Activities

4. Indirectly Encouraging Breach

5. Identifying CoR Hazards & Risks

6. Applying Risk Controls

7. Brainstorm on Due Diligence Methodology

8. Your Plan!



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



- Starting with landmark case of Connect Logistics.
- Go through information on slide. Driver was fatigued & under influence of methamphetamine.
- The original case against the National Operations Manager, whilst overturned, is still persuasive in various important areas, for example:
 - An 'Operator', as one of the Parties in the Chain of Responsibility, can extend up the management hierarchy to senior management who have responsibilities for the use and control of a heavy vehicle;
 - It's not enough for an organisation to have good policies, they must be implemented and staff must be trained on them;
 - In the absence of accurate records, supervisors and managers cannot properly manage work hours and rest breaks and this significantly increases the risk that drivers are working whilst impaired by fatigue.

Understanding Duties

Fundamental Building Blocks
of Primary & Executive Duties



Why 'Chain of Responsibility' CoR

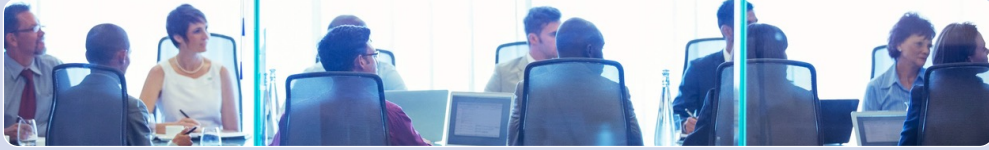


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- Why do people often use the term 'Chain of Responsibility' or CoR in connection with compliance with the Heavy Vehicle National Law (HVNL)?
- Everyone that owns a Heavy Vehicle or employs a driver **MUST** comply with all the relevant sections of the HVNL – CoR is about ensuring public safety – the focus is not compliance
- Chain of Responsibility is the term for all 10 parties that have a Primary Duty
- CoR is the part of the HVNL that makes parties responsible for the safety of heavy vehicles on the road
- Drivers are not parties in CoR unless they own the vehicle or are carry out one of the other CoR functions e.g. loading/unloading
- The Primary Duty applies to all CoR parties and is intended to capture every entity that interacts with heavy vehicles
- Both the business and the individual performing the function are the parties in the chain and the *business* is the one with the control and influence over the worker doing the task and so the main focus is on the business.

Duty of Executive



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



- The executive must ensure they exercise due diligence for safety duties in the HVNL but for the purpose of this session, it is CoR we're talking about.
- Under CoR, the Executive Duty is to ensure that the organisation complies with its Primary Duty.
- So, let's look at the Primary Duty.



Primary Duty

(Heavy Vehicles >4.5t GVM)

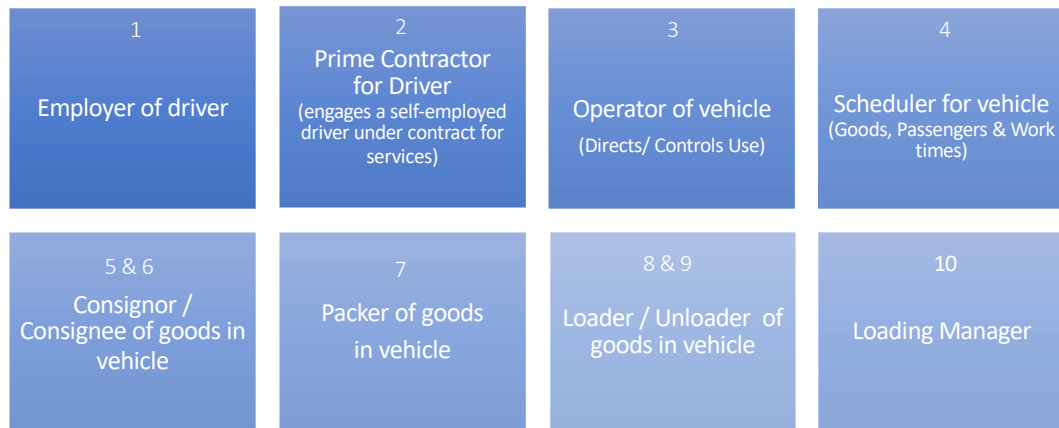
Each party in chain must ensure, as far as reasonably practical, safety of the party's transport activities relating to the heavy vehicle

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- The Primary Duty is that each party in the chain of responsibility must ensure, so far as is reasonably practicable, the safety of their Transport Activities. We're going to look at what each of the terms used mean – a 'Party in the Chain', 'as far as is reasonably practical', what 'safety' means in this context and 'Transport Activities'.
- We'll be using them throughout the day, so we need to be sure we're all on the page.
- A heavy vehicle is a vehicle with a Gross Vehicle Mass (GVM) of greater than 4.5 tonne. GVM basically means the maximum loaded mass of the vehicle as stated by the registration authority or otherwise as stated by the vehicle's manufacturer.

Parties in Chain of Responsibility



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Who are Parties in the Chain of Responsibility?

- CoR Parties are responsible under the Primary Duty
- There are 10 defined functions – discuss each from information above.
- The Master Code (which is an important Registered Industry Code of Practice) provides some helpful explanations e.g:
 - **Consignor** – in general terms the named sender of goods by road transport and can be an engager of an operator, either directly or indirectly to transport the goods by road.
 - **Consignee** – in general terms the named receiver of goods after their completion of road transport or person who actually receives the goods after the completion of their road transport.
 - **Loading Manager** – in general terms, a person who supervises regular loading or unloading or manages premises where this occurs for 5 or more heavy vehicles **on average** each day.
- Across the parties: -
 - Performance of the function, not titles or role description is what matters.
 - All CoR parties have the same Primary Duty
 - ‘Person’ includes an individual and organisations like Councils and corporations.
 - Remember, the focus of Primary Duty is on business, rather than individual employees.
 - The individual doing the task is still a party in the chain, however, if for example, a business employs a worker that loads a heavy vehicle then the business is a loader, if the business employs a person that schedules work and rest times, for example, then the business is a Scheduler and so on. This is because the business has the control and influence over the worker. They implement the policies and procedures and provide the training for the worker.

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.

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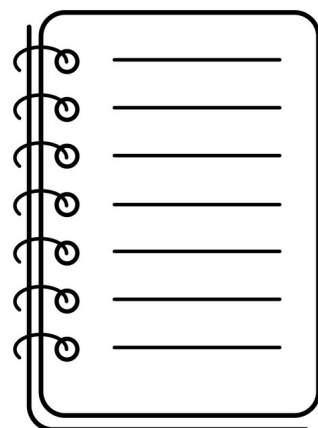


For our purposes we are focusing on the Primary Duty in this session but it's important to know that there are also some other specific safety duties that fall under the Executive Duty.

Here are just a couple of examples – slide.



Exercise 1 in Workbook



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Note to Presenter

Direct participants to complete Exercise 1 in the Workbook. Draw attention to the fact that, when identifying parties in the chain, the main focus will be on the business.

Desired Outcomes

As a result of this exercise, participants should know:

- When identifying Parties in the Chain, there is a focus on the business, not a worker;
- given the facts provided in the scenario, desirable responses include:
 - Council could be considered as the following parties in the chain:
 - Employer
 - Operator
 - Scheduler
 - Loader
 - Unloader
 - Consignor
 - Recycle Co. could be considered as the following parties in the chain:
 - Consignee; and
 - Loading manager.

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



- Three safety definitions are shown here that build on each other and include other safety components like damage to road infrastructure, harm to the environment and risk to persons and property.
- The focus of safety in CoR is different to the focus in WHS/OH&S. WHS focuses on the safety of the workers and CoR is about the safety of the driver, vehicle, load and other road users while the vehicle is travelling on the road. The focus is about **public** safety - eliminating or minimising Public Risk.
- Examples of road infrastructure include bridges, tunnels and things like traffic control devices.

What is 'Reasonably Practical' for a Duty?



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Put simply a CoR party must implement risk controls that are proportionate to overall public safety risk.

You need to do what is reasonably practical to be done weighing up all relevant matters. These include

- the likelihood of a safety risk or damage to road infrastructure; and
- the risk of harm or damage; and
- what the person knows, or ought reasonably to know, about the risk or damage and preventing/ minimising them;

(Note here the relevance of what you know or ought to know here. This includes not only what's in the HVNL but also the Registered Codes of Practice. A Registered Industry Code of Practice is admissible as evidence of whether or not a duty or obligation has been complied with.

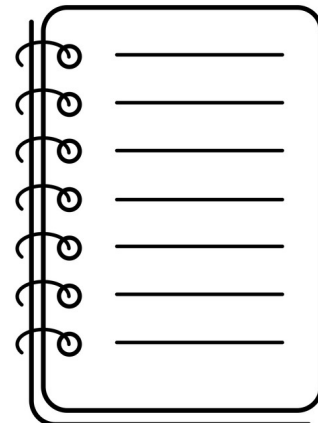
It's an objective test meaning it's not what you personally do know but what you ought to know.

The court will have regard to a Registered Code of Practice as evidence of what is known about a hazard or risk, risk assessment, or risk control, and also it can rely on the code in determining what is reasonably practicable in the circumstances to which the code relates. The Master Code has been around for over five years – anyone using a heavy vehicle in their business should know what's in it.)

- You also have to take into account the availability and suitability of the ways of preventing or minimising risk or damage; and
- the cost associated with the available ways (including whether the cost is grossly disproportionate to the likelihood of the risk or damage). Noting that if the harm is a fatality or a serious injury, it is hard to put a cost on that.



Exercise 2 in Workbook



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Note to Presenter

Direct participants to complete Exercise 2 in the Workbook. Remind participants to focus on managing public risk (which we just discussed) in their examples, as opposed to safety compliance. What is reasonably practical to do to ensure public safety of your heavy vehicle transport activities on the road?

After the Exercise, discuss it as a group. Have some participants share some of their responses and discuss them.

Desired Outcomes (and aspects you should emphasise when discussing the examples provided by participants) include:

- when considering the proportionality of cost to the likelihood of harm or risk, situations which are likely to result in high public risk or harm, should have the cost, as a low consideration. For example, a bus company has been known to say that if children are being left on school buses after the conclusion of bus routes, then cost of ways to minimise or eliminate that harm, should be a low consideration or not a consideration at all;
- businesses need to become adept at weighing up all the relevant matters when considering what is reasonably practical in the circumstances and consideration should be given to implementing a multi-pronged response to eliminating or reducing the risk to public safety e.g. if trucks onsite are being overloaded, it may be appropriate for a business to consider implementing a varied and reasonably practical response including:
 - use of a public weighbridge for some trucks working in its vicinity;
 - use of portable scales on some sites;
 - onboard scales to be implemented for a proportion of trucks; and
 - all new replacement trucks to have onboard scales.

Transport Activities



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

What are some examples?

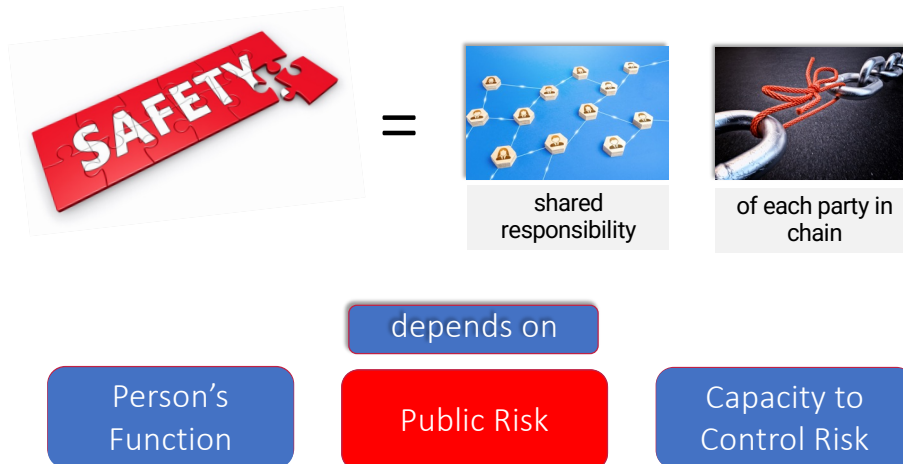


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- **‘Transport Activities’** are extremely wide and effectively include everything a business does in relation to the use of heavy vehicles.
- Examples include all those activities a Party in the Chain would do, like
 - contracting, directing or employing a person to drive, maintain or repair the vehicle;
 - consigning (sending goods out) for transport using the vehicle;
 - scheduling the transport of goods or passengers using the vehicle;
 - packing goods for transport using the vehicle;
 - loading or unloading goods on to or off a vehicle or managing this; and
 - receiving goods unloaded from the vehicle.
- Take examples from audience and discuss with a view to demonstrating the breadth of Transport Activities. Further examples include:
 - Layout of premises
 - Choice of lashing equipment
 - Decisions about time of travel
 - Communication system at a depot
 - Choice of route
 - Choice of vehicle
 - Fitting seat belts in buses
 - Monitoring driver health
 - Installing effluent dumps at saleyards
 - Obtaining critical information from a customer
 - Decisions about when to retire a vehicle from a fleet
 - Providing information to drivers about rest stop locations
 - Assessing another business before working with them
 - Establishing contractual right to information
 - Specifying thickness of plastic for wrapping pallets
 - Decisions about how drivers should be paid
 - How employees are recruited and trained
 - Programming a telematics system

Principle of Shared Responsibility



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We've now discussed the key components of the Primary Duty. Let's go on and discuss the Principle of Shared Responsibility.

In a nutshell, it is that the safety of Transport Activities is the shared responsibility of each Party in the Chain.

Once you are a Party in the Chain, you have a Primary Duty. That duty can't be diminished and each Party is equally responsible to ensure the safety of Transport Activities.

For the sharing of responsibility, you look to the level and nature of 3 factors - the person's function, the nature of the public risk created by the Transport Activity and the Party's capacity to control that risk posed by the Transport Activity. Let's look at those factors in a bit more detail:

- First, the Party's functions – it's what they actually are doing as part of the Transport Activity– even occasionally. It's those functions that's important for helping to determine the level and nature of the Party's shared responsibility, not a person's job title or what's described in their employment contract.
- Next, you take into account the nature of risk to the public involved (and we just talked all about what Public Risk means a few minutes ago).
- And last, but certainly not least, you look at each Party's capacity to control, minimise or eliminate that public risk posed by the Transport Activity. Each Party is equally responsible to ensure the safety of Transport Activities to the extent they have capacity to control it, as far as is reasonably practicable.

So, when 2 parties have the same duty (like the Primary Duty) they each have the full responsibility for it, but that responsibility is discharged to the extent each Party has the capacity to influence and control the matter.

(Note: Continued in next slide)



Whilst neither party can fully control what the other does, they share responsibility for managing risks, like the risks of fatigue and unrestrained loads. Each of them may contribute in different ways, depending on what each can influence and control. In some circumstances what you can influence and control may be small and in others it may be significant.

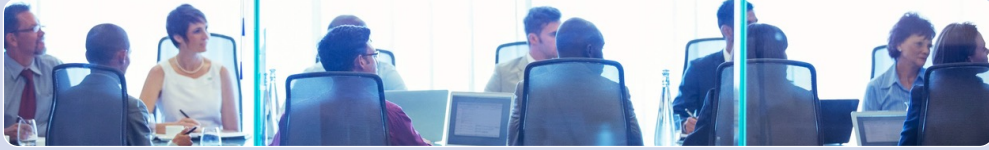
Let's look at some examples. In a situation where you are sharing responsibility with a contractor for a one-off delivery by a heavy vehicle to your premises, your capacity to influence and control will be far less than with a regularly engaged contractor where you have an ongoing relationship, perhaps in a panel arrangement:

- At the lesser end of the spectrum, with a one-off contractor, your capacity to influence and control and to, thereby, eliminate or minimise public risk may be to Observe, Report, Record and not use them again.
- However, to take a case study of a contractor engaged by a Council through a dry hire panel arrangement (where the Council hires heavy vehicles), you have a much greater capacity to exert control to minimise public risk through procurement of the contractor, the contract terms and the contract management of the arrangement. Here you have the capacity to exert influence to change the way things are done.

Some other things to keep in mind are that CoR Parties share responsibility whether they are employed internally within a business or whether they are external Parties in the Chain (like when an organisation engages another business e.g. an external supplier). Also, one person can have more than one function which could define them as more than one Party.

Also, Party's activities can overlap. Organisations need to identify where there is interaction with other Parties in the Chain in order to identify where there are shared hazards and risks with other Parties as part of shared responsibility. They must use collaboration and consultation to communicate about their respective capacities to control and effectively eliminate or minimise public risk.

Duty of Executive



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

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- We know the Executive Duty is to ensure the organisation complies with its safety duties and, for CoR, the relevant safety duty is the Primary Duty – which we've just looked at in some detail.
- Now let's take a closer look at the Executive Duty.

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



Go through information on slide and emphasise that an executive (both for a management member and an executive officer) includes someone who is concerned with or takes part in the organisation's management.

Due Diligence Cycle



Due Diligence Cycle – Master Code RICP under HVNL

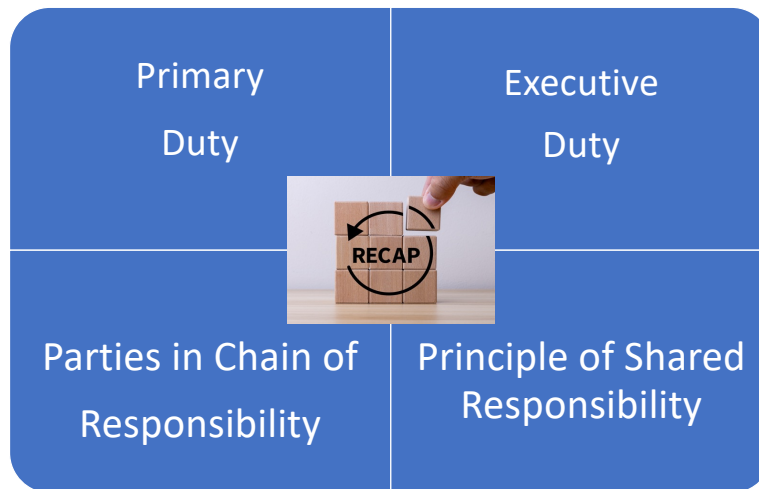


This is a diagrammatic representation of the due diligence cycle for exercising due diligence under the Executive Duty. It's about ensuring compliance with the Primary Duty and having internal systems.

Executive due diligence includes:

- Understanding the hazards and risks associated with their transport activities;
- Having appropriate resources to eliminate/minimise hazards and risks to the public;
- Responding to information received about hazards and risks in a timely manner and verifying that the resources provided are used and implemented; and
- Monitoring the effectiveness of controls and continuously improving safety.

Understanding Duties



Discharging Duties

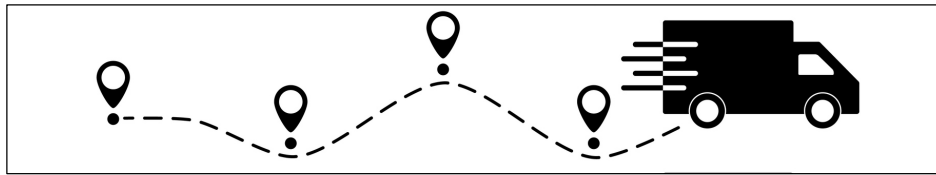


Mapping Transport Activities



A reminder – Transport Activities are activities, including business practices and making decisions, associated with the use of a heavy vehicle on a road

Mapping a Party's Transport Activities



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

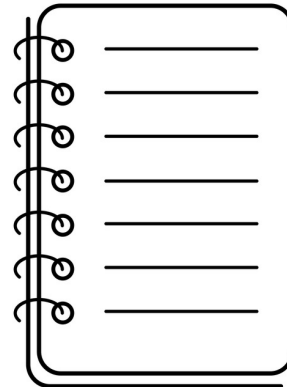
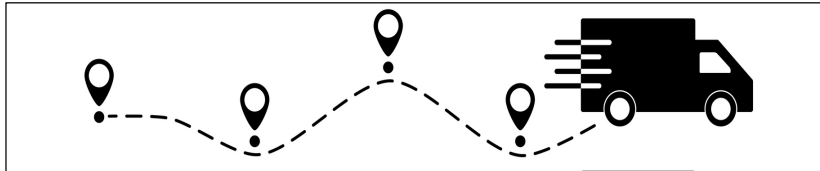


It's important to identify points of contact, who has control or influence at those points, the level of control and/or influence, and other parties with shared responsibilities. Mapping the activities for an organisation like a Council could look something like this:

- 1st identify **all of the services** that the Council provides e.g. Waste collection & recycling, quarries, buses, road construction, Council vehicle fleet maintenance, civil infrastructure, parks & gardens, airports etc.
- 2nd identify which of those services **use Heavy Vehicles (Use cases)**
- 3rd identify the **transport activities** for each one
- 4th identify the **CoR functions and touch points** for each of them
- 5th identify **other parties, to find the shared responsibilities** – point out the importance of working with those parties

Mapping Transport Activities

Exercise 3 in Workbook



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We are now going to have a go at Mapping Transport Activities and associated CoR Parties. I'll demonstrate this on the whiteboard and then you will get a chance to do it yourself.

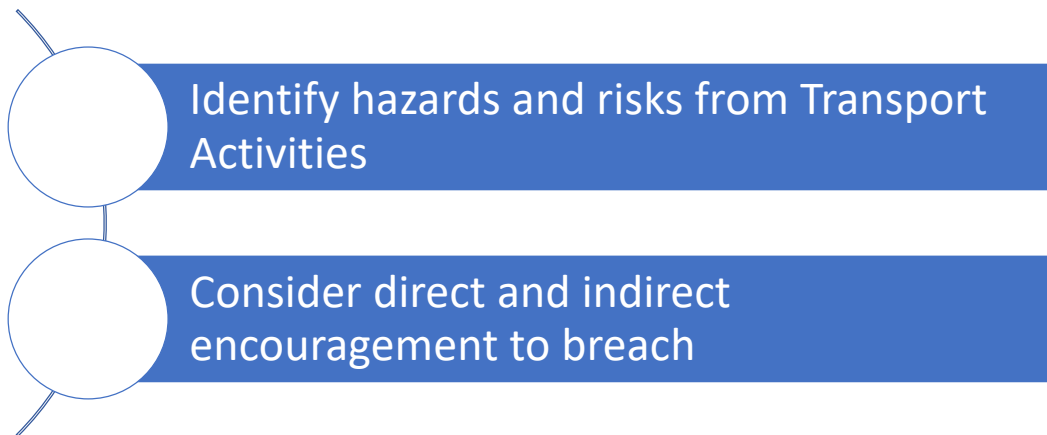
Exercise 3 in Workbook - Instructions/ Notes for Presenter

- Demonstrate this exercise on a whiteboard – you can use the 'Find the Parties' scenario from the Workbook and the Transport Activities that flow from that.
- Map a portion of the Transport Activities associated with using a heavy vehicle for waste collection. Identify, or have the audience identify, the likely CoR functions and touchpoints between each Transport Activity and an organisation.
- Add in the relevant Parties in the Chain for each Transport Activity. Highlight whether the Parties are internal or external and where there are corresponding shared responsibilities.
- Note that there is no prescribed way to map Transport Activities. The objective is to map all key Transport Activities to help an organisation to ensure public safety for a vehicle on a road in accordance with the Primary Duty. How you go about doing it is up to you.
- We will later be identifying hazards that pose a risk to public safety for a vehicle on a road and considering those Transport Activities that are appropriate risk controls, in more detail. Do not erase what you have done on the Whiteboard in this exercise, as you can use it to add related risks and further risk controls in later exercises.)
- **Desired Outcomes for this Exercise and what you want the participant to know include:**
 - a greater understanding of the breadth of Transport Activities (including business practices) within an organisation and how to identify them. (For example, for the waste collection to occur in the Waste Collection scenario provided, before the driver can drive the vehicle, the driver must have been employed and the vehicle must have been procured. These are both Transport Activities.)
 - A greater understanding of the CoR functions and touchpoints in the business associated with each of the Transport Activities. One of the touchpoints for employing the driver would be within a human resources area and one of the touchpoints for the procurement of the vehicle would be within a Fleet area.
 - A better understanding and identification of the Parties in the Chain which correspond with the relevant Transport Activities and whether they are internal or external parties and where they have shared responsibilities.
 - There is no one way to map Transport Activities. The important thing is to show how to capture the key Transport Activities and CoR Parties etc.

Assessing and Managing Risks



Assessing Risks



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Identifying Hazards and Risks from Transport Activities

- Consider some examples of risks to public safety. We discussed some in Connect Logistics e.g driving whilst fatigued, driving under the influence of illegal drugs. What are some others? (Note: raise Driving under the influence of prescription drugs that have impaired a driver's ability to drive; Driving when overloaded or with a load that is unsafely restrained if not mentioned by participants).
- What are some of the ways your organisations identify hazards and assess risks that pose a risk to public safety? (Note to presenter: Raise examples like spot checks, risk assessments, leader walks and so on if not mentioned by participants)
- NHVR resources such as the Master Code and the Regulatory Advices – e.g. Local Government as a CoR Party – are very useful and provide more information on risks to public safety.

- **Indirect encouragement to breach**

It is part of Primary Duty – Parties in the Chain must be sure they don't indirectly cause or encourage a driver to breach the HVNL or to speed. Parties also mustn't cause anyone else or other Parties in the Chain to breach the HVNL. This 'encouragement' can be, for example, in a request or direction to a driver or in the form of terms in a contract.

Case Studies

- 1) Manager communicates to drivers about a short delivery time, indirectly encouraging speeding.
- 2) Remunerating drivers by number of loads delivered – this could indirectly encourage a driver to speed to fit in more loads.

Indirect Encouragement to Breach HVNL

Exercise 4 in Workbook

A graphic of a spiral-bound notebook. The top of the notebook has the text "Provide Examples" written on it. Below the text are several horizontal lines for writing.

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Direct Participants to Complete Exercise 4 in Workbook.

Note to Presenter

Desired Outcomes for this exercise are to have participants share some examples of indirect encouragement to breach the HVNL and to ensure there is a sound understanding of the concept within the audience.

Mention some examples that can apply to other CoR Parties such as:

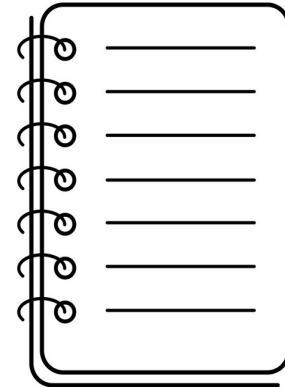
- consignor demanding the delivery happens today
- asking someone to fit one more thing on the vehicle – over mass.

Further examples which can be raised, as needed, to facilitate this outcome include:

- scheduling times which do not take into account delays e.g. caused by changing road or traffic conditions or accidents
- scheduling times which cannot be achieved, except by speeding or driving while fatigued
- maximising driving hours through incentive-based schemes and intense work practices
- penalty clauses for late delivery
- price pressures set out in unreasonable contract terms

Identifying CoR Hazards and Risks

Exercise 5 in Workbook



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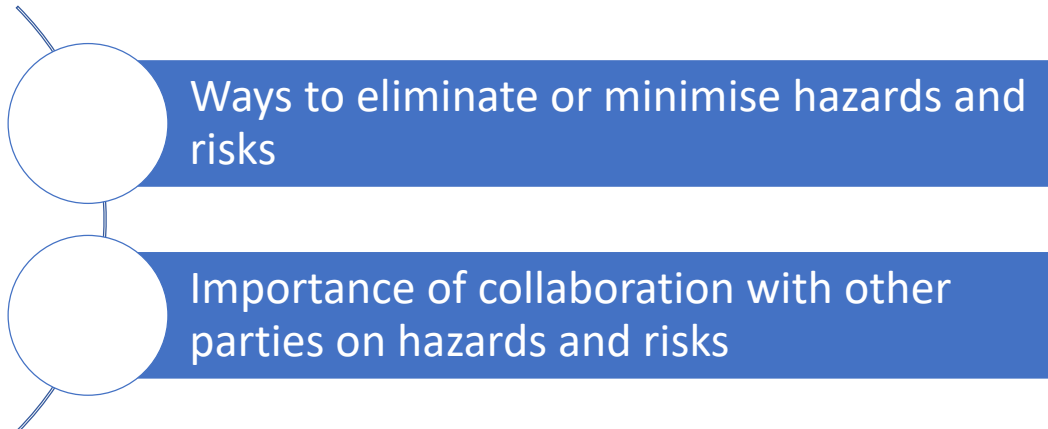


Exercise 5 in Workbook - **Instructions/ Notes for Presenter**

- Demonstrate this exercise on a whiteboard using the Transport Activities already mapped.
- Add corresponding hazards that pose a risk to public safety (as opposed to WHS hazards and risk which focuses on how a task is done by a worker).

The **Desired Outcome** for this exercise is for participants to gain an increased understanding of CoR hazards and risks by considering key risks to public safety. For example, drivers driving when they are unfit to drive is a key risk to public safety.

Managing Risks



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- Manage hazards and risk by first identifying and assessing as discussed, and then apply reasonably practical ways to minimise or eliminate these hazards and risks by applying risk controls.
- CoR risk controls are particular types of Transport Activities. You'll recall that Transport Activities are activities, including business practices and decision making, associated with the use of a heavy vehicle on a road. An example of a Transport Activity that, in most circumstances, will not be a risk control, is employing a driver. An example of a Transport Activity that is also risk control, is creating and implementing CoR policies and procedures and CoR training that minimises CoR hazards and risks.
- Discuss examples of ways participant organisations eliminate or minimise hazards that pose a risk to the public while the vehicle is travelling on a road.
- For example, complying with Load Restraint Standards reduces the public risk that a load is not restrained properly. If a load is not restrained properly the load can move which affects the stability, turning and stopping of the vehicle. This poses a serious risk to the public.
- It is important to collaborate with other parties on hazards and risks. Sharing this information is a way to minimise or eliminate risks for all.
- **Example** – Let's look at a case study - Your organisation regularly hires heavy vehicles and drivers from a Supplier, in a wet hire arrangement for a construction site you manage. The wet hire driver when loading the vehicle to dispose of materials from the site, has overloaded the vehicle on two occasions and is not adequately following directions regarding mass management. This should be dealt with immediately onsite as the overloading poses a risk to public safety. However, there also should be communication and collaboration with the wet hire supplier as the loader. You share responsibility with them as we've discussed previously and, in light of the panel arrangement and regular use, you are likely to have the ability to exert influence and control to help minimise the risk to public safety in overloading the vehicle. You should make them aware of the issues that have occurred. Perhaps it comes to light through discussions that the loader drivers are not being properly inducted by the supplier and trained on mass management. There may well be other reasons as well. Some may be issues with your own site induction and possibly with you as a loading manager. You should collaborate with the supplier on ways to eliminate or minimise the risks to public safety created by the overloading.
- We'll now look at some of the key ways to eliminate and minimise hazards and risks by applying risk controls (which are of course types of transport activities).

Implementing Risk Controls Policies & Procedures



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All CoR parties should **document and implement** their operating policies and procedures.

The Master Code highlights some key areas where there should, at the very least, be policies and procedures. These are speed and fatigue management, mass, dimension and loading and vehicle standards (to manage risks associated with roadworthiness).

Important topics covered in your businesses policies and procedures include parties' roles, functions and responsibilities and how you will share and act on information about incidents;

Also, you should be thinking about your policies and procedures for interacting with other CoR parties. It's good if you communicate with them and can have a consistent approach, especially on how the safety of transport activities is managed by the CoR parties and what to do when a party isn't complying. This is a type of contingency procedure within contingency planning – a really critical area for policy and procedures.

CoR procedures can provide information about how to conduct transport activities to minimise or eliminate risks to public safety. For example, in relation to loading. CoR procedures can cover information to be exchanged before loading, who is to do what, pre-departure checks, and what sign-off is to be provided.

Policies and procedures should be regularly reviewed - to be sure they continue to reflect the way work is actually being done. They should also be written in such a way that they relate to their primary audience.

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

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- Executive Duty requires allocating reasonably practical financial & human resources for training and ensuring that those resources are used.
- Types of training includes:
 - Induction;
 - Task specific
 - General CoR training on CoR duties and principles.
- Task specific and general CoR training should be recurring to provide regular refreshers.
- Recurring Training Needs Analyses can assist to identify required training (incl. assessment of skills & current qualifications)
- Maintaining Training Records is important. They assist with management of training and also can provide evidence of CoR compliance.
- It's also critical to schedule regular review of training policies & procedures.
- (The above information is taken largely from the NHVR – Regulatory Advice - Managing the risks of undertrained workers which is a useful resource on training.)
- Also, include the 'why' in the training – why it is important to follow the policies & procedures and comply with the standards in the HVNL. Ultimately, it is about ensuring public safety on the road (which can include one's own family and friends).

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?

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Monitoring, Reporting and Continuous Improvement is often referred to as Assurance. This is a key part of risk management and applying appropriate controls.

Useful questions to ask are:

1. What information is relevant? To answer this - identify the outcomes you need to see to discharge your Executive due diligence – e.g. information about the conduct of transport activities and resources required to reduce or eliminate risk.

Ensure processes are put in place. Monitor:

- HV Hazards & Risks as they change over time, and
- Required Risk Controls and their effectiveness.

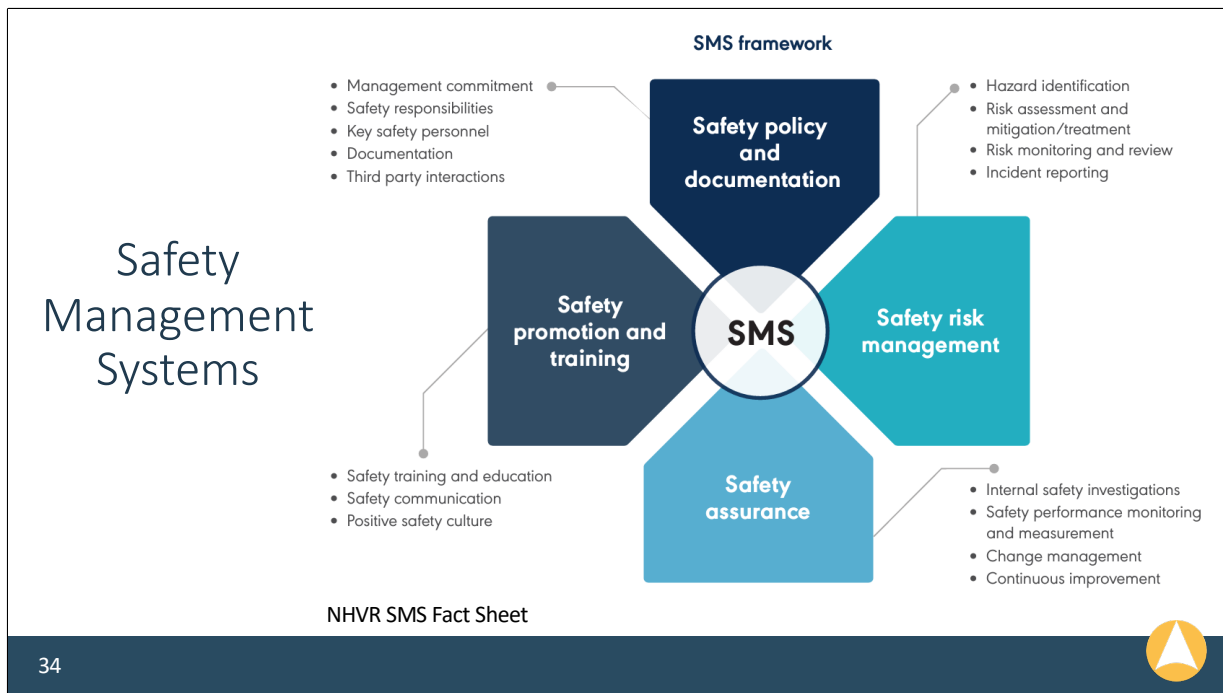
Outcomes should be measurable.

2. How to collect the information? – good to automate collection of information as much as possible. Collection needs to be made part of BAU. Managers should have responsibilities to ensure monitoring, reporting and continuous improvement occur.

3. Who should receive it? Those who need to action it and especially managers and execs to discharge their due diligence duty (There's an Exercise on this to come)

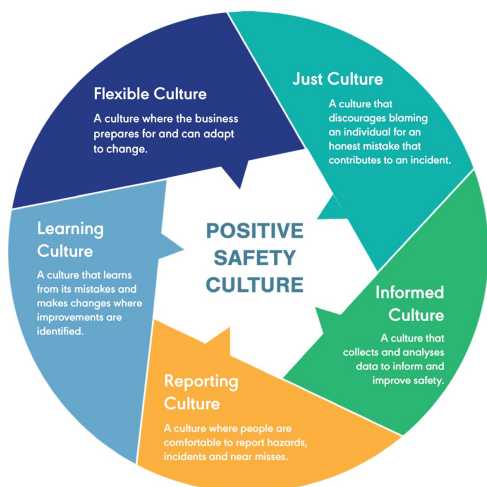
4. Interpretation - Needs to be high-level for execs – able to be reviewed at a glance. Should not be too detailed or difficult to interpret. Dashboards can be useful for aiding interpretation.

5. Of course, evidenced-based decisions and consequential actions need to be taken to ensure appropriate controls are put in place to effectively eliminate or reduce risks. Rectification action is required if controls are not effective.



- An SMS is a systematic approach to managing safety – go through information above.
- An SMS can help you:
 - provide a safer work environment for employees, customers, contractors & public
 - manage your safety duties
 - demonstrate your ability to manage risk and ensure safety
 - become an employer of choice & preferred organisation to work with
 - make informed decisions and increase efficiency
 - allocate resources to the most critical areas that have an impact on safety
 - reduce costs associated with incidents and accidents.
- Enables the continuous improvement of safety.
- Often, organisations have safety systems for WHS and other legislative compliance which can be leveraged for CoR.
- Discuss audience's current state with respect to an SMS for HVNL compliance.
- NHVR provide a 9 Step SMS Roadmap to help organisations with the creation and continued development of an SMS. For example, Step 8 relates to Third Party Interactions. It can help with understanding of the required assurance when working with third parties. See the 'IMPROVING ON' section, including the 'Third Party Engagement Checklist' which can help to identify what organisations should have assurance around when interacting with third parties.

Building a Safety Culture



NHVR - SMS Positive Safety Culture – Quick Guide

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A positive safety culture is shared attitudes, values and beliefs of the people within your organisation, as they relate to safety.

It is an essential part of an effective Safety Management System (SMS).

A positive safety culture starts at the top. Execs and senior manager share a critical role to play in creating one.

Feedback is that Exec's consistent messaging and commitment to safety is one of the most important factors in good CoR compliance.

Safety culture improves when you ensure

- sharing of safe work practices
- having a low tolerance or acceptance of risk
- work together to eliminate or minimise hazards and risks to a level that is as low as is reasonably practicable
- investigate and deal with incidents and near misses with the aim of improving the safety of your transport activities.

Go through information on slide - Referenced NHVR Quick Guide: SMS – Positive Safety Culture.

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

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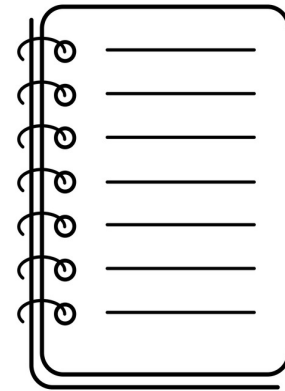
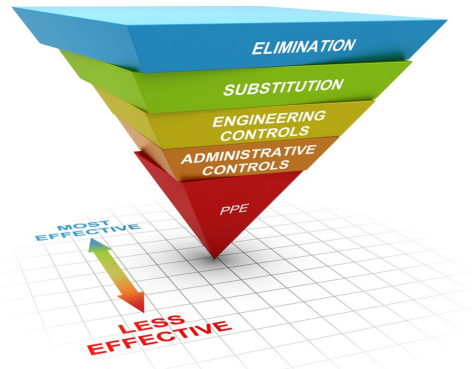
There are particular risks involved in working with other businesses in your transport activities and it's important to assess them and implement appropriate risk management controls.

Relevant for shared responsibility principle, already discussed, where the safety of transport activities is the shared responsibility of parties in CoR.

Go through information provided on slide and discuss.

CoR Risk Controls

Exercise 6 in Workbook



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Exercise 6 in Workbook - **Notes to presenter:**

Return to the Whiteboard where you have mapped CoR Parties, Transport Activities and associated hazards and risks to public safety.

Now add risk controls that will eliminate or minimise the hazards and risks you have already recorded. (Note, you may already have mapped some of the risk controls when mapping Transport Activities – if so just add any additional risk controls now).

Desired Outcomes for this Exercise (and what a presenter should emphasise during the exercise and want participants to know) includes:

- CoR risk controls are ways to eliminate or minimise CoR hazards and risks.
- When applying CoR risk controls in this Exercise, the focus should be on hazards posing a risk to public safety. The focus should not be on compliance matters e.g an unlicensed driver is a compliance matter for an employer of a driver.
- CoR risk controls are also types of Transport Activities.
- Remember, there is no prescriptive way to map Transport Activities. We are mapping these at this point in the session as it can sometimes be easier to map risk controls after recording CoR risks or hazards. However, CoR risk controls can be mapped when mapping other CoR Transport Activities , if desired.

Discharging Duties



Deep Dive

Executive CoR Due Diligence & Creating an Implementation Plan



Due Diligence Cycle



Due Diligence Cycle – Master Code RICP under HVNL



Note to presenter: Slide not numbered as a repetition of an earlier slide – only use as a reminder and an introduction to this section to lead into Slide 40.

This is a high-level graphical representation of what we are about to do a deep dive into – the Executive Duty to exercise due diligence.

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**.

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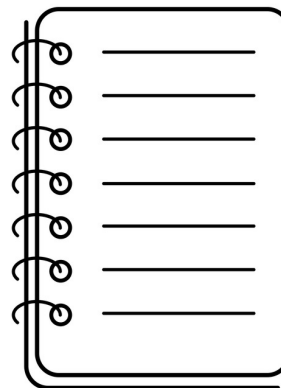


- The HVNL clearly sets out and defines due diligence for the Executive Duty.
- Go through information above with participants – focusing on highlighted areas which show the required due diligence outcomes (e.g. the executive is required to exercise due diligence by acquiring up-to-date knowledge about the safe conduct of transport activities and so on for each of the highlighted areas).
- Some examples of how an executive can exercise due diligence by taking reasonable steps to acquire and keep up-to-date knowledge and understanding about the safe conduct of Transport Activities include things like:
 - Ensuring Transport Activities, CoR Parties, related hazards and risks and risk controls are mapped for their organisation and the executive maintains knowledge and understanding of this information through reviewing regular reporting and obtaining briefings from relevant operational staff;
 - Regularly review reports from relevant internal committees and groups and attend some safety-related meetings;
 - Consider forming a CoR working group or similar, if not already in existence, and regularly review its reports (or attend meetings as appropriate)
 - Regularly review NHVR resources including the Master Code, other relevant Industry Codes of Practice, relevant Regulatory Advices and other resources to be highlighted at the end of today's session;
 - Attend relevant conferences, training sessions and webinars from relevant industry associations;
 - Fill gaps in organisational and executive knowledge and understanding by engaging external experts, where appropriate.
 - Keep abreast of emerging technologies relevant to the organisation's Transport Activities and so on.
- This slide demonstrates the extent of due diligence required in Executive Duty.
- It should be apparent that reporting on CoR is a crucial component to the Executive Duty. It is how the executives primarily gain the information they need to meet each of the other requirements highlighted above to exercise due diligence - e.g. an understanding of the nature of the organisation's Transport Activities, associated risks and hazards, incidents, near misses and response to incidents, the resources and processes used to eliminate or reduce risk, and evidence of how resources and processes are actually implemented and compliance actions taken along with verification of their effectiveness and so on.
- Organisations most likely report in relation to WHS/ OH&S and they are required to do the same for CoR. Some of the systems used for WHS/ OH&S may be able to be leveraged for CoR.

Brainstorm on Due Diligence Methodology



Exercise 7 in Workbook



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This Exercise requires participants to consider and note in their Workbooks, how their organisation:

- exercises safety due diligence at their own organisation; and
- how they could improve the way they meet the due diligence requirements for CoR.

After the Exercise, the presenter should ask participants to share some of the case studies and examples they noted in the Exercise and discuss this in a group. Are they similar to what others have recorded, what are the main challenges in exercising due diligence that emerge? etc.

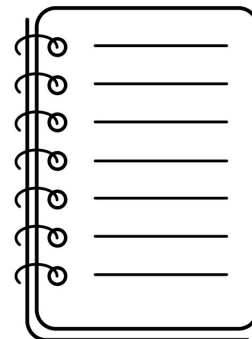
Desired Outcomes for this Exercise (and areas to be emphasised for participants to learn)

- Armed with the information provided at Slide 40, participants are given the opportunity to gain a deep understanding of the Executive Duty through focusing on how they currently exercise due diligence as a Party in the Chain to ensure the safety of their organisation's Transport Activities. Also, how they could improve this through, for example, ensuring they obtain and maintain knowledge and understanding of their Transport Activities and of the hazards and risks to public safety associated with those Activities etc, how they, as executives, can ensure the organisation has and uses appropriate resources, processes and reporting to obtain information etc.
- Reiterate that each member of the executive has the same duty and it cannot be passed on to anyone else.
- In this Exercise, participants are afforded an opportunity to consider, discuss and learn from other organisations and the presenter, on how they could potentially improve aspects of due diligence for CoR at their organisation by such steps as:
 - leveraging their organisation's existing WHS/OH&S systems to incorporate CoR; and
 - considering the areas where their current reporting needs improvement by referring to the due diligence definition and outcomes highlighted at Slide 40 – do they currently get reporting / information on CoR and the safety of relevant Transport Activities and associated hazards and risks etc and, if so, is it sufficient to satisfy their Executive Duty?

Create your own Executive CoR Due Diligence Implementation Plan



Exercise 8 in Workbook



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We have covered a lot of material throughout the day. In Exercise 8, you are given the opportunity to distil that information into some concrete actions you can personally take to help the Executive and/or yourself to discharge the Executive Duty.

The Exercise

In this Exercise, I will demonstrate on the whiteboard an example of an Executive's CoR Implementation Plan. You will then be asked to commence your own plan with some outcomes, corresponding steps and actions in your Workbook.

The Plan

The Plan should be personal to each of you, depending on your role, CoR functions, and the status of your organisation with respect to discharging its CoR duties, and focusing on the Executive Duty. The Plan can be in any format that makes sense to you. It's your plan. Its subject can be whatever you can do to help discharge your organisation's CoR duties, particularly the Executive Duty. An example of a more general outcome to progress the discharge of the Executive Duty at your organisation may be help with the Executive Leadership Team's (ELT's) buy-in by helping to improve their general knowledge of CoR and their Executive Duty. Another example is for you to reflect on your mapping exercises (Exercises 3, 5 & 6) and plan to progress some CoR initiatives that you believe are required at your organisation as a result of those Exercises).

The Demonstration - Notes to Presenter

Explain to the audience that, for the purpose of this demonstration, you are an executive on the ELT at your organisation, and you wish to progress Executive buy-in within the ELT to improve the discharge of the Executive Duty. Get them to consider how this could be achieved. Demonstrate your Desired Outcome e.g. 'Obtaining Executive buy-in for improving the discharge of our Executive Duty'; Steps to obtain this might be 'Addressing the ELT at the next ELT meeting' and Actions may be to 1) Contact Sue to get this placed on the Agenda for the next ELT meeting and 2) Prepare a brief address to ELT on CoR and Executive Duty.

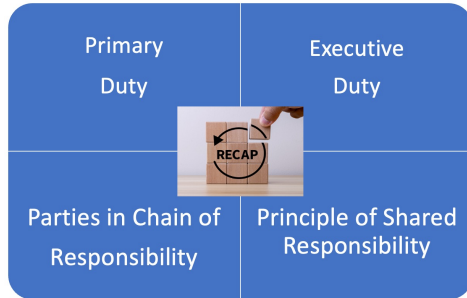
The Desired Outcome for this Exercise (and what a presenter should emphasise)

- For participants to be able to create some concrete actions to help their ELT discharge their Executive Duty;
- For participants to see the benefit of having an implementation plan to facilitate and prioritise those actions.

Final Recap

Connect Logistics Case

Understanding Duties



Discharging Duties

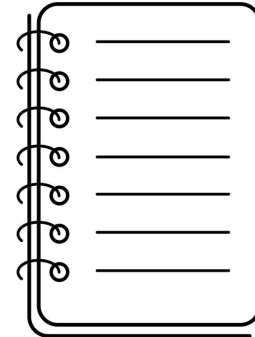


Due Diligence Deep Dive >
Your Implementation Plan



Create your own Synopsis & 3-5 Key Takeaways

Exercise 9 in Workbook



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Improving the discharge of key CoR Duties (Executive Duty & Primary Duty) at your organisation can't be achieved alone. So, if you wish to progress it, you will need to do it in association with others. This Exercise will help you to communicate with others about this at your organisation.

Desired Outcome for Exercise 9

- An 'Elevator Pitch' - A synopsis of a few key points that resonated with you from the session today to help you communicate with others at your organisation about CoR and particularly the discharge the Executive Duty.
- A few key personal take away points from the session.

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 RCP (PDF, 1.4MB)	Tasmanian Farmers & Graziers Association	30 June 2022	June 2025
 Managing Effluent in the Livestock Supply Chain RCP (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, 203KB) .	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



Registered Industry Codes of Practice (RICPs) provide information and guidance about known hazards and risks in industries that work with heavy vehicles and describe control measures that can be used to manage those risks. Anyone can use them.

Heavy vehicle drivers can learn what they should expect from the businesses they work with, and this applies to owner drivers as well.

RCIP's are made in partnership with industry groups and representatives.

The Master Code is an important CoR resource. It is currently being updated so an updated version will be available in the future.

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

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Regulatory Advice offers guidance, tips and tools for managing a range of heavy vehicle safety risks.

They are useful to:

- understand the risks of your heavy vehicle tasks
 - identify who's responsible for managing those risks
 - determine what actions you should take to minimise those risks; and
 - ensure your business is complying with the HVNL.
- For those in local govt – note the Regularly advice above on LG as a CoR Party.

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



Continued list of Regulatory advice FYI

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



Continued list of Regulatory advice FYI

Other NHVR Resources

National Heavy Vehicle Regulator

Safety, Accreditation & ComplianceRoad AccessLaw & 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.



There's a wealth of information provided by the NHVR. Here are some of the main areas. These are free and available for you and your staff to use. Highlight some of the resources.

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.



NHVR is responsible for regulating heavy vehicle standards, approving heavy vehicle modifications and granting exemptions from compliance with certain standards.

Vehicles that have been designed for a specific or special purpose, vehicles that have been modified, and vehicles that cannot comply with vehicle standards, may need to apply to the NHVR for permission before they can operate on roads.

There are many more guides on vehicle standards on the NHVR website. These are just a few.

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



NHVR manages road access applications for HV journeys. They work with road managers - state and territory road authorities and local government - to coordinate the application process and issue permits.

There are Route Planners and many more resources to assist.

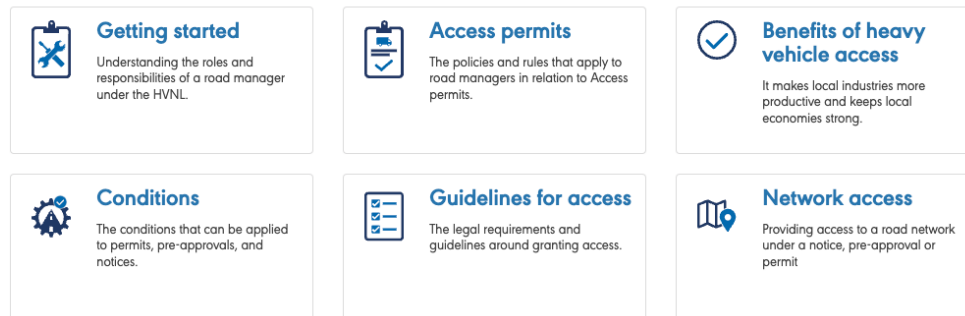
Also, note the resources available for Local Govt road managers.

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.



Of course, those in LG would be aware that local govts are accountable for the roads they manage and sustain.

There's a large amount of resources here to assist your staff working in this area – many more than are shown here.

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



There is a copy of the HVNL and regs available on the NHVR site and also information as outlined above, including summaries of prosecutions and enforceable undertakings.

National Heavy Vehicle Regulator

Accessibility tools



Safety, Accreditation & Compliance
Road Access
Law & Policies
News & Events
About Us
Contact Us

I'm looking

About us
Useful links

About Us

Careers

Consultation

Coronavirus (COVID-19) response

Corporate documents

Corporate governance

Engaging with industry

FAQs

Heavy Vehicle Safety Initiative

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

Save as PDF

Print

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Here are some other useful links to give you access to important CoR-related information.

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

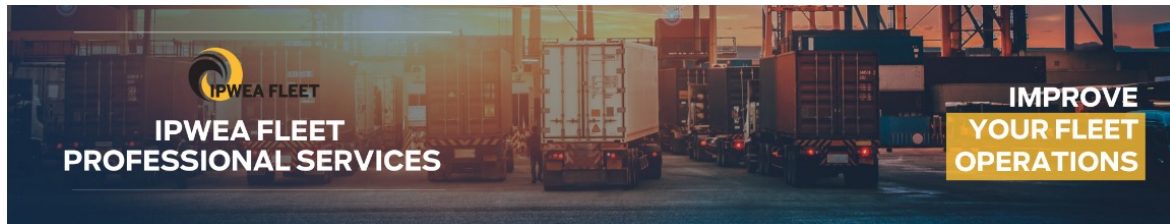
- [Industry Skills Australia](#)



Other Resources & Useful Information



IPWEA Fleet Resources



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These are some of the IPWEA resources relevant to CoR. The Plant and Vehicle Management Manual is not NHVR approved, however, it has been written by extremely experienced Fleet consultants and provides some really useful information.

Many of your organisations are members of IPWEA and your staff would probably have a copy of the PVMM.



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23-25 MARCH | MELBOURNE



Construction Logistics and Community Safety – Australia



What is CLOCS-A



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.

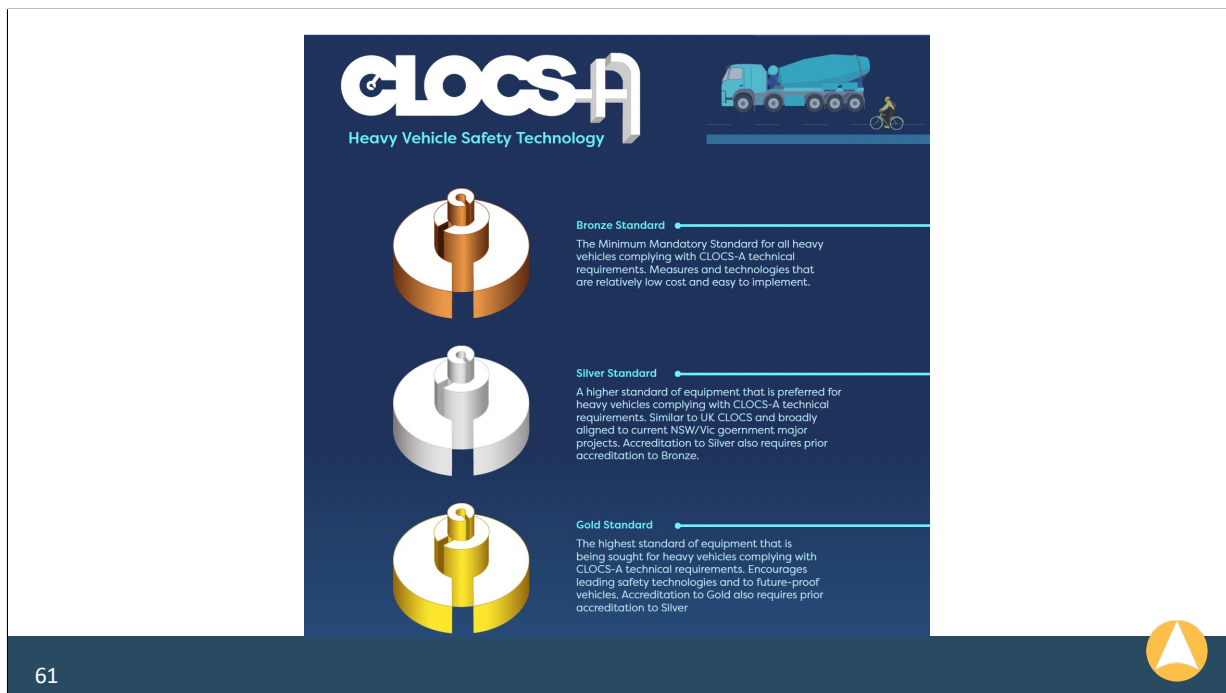
60



The Construction Logistics and Community Safety Australia, or CLOCS-A 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.

The CLOCS-A project is funded by the NHVR's Heavy Vehicle Safety Initiative, supported by the Federal Government.



For infrastructure projects that choose to participate in the CLOCS-A scheme, there will be various requirements or standards to meet in terms of the heavy vehicles, drivers, logistics planning and communications.

There will not be just a single list of requirements for participation in the scheme – but three different levels of requirements. Bronze, Silver and Gold.

This is included for your general awareness for those here involved in construction projects as CLOCS-A is fairly new.



Final Recap

Connect Logistics Case

Understanding Duties

Primary Duty	Executive Duty
Parties in Chain of Responsibility	Principle of Shared Responsibility

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

1. Find the Parties

2. Being 'Reasonably Practical' ...

3. Mapping Transport Activities

4. Identifying Hazards & Risks

8. Your Plan!

5. Indirectly Encouraging Breach

6. Applying Risk Controls

7. Brainstorm on Due Diligence Methodology

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